

Barwon 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 2018-19 to 2022-23 reporting years. 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. A reliable, secure water future for our region	Green	Yellow	Yellow	Yellow	Green
2. Timely, innovative services for our customers	Green	Green	Green	Green	Green
3. A healthier environment for all	Green	Yellow	Green	Yellow	Green
4. Deeper knowledge and partnerships with our community	Green	Green	Green	Green	Green
5. Affordability for all of our customers	Green	Green	Green	Green	Green
Overall	Green	Green	Green	Green	Green

Business comments

With our customers in mind, we set ambitious targets for ourselves and in 2022-23, we met 24 of our 33 measures.

Supporting customers remains our priority, which is why we committed an extra \$2.5 million over the life of the five-year price period to help customers in hardship. We also committed an additional \$2.5 million to help customers with water efficiency initiatives, including identifying and reducing leaks, which is good for the environment and helps keep bills down.

Performance engagement

We felt it was important to test our assumptions about our performance with our independent Customer Advisory Committee (CAC). We met with the CAC in early August 2023 to discuss our performance and share the progress of our top 10 capital works projects. During the meeting, we invited CAC members to provide feedback on our performance for each outcome using our self-assessment framework, which they confirmed in 2021. During the meeting, the CAC members completed short surveys, which helped inform our final outcome ratings, please see the results below:

Outcome	Poll result	CAC comments
Outcome 1 A reliable, secure water future for our region	100% of responses very comfortable	<ul style="list-style-type: none"> Members were keen to understand if there were any implications for the environment or customers about the non-compliance event for passing flows to the Moorabool River. Barwon Water explained that the issue around passing flow releases occurred in April, not during a dry period, as such, there was minimal negative impact. Members were keen to understand the difference minor and major non-conformances for the Safe Drinking Water Act. Members were reassured that the minor non-conformances were administrative and felt 'amber' was about right.
Outcome 2 Timely, innovative services for our customers	50% very comfortable; 50% comfortable	<ul style="list-style-type: none"> Members commented that the results for unplanned water supply interruptions was still a very good result despite 'amber', and when targets are missed for some metrics, consideration should be given to other metrics, where performance far exceeded targets.
Outcome 3 A healthier environment for all	66.7% very comfortable; 33.3% comfortable	<ul style="list-style-type: none"> There was discussion around the 'unaccounted for water' target and whether there is more work Barwon Water can do with developers to use less water to flush their systems. Barwon Water explained it was for developers to use the water to help commission their infrastructure and reduce the likelihood of complaints or issues reported to Barwon Water. Members were interested to see how the future roll out of smart sensors and digital meters will help continue to identify "unaccounted for water".

<p>Outcome 4 Deeper knowledge and partnerships with our community</p>	<p>83.3% very comfortable; 16.7% neither comfortable or uncomfortable</p>	<ul style="list-style-type: none"> Members noted the 85% satisfaction rating from stakeholders and businesses was already high (noting 90% was a high target). Barwon Water noted there is positive relationships with key stakeholders, however there is opportunity to improve engagement with small, medium and large businesses. One CAC member remarked it can be difficult to engage with businesses given they are traditionally busy and likely to only engage if something is “wrong”. Encouraged Barwon Water to keep engaging across a variety of channels.
<p>Outcome 5 Affordability for all of our customers</p>	<p>66.7% very comfortable; 16.7% comfortable; 16.7% neither comfortable or uncomfortable</p>	<ul style="list-style-type: none"> There was a discussion on the amber result for the capital works program on budget. Barwon Water shared that some project budgets were intentionally exceeded, as we found a way to deliver better value for customers by adjusting the approach. Most of this increase was offset by revenue or government funding. Members agreed this was appropriate and commented that it is hard to predict full project costs five years out and there should be room for adjustment.

The CAC was positive about Barwon Water’s performance in 2022-23. CAC members felt Barwon Water should be green across 5 out of 5 outcomes. We presented our updated assessment based on CAC feedback to our Board in 2023. We are pleased to report Green as our overall performance.

Our priorities

Barwon Water exists to deliver essential water and sewerage services, while ensuring the health, wellbeing and safety of our community and employees.

