

Attachment D – ESC Customer Outcomes 2024-25 Submission

In this document, the water business provides a summary report of its actual performance against each of its outcome commitments for the 2024-2025 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.

Summary table

Outcome	23-24	24-25	25-26	26-27	27-28	Overall for the period to date
1. Safe, Secure, Sustainable Water	Green	Green	Yellow	Yellow	Yellow	Green
2. Innovative, Reliable Services	Green	Green	Yellow	Yellow	Yellow	Green
3. Healthier Environment	Green	Green	Yellow	Yellow	Yellow	Green
4. Trust, Affordability & Value	Green	Green	Yellow	Yellow	Yellow	Green
Overall, for reporting year	Green	Green	Yellow	Yellow	Yellow	Green

Business comments

Our overall performance this year was good, with 35 of the total 42 measures green, , 4 amber and 3 red. Each of the four Outcomes were assessed as Green. Our Customer Advisory Committee (CAC) supported this assessment and our **overall assessment for this outcomes report was Green.**

We view the outcome measures and targets as a contract with our customers. They are our commitments to delivering and charging throughout our 2023 to 2028 Price Submission period. We strongly believe our customers should play a key role in assessing and providing feedback on our performance and so we continue to engage with our CAC to achieve this.

At their meeting on 5 August 2025, CAC members responded that they were 'comfortable' or 'very comfortable' with our performance for 2024–2025, with one 'neutral' response for Outcome two: Innovative and Reliable Services. Overall, members agreed performance should be green across all four outcomes.

Notable highlights for our 2024-25 performance include:

- A new partnership with Wadawurrung, from 2025 to 2028, will help us align with Wadawurrung priority areas in protecting and promoting Country and Culture. We're also aligning our strategic planning with Eastern Maar's Country Plan, as we develop projects and support self-determination. Finally, our internal First Nations Values department is embedding Traditional Owner Cultural values into our operations.
- Wadawurrung Traditional Owners have made great progress with the Porronggitj Karrong project and were recognised with Victorian Water Award. Our development of Murk Ngubitj Yarram Yaluk also won us a Stormwater Victoria Award.
- Our Stretch RAP was officially endorsed by Reconciliation Australia and we're delivering Water for cultural flows and Traditional Owner self-determination with 3,700 million litres a year to be returned to the Moorabool River by the end of 2025.
- Barwon Water has finished the financial year on a high, with customers rating the organisation as the best in the Victorian sector across the board. The latest Essential Services Commission (ESC) customer perception survey results show Barwon Water was the top-ranked water authority in Victoria for all four measures, value for money, trust, reputation in the community and overall satisfaction.
- We remain focused on helping those facing financial hardship and delivering fair, inclusive and responsive services and by connecting customers with grants and payment plans that suit their circumstances. This year we placed significant focus on supporting customers experiencing family violence. We delivered training organisation-wide, and designed an expert informed enterprise-wide program of work to support our journey to better practice.
- Completion of stage 2 of the Colac Renewable Organics Network (RON). At our Regional RON in Black Rock, we received a development licence and submitted a business case, edging us closer to construction.
- First Victorian water corporation to achieve 100 per cent renewable electricity use at our facilities – more than a year ahead of the sector's schedule.

Outcome 1: Safe, Secure, Sustainable Water

Output	Unit		22-23	23-24	24-25	25-26	26-27	27-28
a. Percentage of time water restrictions are in place	% of time (days)	Target	-	5%	5%	5%	5%	5%
		Actual	0.3%	0.3%	5.9%			
b. Volume of water security, cumulative	ML	Target	-	0	50	3,306	3,330	3,330
		Actual	-	19	70			
c. Customer satisfaction with the overall quality of drinking water, survey respondents answering "Satisfied" or "Extremely Satisfied", Water Services Association of Australia survey every second year	% of customers surveyed	Target	-	85%	-	85%	-	85%
		Actual	90%	89%	89%			
d. Northern and Western Geelong Growth Area Integrated Water Management Plan actions completed	Status	Target	-	On track	On track	On track	Complete	-
		Actual	-	On track	On track			
e. Barwon Water led actions in the Barwon Strategic Directions Statement for the Barwon Regional Integrated Water Management Forum completed	%	Target	-	0%	25%	37%	63%	100%
		Actual	-	60%	85%			
f. New growth precinct (PSPs) or new town structure plans developed in PS2023 informed by an Integrated Water Management plan	%	Target	-	100%	100%	100%	100%	100%
		Actual	-	100%	100%			
g. Volume of water saved through partnering with customers, cumulative	ML	Target	-	200	400	600	800	1,000
		Actual	-	202	449			
h. Digital meters installed, cumulative	No.	Target	-	300	5,000	8,500	15,000	27,000
		Actual	0	289	310			

Business comment

Our Outcome 1 performance was strong in all but two measures. Overall, our Customer Advisory Committee (CAC) supported this assessment and therefore our overall **assessment for this outcome is Green.**

Apollo Bay stage 3 restrictions were introduced on 7 April 2025, but were eased back to stage 2 on 1 July 2025 after a welcome rise in water storage levels

[1a]. This year, 2024-25 we managed the driest conditions in 86 years.

