



# Corporate Plan

**2025-2030**

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

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

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

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

### **Pareeyt Poondee-teeyt**

- Water is Life - Dhauwurd  
Wurrung language group

### **Pa poonteeyt paman paman**

- And life is sacred - Keerray  
Wurrung language group

## A message from our Chair and Managing Director

This Corporate Plan sets out the key activities we will prioritise to achieve the outcomes that matter most to communities in the southwest and contribute to broader goals for Victoria.

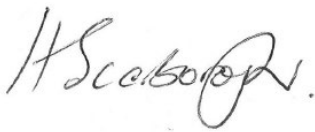
Affordability, water security, risk management, climate change, public health, environmental sustainability, equity, customer experience, and innovation shape both our short- and long-term strategies.

At the heart of our approach is a strong commitment to people - achieving zero harm to people and the environment while keeping our customers and the environment as our primary focus.

We are dedicated to keeping bills affordable, providing targeted support for those in financial stress, fulfilling our customer commitments, and aligning with the Government's broader agenda for the water and catchment sector.

Throughout this five-year planning period, we will ensure these commitments drive meaningful action.

As an essential service provider embedded in the local community, we take pride in the resilience and adaptability of our people at Wannon Water, who work tirelessly to deliver and maintain critical services for our customers and communities, always.



Helen Scarborough  
Chair



Andrew Jeffers  
Managing Director



## OUR PURPOSE



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



# OUR STRATEGY TO 2030 ON A PAGE

## BEYOND WATER FOR *strong* COMMUNITIES

### Putting people first

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

### Our customers

We meet customer needs and exceed their expectations.

### The environment

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

Collaboration and  
innovation

Employer of choice

Technology and systems

Financial sustainability





# OUR OPERATING ENVIRONMENT

## Our Functions

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

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

## Drivers for change

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

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

# Strategic Driver: Our authorising environment

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

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

### 1. Climate change and energy:

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

Key performance areas:

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

### 2. Customer, community and engagement:

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

Key performance areas:

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

### 3. Recognise Aboriginal values:

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

Key performance areas:

- Partnerships with Traditional Owners
- Supporting Aboriginal self-determination.

### 4. Recognise recreational values:

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

Key performance area:

- Consideration of recreational values in business operations

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

### 5. Resilient and liveable cities and towns:

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

Key focus areas:

- Integrated water management
- Water use and efficiency
- Urban Water Consumption
- Circular economy outcomes
- Environmental statutory obligations
- Sustainable water management
- Housing Statement.

### 6. Leadership, diversity and culture:

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

Key performance areas:

- Diversity and inclusion.

### 7. Performance and financial management:

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

Key performance area:

- Audited statement of performance
- Additional financial performance.

### Additional areas for consideration include:

- Customer protection, including prevention of harm from family violence
- Cyber security.



## Regulatory requirements

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

Ministers with portfolio responsibilities relevant to water corporations are:

Minister for Water	Minister for Environment	Minister for Climate Action	Treasurer	Assistant Treasurer	Minister for Health	Minister for Emergency Services
<i>Water Act 1989</i>	<i>Catchment and Land Protection Act 1994*</i>	<i>Climate Change Act 2017</i>	<i>Financial Management Act 1994</i>	<i>Audit Act 1994 2*</i>	<i>Health (Fluoridation) Act 1973</i>	<i>Emergency Management Act 1986</i>
<i>Water Industry Act 1994</i>	<i>Circular Economy (Waste Reduction and Recycling) Act 2021</i>		<i>Borrowing and Investment Powers Act 1987</i>	<i>Essential Services Commission Act 2001</i>	<i>Safe Drinking Water Act 2003</i>	<i>Emergency Management Act 2013</i>
<i>Murray-Darling Basic Act 1993</i>	<i>Environment Protection Act 2017</i>		<i>Public Authorities (Dividends) Act 1983</i>	<i>Victorian Managed Insurance Authority Act 1996</i>		<i>Victoria State Emergency Service Act 2005</i>
<i>Water (Commonwealth Powers) Act 2008</i>	<i>Flora and Fauna Guarantee Act 1988</i>		<i>Treasury Corporation of Victoria Act 1992</i>	<i>Occupational Health and Safety Act 2004</i>		<i>Country Fire Authority Act 1958</i>
<i>Water Efficiency Labelling and Standards Act 2005</i>	<i>Heritage Rivers Act 1992</i>					<i>Metropolitan Fire Brigades Act 1958</i>
<i>Groundwater (Border Agreement) Act 1985</i>	<i>Conservation, Forests and Lands Act 1987*</i>					
<i>State Owned Enterprises Act 1992*</i>	<i>Crown Land (Reserves) Act 1978*</i>					
<i>Catchment and Land Protection Act 1994*</i>	<i>Land Act 1958*</i>					
<i>Conservation, Forests and Lands Act 1987*</i>	<i>Pipelines Act 2005*</i>					
	<i>State Owned Enterprises Act 1992*</i>					
	<i>Water Industry Act 1994*</i>					

## Assisting department, commission and/or authority

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

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

## Strategic Driver: Our customers and community

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



Our community engagement framework provides the mechanism to ensure that engagement with customers and communities is integrated into our day-to-day activities and planning. This ensures we remain a relevant service provider and understand how we can best meet the needs of our customers, whilst mitigating a strategic risk "Wannon Water is unable to anticipate or respond to changing community expectations".

As part of our 2024 engagement activities:

- We visited five country shows and six small towns as part of our Community Roadshow.
- Gained feedback from 3000 customers and community members.
- Most of those we engaged with agreed 'We're on the right track' with customer focused outcomes.

The main themes from what we heard from our customers and communities were:

1. **Water quality**
2. **Bill affordability**
3. **Sustainability and reliability.**

Wannon Water continues to evolve into an organisation that is not only informed by customer needs but driven by their voice and individual journeys. The 2023-28 Customer Experience Strategy is leading a whole-of-business approach to improving how we serve our customers and, just as importantly, how we listen to - and act on - the feedback they provide. Feedback is regularly considered by our Board, assisting with annual and long-term planning.

Some of the priority areas within our future engagement program include:

- **Continuing to mature our approach to First Nations and Traditional Owner engagement**
- **Expand and further develop our engagement and educational initiatives with vulnerable customers**
- **Seek to understand more about customers interest in water quality improvements in towns other than Port Fairy, Portland and Heywood.**



## Our policy drivers

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



### Customer products and services

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



### Environmental stewardship

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



### People and culture

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



### Asset management

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



### Stronger communities

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



### Pricing

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



### Risk

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



### Governance

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



### Financial performance

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

# OUR OPERATIONAL CAPABILITY

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

## We're your local, dependable experts

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

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

## We're making a real and positive difference

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

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

## Zero Harm is our number one priority

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

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

## We are an employer of choice

We employ around 250 people in a range of roles (including science, technology, engineering, maintenance and business administration) across our service region. Together they generate long-term value for customers and the broader community.

Our strengths as an employer include:

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

## We operate with good governance

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



## Our culture and values enable performance

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

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



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



Responsiveness



Integrity



Impartiality



Accountability



Respect



Leadership



Human Rights

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

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

# ALIGNING OUR WORK

## A snapshot

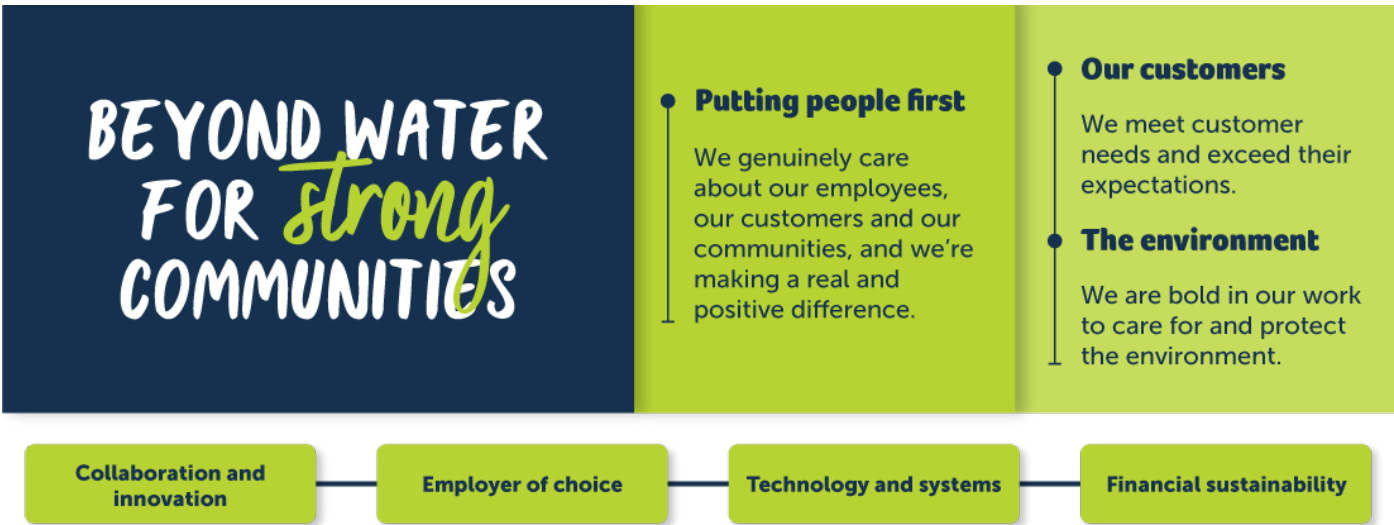
Our Strategic Priorities	Strategic Driver: Customer Commitments	Strategic Driver: Minister Expectations (Corporate Plan Indicators)
<b>Our customers</b>	<ul style="list-style-type: none"> <li>• Ongoing reliability of water and sewerage services</li> <li>• Improved water quality in identified communities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



# DELIVERING IN 2025/26

The following pages outline the activities we will focus on this year to help us deliver on our purpose, our obligations and realise our 2030 strategy.

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



## Strategic shifts in our Customer and Environment priority areas:

### Customer strategic priority

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

#### Moving from ...

Sound water and sewer services, with opportunity to improve

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

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

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

#### ... to how we want to be in 2030

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

Great experiences for every customer every day

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

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

### Environment strategic priority

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

#### Moving from ...

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

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

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

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

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

#### ... to how we want to be in 2030

We are nearing carbon neutrality

We're making different decisions to ensure climate resilience

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

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

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



# Our customers

We meet their needs and exceed their expectations

**Delivering in 2025/26**



We will focus on the following activities throughout 2025/26 to continue to meet our obligations and enable the strategic shifts to be made.

## 1. Water and sewerage services 24-7

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

## 2. Improving the customer's experience

- Implementing year three of the 2023-28 customer experience strategy.
- Implementing the 2025/26 Program for Quality Water for Wannon.
- Continue implementing a new customer relationship management and billing system (CX plus project).

## 3. Customer support

- Delivering the 2025/26 program within the 2022-2025 Build Financial Inclusion Action Plan.
- Delivering the Family Violence Prevention Project for 2025/26.
- Develop and maintain regional and sector networks to enhance customer support for those experiencing vulnerability.

## 4. Partnering

- Working collaboratively to support regional priorities including the Shipwreck Coast Servicing Strategy, Camperdown Production Precinct and Future Portland project.
- Commencing detailed planning for long-term sustainable biosolids management.

# The environment

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

Delivering in 2025/26



We will focus on the following activities throughout 2025/26 to continue to meet our obligations and enable the strategic shifts to be made.

## 1. Traditional Owner partnerships in caring for Country

- Continuing to build trusted and valued relationships with Traditional Owner Groups.
- Identifying opportunities to partner to Care for Country.
- Increasing First Nations participation in project design.
- Identifying and progressing partnership opportunities for water planning and management.
- Supporting the Eastern Maar Aboriginal Corporation Water Partnerships Officer in collaboration with Barwon Water and Grampians Wimmera Mallee Water.

## 2. Mitigating and adapting to climate change

- Switching on the Brierly Basin floating solar array.
- Achieving net-zero emissions from electricity use and reducing overall greenhouse gas emissions by 78% compared to our baseline.
- Commencing new projects to reduce overall emissions to net zero by 2030.
- Completing our climate adaption roadmap and action plan.

