

## Greater Western Water (previously Western 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 2022-23 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, Western Water and City West 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 Western Water during 2022-23. We have a separate report for customers in Greater Western Water that were previously serviced by City West Water during 2022-23.

### Summary table

| Outcome   | 18-19  | 19-20  | 20-21  | 21-22  | 22-23  |
|---|--------|--------|--------|--------|--------|
| 1. Fair and affordable charges for all customers                      | Green  | Green  | Green  | Green  | Green  |
| 2. Reliable, safe services to existing and new customers              | Green  | Green  | Green  | Green  | Green  |
| 3. Innovative approaches to addressing customer needs                 | Green  | Green  | Green  | Green  | Green  |
| 4. Care of the environment  | Yellow | Yellow | Yellow | Yellow | Red    |
| 5. Sustainable contribution to the community and regional liveability | Green  | Yellow | Green  | Green  | Yellow |
| Overall   | Green  | Green  | Green  | Green  | Green  |

## **Business comments**

2022-23 marked our second full year as Greater Western Water, bringing together the previously serviced areas of City West Water and Western Water. We are proud to serve the 1.44 million community members who live in our service area, welcoming 18,068 new customers in 2022-23 to our area – bringing our total customer base to 615,619.

Over the last year, we have delivered 115,171 ML of water, received over 268,600 calls, laid out 390 km of mains and our crews attended and repaired over 3,990 faults across our network.

### **Our operating environment**

Our operating environment and the actions we take influence the 21 individual indicators that make up the Greater Western Water (previously Western Water) five outcome commitments made in our 2020 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 City West Water to form Greater Western Water has been a great opportunity to work to align and update our processes so that we can deliver our services more efficiently to our existing and new customers.

In 2022-23, the community across our service area of 3,700 square kilometres, stretching from Melbourne's CBD and inner and north-west suburbs to Bacchus Marsh and the Macedon Ranges, continued to be impacted by high population growth and rising costs of living throughout the year. We have seen the impact of these challenges through our customer satisfaction measures.

Over the year, we continued to focus on transitioning our processes and systems while maintaining our outcome commitments, service offerings and services standards. We continue to report on outcome measures set in our 2018 and 2020 price submissions. With integration, we have worked to align our processes.

We are finalising our 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 as we emerge from the pandemic and into a period of higher cost of living.

## Customer outcomes

We have five outcome commitments for customers in the area previously serviced by Western Water which reflect the many roles that water and wastewater services play in the lives of our customers and our growing regional communities and economy.

In the region previously serviced by City West Water we have six outcome commitments for customers covering similar themes (these are covered in a separate report).

We have assessed three of our outcome areas as green and one as amber by the RAG status (red, amber, green). Of our 20 individual indicators, 14 were green, one was amber and five were red.


We have assigned '*green*' status for overall performance.

## Outcome 1: Fair and affordable charges for all customers

| Output   | Unit                       |        | 16-17 | 17-18 | 18-19    | 19-20    | 20-21 | 21-22 | 22-23 |
|--|----------------------------|--------|-------|-------|----------|----------|-------|-------|-------|
| a Tariff structure review with customers completed by late 2019                                  | Met/not met                | Target | N/A   | N/A   | N/A      | Met      | N/A   | N/A   | N/A*  |
|  |                            | Actual | N/A   | N/A   | On track | Complete |       |       |       |
| b Customer satisfaction that the price of water services represents value for money (via survey) | Average rating out of 10   | Target | N/A   | N/A   | ≥6       | ≥6       | ≥6.5  | ≥6.5  | ≥6.5  |
|  |                            | Actual | 6.2   | 6.2   | 6.4      | 7.6      | 6.9   | 6.9   | 6.6   |
| c Customer hardship program participants who have cleared outstanding debt                       | Percentage of participants | Target | N/A   | N/A   | ≥20%     | ≥20%     | ≥20%  | ≥20%  | ≥20%  |
|  |                            | Actual | N/A   | N/A   | 17.6%    | 34%      | 41.7% | 52.8% | 41.0% |

Note: As GWW, our annual customer satisfaction survey on water quality does not differentiate customers previously serviced by City West Water or Western Water. The findings represent a whole of GWW level of satisfaction.

