Customer Outcomes Performance Report

2024–25

VICTORIA State Government

Melbourne Water

'We Will Walk Country Together' Artist: Gerard Black ©2023

Aboriginal Acknowledgement

Melbourne Water respectfully acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and custodians of the land and water on which all Australians rely.

We pay our respects to Bunurong, Gunaikurnai, Taungurung, Wadawurrung and Wurundjeri Woi-wurrung peoples as the Traditional Owners and custodians of the land and water on which we rely and operate. We pay our deepest respects to their Elders past, present and emerging.

We recognise and respect the continued cultural and spiritual connections that Aboriginal and Torres Strait Islander peoples have with the land and water they have cared for and protected for thousands of generations.

We demonstrate our ongoing commitment to reconciliation through our partnerships with Traditional Owners and the broader Aboriginal and Torres Strait Islander communities, as we work together to manage land and water now and into the future, while maintaining and respecting cultural and spiritual connections.

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Summary

Melbourne Water plays key roles in planning for and managing water services across the Greater Melbourne region, including:

- providing bulk drinking water to retail and urban water corporations
- receiving bulk sewage from retail water corporations and treating it so we can recover and reuse our valued resources
- managing flood risks and mitigating the impact of flooding across Melbourne
- keeping 25,000 kilometres of Melbourne's rivers, creeks and catchments healthy.

Every five years, Melbourne Water develops a Price Submission that sets out our customer commitments across four services: bulk water, bulk sewerage, waterways and drainage. Our *2021 Price Submission* outlines the services we will provide, the investments we plan to make, and the prices we intend to charge customers over the five-year price determination period of 2021–26.

In 2024–25, we have assessed our overall performance against our customer outcomes as 'largely met'

Our *2021 Price Submission* is underpinned by six customer outcomes, which were defined in consultation with our customers and community:

Access to safe and reliable water and sewerage services

Melbourne's environment, rivers, creeks and bays are protected, and Melbourne Water's greenhouse gas emissions are minimised

Melbourne remains liveable as it deals with the impacts of climate change and population growth

Melburnians are empowered to support the design and delivery of service outcomes

Easy, respectful, responsive and transparent customer service

Bills kept as low as possible.

These commitments and the associated targets were approved by the Essential Services Commission (ESC) in its 2021 Melbourne Water Price Determination.

In 2024–25, the fourth year of our price determination period, we continued to deliver on our commitments to our customers.

In 2024–25, the performance and progress made towards achieving our customer outcome commitments has continued to improve. However, we assess our performance as 'largely met' against our targets overall and recognise there are still some areas where improvements need to be made. As a business, we are working to address these areas of underperformance and will continue to consult with customers to ensure we are addressing them in ways they expect.

Developing our 2026 Price Submission

This Outcomes report relates to customer commitments developed for our 2021–26 Price Submission period. Commitments for the 2026–31 period are being developed as part of our *2026 Price Submission*. More information about our current and upcoming commitments can be found on our website.

Our commitments at a glance

2021–26 Price determination period

OUTCOME

Access to safe and reliable water and sewerage services

Melbourne's environment, rivers, creeks and bays are protected and Melbourne Water's greenhouse gas emissions are minimised

Melbourne remains liveable as it deals with the impacts of climate change and population growth

2024–25 TARGET

Number of *Safe Drinking Water Act 2003* (Vic) non-compliances (water sampling and audit)

0

Percentage of time compliant with retail water company pressure requirements (cumulative across the year)

99.9%

Number of sewerage transfer system spills due to system failure

0

Maintain river health (percentage of 10 target sites at high-value rating)

100%

Non-compliance with Eastern Treatment Plant and Western Treatment Plant licence conditions

0

Reuse (annual) biosolids produced at WTP

≥40%

Keep emissions below our target of 204,380 tonnes CO_2-e in 2024–25

Under 204,380 tonnes CO_2-e

Flood risks reduced for customers most at risk (risk is quantified as a modelled value of average annual damage in dollars)

$109 million (cumulative to 2024–25)

Demonstrate community benefit for projects where land or assets are activated

100% of projects

OUTCOME

Melburnians are empowered to support the design and delivery of service outcomes

Easy, respectful, responsive and transparent customer service

Bills kept as low as possible

2024 –25 TARGET

Increase the proportion of the community with a moderate (or better) level of water literacy

≥75%

Number of successful grant applications within the waterways and drainage incentive program