## 3. Water and sewage services

- Maturing our asset management systems to allow us to ensure we understand the condition of our assets to allow us to continue to safeguard the environment.
- Maintaining focus on Integrated Water Management.
- Progressing action in the Central and Gippsland Region Sustainable Water Strategy: Gellibrand River Summer Flows project.
- Increase our capability to understand and manage contaminants of emerging concern.
- Expanding the roof water harvesting system within the urban growth corridor of Warrnambool.

## 4. Exploring and embedding circular economy principles

- Delivering projects in our circular economy roadmap and high priority opportunities related to key material flows.
- Embed Circular Economy into our systems and processes.
- Leading a collaborative regional circular economy approach.

## 5. Natural asset management

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



# Strategic Enablers

To meet our obligations and advance our strategy, we highlight these key enabling areas below, while maintaining focus on existing strategic priorities and programs.

## Collaboration and innovation

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

This year we will focus on:

- Supporting major regional investment proposals through proactive collaboration with proponents, State and Local Government agencies.
- Reimagining our approach to Innovation as an essential element of organisational resilience.
- Commencing implementation of “Towards Reconciliation” in partnership with Traditional Owners.
- Contributing to local, State and National communities of practice including the Australian Water Association, Committee for Portland, Institute of Water Administration, Intelligent Water Networks, Regional Executive Forum, Thriving South West Victoria, Water Industry Operators Association, Water Services Association of Australia, and WaterRA.

## Employer of choice

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

This year we will focus on:

- Ensuring smooth transition of leadership within the organisation.
- Delivering We are Wannon, our employee strategy.
- Embedding our Zero Harm Safety Behaviors.
- Developing a risk based psychological safety system.
- Introducing Wellness @Wannon (our health and wellbeing program).
- Implementing manager development program - work smarter not harder.
- Embedding work smarter principles into work practices.
- Introducing Belonging@Wannon (our diversity, equity and inclusion program).
- Developing the Gender Equality Action Plan 2.0.

## Technology and systems

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

This year we will focus on:

- Progressing with the implementation of the Cyber Security Strategy under the oversight of a new governance structure.
- Creating a dedicated Security Operations team.
- Implement AI 10 Point Strategic Direction.
- Continuing to implement projects outlined in the digital platform roadmaps with increasing focus on the Customer Digital Platform, including a reset of the CxPlus (billing and CRM replacement) project.
- Streamlining the Digital Support Functions through the introduction of a Branch Manager.

## Financial sustainability

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

This year we will focus on:

- Price Submission 2028 planning and development.
- Delivery of an efficient capital works program.
- Planning and integrating a digital TOTEX investment model into the organisation's financial governance framework.
- Implementation of our Procurement Strategy including enhancing our procurement governance framework.
- Planning for ESG reporting obligations.
- Advocacy with our Authorising Environment regarding financial sustainability challenges.

## DELIVERING IN 2025/26

The following case studies outline our progress in these focus areas for the coming year.

### Collaboration and innovation

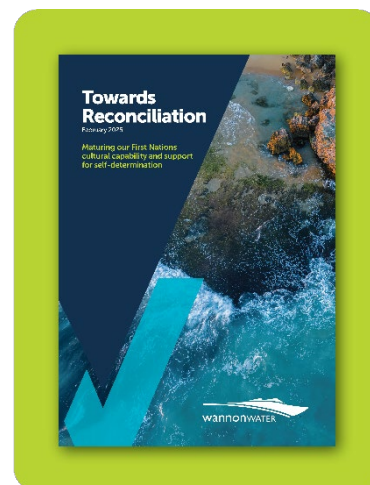
#### | Towards Reconciliation: Honouring Culture, Strengthening Partnerships |

Accompanying our aim to improve the lives of people in south west Victoria, this year we will be implementing *Towards Reconciliation*—a plan that will enable the organisation to position itself for the ongoing development of its RAP (Reconciliation Action Plan) process.

Reconciliation is a continuous journey that requires dedication and action. As part of this commitment, Wannon Water is proud to introduce *Towards Reconciliation*—a strategic approach to strengthening our First Nations cultural capability, supporting self-determination, celebrating First Nations culture, and reinforcing our commitment to inclusion and respect.

We are focused on deepening cultural awareness, building strong partnerships with Traditional Owners, and fostering a culturally safe and inclusive workplace. This aligns with our Zero Harm aspiration, our Reflect Reconciliation Action Plan, and our commitment to valuing First Nations knowledge.

This initiative reflects our ongoing efforts to support self-determination, respond to the Yoorrook Justice Commission and Treaty process, and ensure reconciliation remains at the heart of who we are. Through meaningful action, we continue to listen, learn, and walk this journey together.



### Employer of choice

#### | We Are Wannon – Our Employee Strategy 2024-2028 |

Our *We Are Wannon* strategy brings together our existing plans for performance, culture, diversity, safety, and wellbeing to strengthen our workplace and ensure we are ready for the future. This strategy reflects feedback from our employees and supports our commitment to putting people first.

The strategy is built around four key pillars that will guide our approach and initiatives:

- **Safe People** – Building on our Zero Harm culture to embed both physical and psychological safety, ensuring our employees are supported in maintaining their health and wellbeing.
- **A Dynamic Workforce** – Preparing for future workforce needs by improving workforce planning, supporting leadership capability, and working smarter to manage increasing demands.
- **We All Belong** – Fostering an inclusive, equitable, and diverse workforce, where all employees feel connected, respected, and empowered to contribute their strengths.
- **Valued and Recognised** – Strengthening our reputation as an employer of choice by enhancing engagement, recognition, and development opportunities, ensuring employees feel acknowledged and supported.



Through this strategy, we aim to create a workplace where employees are engaged, supported, and equipped to meet future challenges. By working together, we will continue to deliver high-quality services while building a safe, connected, and high-performing workforce for years to come.

# DELIVERING IN 2025/26

Expanding on our areas of focus.

## Technology and systems

### | Cyber Security Strategy |

Our organisation is committed to building a resilient and secure organisation that can withstand and quickly recover from incidents, ensuring reliable services and customer confidence. This strategic investment aims to ensure the reliability of our services, uphold customer confidence, and develop a culture where good cyber practices are valued and integral to our operations. By maintaining a strong cybersecurity posture, we reinforce our commitment to being a supportive and harm-free organisation.



To achieve this vision, we have identified and prioritised a range of cybersecurity risks, encompassing online security threats, cybercrime, and broader safety concerns. Our strategy is structured around a three-phase implementation process: first, developing foundational cybersecurity capabilities to establish a strong baseline; second, fostering a cyber-aware culture to embed security into everyday practices; and third, enhancing security controls to continuously strengthen our defences. We also encourage the use of new technologies such as AI where appropriate to help reduce cyber risk and improve efficiencies.

By taking a structured, risk-based approach, we ensure that cybersecurity remains a core enabler of our operational resilience and long-term success.

## Financial sustainability

### | Total Expenditure (TOTEX) |

Our strategic direction prioritises delivering valued and affordable services while balancing price and service within a cost recovery regulatory environment. Financial sustainability is a key strategic risk mitigated via a robust financial governance framework and implementation of our Financial Sustainability Strategy. Without financial resilience, critical infrastructure investments will be constrained, increasing the risk of unplanned service interruptions, asset failure, environmental harm, and loss of public trust.



We commit to ensuring our investments are prudent and efficient, and that they deliver on short- and long-term needs of our customers, and providing ongoing support for our customers and communities, particularly those who are experiencing financial hardship.

One priority initiative this year is the integration of a Total Expenditure (TOTEX) model for digital investments into our financial governance framework. This holistic approach to capital and operating expenditure will improve decision making and optimise resource allocation, both critical to maintaining affordable services. As we continue advancing our Cyber and Digital Strategies, substantial investment will be required to enhance cyber resilience, drive smarter solutions, strengthen workforce capability, and boost productivity, ensuring we meet our long-term strategic priorities.



# Delivering on the Minister for Water's priorities

## A snapshot

Priority Area	Performance Indicator	Our strategies and plans (for further detail)
1. Climate change and energy	<ul style="list-style-type: none"> <li>Emissions reductions</li> <li>Increasing renewable energy</li> <li>Adapting to climate change</li> </ul>	Roadmap to Net Zero Climate Adaptation planning
2. Customer, community and engagement	<ul style="list-style-type: none"> <li>Customer satisfaction</li> <li>Bills and support</li> <li>Customer and community engagement</li> </ul>	Customer Experience Strategy Community Engagement Framework Community Strategy Education Plan Drinking Water Quality Risk Management Plan Financial Inclusion Action Plan Quality Water for Wannon Program
3. Recognise Aboriginal values	<ul style="list-style-type: none"> <li>Partnerships with Traditional Owners</li> <li>Supporting Aboriginal self-determination</li> </ul>	Towards Reconciliation Strategy Procurement Strategy
4. Recognise recreational values	<ul style="list-style-type: none"> <li>Consideration of recreational values in business operations</li> <li>Engagement processes with community or stakeholders</li> <li>Improvements to information sources</li> <li>Collaboration with stakeholders</li> </ul>	Community Engagement Framework Recreation Opportunities Strategy
5. Resilient and liveable cities and towns	<ul style="list-style-type: none"> <li>Integrated water management</li> <li>Water efficiency and water recycling</li> <li>Circular economy outcomes</li> <li>Environmental statutory obligations</li> <li>Sustainable water use</li> <li>Housing Statement</li> </ul>	Circular Economy Roadmap Integrated Water Management plans Procurement Strategy Strategic Asset Management Plan Urban Water Strategy Warrnambool Sewage Treatment Plant Effluent Management Strategy
6. Leadership, diversity and culture	<ul style="list-style-type: none"> <li>Diversity and inclusion</li> </ul>	Gender Equality Action Plan We are Wannon Strategy
7. Performance and financial management	<ul style="list-style-type: none"> <li>Audited statement of performance</li> <li>Additional financial performance</li> </ul>	Corporate Plan Cyber Resilience Strategy Digital Strategy Financial Sustainability Strategy Price Submission

# INDICATORS OF SUCCESS

## and meaningful progress

		2025/26 forecast	2029/30 forecast
CUSTOMER	<b>Provision of safe drinking water</b> Mandatory notifications to customers of non-compliance with ADWG and Safe Drinking Water Regulations (excluding regulated supplies)	No notifications	No notifications
	<b>Customer satisfaction with water quality</b> Average satisfaction score of surveyed customers who are satisfied with water quality	7.5	8.0
	<b>Customer satisfaction with value for money</b> Average satisfaction score of surveyed customers satisfied with Wannon Water's service in terms of value for money	7.0	7.2
	<b>Customer satisfaction with interruptions</b> Percentage of surveyed customers who experienced water service interruptions that are satisfied with our management of the interruption	96%	98%
	<b>Net promotor score</b>	+20	+24
	<b>Partnering to help our region flourish</b> Percentage of customers surveyed who are satisfied with our performance partnering with communities to help its region flourish	55%	55%
ENVIRONMENT	<b>Environmental compliance</b> Number of noncompliance events with our EPA amalgamated licence	<5	<5
	<b>Carbon emission reduction</b> On track to achieve carbon neutrality by 2030, reducing total net emissions to those created directly from our operations (scope 1)	6,980	0
	<b>Biodiversity and cultural heritage protection</b> Number of reportable non-compliance with the relevant biodiversity and cultural heritage legislations	0	0
ENABLERS	<b>Employee engagement and performance</b> Engagement score in the Victorian Public Sector Commission People Matter Survey	78	78
	<b>Gender balanced workforce</b> Percentage of appointments who are female	45%	50%
	<b>Employee wellbeing</b> Psychological Safety Climate (PSC) score in People Matter Survey	High PSC	High PSC
	<b>Cost efficiency</b> Controllable operating cost per water connection (\$2024/25)	\$1,381	\$1,289
	<b>Funding borrowing costs</b> Cash Interest Cover ratio greater than 3.0 times	3.5 times	3.0 times

# FINANCIAL OVERVIEW

Financial projections support our strategic priorities and strategic enablers.

Our operating result is impacted heavily by depreciation. Operating losses before tax improve from \$17.9 million in 2025/26 to \$10.4 million at the end of the planning period.