During 2022-23, we continued our positive performance across all five customers’ outcomes. In particular our focus areas included:

- providing timely, innovative services for our customers through dedicated efforts to improve customer experience, including evolving our Voice of Customer program.
- strengthening our Customer Support Program and ensuring continued, meaningful and genuine community engagement was conducted to understand customers changing needs.
- investigating and establishing new projects to contribute to producing electricity from renewable sources to support our ‘total greenhouse emissions produced (CO2e)’ targets met by the end of the regulatory period (June 2023).

Further details of our performance are outlined in the following pages.

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

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a Volume of recycled water allocated for productive use by 2022-23	ML	Target	–	2,600	2,700	3,100	3,200	3,400	3,600
		Actual	2,600	2,600	2,606	3,140	3,239	3,348	3,641
b Number of non-compliances with EPA License conditions	No.	Target	–	0	0	0	0	0	0
		Actual	0	0	1	3	1	2	0
c Number of Safe Drinking Water Act non-compliances (water sampling and audit)	No.	Target	–	0	0	0	0	0	0
		Actual	1	0	1	0	2	0	4
d Number of non-compliances with bulk entitlement and licence conditions	No.	Target	–	0	0	0	0	0	0
		Actual	0	0	0	0	0	0	1
e Percentage of time water restrictions are in place	Percentage of time	Target	–	<5%	<5%	<5%	<5%	<5%	<5%
		Actual	0	0	0.4%	0.4%	0.3%	0.3%	0.3%

Overall outcome 1 performance for the regulatory period:



Business comment

Our Outcome 1 performance was strong in all but two measures. Our CAC and our Board supported this assessment and therefore our overall **assessment for this outcome is Green.**

During year 5, we were unable to meet two targets:

- We did not meet the Safe Drinking Water Act target due to the identification of four minor non-compliances. The non-compliances were administrative and did not pose any public health risk. The compliances are graded as critical where there is a serious or imminent risk to public health, major where there is a high potential for risk to public health or minor where there is no risk to public health. We want to point out that while we identified four minor non-compliances, there was no concern over risk to public health from the provision of drinking water by Barwon Water. Barwon Water is firmly committed to the risk management of drinking water quality (and risk management in general) and a mature system for producing and delivering fit for purpose drinking water (1c).
- We failed to comply with bulk entitlement and licence conditions on one occasion. The non-compliance related to 'passing flows' at Bostock Reservoir during April 2023. A programming error during the technology upgrade project resulted in the closure of the outlet valve on the reservoir. Subsequently, no passing flows were released over a three-day period. As part of the programming error, no telemetry alarms were triggered to indicate that no passing flows were being released. Once the issue was identified, the passing flows were restored (1d).

We performed strongly with improvements across all other measures:

- Our volume of recycled water allocated for productive use was increased through several initiatives, including partnering with Deakin University at Waurn Ponds, Portarlinton Road customers on the Bellarine, and Barwon Park at Winchelsea. Over the five years to 30 June 2023, we increased the volume of RW allocated for productive use by 1,041ML (1a).
- We were fully compliant with EPA licence conditions. Our commitment to the ongoing implementation of the Licence Monitoring Program, which includes routine monitoring of the discharge limits, ensures early detection and effective management of any existing or potential risks (1b).
- Our customers did not experience any time under water restrictions. Close system monitoring and short to medium term forecasting of system storage levels provide early warning of declining storage levels and the requirement for implementing short-term contingency measures, ensuring the security of supply. Longer-term modelling and planning processes ensure requirements for long-term system augmentations are identified to provide security of supply (1e).

