



Customer outcomes performance report

2021-22

Acknowledgment of Country

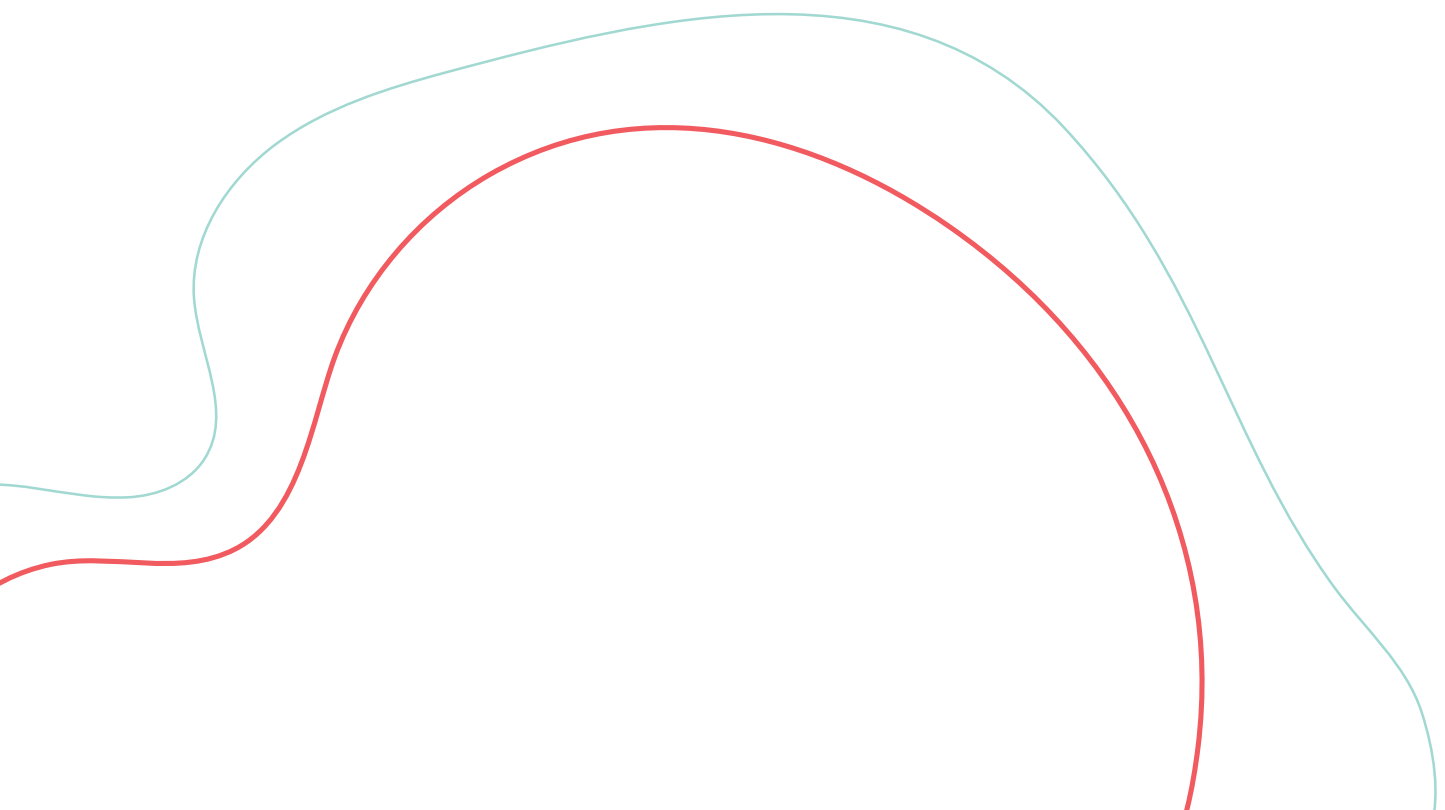
Greater Western Water respectfully acknowledges Aboriginal and Torres Strait Islander peoples as Australia's first peoples.