Our 2025/26 operating loss is influenced by increasing operating and cost of capital costs. These are increasing at a faster rate than revenue which is impacted by low customer growth and delivering on our aspiration to deliver affordable bills for our customers.

Our approved 2023-28 Price Submission includes a small annual increase in water and sewerage charges (before inflation) across residential customers. These approved price paths and our inflation projections are key forecasting assumptions that increase total revenue to \$94.4 million 2025/26.

Our operating costs are increasing to address regulatory compliance, deliver on increasing expectations from customers and government stakeholders, maintain ageing service delivery infrastructure, and to address increasing risks,

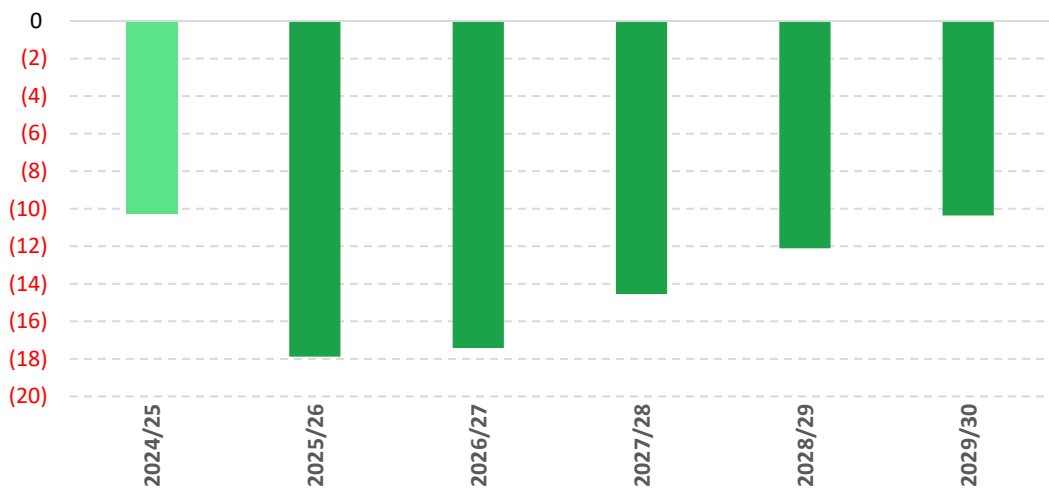
including cyber security. While inflation slowed throughout the 2024/25 year, the inflationary environment for both operating and capital costs continues to contribute to an overall increase in forecast costs for the Corporation.

Our significant capital investment program contributes to increasing borrowing costs and depreciation expense.

Cash flows from operations are expected to increase from \$14.8 million in 2025/26 to \$18.1 million at the end of the planning period. Capital works of \$218 million are planned during the five year period, headlined by the completion of our \$85 million upgrade to the Warrnambool Sewage Treatment Plant and the delivery of our \$52 million Quality Water for Wannon project, which will improve the quality and taste of water across Heywood, Port Fairy and Portland.

Debt management strategies over the planning period will continue to align with Department of Treasury and Finance treasury management guidelines. Our total debt will grow by \$105 million over the planning period to fund capital expenditure outlays. Total debt of \$215 million is expected in the final year of the planning period.

Operating loss before tax (\$ million)





# Revenue

Revenue increases by \$0.7 million in 2025/26 compared to the 2024/25 forecast.

Water and sewer charges in 2025/26 increase by \$1.1 million, compared to the current year, to \$74.2 million. Revenue from increasing development activities increases in 2025/26 by \$0.3 million, compared to the current year.

Assumed inflation (2.5 per cent), customer growth (1 per cent) and regulator approved price increase (an average 0.9 per cent) influence water and sewer charge projections.

For each year of this planning period, fixed water service charges decrease by 1.2 percent and variable water usage charges increase by 2.0 per cent. This delivers a customer preference to gradually shift the proportion of a customer’s total bill to be more variable.

Price changes for sewer service charges increase by 1 per cent per annum and trade waste prices

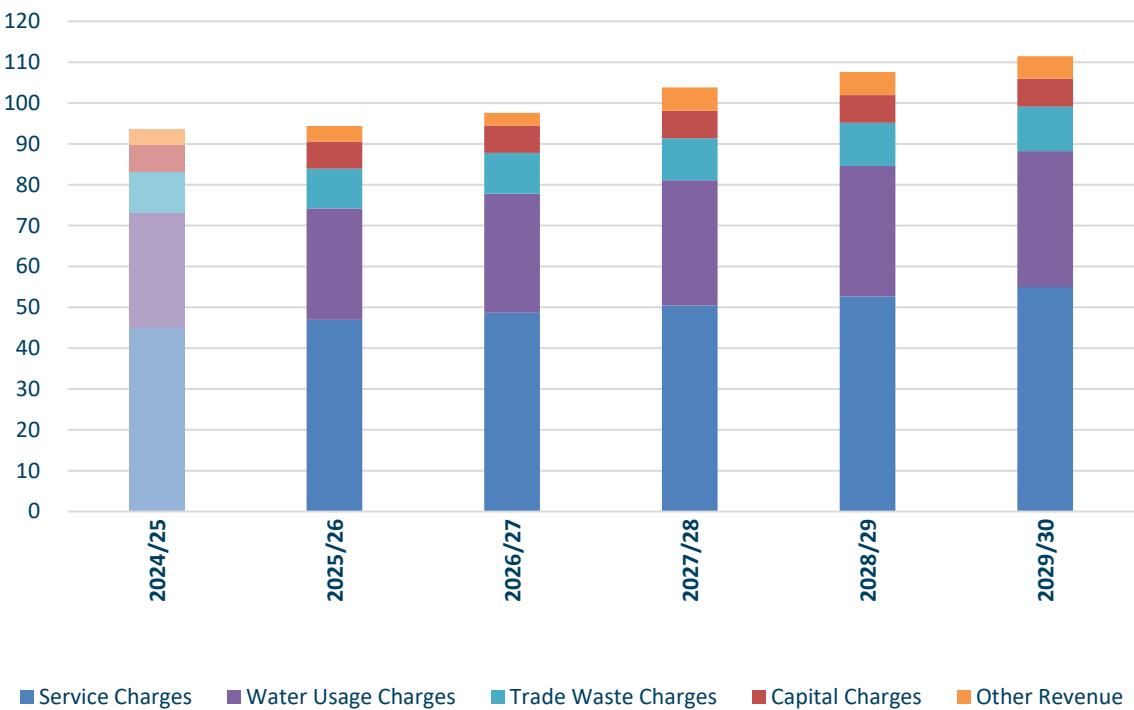
increase by 2 per cent per annum, both before inflation.

The 2025/26 year is the third year of the current regulatory pricing period which ends June 2028. The price paths are assumed to continue during the last two years of this planning period.

Unregulated revenue activities contribute \$2.4 million to our total revenue in 2025/26. These activities consist of brine receival, property lease income, recovery of treatment plant specific costs and recovery of project operating costs. With a focus on generating further unregulated revenue this income stream is expected to increase during the outer years. A proposed energy production project is assumed to generate revenue of \$7.3 million in the final three years of this planning period.

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

Revenue (\$ million)



## Costs to operate

Operating costs comprise of operations and maintenance expenditure for water and sewerage services; customer, billing and collection services; infrastructure planning; and other corporate costs. Operating costs are forecast at \$65.9 million for 2025/26.

The Corporate Plan includes a significant increase in expenditure. This is partially driven by a need to enhance the organisations resilience, particularly to reduce cyber related risks, enhance asset inspection and condition assessments, and to adapt and respond to increasing environmental obligations and events. Other increases are impacted by inflation on costs to procure services, a reduction in our asset base due to decommissioning of assets and borrowing costs associated with a significant capital investment program.

Employee costs are assumed to increase on average by 4 per cent per annum during the planning period. Annual wage increases aligned with our enterprise agreement and government wage policy is the primary driver of this increase. Employee numbers are assumed to increase in 2025/26 by three full time equivalent roles to increase our cyber risk mitigation and climate resilience activities.

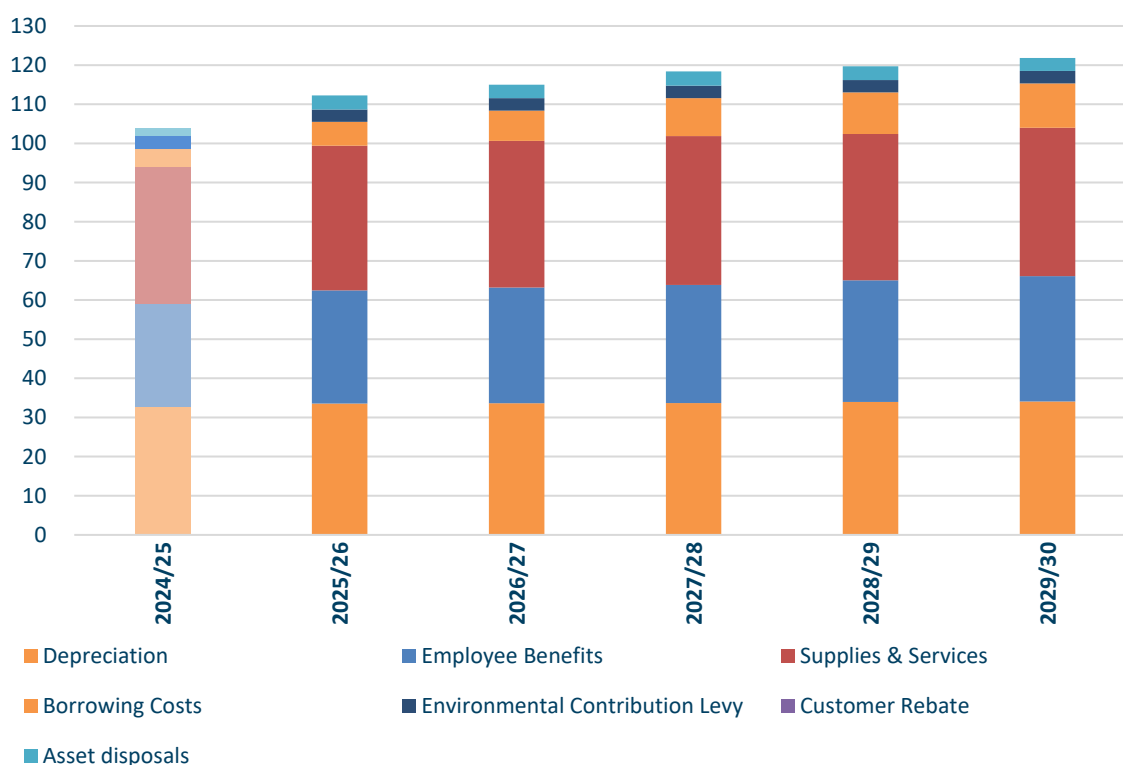
Supplies and services costs are forecast to increase by 10 per cent in 2025/26, and an average of 3 per cent across the planning period. Technology associated costs are forecast to increase due to the changing mode of IT service provision and enhancing our cyber security environment. Our costs to procure electricity are assumed to increase by 20 per cent in 2025/26, largely driven by our 2025 renewable electricity and emissions reduction commitments.

Depreciation is our most significant single expense over the planning period. This expense increases during the planning period, impacted by our forecast \$217 million capital works program.

Significant increases in total debt impacts borrowing expenses, which are assumed to more than double during the planning period. A \$1.5 million increase in borrowing and financial accommodation levy expenses is assumed in 2025/26.

Payment of the environmental contribution levy of \$3.2 million is forecast in 2025/26, and each year thereafter. This environmental contribution helps government initiatives to promote sustainable management of water and address adverse water related environmental impacts.

### Operating costs (\$ million)



## Capital expenditure

Capital expenditure over the planning period totals \$217 million and incorporates investments to complete the upgrade of the Warrnambool Sewage Treatment Plant, enhance summer flows in the Gellibrand River and build regional water supply resilience, implement Quality Water for Wannon, upgrade network and treatment infrastructure, renew ageing infrastructure, and investments in technology.

The construction of the \$85 million upgrade to the Warrnambool Sewage Treatment Plant which began in 2023, is forecast to be completed and commence a commissioning period in mid-2025.

