

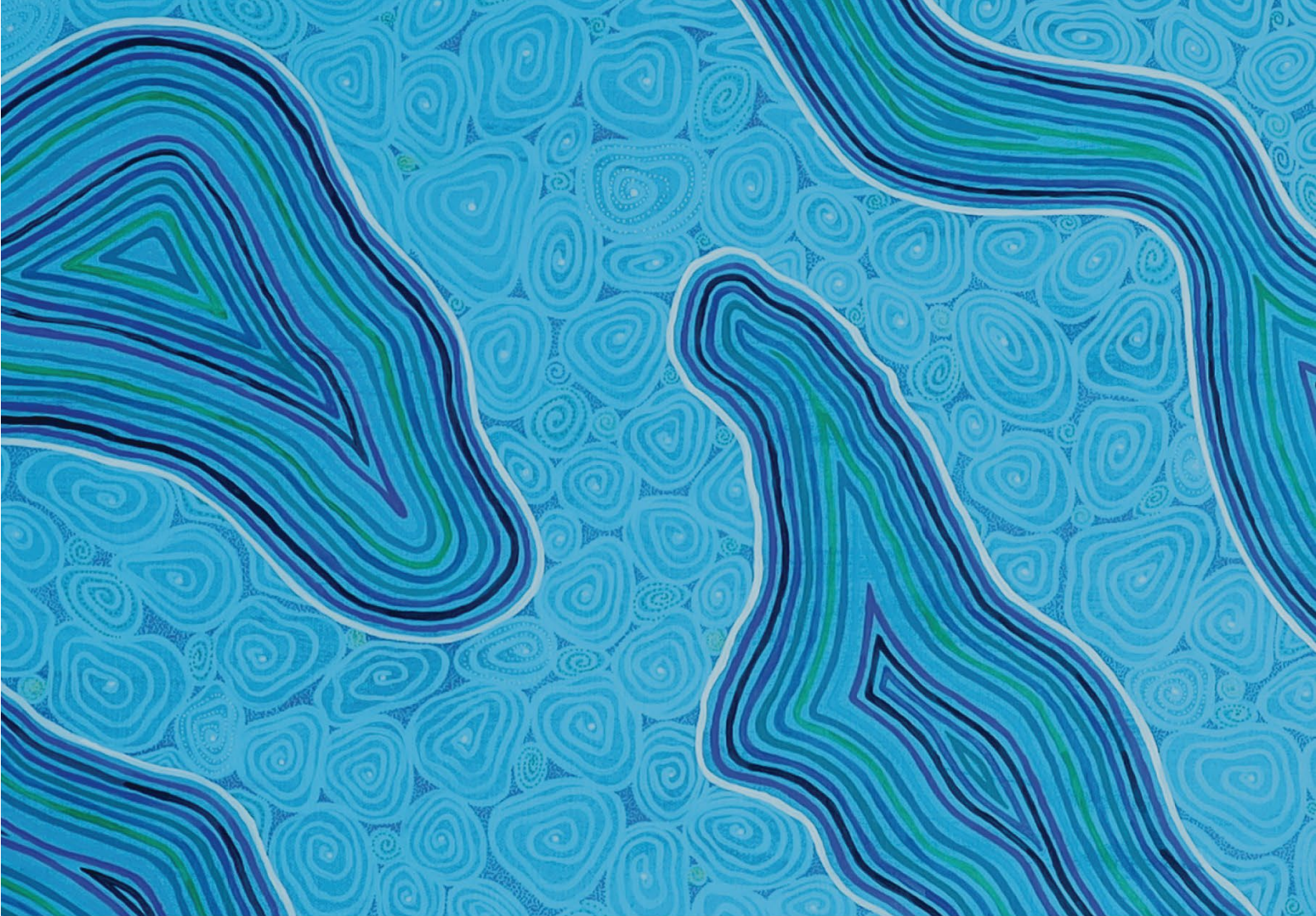


Corporate Plan

2024-2029

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Wannon Water and the Victorian Government proudly acknowledge Victoria's Aboriginal communities and their rich culture and pay our respects to Elders past and present. We recognise the intrinsic connection of Traditional Owners to Country and acknowledge their contribution to the management of land, water and resources.

We acknowledge the Gunditjmarra Peoples, the Eastern Maar Peoples, the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagalk Nations, and the Wadawurrung Peoples. We acknowledge the Traditional Owner corporations of Gunditj Mirring Traditional Owners Aboriginal Corporation, Eastern Maar Aboriginal Corporation, Barengi Gadjin Land Council Aboriginal Corporation, and Wadawurrung Traditional Owners Aboriginal Corporation.

We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely.

We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches us. We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

Pareeyt Poondee-teeyt

- Water is Life - Dhauwurd
Wurrung language group

Pa poonteyt paman paman

- And life is sacred - Keerray
Wurrung language group

Artwork: Hypnotic Waterways by Sherry Johnstone, a proud Keerray Woorroong, Yorta Yorta woman of the Maar Nation (Gunditjmarra).

A message from our Chair and Managing Director

This Corporate Plan outlines the key activities we will focus on to progress the outcomes most important to communities in the south west, and the broader outcomes for our state of Victoria.

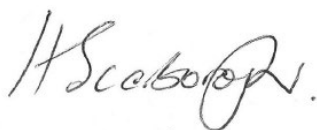
Matters of affordability, risk, climate change, public health, environment, equity, customer experience and innovation influence our short and long-term planning and action.

Our people centred approach remains central to who we are as organisation, with two specific areas of focus being our customers and the environment.

We remain committed to keeping bills affordable and targeting support to those facing financial stress, delivering on our customer commitments and the broad Government agenda for the water and catchment sector.

We continue to ensure these commitments translate into action throughout this five-year planning period.

As a service provider integrated within the local community providing two essential services, we are proud of the resilience and adaptability of the people who work at Wannon Water and who are integral to delivering and maintaining services for customers and community 24-7.



Helen Scarborough
Chair



Andrew Jeffers
Managing Director

OUR PURPOSE



To deliver water and sewerage services and improve the lives of people in south west Victoria

OUR STRATEGY TO 2028 ON A PAGE

BEYOND WATER FOR *strong* COMMUNITIES

● Putting people first

We genuinely care about our employees, our customers and our communities, and we're making a real and positive difference.

● Our customers

We meet customer needs and exceed their expectations.

● The environment

We are bold in our work to care for and protect the environment.

Collaboration and innovation

Employer of choice

Technology and systems

Financial sustainability



OUR OPERATING ENVIRONMENT

Our Functions

As a state Government entity we deliver government objectives and priorities, primarily within the context of the *Water Act 1989*. Our primary functions (within our service districts) are to:

- Provide, manage, operate and protect water supply systems, including the collection, storage, treatment, transfer and distribution of water
- Provide, manage and operate systems for the conveyance, treatment and disposal of sewage and, if we so decide, of trade waste
- Identify community needs relating to water supply and sewerage services, and to plan for the future needs of the community relating to water supply and sewerage services
- Develop and implement programs for the conservation and efficient use of water, and for the recycling and reuse of treated waste water
- Investigate, promote and conduct research into any matters which relate to our functions
- Educate the community about our functions.

Drivers for change

Through our planning process we identify and consider drivers for change that assist with scenario planning and any adjustment in our strategic direction and focus for the corporate planning period.

Three specific areas that also drive change and action include our authorising environment, our customers and community, and our own policy environment. These are detailed on the following pages.

Strategic Driver: Our authorising environment

The Minister for Water and the Department of Energy, Environment and Climate Action

The Minister for Water has identified seven priority areas and made specific requests of water corporations. Our response to both Water for Victoria and the requests are addressed throughout this Corporate Plan. We are measured on our performance each year as part of our Annual Report (indicators in appendix 1).

1. Climate change and energy:

Undertake activities and provide services that reduce exposure to climate risks, reduce greenhouse gas emissions, increase renewable energy use, adapt to climate change, and demonstrate reasonable progress in integrating climate change adaptation into planning and decision making across the business.

Key performance areas:

- Emission reductions
- Increasing renewable energy
- Adapting to climate change.

2. Customer, community and engagement:

Ensure that all aspects of service delivery will be customer and community-centred and will continue to build extensive and effective community engagement and partnerships in planning and implementation of service delivery.

Key performance areas:

- Customer satisfaction
- Bills and support
- Customer and community engagement.

3. Recognise Aboriginal values:

Promote self-determination of Traditional Owners, including by supporting the Treaty process as required. Support the implementation of *Water is Life: Traditional Owner Access to Water Roadmap* by enabling increased access to water entitlements under current frameworks and increased cultural benefits from the way we store, deliver, and use water.

Key performance areas:

- Partnerships with Traditional Owners
- Supporting Aboriginal self-determination

4. Recognise recreational values:

Support the wellbeing of communities by considering recreational values in water management.

Key performance area:

- Consideration of recreational values in business operations

- Engagement processes with community or stakeholders
- Improvements to information sources
- Collaboration with stakeholders.

5. Resilient and liveable cities and towns:

Contribute to healthy communities by supporting safe, affordable, high-quality services and resilient, liveable environments and recovery from emergency events that builds back with improved resilience against future risks and manage water resources in a sustainable manner that enhances environmental outcomes and amenity in urban and rural landscapes.

Key focus areas:

- Integrated water management
- Water efficiency and water recycling
- Circular economy outcomes
- Environmental statutory obligations
- Sustainable water use.

6. Leadership, diversity and culture:

Reflect the needs of our diverse communities and develop strategies and goals that will increase cultural diversity in the workforce and gender equity in both executive leadership and throughout the organisation.

Key performance areas:

- Diversity and inclusion.

7. Performance and financial management:

Improve efficiency and consistency in the reporting of performance while delivering safe and cost-effective water and wastewater services in a financially sustainable manner.

Key performance area:

- Audited statement of performance
- Additional financial performance.

In addition to priorities above, three additional areas to be addressed in this plan include:

- Customer protection, including prevention of harm from family violence
- Cyber security
- Victoria's housing statement.

Regulatory requirements

Wannon Water takes into consideration the various regulatory requirements issued from entities within our authorising environment such as the Department of Energy, Environment and Climate Action, Department of Health, Department of Treasury and Finance, Emergency Management Victoria and the Environment Protection Authority.

Ministers with portfolio responsibilities relevant to water corporations are:

Minister for Water	Minister for Environment	Minister for Climate Action	Treasurer	Assistant Treasurer	Minister for Health	Minister for Emergency Services
<i>Water Act 1989</i>	<i>Catchment and Land Protection Act 1994*</i>	<i>Climate Change Act 2017</i>	<i>Financial Management Act 1994</i>	<i>Audit Act 1994 2*</i>	<i>Health (Fluoridation) Act 1973</i>	<i>Emergency Management Act 1986</i>
<i>Water Industry Act 1994</i>	<i>Environment Protection Act 1970</i>		<i>Borrowing and Investment Powers Act 1987</i>	<i>Essential Services Commission Act 2001</i>	<i>Safe Drinking Water Act 2003</i>	<i>Emergency Management Act 2013</i>
<i>Murray-Darling Basic Act 1993</i>	<i>Flora and Fauna Guarantee Act 1988</i>		<i>Public Authorities (Dividends) Act 1983</i>	<i>Victorian Managed Insurance Authority Act 1996</i>		<i>Victoria State Emergency Service Act 2005</i>
<i>Water (Commonwealth Powers) Act 2008</i>	<i>Heritage Rivers Act 1992</i>		<i>Treasury Corporation of Victoria Act 1992</i>	<i>Occupational Health and Safety Act 2004</i>		<i>Country Fire Authority Act 1958</i>
<i>Water Efficiency Labelling and Standards Act 2005</i>	<i>Conservation, Forests and Lands Act 1987*</i>					<i>Metropolitan Fire Brigades Act 1958</i>
<i>Groundwater (Border Agreement) Act 1985</i>	<i>Crown Land (Reserves) Act 1978*</i>					
<i>State Owned Enterprises Act 1992*</i>	<i>Land Act 1958*</i>					
<i>Catchment and Land Protection Act 1994*</i>	<i>Pipelines Act 2005*</i>					
<i>Conservation, Forests and Lands Act 1987*</i>	<i>State Owned Enterprises Act 1992*</i>					
	<i>Water Industry Act 1994*</i>					

Assisting department, commission and/or authority

Department of Energy, Environment and Climate Action	Department of Treasury and Finance	Department of Treasury and Finance	Department of Health	Emergency Management Victoria
		Essential Services Commission	Chief Health Officer	Fire Rescue Victoria
				Country Fire Authority

* Administered jointly or in part with another minister(s)

Strategic Driver: Our customers and community

We're committed to the following outcomes for customers, which were informed through our ongoing customer and community engagement program and developed as part of our 2023-2028 Price Submission:



	WE'RE RELIABLE Ongoing reliability of water and sewerage services		WE'RE SUSTAINABLE Ongoing protection of the environment through action and education, prioritising Country and our communities
	WE'RE SUPPORTIVE Fair and reasonable bills for all		WE'RE RESPONSIVE Improved water quality in identified communities
	WE'RE VALUED Improved customer experience of our products and services		WE'RE INFLUENTIAL Active partnerships for healthy and resilient communities

Our community engagement framework provides the mechanism to ensure that engagement with customers and communities is integrated into our day-to-day activities and planning. This ensures we remain a relevant service provider and understand how we can best meet the needs of our customers.