We respectfully acknowledge the Traditional Owners of the lands and waters upon which we work, operate and rely, the people of the Kulin Nation. We pay our deepest respects to their Elders, past, present and emerging.

We acknowledge the continued cultural, social and spiritual connections that Aboriginal and Torres Strait Islander peoples have with the lands and waters, and recognise and value that the

Traditional Owner groups have cared for and protected them for thousands of generations.

In the spirit of reconciliation, we remain committed to working in partnership with local Traditional Owners to ensure their ongoing contribution to the future of the water management landscape while maintaining their cultural and spiritual connections.



Contents

About Greater Western Water	04		
Part A: Greater Western Water customer performance outcomes (previously City West Water)	08	Part B: Greater Western Water customer outcomes report (previously Western Water)	26
Summary	09	Summary	27
Outcome 1: Services to my home and business are safe, reliable and efficiently managed	11	Outcome 1: Fair and affordable charges for all customers	29
Outcome 2: Customer service is accessible and my enquiries are resolved promptly	15	Outcome 2: Reliable, safe services to existing and new customers	30
Outcome 3: Billing and payment options are efficient and convenient	17	Outcome 3: Innovative approaches to addressing customer needs	32
Outcome 4: Customers in hardship are supported	19	Outcome 4: Care of the environment	33
Outcome 5: The whole of the water cycle is managed in an environmentally sustainable way	21	Outcome 5: Sustainable contribution to the community and regional liveability	35
Outcome 6: We are a valued partner in servicing a growing Melbourne	23		

About Greater Western Water

Greater Western Water's 3,700 square kilometre service area stretches from Melbourne's CBD, inner and north-west suburbs through the Melton and Sunbury growth corridors to Bacchus Marsh and the Macedon Ranges.

We are proud to serve the 1.29 million people 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 over 590,000.

In 2021-22, we delivered 112,724 megalitres of water, received over 311,000 calls, invested over \$250 million in infrastructure and IT assets, laid out 347km of water, sewer and recycled water mains and our crews attended and repaired more than 4,300 faults across our network.

The communities we serve are diverse and include people of all ages, genders, cultural backgrounds, languages, socioeconomic situations, and technological abilities. We are committed to providing services that are accessible and timely, with the highest levels of customer service for everyone.

Our price submission commitments remain the same

Over the next two years, we are developing our first price submission as Greater Western Water and will work with our community to understand and incorporate their views and values into our future commitments.

In the interim, we continue to operate under each of the Essential Services Commission's determinations for City West Water and Western Water for the remainder of this regulatory period (until 30 June 2024).

These determinations, and their subsequent customer commitments (known as

outcomes), will continue to apply to each of our service areas. As a result, we continue to report on our performance against our outcomes for customers in Greater Western Water's City West Water and Western Water areas separately.

Overall, we committed to delivering 11 outcomes (six for City West Water and five for Western Water). Of these, we met, or largely met, 10 of our targets.

This document reports on our performance against our customer outcomes for:

- Greater Western Water (previously City West Water) area - Part A
- Greater Western Water (previously Western Water) area – Part B

How we measure success

Each year, water businesses in Victoria provide a summary of performance against the commitments made in their price submission to the Essential Services Commission.

Progress is represented using a 'traffic light' system, with commitments being marked as 'met' (green), 'close or largely met' (amber), and 'not met' (red). We have provided comments about each commitment not met.

Figure 1. Greater Western Water's service area (consisting of historical City West Water and Western Water service areas)





**Part A:
Greater Western
Water customer
performance
outcomes
(previously
City West Water)**

Summary

City West Water submitted a price submission to the Essential Services Commission in 2018. This report relates to the regulatory period of 2018-2024, focusing on our six outcome commitments for 2021-22. Overall, we met (green rating) our targets in four of our six commitment areas, one target we largely met (amber rating), and one we have not met. Our overall rating is 'closely or largely met' (amber).