The \$52.2 million Quality Water for Wannon project will continue during the planning period, leading to improved water quality and taste for Heywood, Port Fairy and Portland consumers. The project is partially funded via the National Water Grid Fund. Planning for the project has commenced, with further engagement, planning approvals and detailed engineering design to be undertaken in 2025/26, with implementation of the various components of the project following.

In 2025/26 we will invest \$4.8 million of a total \$10 million project to improve the ecological health of the Gellibrand River through reducing urban water extraction. Substituting customer water demand with groundwater will deliver

meaningful environmental outcomes for this regionally significant river and ensure climate resilient water supplies for local communities and industry.

This Plan includes a \$16 million capital investment in 2026/27 for a Solar and Battery Energy Storage System project. Planning and operating costs, along with future year revenue assumptions, are built into the financial projections. We expect to conclude the planning and approval phase of the project in 2025/26, after which we will rigorously assess its outcomes before proceeding to procurement. The procurement phase will further refine project feasibility, costs, and risks, ensuring a well-informed final investment decision. This structured gateway approach safeguards against premature commitment, ensuring that each phase delivers measurable value and that the project remains a sound and strategic investment.

Additional to specified projects in 2025/26, we will invest almost \$6 million to renew or prolong the lives of our current water and sewer infrastructure.

The five largest projects in financial terms are:

Project	2025/26 Budget
Warrnambool Sewage Treatment Plant upgrade	\$6.0M
Gellibrand River Restoration and Supply Resilience	\$4.8M
Customer Relationship Management and Billing System	\$4.4M
Quality Water for Wannon – Heywood, Port Fairy, Portland	\$3.0M
Warrnambool Sewage Treatment Plant UV disinfection	\$2.8M



## Debt

Our business requires an additional \$105 million in new debt over the planning period to fund significant capital expenditure outlays. Total debt is expected to increase from \$110 million as at 30 June 2025 to \$118 million as at 30 June 2026, and \$214 million at the end of this planning period.

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

The loan portfolio will continue to be structured to ensure it remains consistent with approved debt maturity and interest rate risk profiles. We set a debt portfolio composition consistent with the Department of Treasury and Finance expectations. Projections at 30 June 2025 and 30 June 2026 are shown in this table:

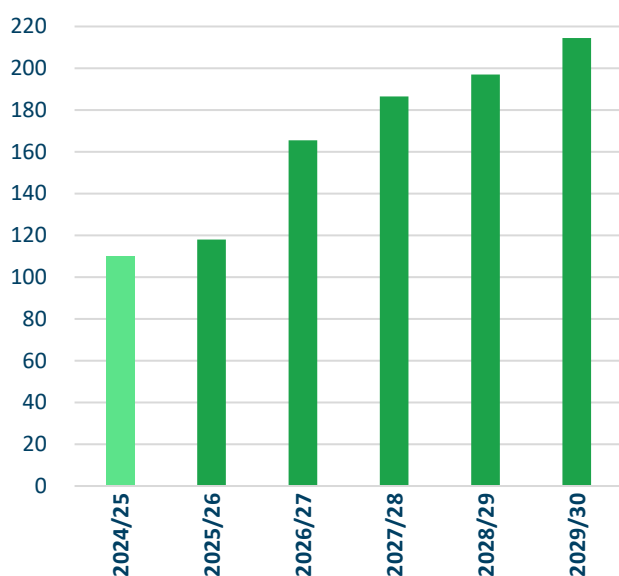
### Debt portfolio composition

Term to Maturity	Target	Limits	30 June 2025 Projection	30 June 2026 Projection
0 – 1 year	9%	0 – 20%	8%	10%
1 – 3 years	18%	7 – 25%	21%	17%
3 – 5 years	18%	7 – 25%	21%	19%
5 – 7 years	18%	7 – 25%	21%	18%
7 – 9 years	18%	7 – 25%	20%	19%
Over 9 years	19%	0 – 25%	9%	17%

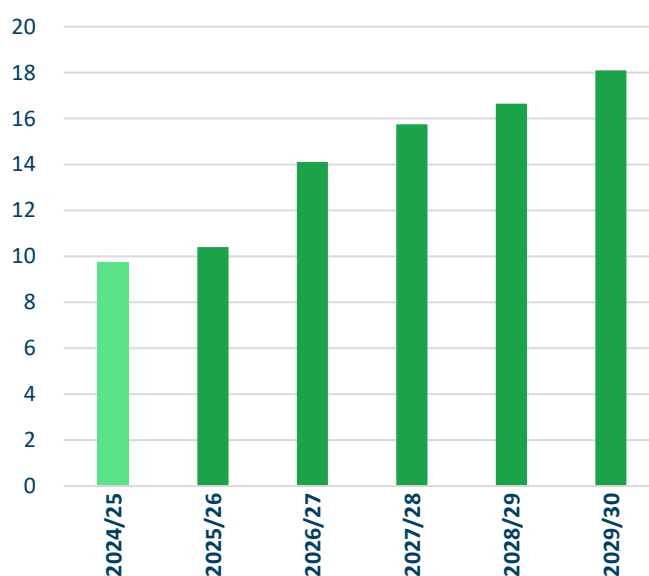
## Gearing

Gearing ratio escalates consistent with total debt growth. The ratio remains low, increasing from 10 per cent to 18 per cent during the planning period. Despite increasing, this low gearing ratio continues to indicate the organisations financial stability and flexibility is strong.

Total debt (\$ million)



Gearing (debt / assets) (per cent)

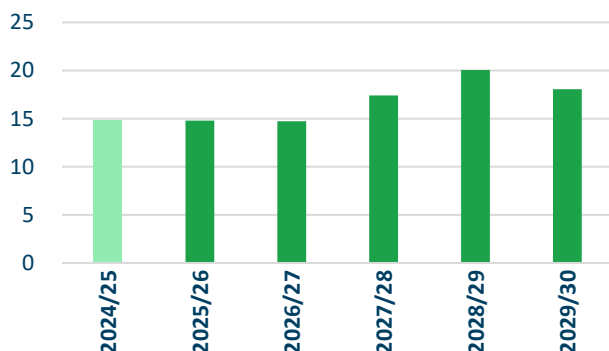


## Funds from operations

We will continue to generate positive cash flows from operations over the planning period. Net cash inflows from operating activities are forecast at \$14.8 million in 2025/26.

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

### Funds from operations (\$ million)

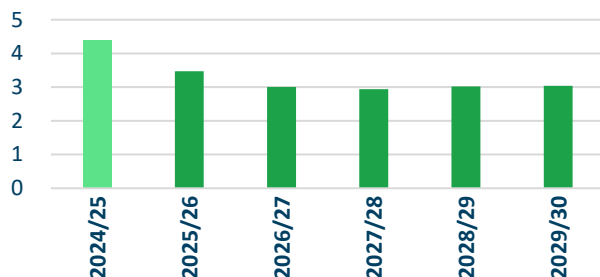


## Interest coverage

Cash interest cover levels are expected to remain healthy over the planning period, despite an extensive capital works program and the requirement to fund increased debt.

The ratio is forecast to hover around 3 times during the planning period. At peak debt in 2029/30 the ratio is at 3.0 times. This provides an indication of Wannon Water's ability to finance the additional borrowing costs associated with the extensive capital works program and to maintain affordable customer bills.

### Cash interest cover (times)



## Income Tax

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

Tax depreciation reduces significantly during this planning period, and a tax payable position is forecast for the 2028/29 financial year onwards. Tax would become payable in 2029/30, and Wannon Water would subsequently commence quarterly tax instalment payments.

## Dividends / Capital Repatriation

In May 2023 the Victorian State Treasurer announced a range of saving and efficiency measures that apply to Public Corporations as part of the Victorian state budget. The efficiency measure, a capital repatriation request by the State Government, requires an annual \$1.5 million payment totalling \$7.5 million during the planning period.

## Sensitivity analysis

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

Despite a move to increase variable components of customer bills, water consumption variations have negligible effects on total revenues. Analysis demonstrates that under a lower water consumption scenario, gearing would increase marginally and cash interest cover would fall marginally. Both indicators would remain strong.

Capital contributions are one off in nature and infrequent. Given signed funding agreements, there is a high level of confidence that forecast contributions for current projects will occur and be recognised as revenue during the planning period.

The Warrnambool STP Upgrade project is expected to be completed in mid-2025. Approximately 93 per cent of the project is expected to have been paid for by June 2025. The further the project progresses the greater the certainty we have regarding cost.

Work towards Quality Water for Wannon is well underway. With detailed engineering design and further engagement to be undertaken throughout 2025/26. Certainty regarding the final cost of the project remains a risk.

Like all our projects, our investment in a Solar and Battery Energy Storage System project is being undertaken with a gateway review process to minimise up front financial risk. Net revenue associated with this project totals \$1.5 million during the planning period and is subject to assumptions subject to future highly unpredictable market conditions.

Current interest rate forecasts indicate a fall in rates during the 2025/26 year. With a degree of uncertainty in this environment, conservative assumptions have been made to assume relatively stable interest rates across the planning period. With an increasing debt profile, we will actively monitor and manage to mitigate potential interest rate risk. Impacts in the longer term of a 0.5 per cent increase above or below our assumptions would be a plus or minus \$0.39 million per annum in borrowing costs.



## Planning assumptions

	2024-25 Budget	2024-25 Forecast	2025-26 Budget	2026-27 Budget	2027-28 Budget	2028-29 Budget	2029-30 Budget
<b>Prices</b>							
CPI (%)	2.75 <sup>1</sup>	2.75	2.50	2.50	2.50	2.50	2.50
Customer Growth (%)	0.72	1.32	1.30	0.74	0.74	0.74	0.74
<b>Water Sales</b>							
Total (ML)	11,896	12,333	11,968	12,039	12,113	12,188	12,263
<b>Borrowings</b>							
Interest Rate (%)	4.38	4.73	5.03	5.02	4.75	4.75	4.75
Financial Accommodation Levy (basis point)	95	74	74	74	74	74	74
Credit Rating	A	A	A	A	A	A	A
<b>Other</b>							
Enterprise Agreement increase (%)	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Number FTE	248.0	244.3	247.3	241.5	238.5	238.5	237.5
Superannuation Guarantee Levy (%)	11.50	11.50	12.00	12.00	12.0	12.0	12.0

<sup>1</sup> For tariff purposes only, 3.62% was assumed

## Operating Statement for the period ending 30 June 2025 to 30 June 2030

	2024/25 Budget (\$)	2024/25 Forecast (\$)	2025/26 Budget (\$)	2026/27 Budget (\$)	2027/28 Budget (\$)	2028/29 Budget (\$)	2029/30 Budget (\$)
<b>REVENUE</b>							
Tariffs & Charges							
- Water Service Charges	12,374	12,341	12,745	13,206	13,684	14,268	14,878
- Water Volumetric Charges	26,155	28,288	27,275	29,139	30,624	31,916	33,264
- Sewer Service Charges	32,596	32,536	34,203	35,469	36,781	38,399	40,089
- Trade Waste	9,427	10,149	9,711	9,988	10,275	10,575	10,887
Sub-total - Tariffs & Charges	80,551	83,314	83,934	87,801	91,364	95,159	99,118
Interest Received	56	145	68	68	68	68	68
Capital Charges							
- Gifted Assets	2,500	4,675	5,000	5,000	5,000	5,000	5,000
- Government Capital Contributions	707	159	0	0	0	0	0
- Other Customer Contributions	1,474	1,633	1,644	1,686	1,728	1,771	1,815
Sub-total - Capital Charges	4,681	6,467	6,644	6,686	6,728	6,771	6,815
Other Revenue	2,530	3,265	3,021	2,331	4,787	4,837	4,888
Asset Sale Proceeds	481	491	716	700	900	750	600
<b>TOTAL REVENUE</b>	<b>88,298</b>	<b>93,682</b>	<b>94,384</b>	<b>97,586</b>	<b>103,846</b>	<b>107,585</b>	<b>111,489</b>
<b>EXPENDITURE</b>							
Employee Benefits	27,461	26,383	28,923	29,553	30,191	31,096	32,029
Depreciation and Amortisation	32,097	32,661	33,558	33,653	33,667	33,957	34,070
Supplies & Services							
- Chemicals	1,608	1,907	1,730	1,839	1,911	1,999	2,144
- Contractors & Consultants	7,684	8,328	10,648	10,198	10,928	10,398	10,509
- Electricity	4,916	5,689	6,157	6,430	6,659	6,845	6,983
- Other Goods & Services	17,483	19,076	18,398	18,969	18,506	18,131	18,260
Sub-total - Supplies & Services	31,691	35,000	36,933	37,437	38,004	37,372	37,896
Borrowing Costs	4,756	3,884	5,227	6,614	8,370	9,148	9,780
Cost of Assets Sold	3,047	1,959	3,595	3,450	3,650	3,500	3,350
Levy - Financial Accommodation	962	671	861	1,137	1,348	1,455	1,559
Environmental Contribution Levy	3,501	3,388	3,163	3,163	3,163	3,163	3,163
Customer Rebate	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURE</b>	<b>103,514</b>	<b>103,946</b>	<b>112,261</b>	<b>115,006</b>	<b>118,393</b>	<b>119,692</b>	<b>121,847</b>
<b>NET RESULT OF OPERATIONS</b>	<b>(15,216)</b>	<b>(10,264)</b>	<b>(17,878)</b>	<b>(17,420)</b>	<b>(14,547)</b>	<b>(12,107)</b>	<b>(10,358)</b>
<b>OTHER COMPREHENSIVE REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INCOME TAX EXPENSE</b>	<b>0</b>	<b>3,064</b>	<b>5,348</b>	<b>5,211</b>	<b>4,349</b>	<b>3,617</b>	<b>3,092</b>
<b>TOTAL COMPREHENSIVE RESULT</b>	<b>(15,216)</b>	<b>(7,200)</b>	<b>(12,529)</b>	<b>(12,209)</b>	<b>(10,198)</b>	<b>(8,490)</b>	<b>(7,265)</b>