830

Number of projects funded within the waterways and drainage incentives program

1000

Customers surveyed are satisfied with Melbourne Water's water service

Score of 8.2

Customers surveyed are satisfied with Melbourne Water's sewerage service

Score of 8.2

Customers surveyed are satisfied with Melbourne Water's waterways service

Score of 7.4

Customers surveyed are satisfied with Melbourne Water's drainage service

Score of 6.7

New net OPEX benefits identified and committed to each year

>$.5 million

OPEX aligned to price determination (percentage difference)

<±5%

CAPEX aligned to determination (percentage difference)

<±2%

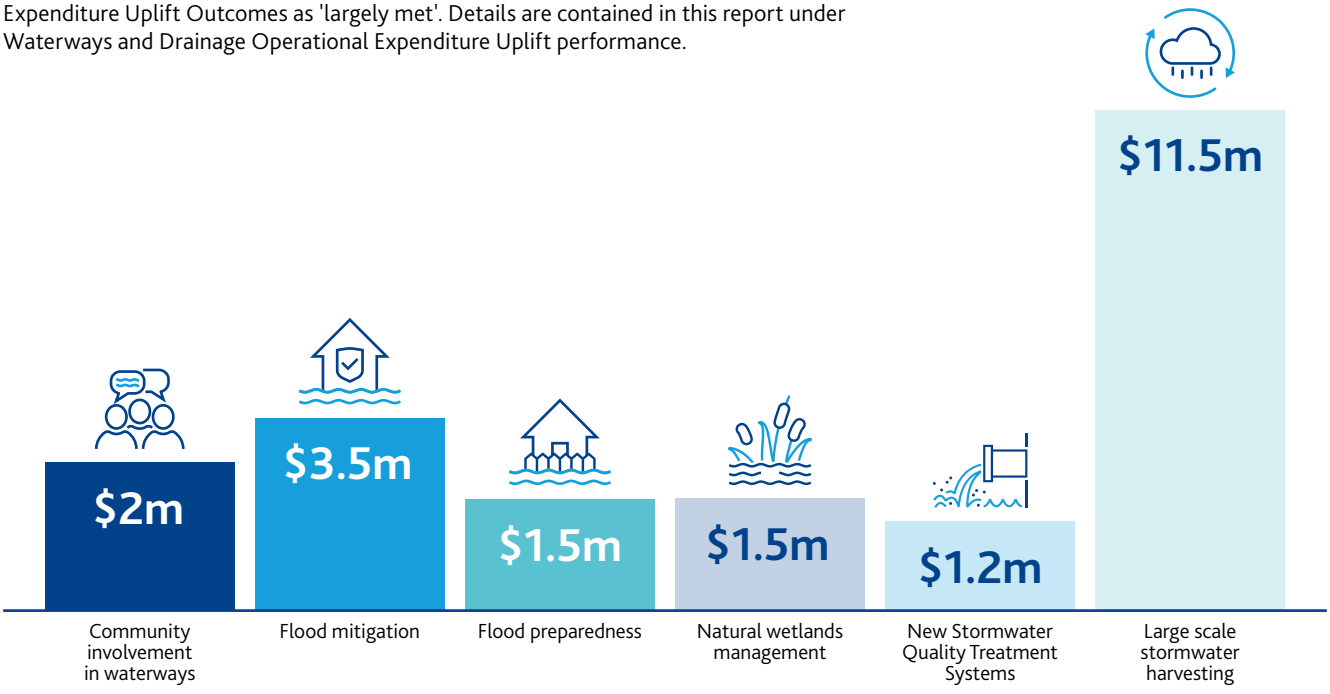
Waterways and Drainage Operational Expenditure Uplift

As part of our *2021 Price Submission*, we proposed $21.2 million in additional waterways and drainage operating expenditure to support the delivery of the following programs:

- Community involvement in waterways ($2 million)
- Flood mitigation ($3.5 million)
- Flood preparedness ($1.5 million)
- Natural wetlands management ($1.5 million)
- New Stormwater Quality Treatment Systems ($1.2 million)
- Large scale stormwater harvesting ($11.5 million).

We are committed to reporting our progress with delivering the programs supported by this additional expenditure.

In 2024–25, we have assessed the overall delivery of our Waterways and Drainage Operating Expenditure Uplift Outcomes as 'largely met'. Details are contained in this report under Waterways and Drainage Operational Expenditure Uplift performance.