Outcome 2: Timely, innovative services for our customers

Output		Unit	16-17	17-18	18-19	19-20	20-21	21-22	22-23	
a	Number of customers who receive e-billing	Number of customers	Target	–	17,500	20,500	28,000	38,000	51,000	54,000
			Actual	14,500	20,587	45,372	60,914	66,613	90,896	102,153
b	Modify customer survey to capture first-point-resolution rate through the Customer Centre and collect initial data to set a target	Met / not met	Target	–	NA	NA	Met	NA	NA	NA
			Actual	NA	NA	NA	Met	NA	NA	NA
c	Customers who are able to receive communications via SMS	Percentage	Target	–	64%	66%	68%	70%	73%	75%
			Actual	62%	61%	67%	70%	73%	76%	78%
d	Customer 'ease of doing business' with BW (survey respondents giving 9 or 10 out of 10)	Percentage of customers surveyed	Target	–	78%	79%	80%	81%	83%	85%
			Actual	77%	78.3%	83%	81%	82%	82%	79%
e	Customers who have an unplanned water supply interruption have their water back on within 5 hours	Percentage	Target	–	97%	97%	97%	97%	97%	97%
			Actual	96.5%	96.6%	96.8%	97.3%	93.4%	95.0%	96.2%
f	Customers who have a planned water supply interruption have their water back on within 5 hours	Percentage	Target	–	85%	85%	85%	85%	85%	85%
			Actual	85%	91.6%	91.7%	92.3%	95.4%	95.7%	97.5%
g	Number of customers who have more than five unplanned water supply interruptions in the year	Number of customers	Target	–	100	100	100	100	100	100
			Actual	1	0	0	0	0	0	0

h	Number of customers who have more than two sewer spills to their property in a year	Number of customers	Target	–	1	1	1	1	1	1
			Actual	1	0	2	0	0	0	0
i	Customer satisfaction with the overall quality of drinking water (survey respondents answering "Satisfied" or "Extremely Satisfied")	Percentage of customers surveyed	Target	–	85%	85%	85%	85%	85%	85%
			Actual	85%	NA	Tracking methodology to be developed.	85%	85%	90%	90%
j	Water quality complaints	Number per 1,000 customers	Target	–	3	3	3	3	3	3
			Actual	3	0.08	1.11	1.22	1.42	1.15	1.17
k	Complaints to Energy Water Ombudsman Victoria	Number per 1,000 customers	Target	–	0.65	0.65	0.65	0.65	0.65	0.65
			Actual	0.05	0.04	0.28	0.26	0.12	0.07	0.11
l	Customer survey respondent agreed their query was resolved at first point of contact at customer centre	Percentage of survey respondents	Target		NA	NA	82%	82%	82%	82%
			Actual		NA	NA	89%	86%	86%	85%

Overall outcome 2 performance for the regulatory period:



Business comment

Our Outcome 2 performance was strong and met all but two targets. Our CAC and our Board supported this assessment and therefore our overall **assessment for this outcome is Green.**

During year 5, we were unable to meet two targets:

- Customer 'ease of doing business' fell slightly short of the target. This metric is balanced across a broad range of interactions across the Barwon Water Group. High-performing, front of house teams can sustain favourable net promoter scores (NPS) however, ease of doing business can be affected by a range of issues such as following up on field maintenance time frames or longer wait times for phone/web chat. Several new contact centre staff were onboarded recently to manage increasing call volumes. In parallel, our online services remain a focus for improvement as we prioritise initiatives that enable customers to self-serve and reduce call traffic (2d).
- Unfortunately, we fall just short of the target for Customers who have an unplanned water supply interruption to have their water back on within 5 hours. 22 out of 580 jobs were not completed within 5 hours. Performance was on track with seven days remaining, however, an interruption caused by major contractor damage and a failed 95-year-old main in the city was enough to derail progress. With an increased focus on jobs that exceed the duration estimated, we will be better placed to achieve this target next year (2e).

We achieved positive performance, which included:

- The result for the Number of customers who receive e-billing reflects our continued focus on engaging with customers to collect email addresses at all direct contact points and activating email billing during the address change process (2a).
- While we have achieved our target for first point of contact resolution, we saw a slight decrease in the first-point-resolution results for this year. This result is directly related to resourcing challenges and the onboarding and training of new staff within the contact centre (2l).
- This result reflects our continued focus on engaging customers to collect mobile numbers during all phone interactions (2c).
- The target for Customers who have a planned water supply interruption have their water back on within 5 hours was comfortably achieved. Proactive monitoring and adjustments to processes in the second half of the year were effective against contractor related interruption failures, particularly those that revert to becoming declared an unplanned event (2f).
- The system of alerts introduced in 2019-20 for multiple instances of water interruptions and sewer spills has meant we are able to proactively manage any at risk customers (2g & 2h).
- Ongoing high performance across our Operations, Treatment and Product Quality teams have supported in producing a high satisfaction level with the overall quality of drinking water. Ongoing work to build on this high performing result will continue during the 2023-2028 price period. Data set was sourced via the 2021 WSAA Annual Customer Perceptions Study, conducted every two years. The next study will commence in late 2023 (2i).