## Balance Sheet as at 30 June 2025 to 30 June 2030

	2024/25 Budget (\$) \$'000	2024/25 Forecast (\$) \$'000	2025/26 Budget (\$) \$'000	2026/27 Budget (\$) \$'000	2027/28 Budget (\$) \$'000	2028/29 Budget (\$) \$'000	2029/30 Budget (\$) \$'000
<b>ASSETS</b>							
<b>Current</b>							
Cash at Bank	701	1,061	65	571	404	253	738
Accrued Revenue	10,644	12,572	12,572	12,572	12,572	12,572	12,572
Receivables	11,163	11,778	11,072	10,606	10,405	10,308	10,185
Inventory	3,716	3,630	3,630	3,630	3,630	3,630	3,630
<b>Current Assets</b>	<b>26,224</b>	<b>29,041</b>	<b>27,339</b>	<b>27,379</b>	<b>27,011</b>	<b>26,762</b>	<b>27,126</b>
<b>Non-Current</b>							
Receivables	1,836	1,383	568	415	258	96	82
Property, Plant & Equipment	1,124,052	1,101,720	1,105,972	1,144,786	1,156,852	1,156,359	1,158,105
<b>Non-Current Assets</b>	<b>1,125,888</b>	<b>1,103,103</b>	<b>1,106,540</b>	<b>1,145,201</b>	<b>1,157,110</b>	<b>1,156,454</b>	<b>1,158,187</b>
<b>TOTAL ASSETS</b>	<b>1,152,112</b>	<b>1,132,144</b>	<b>1,133,879</b>	<b>1,172,580</b>	<b>1,184,121</b>	<b>1,183,217</b>	<b>1,185,313</b>
<b>LIABILITIES</b>							
<b>Current</b>							
Payables	5,585	5,991	6,180	6,141	6,146	6,153	6,160
Borrowings	4,000	8,000	8,500	6,000	8,500	7,500	9,000
Provisions	5,347	5,175	5,328	5,485	5,647	5,814	5,986
Income in Advance	1,858	2,090	1,445	1,445	1,445	1,445	1,445
Tax Payable	0	0	0	0	0	1,934	1,630
<b>Current Liabilities</b>	<b>16,790</b>	<b>21,256</b>	<b>21,452</b>	<b>19,071</b>	<b>21,739</b>	<b>22,846</b>	<b>24,221</b>
<b>Non-Current</b>							
Borrowings	134,500	102,000	109,500	159,500	178,000	189,500	205,500
Provisions	583	549	565	581	598	616	634
Deferred Tax Liabilities	185,484	186,058	180,710	175,499	171,150	165,599	159,067
Right of use liabilities	1,646	1,875	1,875	1,875	1,875	1,875	1,875
<b>Non-Current Liabilities</b>	<b>322,213</b>	<b>290,482</b>	<b>292,650</b>	<b>337,455</b>	<b>351,623</b>	<b>357,590</b>	<b>367,076</b>
<b>TOTAL LIABILITIES</b>	<b>339,003</b>	<b>311,738</b>	<b>314,102</b>	<b>356,527</b>	<b>373,362</b>	<b>380,436</b>	<b>391,297</b>
<b>NET ASSETS</b>	<b>813,109</b>	<b>820,406</b>	<b>819,777</b>	<b>816,053</b>	<b>810,759</b>	<b>802,781</b>	<b>794,016</b>
<b>EQUITY</b>							
Contributed Capital	441,915	442,915	454,815	463,301	468,204	468,716	467,216
Asset Revaluation Reserve	358,327	357,230	357,230	357,230	357,230	357,230	357,230
Accumulated Surplus	12,867	20,261	7,732	(4,477)	(14,675)	(23,165)	(30,430)
<b>TOTAL EQUITY</b>	<b>813,109</b>	<b>820,406</b>	<b>819,777</b>	<b>816,053</b>	<b>810,759</b>	<b>802,781</b>	<b>794,016</b>

## Cashflow Statement for the period ending 30 June 2025 to 30 June 2030

	2024/25 Budget (\$) \$'000	2024/25 Forecast (\$) \$'000	2025/26 Budget (\$) \$'000	2026/27 Budget (\$) \$'000	2027/28 Budget (\$) \$'000	2028/29 Budget (\$) \$'000	2029/30 Budget (\$) \$'000
<b>OPENING CASH BALANCE</b>	301	8,166	1,061	65	571	404	253
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>							
Receipts from other entities	82,809	85,353	86,570	90,398	96,445	100,296	104,312
Capital receipts	2,716	2,579	2,902	2,353	1,728	1,771	1,815
Interest revenue	12	134	12	12	12	12	12
	85,537	88,066	89,484	92,763	98,185	102,079	106,139
Payments to suppliers and employees	(58,960)	(65,358)	(65,438)	(67,112)	(67,890)	(68,262)	(69,842)
Borrowing costs	(4,756)	(3,901)	(5,227)	(6,614)	(8,370)	(9,148)	(9,780)
Financial accommodation levy	(962)	(648)	(861)	(1,137)	(1,348)	(1,455)	(1,559)
Environmental levy	(3,501)	(3,388)	(3,163)	(3,163)	(3,163)	(3,163)	(3,163)
Income Tax Paid	0	0	0	0	0	0	(3,743)
	(68,179)	(73,295)	(74,690)	(78,026)	(80,772)	(82,029)	(88,088)
<b>NET CASH INFLOW FROM OPERATING ACTIVITIES</b>	<b>17,358</b>	<b>14,772</b>	<b>14,794</b>	<b>14,737</b>	<b>17,413</b>	<b>20,050</b>	<b>18,052</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>							
Payments for property, plant and equipment	(68,189)	(48,619)	(36,406)	(70,916)	(44,383)	(31,963)	(34,166)
Proceeds from the sale of property, plant and equipment	481	491	716	700	900	750	600
Capital Repatriation	(1,000)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Capital Contribution	1,750	1,750	13,400	9,986	6,403	2,012	0
	(66,958)	(47,878)	(23,790)	(61,730)	(38,580)	(30,701)	(35,066)
<b>NET CASH OUTFLOW FROM INVESTING ACTIVITIES</b>	<b>(66,958)</b>	<b>(47,878)</b>	<b>(23,790)</b>	<b>(61,730)</b>	<b>(38,580)</b>	<b>(30,701)</b>	<b>(35,066)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings	(5,000)	(5,000)	(8,000)	(10,500)	(8,000)	(10,500)	(9,500)
Proceeds from borrowings - new	55,000	31,000	16,000	58,000	29,000	21,000	27,000
Grants recognised direct to equity	0	0	0	0	0	0	0
	50,000	26,000	8,000	47,500	21,000	10,500	17,500
<b>NET CASH OUTFLOW FROM FINANCING ACTIVITIES</b>	<b>50,000</b>	<b>26,000</b>	<b>8,000</b>	<b>47,500</b>	<b>21,000</b>	<b>10,500</b>	<b>17,500</b>
<b>NET MOVEMENT IN CASH</b>	<b>400</b>	<b>(7,106)</b>	<b>(996)</b>	<b>506</b>	<b>(167)</b>	<b>(151)</b>	<b>485</b>
<b>CLOSING CASH BALANCE</b>	<b>701</b>	<b>1,061</b>	<b>65</b>	<b>571</b>	<b>404</b>	<b>253</b>	<b>738</b>



## Appendix 1: Indicator Summary and Performance Report

Additional areas of interest	Response
<p><b>Customer protection, including prevention of harm from family violence</b></p> <p>Activities and actions identified within the Victorian Data Security Framework, including plans to improve the information security maturity of the business, and protect customer information from loss or exploitation by employees, contractors or malicious third parties. Also, plans in place for response to a data breach that has, or had potential to, compromise customer information. Demonstrated improvements in the customer support measures reported to the Essential Services Commission for customers experiencing payment difficulties; including payment plans, hardship grants, and fulfilment of utility relief grant applications; with legal action and supply restrictions being used only as a last resort.</p> <p>Work collaboratively with DEECA on family violence governance guidelines and consider development of Key Performance Indicators.</p>	<p>Compliance with the VPDSS is part of the Cyber Resilience Policy. We attest to the VPDSS annually, with any significant gaps identified during the process being addressed in our Cyber Resilience Strategy (refreshed annually). We have identified and valued our information assets, annually assessing risks and mitigating controls applied to these assets. We have a well exercised Cyber Incident Response Framework to deal with major cyber incidents - such as a data breach - as part of a comprehensive incident response framework to coordinate the businesses response to any incident impacting Wannon Water or its customers. In terms of family violence, or other Personally Identifiable Information held in the customer or other datasets, we identify this as high value data using OVIC's Business Impact Levels (BIL's) and as part of our annual VPDSS attestation assess the efficacy of cyber controls on those assets, identifying improvements as necessary. We have a dedicated family violence working group which has a strong interest in influencing decisions made regarding this dataset management. One of the three focus areas of our CX Strategy is our customers are supported to pay their bills.</p>
<p><b>Cyber security</b></p> <p>The State Emergency Management Plan - Cyber Security Sub-Plan states that entities should adopt one of, or a combination of two, internationally recognised approaches to reduce their cyber security risk:</p> <ul style="list-style-type: none"> <li>• 'Essential Eight' Maturity Model provided by the Australian Cyber Security Centre (ACSC);</li> <li>• Cyber Security Framework by the National Institute of Standards and Technology, USA.</li> </ul> <p>Demonstrate progress and an ongoing commitment to integrating cyber risk management capacity, capability, process and system improvements into planning and decision making across the business. This includes activities and actions that will reduce the business exposure to cyber-attack, minimise the impacts of service disruption to customers, and restore services promptly following an attack.</p>	<p>Our Cyber Resilience Policy states that we highlight our commitment to protecting our data "...by complying with the Victorian Protective Data Security Standards (VPDSS) and aligning with the internationally recognised NIST 800-53 information security standard as well as the ACSC Essential 8...". We are legislatively required to comply to the VPDSS by Parts IV and V of the Privacy and Data Protection Act (Vic.) (2014). Although not mandated, we have begun to adopt elements of the Security of Critical Infrastructure (Cwlth) 2018, as appropriate. We attest compliance to VPDSS annually and any control improvements or control weaknesses identified during this attestation are fed into the annual refresh of our Cyber Resilience Strategy, and other appropriate strategies. Progress on implementing the strategy is reported to our Audit and Risk Management Committee. At an operational level, a Cyber Operations Working Group exists and meets weekly and discusses technical issues and approves operational level responses. Higher level governance is provided by a Cyber Governance Group that meets monthly, providing program oversight and direction for the implementation of the strategy.</p>

Climate Change and Energy	2025/26 Target	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30 Forecast
<b>Emissions Reduction - Total Scope 1 and 2</b>					
Projected total emissions for each year subsequent to the current reporting year until, and including, the water corporation's net – zero scope 1 and 2 target year.	6,980	6,980	6,980	6,980	0

Climate Change and Energy	Response
<b>Emissions Reduction - Total Scope 1 and 2</b>	
Qualitative explanation of projects or initiatives to reduce Scope 1 and/or 2 emissions (including emissions reductions achieved per project in t CO2-e where feasible).	We remain committed to executing our roadmap to net zero, which was published in late 2023.
<b>Increasing Renewable Energy</b>	
Qualitative explanation of projects or initiatives to increase renewable electricity consumption and/or generation (including renewable generation capacity increased per project where feasible).	Our roadmap to net zero includes initiatives to ensure zero scope 2 emissions by 2025/2026 financial year. During the 2025/26 year we will be switching on the Brierly Basin floating solar array and expect to conclude the planning and approval phase for a Solar and Battery Energy Storage System project.
<b>Adapting to Climate Change</b>	
New: Description of the current and anticipated impacts of climate related risks on the organisation's business, strategy, and service delivery where such information is material.	Dry conditions are heightening operational risks, and we are maintaining situational awareness and adapting our strategy and services to ensure resilience.
New: Description of the metrics used by the organisation to monitor relevant climate-related risks and opportunities.	Board strategic risk framework includes key controls, indicators and thresholds for monitoring climate-related risks.

