



Corporate Plan

2024-2025



Acknowledgement of Country

Greater Western Water respectfully acknowledges the First Nations people of Australia and we pay our deepest respects to their Elders, past and present.

Greater Western Water operates in Bunurong, Wurundjeri Woi Wurrung, Wadawurrung, Djaara and Taungurung Country.

We respectfully acknowledge the Kulin Nations as the Traditional Owners of the lands and waters upon which we work, operate and rely. We acknowledge the continued cultural, social and spiritual connections that First Nations people have with Country.

We recognise and value that First Nations people have cared for and protected Country for thousands of generations.

Country describes land, water, air, sky, people, animals and spirits to which First Nations people are connected. We are committed to working in partnership with local Traditional Owners and First Nations peoples, to harness collective wisdom to inform the future of the water management landscape while maintaining their cultural and spiritual connections to Country.

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<https://aiatsis.gov.au/explore/welcome-country#toc-what-is-country->

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Message from our Chair and Managing Director

We are pleased to present to you Greater Western Water's 2024-25 Corporate Plan. Greater Western Water (GWW) is proud to serve a vibrant, diverse region, one of the fastest growing in Australia.

As a recently formed organisation, we will continue to build on the significant achievements of the last few years and strengthen the foundations required to deliver on our purpose: trusted water services for our communities and future generations.

In 2023, GWW submitted its first price submission. This inaugural document was informed by extensive consultation with our customers and community. They shared their values and preferences with us, which have been pivotal in shaping our priorities and expenditure across the next four years. Our strategic objectives of driving better outcomes for customers, community and Country, as described in our *2030 Strategy*, resonated strongly with our customers. With this Corporate Plan period aligning with the first year of our 2024 Price Submission, we have carefully considered and embedded customer expectations and outcomes into our priority focus areas. We note at the time of submission of this Corporate Plan, we are awaiting a final pricing decision from the Essential Services Commission.

Our customers told us that they have been impacted by economic factors, including high inflation and interest rates, and they need support. GWW has committed to maintaining stable water bills over the next four years to meet customer affordability pressures. Our financial plan includes prices as they are outlined in our 2024 Price Submission and is aligned to regulatory revenue requirements, resulting in stable financial revenues, efficient operating expense levels and capital investments that meet our service delivery requirements.

We heard our customers say they want us to focus on delivering a safe, consistent and resilient water supply, and to fix things when they go wrong. Through prudent financial management, we will continue to invest in service growth, improve our asset performance and operations and create long-term efficiencies to drive greater value for our customers. In addition, we have increased support services, so our customers can access help when they need it most. We will also support the

businesses and communities in our service area by investing in liveability, integrated water management and water efficiency outcomes across our region.

Our customers also told us they want us to deliver on our vital commitments to heal and care for Country. This includes reducing our impact on the environment, as well as implementing our bold Net Zero 2030 commitments. Our inaugural Reconciliation Action Plan and Traditional Owner engagement programs are part of our ongoing commitment to engage meaningfully and achieve outcomes that help heal Country.

The Victorian Government's policy objectives, outlined in the *Central and Gippsland Region Sustainable Water Strategy*, *Water for Victoria*, *Water is Life* and *Victoria's Housing Statement – the decade ahead – 2024-2034*, underpin how we plan for, deliver and manage precious water resources in our region in the face of a growing population and climate change.

We know that delivery of this plan is dependent on our people. We will support our people by enhancing their skills and leadership capability, creating innovative ways of attracting and retaining talent and fostering a culture where everybody thrives. We are also committed to working collaboratively with government and other key partners to drive value for our customers.

In planning for the next financial year and subsequent four years, GWW is focused on delivering on our commitments.

David Middleton

Chair
Greater Western Water

Maree Lang

Managing Director
Greater Western Water

Our operating context

About Greater Western Water

Greater Western Water (GWW) is a Victorian Government water corporation and is proud to serve a vibrant and diverse community. GWW was formed in 2021 with the integration of City West Water and Western Water. As GWW, we provide water and recycled water supply, sewerage and trade waste services to approximately 568,000 residential customers and more than 47,000 business customers across Melbourne and the western region.

GWW operates across 3,700 square kilometres stretching from Melbourne's central business district (CBD) and inner suburbs to Little River in the south, Myrniong in the west and Lancefield in the north. Our service area covers the local government areas (LGAs) of Brimbank, Hobsons Bay, Maribyrnong, Melton, Moonee Valley, Wyndham and Yarra, and partially covers the LGAs of Hume, Macedon Ranges, Melbourne and Moorabool.

We operate in Bunurong, Wurundjeri Woi Wurrung, Wadawurrung, Djaara and Taungurung Country.

Key statistics for our service area:

- **\$3.7 billion** infrastructure asset base
- **20** large dams
- **7** water filtration plants
- **10** recycled water plants
- **7,500km** of water mains
- **6,400km** of sewer mains
- **115,000ML/year** of drinking water consumed
- **108,000ML/year** of sewage managed
- **22,230** recycled water customers
- **6,300ML/year** of recycled water supplied

Figure 1. Greater Western Water service area



Our year in review

As a newly formed organisation, it is important that we build the solid foundations required to deliver on our strategic objectives.

Over the last year, we have delivered on some key achievements that lay the groundwork for the future, including:

- consolidating our billings and payments systems, establishing a solid baseline for effective communications to all our customers (see case study: My GWW)
- delivering our first price submission as GWW, aligning our services with what our customers told us matters most
- streamlining our project management capabilities, supporting our ability to deliver on our capital plan
- uplifting our safety practices, ensuring our communities are safer as we maintain our assets and manage growth across our region.

We will build on these achievements by strategically investing in programs that continue to improve our performance and help us become a future-ready organisation, while leveraging the strengths and capabilities we already have.

Our 2030 Strategy guiding us forward

GWW is future-proofing the way we work. Our 2030 Strategy guides our actions and demonstrates our commitment to our purpose and vision.

Our **purpose** is *trusted water services for our communities and future generations*.

Our **vision** is *Thriving people and Country*.

To us, 'Thriving people and Country' means:

- **Delivering value for our customers:** by providing water and sewerage services that are fairly priced, high quality and reliable now and in the future.
- **Supporting communities to thrive:** by supporting liveability, wellbeing and prosperity in our region through the expansion of green

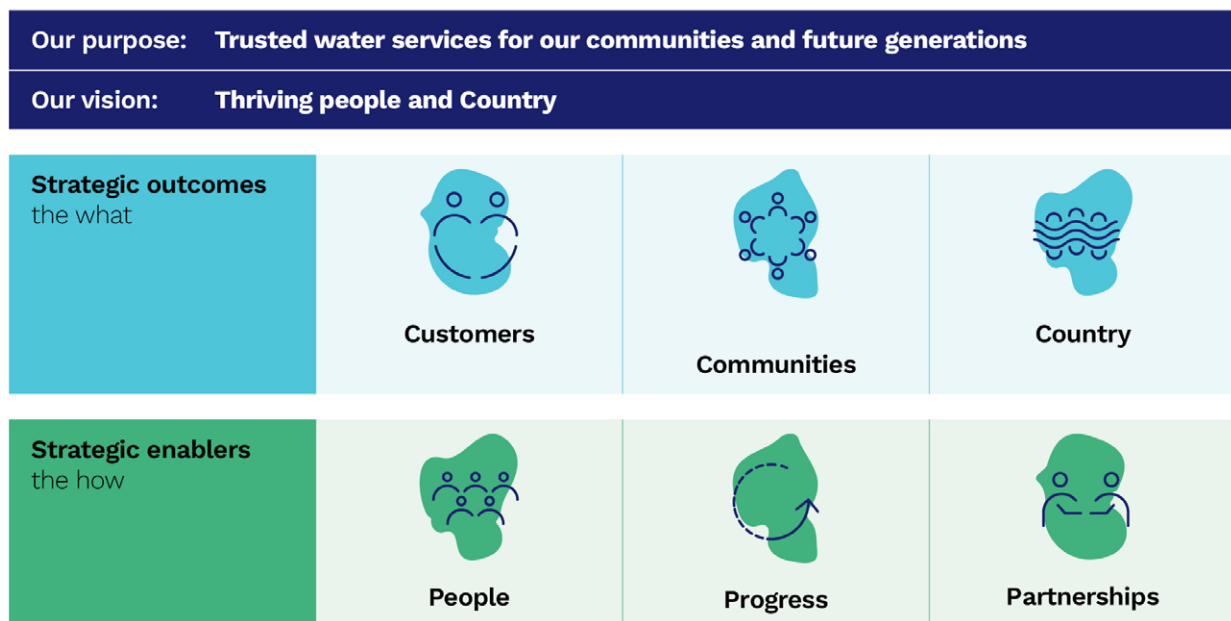
space and tree canopy cover and investment in services, infrastructure and people.

- **Healing and caring for Country:** working in respectful partnership with Traditional Owners and First Nations people, restoring environmental health, reaching net zero carbon commitments and taking action towards zero waste.

To achieve this ambitious vision, we need a strong organisation, built on our people, partnerships and continuous progress.

Figure 2. Summary of 2030 Strategy

Greater Western Water's 2030 Strategy

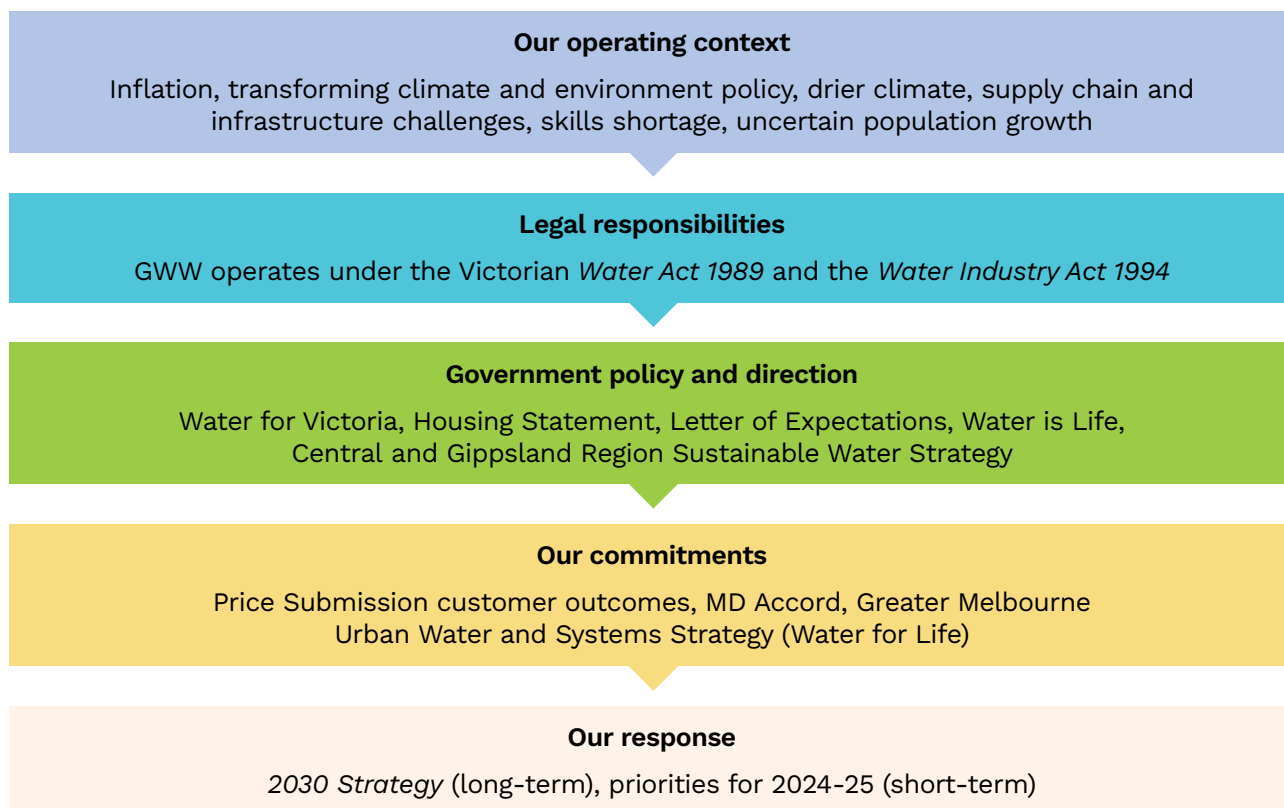


Our operating reality

We operate in a reality where regulations, legislation, government policy, expectations and obligations intersect. Each of these present opportunities and constraints. We listen to our customers and communities. We understand their preferences and needs and work on balancing these sustainably.

This plan shows how we will deliver our obligations and accountabilities, and how we will navigate our complex realities while working towards our *2030 Strategy* commitments.

Figure 3. Obligations and accountabilities



Our operating reality – key trends

The area we service and the world in which we operate is constantly changing. We aim to stay ahead of challenges, from population growth, economic pressures, supply chain issues and climate change, while also staying apprised of new technologies and opportunities.

We monitor our external operating environment through the lens of six strategic risks in our Enterprise Risk Management Framework. We analyse trends and consider if a shift is required in our strategic direction to stay on track to meet our strategic objectives and protect customers from bill shock.

Across our six strategic risks, we are monitoring and preparing for the following external and internal trends:

- **Resilience and business interruption:** We are facing business challenges on multiple fronts, which are compounded by global economic and geopolitical stresses and supply chain issues. Locally, population growth is increasing post COVID-19 pandemic, driving increasing pressure on our services in the CBD and growing regions. We are balancing resources to ensure we continue to effectively maintain and operate our existing assets while supporting growth in our region.
- **Changes in the economy:** Economic growth is expected to remain low for most of 2024. Cost of living and related pressures continue, including a lack of affordable housing due to supply and rent and mortgage growth exceeding wage growth. The flow-on impacts will continue to affect our people and customers in the short to medium term, requiring a focus on affordability, customer care and enabling growth in our region.