- The number of water quality complaints for the year are significantly below the target. This positive outcome can be attributed to proactive planning and targeted communication efforts throughout the year. We have placed particular emphasis on managing slow transitions and utilising social media posts to inform customers about seasonal source water changes, thereby minimising sudden changes in taste and odour that may impact customers. Furthermore, our Product Quality team has closely collaborated with the Communication & Engagement team to develop a water quality community campaign. This initiative includes raising awareness about the water quality at the front garden tap, which is representative of our water supply. By providing targeted information, we have empowered customers to self-manage potential issues related to the internal plumbing of their private properties. Our commitment to proactive communication and engagement has been crucial in maintaining high customer satisfaction and ensuring a positive water quality experience (2j).
- We performed well against target– although the overall total (20) of referrals to the Energy and Water Ombudsman Victoria was higher than the previous year (13). EWOV referrals querying costs of development services such as review of tapping and build over applications, increased on the previous year. Work is currently underway to realise efficiencies in our development and connection services. Streamlining build over application process has already eliminated some charges to the customer, avoiding future EWOV referrals. Note that customer referrals to EWOV in 22/23 represented 1.4% of total complaints and 0.014% of total customer contacts (1 referral per 7000 customer contacts).

Outcome 3: A healthier environment for all

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a Total greenhouse emissions produced (CO ₂ e)	tCO ₂ e	Target	–	40,195	39,811	35,659	30,904	29,627	28,742
		Actual	42,986	39,505	43,238	44,259	30,082	28,166	23,538
b Proportion of electricity from renewable sources	Percentage	Target	–	2%	5%	18%	34%	39%	43%
		Actual	0%	5%	5.6%	10.6%	28.7%	36.1%	43.0%
c Biosolids mass re-used	Percentage	Target	–	100%	100%	100%	100%	100%	100%
		Actual	100%	100%	100%	100%	100%	100%	100%
d 'Unaccounted for' water	Percentage	Target	–	9%	9%	9%	9%	9%	9%
		Actual	9%	9%	7.12%	5.68%	6.35%	7.05%	11.2%
e Development of a tool for tracking of industrial waste recycled from BW operations and collection of initial data – by June 2020, with targets for subsequent years to be established	Met /not met	Target	–	NA	On-track	Met	NA	NA	NA
		Actual	NA	NA	On-track	Met (targets established)	NA	NA	NA
f Undertake research into water treatment sludge re-use options	Project status	Target	–	NA	On-track	On-track	On-track	Complete	NA
		Actual	NA	NA	On-track	On-track	On-track	70%	Complete
g Construct and commission works for waste to energy capture	Project status	Target	–	On-track	On-track	On-track	On-track	Complete	NA
		Actual	NA	On-track	On-track	On-track	Complete	Complete	Complete

h Industrial waste sent to landfill	Percentage	Target	–	–	–	–	44%	42%	37%
		Actual	NA	NA	NA	NA	35%	25%	14%

Overall outcome 3 performance for the regulatory period:



Business comment

Our Outcome 3 performance was strong and met all but two targets. Our CAC and our Board supported this assessment and therefore our overall **assessment for this outcome is Green.**

During year 5, we were unable to meet two targets:

- The COVID-19 period has had a delayed impact on the 2022-23 unaccounted for water result. Access to properties to read meters was increasingly difficult during the pandemic and resulted in a significant increase in estimating meter reads from 1% pre-pandemic to 4% during the pandemic. Now we are back to pre-pandemic levels, and adjustments have been made for actual reads, resulting in less actual total consumption than estimated. We believe this is the main contributor to the material increase in our 2022-23 result and that future years should not be impacted materially. Other contributions to the result are losses in the network due in part to developers using unmetered water to fill new water mains for flushing or commissioning, rail and road projects dewatering and flushing to realign large transfer or feeder mains, unmetered losses due to transfer or feeder pipeline repairs, and storage dewatering (3d).
- Research into water treatment sludge re-use options completed in 2022-23. The research was extended by 12 months due to delays associated with Covid (e.g. lack of laboratory access, inability to travel to sites to collect samples, etc.) (3f).

