



Customer Outcomes Performance Report

2022–23



'We Will Walk Country Together' Artist: Gerard Black ©2023

Aboriginal Acknowledgement

Melbourne Water respectfully acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and custodians of the land and water on which all Australians rely. We pay our respects to Bunurong, Gunaikurnai, Taungurung, Wadawurrung and Wurundjeri Woiwurrung, their Elders past, present and future.

We acknowledge and respect the continued cultural, social, economic and spiritual connections of all Aboriginal Victorians. We also acknowledge the broader Aboriginal and Torres Strait Islander community and their connections with lands and waters, and recognise and value their inherent responsibility to care for and protect them for thousands of generations.

Melbourne Water acknowledges Aboriginal Victorians as Traditional Owners and, in the spirit of reconciliation, we remain committed to developing partnerships with Traditional Owners to ensure meaningful, ongoing contributions to the future of land and water management.



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Summary

Every five years, Melbourne Water develops a Price Submission that details our proposed services across four services: water, sewerage, waterways and drainage. It outlines the cost of delivering these services and the prices we intend to charge customers.

We are now in the second year of delivering our 2021-2026 Price Submission and have continued to deliver on our commitments to our customers.



Our 2021 Price Submission is underpinned by six customer outcomes which were defined in collaboration with our customers and community:



Access to safe and reliable water and sewerage services



Melbourne's environment, rivers, creeks and bays are protected and Melbourne Water's greenhouse gas emissions are minimised



Melbourne remains liveable as it deals with the impacts of climate change and population growth



Melburnians are empowered to support the design and delivery of service outcomes



Easy, respectful, responsive and transparent customer service



Bills kept as low as possible

In 2022-23, we have assessed our overall performance against our customer outcomes as close to or largely met.

In 2022-23, positive progress has been made to achieve our customer outcome commitments and our performance is consistent with what we achieved in 2021-22. We recognise there are still some areas where improvements have been slower, and we are working closely with our customers to address these areas of underperformance.

Relationship to the Waterways and Drainage Investment Plan and performance reporting

The 2021 Waterways and Drainage Investment Plan (WDIP) was developed to meet a key requirement of Melbourne Water's Statement of Obligations, which are issued in accordance with the Water Industry Act 1994.

It also supports our 2021 Price Submission by defining our responsibilities, goals, levels of service and programs of work for waterway management, flood management and drainage services for the period 2021-22 to 2025-26.

The WDIP sets out 19 Key Performance Indicators (KPIs) which are monitored, measured and reported each year in the annual Waterways and Drainage Customer Performance Report. This report is published on our website.

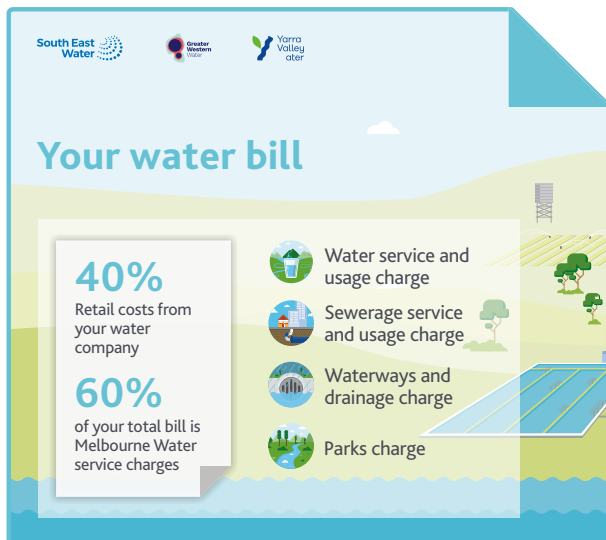
This report is a companion document to the Price Submission and supports the performance of the six customer outcomes.

In 2022-23, our performance against 17 of 19 of KPIs was assessed as 'met' or 'substantially met'.

Your water bill

The bill you receive from your water retailer helps fund the services we deliver. Your water bill is made up of the following charges:

- **Water and Sewerage services and usage charges** – These include both the retail costs of supplying water to you which are charged by your water retailer, as well as wholesale costs from Melbourne Water. These wholesale costs make up just over half the usages charges on your bill.



- **Waterways and Drainage Charge** – This charge is collected on behalf of Melbourne Water by your water retailer which funds activities outlined in the WDIP, including to protect waterway health, manage drainage and provide flood protection.
- **Parks Charge** – These charges collected by your water retailer on behalf of the Department of Energy, Environment and Climate Action and supports Melbourne's parks, trails, public facilities and zoos, as well as the Royal Botanic Gardens and the Shrine of Remembrance. This charge does not fund waterways and drainage services or other water industry charges.

Guaranteed Service Levels

Our Guaranteed Service Levels (GSLs) for wholesale water and sewerage services ensure we minimise impacts on customers and return money to households, businesses and water companies if we fail to live up to the service standards we've set.

In 2022-23, we reported one GSL event that met the threshold for compensation. It related to pressure and dirty water issues during the repair of a water main in Melbourne's north, which resulted in Yarra Valley Water receiving 142 complaints. Melbourne Water compensated Yarra Valley Water \$5,000 for the additional customer calls and complaints received as a result of the event. This is an improvement from 2021-22, where nine GSL events were reported and one that triggered compensation.