- **Policy and regulatory changes:** Federal and State governments are strengthening their focus on climate and the energy transition and progressing urban water reform. Increasing compliance obligations relating to environmental impacts will influence how we manage our services.
- **Climate change and the environment:** Ongoing rapid climate fluctuation and increased frequency of extreme weather events highlight the need to increase water supply resilience.
- **People and partners:** Unemployment is set to rise in 2024 with a continuation of Victoria's skills shortage. Productivity is declining with an ageing population. Treaty negotiations continue in Victoria to provide a path to negotiate self-determination and resources with First Nations peoples.
- **Technology change:** Cyber security risks continue to rise alongside generative AI (Artificial Intelligence) rapidly transforming ways of working. The Federal Government is looking to tackle the gap in cyber security talent with a national cyber security strategy. With greater demand for these skills, we will need to place ourselves well to attract and retain talent.

This process of tracking trends ensures we remain adaptable and resilient to shifts that can affect the services we provide to our customers and communities.

Our legal responsibilities

GWW operates under the Victorian *Water Act 1989* and *Water Industry Act 1994*. Under the *Water Industry Act 1994*, the Minister for Water has issued:

- **Statement of Obligations (General):** outlining our specific obligations in performing our functions.
- **Statement of Obligations (Emission Reduction):** outlining our greenhouse gas (GHG) emissions and renewable electricity use obligations. GWW is committed to:
 - reducing our annual emissions to or below 27,586 t CO₂-e GHG emissions by 2024-25 (representing a 31.5% reduction compared to the 2012-16 period)
 - 100% of electricity to be sourced from renewable sources from 1 July 2025 onwards
 - net zero emissions by 2030.

Government policy and direction

GWW is also guided by key government policies and directions.

The Letter of Expectations

These are the expectations set annually by the Minister for Water and aligned to Water for Victoria. It sets priorities for GWW for this Corporate Plan period across eight key priority areas:

- Climate Change and Energy (LoE1)
- Customer, Community and Engagement (LoE2)
- Recognise Aboriginal Values (LoE3)
- Recognise Recreational Values (LoE4)
- Resilient and Liveable Cities and Towns (LoE5)
- Leadership, Diversity and Culture (LoE6)
- Performance and Financial Management (LoE7)
- Compliance and Enforcement (LoE8)

In addition, important policies for our planning include:

- The **Central and Gippsland Region Sustainable Water Strategy** (CGRSWS) outlines the strategy for securing long-term water supplies for the region's waterways and catchments, including supporting a transition to manufactured water sources and the return of water to the environment and Traditional Owners.
- To ensure we deliver on our requirements under *Water for Victoria* and implement our region's sustainable water strategy, GWW, along with Melbourne Water, South East Water and Yarra Valley Water, developed the **Greater Melbourne Urban Water and System Strategy: Water for Life** (GMUWSS).
- The **Water is Life** roadmap supports the removal of barriers to Traditional Owners' access to water and the increase of cultural benefits from the way we store, deliver and use water.
- **Victoria's Housing Statement** responds to the challenges of lack of affordable housing across Victoria and a population expected to grow to 10.3 million by 2051.

How we will deliver on our commitments is outlined in this document. Further information is provided in **Appendix 1**.

Our customer commitments: 2024 Price Submission

In late 2023, GWW submitted its first price submission for the period 1 July 2024 - 30 June 2028. To inform the submission, we engaged with more than 8,000 customers and stakeholders on their preferred priorities. We summarised the engagement findings into a set of customer outcomes, explained below.

We found that our *2030 Strategy*; our core commitments to our customers, communities and Country; and our customers' expectations aligned.

Figure 4. GWW's customer outcomes



Our commitment and focus through this Corporate Plan period are on ensuring we deliver on the price submission outcomes and our obligations, while maintaining stable bills and providing support for those who need it most in our communities.

Our engagement with the community extended over 18 months. The findings have been incorporated into our Corporate Plan so that our customers' preferences and needs are actioned.

Case study: Engagement with our customers and communities



To develop our 2024 Price Submission, we engaged with GWW customers and communities from across our service region. They provided valuable insights and feedback around what matters most to them.

We used a variety of engagement tools to ensure anyone who wanted to, could have their say. We made sure that at each engagement stage we learnt and adapted so we could reach as many customers as possible and ensure our customers' voices strongly influenced our final submission.

To keep the conversation going and remain focused on customer needs, we have set up a customer forum, in line with our Community Engagement Framework. The forum will

work with us to evaluate whether we are meeting our targets and consider if our measures and targets continue to reflect the changing needs of our customers.

The forum is made up of 24 community members, including some customers who were involved in our price submission deliberative panel as well as some fresh faces.

This targeted engagement will be a part of a broader program of engagement and communication. It will provide one way to receive feedback and validation from a set of informed customers, while being transparent and improving awareness and understanding of our work and role.

Figure 5. Customer Forum session



Our priorities for 2024-25

We have five priorities that will enable us to achieve our vision and purpose and meet our commitments:

- Improve our asset performance and operations
- Plan for and enable growth in our region
- Deliver on our commitment to Country
- Build the culture and capabilities required for right now and into the future
- Build a financially sustainable and thriving organisation

Our priorities for 2024-25 are targeted on work packages that will deliver the biggest shifts towards where we want to be. These priorities are informed by our *2030 Strategy* and capture how we are responding to trends in our operating environment and deliver on our price submission customer outcomes. They also support us in making sound investments and robust evidence-based decisions.

To achieve our commitments and goals in the complex environment we operate in, we will focus on:

- working on the right things at the right time
- creating efficiencies and streamlining how we work so that we are working smarter
- adopting an adaptive approach to planning and delivering our work so we can respond to change and emerging issues and be ready for opportunities as they arise.

Our 2030 Strategy and 2024 Price Submission alignment

Table 1. GWW 2030 Strategy, 2024 Price Submission and 2024-25 priority alignment

2030 Strategy	GWW customer outcomes	2024-25 priorities
<p>Delivering value for customers</p> <p>We will be a highly trusted supplier of high quality, affordable and reliable water and sewerage services to our customers.</p>	<p>Outcome 1: Your water is safe, consistent and resilient</p> <p>We deliver safe, high quality and consistent supply that meets our customers' expectations and is resilient to changing populations and climate.</p>	<p>Improve our asset performance and operations</p> <p>Plan for and enable growth in our region</p>
	<p>Outcome 2: When things go wrong, we fix them</p> <p>Our water and sewerage maintenance crews are responsive and efficient if disruptions happen. We provide excellent customer service.</p>	
<p>Supporting communities to thrive</p> <p>We will have fostered greater liveability, wellbeing and prosperity in our region.</p>	<p>Outcome 3: We support our diverse communities and customers</p> <p>With our partners, we improve the wellbeing of our communities by providing alternative water to irrigate public green spaces. If our customers are having payment difficulties, we provide support.</p>	<p>Plan for and enable growth in our region</p>
	<p>Outcome 4: We enable growth and help businesses thrive</p> <p>We provide excellent customer services when you contact us.</p> <p>We support agriculture with the right recycled water products for your needs. Developers and applicants find us easy, timely and consistent to do business with to get new customers connected.</p>	
<p>Healing and caring for Country</p> <p>We are healing and caring for Country in our region and have achieved net zero emissions.</p>	<p>Outcome 5: We heal and care for Country.</p> <p>We limit and reduce our impact on the environment, including from our treatment plants. We will meet our net zero emissions targets by 2030. We actively support First Nations and Traditional Owners self-determination and provide access to water to achieve cultural values.</p>	<p>Deliver on our commitment to Country</p>

All of the above is enabled by our 2024-25 priorities:

Building the culture and capabilities required for right now and into the future.

Building a financially sustainable and thriving organisation.

Priority 1: **Improve our asset performance and operations**

Our customers supported improvements to our infrastructure and services to align service levels to deliver water that is safe, consistent and resilient, especially in the outer areas of our service region. They understood things can go wrong and asked that the focus for unplanned disruptions be maintaining current disruption levels and improving communication during disruptions.

To deliver on this expectation now and into the future, we need to continue to build strong, scalable capabilities in how we plan, deliver, operate and maintain our assets. We currently have a \$3.7 billion infrastructure asset base and another \$1.7 billion capital investment planned in the 2024 to 2028 regulatory period. Our assets range from infrastructure in the ground and physical assets we use in the workplace to information we hold digitally about the state of our assets.

Our achievements to date

We have focused our efforts on baselining our asset management maturity and understanding key areas for uplift. We have also made great progress on uplifting our project delivery capability, enabling us to gain efficiencies in our procurement, project and contract management services through our Asset Delivery Organisation Review Program (see case study: Asset Delivery Organisation Review).

Case study: Asset Delivery Organisation Review (ADOR)



ADOR is a multi-year program to transform our asset delivery capability to better plan, build, operate and maintain our capital assets now and into the future. ADOR is improving the effectiveness and efficiency of our infrastructure capital delivery program.

In 2024-25, we are focusing on embedding foundational uplift activities and continuous improvement opportunities across all phases of the project delivery lifecycle, from planning through to commissioning and handover. We will improve investment and risk management

outcomes through the establishment of integrated project teams.

In addition, we plan on ongoing uplift and development programs to improve business resilience and shift towards more programmatic delivery, reviewing opportunities to leverage internal and industry capability to scale up to meet delivery needs of the future.

We will consolidate health, safety, environment and quality processes and practices across our asset delivery activities.

Figure 6. Upgrading urban assets



Our year ahead

In 2024-25, we will focus on delivering on readiness activities that will pave the way for a holistic asset management maturity uplift in the long term. We will ensure we, and our delivery partners, are set up in a way that supports optimal and seamless delivery of our key objectives.

Table 2. Improve our asset performance and operations - our focus in 2024-25

Focus area	Activities
Mature our asset management capability and supporting models	<ul style="list-style-type: none"> • Set a clear ambition and direction for asset management maturity in the organisation. • Deliver the readiness activities that will pave the way for holistic asset management maturity uplift in line with our ambition. • Expand the outcomes gained through our ADOR program and uplift health, safety, environment, quality and culture (HSEQC), procurement and risk capability across the asset life cycle. • Uplift knowledge and understanding of asset maturity across the organisation.
Asset information	<ul style="list-style-type: none"> • Start our geospatial capability uplift by: <ul style="list-style-type: none"> – transforming our basemaps (Digital Cadastre Modernisation) – standardising property information – building a new spatial data model – developing a Draft Asset Information Plan.
Invest in our operating model	<ul style="list-style-type: none"> • Continue working with our partners to deliver outcomes that drive efficiency and value for our customers, partners and community. • Investigate sustainable and efficient operating and delivery models that will better service the region's rapid growth.
Customer communications	<ul style="list-style-type: none"> • Embed the My GWW online portal for customers, ensuring they have 24/7 access to their information and a consistent experience.

Our key performance indicators

To ensure we are delivering on this priority, we have identified the following key performance indicators.

Table 3. Improving our asset performance and operations – key performance indicators

Key performance indicator	2024-25 target
Metrics from the Corporate Planning and Reporting Guidelines, Operational Performance:	
Water and sewerage network reliability indicators	
Water service - minutes of water supply (planned and unplanned)	240
How many minutes on average a customer was without water supply during a year.	
Unplanned water supply interruption >4 (%)	0.04
Percentage of customers receiving more than 4 unplanned interruptions in a year.	
Sewerage service - sewer blockages (no. per 100km)	19
Number of sewer blockages reported per 100 kilometres of sewer main.	
Sewerage service - sewer spills (no. per 100km)	5
Number of sewer spills reported per 100 kilometres of sewer main.	
Sewerage service - containment of sewer spills (%)	100
Percentage of sewer spills from reticulation and branch sewers contained within 5 hours.	
Water reuse indicators	
Recycled water – effluent treatment and reuse (%)	40
Portion of water recycled as a percentage of effluent produced.	

Priority 2: **Plan for and enable growth in our region**

Our customers told us that resilience across our service region is important and that everyone should have access to high quality and reliable water sources. They also value us supporting liveability for our communities and supporting customers experiencing hardship. Developers, builders and industry want us to focus on excellent customer service, timeliness and ease of doing business.

Supporting one of the fastest growing regions in Australia is a complex challenge. It requires a long-term view of population and climate impacts across our service region. Melbourne's water corporations are working collaboratively to deliver on our actions in the *Greater Melbourne Urban Water and System Strategy*, including planning for future augmentations to supply.

We will ensure we have the right governance, process and delivery capability in place to service new growth. It will unlock the benefits of alternative water sources, deliver liveability outcomes, and support our diverse communities through affordability challenges. GWW is also committed to enabling policy objectives as set out in the Housing Statement.

Our customer service will evolve as our region grows, ensuring our practices are contemporary and customer-led. We will continue to actively monitor and report our customers' satisfaction with our services and develop our capacity to measure and respond to customer feedback across traditional and digital interaction channels.

Our achievements to date

- Collaborated across our region to collectively plan and support a secure water future for Melbourne, Geelong and the surrounding areas, via the Managing Director Collaboration Principles (MD Accord), alongside Melbourne Water, South East Water, Yarra Valley Water and Barwon Water.
- Provided 26 sponsorships and grants to a diverse range of community groups and projects, including an all-ability netball program, indigenous food gardens, community care packages and projects to enhance biodiversity along our waterways.
- We continued to provide timely and appropriate support to our most vulnerable customers. We allocated close to \$100,000 in grants to assist customers.
- Participated in the Integrated Water Management Forums to develop Werribee and Maribyrnong Catchment Action Plans.

Case study: Investigating alternative water for open space irrigation in the Western Metropolitan Region



Green open spaces are critical public assets that provide many benefits to the liveability, health and wellbeing of the community. These open spaces often require irrigation to maintain their health and function and, in most cases, rely on drinking water to meet this demand. For many municipalities, irrigating open spaces makes up a large proportion of drinking water use. Identifying alternative sources of water to meet this demand reduces reliance on drinking water supply and improves the resilience of the system.