<b>Customer, Community and Engagement Targets</b>	<b>2025/26 Target</b>	<b>2026/27 Forecast</b>	<b>2027/28 Forecast</b>	<b>2028/29 Forecast</b>	<b>2029/30 Forecast</b>
<b>Customer satisfaction</b> Provide annual target for customer ratings of 'Overall Satisfaction' against customer perception/ reputation surveys that will be undertaken over the planning period.	6.6	6.6	6.6	6.6	6.6
<b>Water Bills – customers on flexible payment plans</b> No of customers with instalment plans	2887				
<b>Water Bills – customers awarded hardship grants</b> No of customers awarded hardship grants	157				
<b>Customer Responsiveness - water quality complaints</b> No of complaints per 100 customers	0.38				
<b>Customer Responsiveness - number of payment issue complaints</b> No of complaints per 100 customers	0.17				
<b>Customer Responsiveness - total complaints</b> No of complaints per 100 customers	0.75				

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

Customer, Community and Engagement	Response
Efforts to manage pricing impacts for urban water services.	In our Price Submission, we proposed offsetting customer bill impacts by leveraging balance sheet capacity to increase total borrowings - a measure endorsed by the ESC, DEECA, and DTF. As part of our 2023–28 Customer Experience Strategy, we are also prioritising initiatives that support customers in managing and paying their bills.
Any significant variations to the most recent Pricing Decision projections.	None to report.
Published tariff schedules for urban water services.	See appendix three.
<b>Customer responsiveness</b> Water quality complaints Number of payment issue complaints Total complaints	See table on previous page.
<b>Customer and community engagement</b>	
Development and delivery of a Customer Engagement Strategy/Plan/Policy that is also published on the corporation's website (Yes/No).	Our Community Engagement Framework is a mature and evolving model that was recognised by the International Association for Public Participation (IAP2), receiving the 2023 IAP2 Core Values Award for Organisation of the Year in both Australasia and internationally. We continue to refine and embed the framework as a core aspect of our operations, ensuring it includes accessible online engagement opportunities for the community. The framework is publicly available on our website.
If the Customer Engagement Strategy/Plan/Policy is under development and yet to be published, what is the corporation's timing to complete it and to publish on its website?	N/A
How will the water corporation measure success against outcomes of its Customer Engagement Strategy/Plan/Policy?	We regularly evaluate our annual engagement cycle and actively seek feedback from customers about their experience with the engagement process. Additional insights into our approach are provided by Wannon Water's Regional Advisory Forum, which includes customers and a diverse range of stakeholders from across the region.



Recognise Aboriginal Values	Response
<b>Partnerships with Traditional Owners</b>	
Provide the number of formal partnership agreements with Traditional Owners/ Traditional Owner Groups.	We currently have one formal partnership agreement in place in the form of the 'Partnerships Officer Role' at Eastern Maar Aboriginal Corporation.
Describe the nature of the formal partnership agreements entered into with Traditional Owner Groups.	The formal partnership arrangement is a Water Corporations Partnership Officer role in association with Barwon Water, Grampians Wimmera Mallee Water and Eastern Maar Aboriginal Corporation. To achieve additional partnership agreements in future, we will focus on establishing, building and strengthening relationships. We engage with Traditional Owners groups through IWM forums and Aboriginal Water Officers.
Demonstrate that Traditional Owners had the opportunity to review and/or endorse, all sections of the most recent annual report that included specific reference to Traditional Ecological Knowledge, values and well-being.	We maintain engagement with two Traditional Owner groups, providing them the opportunity to review relevant components of the annual report concerning Traditional Ecological Knowledge. With previous reports endorsed, we remain committed to continuing this process in future annual reporting.
Demonstrate how water corporations have informed relevant Traditional Owners of opportunities to access water entitlements or allocation within their Country.	We are focussed on building relationships with Traditional Owners groups. The project to improve summer flows in the Gellibrand River Summer Flows is one example of the evolving opportunities to engage.
<b>Supporting Aboriginal self-determination</b>	
Provide the number of formal partnership agreements with Aboriginal Community Controlled Organisations.	We continue to aim to establish and build relationships with the four Aboriginal Community Controlled Health Organisations in this region, and other Aboriginal Community Controlled Organisations which may lead to co-designing formal partnership agreements in this year or subsequent years. As part of our Towards Reconciliation (page 20) implementation, we will prioritise building strong relationships to lay the foundation for a future partnership agreement.
Describe the nature of the partnership agreements with Aboriginal Community Controlled Organisations.	To achieve a partnership agreement in future, we will continue to focus on establishing and building relationships.
Provide commentary on strategies implemented to provide procurement opportunities to Aboriginal businesses to supply goods and services to water corporations, including addressing any procurement barriers.	As we continue implementing our Procurement Strategy, we are focused on building capacity within both our organisation and our supply chain to create greater opportunities for direct and indirect social procurement outcomes - particularly supporting Aboriginal businesses. One of the key objectives in the strategy is to address procurement barriers by 'Reducing complexity and enhancing awareness of our processes for both buyers and suppliers'.

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

Resilient and Liveable Cities and Towns		Response				
Integrated water management						
Actively participate and promote stakeholder collaboration with other organisations through IWM Forums, to help facilitate IWM.		We will facilitate two IWM Forums and three to four Practitioners meetings annually. We will continue to build engagement with partner agencies and community organisations for improved IWM outcomes.				
Progress towards development or review, update and implementation of strategic forum-owned IWM plans, outcomes and/or targets, as applicable to the region.		The great south coast released its second SDS in March 2024, this has identified 21 priority projects for implementation in the coming years. These projects contribute towards building resilient landscapes and utilising our natural resources effectively. The progress will be monitored through the IWM forum.				
Progress towards the implementation of IWM actions, projects, or other activity with IWM approach achieving shared benefits, as applicable to the region.		We contributed to an IWM plan for Warrnambool’s Lake Pertobe district, expanded Roof Water Harvesting projects and are working toward valuing eco-system services in planning and development works.				
Water Use and Efficiency - Urban Water Efficiency						
Projects or initiatives to deliver urban water efficiency, including residential and non-residential, and any projects delivering on water efficiency outcomes in Water for Victoria and relevant urban and sustainable water strategies.		We will continue participating in the state government led WaterSmart Program which targets water efficiency opportunities for non-residential customers with high water use through installation of digital meters and water consumption analysis. We will be running an awareness campaign for the Gellibrand Summer Flows project, promoting efficient water use in the Otways system over summer periods and educating our customer base that their water comes from the Gellibrand River and the importance of river health. This is in addition to our “Every Drop Counts” campaign.				
Water Use and Efficiency - Urban Water Consumption						
Please provide commentary on non-revenue water attributed to leakages.		Urban leakage (the main component of non-revenue water) will continue to be identified through monitoring of night flows and locating and repairing the leaks promptly. The volume of all leakage for each town is determine as part of the annual water consumption review. Our Urban Water Strategy has set a target of not exceeding 1328 ML in total non-revenue water volume per year.				
Circular Economy Outcomes						
Provide commentary on projects or initiatives that adopt circular economy principles and/or contribute towards identified targets in "Recycling Victoria: A New Economy".		We will deliver projects in our circular economy roadmap and high priority opportunities related to key material flows. We have a focus on capturing and sharing our findings, learnings and case studies and will continue to lead a regional collaborative approach.				
Biosolids		2025/26	2026/27	2027/28	2028/29	2029/30
Mass dry weight of biosolids reused (Estimated Dry Tonnes)		4,000	3,100	3,100	3,100	3,100
Mass dry weight of biosolids produced (Estimated Dry Tonnes)		9,700	9,800	10,345	9,700	10,130
New: Mass dry weight of biosolids stored (Estimated Dry Tonnes)		25,000	25,000	25,000	25,000	25,000

Resilient and Liveable Cities and Towns	Response
<b>Environmental Obligations</b>	
<p>Water corporations should manage impacts to water quality in their operations including managing risks posed to water quality in special water supply catchment areas or catchments and provide commentary on specific actions that deliver targeted outcomes to satisfy these environmental obligations.</p>	<p>We will deliver on water quality meeting compliance with the Australian Drinking Water Guidelines 2011. This compliance will be underpinned by the Health Based Target (HBT) driven program of capital works to continuously improve water quality and the customer experience. Special water catchments have been categorised under the HBT program with such programs as selective water harvesting undertaken during ideal river flow conditions to optimise quality to the customer.</p>
<p>Report on performance against the Obligations for Managers of Land or Infrastructure (Water) (OMLI) under the Environment Protection Act 2017 and the Statement of Obligations (General) (in relation to sewerage services and connections) under the Water Industry Act 1994.</p>	<p>We are a referral agency to councils ensuring we have runoff management controls in place through the implementation of wastewater management plans within our special catchments, meeting our obligations under the EPA Act 2017. Specific harvesting within the catchment is undertaken during low-risk periods when river flows are optimal.</p>
<p>Water Corporations to undertake specific actions that deliver targeted outcomes to satisfy water corporations' environmental obligations consistent with the actions and intended outcomes contained in the:</p> <ul style="list-style-type: none"> <li>a) Regional Catchment Strategy</li> <li>b) Victorian Waterway Management Strategy and Regional Waterway Strategy</li> <li>c) Port Phillip Bay Environmental Management Plan (MW Only); and</li> <li>d) Other environmental activities or general projects that help implement catchment/ waterway health objectives</li> </ul>	<p>We undertake regular liaison with Catchment Management Authorities (CMA) specific to its two special catchments. This liaison is governed by memorandums of understanding and allows for regular review of the Regional Catchment Strategy and what activities are being undertaken within the catchment specific to water quality.</p>
<b>Sustainable Water Management</b>	
<p>Progress on actions taken in the development and implementation of Sustainable Water Strategies applicable to the region.</p>	<p>Action 8-9 in the Central and Gippsland Sustainable Water Strategy involves stakeholders to work together to investigate a preferred water supply augmentation option to improve critical water flows in the Gellibrand River through the summer low flow period. Significant progress has been made in establishing a project to deliver the preferred outcome.</p>
<b>Housing Statement</b>	
<p>Describe the strategies to be employed to engage with applicable entities, including developers and councils, before a planning permit referral is received, including to understand potential blocks and/or delays created by processes and systems.</p>	<p>Wannon Water has well established processes to ensure timely processing and response to planning permits referrals. Note: land development is not experiencing high levels of growth across our service area.</p>
<p>New: Describe progress and/or any blocks in reporting on current annual report Housing Statement indicators.</p>	<p>No issues</p>



Leadership, Diversity and Culture	Response
<b>Diversity and Inclusion</b>	
Is a Diversity Inclusion Plan/s published on entity website (Y/N).	No, this is built into our <i>We are Wannon</i> people strategy as a specific pillar. The document is internal facing.
Is a Gender Equality Action Plan published on entity website (Y/N).	Yes
Provide the number of executive officers who identify as women.	1
Actions taken to improve participation by Traditional Owners and Aboriginal Victorians in Board committees and other organisational committees.	We implemented a Board Observer (Aboriginal) Scholarship Program in 2024 and at time of writing the 2025 program is being advertised. Staff have opportunity to nominate to join internal committees when EOIs for membership are called, including our Executive Committee Observer Program.
Target percentage of all the staff who complete the VPSC people matter survey in 2025.	88%
Target number of staff within the water entity who have undertaken a cross-cultural training course facilitated by a suitably experienced provider.	45
Target number of Aboriginal staff employed (FTE as at 30 June 2026).	3
Summary of progress against LOE Priority Area Leadership, diversity and culture.	"We are Wannon," our People Strategy 2024–2028, defines our commitment to leadership, diversity, and culture. Key initiatives include delivering the Gender Equality Action Plan, enhancing executive recruitment practices, launching a Women's Development Program, and establishing gender-balanced succession pathways. We are advancing our First Nations Strategy, strengthening employment pathways, and building an inclusive culture through <i>Belonging@Wannon</i> . As proud members of <i>WaterAble</i> , we support people with disabilities and carers in the water sector. We are also implementing <i>Wellness@Wannon</i> , our integrated Health and Wellbeing Plan.