Our commitments

For 2021-22, our commitments to customers relate to the following five outcomes:

1. Services to my home and business are safe, reliable and efficiently managed.
2. Customer service is accessible, and my enquiries are resolved promptly.
3. Billing and payment options are efficient and convenient.
4. Customers in hardship are supported.
5. The whole of the water cycle is managed in an environmentally sustainable way.
6. We are a valued partner in servicing a growing Melbourne.

Our performance



In 2021-22 we largely met our customer commitments while continuing our work to integrate City West Water and Western Water and managing the ongoing challenges presented by coronavirus (COVID-19).

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 align internal processes and improve our customer offerings, more measures may need to be adjusted in consultation with customers.

Each of our six outcomes has a series of indicators. Overall, we have 41 individual indicators. In 2021-22, we met 27 of these (green), largely met five (amber) and we did not meet nine (red). This was a slight reduction on our 2020-21 customer

outcomes performance, largely driven by the ongoing effects of the pandemic and a pause on active promotion of our online support and tools as we focused on integrating City West Water and Western Water’s billing systems.

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.

	Largely Met 	Met 	Not Met 
Outcome	2020-21	2021-22	
Services to my home and business are safe, reliable and efficiently managed			
Customer service is accessible and my enquiries are resolved promptly			
Billing and payment options are efficient and convenient			
Customers in hardship are supported			
The whole of the water cycle is managed in an environmentally sustainable way			
Greater Western Water (previously City West Water) is a valued partner in servicing a growing Melbourne			
Overall			

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

Overall rating achieved for this outcome: **amber (largely met)**

In 2021-22, we largely maintained or 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.

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










We aim to give customers reliable services so they feel confident that:

- when they turn on a tap in the kitchen or bathroom, their water is safe for drinking and will flow at a reasonable pressure
- when they flush a toilet, let the plug out of a sink or have a shower, their wastewater will disappear seamlessly into the sewer
- if something does go wrong with their water supply or

wastewater disposal, the problem will be attended to and resolved in a timely and efficient manner.

We continue to have relatively lower water quality complaints compared to other water businesses in Victoria. Of the 15 water businesses reviewed in the Essential Services Commission's [Water Performance Report for 2020-21](#), we are sixth. This is an improvement on our 2019-20 ranking.

Water services

	Largely Met 	Met 	Not Met 
Indicator	Results	Target	Status
Unplanned water supply interruptions restored within five hours	96.5%	97%	
Average time taken (from notification) to restore unplanned water supply interruption (minutes)	120.8	120.0	
Planned water supply interruptions restored within five hours	98.5%	99%	
Customers experiencing more than five (6+) unplanned water service interruptions in a year	0	0	
Customers experiencing more than three (4+) unplanned water service interruptions in a year	358	86	
Number of low supply pressure events	0	0	

Customers experiencing more than three unplanned interruptions in a year







In 2021-22, we fell short of our target, with 358 customers experiencing four unplanned water service interruptions. No customer experienced five or more unplanned water service interruptions, an improvement on last year.

Customers who experience three or more unplanned interruptions are identified, monitored to determine whether conditions will deteriorate and managed so that further interruptions are planned rather than unplanned.

When customers experience a fourth unplanned interruption, we provide temporary water supplies and start work to renew the water main to prevent further interruptions.

If the unplanned 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.

Water quality

	Largely Met 	Met 	Not Met 
Indicator	Results	Target	Status
Customer satisfaction score via City West Water customer satisfaction surveys	93%	91.0%	
Number of water quality complaints per 1,000 customers	1.79	0.7	
Non-compliance with drinking water quality standards	0	0	

We undertook a range of activities to address these issues, including:

- improving internal processes with our service partners and field crews to reduce the likelihood of complaints as a result of renewal or maintenance (proactive and reactive) activities on the water supply network
- improving 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
- piloting a targeted customer flushing program in our service area where a consistent high number of complaints were experienced
- continuing our mains cleaning program and valve operation program to reduce the risk of the supply of discoloured water to customers while improving the aesthetic quality of the water
- developing and improving lead indicator reporting to monitor the disinfection performance of our water supply network.