\*Grey shaded cells represent indicators and targets that no longer apply beyond 2019-20. They were part of Western Water's customer outcomes from 2018 to 2020 and are not part of the current set of customer outcomes for 2020 to 2023.

Overall outcome 1 performance for the regulatory period: 

### Business comment

Our customers have told us we need to ensure our prices and charges are fair and affordable for all customers. We also recognise the essential nature of our services and the importance of helping customers who are in financial hardship. Engagement for our 2024 price submission has found that affordability remains one of the top priorities for our customers, as with supporting customers who experience payment difficulty or hardship.

### Customer satisfaction that the price of water services represents value for money

GWW is committed to delivering value for money and we understand that affordability is front of mind for our customers.

We passed considerable savings to customers in our tariff basket application in 2021-22 by charging below the ESC's maximum allowed prices in 2022-23 for customers in the area previously serviced by Western Water. We expect to have some of the lowest bills across Victoria.

### **Supporting customers in hardship**

We are committed to supporting customers experiencing hardship.

The rising cost of living has heightened financial hardship for some customers in our service area. The GWW community and care program has been extended in the area previously serviced by Western Water to match that offered to customers in the area previously serviced by City West Water. This program includes a dedicated team and hotline providing tailored options to customers in hardship and an additional range of supports for customers who may be finding themselves in financial hardship for the first time. Our service delivery in this area is increasing, with support being provided to residential and small business customers.

Our measure of success for the hardship program is the percentage of participants who clear outstanding debt. We are pleased to report that over 40 per cent of customers in the hardship program cleared outstanding debts.

### **Overall self-rating**

For the above reasons, we consider our overall performance for Outcome 1 was '*green*'.

## Outcome 2: Reliable, safe services to existing and new customers

| Output   | Unit                      |        | 16-17 | 17-18 | 18-19 | 19-20 | 20-21     | 21-22 | 22-23 |
|--|---------------------------|--------|-------|-------|-------|-------|-----------|-------|-------|
| a Planned water supply interruptions during peak hours or longer than notified | Number of interruptions   | Target | 0     | 0     | 0     | 0     |           |       |       |
|  |                           | Actual | 0     | 0     | 14    | 58    | 12        |       |       |
| b Water quality complaints   | Number per 1000 customers | Target | N/A   | N/A   | ≤4    | ≤4    | ≤4        | ≤4    | ≤4    |
|  |                           | Actual | 2.35  | 2.62  | 2.01  | 2.3   | 2.71      | 2.98  | 1.56  |
| c Average response time to priority 1 water incidents                          | Minutes                   | Target | 25    | 25    | ≤30   | ≤30   | ≤30       | ≤30   | ≤30   |
|  |                           | Actual | 20    | 21.8  | 23.2  | 30    | 21.75     | 41    | 22    |
| d Average response time to priority 1 sewer spills                             | Minutes                   | Target | 24.21 | 24.21 | ≤30   | ≤30   | ≤30       | ≤30   | ≤30   |
|  |                           | Actual | 22.5  | 23.1  | 27    | 30    | no spills | 14    | 26.5  |
| e Average planned water supply interruptions per customer                      | Number per customer       | Target | 0.09  | 0.09  | <0.10 | <0.10 |           |       |       |
|  |                           | Actual | 0.17  | 0.08  | 0.04  | 0.05  | 0.01      |       |       |
| f Average duration of planned water supply interruptions                       | Minutes                   | Target | 180   | 180   | ≤240  | ≤240  |           |       |       |
|  |                           | Actual | 166   | 123   | 155   | 190   | 169       |       |       |
| g Customers experiencing more than 3 sewer service interruptions               | Number                    | Target | 2     | 2     | 0     | 0     | 0         | 0     | 0     |
|  |                           | Actual | 0     | 0     | 0     | 0     | 0         | 0     | 0     |

|   |  |        |        |   |   |   |   |   |   |   |
|---|--|--------|--------|---|---|---|---|---|---|---|
| h | Number of Safe Drinking Water Act non-compliances (water sampling and audit) | Number | Target | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|   |  |        | Actual | 5 | 0 | 1 | 0 | 0 | 0 | 0 |
| i | Customers experiencing more than 5 water supply interruptions                | Number | Target | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|   |  |        | Actual |   | 0 | 0 | 0 | 0 | 0 | 0 |