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

## 2025/26 Performance Report

Financial Performance Key Performance Indicators	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
<b>Cash Interest Cover</b> Net operating cash flows before net interest and tax/net interest payments	3.5 times	3.0 times	2.9 times	3.0 times	3.0 times
<b>Gearing Ratio</b> Total debt (including finance leases) / total assets	10.4%	14.1%	15.8%	16.6%	18.1%
<b>Internal Financing Ratio</b> Net operating cash flow less dividends / net capital expenditure	40.6%	20.8%	39.2%	62.7%	52.8%
<b>Current Ratio</b> Current assets / current liabilities (excluding long-term employee provisions and revenue in advance)	161.0%	187.6%	156.5%	145.7%	137.4%
<b>Return On Assets</b> Earnings before net interest and tax / average assets	-1.0%	-0.8%	-0.4%	-0.1%	0.1%
<b>Return On Equity</b> Net profit after tax/average total equity	-1.5%	-1.5%	-1.3%	-1.1%	-0.9%
<b>EBITDA Margin</b> Earnings before interest, tax, depreciation and amortisation / total revenue	23.1%	24.6%	27.8%	30.2%	31.4%

Operational Performance Indicators	2025/26 Target
<b>Water and Sewerage Network Reliability Indicators</b>	
<b>Water Service – minutes off supply (planned and unplanned)</b> How many minutes on average a customer was without water supply during a year	11
<b>Unplanned water supply interruptions</b> Percentage of customers receiving 5 unplanned interruptions in the year	0
<b>Sewerage Service – sewer blockages</b> Number of sewer blockages reported per 100 kilometres of sewer main	18
<b>Sewerage Services – sewer spills</b> Number of sewer spills reported per 100 kilometres of sewer main	7.6
<b>Sewerage Services – containment of sewer spills</b> Sewer spills from reticulation and branch sewers contained within 5 hours	97
<b>Water Reuse Indicators</b>	
<b>Recycled water – effluent treatment and reuse</b> Proportion of water recycled as a percentage of the volume of effluent produced	20

Customer Outcome Measures (outcomes generated through the Price Submission 2023-2028)	2025/26 Target
<b>Outcome 1: Ongoing reliability of water and sewerage services</b> Average score of customers surveyed who agree they can rely on their sewerage service from Wannon Water Average satisfaction score of customers surveyed with water supply reliability Number of customers who experienced two or more unplanned interruptions to their water service Number of sewer spills to customer properties Number of unplanned water interruptions Number of residential sewer supply customer interruptions	8.6 9.0 ≤ 86 ≤ 35 ≤ 119 ≤ 79
<b>Outcome 2: Ongoing protection of the environment through action and education, prioritising Country and our communities</b> Number of noncompliance events with our EPA Amalgamated Licence On track to achieve carbon neutrality by 2030, reducing total net emissions to those created directly from our operations (scope one) Install disinfection system as the first step of the Warrnambool Sewage Treatment Plant upgrade by 31 December 2025 Complete an evaluation study report which identifies alternative wastewater disposal methodologies for further upgrades of the Warrnambool Sewage Treatment Plant by 30/6/25	≤ 5 6,980 Complete Complete
<b>Outcome 3: Fair and reasonable bills for all</b> Average satisfaction score of surveyed customers satisfied with Wannon Water's services in terms of value for money Percentage of customers surveyed who are aware of financial/customer support program The variable portion of a residential customer's bill has increased to 20 per cent (Group A, owner, average kL water use)	7.0 50% 19.4%
<b>Outcome 4: Improved water quality in identified communities</b> Average satisfaction score of surveyed customers who are satisfied with water quality Average satisfaction score of surveyed customers who are satisfied with water quality in terms of taste Percentage of surveyed customers in Area 1 (Portland, Heywood, Port Fairy) who drink the water we supply Average satisfaction score of surveyed customers in Area 1 (Portland, Heywood, Port Fairy) who are satisfied with water quality in terms of taste Install additional water treatment to improve taste of water in at least one of Portland, Heywood or Port Fairy communities by 2026	7.5 7.0 55% 4.5 Complete



<b>Customer Outcome Measures</b> (outcomes generated through the Price Submission 2023-2028 process)		<b>2025/26 Target</b>
<b>Outcome 5: Improved customer experience of our products and services</b>		
Percentage of surveyed customers who experienced water service interruptions that are satisfied with Wannon Water's management of the interruption		96%
Percentage of surveyed customers who experienced sewer spills on or within their property, that are satisfied with Wannon Water's management of the spill		100%
Net Promoter Score		+20
<b>Outcome 6: Active partnerships for healthy and resilient communities</b>		
Percentage of regional stakeholders surveyed who are satisfied with Wannon Water's performance partnering on areas of regional priority		80%
Percentage of customers surveyed who are satisfied with Wannon Water's performance partnering with communities to help its region flourish		55%

## Appendix 2: Customer bill impacts

Indicator	2024/25	2025/26	2026/27	2027/28	2028/29*	2029/30*
<b>Residential Bill – owner occupier (\$ real 2024/25)</b> The annual expected bill for an owner-occupier with typical (average) water use in real 2024/25 dollars (i.e. excluding inflation effects in forward years)	\$1,243	\$1,254	\$1,265	\$1,276	\$1,290	\$1,304
Percentage change from prior year	0.84%	0.85%	0.86%	0.87%	1.09%	1.09%
<b>Residential Bill – tenant (\$ real 2024/25)</b> The annual expected bill for an owner-occupier with typical (average) water use in real 2024/25 dollars (i.e. excluding inflation effects in forward years)	\$236	\$241	\$246	\$250	\$253	\$256
Percentage change from prior year	2.00%	2.00%	2.00%	2.00%	1.09%	1.09%
Typical (average) water use (kL) assumed in owner-occupier and tenant bill calculations	140	140	140	140	140	140
<b>Non-Residential Bill – business (\$ real 2024/25)</b> The annual expected bill for a business using 3 ML per annum in real 2024/25 dollars (i.e. excluding inflation effects in forward years)	\$8,754	\$8,915	\$9,079	\$9,246	\$9,347	\$9,448
Percentage change from prior year	1.83%	1.84%	1.84%	1.84%	1.09%	1.09%

\* Bill impacts up to 2027/28 are made with a high level of confidence as prices for services are approved to 30 June 2028. Prices beyond 1 July 2028 are subject to approval of Wannon Water's Price Submission 2028 by the Essential Services Commission. This is expected to occur in quarter 2 2028.

## Appendix 3: Schedule of Regulated Charges (in 2024-25 Real \$)

Tariff and Price Component	Unit	Prices (\$)	Indicative prices (2024-25 Real \$)				
		2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30
URBAN RESIDENTIAL AND NON-RESIDENTIAL, RURAL WATER SERVICE AND FIRE SERVICE CHARGES (PER ANNUM)							
Service Charge Group A - Portland, Heywood, Port Fairy, Allansford, Noorat/ Glenormiston, Camperdwon, Carlisle, Carpendeit, Cobden, Koroit, Lismore/ Derrinallum, Mortlake, Purnim, Simpson, Terang, Warrnambool, Balmoral, Caramut, Cavendish, Dunkeld, Glenthompson, Hamilton, Penshurst and Tarrington							
0-20mm	Connection pa.	\$189.64	\$187.36	\$185.11	\$182.88	\$184.87	\$186.88
21-25mm	Connection pa.	\$282.67	\$279.27	\$275.91	\$272.59	\$275.56	\$278.56
26-32mm	Connection pa.	\$760.72	\$751.59	\$742.57	\$733.65	\$741.64	\$749.72
33-40mm	Connection pa.	\$1,331.96	\$1,315.97	\$1,300.17	\$1,284.56	\$1,298.56	\$1,312.71
41-50mm	Connection pa.	\$2,093.32	\$2,068.20	\$2,043.38	\$2,018.85	\$2,040.85	\$2,063.09
51-80mm	Connection pa.	\$3,045.29	\$3,008.74	\$2,972.63	\$2,936.95	\$2,968.96	\$3,001.32
81-100mm	Connection pa.	\$4,403.61	\$4,350.76	\$4,298.55	\$4,246.96	\$4,293.25	\$4,340.04
101-150mm	Connection pa.	\$6,151.45	\$6,077.63	\$6,004.69	\$5,932.63	\$5,997.29	\$6,062.66
151+mm	Connection pa.	\$8,126.00	\$8,028.48	\$7,932.13	\$7,836.94	\$7,922.36	\$8,008.71
Service Charge Group B - Peterborough, Port Campbell, Timboon, Dartmoor, Casterton, Coleraine, Macarthur, Merino and Sandford							
0-20mm	Connection pa.	\$342.69	\$338.57	\$334.50	\$330.48	\$334.08	\$337.72
21-25mm	Connection pa.	\$510.63	\$504.50	\$498.44	\$492.45	\$497.81	\$503.23
26-32mm	Connection pa.	\$1,373.09	\$1,356.61	\$1,340.33	\$1,324.24	\$1,338.67	\$1,353.26
33-40mm	Connection pa.	\$2,403.78	\$2,374.93	\$2,346.43	\$2,318.27	\$2,343.53	\$2,369.07
41-50mm	Connection pa.	\$3,777.51	\$3,732.17	\$3,687.38	\$3,643.13	\$3,682.84	\$3,722.98
51-80mm	Connection pa.	\$5,495.03	\$5,429.08	\$5,363.93	\$5,299.56	\$5,357.32	\$5,415.71
81-100mm	Connection pa.	\$7,945.75	\$7,850.40	\$7,756.19	\$7,663.11	\$7,746.63	\$7,831.06
101-150mm	Connection pa.	\$11,099.29	\$10,966.09	\$10,834.49	\$10,704.47	\$10,821.14	\$10,939.09
151+mm	Connection pa.	\$15,484.92	\$15,299.10	\$15,115.51	\$14,934.12	\$15,096.90	\$15,261.45
Service Charge - Darlington							
Darlington Service Charge	Connection pa.	\$189.64	\$187.36	\$185.11	\$182.88	\$184.87	\$186.88

Tariff and Price Component	Unit	Prices (\$)	Indicative prices (2024-25 Real \$)				
		2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30

#### URBAN RESIDENTIAL WATER USAGE CHARGES (PER KL)

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

User Charge Block 1 (0-438 litres/day)	KL	\$1.6860	\$1.7197	\$1.7540	\$1.7890	\$1.8085	\$1.8282
User Charge Block 2 (439-822 litres/day)	KL	\$2.5823	\$2.6339	\$2.6865	\$2.7402	\$2.7700	\$2.8001
User Charge Block 3 (822+ litres/day)	KL	\$3.8739	\$3.9513	\$4.0303	\$4.1109	\$4.1557	\$4.2009