Our investigation delivers a portfolio of opportunities for alternative water use (recycled water, stormwater or rainwater) for irrigation across the GWW service area. Opportunities have been identified through spatial analysis and targeted engagement with the 11 councils within GWW’s service area. Through this investigation we have established a shortlist of high priority opportunities, concept designs for selected opportunities, as well as a documented methodology that can be replicated and applied in other areas and into the future.

Figure 7. Stormwater Harvesting Scheme in Laverton



Our year ahead

Our priority focus for this year is to continue to build the ongoing capability required to plan and respond to the rapid growth in our region.

Table 4. Plan for and enable growth in our region - our focus in 2024-25

Focus area	Activities
Plan for GWW's water future	<p>Collaborate via the MD Accord, implementing key actions of the CGRSWS and GMUWSS, including:</p> <ul style="list-style-type: none"> • ensuring we have consistent supply of water into the future for all customers. • influencing best practice decisions for our supply network that are efficient, cost-effective and equitable. • planning to optimise our preparedness and resilience to climate change impacts across our service region.
Water efficiency	<ul style="list-style-type: none"> • Continue to deliver the WaterSmart Program (see case study) to our major non-residential customers, supporting water efficiency through monitoring and efficiency opportunity assessments. • Continue supporting the Schools Water Efficiency Program and Community Housing Retrofit Program. • Establish a Water Efficiency Community of Practice to share knowledge and insights on water efficiency across the MD Accord. • Investigate and stabilise non-revenue water in the GWW network through programs including: <ul style="list-style-type: none"> – ongoing active leak detection, which estimates leakage and repairs issues to prevent large leaks or bursts. – intelligent water network technologies trials, including near real time monitoring in the CBD on cast iron mains. – delivery of renewal and maintenance programs.
Integrated water management	<ul style="list-style-type: none"> • Deliver and implement GWW's inaugural Integrated Water Management Framework. • Work closely with Integrated Water Management Forum partners to progress Strategic Direction Statements and implement the Werribee and Maribyrnong Catchment Action Plans. • Build on our Developer Guidance for Integrated Water Management Plans to strengthen capacity within the development industry. • Progress investigations of alternative water schemes for open space and commercial uses, in partnership with councils and customers.

Focus area	Activities
Customer and community	<ul style="list-style-type: none"> Expand our customer support programs so customers experiencing financial challenges are fully supported. Continue to ensure we are meeting our customer and community expectations through customer satisfaction surveys and regular check-ins with our customer forum. Embed a continual customer engagement process that lets us measure how effectively we are meeting customer expectations (through our customer forums and with Traditional Owner groups in our service region). Continue to measure customer satisfaction through existing channels and mature our customer strategy, driving continuous improvement.
Community programs	<p>Continue to:</p> <ul style="list-style-type: none"> support programs that bring communities together, support those in need and encourage connections with others and their environment engage with our communities ensuring they are aware, informed and heard as our region grows and services are developed and maintained fund community projects through our Thriving Communities grants and sponsorships program, making our communities stronger.
Responding to Housing Statement	<ul style="list-style-type: none"> Continue to deliver and refine our developer-led delivery approach, which ensures we support an agile, cost-effective and timely process to support delivery of housing and infrastructure in our region. Continue to provide timely responses (in line with our price submission commitment of >95% of standard plumbing applications completed within five business days), to our developers and local councils through our centralised and clear permit process. Work closely with stakeholders to deliver future asset needs in response to the Housing Statement focus areas. Work with Department of Energy, Environment and Climate Action (DEECA) to develop indicators to measure performance by June 2025.

Case study: Supporting sustainable agriculture



Our service area includes some of the fastest growing regions in Victoria. Population growth brings increased volumes of waste to manage and recycled water to produce.

Western Irrigation Network (WIN) is a major inter-generational project that turns excess wastewater into an agricultural solution for our region.

WIN is a \$116 million project, comprising of 28km of pipeline, pump stations and water storages. It is jointly funded by GWW, the Federal Government’s National Water Grid Fund and the private agribusinesses that will become the network’s foundation customers.

In summer 2024-25, WIN will supply its first irrigation season, transferring 2.4 billion litres of recycled water to 1,500 hectares of farmland in the Parwan-Balliang region.

WIN will deliver stable, year-round water supply, which will transform the Parwan-Balliang region into a climate-resilient irrigation precinct and provide farmers with an opportunity to grow their agribusinesses and support Victoria’s food bowl. By 2050, WIN could deliver up to 18 billion litres of recycled water to farmers each year.

Figure 8. WIN supplies water for irrigation



Our key performance indicators

To ensure we are delivering on this priority, we have identified the following key performance indicators.

Table 5. Enabling growth in our community – key performance indicators

Key performance indicator	2024-25 target
Metrics from the Corporate Planning and Reporting Guidelines:	
Customer, community and engagement	
Overall customer satisfaction (%)	>80
Annual target for customer ratings of 'Overall Satisfaction' against customer perception/reputation surveys*	
Water quality complaints	0.25
Number of water quality complaints per 100 customers	
Payment issue complaints	0.25
Number of payment issue complaints per 100 customers	
Total complaints	0.5
Number of total complaints per 100 customers	

*Overall satisfaction target remains the same over entire +4 year planning period

Case study: WaterSmart supports sustainable and efficient water use



GWW is partnering with DEECA to deliver the WaterSmart program, which will help businesses become more water efficient.

Through WaterSmart, a digital monitoring device is installed onsite to record water use and help identify leaks. Customers receive loggers to monitor water meters and can track water use through an online portal. After a six-month period of monitoring, a detailed water efficiency audit is completed, which identifies ways to save water and equipment upgrades to ensure efficiency.

High water use businesses are invited to participate in WaterSmart. Currently three customers are receiving data. For one of the customers, Hilton Foods, WaterSmart has allowed them to precisely monitor water consumption and set water-use targets. Hilton

Foods' Environment Manager noted that WaterSmart is helping the business understand its water consumption patterns, leading to lower bills and a lower carbon footprint.

In the GWW service area, the top 30 non-residential water customers use, on average, 9.5GL per year. This is equivalent to 3,800 Olympic swimming pools. By working with customers to address high water use, WaterSmart aims to reduce pressure on our water supply, improve water efficiency for customers, and help build sustainable water use practices that will benefit our growing community.

Through partnerships and monitoring and tracking our most precious asset – water – we will work towards managing all our assets efficiently.

Figure 9. Example of WaterSmart usage data

Water used at your site



Water graphs



Priority 3: **Deliver on our commitment to Country**

We heard that our customers expect us to support the health of the environment. They strongly supported our objectives to work with local communities to improve the health of lakes, rivers, creeks and other waterways and provide community education to support waterway health. They supported us improving the quality of water discharged to waterways and increasing treatment plant capacity to minimise the risk of spills. They valued our commitment to net zero and supporting aspirations of the First Nations community and Traditional Owners in our region.

Our *2030 Strategy* promotes a holistic and collaborative approach across Country, water, land, energy and resources to restore environmental health, reach net zero carbon and take action towards zero waste.

Our achievements to date

- Ongoing delivery of our Net Zero 2030 commitments (see case study).
- Establishment of a Traditional Owner Water Program to explore ways of returning water to Traditional Owners and uplifting their influence in water policy and planning (see case study). This includes identification of four potential options to return water to Traditional Owners under CGRSWS Action 4.2.
- Delivered the Wurundjeri Immersion Trail Experience Framework. The Wurundjeri cultural immersive trail will draw tourism to the area highlighting Moonee Ponds as a place owned, lived in and celebrated by Wurundjeri people.

Case study: Net Zero 2030



GWW recognises the important role the water industry plays in Victoria's energy transition and has placed significant effort into realising the environmental and social benefits of achieving net zero by 2030.

By the end of 2024-25, we expect to have reduced emissions from our operations to or below 27,586 t CO₂-e GHG, which is a 31.5% reduction from 2012-16 baseline data. This is in line with the 1 July 2025 Statement of Obligations commitment to reach 100% renewable electricity, and on track for GWW's net zero commitment by 2030.

Projects to reduce emissions include:

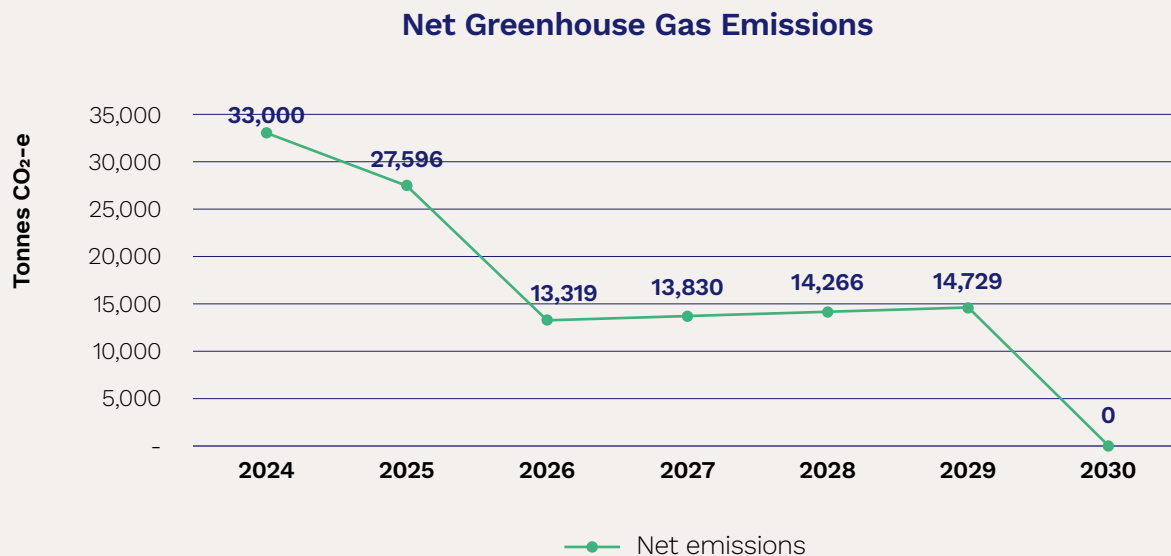
- behind the meter solar installation at multiple sites and feasibility studies of 18 further opportunities
- collaborative programs such as Zero Emissions Water, VicWater Offsets and the Victorian Renewable Energy Target 2 (VRET2)
- work on energy optimisation
- combined emissions reporting to the National Energy Greenhouse and Energy Reporting Scheme (NGERS) methodology and audits on areas with uncertainty
- supporting trials (waste to energy, biochar).

Over the next year, GWW will focus on developing an adaptive pathway to deliver net zero by 2030. This will include actions to overcome future risks, understand circular economy opportunities, reduce scope 3 emissions, and develop an Energy Management Strategy to guide reduction of energy consumption and associated costs, as well as emissions.

Figure 10. Kiamal Solar Farm supplies Zero Emissions Water program



Figure 11. GWW's projected total emissions to 2030



Our year ahead

Table 6. Deliver on our commitment to Country - our focus in 2024-25

Focus area	Activities
Reducing carbon emissions from our operations to reach net zero emissions by 2030	<ul style="list-style-type: none"> • Develop and continue to deliver on an adaptable pathway of projects to reach our net zero commitments (see case study). • Plan for carbon neutral activities beyond 2030.
Climate change adaptation	<p>Embed climate change adaption resilience within our organisation, taking a proactive risk management approach to planning for climate change impacts. This includes:</p> <ul style="list-style-type: none"> • investigating opportunities to increase alternative water supply and use • capacity and capability building to effectively plan for and respond to climate change impacts • drought preparedness planning • consider climate variability and climate change scenarios through our short, medium and long-term planning processes.
Circular economy	<ul style="list-style-type: none"> • Investigate optimal GWW opportunities within the circular economy and broader scope 3 emissions. • Investigate the most beneficial reuse opportunities for biosolids including soil reuse. • Implement actionable circular economy outcomes during treatment plant planning (see Melton circular economy hub case study).
Reducing our impact on the environment and supporting waterway health	<ul style="list-style-type: none"> • Continue delivery of risk-based treatment plant compliance roadmap. • Use research projects and partnerships to develop knowledge and investigate opportunities for new treatment technologies, emerging contaminants and understanding our impacts on the environment. • Increase sewerage network monitoring to improve knowledge around contaminants and treatment plant influents. • Input into upcoming Victorian Waterway Management Strategy. • Partner and lead projects identified in the current Port Phillip and Westernport Regional Catchment Strategy, including: <ul style="list-style-type: none"> – Werribee Reconfiguration Project – improving flows in the Werribee River – WIN Project (see case study).
Delivering value through our assets	<ul style="list-style-type: none"> • Continue to develop our understanding of the value of storages in our region, including potential beneficial uses, such as drinking water and recycled water storage, recreation and Traditional Owner and environment returns. • Work with our partners to optimise the use of assets to ensure cost-effective servicing of our customers. • Continue to engage in the Chain of Ponds collaboration to enhance biodiversity and local amenity values. Our focus will be on delivering two major initiatives – restoration of the Westmeadows Meander to improve the waterway and the Moonee Ponds Litter Action projects.

Focus area	Activities
Building partnerships with Traditional Owners to support self-determination and deliver on common aspirations	<ul style="list-style-type: none"> • Work with Traditional Owners and DEECA, undertake technical feasibility assessments for return of water options that align with Traditional Owner needs (delivering on CGRSWS Action 4.2 to return GWW surface water entitlements to the environment and Traditional Owners by 2032). • Strengthen relationships with Traditional Owners and explore partnership opportunities and formal agreements. • Mature our process for creating effective management plans for cultural heritage compliance at GWW sites.

Case study: Traditional Owner Water Program



Strong relationships with Traditional Owners are critical in supporting the healing and caring for Country objectives in our *2030 Strategy*. GWW has established a Traditional Owner Water Program to explore ways of returning water to Traditional Owners and uplifting their influence in water policy and planning.