As part of our 2023 engagement activities, 77% of survey participants agree we're on the right track in focusing on these outcomes for our customers.

Our policy drivers

These nine policy statements set by the Board guide our actions:



Customer products and services

Our purpose is to deliver water and sewerage services and improve the lives of people in south west Victoria. The needs and values of our customers and communities drives our service delivery and product development



Environmental stewardship

It is clear to us that by looking after country – the land, water and air – ensures it can look after us. We aim to be respectful and committed stewards of the environment.



People and culture

It is only through people that we can provide our services and products, exceed the expectations of our customers and stakeholders and achieve our purpose and strategic direction. A safe environment to work and excel within is paramount.



Asset management

The way our customers experience our services is a direct result of the choices we make in the way we manage, maintain and create assets. We prudently invest our customers' money and optimise the social, environmental and financial impacts on our customers and communities.



Stronger communities

We are part of the communities we serve. We aim to maximise the value we can provide to our communities through positively influencing life and liveability in our region.



Pricing

A balanced approach to pricing built on the foundations of efficient expenditure, intergenerational and social equity and environmental sustainability delivers fair and affordable pricing.



Risk

Managing risk enables and improves our decision making. Sometimes we need to take risks to fulfil our strategic direction and we're careful about when we choose to do this. We are risk-averse when it comes to physical safety and wellbeing of people, drinking water safety and harm to the environment.



Governance

We understand the value of maintaining a strong legal and ethical standing and operating with integrity. High standards of governance are required for a high performing organisation, one trusted and respected by our shareholder, regulators, our customers and the communities we serve.



Financial performance

Our financial performance impacts the economic wellbeing of our region and stakeholders. We are committed to being efficient and financially sustainable.

OUR OPERATIONAL CAPABILITY

Every day, we supply South West Victoria with sustainable water services, while leading our communities towards a healthier, more prosperous future. It's a commitment that we're proud to make to the region we call home.

We're your local, dependable experts

From the South Australian border to the Otways. From the Grampians to the coast. Our services take care of more than 30 communities, including residents, farmers, businesses and industries. It's our responsibility to supply you with fresh water, from source to tap, and manage sewage to protect your health and wellbeing.

Putting people first comes naturally to us so we're here to help with more affordable, reliable and personalised service. You'll see us around, in towns and on streets, maintaining and upgrading the pipes, pump stations and treatment plants we all need.

We're making a real and positive difference

As locals, we're driven to shape our region for the better. We're committed to working with our communities and strategic partners to support the health and wellbeing of our people and protect our natural environment. We simply believe it's the right thing to do and it all comes back to our greater vision to go beyond water for stronger communities.

It's about delivering sustainable water services together with positive change for our region – and we're proud to be leading the way.

Zero Harm is our number one priority

We're committed to working without causing harm to ourselves, colleagues and community, and to care for and protect the environment. It's Zero Harm to people and Zero Harm to our environment.

Our Zero Harm approach is an aspiration rather than a defined target. It is a collective mindset and goes beyond the physical safety of people to include mental health and wellbeing and the environments we work in. We're building a strong Zero Harm culture which is supported by our Zero Harm Safety Behaviours framework and 'I Will' behaviour statements.

We are an employer of choice

We employ around 245 people in a range of roles (including science, technology, engineering, maintenance and business administration) across our service region. Together they generate long-term value for customers and the broader community.

Our strengths as an employer include:

- Providing a healthy, safe and flexible workplace, with people at the centre
- Investing in the skills and wellbeing of employees, and growing capability
- Operating with a growth mindset and working in partnership to deliver innovative outcomes
- A supportive culture enabling regional leadership, knowledge sharing and collaboration

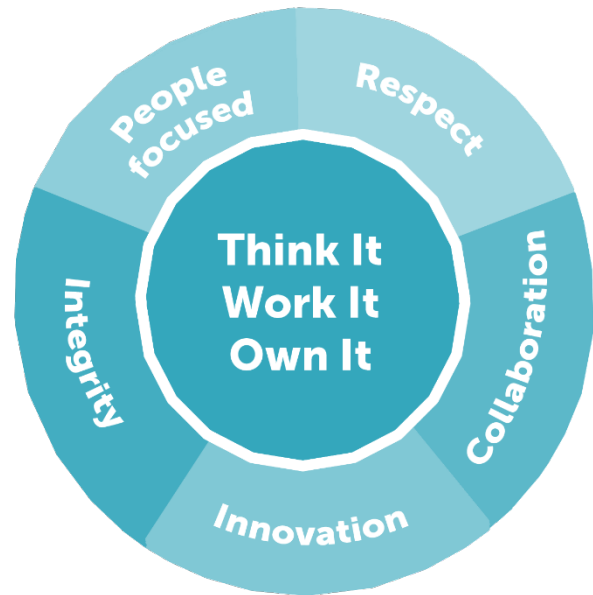
We operate with good governance

Our Board is appointed by the Victorian Government and comprises eight independent non-executive Directors and a Managing Director who lead Wannon Water and govern with the help of a formal committee structure. An executive team oversees all daily operations delivered through teams located across our service region.

Our culture and values enable performance

Our values are at the heart of our culture; they help us demonstrate ‘what we’re about’, keep us engaged and drive the way we work together to achieve our purpose and our strategy.

We’re committed to an inclusive workplace that embraces and promotes diversity; a place where everyone is treated with respect and feels valued. We understand that each person is different and that our collective diversity shapes our capability.



Our employees are also public sector employees and need to demonstrate the public sector values of:



Responsiveness



Integrity



Impartiality



Accountability



Respect



Leadership



Human Rights

When public sector employees consistently act in accordance with the public sector values, it strengthens capacity of public sector organisations to operate effectively and achieve their objectives.

We ensure employees and directors understand the Code of Conduct for Victorian Public Sector Employees and the Code of Conduct for Directors of Victorian Public Entities.

ALIGNING OUR WORK

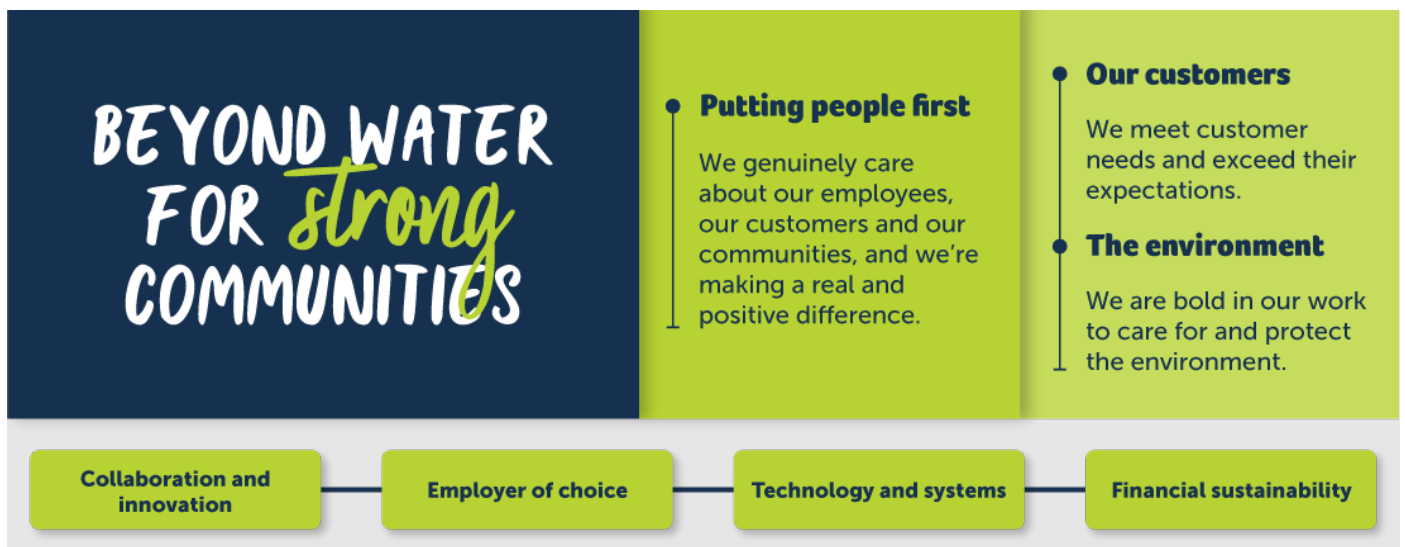
A snapshot

Our Strategic Priorities	Strategic Driver: Customer Commitments	Strategic Driver: Minister Expectations (Corporate Plan Indicators)
Our customers	<ul style="list-style-type: none"> • Ongoing reliability of water and sewerage services • Improved water quality in identified communities • Improved customer experience of our products and services • Fair and reasonable bills for all • Active partnerships for healthy and resilient communities 	<ul style="list-style-type: none"> • Customer satisfaction • Bills and support • Customer and community engagement • Consideration of recreational values in business operations • Engagement processes with community or stakeholders • Improvements to information sources • Collaboration with stakeholders
The environment	<ul style="list-style-type: none"> • Ongoing protection of the environment through action and education, prioritising Country and our communities 	<ul style="list-style-type: none"> • Emission reductions • Increasing renewable energy • Adapting to climate change • Partnerships with Traditional Owners • Supporting Aboriginal self-determination • Integrated water management • Water efficiency and water recycling • Circular economy outcomes • Environmental statutory obligations • Sustainable water use
Our Strategic Enablers	Strategic Driver: Customer Commitments	Strategic Driver: Minister Expectations
Collaboration and innovation	<ul style="list-style-type: none"> • Active partnerships for healthy and resilient communities 	<ul style="list-style-type: none"> • Partnerships with Traditional Owners
Employer of choice		<ul style="list-style-type: none"> • Diversity and inclusion
Technology and systems	<ul style="list-style-type: none"> • Improved customer experience of our products and services 	
Financial sustainability	<ul style="list-style-type: none"> • Fair and reasonable bills for all 	<ul style="list-style-type: none"> • Audited statement of performance • Financial performance

DELIVERING IN 2024/25

The following pages outline the activities we will focus on this year to help us deliver on our purpose, our obligations and realise our 2028 strategy.

Deliver water and sewerage services and improve the lives of people in south west Victoria



Strategic shifts in our Customer and Environment priority areas:

Customer strategic priority

We're focused on **meeting the needs and exceeding expectations of our customers**.
By prioritising this area, we are looking to achieve these strategic shifts:

Moving from ...

Sound water and sewer services, with opportunity to improve

Supportive customer service with opportunity to improve our systems for better customer experience

Misalignment of level of requests for customer support and rates of vulnerability in our community

We partner for strong communities, and have a good reputation with regional stakeholders

... to how we want to be in 2028

Continuing to provide reliable water and sewer services and proactively acting on areas to improve

Great experiences for every customer every day

Working to prevent customers from having difficulty paying their bills and provide leading access and support when they need help

Partnering for healthy and resilient communities, with a good reputation in the community

Environment strategic priority

We're focused on being **bold in our work to care for and protect the environment**.
By prioritising this area, we are looking to achieve these strategic shifts:

Moving from ...

We have been on a path of reducing carbon emissions and recognise more is needed

We have a limited understanding of our asset vulnerabilities from climate impacts

We practice effective water management but have not yet realised the full benefits of integrated water management

We operate with a predominantly linear mindset and have a limited understanding of our waste profile

Natural assets are managed with a focus on pest and weed control

... to how we want to be in 2028

We are nearing carbon neutrality

We're making different decisions to ensure climate resilience

Integrated water management is now embedded into our design, planning and investment decisions

We're unlocking the economic, environmental and societal benefits of a circular economy

We care for Country and have shifted our measurement of value for the natural environment

OUR CUSTOMERS

we meet their needs and exceed their expectations

Delivering in 2024/25

We will focus on these activities throughout 2024/25 to continue to meet our obligations and enable the strategic shifts to be made.

1. Water and sewerage services 24-7

- Maintaining our zero harm approach
- Meeting our service standards
- Undertaking our asset renewal, inspection and condition assessment and capital works programs
- Upgrading the Warrnambool Sewage Treatment Plant and developing the effluent management strategy
- Training and mentoring new staff
- Maintaining high levels of operator competency
- Continued implementation and maturing of works management systems
- Continued maturing of our asset management systems

2. Improving the customer's experience

- Implementing year two of the 2023-28 customer experience strategy
- Implementing the 2024/25 Program for Quality Water for Wannon
- Continue implementing a new customer relationship management and billing system (CX plus project)

3. Customer support

- Leading the Thriving South West Victoria initiative
- Delivering the 2024/25 program within the 2022-2025 Build Financial Inclusion Action Plan
- Delivering the Family Violence Prevention Project

4. Partnering

- Working with others to progress regional outcomes including progressing the Shipwreck Coast Servicing Strategy and options to expand trade waste services to the Camperdown Production Precinct
- Confirming our medium term plan for sustainable biosolids management

THE ENVIRONMENT

we are bold in our work to care for and protect it

Delivering in 2024/25

We will focus on these activities throughout 2024/25 to continue to meet our obligations and enable the strategic shifts to be made.