Total water security increase is 70 ML as of July 2025 [1b]. This includes +19 ML from the Apollo Bay spillway upgrade, and +51 ML from the Birregurra to Colac pipeline completion.

Customer satisfaction with the overall water quality [1c] is tracked via an external and independent survey, conducted by Water Services Association of Australia (WSAA) every two years. The latest available results are from December 2023 achieved 89% satisfaction.

The 8 action items for the Growth Areas Integrated Water Management (IWM) Plan continue to progress [1d], with 7 of the actions completed and 1 action on track. The Precinct Structure Plan (PSP) delays mean that it is unlikely to be exhibited until early 2026 with adoption in late 2026 or early 2027 likely. Barwon Water will work to ensure IWM is embedded in the PSP documents.

Eight listed Strategic Directions Statement (SDS) projects are progressing at varying rates [1e]. Most projects are well progressed with the exception of Bellarine Recycled Water stage 4, which has been deprioritized. The Birregurra Sustainable Communities Program is winding down over 2025 as we transition to broader rollout of digital meters.

Asset Planning staff continue to advocate for IWM plans on all Town Structure Plans, Precinct Plans etc [1f]. More recently our work has included preparing feedback on Avalon Employment Area, Messmate Road Torquay, Bannockburn South East PSP among others. As town planning arises in the future, we will continue to advocate, lead and participate in IWM Plans.

Water savings exceed the annual target of 200 ML/year and are on track to meet the 1,000 ML savings target by June 2028 [1g]. Through partnering with customers the first Advanced Grey Water Recycling System or Hydraloop unit installed in Victoria (Torquay caravan park), 72% of schools in the Barwon region are participating in Schools Water Efficiency Program (SWEP) with 12 new sign-ups in 2024-25, additional DEECA funding enabled an expansion of the WaterSmart Business Program with over 300 loggers installed and 15 water audits completed at high water using non-residential sites, and uplift of Sustainable Water programs in Apollo Bay to support staged water restrictions.

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We're undertaking a procurement process for the meters, which will be completed in September. There have been delays with connectivity and contracts. While we did not meet the June 2025 target, the deliberate decision to go slow to go fast we're on track to commence meter rollouts in 2026, and to meet the 2028 target of 27,000 digital meters [1h].

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Outcome 2: Innovative, Reliable Services

Output	Unit		22-23	23-24	24-25	25-26	26-27	27-28
a. Customer 'ease of doing business' with us, post interactive survey respondents giving 4 or 5 out of 5	% survey respondents	Target	-	83%	83%	83%	84%	85%
		Actual	79%	89%	87%			
b. Customer 'satisfaction' with us, post interactive survey respondents giving 4 or 5 out of 5	% survey respondents	Target	-	83%	83%	83%	84%	85%
		Actual	-	89%	87%			
c. Ranking in ESC survey for customer satisfaction	Ranking position	Target	-	Top 4	Top 4	Top 4	Top 4	Top 4
		Actual	#1	#1	#1			
d. Barwon Water's unplanned water supply interruptions per 1,000 connections compared to the Victorian industry average, prior year	No. is below Vic average	Target	-	True	True	True	True	True
		Actual	True	True	True			
e. Number of sewer spills	No. per 100km sewer main	Target	-	<16	<16	<15	<15	<14.4
		Actual	14	13	15			
f. Water quality complaints	No. per 1,000 customers	Target	-	<2	<2	<2	<2	<2
		Actual	1.2	1.5	1.2			
g. Number of non-compliances with Safe Drinking Water Act (water sampling and audit)	No.	Target	-	0	0	0	0	0
		Actual	4	0	1			
h. Number of non-compliances with EPA Licence conditions	No.	Target	-	0	0	0	0	0
		Actual	0	0	0			

i. Research portfolio on emerging contaminants of concern completed	Project status	Target	-	On track	On track	On track	On track	Complete
		Actual	-	On track	On track			
j. Maturity level against the Victorian Protective Data Security Standards	Maturity Level	Target	-	Basic / Core	Basic / Core	Basic / Core	Basic / Core	Basic / Core
		Actual	Basic	Basic / Core	Basic / Core			
k. Staff who identify the Barwon Water Group is committed to supporting their health, safety and resilience, annual survey, staff responses of Agree or Strongly Agree	% staff responses	Target	-	78%	82%	86%	90%	94%
		Actual	85%	87%	84%			

Business comment

Our Outcome 2 performance was strong in all but one measure. Our Customer Advisory Committee (CAC) supported this assessment and therefore our overall **assessment for this outcome is Green.**

The Ease of Effort [2a] score rose to 87% this quarter, a 2-point lift and a positive step toward previous high performance.