The program will enhance engagement and partnership activities across all of the Traditional Owner groups in our service area, build capacity to collaborate, and support technical and cultural investigations so Traditional Owners can reconnect to their land and waterscapes, and we can better understand their cultural values and develop water objectives.

Djaara partnership

GWW has been collaborating with, and providing funding to, the Dja Dja Wurrung Clans Aboriginal Corporation (Djaara) since 2022 and is a member of Djaara’s Partners Implementation Control Group. The group will oversee implementation of Gatjin (water) strategy, which outlines Djaara’s water aspirations and how water agencies can partner with them.

Djaara is also establishing a Recycled Water Policy and Prospectus to better understand the benefits and risks associated with recycled water. This project is co-funded by GWW, Central Highlands Water and Coliban Water.

Figure 12. Gatjin Strategy Partners Implementation Control Group, including senior representatives from the water industry



Our key performance indicators

To ensure we are delivering on this priority, we have identified the following key performance indicators.

Table 7. Deliver on our commitment to country – key performance indicators

Key performance indicator	2024-25 target
Metrics from the Corporate Planning and Reporting Guidelines:	
Percentage of biosolids mass reused (%) Reused biosolids as a percentage of total biosolids produced	>90
Recreational values Number of site-based projects planned/delivered to improve recreational enjoyment of water storages	NA*
Recreational values Number of water storage recreational areas with Recreational Area Management Plans in place	NA*

*no current viable opportunities have been identified.

Case study: Melton circular economy hub



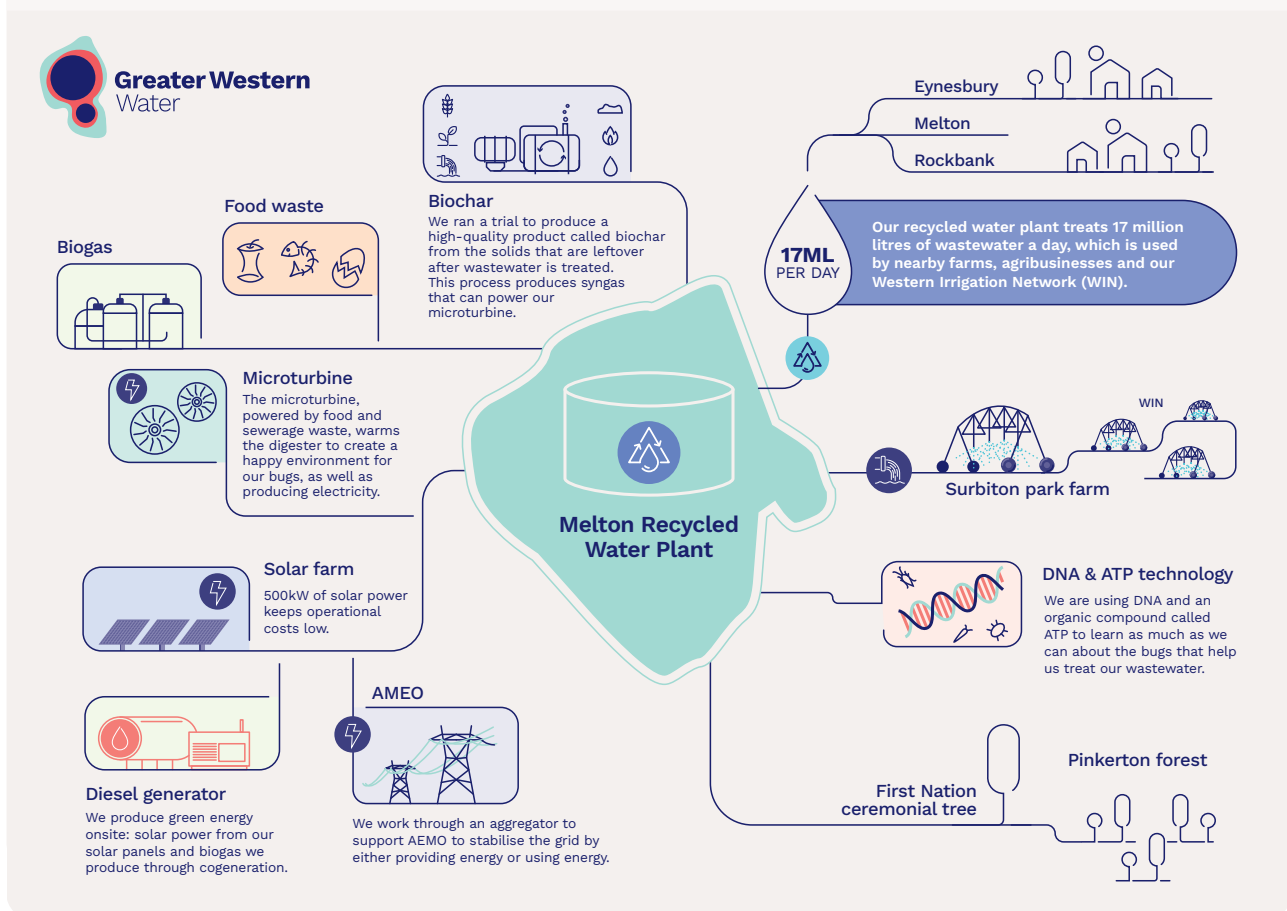
Circular economy thinking takes a systems-based approach to understand the intersections between the integrated water cycle and the associated resource flows, including the nexus across food waste, energy and agriculture. GWW is exploring circular economy opportunities, with an aim to reduce, reuse and create value from our waste.

Melton Recycled Water Plant (RWP) has become a hub of innovative solution exploration, where every aspect of the treatment process has been reassessed for potential beneficial use that could align with business needs. Key initiatives explored at Melton RWP are:

- treatment of 19 ML per day of wastewater, creating recycled water for agriculture, recreational and third pipe residential purposes
- optimised energy usage through electricity grid load balancing, use of solar panels, and using biogas produced through cogeneration with food waste
- a biochar trial which tested the production of a high quality product from the solids left over from wastewater treatment processes.

GWW will continue to explore and expand on the opportunities a circular economy business approach presents, including increased business resilience, increased trust with community and improved environmental outcomes.

Figure 13. Melton RWP innovation



Priority 4: **Build the culture and capabilities required for right now and into the future**

GWW is committed to meeting the current and emerging challenges facing the water sector. We do this through our people. Having the right culture and capabilities now and into the future will ensure we continue to have the right skills, in the right place, at the right time to meet our commitments. We also ensure we have the systems and processes to support our people to do their jobs more effectively and focus on higher value work.

Our *2030 Strategy* highlights the importance of an equitable and inclusive culture, creating great experiences for our people and building the right capabilities to take us into the future.

Our achievements to date

- Implemented a Safe Inclusive and Respectful Workplace program for all our people.
- Developed our leaders' capability to manage performance and create meaningful employee experience through leadership development programs.
- Developed clear social procurement framework objectives, which includes our focus to support opportunities for Victorian Aboriginal peoples, Victorians with disability and women's equality and safety.
- Launched our inaugural Innovate Reconciliation Action Plan (RAP).
- Launched our refreshed Culture Ambition and embedded it in day-to-day practice.
- Launched a pilot inter-company mentoring program with our partners at Victoria University. The program supports our people to individually grow, connect and thrive and the collective GWW and Victoria University cohort to be greater together and learn from our partners and their diverse experiences.

Our year ahead

Table 8. Build the culture and capabilities required for right now and into the future - our focus in 2024-25

Focus area	Activities
Embed and sustain new ways of working through our major programs	<ul style="list-style-type: none"> • Build on our achievements, such as our new billings and collections platform (customerplace) and uplift in asset delivery capability, and continue to embed them into our processes and way of working so that we realise the full value of our investments. • Build our health, safety and wellbeing capabilities by embedding HSEQ across our business, from project management to our safety portal.
Capability and our future workforce	<ul style="list-style-type: none"> • Provide cross-skilling and career development opportunities to attract and retain talent. • Strategically plan for and invest in workforce capability through partnerships. This includes building our partnership with Victoria University through our Memorandum of Understanding, focusing on a range of initiatives including training, education, public health, research and respectful collaboration with First Nations Traditional Owners. • Continue to provide opportunities for graduates and expand our talent pipeline through our graduate programs. • Continue to evolve the Training Academy, building the capability of our people to address operator skills requirements and critical skill shortage risks. • Set clear standards of performance through the design and development of capability and performance frameworks.
Culture, diversity and inclusion	<ul style="list-style-type: none"> • Continue to bring our culture ambition to life by building leadership capability, promoting positive culture habits and ensuring transformation is culture-led. • Continue to create a culture that is inclusive, safe, diverse and respectful through our Diversity and Inclusion plans (published internally). • Continue to implement the actions in our Gender Equality Action Plan 2021-25, driving equal rights, responsibilities and opportunities for all (published externally).
Implementing our Reconciliation Action Plan (RAP)	<ul style="list-style-type: none"> • Implement our Walking Alongside First Nations Policy to embed cultural values across our work. • Continue to offer and deliver cross-cultural training courses, including First Nations Cultural Awareness, Wan Yaari Acknowledgement of Country workshops, Yan Gadbaha Cultural Safety workshops, cultural heritage management training and our safe, inclusive and respectful workplace program. • Through our process of continuous relationship building, understand Traditional Owner interest in contributing to and endorsing key corporate documents. • Identify room for growth with existing First Nations suppliers through an ongoing partnership with Kinaway (Victorian Aboriginal Chamber of Commerce). • Commence processes to appoint an independent Aboriginal delegate to the GWW Board and support director pathways for delegates.

Case study: Putting safety first and at our fingertips



At GWW, we are uplifting Health, Safety, Environment and Quality (HSEQ) by embedding health and safety firmly across all aspects of how we work, including our onboarding safety practices.

One example is our app-based induction process which is improving safety for our people and the environment as well as for our delivery partners and community.

The app ensures that anyone arriving onsite has access to induction so they are aware of health, safety and environmental risks as and when they need it. Using their smart phones, people can access an induction video and site-specific checklist and they can sign in and out of work locations via a QR Code.

This user-centred tool not only streamlines site access and reduces the time needed to conduct a manual induction process, it keeps safety at the forefront and at our fingertips.

Our key performance indicators

To ensure we are delivering on this priority, we have identified the following key performance indicators.

Table 9. Investing in our people – key performance indicators

Key performance indicator	2024-25 target
People Matters Survey Participation Rate % of our people who complete the Victorian Public Sector Commission's People Matter survey	65%
People leaders gender equality % of people leaders who identify as female	45-55%
First Nations employment at GWW Number of Aboriginal people employed	1.5%
Cross-cultural training at GWW Number of our people who have undertaken a cross-cultural training course facilitated by accredited personnel	350
Number of formal partnership agreements with Traditional Owners Number of formal partnership agreements with Traditional Owners/ Traditional Owner Groups for water planning and management	2-5*
Formal partnerships with Aboriginal Community Controlled Organisations for water planning and management Number of formal partnership agreements with Aboriginal Community Controlled Organisations for water planning and management	NA**

*Aiming for two formal partnerships in FY24/25, and to reach formal agreements with all 5 Traditional Owners in GWW service area by 2029.

**We currently have valued relationships with Aboriginal Community Controlled Organisations across our service region; however, none that have remit across water planning and management at this time.

Priority 5: **Build a financially sustainable and thriving organisation**

Building a financially sustainable organisation means we are efficient and able to identify and leverage partnerships and opportunities that deliver better value for our customers and communities.

In our *2030 Strategy*, our focus is on building business resilience through efficient and reliable systems and processes that support robust decision-making. Our customers told us they wanted us to keep their bills stable and to provide support during times of hardship. Building a financially sustainable and thriving organisation will ensure we can deliver those outcomes.

Our achievements to date

- Submitted our inaugural 2024 Price Submission after extensive community consultation and engagement.
- Established a focused forum comprised of informed customers so we continue to engage meaningfully with our customers on our commitments made in the price submission (see case study: Engagement with our customers and communities).
- Introduced an Enterprise Value Framework that incorporates a prioritisation approach and benefits realisation planning, which has improved our investment governance and decision-making.
- Implemented a broad range of cybersecurity measures and followed a layered approach to uplift capability. This includes ensuring we continually assess risk, gain threat intelligence, and quickly detect and respond as the threat landscape evolves. The layered approach aligns with industry best practice, including the US National Institute of Standards and Technology Cyber Security Framework and the Australian Cyber Security Centre (ACSC) Essential Eight Maturity Model.

Case study: WISE program to protect assets, people and water



In recent years across the world, cyber-physical attacks targeted at the water industry have increased in frequency and sophistication.

The water industry faces complex security risks due to increased cyber connectivity, geopolitical issues, climate change conditions and reliance on supply chains and people. A disruption to any of these could affect the delivery of essential services or cause harm to the environment, water and people.

GWW acknowledges that a major technology failure or a cyber attack can translate to physical consequences that can cause damage to our land, people and water. As such there was an enterprise focus on strengthening business resilience resulting in cyber, critical infrastructure

and physical security co-located into the newly established Technology, Security and Property portfolio.

WISE - our Water Infrastructure Security Enhancement program – will put GWW in a better position to detect, respond to and recover from cyber-physical threats.

WISE takes an all-hazard approach to strengthen GWW's capability across cyber, information, personnel, supply chain, physical and natural hazards. A cross-functional governance and working group is set up to expand and continually improve security and resilience capabilities across our critical infrastructure landscape.