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

User Charge Block 1 (0-438 litres/day)	KL	\$1.0933	\$1.1151	\$1.1374	\$1.1601	\$1.1727	\$1.1854
User Charge Block 2 (439-822 litres/day)	KL	\$1.9913	\$2.0311	\$2.0717	\$2.1131	\$2.1361	\$2.1593
User Charge Block 3 (822+ litres/day)	KL	\$2.9871	\$3.0468	\$3.1077	\$3.1698	\$3.2043	\$3.2392

**Usage Charge - Darlington**

Darlington Usage all usage	KL	\$0.7187	\$0.7187	\$0.7187	\$0.7187	\$0.7265	\$0.7344
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#### URBAN NON-RESIDENTIAL AND RURAL WATER USAGE CHARGES (PER KL)

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

Potable Water	KL	\$2.5823	\$2.6339	\$2.6865	\$2.7402	\$2.7700	\$2.8001
Non-Potable Water	KL	\$1.6860	\$1.7197	\$1.7540	\$1.7890	\$1.8085	\$1.8282

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

Potable Water	KL	\$1.9914	\$2.0312	\$2.0718	\$2.1132	\$2.1362	\$2.1594
Non-Potable Water	KL	\$1.0933	\$1.1151	\$1.1374	\$1.1601	\$1.1727	\$1.1854

**Usage Charge - Darlington**

Darlington Usage all usage	KL	\$0.7187	\$0.7187	\$0.7187	\$0.7187	\$0.7265	\$0.7344
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Tariff and Price Component	Unit	Prices (\$)	Indicative prices (2024-25 Real \$)				
		2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30
<b>RURAL WATER USAGE SURCHARGE</b>							
All Rural Usage Charge Groups	KL	\$2.0000	\$2.0000	\$2.0000	\$2.0000	\$2.0000	\$2.0000
<b>UN-CONNECTED WATER SERVICE CHARGE (PER ANNUM)</b>							
Service Charge - All Groups	Connection pa.	\$189.64	\$189.64	\$189.64	\$189.64	\$191.71	\$193.80
<b>UN-METERED WATER SERVICE CHARGE (PER ANNUM)</b>							
All Service Charge Groups	Connection pa.	\$1,664.98	\$1,664.98	\$1,664.98	\$1,664.98	\$1,683.13	\$1,701.47
<b>CONNECTED SEWERAGE SERVICE CHARGE (PER ANNUM)</b>							
Service Charge Group - All Groups	Connection pa.	\$817.74	\$825.91	\$834.16	\$842.50	\$851.68	\$860.97
<b>UN-CONNECTED SEWERAGE SERVICE (PER ANNUM)</b>							
Service Charge Group - All Groups	Connection pa.	\$245.27	\$247.72	\$250.19	\$252.69	\$255.44	\$258.22
<b>TRADE WASTE VOLUME AND LOAD CHARGES</b>							
<b>Major Trade Waste Volume Charges</b>							
Volume	KL	\$0.8072	\$0.8233	\$0.8397	\$0.8564	\$0.8735	\$0.8909
BOD	KG	\$1.8549	\$1.8919	\$1.9297	\$1.9682	\$2.0075	\$2.0476
Suspended Solids	KG	\$0.3367	\$0.3434	\$0.3502	\$0.3572	\$0.3643	\$0.3715
Ammonia	KG	\$1.9431	\$1.9819	\$2.0215	\$2.0619	\$2.1031	\$2.1451
<b>Minor Trade Waste Volume Charges &amp; Non-Residential Sewage Volume Charges</b>							
Group 1 - Warrnambool, Allansford and Koroit							
Volume	KL	\$1.7013	\$1.7013	\$1.7013	\$1.7013	\$1.7198	\$1.7385
Group 2 - Hamilton							
Volume	KL	\$1.7009	\$1.7009	\$1.7009	\$1.7009	\$1.7194	\$1.7381
Group 3 - Portland							
Volume	KL	\$1.8210	\$1.8210	\$1.8210	\$1.8210	\$1.8408	\$1.8608
Group 4 - Port Fairy							
Volume	KL	\$2.0485	\$2.0485	\$2.0485	\$2.0485	\$2.0708	\$2.0933
Group 5 - Camperdown, Casterton, Cobden, Coleraine, Dunkeld, Heywood, Mortlake, Peterborough, Port Campbell, Simpson, Terang and Timboon							
Volume	KL	\$1.9999	\$1.9999	\$1.9999	\$1.9999	\$2.0216	\$2.0436



Tariff and Price Component	Unit	Prices (\$)	Indicative prices (2024-25 Real \$)				
		2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30

FIRE SERVICE CHARGES

All Price Groups

0-20mm	Connection pa.	\$61.76	\$61.76	\$61.76	\$61.76	\$62.43	\$63.11
21-25mm	Connection pa.	\$91.99	\$91.99	\$91.99	\$91.99	\$92.99	\$94.00
26-32mm	Connection pa.	\$247.23	\$247.23	\$247.23	\$247.23	\$249.92	\$252.64
33-40mm	Connection pa.	\$432.81	\$432.81	\$432.81	\$432.81	\$437.52	\$442.28
41-50mm	Connection pa.	\$680.10	\$680.10	\$680.10	\$680.10	\$687.51	\$695.00
51-80mm	Connection pa.	\$989.34	\$989.34	\$989.34	\$989.34	\$1,000.12	\$1,011.02
81-100mm	Connection pa.	\$1,430.50	\$1,430.50	\$1,430.50	\$1,430.50	\$1,446.09	\$1,461.85
101-150mm	Connection pa.	\$4,286.62	\$4,286.62	\$4,286.62	\$4,286.62	\$4,333.34	\$4,380.57
151+mm	Connection pa.	\$5,666.84	\$5,666.84	\$5,666.84	\$5,666.84	\$5,728.60	\$5,791.04

## Appendix 4: Quarterly financial projections

### Operating Statement for the period ending 30 June 2026

	30 September 2025 (\$)	31 December 2025 (\$)	31 March 2026 (\$)	30 June 2026 (\$)	2025/26 Year (\$)
<b>Revenue</b>					
Tariffs & Charges	19,586,000	21,781,000	22,466,000	20,102,000	83,934,000
Other Revenue	2,627,000	2,719,000	2,415,000	2,689,000	10,450,000
<b>Total Revenue</b>	<b>22,213,000</b>	<b>24,500,000</b>	<b>24,881,000</b>	<b>22,791,000</b>	<b>94,384,000</b>
<b>Expenses</b>					
Employee Benefits	6,964,000	7,715,000	6,685,000	7,560,000	28,923,000
Depreciation	8,027,000	8,434,000	8,548,000	8,548,000	33,558,000
Other Goods and Services	11,166,000	12,592,000	12,983,000	13,040,000	49,780,000
<b>Total Expenses</b>	<b>26,157,000</b>	<b>28,741,000</b>	<b>28,216,000</b>	<b>29,148,000</b>	<b>112,261,000</b>
<b>Operating Profit/ (Loss)</b>	<b>(3,944,000)</b>	<b>(4,241,000)</b>	<b>(3,335,000)</b>	<b>(6,357,000)</b>	<b>(17,877,000)</b>
Income Tax Expense/ (Revenue)	0	0	0	5,348,000	5,348,000
<b>Net Profit/ (Loss) After Tax</b>	<b>(3,944,000)</b>	<b>(4,241,000)</b>	<b>(3,335,000)</b>	<b>(1,009,000)</b>	<b>(12,529,000)</b>

## Balance Sheet as at 30 June 2026

	Opening Balance (\$)	September 2025 (\$)	December 2025 (\$)	March 2026 (\$)	June 2026 (\$)
<b>Assets</b>					
Cash	1,061,000	1,387,000	6,248,000	2,134,000	65,000
All Other Current Assets	27,980,000	27,875,000	27,738,000	27,600,000	27,274,000
<b>Current Assets</b>	<b>29,041,000</b>	<b>29,262,000</b>	<b>33,986,000</b>	<b>29,734,000</b>	<b>27,339,000</b>
Non-Current Assets	1,103,103,000	1,107,249,000	1,105,088,000	1,105,951,000	1,106,540,000
<b>Total Assets</b>	<b>1,132,144,000</b>	<b>1,136,511,000</b>	<b>1,139,074,000</b>	<b>1,135,685,000</b>	<b>1,133,879,000</b>
<b>Liabilities</b>					
Debt - Current	8,000,000	8,500,000	9,000,000	11,000,000	8,500,000
All Other Current Liabilities	13,256,000	13,066,000	12,954,000	12,900,000	12,952,000
<b>Current Liabilities</b>	<b>21,256,000</b>	<b>21,566,000</b>	<b>21,954,000</b>	<b>23,900,000</b>	<b>21,452,000</b>
Debt - Non Current	102,000,000	110,000,000	108,000,000	106,000,000	109,500,000
All Other Non-Current Liabilities	188,482,000	188,482,000	188,498,000	188,498,000	183,150,000
<b>Non-Current Liabilities</b>	<b>290,482,000</b>	<b>298,482,000</b>	<b>296,498,000</b>	<b>294,498,000</b>	<b>292,650,000</b>
<b>Total Liabilities</b>	<b>311,738,000</b>	<b>320,048,000</b>	<b>318,452,000</b>	<b>318,398,000</b>	<b>314,102,000</b>
<b>NET ASSETS</b>	<b>820,406,000</b>	<b>816,463,000</b>	<b>820,622,000</b>	<b>817,287,000</b>	<b>819,777,000</b>
<b>Equity</b>					
Retained Earnings	20,261,000	16,317,000	12,076,000	8,741,000	7,732,000
All Other Equity	800,145,000	800,145,000	808,545,000	808,545,000	812,045,000
<b>EQUITY</b>	<b>820,406,000</b>	<b>816,462,000</b>	<b>820,621,000</b>	<b>817,286,000</b>	<b>819,777,000</b>

## Cashflow Statement for the period ending 30 June 2026

	September 2025 (\$)	December 2025 (\$)	March 2026 (\$)	June 2026 (\$)	2025/26 Year (\$)
<b>Cash at Start of Year</b>	<b>1,061,000</b>	<b>1,387,000</b>	<b>6,248,000</b>	<b>2,133,000</b>	<b>1,061,000</b>
Receipts from other entities	20,244,000	22,440,000	23,125,000	20,761,000	86,570,000
Interest	3,000	3,000	3,000	3,000	12,000
Capital receipts	716,000	722,000	728,000	735,000	2,901,000
Payments to suppliers and employees	(14,656,000)	(17,128,000)	(16,841,000)	(17,197,000)	(69,463,000)
Borrowing costs	(1,268,000)	(1,335,000)	(1,305,000)	(1,319,000)	(5,227,000)
<b>Cash Flow from Operating Activities</b>	<b>3,835,000</b>	<b>4,078,000</b>	<b>4,804,000</b>	<b>2,077,000</b>	<b>14,793,000</b>
<b>Cash Flow from Investing Activities</b>					
Payments for property, plant and equipment	(12,041,000)	(6,241,000)	(9,062,000)	(9,062,000)	(36,405,000)
Proceeds from the sale of property, plant and equipment	32,000	124,000	143,000	417,000	716,000
Capital repatriation	0	0	0	(1,500,000)	(1,500,000)
Capital contribution	0	8,400,000	0	5,000,000	13,400,000
<b>Total Cash flow from Investing Activities</b>	<b>(12,009,000)</b>	<b>2,283,000</b>	<b>(8,919,000)</b>	<b>(5,145,000)</b>	<b>(23,789,000)</b>
<b>Cash Flow from Financing Activities</b>					
Proceeds from borrowings	10,000,000	1,000,000	0	5,000,000	16,000,000
Repayment of borrowings	(1,500,000)	(2,500,000)	0	(4,000,000)	(8,000,000)
<b>Total Cash flow from Financing Activities</b>	<b>8,500,000</b>	<b>(1,500,000)</b>	<b>0</b>	<b>1,000,000</b>	<b>8,000,000</b>
<b>Net Movement in Cash</b>	<b>326,000</b>	<b>4,861,000</b>	<b>(4,115,000)</b>	<b>(2,068,000)</b>	<b>(996,000)</b>
<b>Cash at End of Period</b>	<b>1,387,000</b>	<b>6,248,000</b>	<b>2,133,000</b>	<b>65,000</b>	<b>65,000</b>



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