While we may continue to receive complaints from customers about water colour, our focus on longer-term initiatives should result in a decrease in the number of complaints.

Drinking water quality complaints

Unfortunately, we continued to receive a higher-than-expected number of complaints about water quality this year. Most related to the colour of the water, rather than taste or odour. This reflects the nature of our water supply.

The largest number of complaints on water quality continue to be from parts of our network directly supplied with water from Greenvale. The water supply from this area is unfiltered, so fine sediment builds up in the pipes. To avoid triggering more customer complaints, we limit our actions and events that may cause further sediment disruption, for example, managing water main bursts to prevent high flow events, limit high water extractions from water tankers, and manage significant changes in customer usage patterns.

Sewerage services

	Largely Met 	Met 	Not Met 
Indicator	Results	Target	Status
Customers experiencing >3 (4+) unplanned sewerage service interruptions in a year	0	6	
Interruptions to sewerage services restored within five hours	98.9%	98%	
Average time (from notification) to rectify blockage/spill (main and house connection branch) (minutes)	123	124	
Sewer spills contained within five hours of notification	100%	100%	
Sewer spills within a house, that are a result of a failure in our pipes	10	13	
Sewer spills within a house, that are a result of a failure in our pipes, not contained within one hour of notification	0	0	

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

Overall rating achieved for this outcome: **green (met)**

We strive to provide exceptional customer service and to be accessible and easy to deal with.

Our customer base is diverse and includes people of all ages, genders, cultural backgrounds, languages, socioeconomic

situations and technological abilities. We are committed to providing services that are accessible and timely, with the highest levels of customer service for everyone.

We have mostly maintained the gains we achieved since 2018-19 and continued to perform well in 2021-22. Of our eight outcome measures, six were green (met) and two were red (not met).

	Largely Met 	Met 	Not Met 
Indicator	Result	Target	Status
Calls resolved on first contact	96.1%	90%	
Customer correspondence (emails) responded to within one business day	100%	95%	
Customer correspondence (emails and mail) responded to within 10 business days	100%	100%	
Residential customer satisfaction with response to an enquiry	91%	85%	
Non-residential customer satisfaction with response to an enquiry	69%	85%	
Residential customer satisfaction with response to complaint	57%	50%	
Non-residential customer satisfaction with response to a complaint	44%	50%	
Complaints investigated by the Energy and Water Ombudsman of Victoria (per 1,000 customers)	0.03	0.10	

Non-residential customer satisfaction with responses to an enquiry or complaint

We received low response rates from non-residential customers (less than 20 respondents), therefore, our performance against these measures is indicative. As we ramp up engagement with customers for our next price submission, we expect to hear from our non-residential customers on what matters to them.

Outcome 3: Billing and payment options are efficient and convenient

Overall rating achieved for this outcome: **red (not met)**

We aim to provide billing options that meet our customers' needs, that are simple, accurate and timely, and include convenient options for receiving and paying bills.

Our performance for this outcome continued to be impacted by the pandemic – notably by the lack of access for physical meter reading. Where we can, we are continuing to provide timely meter readings in a COVID-safe manner.

Our integration into Greater Western Water has meant that our original plans for a billings and collection system replacement by 2022-23 in the previous City West Water service area has now been rescoped to include replacing the system in the Western Water area.

This will form one single integrated system for Greater Western Water. Due to this we have deliberately slowed down the promotion of online accounts and our *MyAccount* portal as we implement a new billing system for Greater Western Water over the next 18 months.