Note: Grey shaded cells represent indicators and targets that no longer apply beyond 2019-20. They were part of Western Water's customer outcomes from 2018 to 2020 and are not part of the current set of customer outcomes for 2020 to 2023.

Overall outcome 2 performance for the regulatory period:



## Business comment

Our customers expect high quality services from our networks and we hold ourselves accountable when it comes to providing core water and sewerage services. We met all of our six reliability targets for Outcome 2 in 2022-23.

### Water network reliability

Our average time to respond to priority 1 water incidents has improved since 2021-22 and there has been a gradual decrease in the number of priority 1 water incidents since 2019-20.

Our guaranteed service level scheme provides customers who may have had interruptions during peak hours or who may have had an interruption longer than our notification given a payment in recognition of the lower level of service they received during the year.

### Drinking water quality

Throughout 2022-23, water quality across the entire GWW service region was compliant with Australian Drinking Water Guidelines.

For customers in the area previously serviced by Western Water, there was a relatively large decrease in the number of water quality complaints from 2.98 per 1,000 customers in 2021-22 to 1.56 per 1,000 customers in 2022-23.

We extended the customer perception surveys held in the area previously serviced by City West Water to all GWW customers. This included asking customers for their satisfaction level with drinking water quality. Results show that customers are generally satisfied with the level of quality received in their homes. We can attribute this to the range of activities we undertake to improve water quality outcomes including:

- improving internal processes with our service partners and field crews to reduce the likelihood of complaints due to activities to renew or maintain (proactive and reactive) the water supply network
- developing and implementing ongoing pipe flushing programs where a consistent high number of complaints are experienced
- undertaking a strategic review to benchmark our water quality management system
- developing our water sampling program to reflect the GWW risk management framework and the entire service area.

We will continue to deliver high quality and reliable services to all our community in 2023-24. We are working with our customers as GWW on our next price submission to understand their service level expectations and values around drinking water quality.

### **Overall self-rating**

Weighing the above, we have rated our performance for Outcome 2 as *green*.



### Outcome 3: Innovative approaches to addressing customer needs

| Output  | Unit        |        | 16-17 | 17-18 | 18-19    | 19-20    | 20-21 | 21-22 | 22-23 |
|---|-------------|--------|-------|-------|----------|----------|-------|-------|-------|
| a Emergency calls answered within 30 seconds (after customer has selected emergency fault option) | Percentage  | Target | N/A   | 100%  | 100%     | 100%     |       |       |       |
|   |             | Actual | 99%   | 100%  | 95%      | 94%      |       |       |       |
| b Customers on e-billing  | Percentage  | Target | N/A   | 11%   | 15%      | ≥20%     | ≥20%  | ≥20%  | ≥20%  |
|   |             | Actual | 7%    | 11%   | 17.8%    | 26%      | 32%   | 35%   | 40%   |
| c SMS communication solution report prepared prior to 2020 price submission                       | Met/not met | Target | N/A   | N/A   | On track | Met      |       |       |       |
|   |             | Actual | N/A   | N/A   | On track | Complete |       |       |       |
| d Digital metering cost-benefit report prepared prior to 2020 price submission                    | Met/not met | Target | N/A   | N/A   | On track | Met      |       |       |       |
|   |             | Actual | N/A   | N/A   | On track | Complete |       |       |       |
| e Online services and information solution report prepared prior to 2020 price submission         | Met/not met | Target | N/A   | N/A   | On track | Met      |       |       |       |
|   |             | Actual | N/A   | N/A   | On track | Complete |       |       |       |
| f Customers mobile numbers registered for SMS communications                                      | Percentage  | Target | ≥75%  | ≥75%  | ≥75%     | ≥75%     | ≥75%  | ≥75%  | ≥75%  |
|   |             | Actual |       |       |          |          | 77.5% | 72.4% | 84.5% |
| g Customers email accounts registered for communications and engagement                           | Percentage  | Target | ≥50%  | ≥50%  | ≥50%     | ≥50%     | ≥50%  | ≥50%  | ≥50%  |
|   |             | Actual |       |       |          |          | 55%   | 50%   | 46%*  |