1. Traditional Owner partnerships in caring for Country

- Building and strengthening relationships
- Supporting the implementation of Water is Life: Traditional Owner Access to Water Roadmap
- Identifying and progressing partnership opportunities for water planning and management

2. Mitigating and adapting to climate change

- Switching on more locally generated renewable energy
- Delivering our roadmap to net zero emissions
- Understanding the vulnerability of our assets to climate change and continuing organisation-wide climate adaptation planning

3. Water management

- Maintaining focus on Integrated Water Management
- Progressing action in the Central and Gippsland Region Sustainable Water Strategy: Gellibrand River Summer Flows project
- Progressing partnership opportunities identified in our Recreation Opportunities Strategy
- Expanding the roof water harvesting system within the urban growth corridor of Warrnambool

4. Exploring and embedding circular economy principles

- Delivering projects in our circular economy roadmap and high priority opportunities related to key material flows
- Sharing our findings, learnings and case studies
- Leading a regional collaborative approach

5. Natural asset management

- Improving the health of natural ecosystems in partnership with Traditional Owners and regional stakeholders
- Implementing our Natural Assets Management Plan and building on our current natural asset values into neighbouring communities

Strategic Enablers

To continue to meet our obligations and enable delivery of our strategy, we put a spotlight on these enabling areas:

Collaboration and innovation

working with others generates opportunities and impact which strengthens our organisation, the region, and helps me in my role

This year, our collective employee base will focus on:

- Embedding our approach for delivering shared value for Wannon Water and our communities
- Implementing our innovation and design roadmap
- Developing and implementing our next plan to support meaningful reconciliation
- Knowledge sharing, networking and case study development across the broad range of functions
- Active involvement in communities of practice including Intelligent Water Networks, Institute of Water Administration, Water Industry Operators Association, Water Services Association of Australia, Australian Water Association, WaterRA.

Employer of choice

working here adds value to my life, to Wannon Water and to the community

This year, our collective employee base will focus on:

- Delivering We are Wannon, our employee strategy
- Embedding our Zero Harm Safety Behaviours
- Developing a risk based psychological safety system
- Introducing Wellness @Wannon (our health and wellbeing program)
- Designing and implementing a manager development program - work smarter not harder
- Introducing Belonging@Wannon (our diversity, equity and inclusion program).

Technology and systems

using our technology and systems adds value to my day and helps me meet the needs of my colleagues, our customers and community

This year, our collective employee base will focus on:

- Refreshing our Digital Strategy
- Developing and implementing a digital governance framework
- Continuing to implement projects outlined in the digital platform roadmaps
- Refreshing our Cyber Resilience strategy
- Continuing to focus on Operational Technology security
- Refreshing our Operational Technology Strategy
- Identifying and progressing opportunities to enhance systems

Financial sustainability

to keep bills affordable we make efficient, effective and focussed use of our financial resources, now and for the longer term

This year, our collective employee base will focus on:

Implementing actions within our financial sustainability strategy, with a focus on:

- Optimising revenue, including pursuing unregulated revenue opportunities
- Cost management
- Active treasury management
- Planning and delivery of an efficient capital works program
- Enhancing systems and processes
- Advocacy with our Authorising Environment regarding financial sustainability challenges.

Delivering on the Minister for Water's priorities

A snapshot

Priority Area	Performance Indicator	Our strategies and plans (for further detail)	23/24 last year	24/25 this year
1. Climate change and energy	<ul style="list-style-type: none"> Emissions reductions Increasing renewable energy Adapting to climate change 	Roadmap to net zero	●	●
		Climate adaptation planning	●	● ●
2. Customer, community and engagement	<ul style="list-style-type: none"> Customer satisfaction Bills and support Customer and community engagement 	Customer experience strategy	●	●
		Community engagement framework, toolkit and cycle	●	●
		Communication and education plans	●	●
		Financial inclusion action plan	●	●
		Shared value guidance	-	●
3. Recognise Aboriginal values	<ul style="list-style-type: none"> Partnerships with Traditional Owners Supporting Aboriginal self-determination 	Reconciliation plan	● ●	● ●
		Social and sustainable procurement strategy	● ●	● ●
4. Recognise recreational values	<ul style="list-style-type: none"> Consideration of recreational values in business operations Engagement processes with community or stakeholders Improvements to information sources Collaboration with stakeholders 	Recreation opportunities strategy	●	●
5. Resilient and liveable cities and towns	<ul style="list-style-type: none"> Integrated water management Water efficiency and water recycling Circular economy outcomes Environmental statutory obligations Sustainable water use 	Urban water strategy	●	●
		Drinking water quality management plan	● ●	● ●
		Strategic asset management plan	● ●	●
		IWM project plans	●	●
		Water quality improvement project plans	● ●	● ●
		Natural assets management plan	● ●	●
		Warrnambool sewage treatment plant effluent management strategy	●	●
		Financial inclusion action plan	●	●
		Social and sustainable procurement strategy	● ●	● ●
		Circular economy roadmap	●	●
6. Leadership, diversity and culture	<ul style="list-style-type: none"> Diversity and inclusion 	Gender equality action plan	●	●
		We are wannon people strategy	● ●	●
7. Performance and financial management	<ul style="list-style-type: none"> Audited statement of performance Additional financial performance 	Corporate plan	● ●	● ●
		Financial sustainability strategy	● ●	●

● Developing ● Implementing ● Reviewing/updating

INDICATORS OF SUCCESS

and meaningful progress

		2024/25 forecast	2028/29 forecast
CUSTOMER	Provision of safe drinking water Mandatory notifications to customers of non-compliance with ADWG and Safe Drinking Water Regulations (excluding regulated supplies)	No notifications	No notifications
	Customer satisfaction with water quality Average satisfaction score of surveyed customers who are satisfied with water quality	7.3	8.0
	Customer satisfaction with value for money Average satisfaction score of surveyed customers satisfied with Wannon Water's service in terms of value for money	7.0	7.2
	Customer satisfaction with interruptions Percentage of surveyed customers who experienced water service interruptions that are satisfied with our management of the interruption	95%	98%
	Net promotor score	+18	+24
	Partnering to help our region flourish Percentage of customers surveyed who are satisfied with our performance partnering with communities to help its region flourish	55%	55%
ENVIRONMENT	Environmental compliance Number of noncompliance events with our EPA amalgamated licence	<5	<5
	Carbon emission reduction On track to achieve carbon neutrality by 2030, reducing total net emissions to those created directly from our operations (scope 1)	14,417	6,980
	Biodiversity and cultural heritage protection Number of reportable non-compliance with the relevant biodiversity and cultural heritage legislations	<0	<0
ENABLERS	Employee engagement and performance Engagement score in the Victorian Public Sector Commission People Matter Survey	77	78
	Gender balanced workforce Percentage of appointments who are female	45%	50%
	Employee wellbeing Psychological Safety Climate (PSC) score in People Matter Survey	High PSC	High PSC
	Cost efficiency Controllable operating cost per water connection (\$2024/25)	\$1,273	\$1,250
	Funding borrowing costs Cash Interest Cover ratio greater than 4.0 times	6.0 times	4.2 times

FINANCIAL OVERVIEW

Financial projections support our strategic priorities and strategic enablers.

Our operating result projections are impacted heavily by increases to supply and services costs, depreciation and an aspiration to deliver affordable bills for our customers. Operating losses before tax of between \$8.9 million and \$15.2 million are forecast each year of the planning period. These impacts, and our commitment to deliver on our customer outcomes, requires a significant focus on innovation, prioritisation and prudent financial management.

Our 2024/25 forecast operating loss is \$15.2 million. This includes one-off revenue contributions totalling \$0.7 million.

Bill increases for customers influences our revenue during the planning period. Our approved 2023-28 Price Submission included an average 0.9% annual increase in water and sewerage charges (before inflation) across residential customers.

The Essential Services Commissions approved price paths and our inflation projections, are key forecasting assumptions that increases total revenue during the planning period.

Our assets were revalued at the end of the 2023 financial year, with the impact being an increase in annual depreciation expense. Contributing to increasing depreciation expense during the

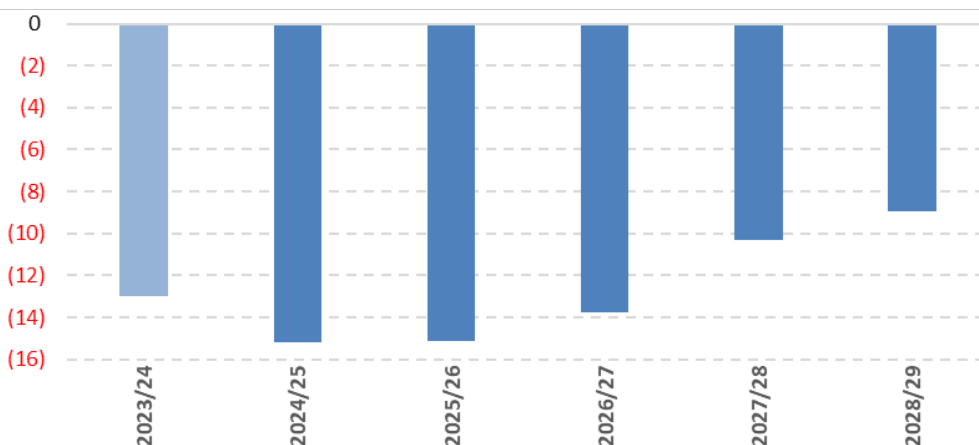
planning period also is the investment in the \$85 million Warrnambool's Sewage Treatment Plant upgrade.

Our operating costs are also increasing, particularly employee related costs to address regulatory compliance, deliver on increasing expectations from both customers and government stakeholders, and to address increasing risks, such as cyber security. While inflation has started to slow throughout the 2023/24 year, the inflationary environment for both operating and capital costs continues to contribute to an overall increase in costs for the Corporation.

Cash flows from operations during 2024/25 are expected to increase compared to the prior year. Capital works of \$197 million are planned during the five year period, headlined by the completion of our \$85 million upgrade to the Warrnambool Sewage Treatment Plant and the delivery of our \$52 million Quality Water for Wannon project, which will improve the quality and taste of water across Heywood, Port Fairy and Portland.

Debt management strategies over the planning period will continue to align with Department of Treasury and Finance treasury management guidelines. Our total debt will grow by \$72 million over the planning period to fund capital expenditure outlays. Total debt of \$160 million is expected in the 2028/29 year of the planning period.

Operating loss before tax (\$ million)



Revenue

Revenue increases in the 2024/25 compared to the 2023/24 forecast by \$5.4 million.

Water and sewer charges in 2024/25 increase by \$4.9 million, compared to the current year, to \$71.1 million. Trade waste revenue is forecast to increase also, by \$0.2 million (2.0 per cent). Increased revenue is marginally impacted by customer growth (just 0.73 per cent), with inflation being the major contributor to increased tariff prices and therefore increased revenue.

For year one of the planning period, the second year of the current regulatory pricing period, tariff revenue is projected to increase by more than CPI. This is driven by a net upward price adjustment (1 per cent). Throughout the planning period, fixed water service charges are to decrease by 1.2 percent and variable water usage charges are to increase by 2.0 per cent. This delivers a customer preference to shift the

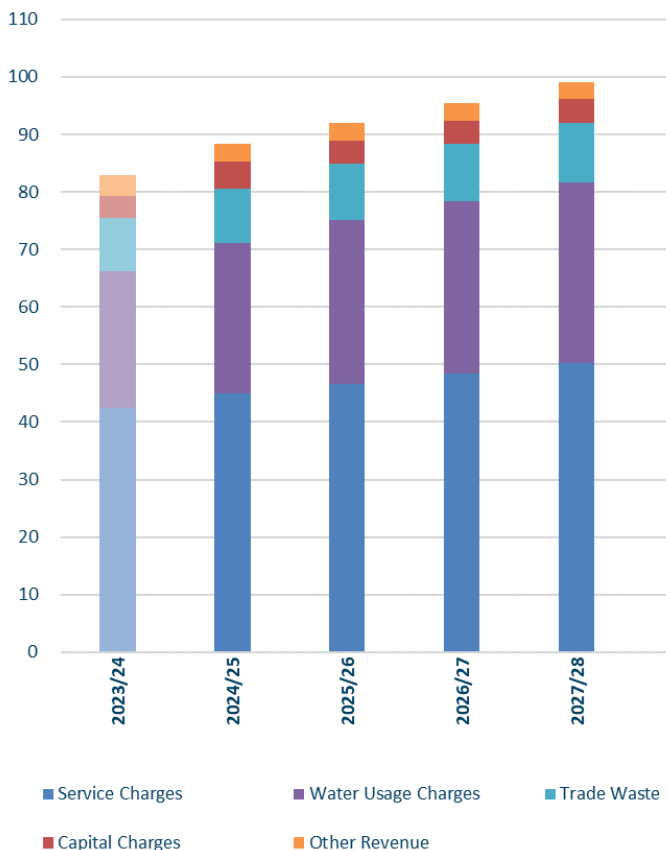
proportion of a customer's total bill to be more variable.

Price adjustments for sewer service charges are to increase by 1 per cent per annum and trade waste prices are to increase by 2 per cent per annum, both before inflation.

Unregulated revenue activities contribute \$2.6 million to our total revenue in 2024/25. These activities consist of brine receipt, property lease income, recovery of treatment plant specific costs and recovery of project operating costs. With a focus on generating further unregulated revenue this income stream is expected to increase during the outer years. However, given the uncertainty of these initiatives, these revenue projections are not included.

