

Goulburn Valley Water – Outcomes – 2018–2023

In this document, the water business provides a summary report of its actual performance against each of its outcome commitments for the 2021-22 reporting year. The business has given itself a “traffic light” rating (green = met target, red = not met, yellow = close or largely met) for its performance on each measure, outcome and an overall rating. The business has provided its own comments about its performance on each outcome and overall.

Summary table

Outcome	18-19	19-20	20-21	21-22	22-23
1. The best price outcomes for customers	Green	Green	Green	Green	Grey
2. Renewed focus on water quality and supply	Green	Green	Yellow	Yellow	Grey
3. Modern and thoughtful customer service	Green	Green	Green	Green	Grey
4. Meaningful environmental and recreational outcomes	Green	Yellow	Yellow	Green	Grey
Overall	Green	Green	Green	Green	Grey

Business comments

GVW is progressing well against its commitments under the pricing submission to our customers. We continue to check-in with our customers on our performance against the outcomes we promised to our customers in our pricing submission at our Annual Performance Forum (APF). The APF is attended by a representative sample of approximately 40 of Goulburn Valley Water’s customers. The following ratings are consistent with the feedback received from these customers.

Outcome 1: The best price outcomes for customers

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a Tariff trial in Kilmore and Cobram underway by 1 July 2019.	Pass/Fail	Target	–	NA	Pass	NA	NA	NA	NA
		Actual	NA	NA	Pass	NA	NA	NA	
b Decision by 30 June 2022 as to whether to extend or vary the tariff trial or adopt a new tariff structure.	Pass/Fail	Target	–	NA	On track	On track	On track	Pass	NA
		Actual	NA	NA	On Track	On Track	On Track	Pass	
c Business financial position remains ahead of ESC benchmarks (FFO interest cover>1.5 times, Net Debt/RAV %<70%, FFO/Net debt %>10%, internal financing ratio %>35%)	Pass/Fail	Target	–	Pass	Pass	Pass	Pass	Pass	Pass
		Actual	Pass	Pass	Pass	Pass	Pass	Pass	

Overall outcome 1 performance for the regulatory period so far:



Business comment

1.a This tariff trial continued into 2021/22. In 2020/21 the Executive Team had endorsed continuing with the trial for another year so that a third year of data could be collected and analysed. From a random invitation (April 2019) to 400 customers in Cobram and Kilmore to participate in a tariff

trial GVW sent a commencement survey to 26 customers who agreed to participate in the trial to gather baseline data to understand water usage, water usage perceptions and their perceptions of GVW. In turn, 19 customers completed a survey and became part of the final trial. The trial began on 1 July 2019, with those 19 customers transitioned into the trial as part of the following bill cycle with changes to their fixed service and variable usage charges being effected. This tariff trial project is completed as of 30 June 2022.

Annual surveys have been conducted to understand any impact with the changes in the tariffs and on water bills and water usage, and to gauge customer satisfaction levels.

- 1.b In 2020/21 the Executive Team had endorsed continuing with the trial for another year so that a third year of data could be collected and analysed. This tariff trial project is completed as of 30 June 2022, where it was decided not to extend or vary the trial. A GSL payment to each residential customer will not be made as the decision to cease the trial had been made by this date. From the results of the trial, it was found that customer water use did not change significantly, and customer satisfaction also did not change significantly.
- 1.c The business financial position has been confirmed for the year ending for all indicators. All indicators are within the parameters of the ESC benchmarks.

Outcome 2: Renewed focus on water quality and supply

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a Water supply pressure results meet Customer Charter requirements. (Where they don't a GSL will be paid, constituting a fail of this measure).	Pass/Fail	Target	–	NA	Pass	Pass	Pass	Pass	Pass
		Actual	NA	NA	Pass	Pass	Pass	Pass	
b Identified activities to address towns with systemic taste issues are delivered on time.	Pass/Fail	Target	–	NA	Pass	Pass	Pass	Pass	Pass
		Actual	NA	NA	Pass	Pass	Pass	Pass	
c Program to develop water quality improvement options for towns with non-potable water supply is delivered consistent with the established timeline.	Pass/Fail	Target	–	NA	Pass	Pass	Pass	Pass	Pass
		Actual	NA	NA	Pass	Pass	Pass	Pass	
d Water By Agreement customers (who receive a lower service level than standard residential customers).	Number	Target	–	1,500	1,440	1,380	1,320	1,260	1,200
		Actual	1,544	1,290	1,271	1,221	1,194	1,195	
e Number of Safe Drinking Water Act non-compliances (water sampling and audit)	Number	Target	–	0	0	0	0	0	0
		Actual	0	0	0	0	1	3	
f Number of customers experiencing 5 or more unplanned water supply interruptions in the year	Number	Target	–	85	40	40	40	40	40
		Actual	0	0	0	0	0	0	
g Average duration of unplanned water supply interruptions	Minutes	Target	–	115	120	120	120	120	120
		Actual	98	103	99	106	94	118	