Working together to improve

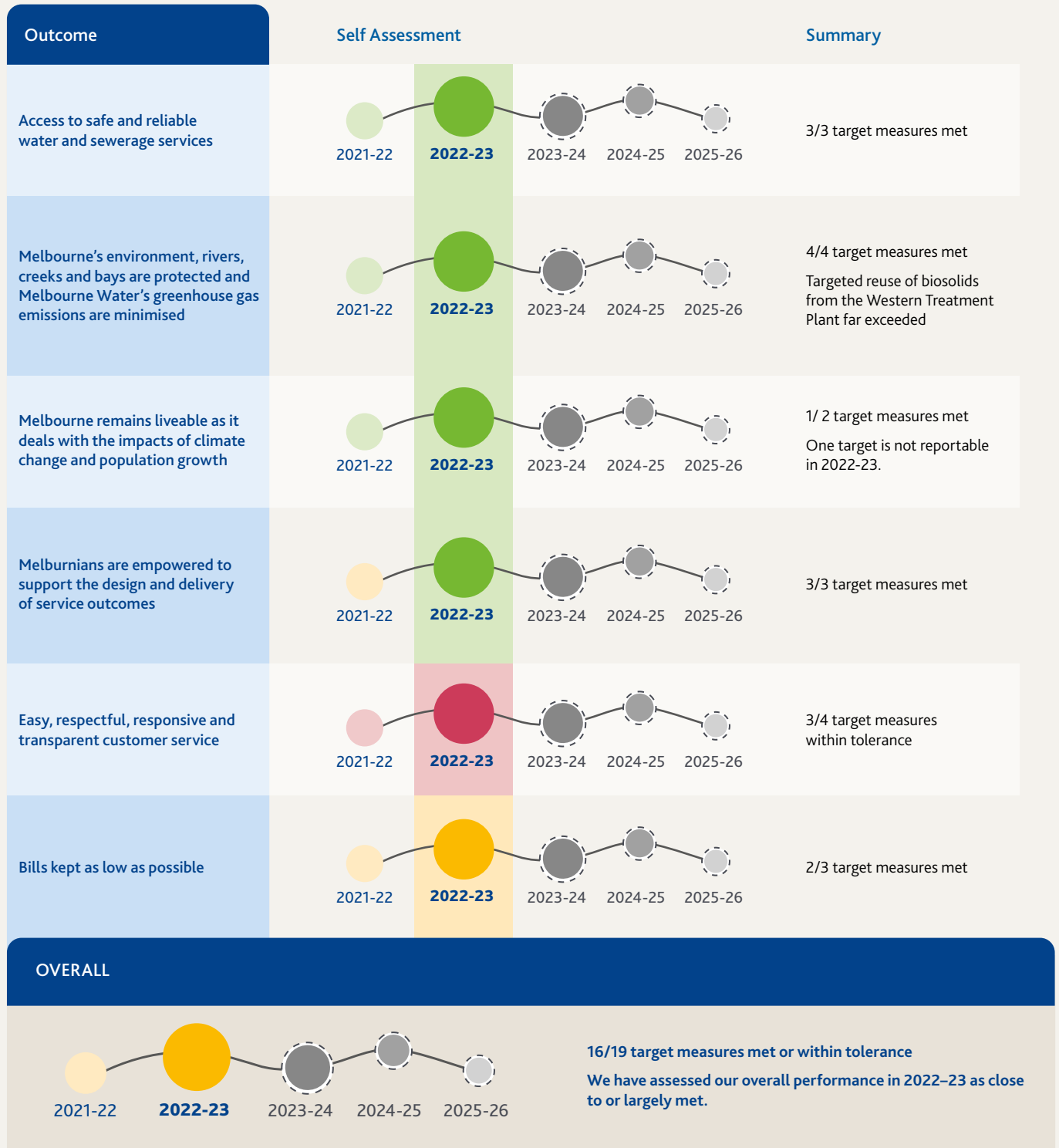
Over the past 12 months, we have taken active steps to improve our performance based on our 2021-22 results. While we have seen positive progress made against most customer outcomes, there are still some areas we are continuing to underperform.

We have stepped up our collaboration through the introduction of the Managing Directors (MDs) Accord, a formal partnership between Melbourne Water and all the Greater Melbourne water retailers underpinned by a shared vision and principles. The Accord provides a forum for Managing Directors and senior executives to collaborate on challenges and opportunities facing the Victorian water sector, and to work together to consider solutions that provide the best outcomes for communities.

In 2022-23 we transformed our business through *Building a Better Melbourne Water*. Our new enterprise-wide operating model is providing the right foundations to better deliver on our commitments, plan for the future and work collaboratively with our customers and community.

We have progressed a number of initiatives as part of our Customer Reset program which aims to embed better service whenever we interact with our customers. While we have seen an improvement in our customer satisfaction scores, there is still more to be done to meet our stretch targets.

Our performance





Customer Outcome 1

Access to safe and reliable water and sewerage services

In developing the 2021 Price Submission, our customers told us they prioritise ongoing access to safe and reliable water and sewerage services above all else.

In 2022-23, we continued to deliver high-quality water and sewerage services for our customers while making significant investments to maintain those standards.

Over the past year, we:

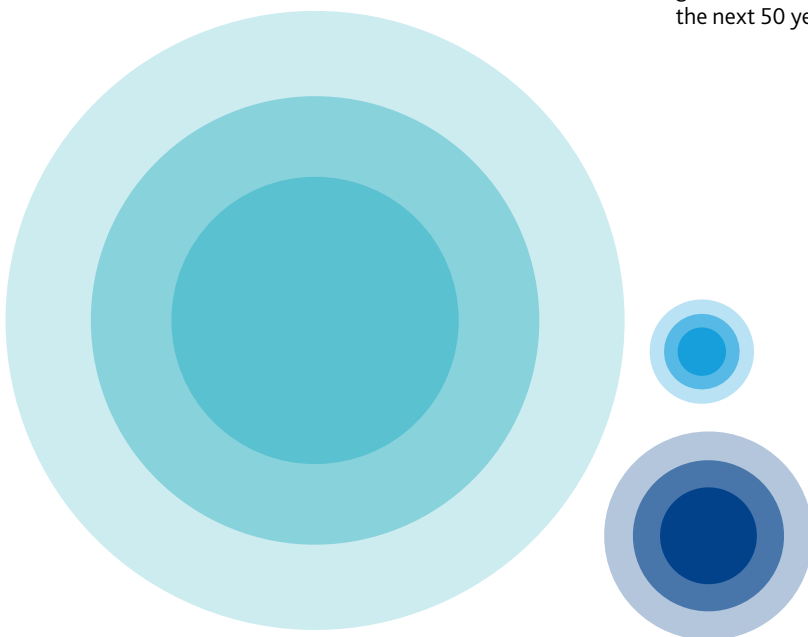
- invested \$190 million to continue supplying safe and reliable drinking water to customers across Greater Melbourne.
- started the \$69 million replacement of aging sections water main between Mitcham and Syndal
- began construction of a new \$38 million Yan Yean to Bald Hill pipeline to meet growing demand in Melbourne's northern and western suburbs
- undertook upgrades to the treatment of drinking water supplied from the Winneke Treatment Plant with a new \$59 million ultra-violet (UV) disinfection treatment system.