Customer Satisfaction (CSAT) held steady at 87% [2b]. This stability reflects the strength of our front-of-house service model, which prioritises first-call resolution, empathy, and operational efficiency. The score is derived from post-interaction surveys, reinforcing the direct link between service quality and customer sentiment.

We performed outstandingly well this quarter in the Victoria ESC customer perception survey for the water sector [2c]. Barwon Water came number 1 across all key metrics pertaining to value for money, level of trust reputation and overall satisfaction. Our reputation within the community metric saw a notable 0.3% increase in Q4 2024-25.

The result for 2024-25 for unplanned water supply interruptions/1000 customers is 80.0 [2d]. This result is slightly higher than last financial year's result 79.4 and well below the target of 99.8. A continual focus on customers with multiple interruptions feeding into our water main replacement program is helping to reduce the number of unplanned water supply interruptions.

The 2024-25 result for sewer spills per 100km of sewer main is 15, this is below the target of 16 [2e]. Continual focus on customers with multiple spills and the financial increases in the sewer relining and cleaning programs is supporting the "Zero Spills" program and managing sewer spills performance. There is an increasing trend of sewer spills that is aligning with long term trends of increasing spills with dry periods. Sewer level monitoring is being installed along Barwon River.

There was a return to previous performance in 2024-25, after experiencing increased complaints in 2023-24 due to customers experiencing taste profile changes off the back of operational changes made to balance water resources due to raw water challenges created by a blue-green algae bloom at the Wurdee Boluc reservoir. This issue was not experienced in 2024-25 [2f].

One notification made to Department of Health (Feb-25) for non-complying water supplied, in 2024-25 [2g]. In accordance with Section 18 of the Safe Drinking Water Act, due to return of a lead result > health limit for a reticulation monitoring sample taken in the Lovely Banks-Carrs Road zone. Source was a corroded service line, which has been replaced. No house connection at the property, so no public health risk. A systematic review of water quality sampling locations and protocols has been completed.

There were no non-compliances with EPA licence conditions in 2024-25. We maintained compliance against all 120 operating licence conditions [2h].

The Barwon Water Emerging Contaminants (EC) Strategy has 19 actions across 4 areas of Education, Governance Monitoring, and Research [2i]. Currently, Barwon Water participates in 9 EC Research projects that include PFAS (per- and polyfluoroalkyl substances) sampling in our drinking water catchments, EC sampling in biochar, fate of microplastics in wastewater reclamation plants, as well as research in understanding the environmental load and impact of pharmaceutical and personal care products at Lake Colac.

Constant progress is being made against this goal however we are yet to perform our annual assessment against the framework to assess our progress. This will be completed during Q1 2025-26 [2j].

This KPI is tracked once a year via the People Matters Survey and the result for July 2025 is 84% [2k].

Outcome 3: Healthier Environment

Output	Unit		22-23	23-24	24-25	25-26	26-27	27-28
a. Electricity consumption from renewable sources	%	Target	-	43%	100%	100%	100%	100%
		Actual	43%	57%	100%			
b. Delivery of the carbon sequestration program	Project status	Target	-	On track	On track	On track	On track	Complete
		Actual	-	On track	On track			
c. Extra volume of recycled water allocated for productive use, cumulative	ML	Target	-	60	150	345	650	1,000
		Actual	293	40	480			
d. Feasibility study of large scale alternative water grid	Project status	Target	-	On track	On track	Complete	-	-
		Actual	-	On track	On track			
e. Industrial waste reused or recycled with current technologies	%	Target	-	63%	68%	75%	80%	85%
		Actual	86%	90%	85%			
f. Biosolids re-used	%	Target	-	100%	100%	100%	100%	100%
		Actual	100%	100%	100%			
g. Design of organic waste facility	Project status	Target	-	On track	Complete			
		Actual	-	On track	Behind			
h. Water entitlement returned to the Moorabool River, long-term average equivalent	ML	Target	-	0	0	3,700	3,700	3,700
		Actual	-	0	0			
i. Investment in catchment & waterway health	\$ 2023-24 million	Target	-	1.6	3.1	4.7	6.2	7.8
		Actual	-	2.6	3.5			
j. Stretch Reconciliation Action Plan (RAP) actions delivered	%	Target	-	25%	50%	100%	100%	100%
		Actual	-	35%	68%			
	% staff	Target	-	-	23%	-	30%	-

k. Improving staff awareness, who are very confident, in engaging in a culturally respectful way with First Nations People, measured externally through the Reconciliation Australia Reconciliation Action Plan (RAP) Barometer biennially