| Output |   | Unit       | 16-17  | 17-18 | 18-19 | 19-20 | 20-21 | 21-22 | 22-23 |       |
|--------|---|------------|--------|-------|-------|-------|-------|-------|-------|-------|
| h      | Customer portal usage (% unique new customers registered) | Percentage | Target | 0     | 0     | 0     | 0     | ≥10%  | ≥10%  | ≥10%  |
|        |   |            | Actual |       |       |       |       | 25.9% | 26.2% | 31.4% |

Note: Grey shaded cells represent indicators and targets that no longer apply beyond 2019-20. They were part of Western Water's customer outcomes from 2018 to 2020 and are not part of the current set of customer outcomes for 2020 to 2023.

\* Data for 2022-23 is potentially understated as we changed online systems during the year. For this reason we have rated this measure as amber.

Overall outcome 3 performance for the regulatory period:



## Business comment

We pride ourselves on providing accessible and timely advice to customers and strive to communicate and engage with customers in ways that suits their needs. We met almost all of our Outcome 3 targets and commitments in 2022-23.

The pandemic led to more customers being open to online interactions, and subscriptions to our customer portal and the number of customers using e-billing has steadily increased since 2020-21. However, in 2022 we paused promotion of our e-billing and customer portal as we replace and integrate our separate billings and collection systems. The new system will be implemented by July 2024.

We are working closely with customers in the development of the upcoming price submission to understand how technology can be used to communicate and engage in ways that suit their needs.

## Overall self-rating

We have rated our performance for Outcome 3 as 'green'.

## Outcome 4: Care of the environment

| Output   | Unit                     |        | 16-17  | 17-18  | 18-19  | 19-20  | 20-21    | 21-22    | 22-23    |
|--|--------------------------|--------|--------|--------|--------|--------|----------|----------|----------|
| a Net greenhouse gas emissions<br>(as <b>Western Water</b> – No longer applicable beyond 30 June 2021) | Tonnes CO <sub>2</sub> e | Target | 31,449 | 34,113 | 35,638 | 36,223 | ≤ 35,638 | ≤ 35,638 | ≤ 35,638 |
|  |                          | Actual | 32,226 | 33,282 | 37,798 | 38,257 | 33,146   | N/A      | N/A      |
| b Net greenhouse gas emissions<br>(as <b>Greater Western Water</b> from 1 July 2021)                   | Tonnes CO <sub>2</sub> e | Target |        |        |        |        | 47,419   | 40,598   | 39,358   |
|  |                          | Actual |        |        |        |        | 44,927   | 39,435   | 34,440   |
| c Customer satisfaction with the way that<br>Western Water cares for the environment<br>(via survey)   | Average rating out of 10 | Target | N/A    | N/A    | ≥8     | ≥8     | ≥8       | ≥8       | ≥8       |
|  |                          | Actual | 7.9    | 7.8    | 7.6    | 8.4    | 8.3      | 7.9      | 7.2      |
| d Number of sewer spills   | Number                   | Target |        |        |        |        | 0        | 0        | 0        |
|  |                          | Actual | 56     | 63     | 87     | 72     | 49       | 52       | 72       |

Note: As GWW, our annual customer satisfaction survey on water quality does not differentiate customers previously serviced by City West Water or Western Water. The findings represent a whole of GWW level of satisfaction.

Overall outcome 4 performance for the regulatory period so far:



### Business comment

Our targets were developed through customers feedback during our previous price submissions. We heard that they wanted demonstrated care for the environment by reducing greenhouse gas emissions and setting an ambitious target to reduce sewer spills to zero. We set performance targets around each of these and track customer satisfaction with the way we care for the environment.