In our sewerage service, we:

- invested \$304 million to safely manage sewage generated by our growing city
- continued work on the \$206 million duplication of the Hobsons Bay Main Sewer Yarra River crossing and the \$74 million Maribyrnong Main Sewer upgrade which will provide reliable sewerage services for more than 86,000 Melburnians once complete
- began construction on a \$333 million upgrade of the Western Treatment Plant to improve treatment processes and help protect Port Phillip Bay's biodiversity by reducing the potential for algal blooms.

This year we also published our Drinking Water Quality Strategy, which builds on the previous strategy, and outlines how we will continue to provide high quality drinking water both now and into the future. It considers key challenges facing our water supply system, like climate change and population growth, and how we might adapt through innovation and collaboration with our customers.

We also worked with our Customer Delivery Partners to launch the Greater Melbourne Urban Water and System Strategy – Water for Life. The shared strategy aims to balance Melbourne's water needs by increasing efficiencies, diversifying water sources and using new water supplies. It builds on the work already underway to provide greater Melbourne with a secure and sustainable water supply for the next 50 years.



Our performance against our agreed target

Self assessment

2021-22



2022-23



We continued to meet performance targets for all indicators set for this outcome.

	Output	Target	2021-22 Result	2022-23 Result	Commentary
A	Number of <i>Safe Drinking Water Act</i> non-compliances (water sampling and audit)	0	0	0	We continued to comply with our obligations under the <i>Safe Drinking Water Act 2003 (Vic)</i> and the <i>Safe Drinking Water Regulations 2015</i> .
B	Percentage of time compliant with retail water company pressure requirements (cumulative across the year)	99.9%	99.9%	99.9%	<p>There were minor low pressures reported in Preston and Somerville in 2022-23. These events did not impact Yarra Valley Water or South East Water's pressure requirement target.</p> <p>The event in Somerville is a recurring issue. Melbourne Water is continuing to work with South East Water to deliver upgrades to manage this issue.</p> <p>Investigations at Preston confirmed this was an isolated event and upgrades have been delivered to address the cause.</p>
C	Number of sewerage transfer system spills due to system failure	0	0	0	This performance measure excludes the Ringwood Sewer, where the Enhancing Our Dandenong Creek program is delivering a risk based approach to planned wet weather sewer spill management.

Figures reflect spending in 2022-23



● NOT MET

● CLOSE TO/LARGELY MET

● MET

WESTERN TREATMENT PLANT UPGRADES

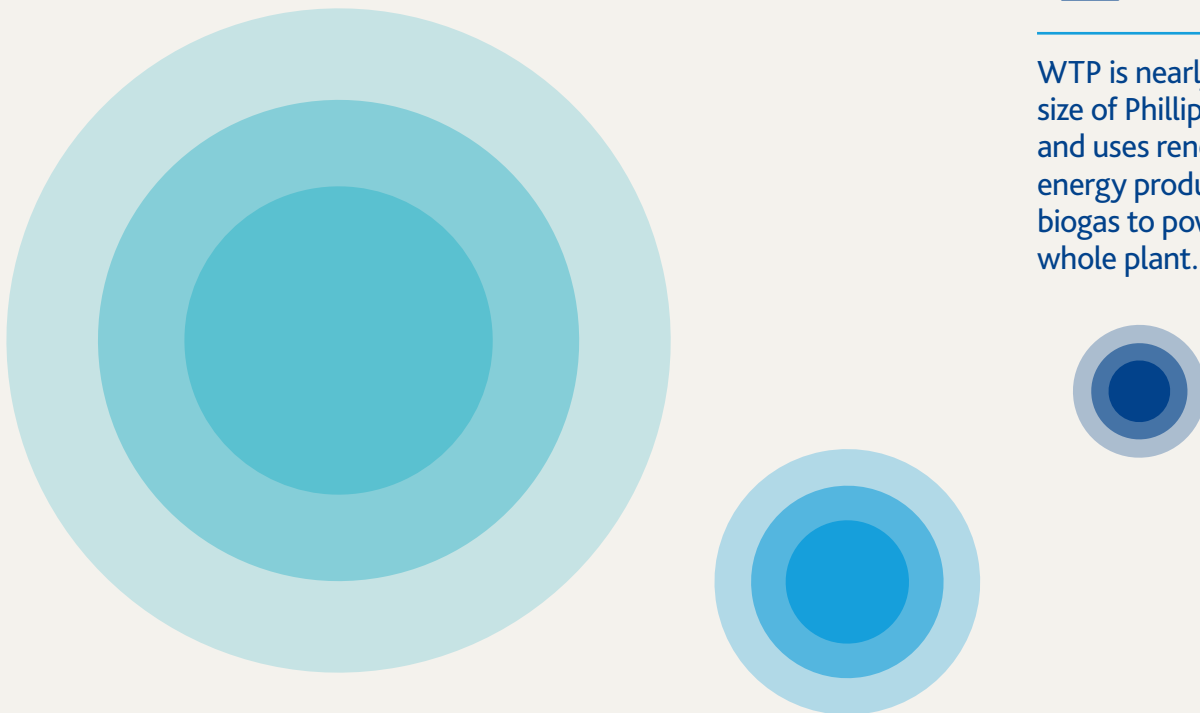
The Western Treatment Plant (WTP), located near Werribee, is a place of historic, cultural and environmental significance. It treats over 50 per cent of Melbourne's sewage and is a thriving ecosystem with internationally recognised bird habitat.

We are investing in upgrades at WTP to deliver better outcomes for our customers and the environment. A new Nutrient Removal Plant is being constructed to speed up the treatment process and enable Melbourne Water to process more sewage to cater for our growing population. The new plant will help protect Port Philip Bay's biodiversity by reducing the potential for algal blooms.

The use of an innovative treatment process, which uses less carbon and less power, allows us to produce more biogas which can be converted to energy, helping us on our path to net-zero.



WTP is nearly the size of Phillip Island and uses renewable energy produced from biogas to power the whole plant.





Customer Outcome 2

Melbourne's environment, rivers, creeks and bays are protected and Melbourne Water's greenhouse gas emissions are minimised

Melburnians value our work to protect the environment and want us to be proactive in managing the impacts of climate change on Melbourne's environmental assets.