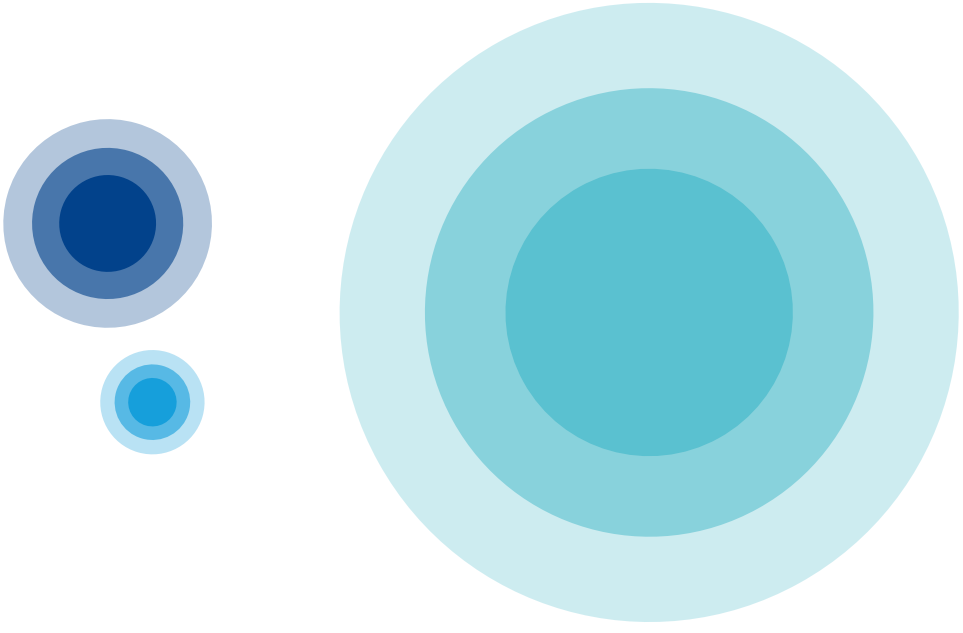
Relationship to the Waterways and Drainage Investment Plan and performance reporting

The *2021 Waterways and Drainage Investment Plan* (WDIP) was developed to meet a key requirement of Melbourne Water's *Statement of Obligations*, which is issued in accordance with the *Water Industry Act 1994*.

It also supports our *2021 Price Submission* by defining our responsibilities, goals, levels of service and programs of work for waterway management, flood management and drainage services for the period 2021–22 to 2025–26.

The WDIP sets out 19 key performance indicators (KPIs), which are monitored, measured and reported each year in the annual Waterways and Drainage Customer Performance Report published on our website. This report is a companion document to the Price Submission Customer Outcomes Performance Report and supports the performance of the six customer outcomes.

In 2024–25, our performance against 16 of 19 KPIs was assessed as 'met' or 'substantially met'.



Our Outcomes performance

MET
SUBSTANTIALLY MET
NOT MET

Five-year target	Year 1 (2021–22)	Year 2 (2022–23)	Year 3 (2023–24)	Year 4 (2024–25)	Year 5 (2025–26)		
Access to safe and reliable water and sewerage services						3/3 target measures met	
Melbourne's environment, rivers, creeks and bays are protected and Melbourne Water's greenhouse gas emissions are minimised						4/4 target measures met	
Melbourne remains liveable as it deals with the impacts of climate change and population growth						1/2 target measures met One target is not reportable in 2024–25	
Melburnians are empowered to support the design and delivery of service outcomes						3/3 target measures met	
Easy, respectful, responsive and transparent customer service						2/4 target measures largely met	
Bills kept as low as possible						3/3 target measures met	
Overall						16/19 target measures met or within tolerance We have assessed our overall performance in 2024–25 as 'largely met'	

We have assessed our overall performance in 2024–25 as 'largely met'.

16/19 target measures met or within tolerance

Customer Outcome 1
Access to safe and reliable water and sewerage services

In developing the *2021 Price Submission*, customers told us they prioritise ongoing access to safe and reliable water and sewerage services above all else.

Our measures for this Outcome relate to the performance of:

- our bulk water supply infrastructure in delivering water at the quality and pressure levels expected by our retail and urban water corporation customers
- our bulk sewerage networks to contain and transfer sewage to our treatment facilities.

In 2024–25, we continued to provide reliable services and met performance targets for all indicators set for this Outcome.

To meet customer demand, Melbourne Water supplied 509 billion litres of water in 2024–25, which is 8 per cent more than the previous year.

509 BILLION LITRES OF WATER SUPPLIED

In 2024–25, we invested $193.4 million to safely manage the water production and supply for Greater Melbourne. Significant investments included the completion of a $140 million project to supply water to the north and north-west growth areas and the $90 million renewal of key water transfer assets from Olinda to Mitcham.