In 2022-23, we saw mixed results for this outcome, with two of the targets not being met. For 2022-23, our ongoing improvements in this area were impacted by high rainfall and unprecedented flooding over much of the western region. We are continuing to work to update and improve our processes.

### **Customer satisfaction on care for the environment**

Research indicates that while rising concerns about cost of living are front and centre in customers' minds, the environment remains firmly on the agenda of residents and communities across the country.

In February 2023, GWW was issued with an Environment Protection Authority (EPA) infringement notice in relation to a discharge of stormwater containing sediment from an irrigation dam at the Romsey Recycled Water Plant (RWP) into Deep Creek. An independent ecological risk assessment confirmed there were no long-term environmental impacts to Deep Creek as a consequence of the stormwater discharge. This assessment was provided to EPA Victoria as part of their investigation. GWW is implementing measures to stabilise the irrigation dam and drainage channels to prevent sediment build up in stormwater runoff, in compliance with an EPA Victoria improvement notice at the site. Media attention around this issue has likely influenced the latest customer rating for environmental care. We are currently engaging with the Romsey and Macedon communities to better understand their expectations and needs, and how we can best care for the local environment.

### **Sewer spills**

The number of sewer spills for the year was higher than our target of zero. This can largely be attributed to periods of flood and sustained wet weather. Our average response time remained steady (30 minutes to respond), and we saw a downward trend in the number of sewer blockages per 100km of sewer main.

Our ongoing commitment to sewer spill prevention initiatives is delivered through asset performance data capture and development of targeted programs to address excess tree roots, high demand mains cleaning and aging infrastructure and related failures.

### **Greenhouse gas emissions**

Our outcome measures on net greenhouse gas emissions vary between our areas previously serviced by City West Water and Western Water. For the area previously serviced by Western Water, we measure delivery and commitment to reducing emissions against a target measuring tonnes of emissions.

As GWW, these measures are not appropriate in capturing a whole of business view on our net greenhouse gas emissions. That said, we remain committed to honouring our current outcomes and measures. With integration, we adopted a new consistent measure that represents our net greenhouse gas emissions as GWW for the rest of the reporting period (until 30 June 2024).

Our *Statement of Obligations* and *2030 Strategy* commits GWW 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 emission reduction targets established in our price submissions, we propose to support the existing commitments for the remaining period while 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.

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 2022-23, we expect in future to reduce emissions and invest in long-term cost-effective solutions.

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

**Overall self-rating:**


On balance, we consider our overall Outcome 4 performance was '*amber*'.

## Outcome 5: Sustainable contribution to the community and regional liveability

| Output |   | Unit                              |        | 16-17 | 17-18 | 18-19 | 19-20 | 20-21    | 21-22    | 22-23   |
|--------|---|-----------------------------------|--------|-------|-------|-------|-------|----------|----------|---------|
| a      | Preschools and primary schools in its region receiving education presentations by Western Water         | Percentage                        | Target | N/A   | N/A   | ≥80%  | ≥80%  | ≥90%     | ≥90%     | ≥90%    |
|        |   |                                   | Actual | 91.9% | 92.5% | 93%   | 76%   | 60%      | 56%      | 67%     |
| b      | Engage with over 1000 customers via Water Matters website, email, social media, and face to face events | Met/Not Met                       | Target | N/A   | N/A   | Met   | Met   |          |          | *       |
|        |   |                                   | Actual | N/A   | N/A   | Met   | Met   |          |          |         |
| c      | Customers agree that Western Water is a valuable member of the community (4 or 5 out of 5, via survey)  | Percentage                        | Target | N/A   | N/A   | ≥70%  | ≥70%  | ≥70%     | ≥70%     | ≥70%    |
|        |   |                                   | Actual | 74%   | 81%   | 67%   | N/A*  | 82%      | 80%      | 75%     |
| d      | Minimise usage  | Average litres per person per day | Target |       |       |       |       | ≤185     | ≤185     | ≤185    |
|        |   |                                   | Actual |       |       |       |       | 174.6    | 168.6    | 163.8   |
| e      | Develop Sunbury IWM Plan  | Met/Not Met                       | Target |       |       |       |       | On track | On track | Met     |
|        |   |                                   | Actual |       |       |       |       | On track | On track | Not met |
| f      | Reuse of recycled water produced  | Percentage                        | Target |       |       |       |       | ≥75%     | ≥75%     | ≥75%    |
|        |   |                                   | Actual |       |       |       |       | 47.8%    | 46.2%    | 32.8%   |
| g      | Deliver Western Water Reconciliation Action Plan to plan  | Met/Not Met                       | Target |       |       |       |       | On track | On track | Met     |
|        |   |                                   | Actual |       |       |       |       | On track | N/A      | N/A     |