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h	Unplanned water supply interruptions restored within 5 hours	Percentage	Target	–	98%	98%	98%	98%	98%	98%
			Actual	99%	99%	99%	94%	96%	96%	
i	Sewer spills contained within 5 hours	Percentage	Target	–	100%	100%	100%	100%	100%	100%
			Actual	100%	94%	100%	97%	97%	100%	
j	Average time to rectify a sewer blockage	Minutes	Target	–	120	100	100	100	100	100
			Actual	87	93	108	143	119	117	

Overall outcome 2 performance for the regulatory period so far:



Business comment

- 2.a Water pressure complaints are monitored and reviewed on a regular basis with established monthly reporting processes captured in the billing system. Of note, there were two reported water pressure issues for the year that did not give rise to a GSL payment.
- 2.b This topic was previously put to the Corporation's 2020 Customer Annual Performance Forum (APF) and to the Executive Team with its annual findings and it was agreed that there are no systemic issues. It has been previously decided by management that a taste improvement plan is not needed. However, of note, the Corporation did receive some negative feedback re water taste issues for Kyabram at the APF but there was not enough to warrant it as a systemic issue. The Corporation will continue looking at some options for algae which will address the taste matter. In response to these previous findings during 2020/21 new Powder Activated Carbon (PAC) dosing facilities were completed and installed at some sites that experience periodic taste and odour issues. As an addendum, in 2021/22 all sites earmarked for the provision of PAC facilities are now completed.
- 2.c The Corporation is continuing to develop a program for water quality improvements for 6 townships with a non-potable (regulated) water supply. This longer-term view will be looking at maintenance and capital works matters for these supply systems. During 2019/20 the first locality, Baxter's Road, Goulburn Weir, has seen a detailed improvement program commence with the view to improving reliability and water supply quality. In

2020/21 these Goulburn Weir improvements were in a commissioning phase. This system review has now been completed in 2021/22 (this had been postponed due to covid restrictions). Investigations into suitable technologies to continue to improve the quality of the service provided in non-potable towns continues. A project management plan has been developed with the clear intent to transition regulated sites to a potable supply. These trialled improvement programs now act as a guidance template for later improvement undertakings for the other townships. In addition, in 2021/22 the Corporation has installed a potable water hydration station within the township of Strathbogie. This provides the town centre with a potable source of water.

- 2.e In January 2022 the Corporation notified the Department of Health of the potential for a widespread public complaint relating to possible taste and odour issues due to a blackwater event at the Shepparton WTP. In March 2022 two E. coli results for the Numurkah & Katunga townships, sampled on the same day, were advised, and accepted as false positive detections by the Department of Health.
- 2.g This Outcome is still within the bounds of the target. However, some major events and complex repairs around power, gas and road infrastructure have seen this result increase markedly over the previous year's result e.g., a major water main burst in a Numurkah road intersection. In addition, across 2021/22 the adoption of improved health and safety practices associated with fatigue management and leaks occurring outside normal business hours have been put in place.
- 2.h The final KPI result of 96% is under the target of 98% but approximates the previous 2 years of the Price Plan. This 96% result is based on 11 events above 5 hours out of 250 interruption events. They range from 325 mins to 915 mins in duration.
- 2.i There were no sewer spill events exceeding 5 hours out of 18 spill events during the year.
- 2.j The significant increase in sewer blockage rectification times in 2019/20 was attributed to Covid-19 by increased blockage rates, particularly during March and April 2020. In 2020/21 there was a marked improvement in the rectification times of these incidents and this continuing service improvement is evident in 2021/22. Given that our customer satisfaction rating is still high customers remain accepting of the response time in these extenuating times.