Actual

-

-

23%

Business comment

Our Outcome 3 performance was strong in all but one measure. Our Customer Advisory Committee (CAC) supported this assessment and therefore our overall **assessment for this outcome is Green.**

First Victorian water corporation to achieve 100 per cent renewable electricity use at our facilities – more than a year ahead of the sector’s schedule. [3a].

On track to deliver portfolio target of 25,000 credits per annum between 2032 and 2040. Also on track to reaching compliance from 2030 in line with the Statement of Obligations - Emissions Reduction (delivering 16,000 - 25,000 credits between 2030-2031) [3b].

Class A recycled water connections continue to increase in Armstrong Creek growth area. We are still on track to reach target of additional 1,000 ML allocated by June 2028 [3c].

Further progress with some deliverables finalised and the rest of the deliverables received in draft form. Significant feedback required on draft deliverables. The consultant continues to be delayed in finalising the project. [3d].

Industrial waste being reused and recycled for 2024-25 is well above target [3e].

All of Barwon Water’s sludge is sent to Black Rock and then processed by Plenary Plant for productive use [3f].

Project is behind schedule due to complex statutory approvals including Department of Treasury & Finance business case requirements [3g].

On track for end of 2025 water returns. Currently drafting entitlement documents with Department of Energy, Environment and Climate Action (DEECA) [3h].

Investment in catchment & waterway health achieved for 2024-25 [3i]. Waterway health projects continued to be delivered with the Corangamite Catchment Management Authority (CCMA) and Moorabool Landcare group through the Moorabool and Upper Barwon Flagship Projects, and the Moorabool Restoration Project. In addition, ongoing funding for the CCMA citizen science and river health programs, and Upper Barwon, Southern Otway and Moorabool Landcare groups continued. Work to update the Gellibrand River FLOWS study also commenced, as did the Building a Resilient Barham River Catchment project.

New Reconciliation Action Plan (RAP) Working Group formed - first meeting 4 August 2025. RAP/cultural audit has commenced with First Nations consultant. Audit will assess progress on RAP commitments, seeking to understand where our successes have been but importantly address any barriers and gaps. NAIDOC week and Reconciliation Week activities successful, with good participation of Barwon Water staff [3j].

RAP/cultural audit has commenced assessing progress on RAP commitments, seeking to understand where our successes have been and address any barriers or gaps. First Nations Values team has commenced development of a First Nations digital cultural knowledge hub with Digital Business team, that will support building organisational capability to engage with First Nations Culture and Traditional Owner’s respectfully. [3k].

Outcome 4: Trust, Affordability & Value

Output	Unit		22-23	23-24	24-25	25-26	26-27	27-28
a. Barwon Water annual residential bill based on 200 kL per annum ranked nationally against businesses of a similar size, prior year	Ranking position	Target	-	Top 5	Top 5	Top 5	Top 5	Top 5
		Actual	#5	#8	#6			
b. Proportion of bills customers can pay or are supported to pay, before overdue (final) notices are issued	%	Target	-	94%	94%	94%	95%	96%
		Actual	96%	96%	96%			
c. Business customers who agree or strongly agree that their bill is affordable, annual survey	% survey respondents	Target	-	70%	75%	80%	85%	90%
		Actual	44%	47%	50%			
d. Ranking in ESC survey for value for money	Ranking position	Target	-	Top 4	Top 4	Top 4	Top 4	Top 4
		Actual	#1	#1	#1			
e. Ranking in ESC survey for level of trust	Ranking position	Target	-	Top 4	Top 4	Top 4	Top 4	Top 4
		Actual	#1	#2	#1			
f. Community members who agree or strongly agree that we contribute positively to the region, annual survey	% survey respondents	Target	-	70%	75%	80%	85%	90%
		Actual	-	75%	77%			
g. Key regional stakeholders, major business and industrial customers trust us, online survey	% survey respondents	Target	-	70%	75%	80%	85%	90%
		Actual	75%	84%	86%			
h. Address diversity, equity and inclusion across the workforce: Aboriginal and Torres Strait Islander, people with a disability, cultural and linguistic diversity and gender balance, Barwon Water (BW) and Barwon Asset Solutions (BAS). Minimum targets met	Status	Target	-	True	True	Target to be developed post 30 June 2025 Workplace Gender Audit per Gender Equity Act 2020		
		Actual	-	True	True			

