

WANNON WATER

Strengthening our communities

**Corporate Plan
2019-2024**



Acknowledgement of Country

Wannon Water proudly acknowledges the Traditional Owners of Victoria and recognises their continuing connection to land, water and community.

We pay respect to Elders past, present and emerging.

We also recognise and acknowledge the contribution, interests and rights that Traditional Owners and Aboriginal communities and organisations have in land and water management.

We value the opportunity to continue to build relationships and establish new partnerships for the health of people and Country.



Budj Bim

Stronger communities and falling household bills

Wannon Water's Corporate Plan 2019-2024 shows our continued commitment and planning to achieve our purpose and strategic direction: ***beyond water for strong communities.***

It is fundamentally important to keep creating value for our customers and communities, to help our region fulfil its potential, and to keep people at the centre of everything we do.

Through business excellence and a strong internal performance culture, we will create new customer, community and stakeholder value and improve the prosperity and wellbeing of communities in our region. That's something we're really excited about.

We believe that using our inherent capabilities in partnership with other organisations to create new value is a strategic direction worth embarking on.

Our strategic focus aligns strongly with the priority areas outlined in the Minister for Water's Letter of Expectations and those within *Water for Victoria*, the Victorian Government's strategic plan for management of water resources, now and into the future. This five-year Corporate Plan provides an insight into how Wannon Water will deliver on these priorities, highlighting that our people will play an important role in our ability to achieve successful outcomes.

Delivering affordable services to our customers remains a high priority for us. Since 2013/14, household bills have reduced by 11 per cent (before inflation) with the average household bill declining by more than \$100 during that time. We remain

committed to household bill increases that are significantly less than inflation. This Corporate Plan continues our longer term reduction in household bills

Population growth forecasts for our region are comparatively low, including a number of municipalities projecting population decline. Low customer growth makes it challenging to absorb increasing costs. This, together with lower bills for our customers, while continuing to undertake necessary investment in water and sewerage assets, has resulted in our financial forecasts being tighter, including small losses in the later years of this plan. There are no financial sustainability concerns in the short term, however our tightening financial position means this Corporate Plan has an increased focus on operational expenditure efficiency, identification of new unregulated revenue, and capital expenditure optimisation with the aim of improving our longer-term financial sustainability.

Wannon Water plans to invest \$163 million in capital works over the next five years. Our investment in infrastructure assets ensures reliability, sufficient network capacity and capability to deliver on increased customer demands and meet customer service standards in a drying climate.

Community engagement, planning and design work for our largest ever project - a \$38 million upgrade of the regionally important Warrnambool Sewage Treatment Plant - will continue. Construction is expected to start in 2019 and, when complete, the project will provide an economic development stimulus for our region allowing capacity for growth

in the meat and dairy processing industry as well as forecast modest levels of residential growth into the future.

Wannon Water has pledged to reduce carbon emissions by 40 per cent by 2025. Our recent 800-kilowatt Portland wind energy project and 250-kilowatt solar installation at the Warrnambool Water Treatment Plant are milestones towards achieving the pledge.

This year we begin a joint venture with 12 other water corporations under the IWN Large Scale Renewable Energy Project for a Power Purchase Agreement involving 78 gigawatt hours a year of solar capacity. This will hedge-spot market energy prices and provide Large Generation Certificates for the next 11 years. We have committed four gigawatt hours to the project, which is approximately 20 per cent of our total energy demand, and is expected to generate new unregulated revenue until 2025.

Despite the impacts of climate change, Wannon Water's water systems are highly reliable and secure. This provides a sound basis for future prosperity of the region.

Wannon Water is budgeting for an operating profit of \$7.5 million in 2019/20. This is abnormally high, being the result of a \$5.8 million capital contribution for a water and sewer project at the 12 Apostles Visitor Centre. Forecast financial outcomes for 2020/21 and beyond are stable, with movements largely the result of lower than inflation revenue growth and increasing depreciation expense.

Jacinta Ermacora
Chair

Andrew Jeffers
Managing Director

Our story

Wannon Water exists to service the region of south-west Victoria by providing safe, reliable, innovative and sustainable water services and by strengthening its communities.

Its origins can be traced back to the 1860s and 1870s when the storage and distribution of water for urban communities emerged in the towns of Hamilton and Warrnambool. Pipe networks were developed and enhanced over the subsequent 140 years. As populations and industry grew so too did the extent of the pipe networks.

The Camperdown community and local shire were the driving force behind getting the impressive 114-kilometre gravity Otway pipeline built in the 1930s.

Our most recent new pipeline is the 52-kilometre Hamilton-Grampians pipeline built in 2010. Multiple storages, reservoirs and bores now dot the south-west landscape to support our thriving communities.

Water is essential for life, and sewerage services are essential for public health. In the 1930s, piped sewerage services emerged and it quickly became an expectation of communities to have these services as a new standard to protect public health and enhance the environment.

Each team of employees, from our predecessors in their humble beginnings to the complex operation we are today, continues to act and operate as stewards of our finite resources. We work in partnership with government, industry and the community and take great pride in delivering our products and services.

With a nod to the past, we continue to innovate and look to the future needs of our community and environment.



The Grampians - Hamilton pipeline.



Our Corporate Plan

Wannon Water presents this Corporate Plan as required by Section 247 of the *Water Act 1989*. The plan is prepared in accordance with the *Corporate Planning and Reporting Guidelines 2019/20*.

This plan is prepared for the financial year 2019/20 and covers financial projections for a rolling five-year period.

This plan is our primary planning document. It sets out the priorities for the year ahead, outlines the resources and risks involved, and maps the path from the work we perform every day to fulfilling our strategic direction of ***beyond water for strong communities***.

It forms the basis for reporting our success in our Annual Report.

Our 2023 future

We believe that people and organisations within a region are best placed to lead and create regional prosperity and wellbeing. This is encapsulated in ***beyond water for strong communities***, and the outcomes we expect to achieve by 2023.

Starting in 2016, we reorientated our business to not only excel in providing water and sewer services, but to go beyond our traditional services and align our capabilities, resources and activities to also strengthen the communities in which we operate and live in.

This plan shows how we will continue to realise ***beyond water for strong communities***, providing our critically important products and services and strengthening the communities in our region.

Our 2030 future under development

Our strategic direction was first developed in 2016 and, while great results have been achieved, we acknowledge 2023 is fast approaching. As such, 2019/20 is the appropriate time to consider longer-term direction and outcomes to 2030.

Megatrends, regional opportunities, government policy and global sustainability will be at the core of our thinking as we reconsider and describe a strategic direction and outcomes for the 2030 time horizon ready for the 2020/21 Corporate Plan.



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A snapshot



OUR PURPOSE AND STRATEGIC DIRECTION

It is of **fundamental importance** to Wannon Water to create value for our customers and communities, to help our region fulfil its potential and to keep people at the centre of everything we do – the people we employ, the people who depend on our products and services, and the people who make up the communities of south-west Victoria.

Our **purpose** is to **provide safe, reliable, innovative and sustainable water services and strengthen communities in south-west Victoria**. Our 215-strong employee base has in excess of 1500 years experience to fulfil our purpose.

Our **strategic direction** is **beyond water for strong communities**. We have set 2023 as our timeframe and defined four outcomes that represent **beyond water for strong communities** being realised by 2023.

How we achieve our purpose and strategic direction:

We define **2023 outcomes** in four **focus areas**. When we achieve the 2023 outcomes we have achieved our strategic direction.

The full picture of what represents the 2023 outcomes fulfilled is described in detail on page 20.

We also describe the **key priorities in 2019/20** (page 23) that we believe are necessary and sufficient to ensure we are on track to achieve the 2023 outcomes. These key priorities are expanded on pages 24 to 31, including **key projects and initiatives for 2019/20** in each focus area which we regularly monitor.

We monitor the trends of a set of **indicators of success** (page 21) which tell us at a high level whether we are successfully heading towards our strategic direction: **beyond water for strong communities**.



We provide safe, reliable, innovative and sustainable water services and strengthen communities in south-west Victoria



OUR FOCUS IS ON:



2023 OUTCOMES:



Our customers consider us great value



Our community partnerships help this region flourish



Our people are engaged, high performing and love working at Wannon Water



Our business is resilient and our practices effective

Creating value for customers

The promises we've made

Developed when we undertook extensive engagement to set our maximum prices and levels of service for the 2018-2023 period, these promises reflect what people told us matters most to them.

Through our engagement cycle, we regularly check in and listen to our customers and also to the people who live, work and visit our region to understand their current experiences and desired future experiences of our products and services.

The insights we gain from these conversations help to guide our planning and decision-making so we can continue to create value.

Ensure we provide
great value

Provide **safe and reliable** water supplies

Protect and enhance the environment in line with community expectations

Provide sewerage services that **protect public health** and the **environment**

Ensure the **long-term resilience** of our services

Partner with their communities and **help our region flourish**

Be **responsive** and **willing to adapt** as their needs change



Our authorising environment

The Minister for Water and the Department of Environment, Land, Water and Planning

Water for Victoria is our state's long-term direction for managing its precious water resources now and in the future. Water corporations have a key role in delivering many of the 69 actions within *Water for Victoria*.

The Minister for Water has identified seven priority areas for water corporations to consider in the development of 2019/20 corporate plans. These are outlined below and our response to both *Water for Victoria* and the priority areas are addressed throughout the document.

1. **Climate Change:** provide services that minimise environmental impacts, mitigate climate change and put in place adaptation strategies and actions.

Request: Continue to work towards minimising your impact on the environment, including action to reduce carbon emissions and to plan to adapt to a future of warmer temperatures and reduced rainfall. Achieve net-zero carbon emissions by 2050.

2. **Customer and community outcomes:** all aspects of service delivery will be customer and community centred.

Request: Communicate and engage effectively and transparently with your customers and your local community.

3. **Deliver water for Aboriginal cultural, spiritual and economic values:** recognise and support Aboriginal cultural values and economic inclusion in the water sector.

Request: Better recognise and manage Aboriginal values by committing to include these values in water planning; generating economic opportunities through supporting access to water; increasing Aboriginal participation in water management.

4. **Recognising recreational values*:** support the wellbeing of rural and regional communities by considering recreational values in water management *applies only to the extent that water corporation manages water storages accessible for recreation.

Request: Commit to strengthening your community engagement efforts to consider shared benefits, including recreational benefits of water in planning and management decisions.

5. **Resilient and liveable cities and towns:** contribute to healthy communities by supporting safe, affordable, high quality services and resilient environments.

Request: Implement relevant commitments within the Integrated Water Management Forum

Strategic Directions Statement(s) and commit to collaborating with local partners to develop, deliver and participate in IWM projects with liveability benefits. In doing so, consider collective community needs within the regional context to ensure that multiple benefits can be delivered to the community and the economy. Liveability also includes the dimensions of affordability and support for vulnerable customers. Maintain a strong focus on delivering improved value to customers and look for additional opportunities to support vulnerable customers and those experiencing hardship. Manage water supplies and water assets to safeguard the quality of drinking water to ensure it meets relevant regulatory and quality standards.

6. **Leadership and culture:** water corporations reflect the needs of our diverse communities.

Request: Develop strategies and goals that will improve gender and cultural diversity in the workforce and establish diversity and inclusion in executive leadership.

7. **Financial sustainability:** delivering safe and cost-effective water and wastewater services in a financially sustainable way.

Request: Demonstrate a positive picture of financial sustainability over time.

Wannon Water is measured on its performance via a suite of indicators which can be found in Appendix 1.

Our authorising environment

Regulatory requirements

Wannon Water takes into consideration the various regulatory requirements issued from entities within our authorising environment such as the Department of Environment, Land, Water and Planning, Department of Health and Human Services, Department of Treasury and Finance, Emergency Management Victoria and the Environment Protection Authority. A summary of the Ministers with portfolio responsibilities relevant to water corporations is shown in the table below.

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

* Administered jointly or in part with another Minister(s).
Table courtesy of *Governing the Victorian Water Industry*

Our operating environment

The challenges and opportunities for Wannon Water and its communities

Wannon Water operates in a complex environment. With a focus on stronger communities, it is important to understand and keep up to date with the challenges and opportunities facing our communities to create 'win/win' solutions and also improve our products and services. We all benefit from a buoyant, healthy and connected community.

Wannon Water has identified four key themes that are important to our organisation and to our communities:

Regional Prosperity

We believe part of serving this region is to contribute to economic development and foster regional prosperity through our products, services and actions.

Education, Training and Volunteering

We rely on a skilled workforce and regard it as important for regional prosperity. Access to quality education, training and volunteering pathways is essential for the region to have a skilled and active workforce.

Health and Wellbeing

Being healthy and well is influenced by genetics and how we live, work and play. It is important for all aspects of social and economic life and is therefore important to Wannon Water.

Natural Environment

Healthy and sustainable ecosystems are crucial in providing communities access to clean water and

unpolluted air, and in the production of food. Natural environments provide valued amenity, can contribute to people's physical and mental health, and have their own inherent value.

Partnering for Stronger Communities is our 2018-2023 community strategy and outlines how we will deliver upon these themes to deliver shared value for both Wannon Water and the communities we operate and live in.

We recognise that outcomes for our community are enhanced by working towards common goals with local government authorities. In developing and implementing our plans, we take into consideration longer-term plans, such as Warrnambool 2040, which are shaped by our shared community.

Challenges of Wannon Water's Operating Environment

Managing the water supplies to 34 towns and communities via 14 different water supply systems is unique in Victoria and presents its challenges. These systems are diverse in nature, including surface systems (rivers and streams), deep geothermal groundwater systems (aquifers) and shallow aquifer systems. The skills, expertise, science and engineering approaches we need to leverage is broad and has an associated cost.

Wannon Water is also responsible for residential, commercial and industrial wastewater treatment and recycling across our catchment.

Adding to the complex water and sewerage services and the diverse customer base is the geographic

spread of our service area and associated facilities. Our employees cover long distances to operate and maintain our services.

Another element that defines the business is our major industrial and food processing customers. This customer group requires large quantities of quality water and produces substantial trade waste flows and loads accounting for a significant proportion of Wannon Water's business. This means we have large and complex treatment systems in several towns to provide critical services to the companies that produce significant quantities of dairy, meat, pharmaceutical and aluminium products.

The challenges for Wannon Water revolve around the operation, maintenance, replacement and augmentation of a large portfolio of assets across the region in the most efficient and effective manner. Combined with low customer growth in the region, this requires a constant focus on the impact of water bills on household and business budgets.

To this end, Wannon Water works to develop a culture of business efficiency combined with innovative thinking and practices. This requires a whole-of-organisation approach to build a common understanding of how everyone's contributions can strengthen performance, sustainability and long-term viability. It requires our people to have a diverse set of skills and capabilities.

Our operating environment

The challenges and opportunities for the water industry and our world

Our operating environment scan has identified drivers for change (including global and local trends and disruptors) which may impact the water industry, and highlights the opportunities and risks facing water corporations. These insights help Wannon Water to make informed decisions about organisational planning and to identify strategic areas of focus for the future.

The United Nations Sustainable Development Goals aim to put the world on a sustainable path to 2030 and have been adopted globally by 193 countries including Australia.



A number of these goals align with our strategic direction, with Victorian government policy (Water for Victoria) and with the six drivers for change identified in our operating environment scan, being:

1. Responding to climate change.
2. Cost of living/economic Outlook.
3. Digital/exponential data and connectivity.
4. Changing customer expectations/empowered customer.
5. New concepts of work/future of work/workforce demographics.
6. Global water security.

These drivers for change have a differing level(s) of action for our strategic planning, from maintaining a watching brief to leading and advocating in the space.