Figure 14. Protecting our assets



Our year ahead

Table 10. Build a financially sustainable and thriving organisation - our focus in 2024-25

Focus area	Activities
Realise sustainable efficiencies	<p>Through our Sustainable Efficiencies Program:</p> <ul style="list-style-type: none"> ensure we have the right operating model to deliver on our 2024 Price Submission commitments ensure the organisation is ready for further strategic transformations so we are resilient to future needs and are effectively managing our operational and strategic risks.
Improve processes and capabilities towards the next price submission	<ul style="list-style-type: none"> Strengthen investment prioritisation, benefits realisation frameworks, and project delivery and management. Optimise our end-to-end business case processes. Continue to improve our customer and employee experiences by optimising our critical processes using automation and digitisation.
Compliance and enforcement risk	<ul style="list-style-type: none"> Continue monitoring GWW's alignment to the Essential Eight Maturity Model (ACSC) and Cyber Security Framework (US National Institute of Standards and Technology). Continue simplifying, optimising and modernising our technology infrastructure. Improve our critical infrastructure resilience to continue to comply with the <i>Security of Critical Infrastructure Act 2018</i>. Continue to actively engage and participate at targeted municipal and regional emergency management planning committees. Continue to build the capability and capacity of our emergency management public information officers by providing certified training and targeted learning opportunities.
Customer protection including prevention of harm from family violence	<ul style="list-style-type: none"> Continue to support and improve services to customers experiencing family and domestic violence and financial hardship through our Community and Care team (see case study). Continue to expand our customer support offering to small business. Work collaboratively with DEECA on family violence governance guidelines and consider development of key performance indicators.

Case study: Customer protection, including prevention of harm from family violence



GWV understands the significant impact family and domestic violence has on the customers and communities we serve. Our dedicated Community and Care team has been set up to provide these customers with the opportunity for individually tailored case management. This provides privacy and continuity of service to avoid the need for customers to repeat disclosure of their circumstances. Working in line with the Victorian Data Security Framework to protect customers impacted by family violence, a flag is applied to their account that identifies and locks down all personally identifying information so that only the Community and Care team has access. All GWV customer identities are verified through a defined process to ensure privacy.

In addition, customers are provided ongoing support including:

- Support to apply for a Utility Relief Grant, a government grant that helps people in crisis, as well as other hardship grants and rebates.
- Creation of an active payment plan to relieve bill shock.
- Referral to the One Stop One Story hub facilitated by Thriving Communities Partnership, enabling access to cross-referrals for other organisations.
- Referral to financial counsellors and other community support services.

Our financial plan

Overview and how we will achieve financial sustainability

A financially sustainable business is one that can effectively plan and deliver for the long term. This financial plan incorporates prices and expenditures from the 2024 Price Submission and provides a five-year view of financial performance, considering our forecast customer growth and water demand and the impact these will have on our revenue, as well as the operating and capital expenditure we need to invest to run our business and continue to deliver high quality services.

Our financial plan is based on four key principles to ensure we manage our risk effectively and monitor our long-term sustainability:

Principle 1: In service of customer affordability

In line with our 2024 Price Submission outcomes, affordability is a key principle across our corporate planning and influenced our regulatory strategy of stable bills. Delivering to our bill path will ensure we maintain affordable bills and manage our financial sustainability, providing a stable bill path in the next pricing period.

Principle 2: Investing in solid foundations to support a future-ready organisation

We will find sustainable efficiencies within our organisation to support our 2024 Price Submission and longer-term customer outcomes. This means ensuring our systems, processes and operating models are efficient, financially sustainable, future-proofed and effective so we can meet our core obligations and commitments to deliver water services now and adapt effectively to industry, policy and customer direction. It means focusing on best practice governance and financial management.

Principle 3: Long-term planning to service growth

We will continue to find the right investment balance across our portfolios to enable growth in our region. This includes continual prioritisation of capital projects to ensure we are delivering outcomes for our customers while reducing cost pressures in an inflationary environment and effectively managing operational risks.

Principle 4: Providing strong Government returns

Through focused financial governance, we continue to provide strong financial returns by managing our profitability; and we provide these returns via dividends, tax, financial accommodation levy (FAL), capital repatriations and efficiency dividends.

Our financial forecast

Our financial performance is forecasting strong returns driven by high regional growth and demand. Through our financial sustainability principles, we will continue to drive efficient ways of working, build our foundations and improve our financial position.

In our fourth year of operation, we continue to balance government returns, customer affordability, infrastructure investments in growth and renewals, and meeting compliance obligations. Financial management of our debt and cashflows has become critical to maintaining our long-term financial viability.

Customer growth

Customer growth is varied across our service area. The western region (Melton, Sunbury and growth corridors to Bacchus Marsh and the Macedon Ranges) is experiencing strong growth at 5.0-6.3% per annum, while the central region (Melbourne's

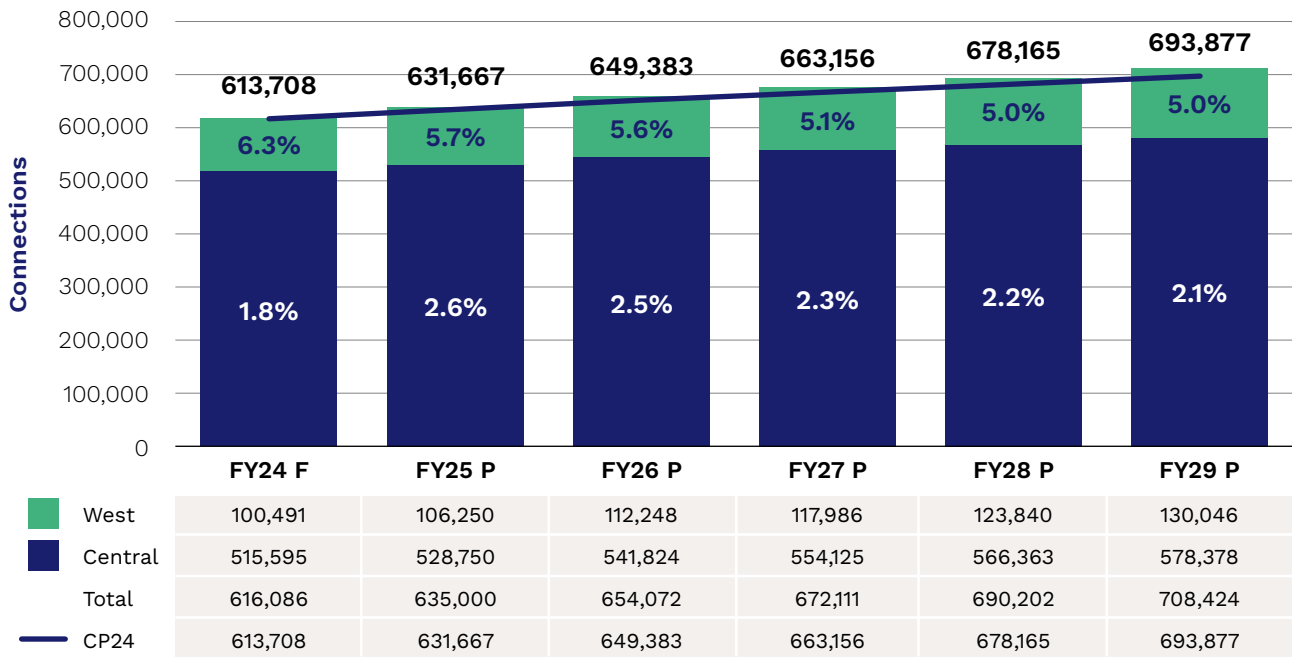
CBD to the inner city and western suburbs) is expected to have relatively slower growth of 1.8-2.6% per annum.

Customer growth is influenced by a range of competing factors, including immigration, high inflation and interest rates, government post-pandemic spending, constraints on construction material and labour, and slowdown of economic growth. Customer growth is predicted to be slightly higher in the next three years than the latter years of this plan, largely due to increasing population driven by immigration bouncing back after the pandemic (see **Table 11** and **Figure 15**).

Table 11. GWW growth profile

Growth profile	Forecast			Plan		
	FY24	FY25	FY26	FY27	FY28	FY29
Central	1.8%	2.6%	2.5%	2.3%	2.2%	2.1%
West	6.3%	5.7%	5.6%	5.1%	5.0%	5.0%

Figure 15. GWW customer connections FY24-FY29

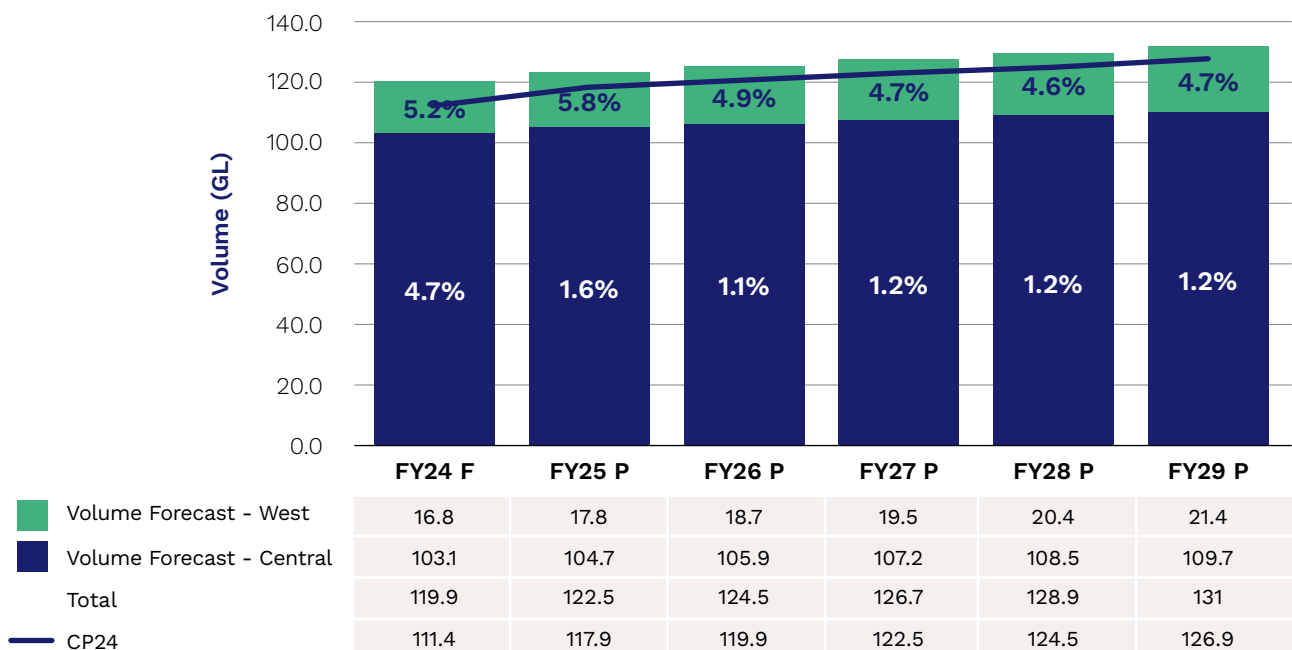


Demand

Demand in 2023-24 is forecast to be 119.9 GL across GWW’s service region. This has been impacted by both population growth and El Niño weather conditions in early 2024 which caused higher water consumption. For 2025, demand for water is expected to grow in line with population

growth. Central volume growth plateaus from 2027. This is mainly due to non-residential volume stabilising from 2027, which increased to pre-COVID consumption following significant decline during the pandemic.

Figure 16. GWW water sales volume (GL) 2024-29

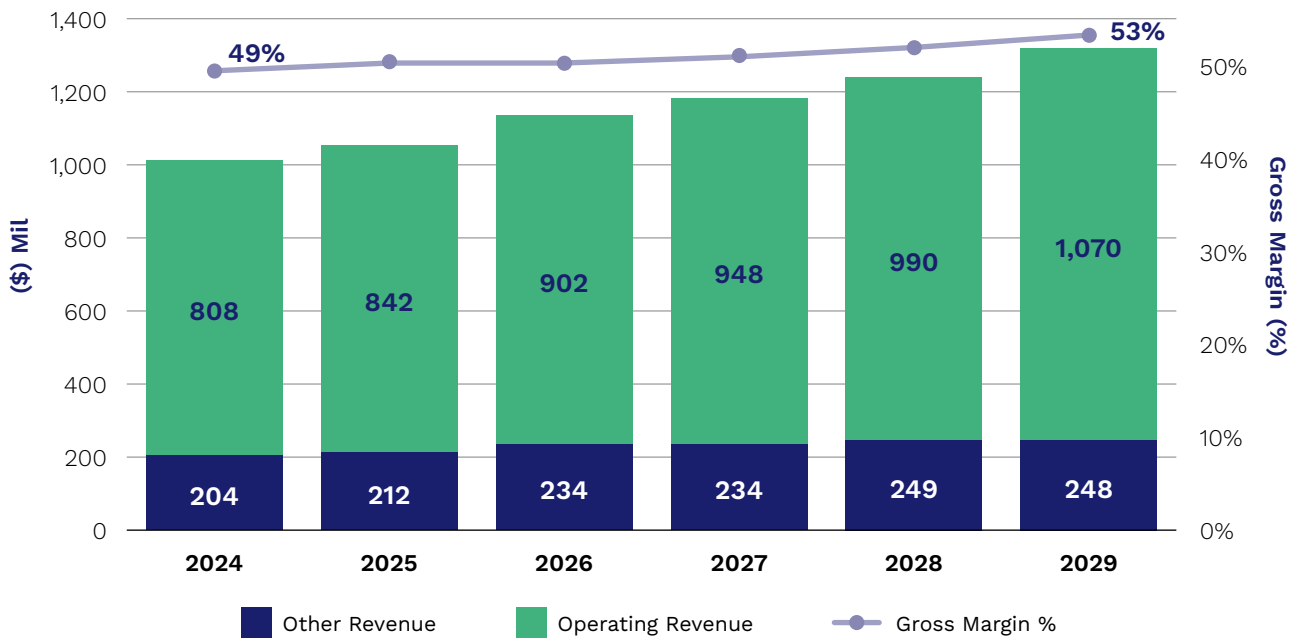


Revenue

Our revenue consists of operating revenue (fixed network charges, water sales, sewerage discharge, recycled water, trade waste, water trading) and other revenue (developer contributions, fees for miscellaneous services and unregulated parks and drainage collection).