We made positive steps to deliver a healthier environment for all which included:

- In 2022-23 our greenhouse gas emissions continued to decline as we progressed toward 100% renewable electricity and our other emissions sources remained relatively stable. With our renewable program largely complete, our focus is shifting to scope 1 emissions reduction, carbon sequestration and offsets as we approach our 2030 target of zero net emissions (scope 1 and 2) (3a).
- In 2022-23 our renewable electricity program received a significant boost with the commencement of the Barwon Renewable Energy Partnership Power Purchase Agreement (PPA) with Mt Gellibrand Wind Farm. Our renewable electricity portfolio is now essentially complete, and we are on track to switch to 100% renewable electricity on 1 July 2024 (3b).

- 100% of all biosolids produced continue to be re-used through the Biosolids Management Project, delivering a sustainable program for the treatment and beneficial re-use of the biosolids across Barwon Water reclamation plants (3c).
- Establishing industrial waste to landfill targets to meet our overall zero waste target by 2030 by measuring the per cent of industrial waste to landfill, with a steady reduction year on year. We will first focus on wastes that can be re-used and recycled such as concrete, clean soil (dry) and drilling mud / hydro slurry (3h). The development and continued improvement of the industrial waste tracking tool will also give us greater visibility and better coverage of where industrial waste is being generated and disposed allowing us increased opportunities to reduce and reuse it (3e). Barwon Water is currently refreshing its Zero Waste Plan which will have a stronger focus on supporting the transition to a circular economy
- The construction and commissioning of the Colac biogas waste to energy plant project was completed on time in 2021-22 (3g).

Outcome 4: Deeper knowledge and partnerships with our community

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a Stakeholder perceptions (large customers / regional stakeholders / strategic partnerships)	Percentage net positive	Target	NA	NA	NA	75%	80%	85%	90%
		Actual	NA	NA	NA	84%	86%	86%	85%
b Residential per capita water consumption (annual average)	Litres/person /day	Target	–	NA	Set target	207	205	203	201
		Actual	202	208	218	203	205	199	178
c New community green / open space provided using existing BW land (cumulative total across regulatory period)	Hectares	Target	–	0	4	8	12	16	20
		Actual	0	2	5	59	61	63	63
d Social media engagement (Twitter, Facebook, Instagram and LinkedIn) – posts served to customers' feeds	Number of impressions per year	Target	–	960,000	960,000	1,991,000	2,050,000	2,092,000	2,133,000
		Actual	960,000	2,242,424	2,043,809	3,638,432	7,076,697	10,847,836	4,377,720
e Gender balance in senior leadership team	Percentage men: percentage women	Target	–	50:50	50:50	50:50	50:50	50:50	50:50
		Actual	62:38	47:53	54:46	50:50	47:53	45:55	43:57

Overall outcome 4 performance for the regulatory period:



Business comment

Our Outcome 4 performance was pleasing, with all but one target met. Our CAC and our Board supported this assessment and therefore our overall assessment for this outcome is green.

During year 5, we were unable to meet one target.

- We did not meet the stakeholder perceptions target. However, 85% is still considered a high satisfaction level. A continued focus on engaging with our business customers and understanding their values, priorities and how we can support them will continue for the 2023-2028 Price Submission period (4a).

We performed strongly across the following targets:

- Residential per capita water consumption fell this year, particularly around Geelong, as with unaccounted for water (3d) and the mild summer and cost of living pressures (4b).
- The New community green / open space provided using existing BW land target was achieved, with community and green spaces opened at nine separate locations. The 54ha of land at Bostock reservoir was transferred to the Wadawurrung Traditional Owner Aboriginal Corporation in mid-2019, enabling the Wadawurrung traditional owner community to use the land and contribute to our overall target. Excludes 37ha at Murrk Ngubitj Yarram Yaluk (former Bellarine Basin) which is open for community volunteer access but not yet for wider public access (4c).
- The Social media engagement target was achieved, with the continued rise in our social media engagement, consistent with our approach of balancing organic and paid reach, with a goal to push traffic to our corporate and YourSay websites. Ongoing planning to continue to engage with customers and our community through social media will be a key focus over the next price submission to share news, how we can help customers to save water and pay their bills and how we are delivering value to the region through high quality water and sewerage services (4d).
- Barwon Water's senior leadership positions have shifted to marginally more women by the end of 2022-23 with the turnover at the senior leadership remaining quite stable (4e).

