



2018–2023 Price Submission Annual Scorecard

Every five years, Barwon Water develops a Price Submission.

The submission is a five-year plan, which outlines water and sewerage prices, service standards, infrastructure and operational investments.

In 2018, the Essential Services Commission – the independent economic regulator of the water industry – approved Barwon Water’s prices until 30 June 2023.

Reporting on our performance to customers

We have an ongoing and deeper commitment to engage with and report to our customers. Over the next five-year price period, we have committed to:

- continually involving our customers and the broader community in our decision making
- holding ourselves to account and honouring what we said we would deliver
- continually ‘checking in’ with our customers and community to ensure their values are aligned with our service
- ensuring our actions align with what our customers want us to do.

This annual scorecard outlines our progress against the delivery of each of our customer outcomes as we work towards delivering greater value for our customers.

Year 1 summary

During 2018/2019 (the first year of our Price Submission), we worked towards delivering five service outcomes our customers told us they most valued and expected from their water and sewerage services.

Outcome 1: A reliable, secure water future for our region

Outcome 2: Timely, innovative services for our customers

Outcome 3: A healthier environment for all

Outcome 4: Deeper knowledge and partnerships with our community

Outcome 5: Affordability for all our customers



In our Pricing Submission we committed to delivering these customer outcomes and we put ‘at-risk’ \$11.5 million if we don’t deliver on a range of key performance targets.

If we fail to deliver on these targets, we will return money (proportional to our achievement of results) to our customers through prices or additional programs to be delivered in the next regulatory period.

Full details of our progress against the customer outcomes for year 1 of our Price Submission are available at www.esc.vic.gov.au/water/sector-performance-and-reporting/outcomes-reporting

Outcome 1: A reliable, secure water future for our region

We will provide clean, safe drinking water, treat wastewater in a compliant manner, encourage greater use of recycled water and maintain secure water supplies.



Overall outcome performance for the regulatory period so far		 On track
	We ensured water security by accessing our share of water in the Melbourne water supply system via the Melbourne to Geelong Pipeline and made investments to ready the Anglesea Borefield.	
	We developed a four-year Sustainable Water Use Plan which outlines water conservation projects designed to help educate customers on using water wisely and we maintained the time of water restrictions for our service region under 5% with no restrictions in 2018/2019.	
	We invested \$81 million to replace and upgrade water and sewerage infrastructure as well as built new water infrastructure in places like Armstrong Creek to support future growth.	
	We partnered with industry to investigate more productive uses for recycled water such as calling for expressions of interest to use more recycled water on the Bellarine Peninsula, Bannockburn and Winchelsea. We also committed 6 ML per year of recycled water to the Birregurra recreation reserve.	
	We maintained compliance with water quality standards with the exception of one single sample from the Moorabool water quality locality, exceeding the health guideline limit for lead. The Australian Drinking Water Guideline value for lead in drinking water is very conservative of health and considers risk to people drinking the water every day over their lifetime. The investigation of this single sample exceedance identified the issue to be a short term and localised sample tap corrosion issue and this water sample not representative of the wider water supply network. DHHS were notified of the event.	
	We maintained compliance with our EPA licence conditions, with the exception of a single sample with a high pH result from the discharge at Apollo Bay Water Reclamation Plant. This high pH result was investigated and determined to be anomalous. All other analytes and treatment factors were within normal ranges/trends, and nothing was recorded or noted onsite to indicate any pH change. EPA were notified.	

In year 2 we will...

Partner with the community and regional leaders to design a new water future for our region. Through a dedicated program, called 'Water for our Future', will draw on the insights, experiences and ideas of people from across our region to help us create a water future that supports liveable and thriving communities and a healthy environment for years to come.

Outcome 2: Timely, innovative services for our customers

We will use technology to ensure our customer experience is second-to-none and the level of customer choice is enhanced. We will provide a positive service experience for our customers and be easy to deal with.



Overall outcome performance for the regulatory period so far		 On track
	We minimised the impact of planned and unplanned water supply interruptions and increased the number of customers signed up to receive SMS notifications and alerts to 67% of our customer base, above our 2018/2019 target of 66%.	
	We increased the amount of customers who receive e-bills to 28% of our customer base, contributing towards our organisational commitment of zero waste by reducing the amount of paper bills.	
	We transformed the way we deliver customer experience. Our customer service team ranked number-1 in Victoria and number-2 in Australia for water corporations' call handling skills in a national customer service benchmark.	
	We reviewed the way we manage faults and emergencies and implemented improvements to our systems and processes to improve the experience for our customers.	
	We launched a new, interactive website with a focus on providing self-service options for customers to pay their bills, report a fault or submit a property enquiry. We achieved 83% in customer satisfaction for 'ease of doing business with', 4% above our 2018/2019 target.	
	We did not meet our target on our promise regarding the number of customers who have more than two sewer spills to their property in a year due to three consecutive overflows on adjacent properties in December 2018. Because of this, we will honour our commitment to return money back to customers in the next pricing period as detailed in the "key performance against our measurable targets" (page 7) and have made proactive enhancements to our systems to reduce the likelihood of future events.	