Potential implications, opportunities and threats vary in significance. They include:

- Taking advantage of renewable energy options, including wind and solar.
- Perception of cost of water services as a relationship to energy and gas sectors.
- Opening access to data for use by partners, customers and the community.
- A decrease in customer perceptions of value for money.
- Effectively transferring knowledge from baby-boomers who are leaving the workforce.
- Additional water infrastructure to secure stock water supplies and rainfall and run-off for meat and dairy production.

Wannon Water addresses the threats and opportunities that these drivers for change pose. In addition to projects and initiatives outlined in this Corporate Plan, we will:

- Promote the *Target Your Water Use* water efficiency program.
- Reaffirm that our customer promises are reflective of our customer expectations as part of our annual engagement cycle.
- Continue to enhance our health and wellbeing program.
- Monitor the implementation of our Urban Water Strategy 2017-2065.

Our operational capability

Wannon Water is a major employer in the region with around 215 employees in a range of roles including science, technology, engineering, maintenance and business administration.

We continue to grow the capability of our organisation by investing in the skills and wellbeing of our employees and consider the skillsets required as future workforce dynamics shift.

Our employees' behaviours are bound by the Victoria Code of Conduct for Public Sector employees to promote the highest standards of professionalism.

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 assistance of a formal committee structure. An executive management team oversees all daily operations delivered through teams located across our service region.

We plan to continue generating long-term value for our customers and apply our resources and capability accordingly.

Our strengths include:

- Providing a healthy and safe workplace and creating an internal culture aligned with our values and strategic direction.
- Providing safe and reliable water supplies and sewerage services that protect public health and enhance the environment.
- Performing predictably and dependably, particularly in emergencies.
- Robust corporate and financial planning and progress monitoring.
- Robust corporate governance structures and risk management processes to assist decision making.
- Robust asset management and capital works delivery.



Hamilton's Water Treatment Plant operators celebrate winning Australia's Best Tasting Tap Water.

Our policy statements guiding our actions



Pricing

We recognise that a balanced approach to pricing built on intergenerational and social equity, and environmental sustainability delivers **fair and affordable pricing**. Easy to understand and long term pricing signals assist customers to plan their household and/or business budgets.



Products & services

We recognise the needs and values of our customers and communities should drive our service delivery and product development. **Our products and services should always support or enhance public health and regional prosperity.**



Environmental stewardship

It is clear to us that by looking after country - the land and the water - ensures it can look after us now and into the future. Our organisation and our people recognise we need to be **respectful and committed stewards of the environment.**



Stronger communities

Wannon Water is part of the communities it serves. Our orientation is to **maximise the value we can provide to our communities** and positively influence life and liveability in our region.



Risk

We recognise that sometimes we need to take risks to fulfil our strategic intent and we're careful about when we choose to do this. **We're risk averse when it comes to occupational health and safety, and water quality.**



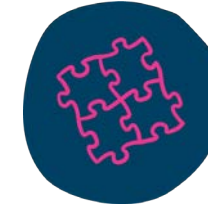
Financial performance

We recognise that our financial performance impacts the economic wellbeing of our region and stakeholders. **We've always got our eye on being efficient and on longer term financial sustainability.**



Asset management

We appreciate 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 recognise we need to **prudently invest our customers' money and optimise the social, environmental and financial impacts on our customers and communities.**



People & culture

We recognise that it is only through our people that we can provide our services and products, exceed the expectations of our customers and stakeholders and achieve our 2023 strategic direction. **A safe environment to work, excel within, and go home from is paramount.**



Governance

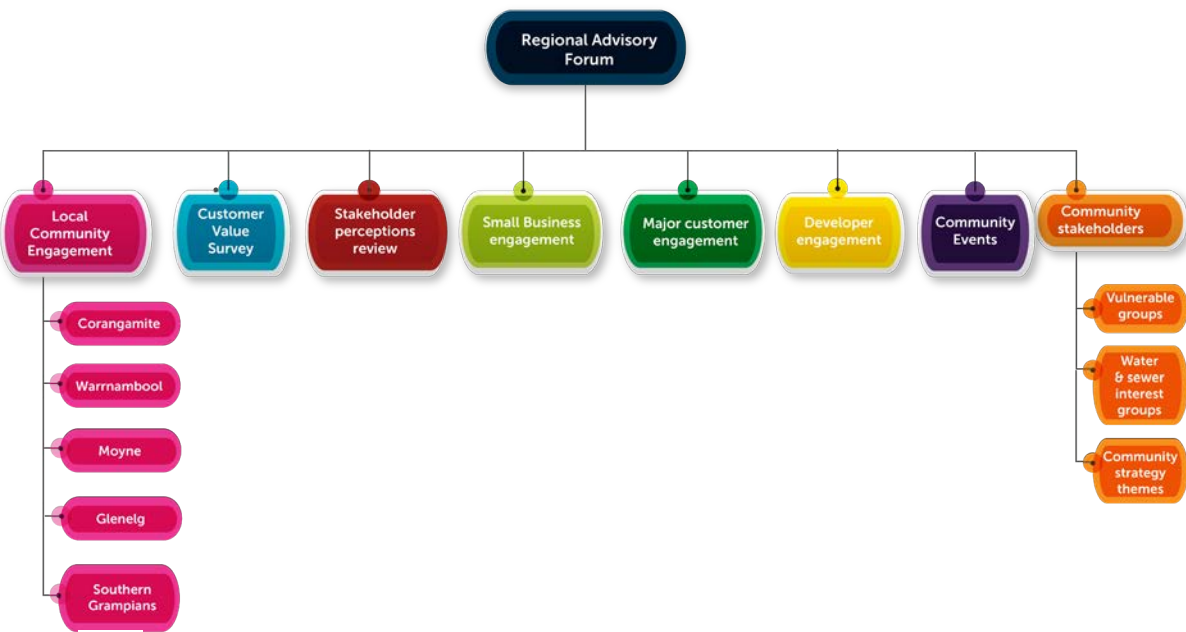
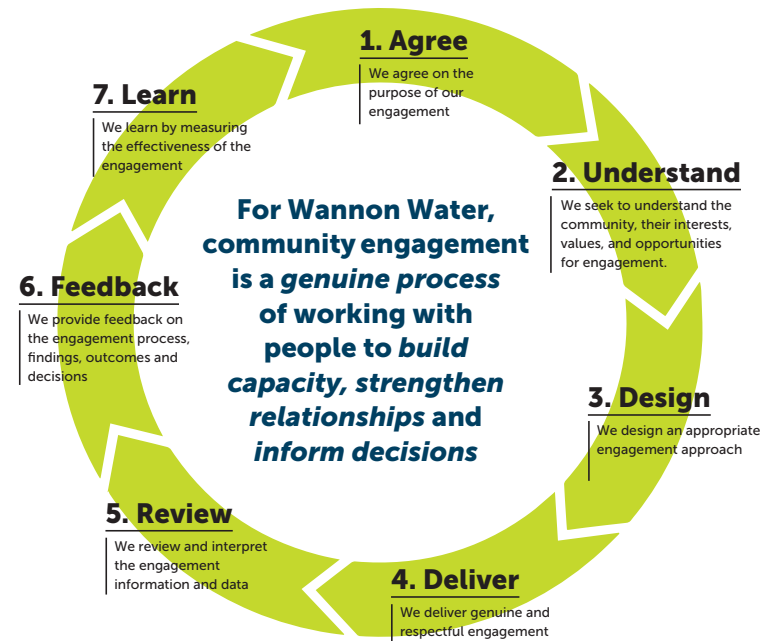
We understand the value of **maintaining a strong legal and ethical standing, and operating with integrity.** High standards of governance are required for a high performing organisation, one trusted and respected by our shareholder regulators, our customers, and the communities we serve.

Our approach to engagement

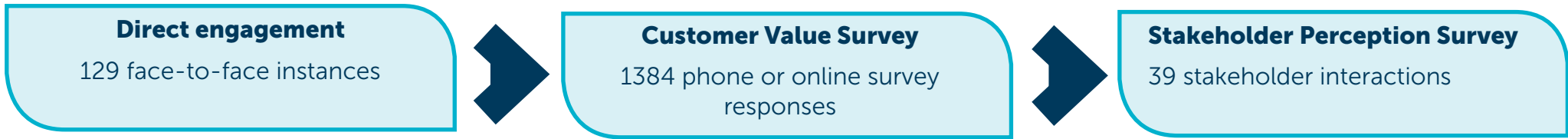
Wannon Water’s approach to ongoing engagement with customers and community members is through the Wannon Water Engagement Cycle (WVEC) and engagement framework (below). This is an annual process that ensures customers, stakeholders and community members can provide valuable input and advice to help inform Wannon Water’s decision making, quality improvement and Corporate Plan.

The WVEC is supported by a stakeholder structure (below) which aims to capture the diversity of our region and communities, and ensures their views are represented through the engagement cycle.

Wannon Water’s Regional Advisory Forum was established in early 2019. It has the joint roles of providing input to the design of the Wannon Water Engagement Cycle for the coming year and consolidating the findings from the Wannon Water Engagement Cycle of the previous year to help shape the Corporate Plan.



During our 2018/19 engagement cycle we have recorded 1,661 instances of engagement with customers, community members and stakeholders across our service region through various engagement approaches. Importantly the feedback we received from our 2018 engagement cycle has been considered and relevant actions incorporated into this plan. The key activities and number of touchpoints included:



Our culture and values

It is important that the culture within Wannon Water supports achieving our strategic direction **beyond water for strong communities**.

We are 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.

There are values and behaviours that Wannon Water expects as part of its performance culture. To date we have held a values mindset of *'Think It! Work It! Own It!'*. In 2018/19 we had conversations across our entire business so that each employee had the opportunity to reshape and recommit to our Wannon Water values. This work is due to be completed in June 2019 with a refreshed set of values launched within the business.

Public Sector Values

In the Victorian public sector, values underpin an employee's interaction with the Government, community, suppliers and other employees. They outline the behaviours that the government and community rightly expect of all public sector employees.

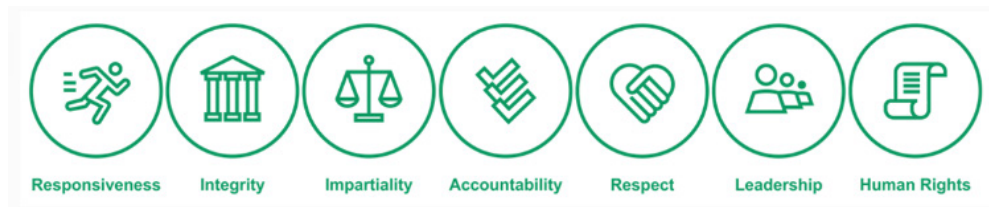
When public sector employees consistently act in accordance with the public sector values, it strengthens the capacity of public sector organisations to operate effectively and achieve their objectives. Conversely, a failure to adhere to these values lessens the confidence of the government, the Parliament, and the Victorian community in the public sector.

Wannon Water ensures employees and Directors demonstrate the public sector values and understand the Code of Conduct for Victorian Public Sector Employees and the Code of Conduct for Directors of Victorian Public Entities.



Celebrating International Women's Day 2019

The seven core Public Sector Values are:





Konongwootong Reservoir

OUR STRATEGIC DIRECTION EXPLAINED



We provide safe, reliable, innovative and sustainable water services and strengthen communities in south-west Victoria



2023 outcomes



Our customers consider us great value

- Major water quality improvements for Port Fairy, Portland and Heywood are planned and funded.
- Customer satisfaction has improved.
- Our Price Submission's Customer Promises have been met.
- New contemporary ways of engaging with us are valued by our customers.
- Water quality complaints have decreased and water taste satisfaction increased.
- Warrnambool Sewerage Plant upgrade has been successfully completed.
- Major customers receive the water and trade waste services they need.



Our people are engaged, high performing and love working at Wannon Water

- Leadership is demonstrated at all levels.
- Our culture is inclusive and reflects the ethnicity and gender diversity of our community.
- Our people are empowered and high-performing.
- Our values are clear and are being held in high regard by our employees.
- The health and wellbeing of our employees is our priority.
- We are an employer of choice.



Our community partnerships help this region flourish





- Our partnerships have strengthened our partners, ourselves and our region.
- We can demonstrate regional leadership on: water-related agricultural productivity; integrated water management; health and wellbeing; education; natural and cultural environment; vulnerability; and diversity.
- We have helped deliver improved regional economic outcomes.
- We are on target to achieve our Carbon Pledge (40 per cent reduction by 2025).



Our business is resilient and our practices effective

- Our Corporate Plans are robust, clear and are delivered.
- We manage our risks effectively.
- Our relationship with our authorising environment is strong.
- Our decision-making is based on evidence and is aligned to our goals and values.
- A strong innovation culture exists.
- We embrace and have leveraged new technology.
- Unregulated revenue has increased significantly.

Indicators of success

		2017/18 actual	2018/19 forecast	2019/20 forecast	2022/23 forecast
 Our customers consider us great value	Provision of safe drinking water Mandatory notifications to customers of non-compliance with ADWG and Safe Drinking Water Regulations (Note - this excludes regulated supplies)	No notifications	No notifications	No notifications	No notifications
	Customer satisfaction with taste, smell, clarity and hardness of drinking water Percentage of customers satisfied with water quality	79%	80%	80%	83%
	Customer satisfaction with management of water service interruptions Percentage of customers who experienced water service interruptions that are satisfied with our management of the interruption	75%	77%	80%	85%
	Customer overall satisfaction Customer satisfaction with value for money	75%	77%	80%	85%
 Our community partnerships help this region flourish	Partnering with communities to help our region flourish Percentage of customers satisfied with our performance partnering with communities to help our region flourish	54%	54%	54%	54%
	Partnering on areas of regional priority Percentage of regional stakeholders satisfied with our performance partnering on areas of regional priority	78%	78%	78%	78%
	Total net CO2 emissions 2025 target is 18,796 tonnes - down from 31,446 tonnes	30,674 tonnes	31,093 tonnes	28,264 tonnes	On target to achieve pledge
 Our people are engaged, high performing and love working at Wannon Water	Employee engagement and performance Engagement score in the Victorian Public Sector Commission <i>People Matter</i> Survey	76%	77%	78%	Improving trend
	Comparison to benchmark group in <i>People Matter</i> Survey (gap to comparator group average engagement score)	+ 4%	+4%	+4%	+4%
	Gender balanced workforce Percentage of appointments who are female	53%	50%	50%	50%
 Our business is resilient and our practices effective	Employee wellbeing Psychological Safety Climate (PSC) score in <i>People Matter</i> Survey	44% (high PSC score)	45% (high PSC score)	46% (high PSC score)	50% (high PSC score)
	Certification compliance Number of major non-conformances/non-compliances arising from audits	0	0	0	0
	Cost efficiency Controllable operating cost per water connection (\$2017/18)	\$902	\$884	\$878	\$809
	Financial viability Meet financial performance indicator suite (<i>Appendix 1</i>)	3 of 7 achieved	7 of 12 achieved	12 of 12 achieved	12 of 12 achieved



Warrnambool's Liebig Street Water Tower

Delivering in 2019/20

Value for customers

Stronger communities

Performance culture

Business excellence

Our priority areas in 2019/20:

Deliver **greater value and experiences for customers.**

Progress **great tasting water for stronger communities** projects.

Support **integrated water management** in our region.

Enhance the region's **natural environment** and preserve **cultural values.**

Act on **climate change.**

Foster **regional prosperity and wellbeing** through our products, services and actions.

Be intentional and strategic in our **leadership, advocacy, partnership and capacity building.**

Be an **employer of choice** in Victoria.

Deliver **gender diversity** and **Aboriginal inclusion** outcomes.

Build resilience and capabilities to enhance our current and **future workforce.**

Maintain **financial viability** and optimise **asset performance.**

Protect and leverage our **information assets.**

Invest in **digital innovation.**

Collaborate and share our **experiences, knowledge and expertise.**

Value for customers

Why is this an area of focus for Wannon Water:

To ensure we remain a relevant service provider, we must continue to provide value to our customers. Our customers include households, businesses, industrial, rural enterprises and visitors to our region.