The contribution of each major income source for the planning period is shown below.

Revenue (\$ million)



Costs to operate

Operating costs comprise of operations and maintenance expenditure for water and sewerage services; customer, billing and collection services; infrastructure planning; and other corporate costs. Operating costs are forecast at \$59.1 million for 2024/25.

The Corporate Plan includes a modest increase in additional resources to address increasing legal and regulatory obligations, to deliver on increasing expectations from customers and government stakeholders, and to address risks. Annual employee cost increases are aligned with our enterprise agreement and government wage policy. Employee costs are assumed to increase on average by 3 per cent per annum during the planning period.

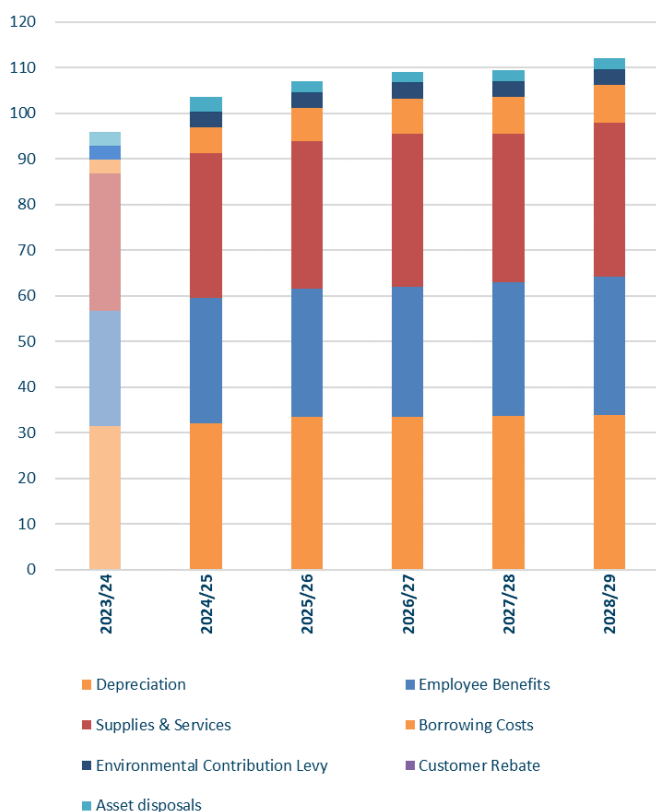
Supplies and services costs are forecast to increase slightly higher than inflation in 2024/25 and across the planning period. Service delivery costs and technology associated costs are forecast to increase, the latter due to the changing mode of IT service provision and the increasing needs in the cyber security environment.

Depreciation expenditure is our most significant single expense over the planning period. The impact of the forecast \$197 million capital works program sees depreciation forecast to increase further throughout the period up to the 2025/26 year, before flattening out for the remaining period.

Increases in total debt impacts borrowing expenses which are projected to increase over the planning period. Projections, noting the uncertainty and variable forecasts within the borrowing market, assume consistent interest rates for 2024/25 and beyond. While current expectations are for interest rate cuts domestically, international factors, which also impact rates, continue to be volatile, so we have maintained a stable rates assumption throughout the planning period.

Payment of the environmental contribution levy of \$3.5 million is forecast in 2024/25. This environmental contribution helps government initiatives to promote sustainable management of water and address adverse water related environmental impacts. The current State Order expires on the 30 June 2024. It's expected a new order will be issued and we have assumed that the levy will increase in line with movements in our total tariff revenue.

Operating costs (\$ million)



Capital expenditure

Capital expenditure over the planning period amounts to \$196.7 million and incorporates investments to complete the upgrade of the Warrnambool Sewage Treatment Plant, implement Quality Water for Wannon project, upgrade network and treatment infrastructure, renew ageing infrastructure, and investments in technology.

Identified earlier in the Corporate Plan, our biggest capital investment since inception will be completed this period. The construction of the \$85 million upgrade to the Warrnambool Sewage Treatment Plant which began in 2023, is forecast to be completed in March 2025.

In the 2024 financial year, we were successful in receiving \$26.1 million in funding via the National Water Grid Fund, for the delivery of the Quality Water for Wannon project. This project will cost \$52.2 million and will deliver improved water quality and taste for Heywood, Port Fairy and Portland. Planning for the project has commenced, with further engagement and detailed engineering design to be undertaken in 2024/25, with implementation of the various components of the project following. The projected spend for the 2024/25 year is \$3.9 million.

Not included in the current project investment plan is a potential \$12 million Port Fairy Solar Project investment, as implementation and investment timelines are uncertain. Development of a business case and an investment decision is expected in 2024.

We have submitted a funding application that would enable infrastructure works to improve the ecological health of the Gellibrand River by reducing urban water extraction in summer. If successful, the project would be brought forward into this planning period and require an investment of \$5 million from Wannon Water during the 2024-2027 period. Our proposed investment for the 2024/25 year would be \$0.7million. We have not included the project in this Plans capital expenditure, as it would not proceed unless the funding application is successful. If the application is successful, we would revisit our capital investment priorities and/or increase our borrowings to facilitate the 2024/25 expenditure. Future year expenditure and funding would be included in future Corporate Plans.

The five largest Wannon Water funded projects in financial terms are:

Project	2024/25 Budget
Warrnambool Sewage Treatment Plant upgrade	\$25.39M
Customer Management/ Billing, IT System	\$5.51M
Warrnambool Sewage Treatment Plant UV disinfection	\$4.10M
Quality Water for Wannon – Heywood, Port Fairy, Portland	\$3.86M
Wangoom Road, Warrnambool – Water Tower and Pump Station	\$2.34M

Debt

Our business requires an additional \$72 million in new debt over the planning period to fund significant capital expenditure outlays. Overall, total debt levels are expected to increase from \$88 million as at 30 June 2024 to \$138 million as at 30 June 2025.

Loans scheduled to mature in all years of the planning period will be refinanced into new fixed rate debt. Should cash flows from operations exceed payments for capital works, this surplus will be used to repay debt.

The loan portfolio will continue to be structured to ensure it remains consistent with approved debt maturity and interest rate risk profiles. We set a debt portfolio composition consistent with the Department of Treasury and Finance expectations. Projections at 30 June 2024 and 30 June 2025 are shown in this table:

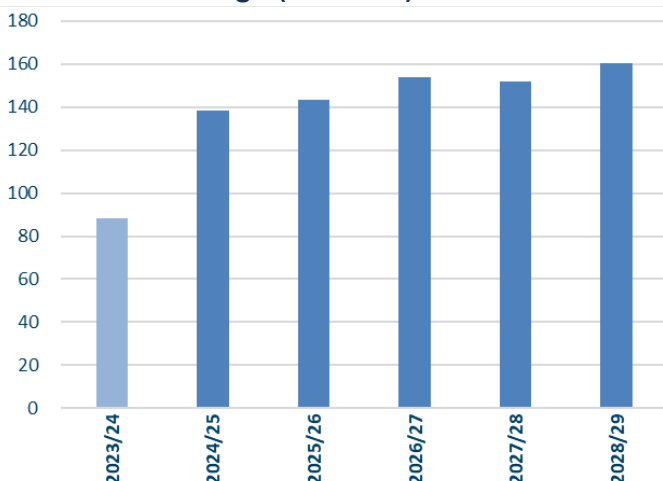
Debt portfolio composition

Term to Maturity	Target	Limits	30 June 2024 Projection	30 June 2025 Projection
0 – 1 year	9%	0 – 20%	6%	6%
1 – 3 years	18%	7 – 25%	21%	22%
3 – 5 years	18%	7 – 25%	22%	21%
5 – 7 years	18%	7 – 25%	22%	21%
7 – 9 years	18%	7 – 25%	21%	19%
Over 9 years	19%	0 – 25%	8%	11%

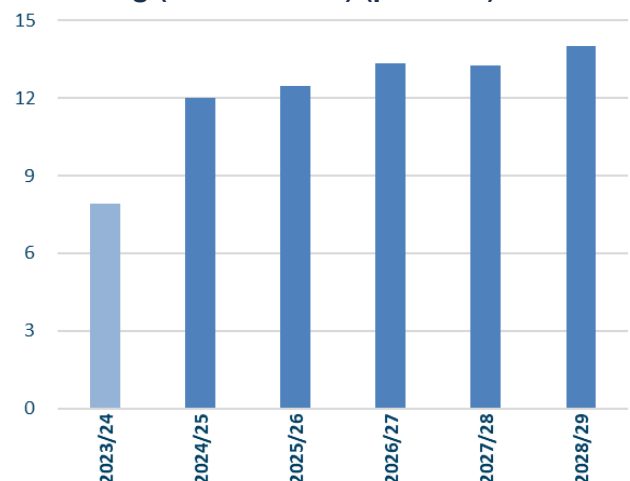
Gearing

Gearing levels remain at or below 14% in all planning years. Consistent with the increase in total borrowings, gearing levels are projected to increase from historical lows of approximately 3.0 per cent to 14.0 per cent as at 30 June 2029.

Total borrowings (\$ million)



Gearing (debt / assets) (per cent)

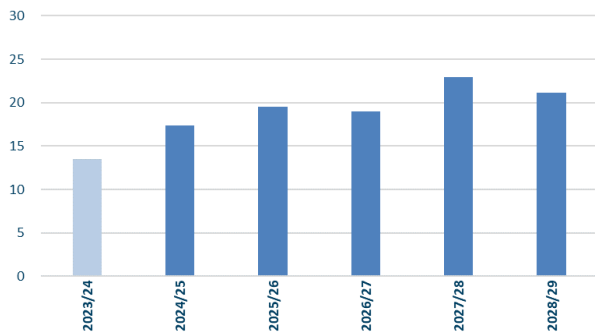


Funds from operations

We will continue to generate positive cash flows from operations over the planning period. Net cash inflows from operating activities are forecast at \$17.4 million in 2024/25.

Cash flows from operations will be used to partly fund capital expenditure payments in all planning years.

Funds from operations (\$ million)

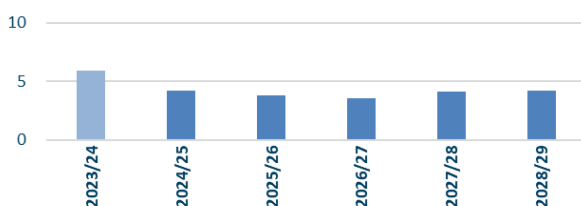


Interest coverage

Cash interest cover levels are expected to remain healthy over the planning period, despite an extensive capital works program and the requirement to fund increased debt. Rising interest costs across the period, have a negative impact on the ratio. Across the planning period, interest rates have been held constant and our ability to pay borrowing costs remains strong.

At peak debt in 2028/29 the ratio is at 4.2 times. This provides an indication of Wannon Water's ability to finance the additional borrowing costs associated with the extensive capital works program and to maintain stable customer bills.

Cash interest cover (times)



Income Tax

Wannon Water has incurred large income tax losses over past years, due mainly to the accelerated depreciation allowed under tax legislation on infrastructure assets. This tax depreciation has been significantly higher than accounting depreciation and therefore tax losses have been incurred. In recent years the gap between the tax and accounting depreciation has closed.

Tax depreciation reduces significantly during this planning period, and a tax payable position is forecast for the 2027/28 financial year onwards. Tax would become payable in 2028/29, and Wannon Water would subsequently commence quarterly tax instalment payments.

Dividends / Capital Repatriation

In May 2023 the Victorian State Treasurer announced a range of saving and efficiency measures that apply to Public Corporations as part of the Victorian state budget. The efficiency measure for Wannon Water requires a payment \$0.5 million for the 2023/24 year, which increases to \$1 million in 2024/25 and \$1.5 million from 2025/26 to at least the end of the planning period.

This Corporate Plan includes the assumption that this payment is made in response to a capital repatriation request by the State Government.

Sensitivity analysis

Water consumption variations, capital contributions and timing of major projects have the largest impact on profits, cash flows, interest cover and gearing.

Water consumption variations are minimal, and have negligible effects on total revenues. Analysis demonstrates that under a lower water consumption scenario, gearing would increase marginally and cash interest cover would fall marginally. Both indicators would remain very strong.

Capital contributions are one off in nature and infrequent. There is a high level of confidence that forecast contributions for current projects will occur and be recognised as revenue during 2024/25

The Warrnambool STP Upgrade project has progressed throughout the 2023/24 year and is expected to be completed in 2024/25. Approximately two thirds of the project is expected to have been paid for by June 2024,

with a variation of 4% in the contract value to date, which is within project contingencies. The further the project progresses the greater the certainty we have regarding cost.

Work towards Quality Water for Wannon is well underway to move the business case and early planning to implementation. With detailed engineering design and further engagement to be undertaken throughout 2024/25, certainty regarding the final cost and timing of the project remains a risk, albeit minor.

Current interest rate forecasts show a fall in rates during the 2024/25 year. With a degree of uncertainty in this environment both domestically and internationally, conservative assumptions have been made to factor stable interest rates across the planning period. With an increasing debt profile, we will actively monitor and manage to mitigate potential interest rate risk. Impacts in the longer term of a 0.5 per cent increase above or below our assumptions would be a plus or minus \$0.29 million per annum in borrowing costs.