In year 2 we will...

Continue to work on the development and rollout of our customer experience strategy and roadmap which will include further improvements to systems and processes as well as building the capability of our employees to provide an improved experience for our customers. We will have a new 'voice of customer' insights program, improve our complaints management process, continue to strengthen our customer support (hardship) program and make further improvements across all customer touchpoints including continuing to grow our e-billing and SMS alerts program.

Outcome 3: A healthier environment for all

We will achieve 100% renewable energy by 2025 and net zero emissions by 2030. We will reduce resource consumption and waste production through improved efficiency and support waterway and catchment health.



Overall outcome performance for the regulatory period so far		 On track
	<p>We made significant progress towards our goal of 100% renewable energy by 2025 through tripling the size of our solar plant at Black Rock Water Reclamation Plant, making it the largest in the Victorian water industry. The solar plant now has almost 8,400 solar panels, increasing its capacity from one to three megawatts. We increased the proportion of electricity from renewable sources to 5.6%, slightly higher than the 5% we promised for 2018/2019 and have works underway or plans in place that will lift our renewable energy sources to approximately 60% by the end of the regulatory period.</p>	
	<p>We were within 9% of achieving our greenhouse gas emissions target which was impacted by the hot and dry year and required us to use more energy intensive sources of water and less reliance on gravity and surface water systems. We are still confident we will achieve this target in future years because of the renewable energy generation projects due to be completed and operational in 2019.</p>	
	<p>We committed to remediating Boundary Creek, Big Swamp and surrounding environments as a result of historical impacts from groundwater pumping.</p>	
	<p>We reused 100% of the biosolids from our wastewater processes, producing more than 7,000 tonnes of dried biosolids product that is used as a commercial fertiliser product.</p>	
	<p>We partnered with local government to commence planning integrated water cycle management solutions for new growth areas such as Geelong's northern and western growth areas.</p>	
	<p>We supported local waterway and catchment health through investments to the Corangamite Catchment Management Authority, local Landcare groups and The Living Moorabool project. A key highlight was working closely with local landowners to remediate sections of Dewing Creek.</p>	
	<p>We partnered with fellow Victorian water corporations to launch Zero Emissions Water – a renewable energy partnership. This partnership will allow the water industry to purchase clean energy at a cheaper rate from Kiamal Solar Farm in north-west Victoria and supply up to 30% of Barwon Water's renewable electricity (9.4 GWh).</p>	

In year 2 we will...

Continue to monitor and assess the Anglesea Borefield and build strategic partnerships to develop integrated water management solutions for sustainable communities. We will complete our first solar battery storage installation at the Wurdee Boluc Water Treatment Plant and continue to transition to electric and hybrid vehicles.

Outcome 4: Deeper knowledge and partnerships with our community

We will proactively seek opportunities for strengthening partnerships with key groups where we have clear mutual interest. We will build two-way community relationships and work collaboratively with our stakeholders and industry.



Overall outcome performance for the regulatory period so far		 On track
	We supported more than 8,000 local school students across more than 110 schools through the delivery of a dedicated education program focussing on conserving water, where water comes from and how we treat it.	
	We proactively engaged with our community on a number of initiatives such as our infrastructure projects, and major initiatives including Barwon Downs licence application withdrawal, Boundary Creek remediation plan, Forrest wastewater investigation, East Barwon River restoration, property realisation program, Class A recycled water, Anglesea Borefield preparation and 'Water for Our Future'.	
	We worked closely with Traditional Owners and Aboriginal people to understand how we could apply a 'Caring for Country' approach in our work. We signed a partnership agreement with Wadawurrung, setting our commitment to work together on key projects over the next three years.	
	We are incorporating Aboriginal land management practices for our proposal to create a new community park surrounding the aqueduct on the Barwon River.	
	We delivered the 'conserve and preserve' campaign across coastal townships over the summer to help raise awareness to tourists and visitors about the importance of saving water while on holidays.	
	We have developed 5 hectares of new community green open space which includes the Highton Bike Trail (stages 1 to 3) and the St Leonards Pocket Park (4c) using existing Barwon Water land, more than the 4 ha we promised in 2018/2019.	