What does our research tell us about what our customers value:

Engagement in 2017 led us to identify that our customers **value:**

- The speedy restoration of their services when there is an interruption.
- Wannon Water working to protect the natural environment.
- Our support of local communities and think we should do more.
- Our existing modes of interaction and would like additional contemporary options.
- Being able to further influence their bills and value equity across our customer base.
- Understanding more about their local water sources and treatment.
- Stable and fair new customer contribution charges, simple fee structures, flexible mechanisms to ensure the costs associated with shared reticulation assets are fairly allocated to benefitting developers and our engagement with them.

What did we hear through our 2018 engagement:

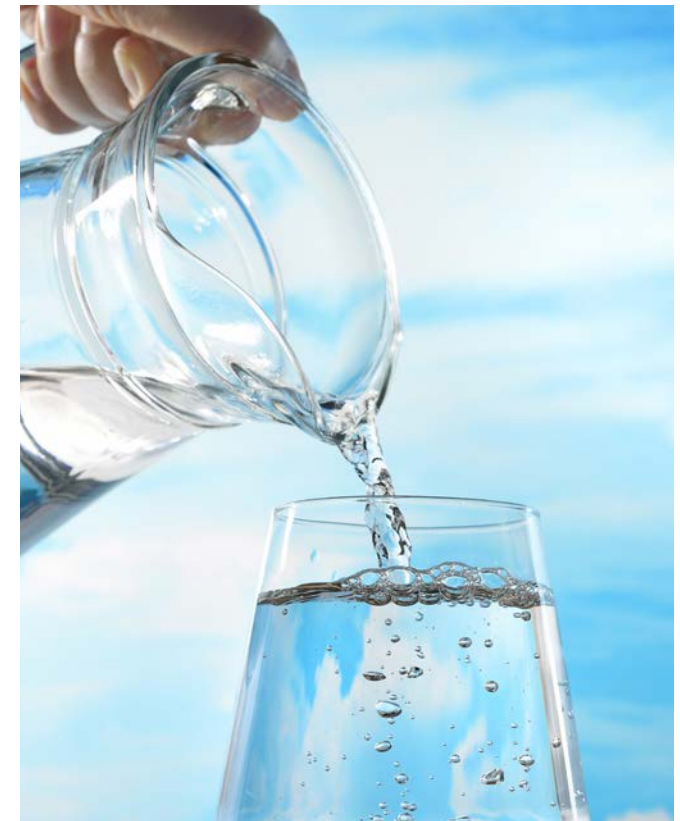
- Customers appreciate Wannon Water's willingness to have open and transparent conversations, and provide an opportunity to listen.
- Wannon Water is highly respected for the role it plays in the community, and the role it takes as a regional leader.
- It is important that Wannon Water maintains a balance between core business and a community leadership role.
- Cost is an ongoing concern, with limited understanding of our billing structure.
- Water quality improvements are desired, particularly (not exclusively) in groundwater towns.
- Groundwater towns cited ongoing impacts to business, households and wider community (i.e. health, costs) due to water quality.
- Customers value the opportunity to be heard, and learn more about Wannon Water.

During 2017, our major industrial customers told us they **value:**

- The level of service, technical support and expertise we provide them and they have individual and complex needs.
- Investment in sewage/trade waste treatment

infrastructure, water quality improvements and easier entry processes for new business to promote regional prosperity.

We continue to maintain relationships with our major industrial customers. A major customer forum in 2019 will enable us to further engage, listen and respond.



Greater value and experiences for customers

Wannon Water is proud of the customer service it provides with 94 per cent of surveyed customers indicating they were satisfied with the standard of customer service they received. This is a solid foundation to build on and deliver even greater customer experiences. Taking a human-centred and design thinking approach will give us the potential for greater customer value and customer experiences.

To improve the online experience for customers and provide more contemporary modes of customer service, we set about developing an online portal in 2018/19. The *myWannonWater* portal will be rolled out during 2019/20 and provide customers the opportunity to view account balances and payment history, make a payment and view water use history.

Customer experience strategy

In 2019/20 Wannon Water will continue to develop our capability and develop a customer experience strategy.

Land development process optimisation

We have a commitment to work with land developers to ensure we continue to support growth and development within the region in a cost-effective, efficient and equitable manner for the community. Wannon Water's land development principles were developed in 2018 and have been embraced by the developer community. They are an important tool to guide conversations and achieve win/win outcomes. Our focus for 2019/20 is to continue to optimise the land development process.

Building expertise in human-centred design

In an effort to ensure customers come first (both internal and external), Wannon Water will seek to partner with regional organisations to build expertise in human-centred design, Design thinking focuses on challenging our existing assumptions; developing a deep understanding and empathy for our customers; and creating and testing innovative solutions to problems that can be applied within our organisation. Establishing a design laboratory in the region to train employees and support hands-on learning, experience and engagement with users of our products and services is one opportunity Wannon Water will explore in 2019/20.

Great tasting water

Wannon Water's ambition is that our customers have great tasting water. During 2018, Hamilton was voted as having the best tasting tap water in Australia and in 2019 was awarded a silver medal in an international tap water tasting competition held in Berkeley Springs, West Virginia, an achievement we are extremely proud of.

Customer feedback indicates that people in Portland, Port Fairy and Heywood are not satisfied with the taste of their tap water, rating it quite poorly. Although the water is safe to drink and meets all the Australian Drinking Water Guidelines, it contains many natural minerals that can affect its taste and smell. We have been investigating improvements to the taste of water in these towns and the flow-on health, economic and social benefits. We will continue this work in 2019/20 with the aim of realising our ambition and strengthening communities in the process.

Integrated Water Management

Great South Coast Integrated Water Management (IWM) Forum

The forum was established during the 2018/19 period and momentum continues to build. The IWM forum partners have collectively established a regional vision of *Water is life – we will work together with our communities to deliver integrated water outcomes for the resilience of our environment, culture and economy*.

Wannon Water will continue to provide the backbone support to the forum and champion Integrated Water Management in our region to ensure outcomes are delivered. We will support a thriving practitioner's network; engage stakeholders in the principles of IWM; and broker partnerships between different bodies working on priority projects. The forum provides one mechanism to engage with Traditional Owners in water planning and management.

Key projects and initiatives

- Roll out *myWannonWater* and online chat.
- Develop a customer experience strategy.
- Progress great tasting water for stronger communities projects.
- Support a thriving IWM practitioner network and broker partnerships between different bodies working on IWM.
- Deliver our community education plan.
- Review the Rural Water Surcharge.

Stronger communities

Why is this an area of focus for Wannon Water:

We all benefit from a buoyant, healthy and connected community. We understand that the water and sewerage services we provide are essential for life. The overall wellbeing of urban and rural communities and the success of small, medium and large businesses is integral to the long-term success of Wannon Water.

What does our research tell us about the strength of our communities:

Wannon Water commissioned a *State of the Region* report in 2016 to analyse our local data and understand the strategic priorities for our region. Wannon Water uses the insights from this work, along with other relevant information from local industry, networks and governments, to strategically determine where to focus our work in strengthening communities. More information on these key themes can be found on page 12.

Enhancing the natural environment and preserving cultural values

We are privileged to live in south-west Victoria. Our service region is rich in natural assets and areas with significant cultural value. The Ramsar-listed Glenelg River estuary and Discovery Bay wetlands, Budj Bim National Heritage Landscape (sacred to the Gunditjmara people), the Tower Hill Game Reserve, the Indigenous Protected Areas of Deen Maar, Tyrendarra, Kurtonitj, Lake Condah and Framlingham Forest, and the Grampians are all within south-west

Victoria. Vulnerable flora and fauna located on or near our sites include the Legless Lizard, the Growling Grass Frog, the Southern Brown Bandicoot, Long-nosed Potoroo, Portland Sand Ixodia, Plump Swamp Wallaby-grass, and Hooded Plover.

We are committed to supporting and partnering with other stakeholders and Traditional Owner groups to ensure the region's unique cultural and biodiversity values are managed for future generations.

Natural Assets Management Plan implementation

The plan was developed in 2018/19 to provide management strategies on:

- Native vegetation and native fauna management.
- Weed management.
- Pest fauna management.
- Cultural heritage management.
- Fire management.

An ongoing works program will ensure that the goals for each of the above management areas is achieved.

Act on climate change

Wannon Water continues its commitment to reduce greenhouse gas emissions. Our pathway to achieving our 2025 pledge of a 40 per cent reduction in greenhouse gas emissions is through the delivery of our Carbon Neutrality Action Plan.

Carbon Neutrality Action Plan

In 2019/20 we will celebrate the first year of operation of a wind turbine at the Portland

Sewage Treatment Plant, allowing Portland to achieve net-zero emissions for water and sewage treatment. Other initiatives either being explored or implemented in 2019/20 include:

- Solar installation at Warrnambool's Brierly Basin.
- Large scale renewable energy project - a joint venture with 12 other water corporations.
- Victorian carbon sequestration project - expected to deliver approximately 2,500 tonnes of emissions reductions in 2019/20.
- Port Fairy Smart Energy Precinct project - continue to work with Port Fairy businesses and community on a smart energy precinct.

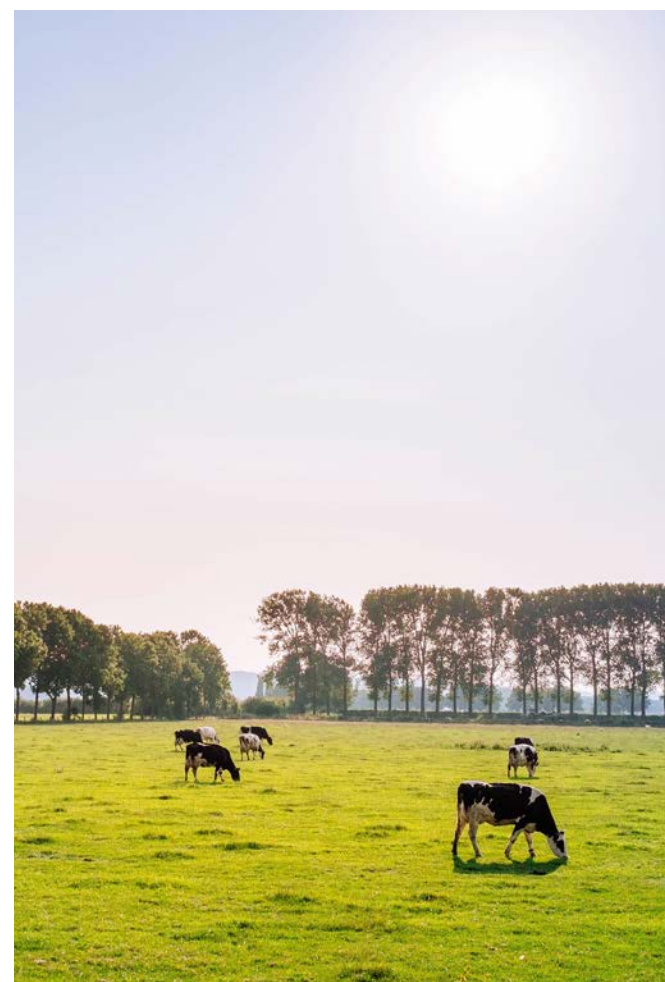
Fostering regional prosperity and wellbeing through our products, services and actions

Our community strategy *Partnering for Stronger Communities* outlines our commitment to regional prosperity. We're looking to foster sustainable growth of industry; build capacity in our region with a focus on leadership, engagement, partnership, strategy and advocacy; champion research, development, innovation and entrepreneurship to provide for a viable and innovative regional economy; and enhance our social procurement capability.

Our hardship programs also support vulnerable customers.

Thriving Communities Partnership – South West Victoria Chapter

The Thriving Communities Partnership is a national initiative that aims to ensure everybody has fair access to the modern, essential services they need to thrive in contemporary Australia. By bringing together diverse thinking from leading organisations, the TCP aims to combat vulnerability and hardship, and build more resilient communities and stronger businesses.



In April 2019, Wannon Water launched the South West Chapter of the Thriving Communities Partnership and will continue to lead the chapter as it grows in 2019/20.

Social procurement

Social procurement is when organisations use their buying power to generate social value above and beyond the value of the goods, services or construction being procured. Wannon Water will develop its social procurement strategy in mid 2019 in response to international, national, Victorian Government, Victorian water industry and Wannon Water policy context, including support for Aboriginal economic inclusion. During 2019/20 we will begin to implement the strategy and continue to collaborate with the Victorian water industry and build capacity both within Wannon Water and within the region. The Great South Coast Localised place-based business network is one activity we will continue to participate in and support.

Being intentional and strategic in our leadership, advocacy, partnership and capacity building

Like the importance of working in partnership, supporting regional collectivism and advocacy is critical in delivering strong communities.

Partnering to create shared value and measuring impact

In 2018/19, Wannon Water ramped up its expertise in best practice approaches to cross-organisational partnerships and also led a project where 47 people were trained in partnership brokering in our region. A research piece to measure the impact of this will start in 2019/20.

Great South Coast Economic Futures

Wannon Water entered into a collaboration and research fellowship agreement with Deakin University, and Warrnambool city, Moyne, Southern Grampians, Corangamite and Glenelg shire councils to identify credible, large-scale economic growth opportunities in Victoria's south-western region. The project is due to be completed in late 2019 with a summary report identifying all potential opportunities published in November 2019.

Key projects and initiatives:

- Carbon Neutrality Action Plan implementation.
- Participate in the Great South Coast Economic Futures research project.
- Building capacity to map culturally significant sites on waterways within the Budj Bim landscape.
- Ripple Effect community grants program.
- Research piece to measure the impact of training 47 partnership brokers in our region.
- Lead the south west chapter of the Thriving Communities Partnership.
- Warrnambool Sewage Treatment Plant upgrade.

Performance culture

At the core of everything we do is our people. With a passion for excellence and performance, we will continue to invest in developing an engaging culture that enables our employees to deliver on our strategic direction and meet the expectations of our stakeholders and community.

We are committed to supporting an inclusive and diverse workplace that represents the community we serve and that results in improved organisational and personal outcomes.

Being an employer of choice in Victoria

Wannon Water is recognised as a regional employer of choice. We seek to extend this beyond our service region to attract and retain highly capable employees and their families no matter where they reside.

Achieving this will involve building on our existing successful flexible work options and maintaining recognition and endorsement from national programs such as Work 180.

Collaboration and support of other regional employers will remain important as we work collectively to identify ongoing employment pathways that grow and keep our best people here in the region.

We will continue to participate in the Victorian Public Sector Commission's *People Matter* Survey and use this employee feedback to help measure the health of our organisation, to sharpen our focus, and

ensure our people have what they need to thrive and succeed.

We are committed to upholding our values and cultural aspirations in all employee relations matters and manage our Enterprise Agreement in line with our values, cultural aspirations and stakeholder and shareholder requirements.

Ensuring our people are safe and healthy, both physically and mentally, remains a top priority and our safety and culture programs will continue to drive outcomes in this area:



**ZERO
HARM**



**INCLUSION
& DIVERSITY**



**HEALTH
& WELLBEING**

Delivering gender diversity and Aboriginal inclusion outcomes

Equality is achieved when people are able to access and enjoy the same rewards, resources and opportunities regardless of their unique identity.

Fully unlocking the value from of an equitable workplace requires cultural and procedural change. We will continue to monitor and adjust our approach as we are committed to an outcome where inclusion, respect and equality is a business and cultural norm.