Planning assumptions

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Prices						
CPI (%)	3.50	2.75 ¹	2.50	2.50	2.50	2.50
Customer Growth (%)	0.74	0.72	0.74	0.74	0.74	0.74
Water Sales						
Total (ML)	11,750	11,896	11,968	12,041	12,114	12,114
Borrowings						
Interest Rate (%)	4.01	4.38	4.38	4.38	4.38	4.38
Financial Accommodation Levy (basis point)	47	95	95	95	95	95
Credit Rating	A+	A	A	A	A	A
Other						
Enterprise Agreement increase (%)	2.00	3.00	3.00	3.00	3.00	3.00
Number FTE	250	248	240	235	235	235
Superannuation Guarantee Levy (%)	11.00	11.50	12.00	12.0	12.0	12.0

¹ For tariff purposes only, 4.25% has been assumed

Operating Statement for the period ending 30 June 2024 to 30 June 2029

	2023/24 Budget (\$)	2023/24 Forecast (\$)	2024/25 Budget (\$)	2025/26 Budget (\$)	2026/27 Budget (\$)	2027/28 Budget (\$)	2028/29 Budget (\$)
REVENUE							
Tariffs & Charges							
- Water Service Charges	11,723	11,877	12,374	12,835	13,300	13,794	14,393
- Water Volumetric Charges	24,361	23,747	26,155	28,499	29,951	31,477	32,807
- Sewer Service Charges	30,276	30,628	32,596	33,834	35,086	36,420	38,022
- Trade Waste	7,868	9,239	9,427	9,725	10,031	10,353	10,678
Sub-total - Tariffs & Charges	74,228	75,491	80,551	84,894	88,367	92,043	95,900
Interest Received	66	144	56	56	56	56	56
Capital Charges							
- Gifted Assets	2,500	1,569	2,500	2,500	2,500	2,500	2,500
- Government Capital Contributions	793	402	707	0	0	0	0
- Other Customer Contributions	1,482	1,783	1,474	1,526	1,569	1,608	1,648
Sub-total - Capital Charges	4,774	3,754	4,681	4,026	4,069	4,108	4,148
Other Revenue	2,250	2,882	2,530	2,422	2,386	2,422	2,475
Asset Sale Proceeds	537	609	481	542	480	480	480
TOTAL REVENUE	81,856	82,880	88,298	91,939	95,358	99,109	103,058
EXPENDITURE							
Employee Benefits	25,601	25,306	27,461	27,952	28,503	29,379	30,259
Depreciation and Amortisation	28,872	31,410	32,097	33,576	33,560	33,586	33,863
Supplies & Services							
- Chemicals	1,648	1,675	1,608	1,671	1,831	1,919	1,990
- Contractors & Consultants	7,495	7,925	7,684	7,963	8,590	8,941	9,189
- Electricity	4,111	4,400	4,916	4,935	5,136	5,311	5,494
- Other Goods & Services	17,518	16,192	17,483	17,839	17,882	16,471	17,124
Sub-total - Supplies & Services	30,773	30,192	31,691	32,408	33,438	32,642	33,797
Borrowing Costs	3,004	2,484	4,756	6,080	6,506	6,659	6,834
Cost of Assets Sold	2,301	2,919	3,047	2,360	2,330	2,330	2,330
Levy - Financial Accommodation	435	385	962	1,180	1,298	1,322	1,422
Environmental Contribution Levy	3,168	3,169	3,501	3,501	3,501	3,501	3,501
TOTAL EXPENDITURE	94,154	95,865	103,514	107,057	109,137	109,419	112,008
NET RESULT OF OPERATIONS	(12,299)	(12,985)	(15,216)	(15,117)	(13,779)	(10,310)	(8,949)
OTHER COMPREHENSIVE REVENUE	0	0	0	0	0	0	0
INCOME TAX EXPENSE	3,676	3,882	4,551	4,522	4,120	3,079	2,663
TOTAL COMPREHENSIVE RESULT	(8,623)	(9,103)	(10,665)	(10,596)	(9,659)	(7,230)	(6,287)

Balance Sheet as at 30 June 2024 to 30 June 2029

	2023/24 Budget (\$) \$'000	2023/24 Forecast (\$) \$'000	2024/25 Budget (\$) \$'000	2025/26 Budget (\$) \$'000	2026/27 Budget (\$) \$'000	2027/28 Budget (\$) \$'000	2028/29 Budget (\$) \$'000
ASSETS							
Current							
Cash at Bank	294	301	701	883	200	46	318
Accrued Revenue	9,590	10,210	10,644	10,937	11,210	11,490	11,778
Receivables	10,791	10,805	11,163	10,224	9,595	9,519	9,564
Inventory	3,980	3,716	3,716	3,716	3,716	3,716	3,716
Current Assets	24,655	25,032	26,224	25,760	24,721	24,771	25,376
Non-Current							
Receivables	2,794	3,237	1,836	1,021	868	711	549
Property, Plant & Equipment	994,506	1,088,507	1,124,052	1,124,933	1,128,766	1,121,832	1,118,635
Non-Current Assets	997,300	1,091,744	1,125,888	1,125,954	1,129,634	1,122,543	1,119,183
TOTAL ASSETS	1,021,955	1,116,776	1,152,112	1,151,713	1,154,355	1,147,314	1,144,559
LIABILITIES							
Current							
Payables	4,604	5,249	5,585	5,711	4,882	5,059	5,240
Borrowings	10,000	5,000	4,000	6,500	5,000	10,500	6,500
Provisions	5,100	5,191	5,347	5,507	5,672	5,843	6,018
Income in Advance	643	2,565	1,858	1,858	1,858	1,858	1,858
Tax Payable	0	0	0	0	0	3,334	3,949
Current Liabilities	20,347	18,005	16,790	19,576	17,412	26,593	23,565
Non-Current							
Borrowings	98,500	83,500	134,500	137,000	149,000	141,500	154,000
Provisions	543	566	583	600	618	637	656
Deferred Tax Liabilities	159,123	190,035	185,484	180,962	176,842	170,429	163,817
Right of use liabilities	2,061	1,646	1,646	1,646	1,646	1,646	1,646
Non-Current Liabilities	260,227	275,747	322,213	320,208	328,106	314,212	320,119
TOTAL LIABILITIES	280,574	293,752	339,003	339,785	345,518	340,805	343,684
NET ASSETS	741,381	823,024	813,109	811,929	808,837	806,510	800,875
EQUITY							
Contributed Capital	441,165	441,165	441,915	451,330	457,897	462,800	463,452
Asset Revaluation Reserve	282,207	358,327	358,327	358,327	358,327	358,327	358,327
Accumulated Surplus	18,009	23,532	12,867	2,272	(7,387)	(14,618)	(20,904)
TOTAL EQUITY	741,381	823,024	813,109	811,929	808,837	806,510	800,875

Cashflow Statement for the period ending 30 June 2024 to 30 June 2029

	2023/24 Budget (\$) \$'000	2023/24 Forecast (\$) \$'000	2024/25 Budget (\$) \$'000	2025/26 Budget (\$) \$'000	2026/27 Budget (\$) \$'000	2027/28 Budget (\$) \$'000	2028/29 Budget (\$) \$'000
OPENING CASH BALANCE	1,158	8,145	301	701	883	200	46
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts from other entities	76,766	76,050	82,809	87,272	90,734	94,445	98,354
Capital receipts	2,608	2,771	2,716	2,783	2,236	1,608	1,648
Interest revenue	21	132	12	12	12	12	12
	79,395	78,953	85,536	90,067	92,982	96,065	100,014
Payments to suppliers and employees	(57,029)	(59,451)	(58,960)	(59,764)	(62,684)	(61,638)	(63,787)
Borrowing costs	(3,004)	(2,444)	(4,756)	(6,080)	(6,506)	(6,659)	(6,834)
Financial accommodation levy	(435)	(343)	(962)	(1,180)	(1,298)	(1,322)	(1,422)
Environmental levy	(3,168)	(3,169)	(3,501)	(3,501)	(3,501)	(3,501)	(3,501)
Income Tax Paid	0	0	0	0	0	0	(3,334)
	(63,636)	(65,407)	(68,179)	(70,525)	(73,989)	(73,120)	(78,878)
NET CASH INFLOW FROM OPERATING ACTIVITIES	15,759	13,546	17,358	19,542	18,994	22,945	21,135
CASH FLOWS FROM INVESTING ACTIVITIES							
Payments for property, plant and equipment	(67,160)	(62,499)	(68,189)	(34,317)	(37,223)	(26,482)	(30,496)
Proceeds from the sale of property, plant and equipment	537	609	481	542	480	480	480
Capital Repatriation	0	0	(1,000)	(1,500)	(1,500)	(1,500)	(1,500)
Capital Contribution	0	0	1,750	10,915	8,067	6,403	2,152
	(66,623)	(61,890)	(66,958)	(24,360)	(30,176)	(21,099)	(29,364)
NET CASH OUTFLOW FROM INVESTING ACTIVITIES	(66,623)	(61,890)	(66,958)	(24,360)	(30,176)	(21,099)	(29,364)
CASH FLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings	(10,000)	(4,000)	(5,000)	(4,000)	(6,500)	(5,000)	(10,500)
Proceeds from borrowings - new	60,000	44,500	55,000	9,000	17,000	3,000	19,000
	50,000	40,500	50,000	5,000	10,500	(2,000)	8,500
NET CASH OUTFLOW FROM FINANCING ACTIVITIES	50,000	40,500	50,000	5,000	10,500	(2,000)	8,500
NET MOVEMENT IN CASH	(864)	(7,844)	400	182	(683)	(154)	272
CLOSING CASH BALANCE	294	301	701	883	200	46	318

Appendix 1: Indicator Summary and Performance Report

Additional areas of interest	Response
<p>Customer protection, including prevention of harm from family violence</p> <p>Activities and actions identified within the Victorian Data Security Framework, including plans to improve the information security maturity of the business, and protect customer information from loss or exploitation by employees, contractors or malicious third parties. Also, plans in place for response to a data breach that has, or had potential to, compromise customer information. Demonstrated improvements in the customer support measures reported to the Essential Services Commission for customers experiencing payment difficulties; including payment plans, hardship grants, and fulfilment of utility relief grant applications; with legal action and supply restrictions being used only as a last resort.</p> <p>Work collaboratively with DEECA on family violence governance guidelines and consider development of Key Performance Indicators.</p>	<p>Compliance with the VPDSS is part of the Cyber Resilience Policy. We attest to the VPDSS annually, with any significant gaps identified during the process being addressed in our Cyber Resilience Strategy (refreshed annually). We have identified and valued our information assets, annually assessing risks and mitigating controls applied to these assets. We have a well exercised Cyber Incident Response Framework to deal with major cyber incidents - such as a data breach - as part of a comprehensive incident response framework to coordinate the businesses response to any incident impacting Wannon Water or its customers. In terms of family violence, or other Personally Identifiable Information held in the customer or other datasets, we identify this as high value data using OVIC's Business Impact Levels (BIL's) and as part of our annual VPDSS attestation assess the efficacy of cyber controls on those assets, identifying improvements as necessary. We have a dedicated family violence working group which has a strong interest in influencing decisions made regarding this dataset management. One of the three focus areas of our CX Strategy is our customers are supported to pay their bills.</p>
<p>Cyber security</p> <p>The State Emergency Management Plan - Cyber Security Sub-Plan states that entities should adopt one of, or a combination of two, internationally recognised approaches to reduce their cyber security risk:</p> <ul style="list-style-type: none"> • 'Essential Eight' Maturity Model provided by the Australian Cyber Security Centre (ACSC); • Cyber Security Framework by the National Institute of Standards and Technology, USA. <p>Demonstrate progress and an ongoing commitment to integrating cyber risk management capacity, capability, process and system improvements into planning and decision making across the business. This includes activities and actions that will reduce the business exposure to cyber-attack, minimise the impacts of service disruption to customers, and restore services promptly following an attack.</p>	<p>Our Cyber Resilience Policy states that we highlight our commitment to protecting our data "...by complying with the Victorian Protective Data Security Standards (VPDSS) and aligning with the internationally recognised NIST 800-53 information security standard as well as the ACSC Essential 8...". We are legislatively required to comply to the VPDSS by Parts IV and V of the Privacy and Data Protection Act (Vic.) (2014). Although not mandated, we have begun to adopt elements of the Security of Critical Infrastructure (Cwlth) 2018, as appropriate. We attest compliance to VPDSS annually and any control improvements or control weaknesses identified during this attestation are fed into the annual refresh of our Cyber Resilience Strategy, and other appropriate strategies. Progress on implementing the strategy is reported to our Audit and Risk Management Committee. At an operational level, a Cyber Operations Working Group exists and meets weekly and discusses technical issues and approves operational level responses. Higher level governance is provided by a Cyber Governance Group that meets monthly, providing program oversight and direction for the implementation of the strategy.</p>
<p>Housing statement</p> <p>Victoria's Housing Statement recognises the role that Water Corporations must play in getting Victorians into their new homes faster through speeding up connections as our towns and cities grow.</p> <p>Engage with developers and local councils regularly throughout the permit process with clear timelines for completing applications.</p> <p>Work with DEECA to develop indicators by June 2024 to measure performance, noting that the total number of connections is currently reported under LOE5.</p>	<p>We will continue to engage with developers and local councils throughout the permit process, noting land development is not experiencing high levels of growth across our service area. Timeline for completing an application is 28 days. We will work with DEECA as required. Thriving South West Victoria (we are a participant) is supporting a "connect to thrive" event in 2024 bringing together all stakeholders in the region relating to our housing shortage. Ad hoc conversations with LGAs about their various funding EOI opportunities are also occurring.</p>

Climate Change and Energy	2024/25 Target	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast
Emissions Reduction - Total Scope 1 and 2 Projected total emissions for each year subsequent to the current reporting year until, and including, the upcoming target year (eg. 2029/30 financial year)	18,976	6,980	6,980	6,980	6,980

Climate Change and Energy	Response
Emissions Reduction - Total Scope 1 and 2 Qualitative explanation of projects or initiatives to reduce Scope 1 and/or 2 emissions (including emissions reductions achieved per project in t CO2-e where feasible)	We continue to implement our roadmap to net zero, published in late 2023.
Increasing Renewable Energy Qualitative explanation of projects or initiatives to increase renewable electricity consumption and/or generation (including renewable generation capacity increased per project where feasible)	Our roadmap to net zero includes initiatives to ensure zero scope 2 emissions by 2025/2026 financial year.
Adapting to Climate Change Demonstration of reasonable progress in integrating climate change adaptation and risk into planning and decision- making across all aspects of the business	Throughout 2023/24 we have been engaging staff and gathering a picture of our climate resilience and adaption opportunities. This is part of an ongoing approach to build capability in the governance and management of climate risks through the corporate plan period and beyond.