Note: As GWW, our annual customer satisfaction survey on water quality does not differentiate customers previously serviced by City West Water or Western Water. The findings represent a whole of GWW level of satisfaction.

\*Grey shaded cells represent indicators and targets that no longer apply beyond 2019-20. They were part of Western Water's customer outcomes from 2018 to 2020 and are not part of the current set of customer outcomes for 2020 to 2023.

Overall outcome 5 performance for the regulatory period so far: 

## **Business comments**

Outcome 5 recognises the important role in supporting our diverse communities, regional prosperity and ensuring that water resources are managing efficiently for the long term.

In 2022-23, we continued to see mixed results for this outcome, achieving two and not meeting four of our six performance commitments.

### **Supporting community through events and education**

GWW delivers education presentations to schools and preschools across our whole service area, including the area previously serviced by City West Water. While we did not deliver as many presentations as expected in the area previously serviced by Western Water due to stretching resources across the full GWW service area, extending the program to the City West Water service area meant we reached nearly 18,000 students and delivered 724 presentations across the region.

We are currently working on a business case for the new GWW community education program.

### **Development of Sunbury Integrated Water Management Plan**

This work is a joint initiative with Melbourne Water, with Melbourne Water leading the project. Unfortunately, due to conflicting priorities, this project was deferred, with completion now scheduled for 2023-24.

### **Water and recycled water use and planning**

We continue to work with customers to raise awareness of how they can manage water use and control their bills. In 2022-23, the average water usage per household in the area previously serviced by Western Water decreased to 163.8 L per person per day, which is below our target of 185 L per person per day. This is slightly higher than our area previously serviced by City West Water, which has smaller lot sizes and higher density.

The lower average water usage per household in the area previously serviced by Western Water was mainly driven by above average rainfall across our service area, as customers used less drinking and recycled water on gardens.

Similarly, we reused less recycled water than targeted. The higher rainfall due to the third consecutive La Nina event reduced irrigation opportunities for customers as soils were wet and cooler for a longer period, creating a shorter irrigation season. As a result, there was less demand for recycled water for irrigation, despite more recycled water being produced.

We are looking at new ways to manage the water cycle in our region and are on track with project partners and local communities to explore new sources of water for the Sunbury region.

### **Reconciliation Action Plan**

GWW has a strong commitment to working towards reconciliation and recognises the important cultural and spiritual connections that First Nations people have with the lands and waters of our service area. As GWW, measuring our progress against Western Water's Reconciliation Action Plan (RAP) was no longer fit-for-purpose given the change to the service region, so a new RAP has been developed.

Our first RAP as GWW officially launches in August 2023. This 'Innovate' RAP covers the period June 2023-June 2025.

Going forward, the continuous development, review and achievement of this first and our subsequent RAPs, in partnership with Traditional Owners, is how we will demonstrate our deep commitment to reconciliation.

### **Overall self-rating**

While we delivered most of our targets and are on track with commitments, several factors outside our control affected our delivery. This included the contracts with our education partners limiting the number of presentations we can deliver, wetter conditions reducing demand for recycled water, and the Sunbury IWM Plan being delayed by external stakeholders.

Considering this, on balance, we have rated our performance as '*amber*'.