● Largely Met ● Met ● Not Met			
Indicator	Result	Target	Status
Payment issue complaints (1,000 customers)	1.45	1.20	●
Estimated meter reads used for billing (of total reads)	9.6%	≤2%	●
Customers with registered online accounts (of all accounts)	21%	25%	●

Payment issue complaints

There was a significant increase in the number of payment issue complaints in 2021-22, driven by the high number of estimated reads. Estimated reads were used because we were unable to access indoor meters due to pandemic restrictions. This meant that many customers received up to three estimated reads out of four bills for the year.

Most complaints were received once pandemic restrictions were lifted and meter readers were able to attend properties to read meters. As some actual reads were lower than the estimated reads, several customers were over-billed and there was 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 three issues over the last 12 months for Energy and Water Ombudsman Victoria referrals.

We expect the number of payment issue complaints to reduce in 2022-23 due to the easing of restrictions, which will reduce our reliance on estimated reads.

Estimated meter 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 in indoor settings such as shops, houses, office buildings and apartment towers. 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 or we use an estimated read.

With the unwinding of pandemic restrictions in the second half of 2021-22, estimated meter reads fell dramatically due to greater access to meters. As restrictions continue to unwind, the number of estimated meter reads for billing purposes will return to pre-pandemic levels.

Outcome 4: Customers in hardship are supported

Overall rating achieved for this outcome: **green (met)**

We recognise the essential nature of our services and the importance of providing options and assistance to customers who are financially vulnerable or are in financial hardship. We also aim to support customers and employees experiencing hardship, vulnerability or the impacts of family violence.

The pandemic has disrupted lives, causing financial hardship and negatively impacting on people's wellbeing. We are proud of our ability to offer support to customers who may be experiencing hardship.

Although our outcome measures for 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 expanded our community and care program (from previous City West Water region) to our whole service area. This program includes a dedicated team and hotline and provides tailored options to customers.

Largely Met ● Met ● Not Met ●			
Indicator	Result	Target	Status
Anticipated customers on instalment plans at the end of reporting period (thousand customers)	34.9	40	●
Anticipated residential customers receiving hardship grants (thousand customers)	1.45	1.2	●
Customers taking up Water Assist to improve their water efficiency	200	136	●
Prior to restriction being applied, City West Water has undertaken reasonable endeavours to ensure customer is not in hardship	100%	100%	●

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.

Water Assist is a government-funded program that helps customers reduce their residential water use by identifying leaking pipes or appliances. The program includes a residential water efficiency audit, applicant retrofit and advice program. In our previously Western Water service region, we offer a similar service referred to as the WaterTight program.

In 2021-22, delivery of this program was affected by the pandemic and lockdown restrictions. 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 and we expect to see a higher number of customers participating in the Water Assist program in 2022-23.

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

Overall rating achieved for this outcome: **green (met)**

We aim to responsibly manage our valuable water resources for the benefit of current and future generations.

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 consolidated outcomes in our upcoming price submission as Greater Western Water.

Our customers told us in our 2018 price submission they wanted to see us manage our water resources responsibly. 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 Plant.

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. We also continue to increase green spaces in Melbourne's west through Greening the West Strategy 2020-25.

While our water losses were slightly higher than 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 and proactively looking for preventative measures by collaborating with our peers. We expect to maintain this low level of water loss into 2022-23.

We continue to work towards delivering 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, we anticipate over the long term to reduce offsets and invest in long-term solutions. The pandemic also meant we generated significantly less carbon emissions in our offices and transport fleet due to staff working from home and reduced travel.

	Largely Met 	Met 	Not Met 
Indicator	Result	Target	Status
Water lost from the network (of total water supplied)	9.5%	9.3%	
Water storage levels remain (in November) as per the water outlook zones in our Urban Water Strategy	90%	≥40%	
Emergency relief structures compliant with requirement to not spill in dry weather	100%	100%	
Compliance with the Environment Protection Authority's discharge licence requirements - number of licence non-compliances	0	0	
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	N/A	60%	
Net-zero emissions by 2030: Net greenhouse gas emissions - as Greater Western Water from 1 July 2021	39,435	≤40,598	

Net-zero emissions

For our customers in areas 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 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.