GWW revenue is expected to increase from \$1,012 million in 2024 to \$1,318 million in 2029. This forecast reflects customer growth and increased water demand.

Figure 17. GWW revenue 2024-29

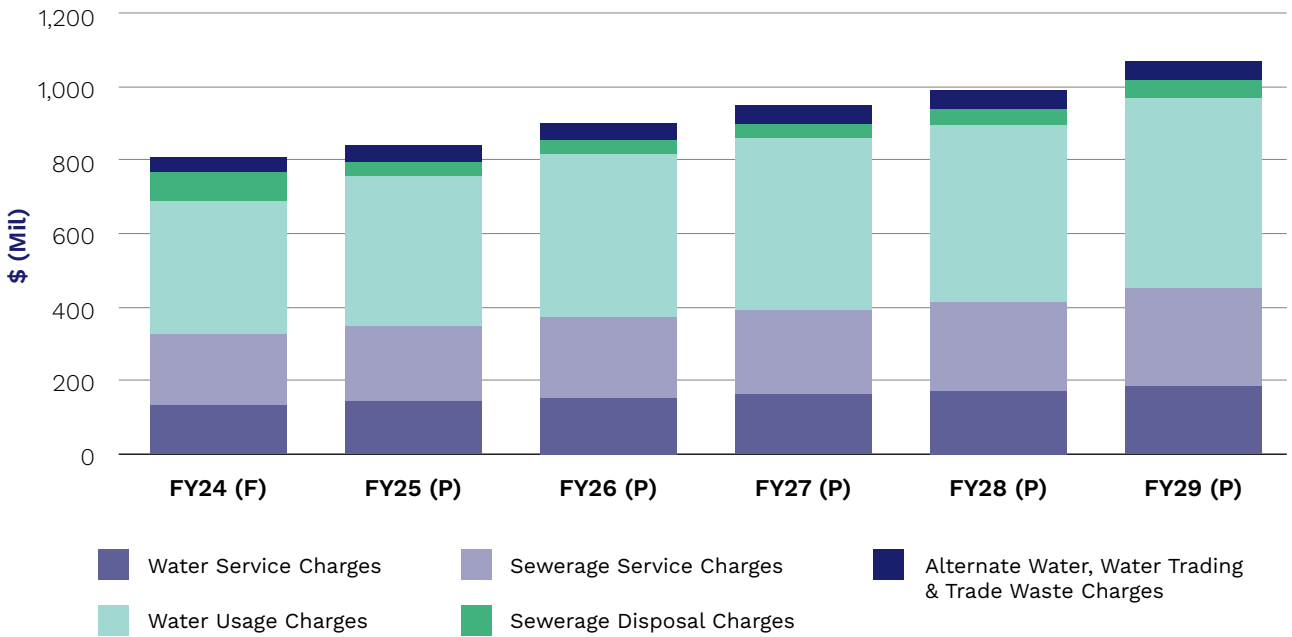


Operating revenue

Our operating revenue is forecast to increase from \$842 million in 2025 to \$1,070 million in 2029 (Figure 18). Increases in operating revenue over the planning period are primarily driven by continued growth in Melbourne’s west and forecast inflation.

We have worked hard to deliver on stakeholder and community expectations of affordability through our price submission. The new prices set in our 2024 submission will influence our revenue in the four-year regulatory period commencing 1 July 2024.

Figure 18. Operating revenue



Developer contributions

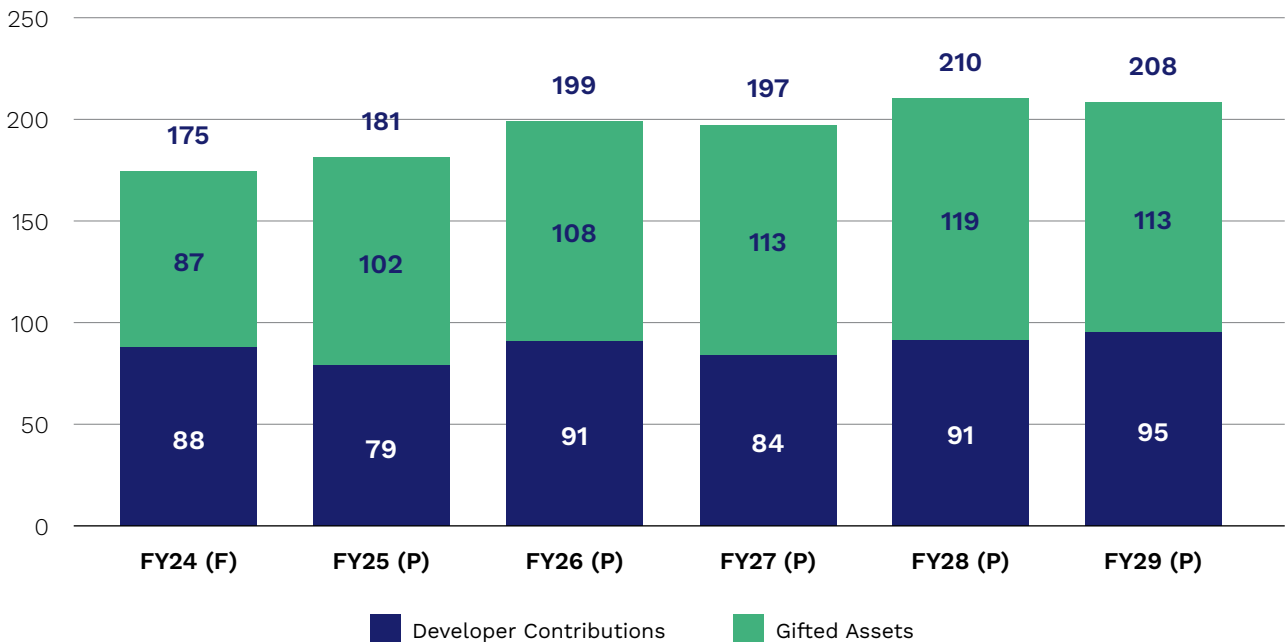
We work closely with the development industry to provide drinking water, sewerage and recycled water infrastructure to new estates and developments. We receive developer contributions in two forms: cash contributions and gifted assets.

Cash contributions (otherwise known as ‘new customer contributions’) are upfront payments received from developers to recover the cost of major water, sewerage and recycled water infrastructure built by GWW to service new or brownfield developments.

Gifted assets (otherwise known as ‘reticulation assets’) are local water infrastructure assets built by third parties, most often the developers of new housing estates, which are divested (or ‘gifted’) to us for ongoing management and ownership. Prevailing accounting treatment recognises gifted reticulation (physical) assets as revenue. Thus, GWW borrows cash to pay tax and dividends in respect to gifted physical assets. This has a material bearing on GWW’s cashflows and our borrowing levels.

The developer contributions forecast for 2025 has decreased compared to 2024 (**Figure 19**). This is due to high inflation, which is projected to decline from 2026, and multiple interest rate increases, which have now started to stabilise.

Figure 19. Developer contributions split by cash and gifted assets (non-cash)



Expenditure

Operating expenditure

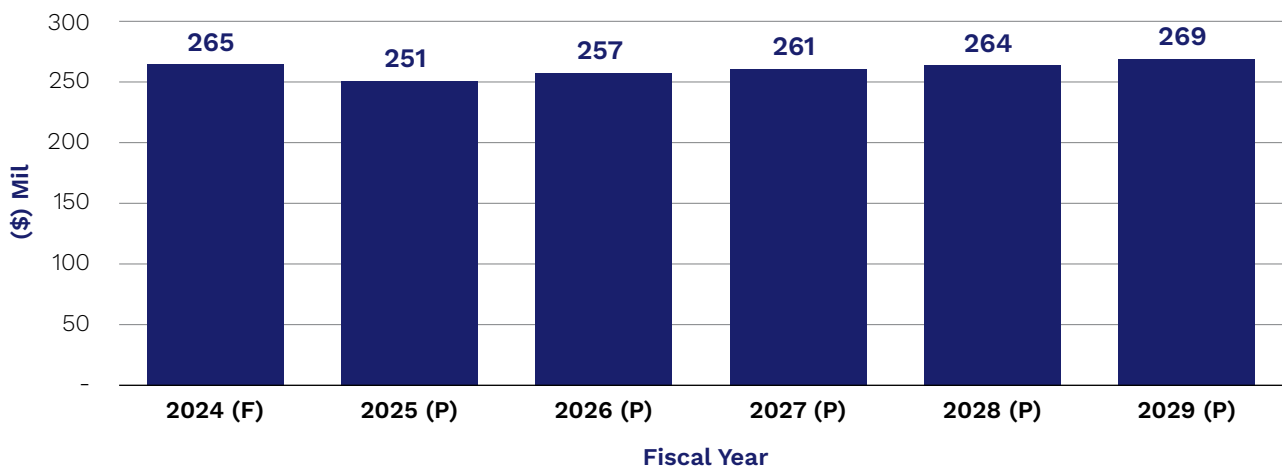
We are focused on operational efficiencies and ensuring long-term financial sustainability. Our expenditures are aligned to our 2024 Price Submission.

Our Sustainable Efficiencies Program will deliver operational expenditure efficiencies embedded in our prices to meet our customer affordability expectations. These initiatives will transform our organisation and prepare us for the future, ensuring we can still deliver our services in an efficient way.

We are progressively realising the efficiencies from the ADOR program. We are building on our solid foundations with robust infrastructure portfolio governance managing our capital investments and prioritising according to our business risks with alignment to our strategic outcomes.

IT costs have been reallocated from capital expenditure to operating expenditure due to accounting standard changes (AASB138). A total of \$18.01 million in FY25, \$18.41 million in FY26 and \$35.0 million over the remaining plan period has been reallocated to operating expenditure. The year-on-year decline from 2024 to 2025 is due to the customerplace billing and collections program (three-year program going live in 2024).

Figure 20. Total operating expenditure over five-year planning period



Capital expenditure

Our capital program supports the continued delivery of retail, network and treatment services. Our capital investment principles support the infrastructure necessary for growth while driving value for our customers and ensuring the long-term operational sustainability of our business.

GWW's capital expenditure program includes investments for growth, renewals, information technology, corporate, environment and community

projects. We need to make significant investments to continue to supply reliable services to our customers into the future. To ensure we are making prudent and efficient investments, we are continually improving through our risk-based investment decision-making framework.

The GWW capital program for 2025 comprises expenditure of \$364 million. Key projects over the next five years are outlined in **Table 12**.

Table 12. Top 5 capital projects by expenditure

Project Name	FY25	FY26	FY27	FY28	FY29
Emu Creek Branch sewerage main (Melbourne-Lancefield Rd) & Sunbury Rd outfall sewerage	1.0	1.1	11.7	23.6	23.0
Woodend RWP - Major Upgrade	2.6	6.8	12.8	17.1	18.4
Macedon Ranges Transfer Augmentations	1.8	12.5	15.3	19.1	19.6
CBD Stage 4 - Siddeley St (MMS)	3.0	21.4	38.3	16.8	2.3
Holden Tank WPS & Transfer Main	2.8	8.0	16.1	10.7	-

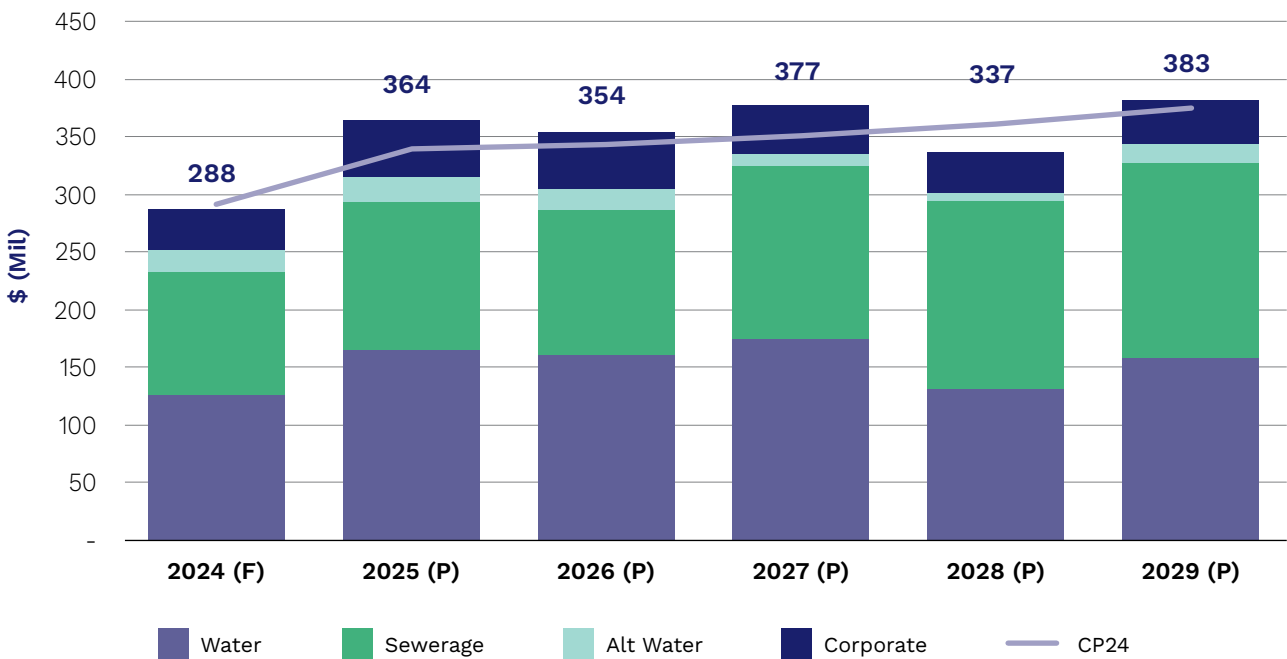
Capital expenditure over the planning period amounts to \$1,815 million to 2029. Major capital investments include water and sewerage network growth infrastructure and renewing ageing infrastructure.