Outcome 3: Modern and thoughtful customer service

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a Develop an overall customer satisfaction measure, methodology and targets by 30 June 2020.	Pass/Fail	Target	–	NA	On track	Pass	NA	NA	NA
		Actual	NA	NA	On Track	Pass	NA	NA	
b Develop and implement a 24/7 digital access and online self-service portal for residential customers by 30 June 2019	Pass/Fail	Target	–	NA	Pass	NA	NA	NA	NA
		Actual	NA	NA	Pass	NA	NA	NA	
c Develop and implement a 24/7 digital access and online self-service portal for connections customers (developers, plumbers, etc.) by 30 June 2020	Pass/Fail	Target	–	NA	On track	Pass	NA	NA	NA
		Actual	NA	NA	On Track	Pass	NA	NA	
d Prescribed events for which affected customers receive real-time notification of details and locations of faults and outages.	Percentage of prescribed events	Target	–	NA	NA	100%	100%	100%	100%
		Actual	NA	NA	NA	98%	96%	96%	
e Intelligent water meters installed to provide real time usage data to customers. Target is for 9,000 meters by 30 June 2021.	Number (cumulative)	Target	–	NA	0	0	9,000	9,000	9,000
		Actual	NA	NA	0	0	9,800	11,500	
f Implementation of a water use behaviour change program by 30 June 2022	Pass/Fail	Target	–	NA	On track	On track	On track	Pass	NA
		Actual	NA	NA	On Track	On Track	On Track	Not on track	

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g	Conduct the Annual Customer Performance Forum	Pass/Fail	Target	–	NA	Pass	Pass	Pass	Pass	Pass
			Actual	NA	NA	Pass	Pass	Pass	Pass	
h	Billing and account complaints	Number per 1,000 customers	Target	–	1.3	1.3	1.3	1.3	1.3	1.3
			Actual	0.60	0.63	0.45	0.58	0.89	0.72	
i	Overall customer satisfaction (percentage of customers rating their experience with GVW as high or very high in the annual Customer Service Evaluation Survey)	Percentage of survey respondents	Target	–	NA	NA	NA	90%	90%	90%
			Actual	–	NA	NA	NA	95%	96%	
j	Ranking amongst participating water corporations on community reputation measure in the annual Alliance Customer Satisfaction Survey	Ranking amongst water corporation Alliance members	Target	–	NA	NA	NA	≤ 3	≤ 3	≤ 3
			Actual	–	NA	NA	NA	1	1	
k	Ranking amongst participating water corporations on trust measure in the annual Alliance Customer Satisfaction Survey	Ranking amongst water corporation Alliance members	Target	–	NA	NA	NA	≤ 3	≤ 3	≤ 3
			Actual	–	NA	NA	NA	1	1	

I Ranking amongst participating water corporations on value for money measure in the annual Alliance Customer Satisfaction Survey	Ranking	Target	–	NA	NA	NA	≤ 3	≤ 3	≤ 3
	amongst water corporation Alliance members	Actual	–	NA	NA	NA	1	1	

Overall outcome 3 performance for the regulatory period so far: 

Business comment

- 3.a GVW has developed overall customer satisfaction measures and targets using proven methodologies. The results are documented in actions 3.i - 3.l.
- 3.b & 3.c Website portal functionality continues to be available for customers who receive a water bill and connections' customers. Of note, from 2020/21 builders and plumbers now have access to drainage plans in real time.
- 3.d Prescribed events for which affected customers receive real-time notification of details and locations of faults and outages came in at a 96% success rate. There were 130 customers across nine events that did not receive a message from the Corporation. (Total count of events: 277).
- 3.e Intelligent metering project is continuing and has been exceeded for 2021/22 with the installation of approximately 11,500 meters as of 30 June 2022. The project is continuing into 2022/23. Data is now being received in near real time that assists in detecting water leaks to avoid bill shocks for identified customers. More work will be undertaken in later periods to empower customers in their water use behaviour and efficiency.
- 3.f The intelligent water system is in place to record meter readings. However, since the installation of the meters, a high-water usage summer has not been experienced to identify high water users and effect behaviour change. In preparation for gathering data next summer (2022/23), data analysis tools will be developed to assist with this project.
- 3.g The 2022 Annual Customer Performance Forum was delivered in two separate sessions, as follows: (1) an online session with customer members in May 2022 & (2) an in-person session in July 2022. Members were satisfied with GVW's Price Plan progress. [The Forum was split

due to the extensive agenda to be covered and staff resources had also to contend with participating in Price Submission 5 Customer Engagement Deliberative Forums (* 6 sessions March – May 2022).]