In year 2 we will...

Continue to work with Traditional Owner groups in our region to incorporate Caring for Country values into our work. We will continue to work with the Wadawurrung and create a new community parkland surrounding the aqueduct on the Barwon River. We'll also continue to engage with customers and community on key strategic projects, for example, the Anglesea Borefield and Water for our Future, to better understand their views, perceptions and ideas to help us improve what we do.

Outcome 5: Affordability for all our customers

We will work hard to keep our costs down without compromising our services and we will help our customers to manage their bills.

Overall outcome performance for the regulatory period so far		 On track
	<p>We've worked hard to keep our customer bills low and are proud to say we have the second lowest average customer bills in Australia for water corporations of our size. In fact, our customer bills are at their lowest levels since 2013/2014 in real terms.</p>	
	<p>We partnered with a number of customer support agencies and networks in our region to develop our customer support (hardship) strategy which outlines how we will help vulnerable customers. This involved three deliberative workshops which were independently facilitated and outlined recommendations to help shape the strategy.</p>	
	<p>We increased the amount of customers on hardship payment plans by 24% to help support them. We increased the number of customers who receive a rebate bill credit from our 'arrange and save' payment incentive program, by 250 more customers than the 2018/2019 target.</p>	
	<p>We invested more than \$130,000 to deliver the community rebate program, a water conservation program for vulnerable customers to help replace inefficient water appliances that helped customers save money on their water bills. During 2018/2019 more than 300 customers participated in this program.</p>	
	<p>We continued to train staff and roll out continuous improvement tools to improve the service we provide to customers and reduce waste. We have identified and are aiming to deliver \$32 million in savings over the current price period through more innovative and efficient business practices and asset management, without reducing staff numbers. Our operating expenditure productivity rate of 2.3% per annum (excluding inflation) is one of the most ambitious of all Victorian water corporations.</p>	
	<p>We implemented our property realisation program to maximise the value to our customers of our unused assets, including leading edge developments like Salt Torquay, a 52-lot One Planet Living sustainable development.</p>	
	<p>We have delivered within 10% of our capital works program with a focus on projects aimed to improve the performance of our customer outcomes.</p>	

In year 2 we will...

Deliver our annual capital works program rollout programs that provide financial support for our residential and non-residential customers to detect and fix hidden leaks, saving them money on their water bills. Continue to develop and roll out our 'customer support (hardship) strategy including proactive early identification of customers that may require additional support, improved call handling to better help customers and continuing to strengthen our community partnerships and engagement with local support agencies and councils. We'll also actively promote our services so people know they exist via bill inserts, social media and community pop-ups.



Key performance against our targets

We hold ourselves accountable through a performance incentive mechanism made up of key performance indicators as identified in the Price Submission process.

These align with customer priorities and require us to stretch ourselves – either in maintaining high standards of performance or improving performance in those areas where customers have asked us to do more. We will return up to \$11.5 million over 5 years if we do not meet our targets.

Outcome	Key performance indicator	Sub-measures	Target	2018/2019 Actual
Outcome 1: A reliable, secure water future for our region	Zero Waste (volume of recycled water allocated for productive use by 2022/2023)	Not applicable.	3,600 ML	On track
Outcome 2: Timely, innovative services for our customers	Customer Service Index (this is combined from 5 individual measures)	a) Number of customers engaged and supported through Barwon Water's hardship payment plans b) Number of customers who receive e-billing c) Number of complaints to Energy Water Ombudsman Victoria /1,000 customers d) First point resolution rate through the Customer Centre e) Customers who are able to receive communications via SMS.	100%	100%
	Network Performance Index (this is combined from 6 individual measures)	a) Compliance with water security statement b) Unplanned water supply interruption restored within 5 hours (%) c) Planned water supply interruption restored within 5 hours (%) d) Number of customers who have more than five unplanned water supply interruptions in the year e) Number of customers who have more than two sewer spills in a year f) Number of water quality complaints /1,000 customers.	100%	92% ¹
Outcome 3: A healthier environment for all	Zero Emissions (total emissions, reported in tonnes of carbon dioxide equivalent (tCO ₂ -e) by 2022/2023)		28,742 tCO ₂ -e	On track

Note 1: We did not meet our target on our promise regarding the number of customers who have more than two sewer spills to their property in a year due to three consecutive overflows on adjacent properties in December 2018. Because of this, we will honour our commitment to return \$96,000 back to customers in the next pricing period.