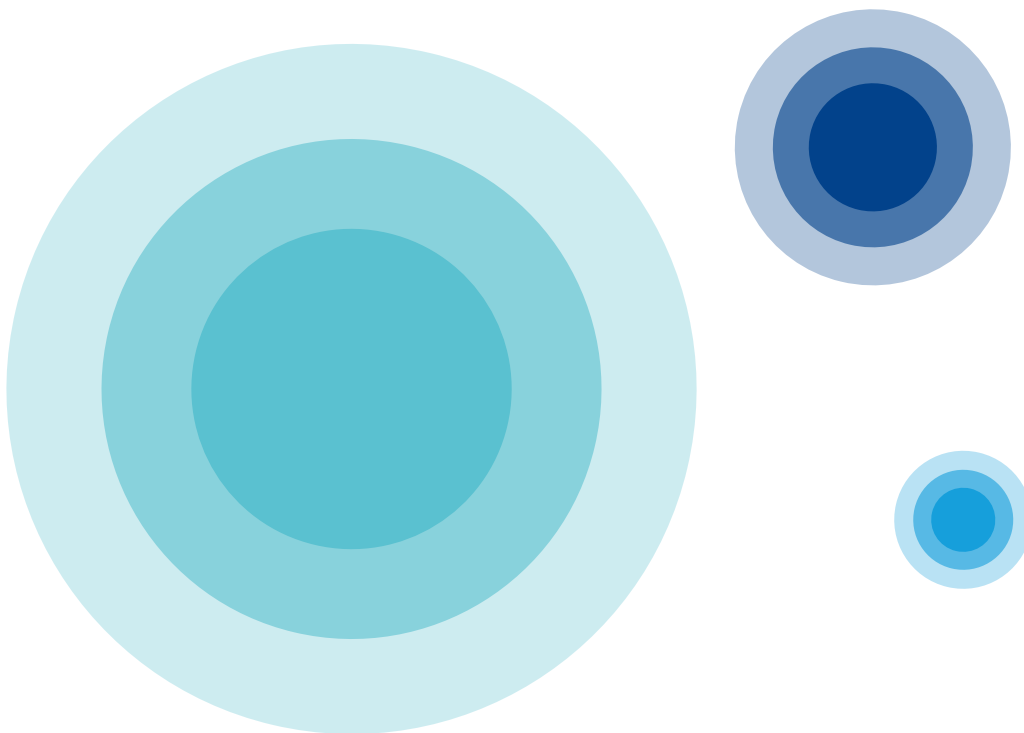
Melbourne Water monitors and provides targeted maintenance and improvement works for 25,000 kilometres of rivers and creeks, 33 estuaries and wetlands, and more than 1000 stormwater treatment systems, including constructed wetlands.

In 2022-23, we partnered with the Victorian Environmental Water Holder to top up Yering Backswamp near Yarra Glen, which is one of the most intact areas of remnant wetland in the middle Yarra. The 6 mega-litre top up in Spring 2022 and the additional 37 megalitres delivered in May 2023 provided critical support for the native aquatic plant communities – including the River Swamp Wallaby Grass – and resident frogs in the backswamp.

Further down the Yarra, we made great progress in weed control and revegetation along a 19.7km stretch of the river from Banksia Street to Dights Falls. Building strong relationships was key to the project's success, as all the target sites are located on public land owned by Parks Victoria, Boroondara Council, Manningham Council and Banyule Council. The project will directly contribute to key Health Waterways Strategy objectives to improve habitat for local fauna, including waterbirds, Rakali and Platypus.

We are committed to reducing greenhouse gas emissions from our operations as we work towards Net Zero by 2030. In September 2022, we formed an international alliance with Danish Water Utility Aarhus Vand and UK water leader Severn Trent to collectively reduce carbon emissions by one million tonnes annually.

Work is underway to establish new international standards for measuring and reporting emissions, with a focus on reducing direct greenhouse gas emissions from our wastewater treatment plants. By joining forces, we aspire to co-create innovations and technologies to reduce greenhouse impacts from wastewater treatment.



Our performance against our agreed target

Self assessment

2021-22



2022-23



We continued to meet or exceed performance targets for all indicators set for this outcome.

	Output	Target	2021-22 Result	2022-23 Result	Commentary
A	Maintain river health (% of 10 target sites at high-value rating)	100%	100%	100%	We measure the health of ten targeted river sites through the abundance of diversity of macro-invertebrates (waterbugs). In 2022-23 these sites were once again rated on average as having a very high river health condition.
B	Maintain ETP and WTP discharge compliance	0	0	0	The Eastern Treatment Plant (ETP) ¹ and Western Treatment Plant (WTP) ² have met the Environment Protection Authority Victoria discharge requirements.
C	Reuse (annual) biosolids produced at WTP	≥40%	350.7%	179%	For the second year running, we exceeded this target with 179% 29,359 dry tonnes reused on farms as soil improvers for broad-acre cropping and pasture operations. This included biosolids stockpiled from previous years.
D	Keep emissions below our target of 204.38 kt CO2-e in 2024-25	On track	On track	On track	We are on track to keep emissions below 204,380 tonnes CO2-e by 1 July 2025.

Figures reflect spending in 2022-23

¹ Severe weather and flooding events occurred in October 2022 which resulted in parts of the sewerage system operating beyond capacity, and impacted our ability to fully treat sewage at ETP. To avoid uncontrollable spills, partially treated water was discharged to the environment at Boags Rocks (near Gunnamatta Beach) and Port Phillip Bay. As a result, we did not meet the discharge licence limit for the element copper from one test sample. While the spill did not have a material impact on water quality, the community were advised not to swim around the area of discharge during the event as precaution.

² While not part of the EPA discharge licence, WTP exceeded the maximum total nitrogen discharge limit in the Environment Reference Standard and Port Phillip Bay Environmental Management Plan (3,100 tonnes as a three-year moving average). In 2022-23, approximately 3,553 tonnes of nitrogen (3-year rolling average) was discharged from WTP. Nitrogen discharge levels are a known issue that will be significantly improved with the commissioning of the 5 West Nitrogen Reduction Plant at WTP in 2025, which will support reducing the nitrogen loads discharge to the bay and maintain a healthy marine ecosystem.