Network Of Wannon Water Women (NOW)

Launched at our 2019 International Women's Day event, the network's purpose is to enable Wannon Water women to enhance their networking, collaboration, access to professional development; and their support for each other and women and girls in our region. NOW is striving for Wannon Water:

- To become a more gender diverse organisation.
- Women to be more confident and connected.
- To empower employees to champion a more gender equal society.
- To tell its story to women and girls in our region.

Aboriginal inclusion

Initiated in 2018/19 we will continue to strengthen our cultural awareness program. We have partnered with the Glenelg Hopkins Catchment Management Authority to incorporate cultural awareness into our new employee inductions.

Our employees will experience Budj Bim Tours and the Budj Bim National Heritage Landscape and Tyrendarra Indigenous Protected Area, walking as

a guest on Gunditjmara country. There is a clear connection between present day engineers at Wannon Water and the engineers of the freshwater stone aquaculture system of Lake Condah. Tours at Tower Hill Reserve provide an opportunity to learn about Aboriginal lifestyles and native plants for food and medicinal purposes.

We have successfully partnered with local employment agencies to support Aboriginal employment opportunities and will continue to build and maintain these relationships.

Data and analytics

We have matured our analytics capability but will seek further improvements to our systems that capture and report data in order to effectively inform decisions and actions. In 2019 we finalised an inclusion and diversity measurement model which we will use to track progress.

Building resilience and capabilities to enhance our current and future workforce

Wannon Water's capacity to provide services and achieve positive outcomes for the community, both now and into the future, is contingent upon our workforce.

We aim to further develop organisational resilience that helps navigate daily challenges and that is supported by intentional leadership across all levels of the organisation. To achieve this, our Leading Managers' training program will be supplemented by additional training programs specific to the needs of our people.

Workforce planning

A future workforce planning strategy is under development which will consolidate our existing operational workforce planning activities. It will provide a roadmap of key initiatives and projects to help our people deliver on our strategic direction through to 2023 and beyond.

A particular focus in 2019/20 will be a gap analysis and the development of a job families framework. This will allow us to identify and manage the functional and capability requirements of our workforce as job requirements change with technology and best practice.

Key projects and initiatives:

- **Deliver the Network Of Wannon Water Women program.**
- **Deliver cultural awareness program.**
- **Implement job shadowing program.**
- **Implementation of renewed organisational values.**
- **Embedding Trakstar performance development tool.**
- **Expand learning and development opportunities.**
- **Finalise and implement future workforce planning strategy.**



Business excellence

Our business excellence is enhanced through robust corporate governance structures and risk management processes for decision making, accountability and controls within Wannon Water. One of the measures of success of our strategic direction is that our business is resilient and practices effective. This sees us making great decisions based on accessible information, willingly sharing our knowledge and expertise, and thriving on innovation. Importantly, having the right people in the right jobs who are operating within a performance culture, will see us exceeding the expectations of our customers.

Maintaining financial viability

Our financial performance impacts the economic wellbeing of our region and stakeholders. We apply sound business planning, manage financial risks and ensure sufficient income is generated to meet operating costs and debt commitments. Our sound financial governance and performance management ensures we remain financially sustainable in the long-term and can deliver safe and affordable services.

In our Price Submission 2018-23 we committed to affordability outcomes for our customers. This commitment requires significant focus from us on efficiency, innovation and prudent financial management.

Unregulated revenue

Exploring opportunities to invest in emerging opportunities which enhance the service we provide in the most efficient and affordable way is essential.

Wannon Water currently generates unregulated revenue from brine receipt, property leases and recovery of plant specific operating costs and will soon increase unregulated revenue through a joint venture solar power purchase agreement. An emerging area of unregulated revenue for Wannon Water is the provision of services which utilise our water and sewerage assets, capabilities and specialist knowledge. We will continue to investigate opportunities to generate further unregulated revenue during 2019/20.

Operating efficiencies

Achieving the challenging operating expenditure efficiency targets we set is critical to remain financially viable and provide lower prices for our customers. Wannon Water has a proud history of delivering innovative projects and identifying new efficiency opportunities within our existing operations. This focus will continue during the planning period.

During 2018, Wannon Water participated in an industry-led operating expenditure benchmarking project. The project has identified functions which Wannon Water undertakes exceptionally well, and functions that require some further investigation. Our focus during 2019 will be to understand these functions better, assess the possibilities for change, and implement changes that will reduce our operating costs. Collaboration within the water industry will be an important aspect of this project.

Optimising asset performance

Wannon Water has continued to improve its asset management practices and outcomes over the last 10 years. This improvement is best illustrated from the results of Wannon Water's participation in three successive Water Services Association of Australia asset management benchmarking exercises. Wannon Water is now ranked in the top quartile of water utilities of a similar size.

Asset Management Strategy

Wannon Water's Asset Management Strategy details 10 outcomes to drive further performance in optimising the life cycle management of our assets:

- We have an organisation that has clear, efficient, effective and consistent asset management work processes.
- We have complete and reliable information that we need to manage our assets.
- We understand the criticality and condition of our assets.
- We understand and actively manage the performance of our assets.
- Our asset management decisions are guided by Life Cycle Assessments to maximise the value to our customers.
- We are committed to a culture that supports our people to deliver valued asset management services.
- We embrace technologies to leverage our

people, knowledge and processes.

- We respond to trends that could significantly impact our asset management approach.
- We have a high reputation such that others want to use our services and/or copy us.
- Our business planning processes support our asset management objectives.

2019/20 will be the third year of implementing the strategy.

Leak detection and repair

Whilst we have secure reliable supplies in our region, it would be irresponsible for us to see water wasted through undetected leaks. Pipelines can leak, evaporation and seepage occurs from system storages, and there are losses as water flows through water treatment plants.

Water that is lost through the system and cannot be accounted for is known as unaccounted for water.

We are always working to meet our unaccounted for water targets set out in the Urban Water Strategy - our blueprint for supplying water to the south-west community until 2065.

Through our efforts over the past five years, we have seen the amount of unaccounted for water reduce. Our target for 2019/20 is 12.5 per cent.

Protecting and leveraging our information assets

The protection of our information and operational processes is of paramount importance.

Cyber Resilience Strategy

Our Cyber Resilience Strategy and Cyber Security Risk Framework provides holistic oversight, coordination and planning to the existing cyber security processes, systems, capabilities and projects.

In 2019/20, we will continue to implement the strategy with particular focus on lifting capability across the organisation.

Investing in digital innovation

Digital technologies provide significant potential for Wannon Water to increase efficiencies and improve customer service. We are continually learning about digital developments and assessing their applicability to support Wannon Water and our strategic direction.

Digital strategy

Developed during the first six months of 2019, we will implement year one of the strategy in 2020.

Collaborating and sharing our experiences, knowledge and expertise

Wannon Water operates in an industry which is highly collaborative. We have benefitted from this approach and see value in collaborating and

sharing our experiences, knowledge and expertise with organisations both within our region and broader than the water industry. This also enables opportunities to learn from others as part of our continual improvement mindset.

Research partnerships

Wannon Water engages with many universities and research bodies to undertake or participate in research. We are considering a collaboration framework agreement with Barwon Water and Deakin University to increase opportunities and efficiencies, given the similarities between the water corporations and the campus locations of Deakin.

Key projects and initiatives:

- **Implement digital strategy.**
- **Implement cyber resilience strategy.**
- **Embed the project management framework across the organisation.**
- **Identify possibilities to generate further unregulated revenue.**
- **Implement our Asset Management Strategy.**
- **Realise the benefits of the Works Management System.**
- **Consider longer term direction and outcomes, out to 2030.**

Financial overview

The financials support our four areas of focus; Value for Customers, Stronger Communities, Performance Culture and Business Excellence.

Our commitment to deliver on our customer promises requires a significant focus on efficiency, innovation and prudent financial management. Our financial projections, operating results and cash flows are impacted considerably by investment in Warrnambool’s Sewage Treatment Plant upgrade. Cash flows are expected to steadily improve after construction is complete in 2021/22.

Our financial projections to 2023 align with our 2018–23 price submission which sees reduced water and sewerage prices by five per cent (\$54 for an average residential customer) before inflation. To achieve this reduction in water prices for our customers, operational efficiencies have been incorporated into the projections.

Operating profit before tax over the planning period is expected to decline after allowing for lower tariff prices, low customer growth, increased depreciation, and the cost of funding capital expenditure to meet a significant capital works program.

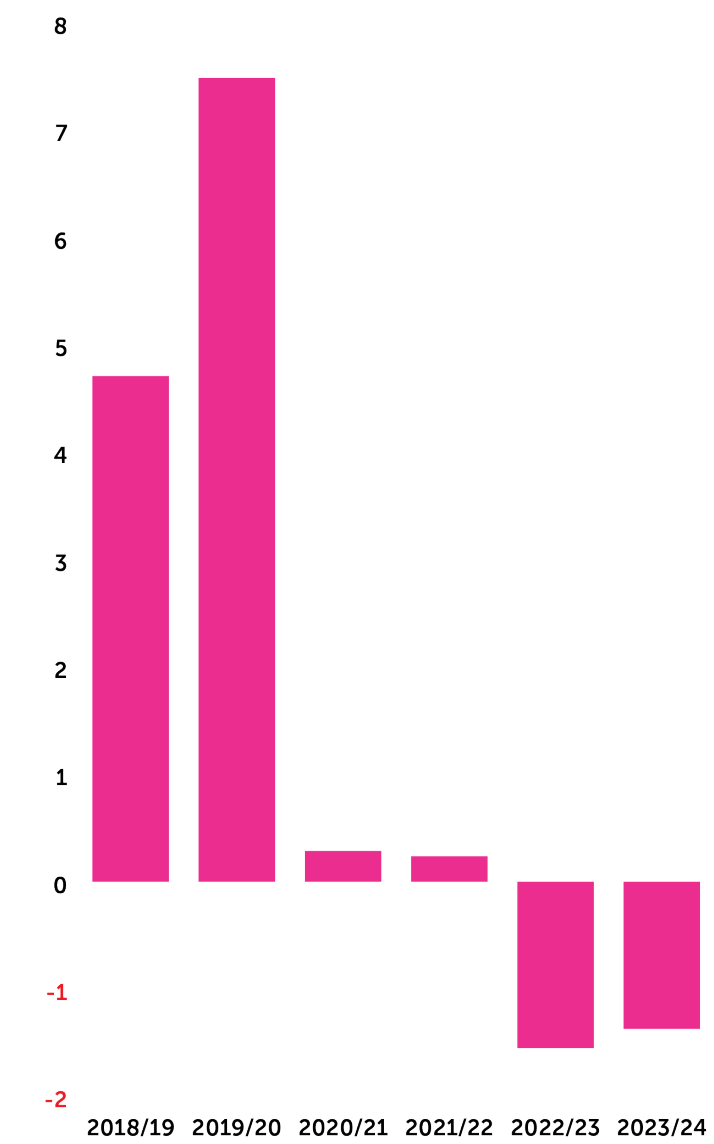
Operating profit before tax in 2019/20 is expected to be strong at \$7.49 million and is influenced significantly by two one-off capital contributions. Excluding these contributions, operating profit is \$0.45 million. Subsequently, operating profit is expected to decrease year-on-year before improving to an operating loss of \$1.37 million in 2023/24.

Debt management strategies over the planning period will continue to be in line with Department of Treasury & Finance treasury management guidelines. Total borrowings will grow by approximately \$28 million over the planning period to fund capital expenditure outlays associated with the Warrnambool Sewage Treatment Plant upgrade project. Total borrowings are expected to peak at \$78 million in 2021/22 and forecast to decrease to \$64 million in 2023/24.

Loans scheduled to mature over the first three years of the planning period will be refinanced into new fixed rate debt. The loan portfolio will continue to be structured to ensure it remains consistent with approved debt maturity and interest rate risk profiles.

The financial projections in this plan are consistent with the Department of Environment, Land, Water and Planning’s Corporate Planning and Reporting Guidelines 2019/20.

Operating profit before tax (\$ million)



Revenue

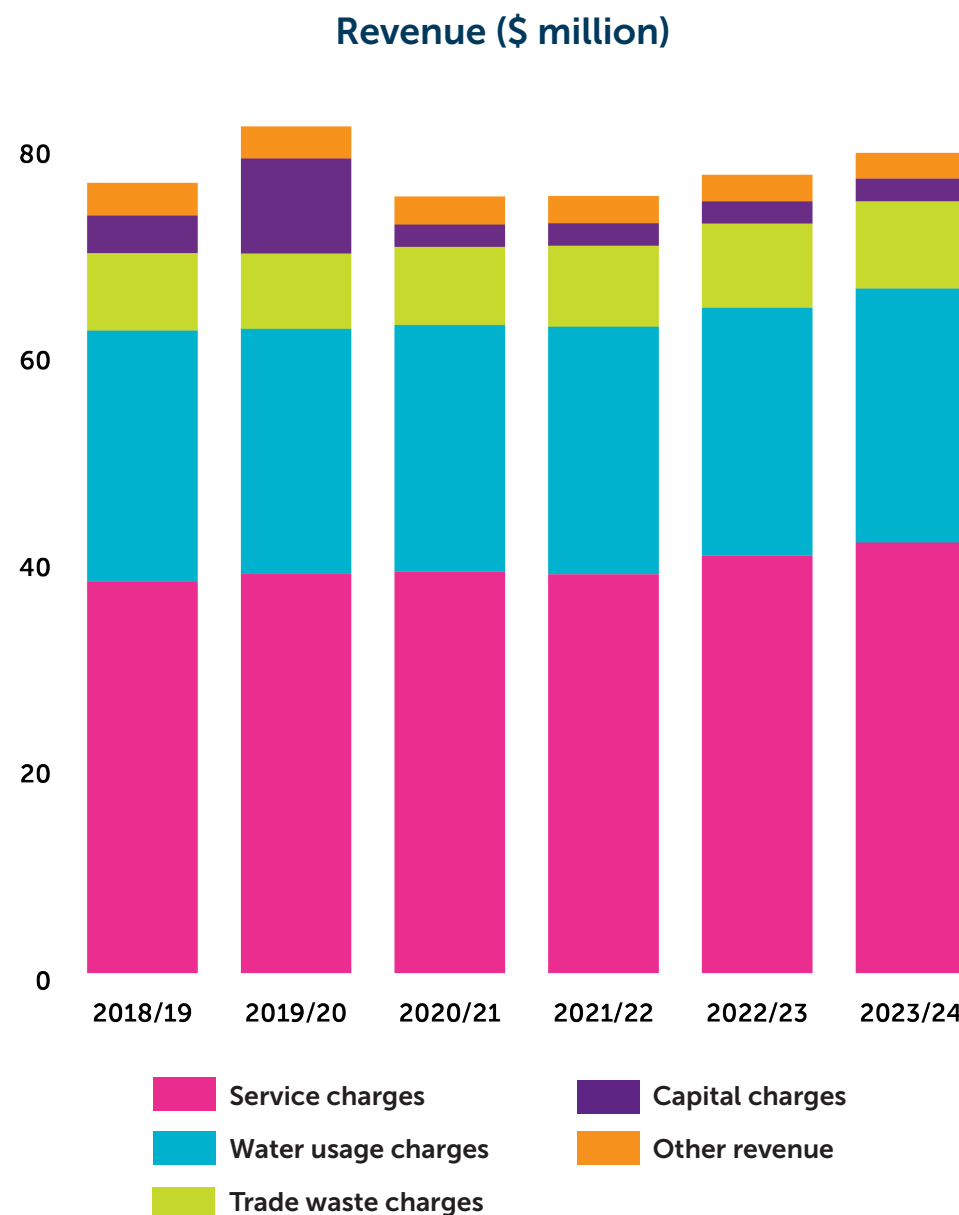
Revenue is expected to increase considerably in 2019/20 due to two significant one-off capital contributions.