Our *2030 Strategy* has committed Greater Western Water 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 than previously established of carbon neutrality by 2050.




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

Overall rating achieved for this outcome: green (met)

As Melbourne rapidly grows, we aim to work collaboratively with stakeholders in the development community to ensure waste and sewerage services are delivered in a timely and efficient manner.

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.

We continued to see unprecedented rates of urban development and construction activity with approximately 9,000 new residential and non-residential customers across Greater Western Water. We were able to meet our step-up targets as planned.

	Largely Met 	Met 	Not Met 
Indicator	Result	Target	Status
Standard plumbing applications completed on time (within 10 business days, from 2020-21 five business days)	99.2%	≥95%	
Pressure and flow information applications processed on time (within 10 business days, from 2020-21 five business days)	96.3%	≥95%	
Asset information applications processed on time (within 10 business days, from 2020-21 two business days)	95.2%	≥95%	
Standard new customer contribution applications processed within 45 business days	98.3%	≥95%	
Standard 20mm new meter supply and assembly installed within 10 business days of City West Water consent	73.0%	≥95%	

Standard new meter supply and assembly

Pandemic restrictions in the first half of 2021-22 meant we fell short of our target for standard 20mm new meter supply and assembly installations. The lockdowns adversely affected our contractor's ability to undertake the required work in a safe and timely way.

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 per cent of installations within 10 business days.

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.



**Part B:
Greater Western
Water customer
outcomes report
(previously
Western Water)**

Summary

Western Water submitted a price submission to the Essential Services Commission in 2020. This report relates to the regulatory period of 2020-2024, focusing on our five outcomes for 2021-22.

Our commitments

Our commitments (known as outcomes) outline what customers can expect from us over the regulatory period.

For this regulatory period, our commitments to customers relate to the following five outcomes:

1. Fair and affordable charges for all customers
2. Reliable, safe services to existing and new customers
3. Innovative approaches to addressing customer needs
4. Care of the environment
5. Sustainable contribution to the community and regional liveability

Our performance

In 2021-22 we met our outcome commitments while continuing our work in integrating City West Water and Western Water and managing the ongoing challenges posed by COVID-19 and the high growth in our service area.
















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.

Each outcome has a series of indicators. Overall, we have 21 individual indicators. In 2021-22, we met 14 indicators (green), largely met two (amber) and did not meet four (red). This was a slight reduction on our 2020-21 customer outcomes performance, largely driven by the ongoing effects of the pandemic and a pause on active promotion of our online support and tools as we focused on integrating City West Water and Western Water’s billing systems.

Our integration with City West 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. 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 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 met (green) our targets in four of our five commitment areas and one target we largely met (amber). Our overall rating is ‘met’ (green).

Outcome	Largely Met  Met  Not Met 		
	2020-21	2021-22	
Fair and affordable charges for all customers			
Reliable, safe services to existing and new customers			
Innovative approaches to addressing customer needs			
Care of the environment			
Sustainable contribution to the community and regional liveability			
Overall			

Outcome 1: Fair and affordable charges for all customers

Overall rating achieved for this outcome: **green (met)**

As Greater Western Water we are committed to delivering better value for money and we understand affordability is front of mind for the majority of customers.






Our customers have told us that we need to ensure our prices and charges are fair and affordable.

In 2021-22, we were pleased that customers continued to assess our value for money higher than our long-term trend, with a survey score of 6.9 out of 10.

Although our customer outcome measures on supporting customers in hardship varied between the two legacy businesses, as Greater Western Water we are committed to providing the same level of support across all customers. We have extended the community and care program in place in the previous City West Water area to areas previously serviced by Western Water.