Outcome 5: Affordability for all of our customers

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a Customers who receive a grant (rebate bill credit) from Arrange & Save payment incentive program. (Total per year)*	Number of customers	Target	–	1,200	1,250	1,300	1,350	1,450	1,500
		Actual	1,150	1,278	1,588	1,827	3,099	3,171	3,013
b Dollar benefit from continuous improvement activities	\$ 2017-18 million	Target	–	NA	\$4	\$7	\$11	\$16	\$19
		Actual	NA	NA	\$6.1	\$14.6	\$23.9	\$25.2	\$41.3
c** Capital works program on budget (+/- 10% tolerance, \$ 2017-18) cumulative**	\$ 2017-18 million	Target	–	\$82.2	\$86.0	\$165.1	\$222.7	\$273.1	\$328.6
		Actual	\$82.20	\$66.4	\$79.5	\$154.7	\$217.1	\$266.5	\$373.9
d Controllable opex / property (\$ 2017-18)	\$ 2017-18	Target	–	682	\$681	\$664	\$652	\$644	\$629
		Actual	682	640	\$662	\$665	\$636	\$675	\$651
e Affordability measure – average customer residential bill as percentage of region's median wage	Percentage	Target	–	NA	Set target	<2%	<2%	<2%	<2%
		Actual	NA	NA	Target set	1.9%	1.9%	1.9%	1.9%

* It should be noted that this measure has been renamed since our 2018 Price Submission where it was called 'Number of customers engaged and supported through Barwon Water's hardship payment plans'.

** The capital works program has been modified from a yearly measure to a cumulative measure based on community feedback.

Overall outcome 5 performance for the regulatory period:



Business comment

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Our Outcome 5 performance was strong and met all but two targets. Our CAC and our Board supported this assessment and therefore our overall **assessment for this outcome is Green.**

During year 5, we were unable to meet two targets.

- The Capital works program on budget target was not met due to additional funds required for key projects, including Colac Water Reclamation Plant Upgrade, Black Rock Sludge Dewatering Upgrade & West Gellibrand Reservoir Upgrade, Bellarine Transfer Main 5B. Other funding partially offset these projects. Barwon Water has robust planning and delivery arrangements, ensuring that every dollar of capital expenditure provides value for money. While actual capital expenditure exceeded our regulatory target, the additional expenditure for 2018-19 to 2021-22 is fully justified and has been accepted in full by our regulator, the Essential Services Commission (ESC), in approving our 2023 Price Submission, and we are confident that 2022-23 will be no different (5c).
- The Controllable Opex / property ratio finished the financial year unfavourable to target and means we have higher operational expenditure per new property connection. This result was mainly due to higher than anticipated operational expenditure led by external resources and unbudgeted property development fees (5d). Barwon Water also faced multiple challenges during this pricing period that have increased cost pressures, including:
 - Ensuring water security.
 - Higher than forecast customer growth (while this has also increased our revenue, and offset cost pressures, this has been a major contributing factor to higher operating expenditure).
 - Community and environmental health initiatives.
 - Increased maintenance costs from ageing infrastructure.
 - Capability uplift (strategic investments focused on improving our capacity and capability and to realise strategic opportunities).

Our strong performance for 'affordability for all of our customers' included:

- Performing above target on the number of hardship payment plans achieving customer grants. This strong result was achieved by the build-up of our Customer Support Program and aided by increased customer uptake of hardship payment plans during the pandemic. A shift away from external debt collection to proactive outbound calling of overdue customers (to offer support) also helped increase the number of customers receiving these grants (5a).
- The Customer Affordability Pipeline (CAP) program is designed to deliver Savings and New Revenue and is essential for customer value and affordability. It has successfully delivered efficiencies and improvements that helped maintain the pricing committed to in the 2018-23 Pricing Submission. It was among the most ambitious productivity hurdles in the 2018 Victorian Price Submissions (5b).

- Barwon Water's 2018 Price Submission price path continues to keep the region's average customer bill below 2% of the median household income resulting in the affordability measure - average customer residential bill as a percentage of the region's median wage being met (5e).