One of the biggest drivers in our capital program over the next five years is investment to service growth across several sewer catchments. Over \$1,056 million is required to invest in our inland

treatment plants and service increasing inflows from customer growth. The case study below describes one such upgrade of our Gisborne Recycled Water Plant (RWP).

We continue to see strong growth in the west, specifically in greenfield areas, and with this growth comes higher expenditure to provide services to new customers. This has been incorporated into the forecast as shown in **Figure 21**.

Figure 21. Capital expenditure (total) in \$million nominal from 2025-29



Case study: Supporting growth and waterway health in Gisborne



When Gisborne Recycled Water Plant (RWP) was built in the 1980s, it serviced around 4,000 people. Now the thriving region is home to around 12,000 people.

The plant treats sewage from Gisborne, New Gisborne, Macedon and Mount Macedon. It produces Class B recycled water, which is used locally for agriculture and recreation irrigation, with the remainder released into Jacksons Creek under an Environment Protection Authority licence.

GWW is upgrading the plant to better meet the needs of the growing community and manage the increased volumes of sewage. The upgrade is constructing a new treatment facility at the site, which will increase the capacity of the plant to treat waste from two million to 3.65 million litres per day.

Through improved processes and technology, the plant will produce higher quality recycled water and improve waterway health, reduce noise and odour, and use 40% less energy compared to the existing facility when at full capacity.

Figure 22. Gisborne RWP upgrade



Payments to government

Payments to government in the form of dividends (includes efficiency dividends), income tax, Financial Accommodation Levy, and environmental contributions are expected to total \$959.1 million over the period 2025 to 2029 (**Table 13**).

Dividend payments are based on the government's benchmark payout ratio of 65% of pre-tax profit

less income payable. Over the planning period, GWW is expected to pay \$549.4 million in tax and dividend. We will also contribute \$221.4 million over the 2025 to 2029 planning period to government through the Financial Accommodation Levy (subject to changes in the annual Financial Accommodation Levy rates). Environmental contributions over the 2025 to 2029 planning period will be \$188.2 million.

Table 13. Payments to government

\$m	2025	2026	2027	2028	2029	2025-29 Total
Financial Accommodation Levy	34.5	39.7	44.9	49.9	52.4	221.4
Tax Paid	40.2	47.9	48.0	44.0	51.5	231.6
Dividend Paid	56.0	63.1	64.5	66.8	67.5	317.8
Environmental Contribution	35.3	35.3	35.3	35.3	46.9	188.2
Total	166.0	186.0	192.6	196.0	218.4	959.1

Our pricing

Efforts to manage pricing impacts for urban water services

During our 2024 Price Submission customer engagement, our customers told us that affordability is one of their top priorities. Our proposed prices and bill paths in the price submission reflect these views, with most of our customer base to receive real bill decreases in 2025 under our proposal.

As GWW, we have delivered lower bills for our customers than otherwise would have occurred under the previous City West Water and Western Water price determination paths.

Our 2024 Price Submission proposed tariffs maintain central and west pricing zones in the areas previously serviced by City West Water and Western Water, while we transition our tariff structures and prices into alignment over time. Our transition approach mitigates bill shock that would occur if charging areas were fully aligned in one year.

In the central region, average owner-occupier bills will initially fall in 2025 before increasing slightly each year to finish lower than current levels in FY29, while average tenant bills will fall in 2025 and remain flat going forward.

In the west region, average owner-occupier bills will decrease while average tenant bills will increase slightly. This reflects a shift towards higher variable charges and lower fixed charges to more closely align tariffs with the central region. We are increasing funding for our customer support programs to ensure that we can support any impacted tenant customers in the west region.

Non-residential customer bills will remain stable over the period. Small non-residential customers will see bill decreases while a non-residential customer using 3,000 ML of water a year will see marginal increases in their bill.

Projected average water bills

Table 14. Annual average expected water bills 2024-29 (Central region) (\$, 2023-24)

Expected annual water billing	FY24	FY25	FY26	FY27	FY28	FY29
Household bills - owner-occupiers (\$) Indicative household bill for water and sewerage services, owner-occupiers	1,007.03	995.77	998.81	1,001.84	1,004.87	1,004.87
Percentage change from prior year	0.0%	-1.1%	0.3%	0.3%	0.3%	0.0%
Household bills – tenants (\$) Indicative household bill for water and sewerage services, tenants	531.07	510.58	510.58	510.58	510.58	510.58
Percentage change from prior year	0.0%	-3.9%	0.0%	0.0%	0.0%	0.0%
Typical (average) water use (kL) assumed in owner-occupier and tenant bill calculations	150kL	150kL	150kL	150kL	150kL	150kL
Non-residential bills – business (\$) Indicative business bill for water and sewerage services for a business using 3,000 kL per annum	15,463.39	15,538.26	15,535.43	15,532.68	15,529.90	15,529.90
Percentage change from prior year	0.9%	0.5%	0.0%	0.0%	0.0%	0.0%

Note: FY24 prices include pass through adjustments and inflation, while 2025 to 2029 forecasts exclude pass through adjustments and inflation.

Table 15. Annual average expected water bills 2024-29 (West region) (\$, 2023-24)

Expected annual water billing	FY24	FY25	FY26	FY27	FY28	FY29
Household bills – owner-occupiers (\$) Indicative household bill for water and sewerage services, owner-occupiers	1,099.13	1,091.92	1,078.51	1,065.11	1,051.70	1,051.70
Percentage change from prior year	0.0%	-0.7%	-1.2%	-1.2%	-1.3%	0.0%
Household bills – tenants (\$) Indicative household bill for water and sewerage services, tenants	348.22	354.75	361.27	367.80	374.32	374.32
Percentage change from prior year	3.5%	1.9%	1.8%	1.8%	1.8%	0.0%
Typical (average) water use (kL) assumed in owner-occupier and tenant bill calculations	150kL	150kL	150kL	150kL	150kL	150kL
Non-residential bills – business (\$) Indicative business bill for water and sewerage services for a business using 3,000 kL per annum	9,934.21	9,996.25	9,986.40	9,976.62	9,966.81	9,966.81
Percentage change from prior year	3.4%	0.6%	-0.1%	-0.1%	-0.1%	0.0%

Note: 2024 prices include pass through adjustments and inflation, while 2025 to 2029 forecasts will be updated for future pass through adjustments and inflation. West region tenant bills exclude the water efficiency rebate.

Our financial performance

To ensure we are on track towards achieving our long-term financial sustainability, we have set the following key performance indicators.

Table 16. Financial sustainability – key performance indicators

Key performance indicator		2025	2026	2027	2028	2029
F1	Cash interest cover (times) Net operating cash flows before net interest and tax/net interest payments	2.12x	1.99x	1.87x	1.82x	1.85x
F2	Gearing ratio (%) Net Debt (including finance leases)/total assets * 100	67.0%	68.2%	69.5%	70.4%	71.0%
F3	Internal financing ratio (%) Net operating cash flow less dividends/net capital expenditure * 100	14.4%	12.1%	11.3%	16.0%	17.5%
F4	Current ratio (%) Current assets/current liabilities (excluding long-term employee provisions and revenue in advance)	85.0%	91.0%	94.2%	99.0%	102.4%
F5	Return on assets (%) Earnings before net interest and tax/average assets * 100	6.5%	6.8%	6.6%	6.7%	7.0%
F6	Return on equity (%) Net profit after tax/average total equity * 100	9.1%	9.3%	8.5%	8.6%	9.2%
F7	EBITDA Margin (%) Earnings Before Interest, Tax, Depreciation and Amortisation/total revenue * 100	36.4%	37.8%	38.6%	40.2%	41.6%

Appendices

Appendix 1: **How GWW is delivering against the 2024-25 Letter of Expectations**

Table 17. Compliance against Letter of Expectations (LoE)

Key Performance Area (KPA)	Sub-KPA	Location answered in document
LoE1 Climate change and energy		
Emissions Reductions	Total Scope 1 and 2	Priority 3
Emissions Reductions	Scope 3	Priority 3
Increasing Renewable Energy	Total Renewable Electricity	Priority 3
Adapting to Climate Change	Adaptation	Priority 3
LoE2 Customer, community and engagement		
Customer Satisfaction	Customer Satisfaction	Priority 2
Bills and Support	Bills	Our Financial Plan - Our Pricing
Customer and Community Engagement	Customer and Community Engagement	Priority 2, 5 and Case studies our customer outcomes, and engagement with our communities
Customer and Community Engagement	Customer Responsiveness	Priority 2
LoE3 Recognise Aboriginal Values		
Partnerships with Traditional Owners	Partnerships with Traditional Owners	Priority 4, Case study - TO Water program
Supporting Aboriginal self-determination	Aboriginal Self-Determination	Priority 4, Case study - RAP
LoE4 Recognise Recreational Values		
Consideration of recreational values in business operations	Recreational values	Priority 3

Key Performance Area (KPA)	Sub-KPA	Location answered in document
LoE5 Resilient and Liveable Cities and Towns		
Water Efficiency and Water Recycling	Urban Water Efficiency/ Recycling	Priority 2
Water Efficiency and Water Recycling	Urban Water Consumption	Priority 2
Integrated Water Management	Integrated Water Management	Priority 2
Circular economy outcomes	Circular Economy	Priority 3, case study - Melton circular economy hub
Environmental Statutory Obligations	Environmental Obligations	Priority 3
Sustainable Water Use	Sustainable Water Use	Priority 2
LoE6 Leadership, Diversity and Culture		
Diversity and inclusion	Diversity and inclusion	Priority 4
LoE7 Performance and Financial Management		
Audited statement of performance	Financial Performance	Our financial plan
Audited statement of performance	Operational Performance	Priority 1
LoE8 Compliance and Enforcement		
Customer data protection, and protection from harm of family violence	Customer data protection, and protection from harm of family violence	Priority 5
Cyber Security	Cyber Security	Priority 5
Housing Statement	Housing Statement	Priority 2

Appendix 2: Financial information

Income statement

Financial Year Nominal \$'000	2024 Fcast	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan
Operating Revenue	808,240	841,507	901,696	948,486	989,839	1,069,723
Bulk Charges & Environmental Contributions	(409,276)	(418,801)	(448,973)	(465,253)	(476,905)	(500,853)
Gross Margin	398,965	422,706	452,723	483,233	512,934	568,870
Developer Contributions	88,023	78,868	90,738	83,872	91,415	95,144
Gifted Assets	86,507	102,166	108,334	113,375	118,882	113,005
Miscellaneous Fees	22,288	24,428	28,429	29,592	30,805	32,070
Unregulated Revenue	8,175	7,015	7,236	7,417	7,602	7,792
Rebates	(1,043)	(785)	(553)	(291)	-	-
Operating Expenses	(264,748)	(251,090)	(257,486)	(260,872)	(263,838)	(268,944)
EBITDA	338,167	383,310	429,422	456,326	497,800	547,937
Abnormal Expenses	(4,699)	(665)	(638)	(617)	(595)	
Depreciation & Amortisation	(94,594)	(101,980)	(112,968)	(124,752)	(132,639)	(141,239)
Finance Charges	(110,245)	(133,755)	(157,496)	(180,338)	(204,812)	(227,430)
Profit Before Tax	128,628	146,911	158,319	150,619	159,755	178,697
Income Tax Expense	(39,572)	(44,177)	(47,612)	(45,316)	(48,072)	(53,772)
Net Profit After Tax	89,056	102,733	110,707	105,303	111,682	124,924
<i>Year-on-Year Growth</i>	93.2%	15.4%	7.8%	(4.9%)	6.1%	11.9%

Balance Sheet

Financial Year Nominal \$'000	2024 Fcast	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan
Cash	2,000	2,000	2,000	2,000	2,000	2,000
Accounts Receivable	189,072	195,472	209,545	220,377	230,105	255,905
Other Current Assets	11,899	11,899	11,899	11,899	11,899	11,899
Current Assets	202,971	209,371	223,444	234,276	244,004	269,804
Property Plant & Equipment	3,897,839	4,273,659	4,633,004	5,006,385	5,337,070	5,697,251
Other Non Current Assets	9,883	9,883	9,883	9,883	9,883	9,883
Non Current Assets	3,907,722	4,283,542	4,642,886	5,016,268	5,346,953	5,707,133
Total Assets	4,110,693	4,492,912	4,866,330	5,250,544	5,590,957	5,976,937
Accounts Payable	129,434	139,886	140,024	145,436	136,662	138,264
Current Borrowings - Debt	50,000	50,000	50,000	50,000	50,000	50,000
Other Current Liabilities	138,398	140,384	139,511	137,155	143,855	159,125
Current Liabilities	317,832	330,270	329,534	332,591	330,517	347,389
Non Current Borrowings - Debt	2,564,892	2,868,481	3,180,777	3,513,285	3,806,591	4,118,399
Deferred Tax Liability	40,714	44,597	47,789	50,085	49,665	46,050
Non Current Lease Liabilities	96,575	93,233	89,571	85,585	81,271	77,366
Non Current Liabilities	2,702,181	3,006,311	3,318,137	3,648,955	3,937,528	4,241,815
Total Liabilities	3,020,013	3,336,581	3,647,671	3,981,546	4,268,045	4,589,204

Financial Year Nominal \$'000	2024 Fcast	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan
Net Assets	1,090,680	1,156,332	1,218,659	1,268,998	1,322,912	1,387,734
Contributed Equity	802,926	821,861	836,550	846,050	855,073	862,475
Reserves - Asset Revaluation	177,997	177,997	177,997	177,997	177,997	177,997
Retained Earnings	50,495	97,212	144,851	185,689	230,580	288,001
Other Comprehensive Income	59,262	59,262	59,262	59,262	59,262	59,262
Equity	1,090,680	1,156,332	1,218,659	1,268,998	1,322,912	1,387,734