Tariffs and charges in 2019/20 will remain stable compared to the current year at \$69.67 million. For the subsequent years, revenue from tariffs and charges is projected to increase by less than CPI. Slow growth is driven largely by negative price adjustments (-1%) and low growth in new connections (0.5% per annum).

Capital charges are significant in 2019/20, with two one-off contributions expected to be recognised in revenue, before reducing to amounts consistent with historical averages. Contributions are expected to fund a water and sewer project at the 12 Apostles Visitor Centre and to fund an increase in the capacity of a sewer main in Warrnambool.

Unregulated activities contribute \$0.4 million in 2019/20 to our operating profit. These activities consist of brine receipt, property lease income, and recovery of plant specific 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, increases in revenue have not been included.

The contribution of each major income source for the planning period is shown (right).



Operating costs

Operating costs largely comprise of operations and maintenance expenditure for water and sewerage services, customer, billing and collection services, infrastructure planning, and other corporate costs.

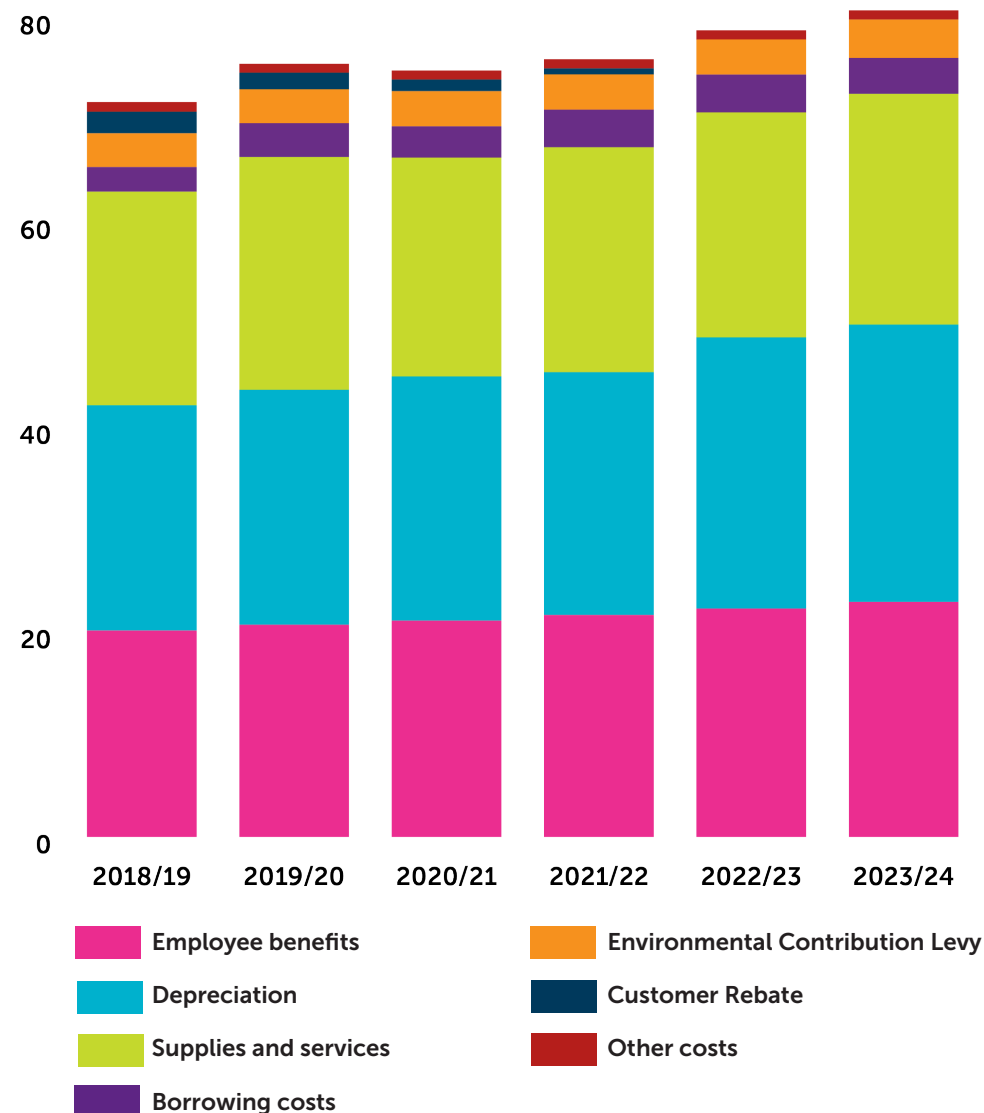
Operating costs are forecast at \$48.22 million for 2019/20. This allowance is in line with the 2018–23 price determination and includes the management of increases for security in information technology, safety, water taste improvement and carbon neutrality initiatives. Investment in customer engagement will continue over the planning period and assist in delivering on our customer promises. Post 2019/20, operating costs increase by less than CPI annually.

Borrowing expenses are projected to increase over the planning period in line with the increase in total borrowings to fund capital expenditure outlays. Projections have incorporated a stable long-term interest rate environment.

Depreciation expenditure allowed for over the planning period is \$23.0 million in 2019/20, increasing to \$27.1 million in 2023/24. The step change in 2022/23 is driven by the Warrnambool Sewage Treatment Plant upgrade.

Payment of the environmental contribution levy of \$3.3 million is forecast in 2019/20. This environmental contribution helps government initiatives to promote sustainable management of water and address adverse water-related environmental impacts. It is forecast to increase in 2020/21 to \$3.5 million and increase again in 2023/24 to \$3.8 million.

Operating costs (\$ million)



Capital expenditure

Capital expenditure over the planning period amounts to \$163 million and incorporates investments to upgrade the Warrnambool Sewage Treatment Plant, upgrade network and treatment infrastructure, renew ageing infrastructure, and in new technology.

A project to construct a 10.6-kilometre sewerage pipeline from the 12 Apostles Visitor Centre to the existing Port Campbell sewer network is planned in 2019/20. This will allow the decommissioning of the Parks Victoria-owned treatment plant at the visitor centre.

The project also includes the provision of a potable water supply to the 12 Apostles Visitor Centre to allow cessation of expensive water carting to the centre. Incorporating other potential connections to the system, including those relating to the Shipwreck Coast Masterplan, have been considered in planning and designing this project.

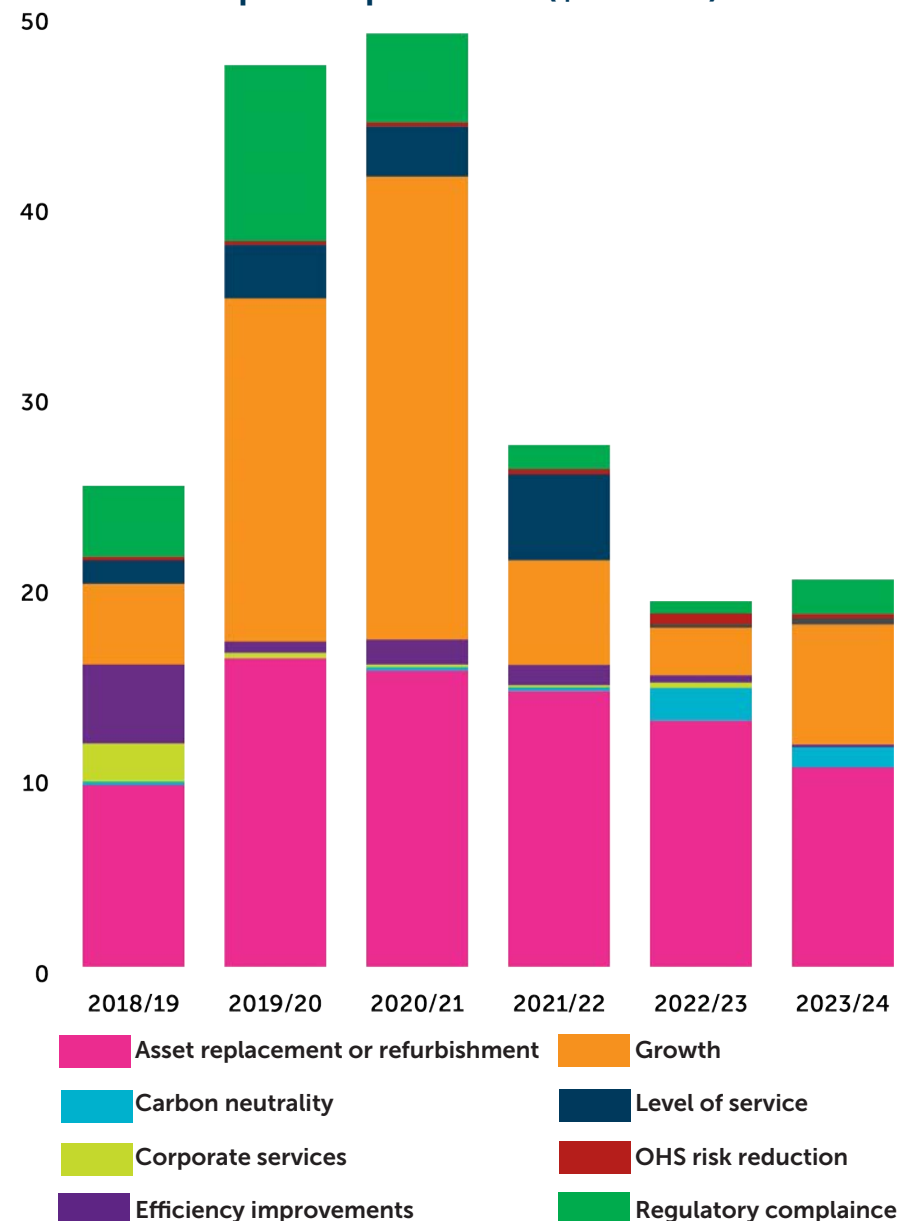
There have been some significant delays with this project, but it is now planned for completion during 2019/20, with an estimated spend of \$5.8 million.

Excluding the above project, the five largest Wannon Water-funded projects in financial terms are:

Project	2019/20 budget
Warrnambool Sewage Treatment Plant upgrade	\$7.00m
Camperdown Biosolids Facility refurbishment	\$1.97m
Carbon Reduction Program works - solar at Brierly Basin	\$1.37m
Hamilton Water Treatment Plant - new clear water storage	\$1.29m
Gellibrand River - summer flow improvement works	\$0.99m

Identified earlier in the Corporate Plan, our biggest capital investment since inception will occur during this planning period. Construction of a \$38 million upgrade to the Warrnambool Sewage Treatment Plant will begin in 2019. It is anticipated that the project will be completed during 2021. During 2019/20, community engagement, planning and design work will continue. It is expected that preparatory earthworks and tendering will also occur in 2019/20.

Capital expenditure (\$ million)



Borrowings

Our business requires an additional \$28 million in new borrowings over the planning period to fund significant capital expenditure outlays. Overall, debt levels are expected to increase from \$36 million as at 30 June 2019 to \$64 million as at 30 June 2023. The timing of the Warrnambool Sewage Treatment Plant upgrade results in total debt reaching \$78 million in 2021/22 before reducing in the following year.

We set a debt portfolio composition consistent with the Department of Treasury & Finance expectations. Projections at 30 June 2019 and 30 June 2020 are shown in the table (below).

Debt portfolio composition

As total borrowings have reduced significantly in recent years, it is not practical to strive to achieve the targets in the current financial year as new borrowings have not been required.

The projections are consistent with the Board's acceptance to realign with the recommended maturity profile of our debt by 2021.

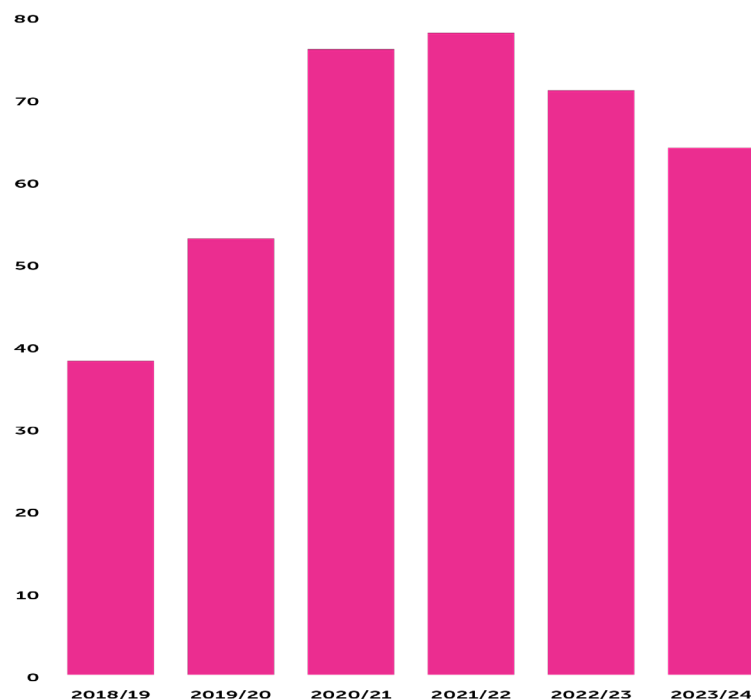
As debt increases during the planning period, Wannon Water's portfolio will begin to align with guideline minimum and maximum portfolio maturity limits.

Term to maturity	Target	Limits	30 June 2019 projection	30 June 2020 projection
0 - 1 year	20%	0 - 30%	25%	19%
1 - 4 years	35%	20 - 50%	69%	47%
5 - 8 years	35%	20 - 50%	6%	34%
Over 8 years	10%	0 - 20%	0%	0%

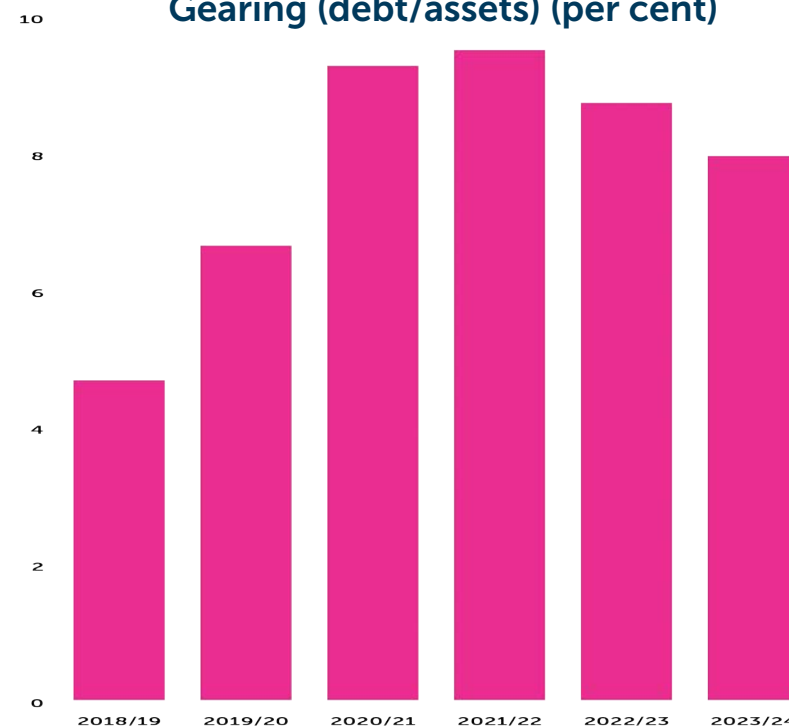
Gearing

Gearing levels remain below 10 per cent in all planning years. Consistent with the increase in total borrowings, gearing levels are projected to increase from a low 4.7 per cent as at 30 June 2019 to 7.9 per cent as at 30 June 2024.