Our measure of success for the hardship program in the area previously serviced by Western Water is the percentage of participants who clear outstanding debt. During the pandemic we saw a significant increase in the number of customers reaching out to us for support.

We are pleased to report that even with this large increase, over 50 per cent of customers in the hardship program cleared outstanding debts.

	Largely Met 	Met 	Not Met 
Indicator	Results	Target	Status
Customer satisfaction that the price of water services represents value for money (via survey)	6.9	≥6.5	
Customer hardship program participants who have cleared outstanding debt	52.8%	≥20%	

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

Overall rating achieved for this outcome: green (met)

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 are committed to preventing the number of customers experiencing an extreme number of interruptions. In 2021-22, no customers across the area previously serviced by Western Water experienced five or more unplanned water service interruptions.

There was a slight uptick in water quality complaints – but these were within our target. We extended the customer perception surveys run by City West Water to all of our Greater Western Water customers. This included asking customers for their satisfaction level with drinking water quality. Customers across our area are generally satisfied with the level of quality received in their homes.







This is because of a range of activities we undertook in 2021-22 to address water quality issues, including:

- improving internal processes with our service partners and field crews to reduce the likelihood of complaints as a result of renewal or maintenance (proactive and reactive) activities on the water supply network
- improving 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
- piloting a targeted customer flushing program in our service area where a consistent high number of complaints were experienced

- continuing our mains cleaning program and valve operation program to reduce the risk of the supply of discoloured water to customers while improving the aesthetic quality of the water
- developing and improving lead indicator reporting to monitor the disinfection performance of our water supply network.

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

Largely Met  Met  Not Met 

Indicator	Results	Target	Status
Water quality complaints	2.98	≤4	
Average response time to priority 1 water incidents	41	≤30	
Average response time to priority 1 sewer spills	14	≤30	
Customers experiencing more than 3 sewer service interruptions	0	0	
Number of Safe Drinking Water Act non-compliances (water sampling and audit)	0	0	
Customers experiencing more than 5 water supply interruptions	0	0	

Average response time to priority 1 water incidents

Our average time to respond to priority 1 water incidents was higher than planned.

However, the number of priority 1 water incidents to attend to is decreasing from five in 2019-20, four in 2020-21 to three in 2021-22. One of the three priority 1 water incidents raised the average to above target due to the timing being overnight, where the after-hours responder was located in excess of 30 minutes from the incident location.

Outcome 3: Innovative approaches to addressing customer needs

Overall rating achieved for this outcome: green (met)

We pride ourselves on providing accessible and timely advice to customers and continue to strive to communicate and engage with customers in ways that suits their needs.

The pandemic led to an increase in online interactions with customers. We also saw an increase in subscriptions to our customer portal and customers using e-billing in 2020-21.







That said, we paused promotion of our e-billing and customer portal as we work on integrating

our separate billings and collection systems across areas previously serviced by City West Water and Western Water.

Our integration also allowed us to share business practices, understand better ways of communicating using technology, and exploring approaches to allow for more access to our customers. However, given the range of activities to align business practices, we did not actively pursue adding customers registered to receive

communications and engagement. We are exploring new practices to centralise customers registered to receive communications and engagement from Greater Western Water as a whole.

We will work closely with our customers in the development of the upcoming price submission to understand how technology can be used to communicate and engage with customers to suit their needs.

	Largely Met 	Met 	Not Met 
Indicator	Results	Target	Status
Customers on e-billing	35%	≥20%	
Customers mobile numbers registered for SMS communications	72.4%	≥75%	
Customers email accounts registered for communications and engagement	50%	≥50%	

Outcome 4: Care of the environment

Overall rating achieved for this outcome: **amber (largely met)**

During preparation of the 2018 and 2020 Western Water price submissions, customers gave us consistent feedback that they wanted us to demonstrate care for the environment by reducing greenhouse gas emissions and setting an ambitious target to reduce sewer spills to zero. We set emissions and spills performance targets and track customer satisfaction with the way we care for the environment.