Customer, Community and Engagement Targets	2024/25 Target	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast
Customer satisfaction Provide annual target for customer ratings of 'Overall Satisfaction' against customer perception/reputation surveys that will be undertaken over the planning period	6.6	6.6	6.6	6.6	6.6
Water Bills – customers on flexible payment plans No of customers with instalment plans	n/a				
Water Bills – customers awarded hardship grants No of customers awarded hardship grants	n/a				
Customer Responsiveness - water quality complaints No of complaints per 100 customers	0.38				
Customer Responsiveness - number of payment issue complaints No of complaints per 100 customers	0.17				
Customer Responsiveness - total complaints No of complaints per 100 customers	0.75				

Customer, Community and Engagement	Response
Customer satisfaction Narrative describing how water corporation's target for customers' rating of 'Overall Satisfaction' will be met over the planning period	We are delivering a Customer Experience Strategy from 2023-28 which is expected to yield incremental improvements in overall satisfaction.
Bills and support Residential bill – owner occupier - annual expected bill for an owner-occupier with typical (average) water use in real dollars (ie. excluding inflation effects in forward years) Residential bill – owner occupier - percentage change from prior year Residential bill – tenant - annual expected bill for a tenant with typical (average) water use in real dollars (ie. excluding inflation effects in forward years) Residential bill – tenant - percentage change from prior year Residential bill – Typical (average) water use (kL) assumed in owner-occupier and tenant bill calculations Non-residential bill – business - annual expected bill for a business using 3 ML per annum in real dollars (ie. excluding inflation effects in forward years) Non-residential bill – business - percentage change from prior year	See appendix two

Customer, Community and Engagement	Response
Efforts to manage pricing impacts for urban water services	Our Price Submission proposed to offset bill impacts on customers by using balance sheet capacity to increase total borrowings. This approach was supported by the ESC, DEECA and DTF. Our 2023-28 Customer Experience Strategy includes a focus area to support customers payment of their bills.
Any significant variations to the most recent Pricing Decision projections	None to report.
Published tariff schedules for urban water services	See appendix three.
Customer responsiveness Water quality complaints Number of payment issue complaints Total complaints	See table on previous page.
Customer and community engagement	
Development and delivery of a Customer Engagement Strategy/Plan/Policy that is also published on the corporation's website (Yes/No)	We have a well developed Community Engagement Framework that was recognised by the International Association of Public Participation (IAP2), winning the IAP2 Core Values Organisation of the year award in Australasia and Internationally in 2023. This framework continues to be improved and implemented as part of core business, including appropriate online access for community. It is available on the website.
If the Customer Engagement Strategy/Plan/Policy is under development and yet to be published, what is the corporation's timing to complete it and to publish on its website?	N/A
How will the water corporation measure success against outcomes of its Customer Engagement Strategy/Plan/Policy?	We evaluate our annual engagement cycle, also seeking feedback from customers on their experience of the engagement process. Feedback on engagement approach is also provided by Wannon Water's Regional Advisory Forum, made up of customers and various stakeholders throughout the region.

Recognise Aboriginal Values	Response
Partnerships with Traditional Owners	
Provide the number of formal partnership agreements with Traditional Owners/ Traditional Owner Groups for water planning and management.	We aim to establish and co-design one formal partnership agreement during the year and build relationships to establish further partnerships in subsequent years.
Describe the nature of the formal partnership agreements entered into with Traditional Owner Groups for water planning and management.	There are four Traditional Owners groups and we have varying levels of relationship. To achieve partnership agreements in future, we will focus on establishing, building and strengthening relationships. We engage with Traditional Owners groups through IWM forums and the Aboriginal Water Officer roles.
Demonstrate that Traditional Owners had the opportunity to review and/or endorse, all sections of the most recent annual report that included specific reference to Traditional Ecological Knowledge, values and well-being.	Two Traditional Owners were provided the opportunity to review statements made in the 2021/22 Annual Report about Traditional Ecological Knowledge which they endorsed. The statements remained the same in 2022/23. With a broader area including values and well-being, we will provide the opportunity to review as part of the 2023/24 annual report development.
Demonstrate how water corporations have informed relevant Traditional Owners of opportunities to access water entitlements or allocation within their Country	We are focussed on building relationships with Traditional Owners groups. A project like the Gellibrand River Summer Flows project is an opportunity to engage.
Supporting Aboriginal self-determination	
Provide the number of formal partnership agreements with Aboriginal Community Controlled Organisations for water planning and management.	We aim to establish and build relationships with the four Aboriginal Community Controlled Health Organisations in this region, and other Aboriginal Community Controlled Organisations which may lead to co-designing formal partnership agreements in this year or subsequent years. For this first year, our target for a formal partnership is zero based on existing relationships and awareness of capacity.
Describe the nature of the partnership agreements with Aboriginal Community Controlled Organisations for water planning and management.	To achieve a partnership agreement in future, we will focus on establishing and building relationships.
Provide commentary on strategies implemented to provide procurement opportunities to Aboriginal Enterprises to supply goods and services to water corporations, including addressing any procurement barriers.	Through implementation of our Procurement Strategy we will continue to build capacity within our organisation and our supply chain to enhance opportunities for direct and indirect social procurement outcomes, particularly for Aboriginal enterprises.

Recognise Recreational Values	Response
Consideration of recreational values in business operations	
Provide the number of site-based projects planned/delivered to improve recreational enjoyment of water storages.	We will establish at least one business case for opportunities identified in our Recreation Opportunities Strategy (2022).
Provide a brief description on how site-based projects will improve/have improved recreational enjoyment of water storages.	The Recreation Opportunities Strategy (2022) identifies specific prioritised opportunities to increase recreational access to Wannon Water assets including water storages.
Provide the number of water storage recreational areas with Recreational Area Management Plans in place.	We provide recreational access to the Konongwootong Reservoir. We do not intend to establish Recreational Area Management Plans for specific sites.
Engagement processes with community or stakeholders	
Provide evidence of community engagement processes that identified and considered recreational objectives relating to: - waterway health and environmental land - water planning and management.	Our Recreation Opportunities Strategy (2022) included specific customer engagement to inform and prioritise opportunities. Progressing business case development for specific initiatives will include additional engagement where appropriate.
Improvements to information sources	
Provide evidence of actions taken to improve information sources to help recreational users plan their activities.	We are implementing a new web site which provides an opportunity to include additional sources of information that is of value to recreational users.
Collaboration with stakeholders	
Provide evidence of actions taken to collaborate with other organisations and government agencies to explore and progress opportunities to support recreational objectives.	As a result of completing our Recreation Opportunities Strategy, we established shared recreation outcomes with local government through actions embedded in their Municipal Health and Wellbeing Plans. We will explore opportunities with them as part of our commitment to complete a business case for at least one new initiative during the year.

Resilient and Liveable Cities and Towns	Response
Water Efficiency and Water Recycling	
<p>Projects or initiatives to deliver urban water efficiency, including residential and non-residential, and any projects delivering on water efficiency outcomes in Water for Victoria and relevant urban and sustainable water strategies.</p>	<p>We will continue participating in the state government led WaterSmart Program which targets water efficiency opportunities for non-residential customers with high water use through installation of digital meters and water consumption analysis. We will be running an awareness campaign for the Gellibrand Summer Flows project, promoting efficient water use in the Otways system over summer periods and educating our customer base that their water comes from the Gellibrand River and the importance of river health. This is in addition to our “Every Drop Counts” campaign.</p>
<p>Projects to deliver water recycling, reporting should have regard to the statutory obligations of water corporations and water efficiency initiatives to promote the integrated and sustainable use of water resources in their region</p>	<p>Warrnambool’s residential roof water harvesting (RWH) system is continuing to be expanded through new subdivisions and house construction in the Russells Creek growth corridor. Roof water harvesting offsets a volume of water that would otherwise be drawn from the Otways and Gellibrand River. We will work with the VBA and WCC in recognising the importance of RWH in the East of Aberline Road Structure Plan.</p>
<p>Other projects to deliver water conservation, reporting should have regard to the statutory obligations of water corporations and water efficiency initiatives to promote the integrated and sustainable use of water resources in their region</p>	<p>The harvesting of rainwater from roofs is expanding in the Albert Park precinct of Warrnambool through connection of more roofs at Warrnambool College and the Bowls Club and Football Club buildings. This project utilises water that would have otherwise been discarded as stormwater. We will invest in the expansion of roof water harvesting from industrial sheds at Warrnambool’s Gateway Business Park.</p>
<p>Projects to deliver sustainable and resilient water services systems, reporting should have regard to the statutory obligations of water corporations and water efficiency initiatives to promote the integrated and sustainable use of water resources in their region</p>	<p>We will complete a review of the raw water metering currently installed for each system that enables the identification of where water loss and leakage is occurring. Following finalisation of the report, a power bi report will be developed to assist with identifying levels of loss. This will enable us to make more informed decisions and be more efficient with our water transfers.</p>
Integrated water management	
<p>Progress towards contributing to the development or review, and implementation of Strategic Direction Statement(s) applicable to its region</p>	<p>We continue to build upon the first SDS released in October 2019 by updating with new and adapted projects that are endorsed by our Forum and that contribute to building resilient landscapes and utilise natural resources effectively. The SDS updated in March 2024 identifies 21 priority projects for implementation in the coming years. The progress will be monitored through meetings of organisation CEO’s.</p>
<p>Progress towards the implementation of priority IWM projects and plans as applicable</p>	<p>We contributed to an IWM plan for Warrnambool’s Lake Pertobe district, expanded Roof Water Harvesting projects and are working toward valuing eco-system services in planning and development works.</p>
<p>Progress towards delivering IWM outcomes for the region (regional IWM forums) and/or IWM targets set out in the relevant catchment scale IWM plans (metro IWM forums)</p>	<p>We continue to collaborate with partner agencies on the priority areas of drought preparedness, flood mitigation, water efficiency and improved liveability.</p>

Resilient and Liveable Cities and Towns	Response
<p>Progress towards contributing to relevant IWM actions included in urban water, sustainable water, waterways, and catchment management strategies and plans.</p>	<p>We are working closely with the Corangamite Catchment Management Authority to develop improved catchment management methods that produce a quantified improvement to catchment health and are supporting the development of regional strategies that support a more integrated use of our resources. We will lead the evaluation of options and assessment of environmental benefits for improving summer flows in the Gellibrand River with the support of partner organisations.</p>
<p>Actively participate and promote stakeholder collaboration with other organisations through IWM Forums, to help facilitate IWM.</p>	<p>We will facilitate two IWM Forums and three to four Practitioners meetings annually. We will continue to build engagement with partner agencies and community organisations for improved IWM outcomes.</p>
<p>Urban Water Consumption</p>	
<p>Please provide commentary on non-revenue water attributed to leakages.</p>	<p>Urban leakage (the main component of non-revenue water) will continue to be identified through monitoring of night flows and locating and repairing the leaks promptly. The volume of all leakage for each town is determine as part of the annual water consumption review. Our Urban Water Strategy has set a target of not exceeding 1328 ML in total non-revenue water volume per year.</p>
<p>Circular Economy Outcomes</p>	
<p>Provide commentary on projects or initiatives that adopt circular economy principles and/or contribute towards identified targets in "Recycling Victoria: A New Economy".</p>	<p>We will deliver projects in our circular economy roadmap and high priority opportunities related to key material flows. We have a focus on capturing and sharing our findings, learnings and case studies and will continue to lead a regional collaborative approach.</p>
<p>Provide the percentage of biosolids mass reused.</p>	<p>Our target is 100% reuse of biosolids incorporated into regional farms as value adding.</p>
<p>Environmental Obligations</p>	
<p>Water corporations should manage impacts to water quality in their operations including managing risks posed to water quality in special water supply catchment areas or catchments and provide commentary on specific actions that deliver targeted outcomes to satisfy these environmental obligations.</p>	<p>We will deliver on water quality meeting compliance with the Australian Drinking Water Guidelines 2011. This compliance will be underpinned by the Health Based Target (HBT) driven program of capital works to continuously improve water quality and the customer experience. Special water catchments have been categorised under the HBT program with such programs as selective water harvesting undertaken during ideal river flow conditions to optimize quality to the customer.</p>
<p>Water Corporations should demonstrate compliance with the Obligations for Managers of Land or Infrastructure (Water) (OMLI) under the Environmental Protection Act 2017 relating to managing impacts to water quality in their operations and provide commentary on specific actions that deliver targeted outcomes to satisfy this environmental obligations.</p>	<p>We are a referral agency to councils ensuring we have runoff management controls in place through the implementation of wastewater management plans within our special catchments, meeting our obligations under the EPA Act 2017. Specific harvesting within the catchment is undertaken during low-risk periods when river flows are optimal.</p>



Resilient and Liveable Cities and Towns

Response

Water Corporations to undertake specific actions that deliver targeted outcomes to satisfy water corporations' environmental obligations consistent with the actions and intended outcomes contained in the:

- a) Regional Catchment Strategy
- b) Victorian Waterway Management Strategy and Regional Waterway Strategy
- c) Port Phillip Bay Environmental Management Plan (MW Only); and
- d) Other environmental activities or general projects that help implement catchment/ waterway health objectives

We undertake regular liaison with Catchment Management Authorities (CMA) specific to its two special catchments. This liaison is governed by memorandums of understanding and allows for regular review of the Regional Catchment Strategy and what activities are being undertaken within the catchment specific to water quality.