Total borrowings (\$ million)



Gearing (debt/assets) (per cent)



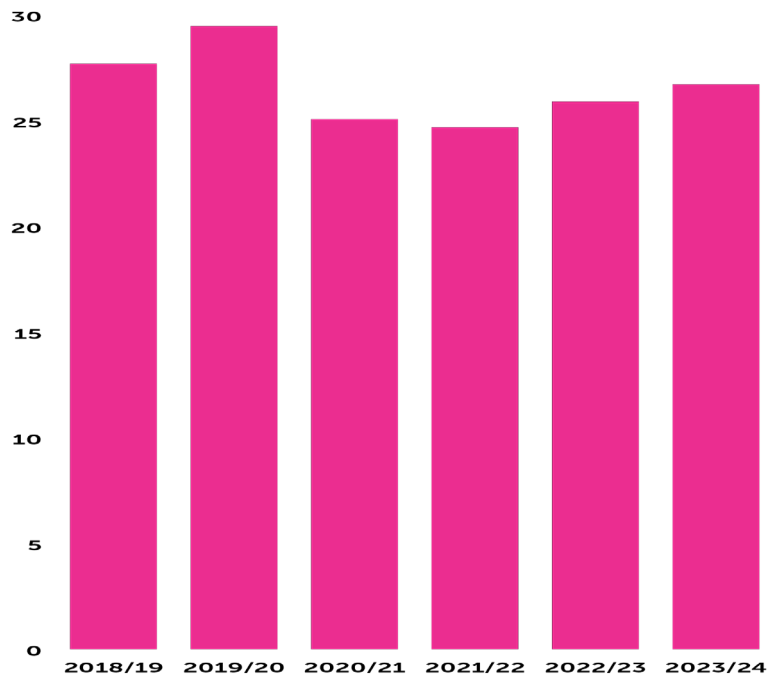
Funds from operations

Wannon Water will continue to generate positive cash flows from operations over the planning period. Net cash inflows from operating activities are expected to increase to \$29.48 million in 2019/20, with \$5.8 million of that due to a one-off capital contribution.

Cash flows from operations are expected to steadily decline in years two and three of the planning period as cash outflows outpace the growth in cash inflows. By 2022/23 growth in inflows is higher than growth in outflows and we expect cash from operations to return above \$25 million.

Cash flows from operations will be used to partly fund capital expenditure payments in the first three planning years and then reduce borrowings in the final two planning years.

Funds from operations (\$ million)

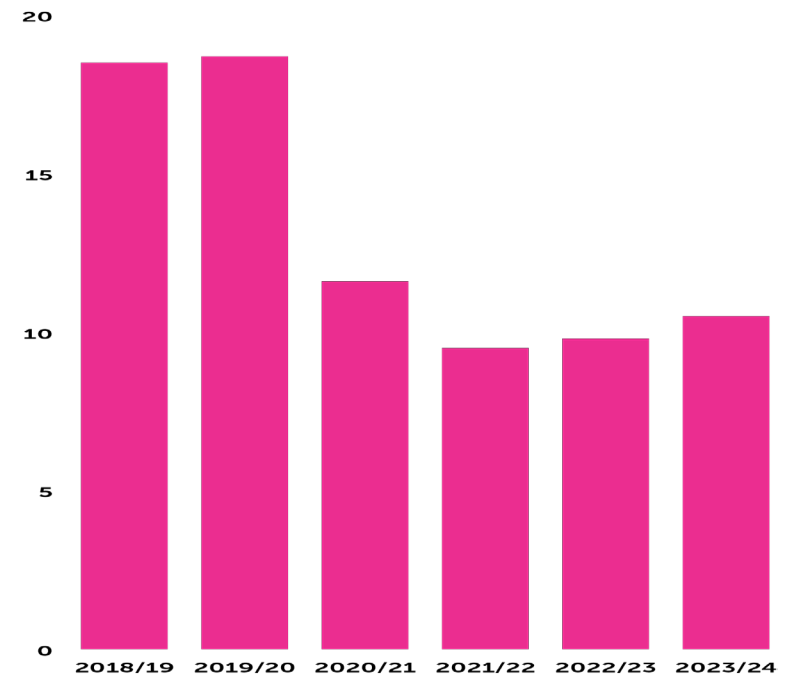


Interest coverage

Cash interest cover levels are expected to remain healthy over the planning period. With an extensive capital works program and the requirement to fund increased debt, it is expected that interest costs will rise in 2020/21 having a negative effect on the ratio.

At no stage in the planning period does the ratio fall below nine times coverage. This provides a strong indication of Wannon Water's ability to finance the additional borrowing costs associated with the extensive capital works program.

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.

Due to the accounting profits occurring throughout the plan as a result of the identified efficiency savings and positive revenue projections, taxable amounts are forecast for accounting purposes each year of this planning period.

Wannon Water currently holds carried forward tax losses of \$95 million. Many years of taxable income will be required before Wannon Water pays tax.

Dividends

The modelling as presented assumes that no dividends will be paid by Wannon Water in the period of this plan. Wannon Water plans to utilise any additional cash flow to reduce debt.

Sensitivity analysis

Water consumption variations and capital contributions have the largest impact on profits, cash flows, interest cover and gearing. Water consumption variations are minimal, and have negligible effects on consumption-based 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 strong.

Capital contributions are one-off in nature and infrequent. There is a high level of confidence that these contributions will occur and be recognised as revenue during 2019/20.

Managing risk

Wannon Water maintains a systematic approach to risk management consistent with international risk management standard, ISO 31000 Risk Management – Principles and Guidelines and the requirements of the Victorian Government Risk Management Framework 2015. Our Risk Management Framework outlines the principles and processes by which we manage risks facing our organisation. Our risk profile and risk appetite are reviewed and updated on a regular basis.

Every year we prepare a report to DELWP on our strategic risks. Strategic risks are those that would materially affect the strategic intent outlined in this Corporate Plan. A variety of operational risks are also under constant surveillance, to ensure we can proactively manage our business.

Strategic risk	Level
Wannon Water is unable to secure sufficient bulk water to meet customer demand	Low
Wannon Water is unable to meet customer demand for drinking water	Medium
Wannon Water provides unsafe drinking water to customers	Low
Wannon Water is unable to live up to our customer expectations with the taste, smell and appearance of drinking water	Medium
Wannon Water is unable to provide sustainable sewerage services	Low
Wannon Water has a significant negative impact on the natural environment or cultural heritage	Low
Wannon Water's activities lead to staff, contractors or members of the public being severely injured or killed	Medium
Wannon Water experiences a change that threatens our viability	Low
Wannon Water is unable to anticipate or respond to changing community expectations	Low
Wannon Water is unable to adapt or keep up with the rapid advances in technology	Medium
Wannon Water is significantly impacted as a result of improper conduct or corruption	Low

Planning assumptions

Year	2018/19 forecast	2019/20	2020/21	2021/22	2022/23	2023/24
Prices						
CPI (%)	1.90	2.00	2.30	2.30	2.30	2.30
Customer growth (%)	0.5	0.5	0.8	0.8	0.8	0.8
Customer rebate (\$/customer)	56	42	28	14	-	-
Water sales						
Total (ML)	12,062	11,475	11,900	12,016	12,133	12,251
Borrowings						
Interest rate (%)	4.00	4.00	4.00	4.00	4.00	4.00
Financial Accommodation Levy (basis point)	74	74	74	74	74	74
Credit rating	A+	A+	A+	A+	A+	A+
Other						
Enterprise Agreement increase (%)	3.25	3.25	2.5	2.5	2.5	2.5
Number FTE	205.1	204.4	203.4	203.4	203.4	203.4

Financial statements

Operating Statement for the period ending 30 June 2019 to 30 June 2024

Description	BUDGET	FORECAST	CORPORATE PLAN				
	2018/19 (\$)	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)	2021/22 (\$)	2022/23 (\$)	2023/24 (\$)
Tariffs & Charges							
- Water Service Charges	10,128,000	10,213,000	10,588,000	10,714,000	11,035,000	11,369,000	11,422,000
- Water Volume Charges	24,476,000	24,250,000	23,695,000	23,890,000	23,951,000	23,997,000	24,577,000
- Sewer Service Charges	27,718,000	27,728,000	28,078,000	28,124,000	28,575,000	29,033,000	30,262,000
- Trade Waste	7,181,000	7,499,000	7,305,000	7,573,000	7,854,000	8,151,000	8,449,000
Tariffs & Charges	69,503,000	69,690,000	69,666,000	70,301,000	71,415,000	72,550,000	74,710,000
Interest Received	92,000	103,000	90,000	90,000	124,000	124,000	124,000
Capital Charges							
- Gifted Assets	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
- Government Capital Contributions	5,654,000	1,800,000	5,879,000	50,000	41,000	0	0
- Other Customer Contributions	2,277,000	838,000	2,311,000	1,100,000	1,127,000	1,156,000	1,184,000
Capital Charges	8,931,000	3,638,000	9,190,000	2,150,000	2,168,000	2,156,000	2,184,000
Other Revenue	2,645,000	2,489,000	2,606,000	2,244,000	2,121,000	2,055,000	1,987,000
Asset Sale Proceeds	399,000	605,000	417,000	400,000	400,000	400,000	400,000
TOTAL REVENUE	81,570,000	76,525,000	81,969,000	75,185,000	76,228,000	77,285,000	79,405,000
Employee Benefits	20,621,000	20,164,000	20,732,000	21,132,000	21,685,000	22,315,000	22,964,000
Depreciation	22,150,000	22,001,000	22,960,000	23,858,000	23,721,000	26,494,000	27,085,000
Supplies & Services							
- Chemicals	854,000		971,000	993,000	1,133,000	1,192,000	1,222,000
- Contractors & Consultants	5,171,000		6,255,000	6,030,000	6,301,000	6,491,000	6,608,000
- Electricity	4,267,000		3,987,000	3,277,000	3,399,000	3,432,000	3,494,000
- Other Goods & Services	10,866,000		11,535,000	11,088,000	11,159,000	10,874,000	11,252,000
Supplies & Services	21,158,000	20,884,000	22,748,000	21,388,000	21,992,000	21,989,000	22,576,000
Borrowing Costs	2,031,000	1,946,000	1,762,000	2,460,000	3,028,000	3,084,000	2,947,000
Cost of Assets Sold	899,000	958,000	900,000	900,000	900,000	900,000	900,000
Environmental Contribution Levy	3,307,000	3,307,000	3,307,000	3,449,000	3,449,000	3,449,000	3,756,000
Levy - Financial Accommodation	484,000	460,000	453,000	597,000	642,000	604,000	548,000
Customer Rebate	2,097,000	2,097,000	1,621,000	1,114,000	574,000	0	0
TOTAL EXPENDITURE	72,747,000	71,817,000	74,483,000	74,898,000	75,991,000	78,835,000	80,776,000
OPERATING PROFIT/(LOSS)	8,823,000	4,708,000	7,486,000	287,000	237,000	(1,550,000)	(1,371,000)
Income Tax Expense/(Revenue)	1,778,000	623,000	1,623,000	(267,000)	(323,000)	(27,000)	205,000
NET PROFIT/(LOSS) AFTER TAX	7,045,000	4,085,000	5,863,000	554,000	560,000	(1,523,000)	(1,576,000)

Balance Sheet as at 30 June 2019 to 30 June 2024

	BUDGET	FORECAST	CORPORATE PLAN				
	2018/19 (\$)	2018/19 (\$)	2019/20 (\$)	2020/21 (\$)	2021/22 (\$)	2022/23 (\$)	2023/24 (\$)
Current assets							
Cash & Investments	786,000	1,238,000	1,016,000	449,000	249,000	969,000	267,000
Receivables	7,280,000	6,900,000	7,200,000	7,270,000	7,440,000	7,640,000	7,930,000
Accruals	9,180,000	9,000,000	9,180,000	9,363,000	9,550,000	9,741,000	9,935,000
Other Assets	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000
Total current assets	18,896,000	18,788,000	19,046,000	18,732,000	18,889,000	20,000,000	19,782,000
Non-current assets							
Receivables	9,130,000	9,109,000	9,220,000	8,040,000	6,790,000	5,450,000	3,930,000
Property, plant & equipment	756,464,000	744,463,000	768,603,000	793,888,000	797,558,000	789,754,000	783,600,000
Total non-current assets	765,594,000	753,572,000	777,823,000	801,928,000	804,348,000	795,204,000	787,530,000
TOTAL ASSETS	784,490,000	772,360,000	796,869,000	820,660,000	823,237,000	815,204,000	807,312,000
Current liabilities							
Payables	6,500,000	6,500,000	6,500,000	6,855,000	7,041,000	7,400,000	7,716,000
Interest bearing liabilities	9,163,000	9,122,000	10,000,000	10,000,000	7,000,000	7,000,000	7,000,000
Provisions	4,017,000	4,302,000	4,431,000	4,564,000	4,701,000	4,842,000	4,987,000
Total current liabilities	19,680,000	19,924,000	20,931,000	21,419,000	18,742,000	19,242,000	19,703,000
Non-current liabilities							
Interest bearing liabilities	35,000,000	27,000,000	43,000,000	66,000,000	71,000,000	64,000,000	57,000,000
Provisions	618,000	520,000	536,000	552,000	569,000	586,000	604,000
Deferred Tax Liabilities	101,645,000	101,645,000	103,268,000	103,001,000	102,678,000	102,651,000	102,856,000
Total non-current liabilities	137,263,000	129,165,000	146,804,000	169,553,000	174,247,000	167,237,000	160,460,000
TOTAL LIABILITIES	156,943,000	149,089,000	167,735,000	190,972,000	192,989,000	186,479,000	180,163,000
NET ASSETS	627,547,000	623,271,000	629,134,000	629,688,000	630,248,000	628,725,000	627,149,000
Equity							
Contributed Capital	441,165,000	441,165,000	441,165,000	441,165,000	441,165,000	441,165,000	441,165,000
Asset Revaluation Reserve	150,212,000	150,212,000	150,212,000	150,212,000	150,212,000	150,212,000	150,212,000
Accumulated surplus/(deficit)	36,170,000	31,894,000	37,757,000	38,311,000	38,871,000	37,348,000	35,772,000
TOTAL EQUITY	627,547,000	623,271,000	629,134,000	629,688,000	630,248,000	628,725,000	627,149,000

Statement of Cash Flows for the period ending 30 June 2019 to 30 June 2024

	Budget 2018/19 (\$)	Forecast 2018/19 (\$)	CORPORATE PLAN				
			2019/20 (\$)	2020/21 (\$)	2021/22 (\$)	2022/23 (\$)	2023/24 (\$)
Cash flows from operating activities							
Revenue from external parties	69,897,000	71,778,000	70,499,000	71,248,000	72,706,000	74,310,000	76,386,000
Payments to employees and suppliers	(41,644,000)	(43,061,000)	(43,335,000)	(42,016,000)	(43,337,000)	(43,787,000)	(45,061,000)
Sub-total	28,253,000	28,717,000	27,164,000	29,232,000	29,369,000	30,523,000	31,325,000
Capital charges	7,495,000	4,308,000	7,751,000	2,260,000	2,317,000	2,400,000	2,531,000
Interest received	92,000	107,000	90,000	90,000	124,000	124,000	124,000
Borrowing interest	(2,031,000)	(1,712,000)	(1,762,000)	(2,460,000)	(3,028,000)	(3,084,000)	(2,947,000)
Financial accommodation levy	(484,000)	(410,000)	(453,000)	(597,000)	(642,000)	(604,000)	(548,000)
Environmental levy	(3,307,000)	(3,307,000)	(3,307,000)	(3,449,000)	(3,449,000)	(3,449,000)	(3,756,000)
Net cash inflow from operating activities	30,018,000	27,703,000	29,483,000	25,076,000	24,691,000	25,910,000	26,729,000
Cash flows from investing activities							
Payments for capital works	(32,103,000)	(25,000,000)	(47,000,000)	(49,043,000)	(27,291,000)	(18,590,000)	(20,831,000)
Proceeds of asset sales	399,000	633,000	417,000	400,000	400,000	400,000	400,000
Net cash used in investing activities	(31,704,000)	(24,367,000)	(46,583,000)	(48,643,000)	(26,891,000)	(18,190,000)	(20,431,000)
Cash flows from financing activities							
Proceeds of borrowings	6,000,000	2,000,000	26,000,000	33,000,000	12,000,000	0	0
Repayment of borrowings	(5,058,000)	(5,099,000)	(9,122,000)	(10,000,000)	(10,000,000)	(7,000,000)	(7,000,000)
Grants recognised direct to equity	0	0	0	0	0	0	0
State Government Dividend	0	0	0	0	0	0	0
Net cash used in financing activities	942,000	(3,099,000)	16,878,000	23,000,000	2,000,000	(7,000,000)	(7,000,000)
Net movement in cash	(744,000)	237,000	(222,000)	(567,000)	(200,000)	720,000	(702,000)
Cash at start of year	1,530,000	1,001,000	1,238,000	1,016,000	449,000	249,000	969,000
Cash at end of year	786,000	1,238,000	1,016,000	449,000	249,000	969,000	267,000