We almost met two of three targets, but saw an increase in the number of sewer spills in

our region previously serviced by Western Water for Outcome 4 in 2021-22.

For customers in the previous Western Water service area, 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 area previously serviced by City West Water and the area previously serviced by Western Water that represents our net greenhouse gas emissions as Greater Western Water for the remainder of the reporting period.

Our *2030 Strategy* commits Greater Western Water to achieving net-zero emissions by 2030, which is higher than our previous commitment to achieve carbon neutrality by 2050.

		Largely Met ●	Met ●	Not Met ●
Indicator	Results	Target	Status	
Net greenhouse gas emissions (as Western Water – no longer applicable beyond 30 June 2021)	N/A	≤ 35,638	N/A	
Net greenhouse gas emissions (as Greater Western Water from 1 July 2021)	39,435	≤40,598	●	
Customer satisfaction with the way that Western Water cares for the environment (via survey)	7.9	≥8	●	
Number of sewer spills	52	0	●	

Sewer spills

The number of sewer spills for the year was higher than our ambitious target of zero.

Despite this, we continue to show an improving trend in average response time and time to rectify sewer spills, decreasing from 41 minutes to 32 minutes in 2021-22 and 84 minutes to 32 minutes in 2021-22 respectively.

We continue to progress our Sewer Spill Prevention Strategy initiatives via asset performance data and analytics to develop programs to target locality-based issues including excess of tree roots, high demand, concentrated pipework and ageing infrastructure.

Outcome 5: Sustainable contribution to the community and regional liveability









Overall rating achieved for this outcome: **green (met)**

We strive to provide exceptional customer service and are driven to be accessible and easy to deal with.

While we delivered most of our targets, and are on track with commitments, several factors

outside our control impacted on delivery against targets. This includes the pandemic impacting on programs that required face-to-face delivery and wetter conditions reducing demand for recycled water.

We mostly maintained the gains we achieved since 2018-19 and continued to perform well in 2021-22.

	Largely Met 	Met 	Not Met 
Indicator	Result	Target	Status
Preschools and primary schools in its region receiving education presentations by Western Water	56%	≥90%	
Customers agree that Western Water is a valuable member of the community (4 or 5 out of 5, via survey)	80%	≥70%	
Minimise usage	168.6	≤185	
Develop Sunbury IWM Plan	On track	On track	
Reuse of recycled water produced	46.2%	≥75%	
Deliver Western Water Reconciliation Action Plan to plan		N/A	

Supporting community through events and education

Due to ongoing pandemic restrictions, several face-to-face events were postponed or cancelled in 2021-22. This included our educational presentation to preschools and primary schools which, if possible, moved to virtual presentations to provide much needed water efficiency education in our region.

These restrictions and inability to meet our customers meant that we did not meet our target for educational presentations at preschool and primary schools in our service area.

Water and recycled water use and planning

We continue to work with customers to raise awareness of how they can manage their water usage and control their bills. In 2021-22, the average water usage per household decreased to 168.6 litres per person per day, which is below our target of 185 litres. This is slightly higher than our area previously serviced by City West Water, owing to the different lot sizes and density.

The lower average water usage per household was mainly driven by above average rainfall across our service area, as customers used less potable and recycled water on gardens.

Similarly in 2021-22, we reused less recycled water in our Western Irrigation Network than targeted due to the above average rainfall across our area. This meant there was less demand for irrigation water and more recycled water produced.

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

Reconciliation Action Plan

As Greater Western Water, our existing outcome measure of actioning Western Water’s Reconciliation Action Plan (RAP) is no longer fit-for-purpose. Due to integration, the land we work on and the region we service have expanded and we need 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 commit us to longer-term strategies to enhance reconciliation and strengthen relationships, provide new employment projects, and promote the cultural values in water.

We will no longer measure the delivery of actions in Western Water’s RAP but will provide commentary on our development of our new RAP for Greater Western Water





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