Sustainable Water Use

Progress on actions taken in the development and implementation of Sustainable Water Strategies applicable to the region.

Action 8-9 in the Central and Gippsland Sustainable Water Strategy involves stakeholders to work together to investigate a preferred water supply augmentation option to improve critical water flows in the Gellibrand River through the summer low flow period. The stakeholders have met and agreed to progress the Action by first reviewing existing reports and undertaking further modelling before undertaking a quadruple bottom-line assessment of the preferred options. The review of reports and modelling work will be completed in 2024/25 followed by the environmental assessment in the following year.

Leadership, Diversity and Culture	Response
Diversity and Inclusion	
Is a Diversity Inclusion Plan/s published on entity website (Y/N)	No, this is built into our <i>We are Wannan</i> people strategy as a specific pillar. The document is internal facing.
Is a Gender Equality Action Plan published on entity website (Y/N)	Yes
Provide the number of executive officers who identify as female	1
Actions taken to improve participation by Traditional Owners and Aboriginal Victorians in Board committees and other organisational committees	We developed a Board Observer (Aboriginal) Scholarship Program in 2024 and at time of writing the program was being advertised. Staff have opportunity to nominate to join internal committees when EOIs for membership are called, including our Executive Committee Observer Program.
Target percentage of all the staff who complete the VPSC people matter survey in 2025	88%
Target number of staff within the water entity who have undertaken a cross-cultural training course facilitated by accredited personal	45
Target number of Aboriginal staff employed (FTE as at 30 June 2025)	3
Summary of progress against LOE Priority Area Leadership, diversity and culture	“We are Wannan”, our People Strategy for 2024-2028, outlines our commitments and actions in leadership, diversity, and culture. Our initiatives encompass various endeavours, including executing the Gender Equality Action Plan, embarking on Executive Gender projects to refine recruitment practices towards maximising potential, launching a Women's Development Program, establishing career plans for gender-balanced succession, fostering employment pathways, advancing our First Nations Strategy, and crafting and implementing <i>Belonging@Wannan</i> to enhance diversity, inclusion, and equity. Additionally, we are dedicated to the development and implementation of <i>Wellness@Wannan</i> , our comprehensive Health and Wellbeing plan.

Performance and Financial Management	Response
Financial Performance	
Financial business targets and projections, including projections for dividend and tax equivalent payments	See Financial Overview section.
Quarterly financial projections for the first year of the planning period	See Appendix 4.
Debt management strategies in line with DTF management guidelines and requirements	See Financial Overview section.
Any unregulated business activity/ies including forecasts of revenue and expenditure and the benefits realised/reasons for undertaking the activity/ies	See Financial Overview section.
Operational risk assessment, encompassing analysis of factors likely to affect achievement of efficiency targets, and/or create significant financial risk for the corporation	See Financial Overview section.
Impact on financial performance of high and low scenarios for key planning variables (such as supply availability, water consumption, interest rates)	See Financial Overview section.
The entity's credit rating received from Treasury Corporation Victoria (TCV) for Financial Accommodation Levy or an independent credit rating	See Financial Overview section.

2024/25 Performance Report

Financial Performance Key Performance Indicators	2024/25 Target	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast
Cash Interest Cover Net operating cash flows before net interest and tax/net interest payments	4.2 times	3.8 times	3.6 times	4.1 times	4.2 times
Gearing Ratio Total debt (including finance leases) / total assets	12.0%	12.5%	13.3%	13.2%	14.0%
Internal Financing Ratio Net operating cash flow less dividends / net capital expenditure	25.5%	56.9%	51.0%	86.6%	69.3%
Current Ratio Current assets / current liabilities (excluding long-term employee provisions and revenue in advance)	229.7%	181.4%	205.3%	116.7%	139.5%
Return On Assets Earnings before net interest and tax / average assets	-0.8%	-0.7%	-0.5%	-0.2%	-0.1%
Return On Equity Net profit after tax/average total equity	-1.3%	-1.3%	-1.2%	-0.9%	-0.8%
EBITDA Margin Earnings before interest, tax, depreciation and amortisation / total revenue	25.6%	28.0%	28.9%	31.5%	32.2%

Operational Performance Indicators	2024/25 Target
Water and Sewerage Network Reliability Indicators	
Water Service – minutes off supply (planned and unplanned) How many minutes on average a customer was without water supply during a year	11
Unplanned water supply interruptions Percentage of customers receiving 5 unplanned interruptions in the year	0
Sewerage Service – sewer blockages Number of sewer blockages reported per 100 kilometres of sewer main	18
Sewerage Services – sewer spills Number of sewer spills reported per 100 kilometres of sewer main	7.6
Sewerage Services – containment of sewer spills Sewer spills from reticulation and branch sewers contained within 5 hours	97
Water Reuse Indicators	
Recycled water – effluent treatment and reuse Proportion of water recycled as a percentage of the volume of effluent produced	20

Customer Outcome Measures (outcomes generated through the Price Submission 2023-2028)**2024/25 Target****Outcome 1: Ongoing reliability of water and sewerage services**

Average score of customers surveyed who agree they can rely on their sewerage service from Wannon Water	8.6
Average satisfaction score of customers surveyed with water supply reliability	9.0
Number of customers who experienced two or more unplanned interruptions to their water service	≤ 86
Number of sewer spills to customer properties	≤ 35
Number of unplanned water interruptions	≤ 119
Number of residential sewer supply customer interruptions	≤ 79

Outcome 2: Ongoing protection of the environment through action and education, prioritising Country and our communities

Number of noncompliance events with our EPA Amalgamated Licence	≤ 5
On track to achieve carbon neutrality by 2030, reducing total net emissions to those created directly from our operations (scope one)	14,417
Install disinfection system as the first step of the Warrnambool Sewage Treatment Plant upgrade by 31 December 2025	on track
Complete an evaluation study report which identifies alternative wastewater disposal methodologies for further upgrades of the Warrnambool Sewage Treatment Plant by 30/6/25	on track

Outcome 3: Fair and reasonable bills for all

Average satisfaction score of surveyed customers satisfied with Wannon Water's services in terms of value for money	7.0
Percentage of customers surveyed who are aware of financial/customer support program	45%
The variable portion of a residential customer's bill has increased to 20 per cent (Group A, owner, average kL water use)	19.2%

Outcome 4: Improved water quality in identified communities

Average satisfaction score of surveyed customers who are satisfied with water quality	7.3
Average satisfaction score of surveyed customers who are satisfied with water quality in terms of taste	6.6
Percentage of surveyed customers in Area 1 (Portland, Heywood, Port Fairy) who drink the water we supply	47%
Average satisfaction score of surveyed customers in Area 1 (Portland, Heywood, Port Fairy) who are satisfied with water quality in terms of taste	3.7
Install additional water treatment to improve taste of water in at least one of Portland, Heywood or Port Fairy communities by 2026	on track

Customer Outcome Measures (outcomes generated through the Price Submission 2023-2028 process)

2024/25 Target

Outcome 5: Improved customer experience of our products and services

Percentage of surveyed customers who experienced water service interruptions that are satisfied with Wannon Water's management of the interruption	95%
Percentage of surveyed customers who experienced sewer spills on or within their property, that are satisfied with Wannon Water's management of the spill	100%
Net Promoter Score	+18

Outcome 6: Active partnerships for healthy and resilient communities

Percentage of regional stakeholders surveyed who are satisfied with Wannon Water's performance partnering on areas of regional priority	80%
Percentage of customers surveyed who are satisfied with Wannon Water's performance partnering with communities to help its region flourish	55%

Appendix 2: Customer bill impacts

Indicator	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Residential Bill – owner occupier (\$ real 2023/24) The annual expected bill for an owner-occupier with typical (average) water use in real 2023/24 dollars (i.e. excluding inflation effects in forward years)	\$1,190	\$1,200	\$1,210	\$1,221	\$1,231	\$1,244
Percentage change from prior year		0.84%	0.85%	0.86%	0.87%	1.07%
Residential Bill – tenant (\$ real 2023/24) The annual expected bill for an owner-occupier with typical (average) water use in real 2023/24 dollars (i.e. excluding inflation effects in forward years)	\$223	\$228	\$232	\$237	\$242	\$244
Percentage change from prior year		2.00%	2.00%	2.00%	2.00%	0.93%
Typical (average) water use (kL) assumed in owner-occupier and tenant bill calculations	140	140	140	140	140	140
Non-Residential Bill – business (\$ real 2023/24) The annual expected bill for a business using 3 ML per annum in real 2023/24 dollars (i.e. excluding inflation effects in forward years)	\$8,297	\$8,448	\$8,604	\$8,762	\$8,923	\$9,011
Percentage change from prior year		1.83%	1.84%	1.84%	1.84%	0.98%

Appendix 3: Schedule of Regulated Charges (in 2023-24 Real \$)

Tariff and Price Component	Unit	Prices (\$)	Indicative prices (2023-24 Real \$)				
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
URBAN RESIDENTIAL AND NON-RESIDENTIAL, RURAL WATER SERVICE AND FIRE SERVICE CHARGES (PER ANNUM)							
Service Charge Group A - Portland, Heywood, Port Fairy, Allansford, Noorat/ Glenormiston, Camperdwon, Carlisle, Carpendeit, Cobden, Koroit, Lismore/ Derrinallum, Mortlake, Purnim, Simpson, Terang, Warrnambool, Balmoral, Caramut, Cavendish, Dunkeld, Glenthompson, Hamilton, Penshurst and Tarrington							
0-20 mm	Connection pa.	\$185.26	\$183.03	\$180.83	\$178.65	\$176.51	\$178.44
21-25 mm	Connection pa.	\$276.13	\$272.82	\$269.54	\$266.30	\$263.10	\$265.99
26-32 mm	Connection pa.	\$743.13	\$734.21	\$725.39	\$716.68	\$708.08	\$715.86
33-40 mm	Connection pa.	\$1,301.15	\$1,285.53	\$1,270.11	\$1,254.86	\$1,239.79	\$1,253.43
41-50 mm	Connection pa.	\$2,044.89	\$2,020.35	\$1,996.10	\$1,972.14	\$1,948.47	\$1,969.90
51-80 mm	Connection pa.	\$2,974.82	\$2,939.12	\$2,903.85	\$2,869.00	\$2,834.56	\$2,865.74
81-100 mm	Connection pa.	\$4,301.71	\$4,250.08	\$4,199.08	\$4,148.68	\$4,098.89	\$4,143.98
101-150 mm	Connection pa.	\$6,008.05	\$5,935.95	\$5,864.72	\$5,794.34	\$5,724.80	\$5,787.77
151+ mm	Connection pa.	\$7,937.99	\$7,842.73	\$7,748.62	\$7,655.64	\$7,563.76	\$7,646.96
Service Charge Group B - Peterborough, Port Campbell, Timboon, Dartmoor, Casterton, Coleraine, Macarthur, Merino and Sandford							
0-20 mm	Connection pa.	\$334.76	\$330.73	\$326.76	\$322.84	\$318.96	\$322.47
21-25 mm	Connection pa.	\$498.81	\$492.82	\$486.90	\$481.05	\$475.27	\$480.50
26-32 mm	Connection pa.	\$1,341.32	\$1,325.22	\$1,309.31	\$1,293.59	\$1,278.06	\$1,292.12
33-40 mm	Connection pa.	\$2,348.16	\$2,319.98	\$2,292.13	\$2,264.62	\$2,237.44	\$2,262.05
41-50 mm	Connection pa.	\$3,690.10	\$3,645.81	\$3,602.06	\$3,558.83	\$3,516.12	\$3,554.80
51-80 mm	Connection pa.	\$5,367.88	\$5,303.46	\$5,239.82	\$5,176.94	\$5,114.81	\$5,171.07
81-100 mm	Connection pa.	\$7,761.90	\$7,668.75	\$7,576.71	\$7,485.79	\$7,395.96	\$7,477.32
101-150 mm	Connection pa.	\$10,842.47	\$10,712.35	\$10,583.80	\$10,456.80	\$10,331.31	\$10,444.95
151+ mm	Connection pa.	\$15,126.61	\$14,945.08	\$14,765.74	\$14,588.55	\$14,413.49	\$14,572.03
Service Charge - Darlington							
Darlington Service Charge	Connection	\$185.26	\$183.03	\$180.83	\$178.65	\$176.51	\$178.44