Appendix 1: Performance indicators

Financial Performance Indicator	2018/19 forecast	2019/20	2020/21	2021/22	2022/23	2023/24
F1 Interest Cover (Cash) Cash flow from operations before net interest and tax payments/net interest payments	18.5 times	18.7 times	11.6 times	9.5 times	9.8 times	10.5 times
F2 Gearing Ratio Total debt/total assets	4.7%	6.7%	9.3%	9.5%	8.7%	7.9%
F3 Internal Financing Ratio Net operating cashflows/capital expenditure	110.8%	62.7%	51.1%	90.5%	139.4%	128.3%
F4 Current Ratio Current assets/adjusted current liabilities	1.0 times	1.0 times	1.0 times	1.1 times	1.2 times	1.1 times
F5 Return on Assets Earnings before net interest and tax expense/average total assets	0.9%	1.2%	0.3%	0.4%	0.2%	0.2%
F6 Return on Equity Earnings before net interest and tax expense/average total equity	0.8%	1.2%	0.0%	0.0%	-0.2%	-0.2%
F7 EBITDA Margin Earnings before net interest, tax expense, depreciation and amortisation/revenue	37.4%	39.3%	35.4%	35.4%	36.2%	36.1%
F8 Credit Rating Evaluation of credit risk - credit rating	A+	A+	A+	A+	A+	A+
W1 Interest Cover (EBIT) Earnings before net interest, tax expense/net interest expense	3.4 times	5.3 times	1.1 times	1.1 times	0.5 times	0.5 times
W2 Quick Ratio Adjusted current assets/adjusted current liabilities	1.6 times	1.6 times	1.5 times	1.5 times	1.5 times	1.4 times
W3 Underlying Result Ratio Adjusted net results/total underlying revenue	4.6%	2.5%	0.4%	0.3%	-2.0%	-1.7%
W4 Self-Financing Ratio Net operating cash flows/total revenue	36.2%	36.0%	33.4%	32.4%	33.5%	33.7%

Customer promises in Price Submission 2018 - 2023	2022/23 target
Demonstrate clear, efficient and consistent asset management work processes Asset Management Customer Value benchmarking result	Maintain top quartile ranking within benchmark group
Our customers experience no water restrictions Number of towns placed on water restrictions in a year	Nil
Our Environmental Management System is effective Managing our impacts on the environment in line with broad community expectations	100% compared with Amalgamated EPA Licence
Our water extractions are sustainable Managing our water extractions in line with broad community expectations	Compliance with Bulk Entitlement and Groundwater Licences in line with community expectations
Reduce Scope 1 and 2 Greenhouse Gas Emissions by 40% by 2025 Percentage emissions reduction compared to baseline	24.5%
Customer satisfaction with our performance partnering with communities to help our region flourish Percentage of customers satisfied with our performance partnering with our communities to help our region flourish	Maintain 2018 performance
Regional stakeholder satisfaction with our performance partnering on areas of regional priority Percentage of regional stakeholders satisfied with our performance partnering on areas of regional priority.	Maintain 2018 performance
Provision of safe drinking water Mandatory notifications to customers of non-compliance with ADWG and Safe Drinking Water Regulations *NOTE - this excludes regulated supplies.	No notifications
Customer satisfaction with taste, smell, clarity and hardness of drinking water Percentage of customers satisfied with water quality	Improving trend
Customer satisfaction with management of water service interruptions Percentage of customers who experienced water service interruptions who are satisfied with our management of the interruption	83%
Customer satisfaction with management of sewer spills Percentage of customers who experienced sewer spills on or within their property who are satisfied with our management of the spill	Improving trend
There is ongoing engagement with our customers and community to build capacity and strengthen relationships, and which informs continuous improvement of our services Number of instances of two-way engagement Percentage of customers who engaged with Wannon Water satisfied with the engagement process	At least 500 Maintain 2018 performance
Our customers are transacting with us using an online portal Number of customers using online portal	Improving trend
Customer overall satisfaction Customer satisfaction with value for money	Maintain 2018 performance

Minister's Letter of Expectations - Key Performance Indicators

Climate Change (Minister – E3)	Adaptation to climate change and variability Qualitative description of how the Guidelines for Assessing the Impact of Climate Change on Water Supplies in Victoria will be used. Qualitative description of how adaptation will be undertaken in each of the six business areas (source waters and demand, built assets, natural environment, people and workplace, interdependencies, customer and product delivery). Include consideration of short, medium and long-term changes. Qualitative description of contribution/participation in the development of the DELWP Water Sector Climate Change Adaptation Action Plan.
Customer & Community (Minister – C1)	Customer satisfaction Demonstrate high or improving levels of customer satisfaction over time.
Customer & Community (Minister – C2)	Customer and community engagement Development and delivery of an engagement strategy/plan/policy and publication (via the water corporation's website) of the engagement strategy/plan/policy or equivalent explanation.
Water for Aboriginal cultural, spiritual & economic values (Minister – AC1)	Engagement of Aboriginal communities <ul style="list-style-type: none"> • A strategy that demonstrates how the water corporation will build capability and understanding of procurement processes to address barriers for Aboriginal enterprises to supply goods/services to water corporations. • Number/explanation of sponsorships of Aboriginal people in relevant study and training courses, including scholarships, vocational education and traineeships • Number of staff within the water corporation who have undertaken a cross-cultural training course (by relevant Traditional Owner) in the last five years.
Water for Aboriginal cultural, spiritual & economic values (Minister – AC2)	Engagement of Traditional Owners Number of engagements with Traditional Owners in water planning and management and report on outcomes.
Water for Aboriginal cultural, spiritual & economic values (Minister – AC3)	Aboriginal Inclusion Plan/Reconciliation Action Plan Development of either an Aboriginal Inclusion Plan or a Reconciliation Action Plan reflecting measures AC1.1-AC1.3 and AC2.1 as appropriate.
Resilient & liveable cities & towns (Minister – L1)	Integrated Water Management Progress towards: <ul style="list-style-type: none"> • Participation in, or establishment of, IWM forum in your region. • Contribution to development and implementation of Strategic Direction Statement(s) in your region. • Implementation of priority IWM plans and projects as applicable. • Delivering IWM outcomes for the region.
Resilient & liveable cities & towns (Minister – L2)	Water efficiency Continue to collaborate on the Victorian Water Efficiency Strategy by water corporations working together through a coordination group to develop state-wide initiatives; and reporting the number of customers in need assisted by Community Rebate Program.

Minister's Letter of Expectations - Key Performance Indicators

Resilient & liveable cities & towns (Minister – L3)	Water bills Total residential bills based on (a) average consumption and (b) 200kl consumption.
Resilient & liveable cities & towns (Minister – L4)	Payment management and hardship <ul style="list-style-type: none"> Number of instalment plans at the end of the reporting period. Number of customers awarded hardship grants.
Recognising recreational values* (Minister – Rec1) *applied only to the extent that water corporation manages water storages accessible for recreation	Recreational values Number of site-based projects delivered to improve recreational enjoyment of water storages. Efforts taken around the following three themes of Water for Victoria: <ul style="list-style-type: none"> Number of engagement processes that identified and considered recreational objectives relating to management of waterways. Number of upgrades to online information sources to help recreational users plan their activities. Collaboration with other organisations and government agencies to explore and progress opportunities to support recreational objectives. Number of accessible major water storages with land and recreation management plans in place, as per Water for Victoria action 7.3.
Financial Sustainability (Minister – F1-F8)	Financial indicators Overall reporting on these measures (interest cover, gearing ratio, internal financing ratio, current ratio, return on assets, return on equity, EBITDA margin, credit rating) should demonstrate financial sustainability and provide a positive picture of a corporations' financial sustainability over time.
Leadership & Culture (Minister – G1)	Diversity and inclusion Development and delivery of a Diversity Inclusion Plan/s and publication (via water corporation's website) of the Inclusion Plan or equivalent explanation. Number of females occupying senior executive positions over projected five-year period. Adopt a one per cent target for Aboriginal people in the business consistent with 'Karreeta Yirramboi: Victorian Public Sector Employment and Career Development Action Plan' and work to a stretch target of three per cent by 2020 (DELWP Aboriginal Inclusion Plan 2016-2020). Actions taken to improve participation by Traditional Owners in Board committees and other organisational committees. Number of respondents to the VPSC People Matter Survey from each water corporation should be representative of the majority of the corporation and demonstrate improvements in number of respondents over time (to be based on participation in alternate years with implementation measures reported in follow up year). Results indicate favourable response to implementation of Diversity Inclusion Plan.
Leadership & Culture (Minister – G2)	Board performance review Board performance report submitted to the Minister for Water by 31 March each year with identified actions for continuous improvement. Monitoring of previous year's actions have had a positive result on the Board's ability to lead the organisation.
Leadership & Culture (Minister – G3)	Health and Safety Performance indicators adopted to monitor Occupational Health and Safety in line with FRD 22H, section 6.10.

DELWP Performance Reporting Framework		2019/20 target
Customer Bill (DELWP - L.3a)	Total typical residential bill Total annual water supply and sewerage bill based on customers' average annual residential use (144 kl)	\$1,119
Customer Bill (DELWP - L.3b)	Total residential bill 200 kl Total annual residential water supply and sewerage bill, based on the consumption of 200 kl of water	\$1,210
Water & Sewerage (DELWP - WS1)	Unplanned Water supply interruptions	0%
Water & Sewerage (DELWP - WS2)	Interruption time Average duration of unplanned water supply interruptions	<80 minutes
Water & Sewerage (DELWP - WS3)	Restoration of unplanned water supply	98%
Water & Sewerage (DELWP - SS1)	Containment of sewer spills	99%
Water & Sewerage (DELWP - SS2)	Sewer spills interruptions No of residential sewerage customers affected by sewerage interruptions restored within 5 hours	99%
Customer Responsiveness (DELWP - CR1)	Water quality complaints Number of water quality complaints regarding discolouration, taste, odour, stained washing, illness or cloudy water per 1000 customers	3.8
Customer Responsiveness (DELWP - CR4)	Billing and account complaints Billing/payment issues complaints for 1000 customers year on year	1.7
Environmental (DELWP - E1)	Effluent reuse volume (end use)	20%
Environmental (DELWP - E2)	Total net CO2 emissions Total net tonnes CO2 equivalent	28.624

Appendix 2: Customer bill impacts

Residential customer - 144KL water consumption (per annum)							
	WATER TARRIFS		SEWER Fixed	TOTAL TARRIFS	Nominal change from previous year	TOTAL TARIFFS LESS REBATE	Nominal change from previous year
	Fixed	Variable			%		%
Group A Water Customer							
2018/19	\$168	\$258	\$737	\$1,163	-0%	\$1,107	1%
2019/20	\$172	\$249	\$741	\$1,161	-0%	\$1,119	1%
2020/21	\$175	\$240	\$746	\$1,162	0%	\$1,134	1%
2021/22	\$180	\$231	\$752	\$1,162	0%	\$1,148	1%
2022/23	\$184	\$221	\$758	\$1,162	-0%	\$1,162	1%
2023/24	\$188	\$226	\$775	\$1,189	2%	\$1,189	2%
Group B Water Customer							
2018/19	\$304	\$194	\$737	\$1,235	-0%	\$1,179	1%
2019/20	\$310	\$182	\$741	\$1,233	-0%	\$1,191	1%
2020/21	\$317	\$171	\$746	\$1,234	0%	\$1,206	1%
2021/22	\$324	\$157	\$752	\$1,233	-0%	\$1,219	1%
2022/23	\$332	\$143	\$758	\$1,233	-0%	\$1,233	1%
2023/24	\$339	\$146	\$775	\$1,261	2%	\$1,261	2%

Non-residential customer - 144KL water consumption (per annum)					
	WATER TARRIFS		SEWER Fixed	TOTAL TARRIFS	Nominal change from previous year
	Fixed	Variable			%
Group A Water Customer					
2018/19	\$168	\$323	\$737	\$1,229	0.68%
2019/20	\$172	\$326	\$741	\$1,238	0.79%
2020/21	\$175	\$330	\$746	\$1,252	0.08%
2021/22	\$180	\$334	\$752	\$1,265	1.09%
2022/23	\$184	\$338	\$758	\$1,279	1.09%
2023/24	\$188	\$346	\$775	\$1,309	2.30%
Group B Water Customer					
2018/19	\$304	\$249	\$737	\$1,290	0.80%
2019/20	\$310	\$252	\$741	\$1,302	0.91%
2020/21	\$317	\$255	\$746	\$1,318	1.21%
2021/22	\$324	\$258	\$752	\$1,334	1.21%
2022/23	\$332	\$261	\$758	\$1,350	1.22%
2023/24	\$339	\$267	\$775	\$1,381	2.30%

Residential tenant - 144KL water consumption (per annum)

	WATER TARRIFS		SEWER Fixed	TOTAL TARRIFS	Nominal change from previous year	TOTAL TARIFFS LESS REBATE	Nominal change from previous year
	Fixed	Variable			%		%
Group A Water Customer							
2018/19		\$258		\$258	3.40%	\$202	2.49%
2019/20		\$249		\$249	3.51%	\$207	2.44%
2020/21		\$240		\$240	3.64%	\$212	2.39%
2021/22		\$231		\$231	3.94%	\$217	2.14%
2022/23		\$221		\$221	4.35%	\$221	1.83%
2023/24		\$226		\$226	2.30%	\$226	2.30%
Group B Water Customer							
2018/19		\$194		\$194	0.00%	\$138	0.00%
2019/20		\$182		\$182	6.17%	\$140	1.46%
2020/21		\$171		\$171	6.40%	\$143	1.67%
2021/22		\$157		\$157	7.93%	\$143	0.33%
2022/23		\$143		\$143	8.96%	\$143	0.05%
2023/24		\$146		\$146	2.30%	\$146	2.30%

Appendix 3: Tariff structure

Urban residential and non-residential rural water service and fire service charges (per annum)