NEW SOLAR FARMS

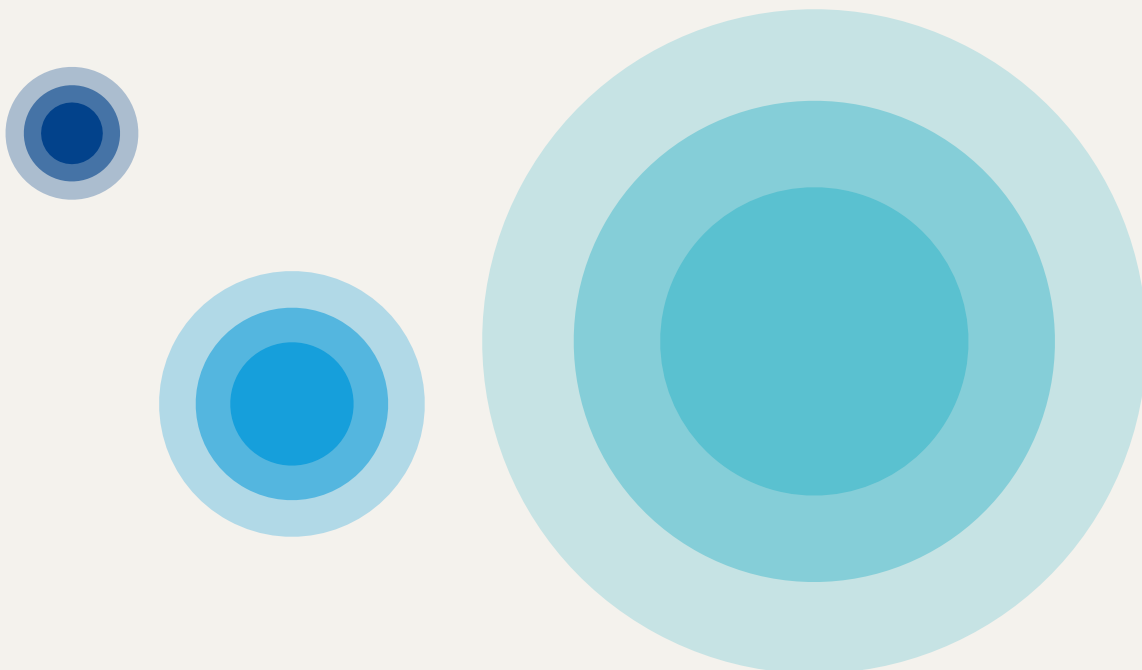
This year we completed construction of our first two solar farms at the Eastern Treatment Plant (ETP) and Winneke Water Treatment Plant. These solar farms will reduce our greenhouse gas emissions and generate more renewable energy.

The ETP solar farm generates around 22 per cent of the energy needed to power the plant, and will complement the existing biogas facility which already generates 30 per cent of the plant's electricity needs.

The 19,000-panel Winneke solar farm will produce enough energy to power up to 2,500 households for one year and prevent 12,000 tonnes of carbon dioxide being released into the atmosphere annually. The renewable energy produced will power the treatment plant and pumping stations. Any excess energy will be fed into the public grid for external use.

In an Australian first, we used terrain tracking sensors to construct the solar farm. These sensors allowed the construction to occur on a slope, which otherwise would have required extensive earthworks. By avoiding extensive earthworks, the panels were installed with minimal ground disturbance which reduced overall project costs and impacts on the environment.

These farms demonstrate our commitment to lowering our carbon emissions while enhancing affordability for our customers and the community.





Customer Outcome 3

Melbourne remains liveable as it deals with the impacts of climate change and population growth

Melbourne Water plays a unique role in making Melbourne one of the world's most liveable cities. The community sees us as a steward of the liveability of our region, and expects us to proactively manage the risk of flooding to people and the environment and help to create outstanding community spaces.

This year we progressed projects on our land and waterways to create more open space and recreational activities for the community, including a multi-use platform to provide access to the Werribee River, greening sewer reserves for public use, and delivering the biggest project to be delivered under the Reimagining Your Creek program to date, the Blind Creek–Lewis Park upgrade in Wantirna. As well as transforming an underground drain into a waterway, the Blind Creek project has established new walking paths and seating areas, extensively revegetated the area and – happily – created a new home for a collection of families of ducks.

We also continued our partnership with the University of Melbourne to build capacity of households in flood prone areas to prepare and respond to flood events. The program was successfully implemented in the City of Kingston and will be rolled out in the City of Darebin in 2023. The program is improving community awareness of flood risks and building its resilience to prepare and respond to these flood events.

Flood mapping and investment

In 2022-23, we invested \$14 million in projects to renew and enhance our drainage and flood protection assets. Works continued on the \$5 million rehabilitation of the Bent St Main Drain in Moonee Ponds and construction commenced on the \$3 million project to rehabilitate the Church St Main Drain in Hawthorn.

While we have made a significant investment in drainage and flood protection infrastructure, we acknowledge the heavy rainfall experienced in October 2022 across greater Melbourne and the impact this had on our customers and community.

We are committed to listening to community views and needs and welcome the independent review and the Parliamentary Inquiry into the flood event. We look forward to the lessons and improvements that may come from this process.

Recognising that the frequency of extreme flood events is expected to increase due to climate change, we have expedited our program to incorporate the impact of climate change up to the year 2100 into our flood maps and models for all catchments. Additionally, in line with our function as a floodplain manager and under the Water Act 1989, we remain committed to influencing the design of our region's infrastructure and housing in partnership with local council and other authorities to adapt integrated flood management practices to future challenges.

We aim to complete this comprehensive mapping project by 2026 to enhance the preparedness of future housing and infrastructure for flooding over the next 70 years. This proactive approach aims to better prepare communities to mitigate the impact of floods in the long term.

Our performance against our agreed target

Self assessment





2021-22



2022-23



We continued to meet performance targets for all indicators set for this outcome.

	Output	Target	2021-22 Result	2022-23 Result	Commentary
A	Flood risks reduced for customers most at risk (risk is quantified as a modelled value of average annual damage in dollars)	\$42m (for 2022-23)	\$21m 	\$125.2m 	We continued to meet our target to reduce risk through land use planning programs and educational awareness programs.
B	Demonstrate community benefit for projects where land or assets are activated	100% of projects	100% 	N/A 	Community benefit was not able to be measured within the reporting period and will be included in the 2023-24 performance report.