Tariff and Price Component	Unit	Prices (\$)	Indicative prices (2023-24 Real \$)				
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29

URBAN RESIDENTIAL WATER USAGE CHARGES

**Usage Charge Group A - Portland, Heywood, Port Fairy, Allansford, Noorat/
Glenormiston, Camperdwon, Carlisle, Carpendeit, Cobden, Koroit, Lismore/
Derrinallum, Mortlake, Purnim, Simpson, Terang, Warrnambool, Balmoral, Caramut,
Cavendish, Dunkeld, Glenthompson, Hamilton, Penshurst and Tarrington**

User Charge Block 1 (0-438 litres/day)	KL	\$1.5952	\$1.6271	\$1.6596	\$1.6927	\$1.7265	\$1.7425
User Charge Block 2 (439-822 litres/day)	KL	\$2.4433	\$2.4921	\$2.5419	\$2.5927	\$2.6445	\$2.6701
User Charge Block 3 (822+ litres/day)	KL	\$3.6653	\$3.7385	\$3.8132	\$3.8894	\$3.9672	\$4.0051

**Usage Charge Group B - Peterborough, Port Campbell, Timboon, Dartmoor,
Casterton, Coleraine, Macarthur, Merino and Sandford**

User Charge Block 1 (0-438 litres/day)	KL	\$1.0345	\$1.0552	\$1.0762	\$1.0977	\$1.1196	\$1.1270
User Charge Block 2 (439-822 litres/day)	KL	\$1.8841	\$1.9217	\$1.9601	\$1.9993	\$2.0392	\$2.0546
User Charge Block 3 (822+ litres/day)	KL	\$2.8262	\$2.8827	\$2.9402	\$2.9990	\$3.0590	\$3.0862

Usage Charge - Darlington

Darlington Usage all usage	KL	\$0.7325	\$0.7325	\$0.7324	\$0.7324	\$0.7324	\$0.7369
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URBAN NON-RESIDENTIAL AND RURAL WATER USAGE CHARGES

**Usage Charge Group A - Portland, Heywood, Port Fairy, Allansford, Noorat/
Glenormiston, Camperdwon, Carlisle, Carpendeit, Cobden, Koroit, Lismore/
Derrinallum, Mortlake, Purnim, Simpson, Terang, Warrnambool Balmoral, Caramut,
Cavendish, Dunkeld, Glenthompson, Hamilton, Penshurst and Tarrington**

Potable Water	KL	\$2.4433	\$2.4921	\$2.5419	\$2.5927	\$2.6445	\$2.6701
Non-Potable Water	KL	\$1.5952	\$1.6271	\$1.6596	\$1.6927	\$1.7265	\$1.7425

**Usage Charge Group B - Peterborough, Port Campbell, Timboon, Dartmoor,
Casterton, Coleraine, Macarthur, Merino and Sandford**

Potable Water	KL	\$1.8842	\$1.9218	\$1.9602	\$1.9994	\$2.0393	\$2.0546
Non-Potable Water	KL	\$1.0345	\$1.0552	\$1.0762	\$1.0977	\$1.1196	\$1.1270

Usage Charge - Darlington

Darlington Usage all usage	KL	\$0.6936	\$0.6935	\$0.6934	\$0.6934	\$0.6934	\$0.6935
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Tariff and Price Component	Unit	Prices (\$)	Indicative prices (2023-24 Real \$)				
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
RURAL WATER USAGE SURCHARGE							
All Rural Usage Charge Groups	KL	\$2.0000	\$1.9185	\$1.8671	\$1.8671	\$1.8671	\$1.8812
UN-CONNECTED WATER SERVICE CHARGE							
Service Charge - All Groups	Connection pa.	\$187.51	\$187.50	\$187.50	\$187.50	\$187.49	\$189.55
UN-METERED WATER SERVICE CHARGE							
All Service Charge Groups	Connection pa.	\$1,606.82	\$1,606.81	\$1,606.81	\$1,606.80	\$1,606.79	\$1,624.46
CONNECTED SEWERAGE SERVICE CHARGE							
Service Charge Group - All Groups	Connection pa.	\$781.36	\$789.17	\$797.05	\$805.02	\$813.06	\$822.01
UN-CONNECTED SEWERAGE SERVICE							
Service Charge Group - All Groups	Connection pa.	\$234.36	\$236.70	\$239.07	\$241.45	\$243.86	\$246.54
TRADE WASTE VOLUME AND LOAD CHARGES							
Major Trade Waste Volume Charges							
Volume	KL	\$0.7637	\$0.7789	\$0.7945	\$0.8103	\$0.8265	\$0.8409
BOD	KG	\$1.7546	\$1.7896	\$1.8254	\$1.8618	\$1.8991	\$1.9332
Suspended Solids	KG	\$0.3185	\$0.3248	\$0.3312	\$0.3378	\$0.3445	\$0.3468
Ammonia	KG	\$1.8381	\$1.8748	\$1.9123	\$1.9505	\$1.9895	\$2.0286
Minor Trade Waste Volume Charges & Non-Residential Sewage Volume Charges							
Group 1 - Warrnambool, Allansford and Koroit							
Volume	KL	\$1.6419	\$1.6418	\$1.6418	\$1.6417	\$1.6416	\$1.6558
Group 2 - Hamilton							
Volume	KL	\$1.6415	\$1.6414	\$1.6414	\$1.6413	\$1.6413	\$1.6558
Group 3 - Portland							
Volume	KL	\$1.7574	\$1.7573	\$1.7572	\$1.7572	\$1.7572	\$1.7685
Group 4 - Port Fairy							
Volume	KL	\$1.9770	\$1.9770	\$1.9769	\$1.9769	\$1.9768	\$1.9939
Group 5 - Camperdown, Casterton, Cobden, Coleraine, Dunkeld, Heywood, Mortlake, Peterborough, Port Campbell, Simpson, Terang and Timboon							
Volume	KL	\$1.9301	\$1.9301	\$1.9300	\$1.9300	\$1.9299	\$1.9505

Tariff and Price Component	Unit	Prices (\$)	Indicative prices (2023-24 Real \$)				
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29

FIRE SERVICE CHARGES

All Price Groups

0-20 mm	Connection pa.	\$59.61	\$59.61	\$59.60	\$59.59	\$59.59	\$60.24
21-25 mm	Connection pa.	\$88.78	\$88.78	\$88.77	\$88.77	\$88.76	\$89.73
26-32 mm	Connection pa.	\$238.60	\$238.60	\$238.60	\$238.59	\$238.58	\$241.20
33-40 mm	Connection pa.	\$417.69	\$417.69	\$417.68	\$417.68	\$417.67	\$422.27
41-50 mm	Connection pa.	\$656.35	\$656.35	\$656.34	\$656.33	\$656.33	\$663.54
51-80 mm	Connection pa.	\$954.78	\$954.77	\$954.77	\$954.76	\$954.76	\$965.25
81-100 mm	Connection pa.	\$1,380.54	\$1,380.54	\$1,380.53	\$1,380.52	\$1,380.52	\$1,395.70
101-150 mm	Connection pa.	\$4,136.88	\$4,136.87	\$4,136.86	\$4,136.86	\$4,136.86	\$4,182.36
151+ mm	Connection pa.	\$5,468.89	\$5,468.88	\$5,468.88	\$5,468.87	\$5,468.87	\$5,529.02



Appendix 4: Quarterly financial projections

Operating Statement for the period ending 30 June 2025

	30 September 2024 (\$)	31 December 2024 (\$)	31 March 2025 (\$)	30 June 2025 (\$)	2024/25 Year (\$)
REVENUE					
Tariffs & Charges	18,795,000	20,898,000	21,580,000	19,278,000	80,551,000
Other Revenue	1,953,000	1,910,000	1,970,000	1,915,000	7,748,000
TOTAL REVENUE	20,748,000	22,808,000	23,550,000	21,193,000	88,299,000
EXPENDITURE					
Employee Benefits	6,633,000	7,338,000	6,346,000	7,144,000	27,461,000
Depreciation	7,840,000	7,883,000	7,983,000	8,390,000	32,097,000
Other Goods and Services	9,606,000	11,085,000	11,783,000	11,482,000	43,957,000
TOTAL EXPENDITURE	24,079,000	26,306,000	26,112,000	27,016,000	103,515,000
NET RESULT OF OPERATIONS	(3,331,000)	(3,498,000)	(2,562,000)	(5,823,000)	(15,216,000)
Income Tax (Expense)/ Revenue	0	0	0	4,551,000	4,551,000
TOTAL COMPREHENSIVE RESULT	(3,331,000)	(3,498,000)	(2,562,000)	(1,272,000)	(10,665,000)

Balance Sheet as at 30 June 2025

	Opening Balance (\$)	September 2024 (\$)	December 2024 (\$)	March 2025 (\$)	June 2025 (\$)
ASSETS					
Cash	301,000	904,000	2,101,000	2,279,000	701,000
All Other Current Assets	24,731,000	25,236,000	25,137,000	25,282,000	25,523,000
Current Assets	25,032,000	26,140,000	27,238,000	27,561,000	26,224,000
Non-Current Assets	1,091,744,000	1,105,472,000	1,111,642,000	1,118,744,000	1,125,888,000
TOTAL ASSETS	1,116,776,000	1,131,612,000	1,138,880,000	1,146,305,000	1,152,112,000
LIABILITIES					
Debt - Current	5,000,000	4,500,000	7,000,000	7,000,000	4,000,000
All Other Current Liabilities	13,005,000	13,172,000	13,420,000	13,408,000	12,790,000
Current Liabilities	18,005,000	17,672,000	20,420,000	20,408,000	16,790,000
Debt - Non Current	83,500,000	102,000,000	108,500,000	118,500,000	134,500,000
All Other Non-Current Liabilities	192,247,000	192,247,000	192,264,000	192,264,000	187,713,000
Non-Current Liabilities	275,747,000	294,247,000	300,764,000	310,764,000	322,213,000
TOTAL LIABILITIES	293,752,000	311,919,000	321,184,000	331,172,000	339,003,000
NET ASSETS	823,024,000	819,693,000	817,696,000	815,133,000	813,109,000
EQUITY					
Retained Earnings	23,532,000	20,202,000	16,703,000	14,140,000	12,867,000
All Other Equity	799,492,000	799,492,000	800,992,000	800,992,000	800,242,000
TOTAL EQUITY	823,024,000	819,694,000	817,695,000	815,132,000	813,109,000

Cashflow Statement for the period ending 30 June 2025

	September 2024 (\$)	December 2024 (\$)	March 2025 (\$)	June 2025 (\$)	2024/25 Year (\$)
Cash at Start of Year	301,000	904,000	2,101,000	2,279,000	301,000
Receipts from other entities	20,189,000	22,300,000	23,043,000	19,990,000	85,522,000
Interest	3,000	3,000	3,000	3,000	12,000
Payments to other entities	(14,667,000)	(15,937,000)	(16,083,000)	(16,734,000)	(63,421,000)
Borrowing Costs	(1,010,000)	(1,158,000)	(1,233,000)	(1,355,000)	(4,756,000)
Cash Flow from Operating Activities	4,515,000	5,208,000	5,730,000	1,904,000	17,357,000
Cash Flow from Investing Activities					
Payments for property, plant and equipment	(22,065,000)	(14,619,000)	(15,665,000)	(15,840,000)	(68,189,000)
Proceeds from the sale of property plant and equipment	153,000	108,000	113,000	107,000	481,000
Capital Repatriation	0	0	0	(1,000,000)	(1,000,000)
Capital Contributions	0	1,500,000	0	250,000	1,750,000
Total Cash flow from Investing Activities	(21,912,000)	(13,011,000)	(15,552,000)	(16,483,000)	(66,958,000)
Cash Flow from Financing Activities					
Proceeds from borrowings	20,000,000	9,000,000	10,000,000	16,000,000	55,000,000
Repayment of borrowings	(2,000,000)	0	0	(3,000,000)	(5,000,000)
Total Cash flow from Financing Activities	18,000,000	9,000,000	10,000,000	13,000,000	50,000,000
Net Movement in Cash	603,000	1,197,000	178,000	(1,579,000)	399,000
Cash at End of Period	904,000	2,101,000	2,279,000	700,000	700,000



wannonWATER

Wannon Water
PO Box 1158
Warrnambool Vic 3280

Telephone 1300 926 666
Email info@wannonwater.com.au

wannonwater.com.au