i. Total opex on budget (+/- 10% tolerance), cumulative	\$ 2023-24 million	Target	-	146.5	289.0	430.8	572.5	713.1
		Actual	-	154.6	307.1			
j. Capital works on budget (+/- 10% tolerance), cumulative	\$ 2023-24 million	Target	-	131.5	263.1	361.2	469.4	588.0
		Actual	129	134.4	277.0			
k. Cash interest cover ratio	Ratio	Target	-	≥ 2.5	≥ 2.5	≥ 2.5	≥ 2.5	≥ 2.5
		Actual	3.3	3.0	2.3			
l. Dollar benefit from continuous improvement activities, cumulative	\$ 2023-24 million	Target	-	0.9	2.4	3.9	5.5	6.2
		Actual	19	1.8	4.1			

Business comment

Our Outcome 4 performance was strong in all but three measures. Our Customer Advisory Committee (CAC) supported this assessment and therefore our overall **assessment for this outcome is Green**.

Based on the 2023-24 BoM National Performance Report, Barwon Water's average annual residential bill of \$1,236 based on annual water consumption of 200kL ranked 6th out of 16 water businesses with more than 100,000+ connected properties [4a]. The top 6 were closely separated by only \$35, with the lowest being \$1201 at South East Water. Nationally we were \$414 less than the \$1650 average bill for all 87 businesses regardless of size.

End of June result is 96.4%, 2.5 percentage points above our target of 94%. We are in good shape to remain above the next target increase in 26-27 (95%), and the further increase in 2027-28 (96%) [4b].

Quantum Market Research closed the year with a final business customer survey, reporting a 3-point increase in perceived bill affordability - from 47% to 50% [4c]. White-collar industries showed a notable decline in agreement - 57%, down from 69% in 2024 - while blue-collar industries improved to 47%, up from 40%. Feedback indicates a perceived imbalance between service and usage charges, with service fees seen as disproportionately high by business owners. In addition, we have the new Voice of the Customer (VOC) platform, implemented in December 2024, which will allow us new options for identifying our business customers through existing surveys.

Barwon Water 7.0 #1 rated across water sector [4d].

Barwon Water 7.0 #1 rated across water sector [4e].

Barwon Water continues to maintain strong public confidence, with 77% of customers rating our contribution at 4 or 5 (1-5 Scale). Our most valued impact areas remain community engagement, environmental stewardship, and delivering high-quality customer service. As we progress toward our 2027-28 target of 90% positive perception, customers have signalled that infrastructure reliability, service responsiveness, and affordability are critical to sustaining trust and relevance [4f].

The 2024-25 Business Customer Satisfaction survey was completed in June. Just over 3 in 4 business customers agreed Barwon Water is a trusted brand, easy to deal with, and has a good reputation. The perceived effort made by Barwon Water was higher than the perceived effort made by customers in 2024-25 [4g].

Awaiting 30 June 2025 Workplace Gender Audit per Gender Equity Act 2020 to develop targets [4h].

Opex is unfavourable to budget for the year [4i]. Key areas impacting the result are: Enterprise Agreement payments with the patience in bargaining related to prior year and lump sum being unbudgeted, external resources continue to be higher than budget due to agency staff and contractor costs across the business, and dry conditions have resulted in the need for unbudgeted Bulk Water to be drawn from the Melbourne to Geelong Pipeline.

The result represents a revised Capital program compared to PS23 [4j]. Key variances are projects not included in PS23 2024-25, including: Growth Area Advance Water, Ocean Grove Rising Main, Marengo Basin; and projects with revised spend including: MGP Booster PS and Gellibrand WTP Upgrade increase.

The cash interest coverage ratio for 2024-25 is slightly below the Price Submission (PS23) target [4k] as a result of higher than anticipated borrowings, primarily to support our capital program.

Great progress has been made over the past year, with the identification of an additional forecast and actual savings [4l]. With 39 active initiatives, 29 potential initiatives, and several financial focus areas scheduled for deep dives in early 2025-26, confidence is growing. To support this momentum, we've delivered a 12-month communications plan that includes all-staff meetings and intranet notices, helping to raise awareness and build desire to progress CAP (Customer Affordability Pipeline) initiatives.