Figures reflect spending in 2022-23



● NOT MET

● CLOSE TO/LARGELY MET

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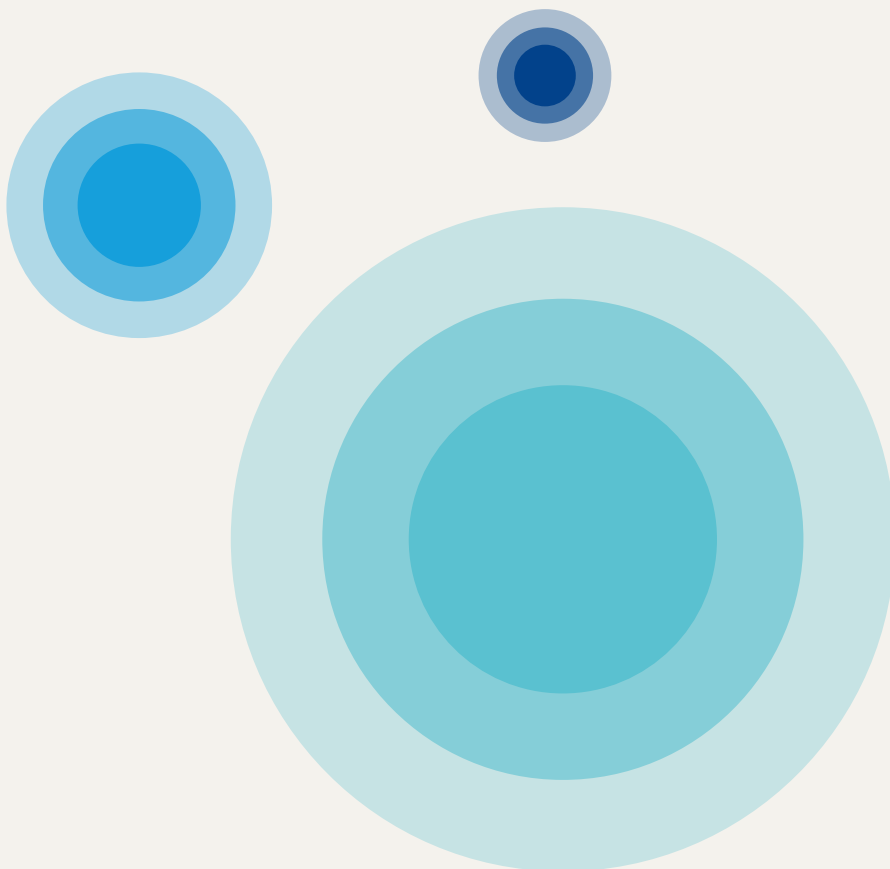
CHURCH STREET STORMWATER DRAIN REHABILITATION

The Church Street stormwater drain in Melbourne’s inner east has been operating for 100 years and plays a critical role in flood protection by transferring stormwater from inner-Melbourne to Port Phillip Bay. Regular inspections of the stormwater drain indicated a section of the drain was in need of repair.

We used innovative relining technology to repair a 300m section of the drain located under a public reserve. By using this technology, we minimised impacts on public open spaces and roads by avoiding the need to dig up the stormwater drain to repair it.

We enhanced our community connections by visiting two local kindergartens to talk about the project and to educate the littlest members of our community about the impacts that littering can have on our drainage system, waterways and wildlife.

Once complete, the stormwater drain will continue to operate safely for decades to come providing flood protection for generations.





Customer Outcome 4

Melburnians are empowered to support the design and delivery of service outcomes

For more than 20 years, Melbourne Water has worked in partnership with its customers and the community to improve the health of our waterways and deliver our vision to enhance life and liveability.

We understand the value of working in partnership with customers and the community to empower them to participate in shaping Melbourne’s water future.

In 2022-23, we continued our journey with Traditional Owners and worked closely with Wadawurrung Traditional Owner Aboriginal Corporation to sign a formal Partnership Agreement during National Reconciliation Week. This is our second agreement following the signing with Gunaikurnai Land and Waters Aboriginal Corporation in July 2022. Developing formal Partnership Agreements is vital to fostering ongoing and meaningful connections with Traditional Owners. They clearly articulate roles, agreed priority outcomes and activities to enable Traditional Owners to achieve self-determined outcomes.

A series of joint activities between Melbourne Water, Deakin University Scientists and Bunurong staff and rangers including field visits and propagation research have achieved the joint goals of building scientific knowledge about seagrass restoration within Bunurong Sea Country, and strengthening Bunurong capacity in seed collection, propagation and field planting.

This year, we delivered our Water Literacy Program to over 12,000 people through in-person tours and programs. We also launched a range of digital tools to complement our face-to-face programs, reaching over 49,000 people.

This year we exceeded the target for the number of applications received and projects funded under our incentives program, *Liveable Communities, Liveable Waterways*. This has improved from 2021-22 as customers became more familiar with the new integrated application system and additional training was provided. This has led to an increase in the number of projects funded under our incentives program in 2022-23, with \$11 million awarded across 1,032 projects.



Artwork 2, Artist Chloe Chatterton

Our performance against our agreed target

Self assessment

2021-22



2022-23



We improved our performance for this outcome and have met or exceed performance targets for all indicators.

	Output	Target	2021-22 Result	2022-23 Result	Commentary
A	Increase the proportion of the community with a moderate (or better) level of water literacy	70%	82%	80%	We continued to exceed our target for improving those with moderate or better level of water literacy.
B	Number of successful grant applications within the waterways and drainage incentive programs	830	768	877	We improved on our performance against these targets and exceeded the number of grant applications submitted and projects funded.
C	Number of projects funded within the waterways and drainage incentives program	1,000	877	1,032	We saw an increase in the number of incentives applications through the Liveable Communities, Liveable Waterways Incentives Program. We also implemented a new incentives management system which increased the number of applications we could approve.