	2018/19		2019/20		2020/21		2021/22		2022/23		2023/24
Service Charge Group A - Portland, Heywood, Port Fairy, Allansford, Noorat/ Glenormiston, Camperdown, Carlisle, Carpendeit, Cobden, Koroit, Lismore/ Derrinallum, Mortlake, Purnim, Simpson, Terang, Warrnambool, Balmoral, Caramut, Cavendish, Dunkeld, Glenthompson, Hamilton, Peshurst and Tarrington											
0-20mm connection	\$168.18	0%	\$171.54	0%	\$175.48	0%	\$179.51	0%	\$183.63	0%	\$187.85
21-25mm connection	\$250.68	0%	\$255.69	0%	\$261.57	0%	\$267.58	0%	\$273.73	0%	\$280.02
26-32mm connection	\$674.59	0%	\$688.08	0%	\$703.90	0%	\$720.08	0%	\$736.64	0%	\$753.58
33-40mm connection	\$1,181.12	0%	\$1,204.74	0%	\$1,232.44	0%	\$1,260.78	0%	\$1,289.77	0%	\$1,319.43
41-50mm connection	\$1,856.23	0%	\$1,893.35	0%	\$1,936.89	0%	\$1,981.43	0%	\$2,027.00	0%	\$2,073.62
51-80mm connection	\$2,700.35	0%	\$2,754.35	0%	\$2,817.70	0%	\$2,882.50	0%	\$2,948.79	0%	\$3,016.61
81-100mm connection	\$3,904.82	0%	\$3,982.91	0%	\$4,074.51	0%	\$4,168.22	0%	\$4,264.08	0%	\$4,362.15
101-150mm connection	\$5,454.67	0%	\$5,563.76	0%	\$5,691.72	0%	\$5,822.62	0%	\$5,956.54	0%	\$6,093.54
151+mm connection	\$7,205.56	0%	\$7,349.67	0%	\$7,518.71	0%	\$7,691.64	0%	\$7,868.54	0%	\$8,049.51
Service Charge Group B - Peterborough, Port Campbell, Timboon, Dartmoor, Casterton, Coleraine, Macarthur, Merino and Sandford											
0-20mm connection	\$303.90	0%	\$309.97	0%	\$317.09	0%	\$324.38	0%	\$331.84	0%	\$339.47
21-25mm connection	\$452.81	0%	\$461.86	0%	\$472.48	0%	\$483.34	0%	\$494.45	0%	\$505.82
26-32mm connection	\$1,217.58	0%	\$1,241.93	0%	\$1,270.49	0%	\$1,299.71	0%	\$1,329.60	0%	\$1,360.18
33-40mm connection	\$2,131.53	0%	\$2,174.16	0%	\$2,224.16	0%	\$2,275.31	0%	\$2,327.64	0%	\$2,381.17
41-50mm connection	\$3,349.63	0%	\$3,416.62	0%	\$3,495.20	0%	\$3,575.58	0%	\$3,657.81	0%	\$3,741.93
51-80mm connection	\$4,872.61	0%	\$4,970.06	0%	\$5,084.37	0%	\$5,201.31	0%	\$5,320.94	0%	\$5,443.32
81-100mm connection	\$7,045.72	0%	\$7,186.63	0%	\$7,351.92	0%	\$7,521.01	0%	\$7,693.99	0%	\$7,870.95
101-150mm connection	\$9,842.05	0%	\$10,038.89	0%	\$10,269.78	0%	\$10,505.98	0%	\$10,747.61	0%	\$10,994.80
151+mm connection	\$13,001.08	0%	\$13,261.10	0%	\$13,566.10	0%	\$13,878.12	0%	\$14,197.31	0%	\$14,523.84
Service Charge - Darlington											
Darlington Service Charge	\$168.18	0%	\$171.54	0%	\$175.48	0%	\$179.51	0%	\$183.63	0%	\$188.85

Urban residential water use charges (per KL)

	2018/19		2019/20		2020/21		2021/22		2022/23		2023/24
Usage Charge Group A - Portland, Heywood, Port Fairy, Allansford, Noorat/ Glenormiston, Camperdown, 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)	\$1.7930	-5.40%	\$1.7301	-5.80%	\$1.6672	-6.10%	\$1.6015	-6.50%	\$1.5318	0.00%	\$1.5670
User Charge Block 2 (439-822 litres/day)	\$2.2457	-1.10%	\$2.2654	-1.10%	\$2.2920	-1.10%	\$2.3189	-1.10%	\$2.3461	0.00%	\$2.4000
User Charge Block 3 (822+ litres/day)	\$3.3687	-1.10%	\$3.3982	-1.10%	\$3.4381	-1.10%	\$3.4784	-1.10%	\$3.5192	0.00%	\$3.6001
Usage Charge Group B - Peterborough, Port Campbell, Timboon, Dartmoor, Casterton, Coleraine, Macarthur, Merino and Sandford											
User Charge Block 1 (0-438 litres/day)	\$1.3491	-8.00%	\$1.2659	-8.50%	\$1.1849	-10.00%	\$1.0909	-11.00%	\$0.9932	0.00%	\$1.0160
User Charge Block 2 (439-822 litres/day)	\$1.7318	-1.10%	\$1.7470	-1.10%	\$1.7675	-1.10%	\$1.7882	-1.10%	\$1.8092	0.00%	\$1.8508
User Charge Block 3 (822+ litres/day)	\$2.5977	-1.10%	\$2.6205	-1.10%	\$2.6512	-1.10%	\$2.6823	-1.10%	\$2.7138	0.00%	\$2.7762
Usage Charge - Darlington											
Darlington Usage all usage (per kL)	\$0.6223	0.00%	\$0.6347	0.00%	\$0.6492	0.00%	\$0.6641	0.00%	\$0.6793	0.00%	\$0.6949

	2018/19		2019/20		2020/21		2021/22		2022/23		2023/24
Urban non-residential and rural water usage charges (per kl)											
Usage Charge Group A - Portland, Heywood, Port Fairy, Allansford, Noorat/ Glenormiston, Camperdown, Carlisle, Carpendeit, Cobden, Koroit, Lismore/ Derrinallum, Mortlake, Purnim, Simpson, Terang, Warrnambool Balmoral, Caramut, Cavendish, Dunkeld, Glenthompson, Hamilton, Penshurst and Tarrington											
Potable Water (per kL)	\$2.2457	-1.10%	\$2.2654	-1.10%	\$2.2920	-1.10%	\$2.3189	-1.10%	\$2.3461	0.00%	\$2.4000
Non-Potable Water (per kL)	\$1.7930	-5.40%	\$1.7301	-5.80%	\$1.6672	-6.10%	\$1.6015	-6.50%	\$1.5318	0.00%	\$1.5670
Usage Charge Group B - Peterborough, Port Campbell, Timboon, Dartmoor, Casterton, Coleraine, Macarthur, Merino and Sandford											
Potable Water (per kL)	\$1.7318	-1.10%	\$1.7470	-1.10%	\$1.7675	-1.10%	\$1.7882	-1.10%	\$1.8092	0.00%	\$1.8508
Non-Potable Water (per kL)	\$1.3491	-8.00%	\$1.2659	-8.50%	\$1.1849	-10.00%	\$1.0909	-11.00%	\$0.9932	0.00%	\$1.0160
Usage Charge - Darlington											
Darlington Usage all usage (per kL)	\$0.6223	0.00%	\$0.6347	0.00%	\$0.6492	0.00%	\$0.6641	0.00%	\$0.6793	0.00%	\$0.6949
Rural water usage surcharge											
All Rural Usage Charge Groups	\$2.5531	-21.66%	\$2.0000	-2.30%	\$2.0000	-2.20%	\$2.0000	-2.30%	\$2.0000	0.00%	\$2.0400
Unconnected water service charge (per annum)											
Service Charge - All Groups	\$168.18	0.00%	\$171.54	0.00%	\$175.48	0.00%	\$179.51	0.00%	\$183.63	0.00%	\$187.85
Unmetered water service charge (per annum)											
All Service Charge Groups	\$1,441.09	0.00%	\$1,469.91	0.00%	\$1,503.71	0.00%	\$1,538.29	0.00%	\$1,573.67	0.00%	\$1,609.86
Connected sewerage service charge (per annum)											
Service Charge Group - All Groups	\$737.08	-1.50%	\$740.54	-1.50%	\$746.20	-1.50%	\$751.91	-1.50%	\$757.66	0.00%	\$775.08
Unconnected sewerage service (per annum)											
Service Charge Group - All Groups	\$221.10	-1.50%	\$222.13	-1.50%	\$223.83	-1.50%	\$225.54	-1.50%	\$227.26	0.00%	\$232.48

	2019/19		2019/20		2020/21		2021/22		2022/23		2023/24
Trade waste volume and load charges											
Major Trade Waste Volume Charges											
Volume (\$/kL)	\$0.5875	2.00%	\$0.6112	2.00%	\$0.6377	2.00%	\$0.6654	2.00%	\$0.6943	2.00%	\$0.7244
BOD (\$/kg)	\$1.3498	2.00%	\$1.4043	2.00%	\$1.4653	2.00%	\$1.5289	2.00%	\$1.5953	2.00%	\$1.6646
Suspended Solids (\$/kg)	\$0.2452	2.00%	\$0.2551	2.00%	\$0.2661	2.00%	\$0.2776	2.00%	\$0.2896	2.00%	\$0.3021
Ammonia (\$/kg)	\$1.4141	2.00%	\$1.4712	2.00%	\$1.5351	2.00%	\$1.6018	2.00%	\$1.6714	2.00%	\$1.7440
Minor trade waste volume charges & non-residential sewage volume charges											
Group 1 - Warrnambool, Allansford and Koroit											
Volume (\$/kL)	\$1.2012	3.80%	\$1.2717	3.80%	\$1.3503	3.80%	\$1.4338	3.80%	\$1.5225	0.00%	\$1.5575
Group 2 - Hamilton											
Volume (\$/kL)	\$1.3942	0.00%	\$1.4220	0.00%	\$1.4547	0.00%	\$1.4881	0.00%	\$1.5223	0.00%	\$1.5573
Group 3 - Portland											
Volume (\$/kL)	\$1.6315	-2.20%	\$1.6275	-2.20%	\$1.6283	-2.20%	\$1.6291	-2.20%	\$1.6299	0.00%	\$1.6673
Group 4 - Port Fairy											
Volume (\$/kL)	\$1.8352	-2.20%	\$1.8307	-2.20%	\$1.8316	-2.20%	\$1.8325	-2.20%	\$1.8334	0.00%	\$1.8755
Group 5 - Camperdown, Casterton, Cobden, Coleraine, Dunkeld, Heywood, Mortlake, Peterborough, Port Campbell, Simpson, Terang and Timboon											
Volume (\$/kL)	\$1.7917	-2.20%	\$1.7873	-2.20%	\$1.7881	-2.20%	\$1.7889	-2.20%	\$1.7897	0.00%	\$1.8308
Fire service charges											
All Price Groups											
0-20mm connection	\$50.64	0.00%	\$51.65	0.00%	\$52.83	0.00%	\$54.04	0.00%	\$55.28	0.00%	\$56.55
21-25mm connection	\$75.41	0.00%	\$76.91	0.00%	\$78.67	0.00%	\$80.47	0.00%	\$82.32	0.00%	\$84.21
26-32mm connection	\$202.65	0.00%	\$206.70	0.00%	\$211.45	0.00%	\$216.31	0.00%	\$221.28	0.00%	\$226.36
33-40mm connection	\$354.71	0.00%	\$361.80	0.00%	\$370.12	0.00%	\$378.63	0.00%	\$387.33	0.00%	\$396.23
41-50mm connection	\$557.38	0.00%	\$568.52	0.00%	\$581.59	0.00%	\$594.96	0.00%	\$608.64	0.00%	\$622.63
51-80mm connection	\$810.78	0.00%	\$826.99	0.00%	\$846.01	0.00%	\$865.46	0.00%	\$885.36	0.00%	\$905.72
81-100mm connection	\$1,172.34	0.00%	\$1,195.78	0.00%	\$1,223.28	0.00%	\$1,251.41	0.00%	\$1,280.19	0.00%	\$1,309.63
101-150mm connection	\$3,512.94	0.00%	\$3,583.19	0.00%	\$3,665.60	0.00%	\$3,749.90	0.00%	\$3,836.14	0.00%	\$3,924.37
151+mm connection	\$4,644.04	0.00%	\$4,736.92	0.00%	\$4,845.86	0.00%	\$4,957.31	0.00%	\$5,071.32	0.00%	\$5,187.96

Appendix 4: Quarterly financial projections 2019/20

Operating Statement

for the period 1 July 2019 to 30 June 2020

	30 September 2019	31 December 2019	31 March 2020	30 June 2020	2019/20 Year
	(\$)	(\$)	(\$)	(\$)	(\$)
Revenue					
Tariffs & Charges	16,005,000	18,209,000	18,898,000	16,554,000	69,666,000
Other Revenue	2,843,000	3,967,000	2,769,000	2,724,000	12,303,000
Total Revenue	18,848,000	22,176,000	21,667,000	19,278,000	81,969,000
Expenses					
Employee Benefits	4,800,000	5,454,000	5,402,000	5,076,000	20,732,000
Depreciation	5,666,000	5,749,000	5,709,000	5,836,000	22,960,000
Other Goods and Services	6,583,000	7,949,000	8,010,000	8,249,000	30,791,000
Total Expenses	17,049,000	19,152,000	19,121,000	19,161,000	74,483,000
Operating Profit/ (Loss)	1,799,000	3,024,000	2,546,000	117,000	7,486,000
Income Tax Expense/ (Revenue)	0	0	0	1,623,000	1,623,000
Net Profit/ (Loss) After Tax	1,799,000	3,024,000	2,546,000	(1,506,000)	5,863,000

Balance Sheet

for the period 1 July 2019 to 30 June 2020

	September 2019	December 2019	March 2020	June 2020
	(\$)	(\$)	(\$)	(\$)
Assets				
Cash	1,581,000	875,000	(958,000)	1,016,000
All Other Current Assets	17,776,000	17,805,000	17,428,000	18,030,000
Current Assets	19,357,000	18,680,000	16,470,000	19,046,000
Non-Current Assets	754,905,000	761,503,000	766,136,000	777,823,000
Total Assets	774,262,000	780,183,000	782,606,000	796,869,000
Liabilities				
Debt - Current	9,122,000	5,000,000	5,000,000	10,000,000
All Other Current Liabilities	10,905,000	10,924,000	10,801,000	10,931,000
Current Liabilities	20,027,000	15,924,000	15,801,000	20,931,000
Debt - Non Current	27,000,000	34,000,000	34,000,000	43,000,000
All Other Non-Current Liabilities	102,165,000	102,165,000	102,165,000	103,804,000
Non-Current Liabilities	129,165,000	136,165,000	136,165,000	146,804,000
Total Liabilities	149,192,000	152,089,000	151,966,000	167,735,000
NET ASSETS	625,070,000	628,094,000	630,640,000	629,134,000
Equity				
Retained Earnings	33,693,000	36,717,000	39,263,000	37,757,000
All Other Equity	591,377,000	591,377,000	591,377,000	591,377,000
EQUITY	625,070,000	628,094,000	630,640,000	629,134,000

Cash Flow Statement

for the period 1 July 2019 to 30 June 2020

	September 2019	December 2019	March 2020	June 2020	2019/20 Year
	(\$)	(\$)	(\$)	(\$)	(\$)
Cash at Start of Period	1,238,000	1,581,000	875,000	(958,000)	1,238,000
Cash Flow from Operating Activities	7,434,000	7,831,000	8,610,000	5,608,000	29,483,000
Cash Flow from Investing Activities					
Payments for property, plant and equipment	(7,200,000)	(11,500,000)	(10,600,000)	(17,700,000)	(47,000,000)
Proceeds from sale of property, plant and equipment	109,000	85,000	157,000	66,000	417,000
Total Cash flow from Investing Activities	(7,091,000)	(11,415,000)	(10,443,000)	(17,634,000)	(46,583,000)
Cash Flow from Financing Activities					
Proceeds from borrowings	-	12,000,000	-	14,000,000	26,000,000
Repayments from borrowings	-	(9,122,000)	-	0	(9,122,000)
Total Cash flow from Financing Activities	-	2,878,000	-	14,000,000	16,878,000
Net Movement in Cash	343,000	(706,000)	(1,833,000)	1,974,000	(222,000)
Cash at End of Period	1,581,000	875,000	(958,000)	1,016,000	1,016,000



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