Cash flow statement

Financial Year Nominal \$'000	2024 Fcast	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan
Receipts from Customers	926,500	944,635	1,013,473	1,058,244	1,109,933	1,178,930
Payment to Suppliers - Cost of Goods	(403,021)	(418,801)	(448,973)	(465,253)	(476,905)	(500,853)
Payment to Suppliers - Operation	(162,982)	(136,005)	(144,951)	(147,914)	(148,014)	(156,852)
Payment to Employees	(107,884)	(109,877)	(110,197)	(112,457)	(115,863)	(119,339)
Interest & Other Finance Charges Paid	(107,292)	(131,872)	(155,192)	(178,090)	(202,927)	(217,623)
Tax Paid	(35,040)	(40,202)	(47,912)	(47,955)	(44,012)	(51,524)
Cash Flow from Operations	110,282	107,877	106,249	106,575	122,211	132,738
Capital Expenditure	(299,380)	(359,155)	(356,561)	(371,847)	(345,653)	(373,666)
Proceeds from Sales of Fixed Assets	477	835	862	883	905	928
Cash Flow from Investing Activities	(298,903)	(358,319)	(355,699)	(370,963)	(344,748)	(372,738)
Borrowings / (Repayments)	316,242	303,590	312,296	332,508	293,307	311,808

Financial Year Nominal \$'000	2024 Fcast	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan
Lease Payment	(3,351)	(3,331)	(3,347)	(3,654)	(3,978)	(4,305)
Dividend Payment	(67,393)	(56,016)	(63,069)	(64,465)	(66,792)	(67,503)
Capital Repatriation	(71,760)	-	-	-	-	-
Capital Contribution	6,385	6,200	3,571	-	-	-
Cash Flow from Financing Activities	180,123	250,442	249,451	264,389	222,536	240,000
Net Cash Flow	(8,499)	-	-	-	-	-

Income statement – quarterly financial projection

Nominal \$000's	QTR 1 Plan	QTR 2 Plan	QTR 3 Plan	QTR 4 Plan	FY25 Plan
Operating Revenue	201,075	215,896	219,877	204,659	841,507
Bulk charges	(94,997)	(96,486)	(96,850)	(95,142)	(383,476)
Environmental contribution	(8,831)	(8,831)	(8,831)	(8,831)	(35,325)
Gross Margin	97,248	110,578	114,195	100,685	422,706
Other Revenue	46,503	59,344	42,237	63,610	211,693
Operating Expenses	(62,703)	(60,468)	(61,781)	(66,137)	(251,090)
EBITDA	81,047	109,454	94,651	98,158	383,310
Abnormal Expenses	(375)	(375)	(375)	(375)	(1,500)
Finance Charges	(31,447)	(33,212)	(33,831)	(35,264)	(133,755)
Depreciation & Amortisation	(24,138)	(25,206)	(26,020)	(26,617)	(101,980)
Profit before Tax	25,296	50,869	34,634	36,111	146,911
Taxation	(7,615)	(15,287)	(10,416)	(10,859)	(44,177)
Net profit after Tax	17,681	35,582	24,218	25,252	102,733

Balance sheet – quarterly financial projection

Nominal \$000's	QTR 1 Plan	QTR 2 Plan	QTR 3 Plan	QTR 4 Plan
Cash	2,000	2,000	2,000	2,000
Accounts Receivables	194,492	209,085	209,081	195,472
Other Current Assets	11,899	11,899	11,899	11,899
Total Current Assets	208,390	222,984	222,980	209,371
Property, Plant & Equipment	3,985,677	4,081,028	4,164,532	4,273,659
Other Non-Current Assets	9,883	9,883	9,883	9,883
Total Non-Current Assets	3,995,559	4,090,911	4,174,414	4,283,542
Total Assets	4,203,950	4,313,894	4,397,394	4,492,912
Current Borrowings	50,000	50,000	50,000	50,000
Trade Creditors	132,118	128,466	128,190	139,886
Other Current Liabilities	136,612	138,198	136,116	140,384
Total Current Liabilities	318,730	316,664	314,306	330,270
Borrowings	2,638,829	2,742,581	2,803,166	2,868,481
Other Non-Current Liabilities	138,029	138,982	140,037	137,830
Total Non-Current Liabilities	2,776,858	2,881,564	2,943,203	3,006,311
Total Liabilities	3,095,589	3,198,227	3,257,509	3,336,581
Net Assets	1,108,361	1,115,667	1,139,885	1,156,332
Contributed Equity	802,926	802,926	802,926	821,861
Reserves - Asset Revaluation	177,997	177,997	177,997	177,997
Retained Profit	127,438	134,744	158,962	156,474
Total Equity	1,108,361	1,115,667	1,139,885	1,156,332

Cash flow statement – quarterly financial projection

Nominal \$000's	QTR 1 Plan	QTR 2 Plan	QTR 3 Plan	QTR 4 Plan	FY25 Plan
Receipts from Customers	220,909	230,813	243,319	249,593	944,635
Payment to Suppliers & Employees	(169,091)	(166,861)	(167,738)	(160,992)	(664,683)
Net Interest Paid	(31,947)	(31,369)	(34,995)	(33,561)	(131,872)
Tax Paid	(7,328)	(13,758)	(9,447)	(9,669)	(40,202)
Cash Flows from Operating Activities	12,542	18,825	31,139	45,371	107,877
Payments for infrast. & PPE	(85,856)	(93,677)	(91,100)	(88,522)	(359,155)
Proceeds from sales	209	209	209	209	835
Cash Flows from Investing Activities	(85,647)	(93,468)	(90,891)	(88,314)	(358,319)
Borrowings / (Repayments)	73,938	103,752	60,585	65,315	303,590
Lease Payment	(833)	(833)	(833)	(833)	(3,331)
Capital Repatriation	-	-	-	-	-
Dividend Payments	-	(28,276)	-	(27,740)	(56,016)
Capital Contribution	-	-	-	6,200	6,200
Cash Flows from Financing Activities	73,105	74,643	59,752	42,942	250,442
Net Cash Flow Movement	-	-	-	0	0
At the beginning of period	2,000	2,000	2,000	2,000	2,000
At the end of period	2,000	2,000	2,000	2,000	2,000

Appendix 3: **Planning assumptions and sensitivity analysis**

Water consumption fluctuations, increased operational costs and increased capital expenditure have the greatest impact on profits, cash flows, interest cover and gearing. With uncertain climate and economic conditions and the increasing need to deliver efficiencies through optimal processes to maintain customer affordability, there are possibilities we may diverge from our current forecast position.

Sensitivity analysis has been undertaken on the following scenarios:

- Lower water consumption – water consumption is reduced by 5% per annum over the forecast period
- Higher water consumption – water consumption is increased by 5% per annum over the forecast period
- Higher operational expenditure – costs are increased by 10% per annum
- Higher capital expenditure – capital expenditure is increased by 20% per annum

The impact of these scenarios on profit before tax (PBT), Fitch interest cover ratio (ICR) and gearing (Debt/RAB) over the forecast period are provided in the table below:

Profit Before Tax \$000's	FY25	FY26	FY27	FY28	FY29
Base	146,911	158,319	150,619	159,755	178,697
Lower Water Consumption	(20,129)	(22,159)	(23,769)	(25,110)	(23,882)
Higher Water Consumption	20,128	22,159	23,769	25,109	23,819
Higher Operational Expenditure	(24,792)	(26,182)	(26,818)	(27,521)	(26,653)
Higher Capital Expenditure	(1,368)	(7,194)	(14,434)	(21,676)	(22,786)

Debt/Rab (%)	FY25	FY26	FY27	FY28	FY29
Base	78.5%	80.8%	83.2%	85.5%	87.5%
Lower Water Consumption	0.3%	0.4%	0.6%	0.7%	0.8%
Higher Water Consumption	(0.3%)	(0.4%)	(0.6%)	(0.7%)	(0.8%)
Higher Operational Expenditure	0.2%	0.5%	0.6%	0.7%	0.9%
Higher Capital Expenditure	0.0%	0.3%	0.5%	0.6%	0.4%

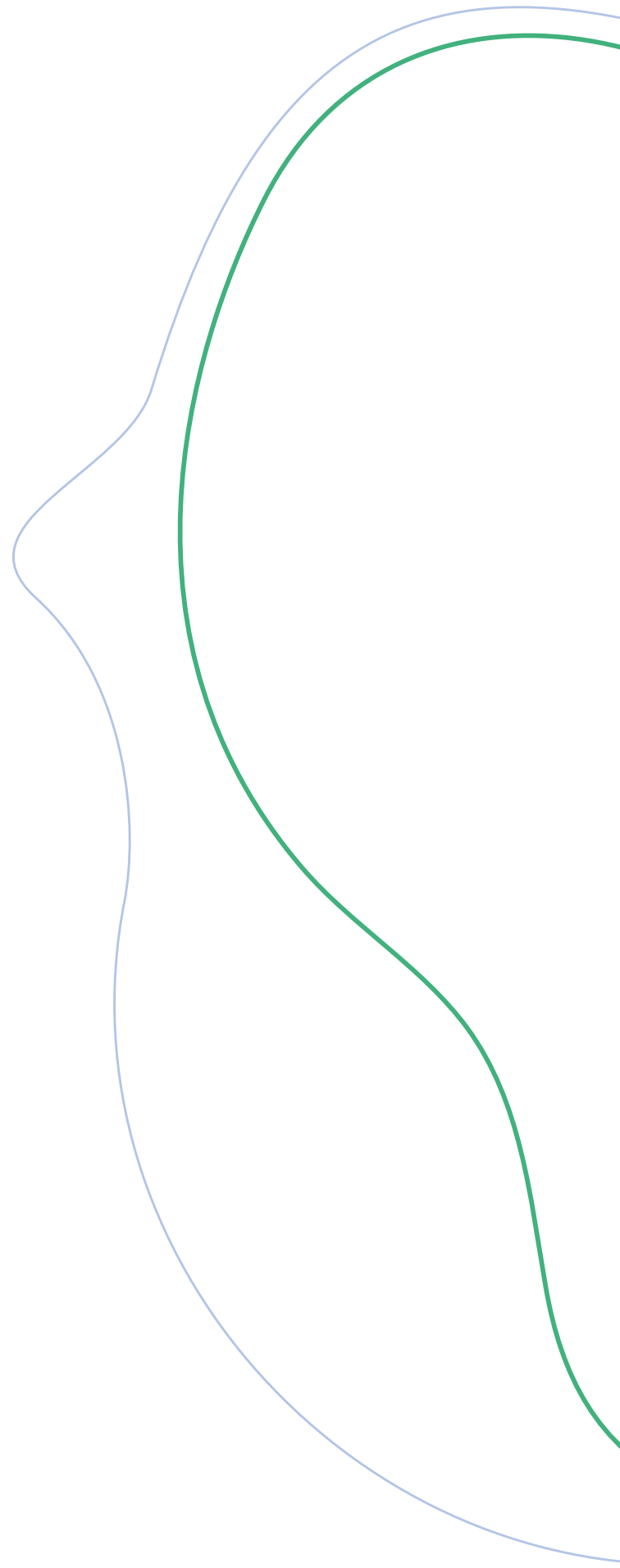
Debt/EBITDA (Times)	FY25	FY26	FY27	FY28	FY29
Base	7.61x	7.52x	7.80x	7.74x	7.60x
Lower Water Consumption	0.44x	0.44x	0.46x	0.45x	0.39x
Higher Water Consumption	(0.40x)	(0.39x)	(0.42x)	(0.41x)	(0.36x)
Higher Operational Expenditure	0.55x	0.52x	0.52x	0.49x	0.43x
Higher Capital Expenditure	0.15x	0.31x	0.46x	0.57x	0.56x

Debt/Capital (%)	FY25	FY26	FY27	FY28	FY29
Base	71.6%	72.6%	73.7%	74.4%	75.0%
Lower Water Consumption	0.2%	0.4%	0.6%	0.7%	0.8%
Higher Water Consumption	(0.2%)	(0.4%)	(0.6%)	(0.7%)	(0.8%)
Higher Operational Expenditure	0.3%	0.5%	0.7%	0.8%	0.9%
Higher Capital Expenditure	0.4%	0.9%	1.3%	1.6%	1.9%

FFO/Debt (%)	FY25	FY26	FY27	FY28	FY29
Base	3.7%	3.3%	3.0%	3.2%	3.2%
Lower Water Consumption	(0.5%)	(0.4%)	(0.4%)	(0.5%)	(0.4%)
Higher Water Consumption	0.5%	0.4%	0.4%	0.5%	0.4%
Higher Operational Expenditure	(0.5%)	(0.5%)	(0.4%)	(0.5%)	(0.5%)
Higher Capital Expenditure	(0.1%)	(0.3%)	(0.3%)	(0.4%)	(0.3%)

Key assumptions table

Category	Description	2024	2025	2026	2027	2028	2029
Economic Input	Operation Inflation	7.02%	3.62%	3.15%	2.50%	2.50%	2.50%
	Wage Inflation	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Sales and Bulk Water Assumptions	Non-Revenue Water (Central)	7.44%	8.63%	10.19%	9.51%	9.49%	9.46%
	Non-Revenue Water (West)	10.57%	11.60%	11.63%	11.60%	11.58%	11.56%
	% of Total Bulk Water from MW (West)	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%
	Water Sales Volume (gL)	119.87	122.47	124.53	126.7	128.88	131.08
	Bulk Water Purchases (gL)	126.34	130.63	134.73	136.06	138.25	140.45
	Desalination (gL)	0.00	0.00	13.20	19.80	19.80	19.80
	West Rebates (nominal\$ per customer)	60.30	45.23	30.16	15.09	0.00	0.00
Financing & Tax	Financial Accommodation Levy (FAL)	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%
	New Borrowings Interest Rate (incl FAL)	7.01%	6.38%	6.15%	6.00%	6.29%	6.29%
	Average Cost of Debt	4.39%	4.74%	5.04%	5.24%	5.46%	5.61%
	Tax Instalment Average Rate	2.96%	3.60%	3.83%	3.91%	3.64%	3.92%





**Greater
Western
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