Figures reflect spending in 2022-23



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● CLOSE TO/LARGELY MET

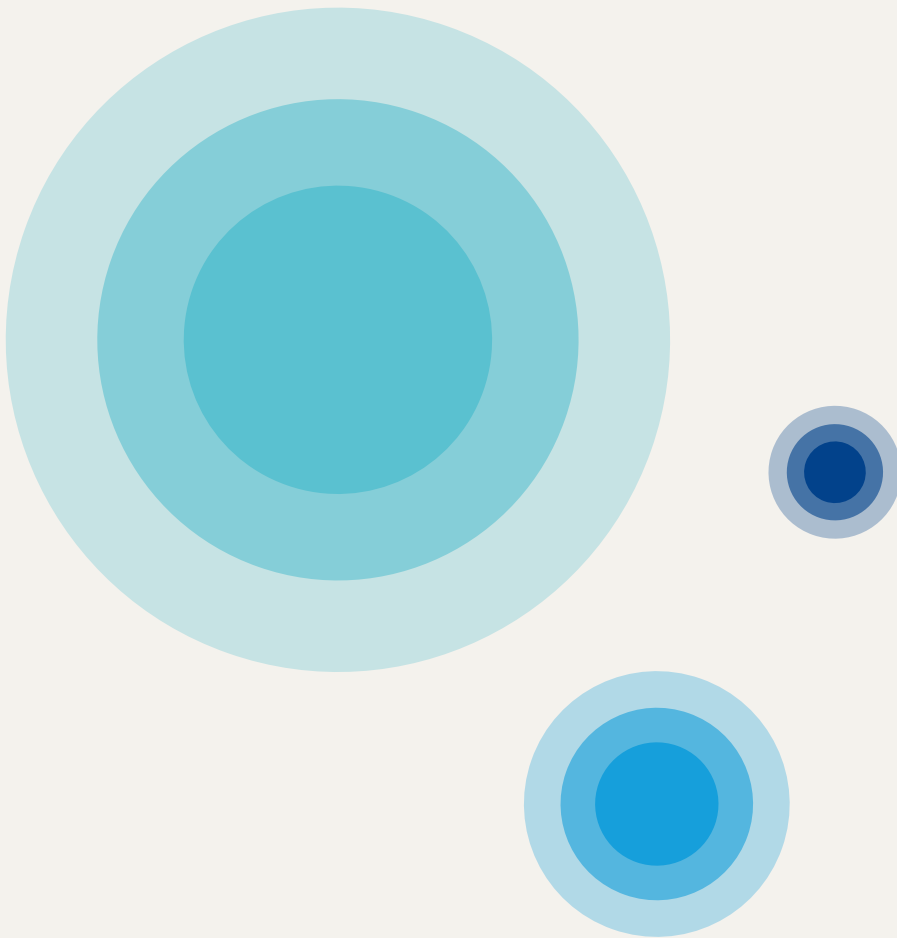
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IMPROVING WATER LITERACY

This year we designed and implemented a range of water literacy programs to empower our community to participate in shaping the future of Melbourne’s water.

Through our partnerships with Zoos Victoria, Melbourne Museum, Deakin University and Open House Melbourne we have broadened our reach by delivering programs that are fun, educational and accessible. We reached over 12,000 people with programs focused on water literacy including school groups – our next generation of leaders – through to Culturally and Linguistically Diverse (CALD) community audiences.

Our face-to-face activities were complemented by innovative digital tools including our augmented reality game ‘Flushback’, the Drip Trip Game and the Western Treatment Plant Virtual Tour . We also invested in new digital projects including the WTP Digital Education Centre and the Digital Learning Gateway. These types of new digital learning experiences use the power of interactivity and seek to build personal engagement that generates a wider conversation about how we can care for water.





Customer Outcome 5

Easy, respectful, responsive and transparent customer service

The retail water companies, households and businesses have told us that they want Melbourne Water to be transparent and easy to deal with. These customers also want to have a positive experience when they have to communicate with Melbourne Water regardless of the channel they use.

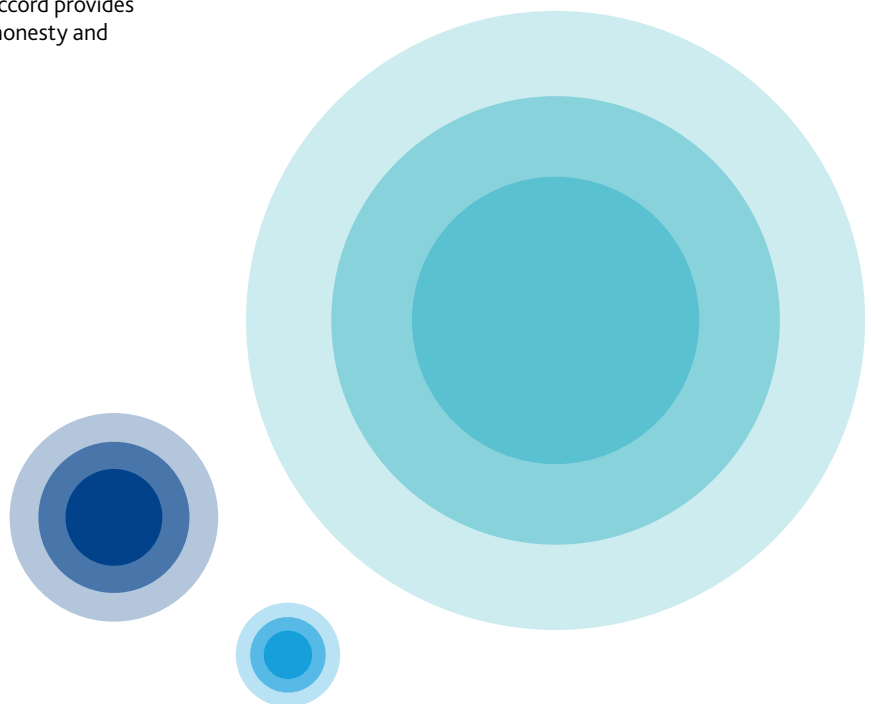
Last year was the first year we undertook customer satisfaction reporting to measure our performance against this customer outcome. Our results for 2021-22 were well below target and provided valuable data to help us understand some of the pain points when dealing with us. While we have seen an overall improvement in performance for 2022-23, our results are still below target and more needs to be done.

Building on the work we did in 2021-22, we have stepped up our collaboration with the retail water companies through development and operationalisation of the MDs Accord. The formal partnership between Melbourne Water, South East Water, Yarra Valley Water, Greater Western Water, and Barwon Water is based on a shared desire to work as one interconnected network delivering valuable outcomes for end-use customers and the community. Recognising the challenges that exist across the water and sewerage network and the pressures of a growing population, the Accord provides a platform to work together with transparency, honesty and customer value at its centre.

We are also using data received through both our reputation and service-based customer satisfaction surveys to improve how we work with our customers. The insights collected through these surveys are being used to develop Customer Improvement Plans (CIP) for our water, sewerage, drainage and waterways services.

The CIPs aim to address the key pain points our customers experience when working with Melbourne Water and include specific actions to improve customer experience through the areas of responsiveness, timeliness and transparency. These themes were common across feedback from all customers.

We've introduced a new standalone complaints and escalations service internally, which we're seeking to expand in 2023-24 to provide better internal guidance on managing and addressing customer complaints. As part of our new culture program, we're also developing a training module to help strengthen our people's focus on customers, and have put in place an ongoing program of workshops and presentations to share customer insights across the business and build awareness of our customers' needs.