3.h Billing and account complaints continue to track lower than target, this has been a result of an ongoing focus on customer service excellence training and first call resolution.

3.i - 3.l The customer results for 2021/22 are:

- 3.i Overall customer satisfaction: Target 90% or more – annual Customer Service Evaluation Survey result was 96% in 2021-2022. The satisfaction result is the percentage of respondents who rate their level of satisfaction as high or very high from a 5-point rating scale. This evaluation has been conducted over several years and the Corporation tracks trends for this measure over time, along with recommended actions for improvement from questions asked and from qualitative data collected.
- 3.j Community reputation: Target – top three of seven Victorian water corporations in Alliance – the annual Alliance Customer Satisfaction Survey result was the top ranking.
- 3.k Trust: Target – top three of seven Victorian water corporations in Alliance – the annual Alliance Customer Satisfaction Survey result was the top ranking.
- 3.l Value for money: Target – top three of seven Victorian water corporations in Alliance – the annual Alliance Customer Satisfaction Survey result was the top ranking.

Outcome 4: Meaningful environmental and recreational outcomes

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a Net carbon emissions (on track to achieve 2025 target of 37,416 tonnes CO ₂ e per year)	Tonnes CO ₂ e	Target	–	NA	64,222	62,481	58,493	51,755	48,167
		Actual	56,831	58,908	64,229	77,754	71,742	34,572	
b Number of customer carbon group meetings each year	Number	Target	–	NA	2	2	2	2	2
		Actual	NA	2	2	2	2	2	
c Complete Mansfield Wastewater Management Facility Environmental Offsets Project during 2022-23	Pass/Fail	Target	–	NA	On track	On track	On track	On track	Pass
		Actual	NA	NA	On Track	On Track	On Track	On Track	
d Complete Kilmore Wastewater Management Facility Environmental Offsets Project during 2021-22	Pass/Fail	Target	–	NA	On track	On track	On track	Pass	NA
		Actual	NA	NA	On track	On track	Pass	Pass	
e New hydration stations that can be accessed by customers and community members	Number (cumulative)	Target	–	NA	8	16	24	32	40
		Actual	NA	NA	8	16	25	36	

Overall outcome 4 performance for the regulatory period so far:



Business comment

4.a Carbon emissions have reduced significantly since 2020-21 and are well below the annual target of 51,755 t. This result is primarily a reduction in Scope 1 emissions at both the Shepparton and Tatura Wastewater Management Facilities. Both facilities had high-rate anaerobic lagoon cover replacements in 2020/21. This enabled increased biogas capture, which together with improved reliability of the biogas system and accuracy of biogas and influent data have resulted in large reductions at both facilities.

In addition to GVW's 2025 target of 37,416 t the revised SoO (ER) now requires 100% of electricity to be sourced from renewable sources by 2025. GVW are working towards the optimal way to achieve this target, which will see a reduction in 19,000 t beyond that reported in 2021/22. The pathway will be documented in the updated Climate Change Mitigation Strategy in 2022/23, which will also establish the proposed pathway to meet net-zero in 2035 (also a requirement of the revised SoO (ER)).

4.b The Carbon Customer Advisory Group (CCAG) met in November 2021 (i.e., online meeting * two groups. Was mindful of Covid-19 restrictions) and in June 2022. This was an in-person meeting at the Shepparton Waste Management Facility, including an extensive tour of the HRAL and biogas facilities at that site. The Corporation continues to uphold and value customer engagement and input through these advisory sessions.

4.c During 2019/20 the Mansfield WMF water balance model was updated and a revised strategy to provide 90th percentile compliance at the site was identified. It was found that an environmental offsets approach was no longer the preferred upgrade option, and the latest modelling has shown that project timing can be deferred for completion beyond 2022-23. The business case for planned an additional winter storage and an irrigation area has been written and approved with the project now included in the Corporation's Capital works program. This winter storage design is now currently being reviewed with the Corporation land now being rezoned to allow for the construction works to commence. It is expected that the works will be completed by 2024-25.

4.d All elements of the Kilmore Wastewater Management Facility Environmental Offsets treatment process are performing as required and producing effluent quality as per GVW requirements. The WMF is fully operational and has met the objectives of the project.