Our performance against our agreed target

Self assessment

2021-22



2022-23



While this outcome was not met for the second year in a row, we did achieve an increase in our overall performance against this outcome.

	Output	Target	2021-22 Result	2022-23 Result	Commentary
A	Customer satisfaction (CSAT) - bulk water services	7.9	7.1	7.2	<p>The retail water companies are the primary customers accessing our water and sewerage services.</p> <p>We did see a slight improvement in our performance against these targets, however, there is still more to be done to improve our collaboration with the water retailers, and better demonstrate our understanding of impacts on end-use customers.</p>
B	CSAT - bulk sewerage services	7.9	7.1	7.3	See above.
C	CSAT - waterways services	6.8	6.6	6.1	<p>We deliver waterways services to local government, engaged community groups and members of our community.</p> <p>Our performance against this target dropped this period. Key areas for improvement include connecting customers to the right person and collaborating with Councils on common challenges.</p> <p>We have put in place a Customer Improvement Plan which focuses on addressing customers' pain points and frustrations. Actions and initiatives from this program commenced in September.</p>
D	CSAT - drainage	6.4	5.5	6.1	<p>We deliver drainage services to local government, developers and members of our community.</p> <p>We have seen a positive improvement in our performance against this target based on the introduction of standard response timeframes which has improved responsiveness.</p>

Figures reflect spending in 2022-23



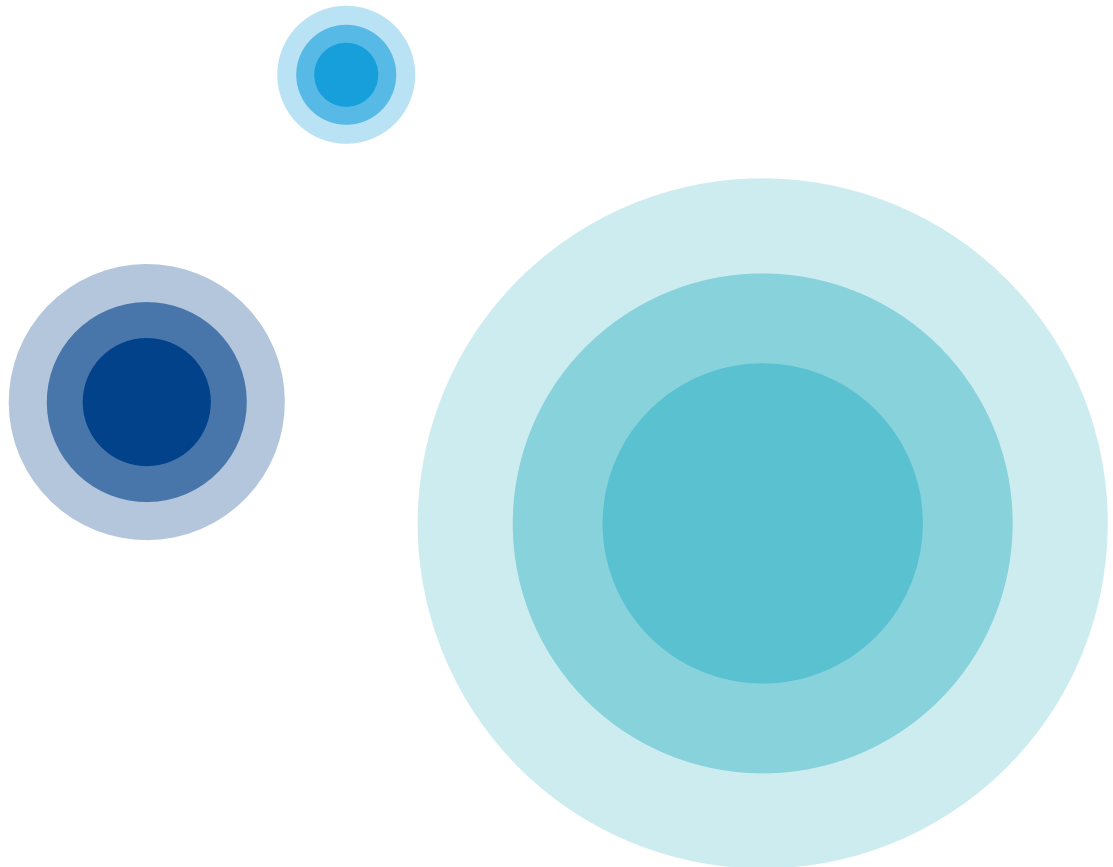
Customer Outcome 6

Bills are kept as low and possible

Melbourne Water aims to keep bills as low as possible. We recognise the serious affordability issues impacting communities throughout Greater Melbourne, and clearly understand that pressure on household budgets driven by increased inflation and high interest rates is intensifying the challenge.

In 2022-23, our operating expenditures were within target, and we delivered a \$1.62 million saving in our operating costs through process efficiencies and savings from the Cardinia hydroelectric generation.

Our capital expenditure target is managed across the 2021-2026 Price Submission period, with progress reported annually. While our capital expenditure was below target for the second year in a row, we have taken active steps to address delivery challenges, including mitigating the impact of rising project costs and supply pressures in the construction market. We are actively working to ensure that our capital investment comes in within the five-year target. Construction is now underway on some of our largest projects and will continue to ramp up in 2023-24. Despite delays, these projects remain on schedule to be completed in this regulatory period.



Our performance against our agreed target

Self assessment

2021-22



2022-23



This outcome has been close to or largely met this period.

	Output	Target	2021-22 Result	2022-23 Result	Commentary
A	New net OPEX benefits of identified and committed each year	>\$500k	700k	\$1,1620k	We have continued to exceed our target by delivering a saving of \$1.62m in savings in 2022-23. These savings have been achieved through the introduction of new procurement processes and energy savings from the Cardinia hydroelectric generation.
B	OPEX aligned to determination (%)	<+-5%	+1.2%	+1.4%	Operating expenditures continue to within target.
C	CAPEX aligned to determination (%)	<+-2%	-25.5%	-27.3%	The overarching target is cumulative over the five-year period. While our performance in relation to capital expenditure is below target, we have confidence that the program can catch up by the end of 2025-26 due to significant construction activity in 2023-24 and 2024-25. We expect to meet our capital investment program within the current regulatory period as outlined in the Price Determination.

Figures reflect spending in 2022-23



● NOT MET

● CLOSE TO/LARGELY MET

● MET