Permanent water saving rules still apply across Victoria to ensure we use water wisely, especially as 2024–25 saw the most significant stream flow decline into our harvesting catchments in nearly 30 years. This year, Melbourne's residential water use was 167 litres per person, per day, which is 17 litres more than the Victorian Government's target of 150 litres.

This year, we continued implementing our *Drinking Water Quality Strategy*. This strategy outlines an approach that maintains and builds on the achievements and legacy assets of the past, while planning approaches and solutions suitable for the future.

In addition, Melbourne Water continues to work in collaboration with the Department of Health, Department of Energy, Environment and Climate Action (DEECA) and water corporations to enable a sector-wide approach to drinking water quality and emergency management improvements to ensure public health is protected.

Across our sewerage network, we invested $398.6 million to safely manage the sewage generated across Greater Melbourne. Significant investments included the continued construction of a $206 million project to duplicate the Hobsons Bay Main Sewer Yarra River crossing and $1037 million for treatment capacity upgrade projects at the Western Treatment Plant.

MET
SUBSTANTIALLY MET
NOT MET

Our performance against our agreed targets

Self assessment

2021–22	2022–23	2023–24	2024–25
●	●	●	●

We continued to meet performance targets for all measures set for this Outcome.

	Measure	2021–22 Result	2022–23 Result	2023–24 Result	2024–25 Result	2024–25 Target	Commentary
A	Number of *Safe Drinking Water Act 2003* (Vic) non-compliances (water sampling and audit)	Nil	Nil	Nil	Nil	Nil	We continued to comply with our obligations under the *Safe Drinking Water Act 2003* (Vic) and the Safe Drinking Water Regulations 2015.
B	Percentage of time compliant with retail water company pressure requirements (cumulative across the year)	99.9%	99.9%	100%	99.9%	99.9%	Across the entire year, pressure requirements were only breached for 28 minutes in March 2025.
C	Number of sewerage transfer system spills due to system failure	Nil	Nil	Nil	Nil	Nil	No sewerage system spills due to system failures occurred in 2024–25.

Customer Outcome 2
Melbourne's environment, rivers, creeks and bays are protected, and Melbourne Water's greenhouse gas emissions are minimised

Melbourne Water's activities can have impacts on the region's land, air and waterways. In developing the *2021 Price Submission*, our customers told us they want Melbourne Water to protect the environment and be proactive in managing the impacts of climate change on Melbourne's environmental assets.

Our measures for this Outcome focus on waterways, maintaining river health, compliance with treatment plant licences, and reducing greenhouse gas emissions and reusing biosolids produced at our treatment plants.

Melbourne Water monitors and provides targeted maintenance and improvement works for 25,000 kilometres of rivers and creeks, 33 estuaries and wetlands and more than 2,000 stormwater treatment systems, including constructed wetlands.

$34.5 MILLION INVESTED TO REPAIR AND PROTECT OUR WATERWAYS

In 2024–25, we invested $34.5 million to repair and protect our waterways from a variety of threats.

This year, we met our 2024–25 target to halve our greenhouse gas emissions. This was achieved via the purchase of sufficient carbon credits to offset all scope 1 and 2 emissions above 204,380 tonnes of CO_2 equivalent.

We are on track to meet our 100 per cent renewable energy target scheduled to commence at the end of 2025 through the procurement of renewable energy and onsite renewable energy generation, noting that all Renewable Energy Certificates received will need to start being surrendered by the end of 2025. Therefore, by 2026–27 Melbourne Water's scope 2 emissions will be reduced to zero.

MET
SUBSTANTIALLY MET
NOT MET

Our performance against our agreed targets

Self assessment

2021–22	2022–23	2023–24	2024–25
●	●	●	●

We continued to meet performance targets for all indicators set for this Outcome.

	Measure	2021–22 Result	2022–23 Result	2023–24 Result	2024–25 Result	2024–25 Target	Commentary
A	Maintain river health (percentage of 10 target sites at high-value rating)	100% ●	100% ●	100% ●	100% ●	100%	The targeted river sites were assessed and rated as 'high' or 'very high' river health condition.
B	Non-compliance with Eastern Treatment Plant and Western Treatment Plant licence conditions	Nil ●	Nil ●	Nil ●	Nil ●	Nil	The Eastern and Western Treatment Plants have met the Environment Protection Authority Victoria's discharge requirements.
C	Reuse (annual) biosolids produced at the Western Treatment Plant	350.7% ●	179% ●	140% ●	180% ●	≥40%	Melbourne Water worked with LOOP Organics and its partner, Mahonys Transport, to deliver 30,273 tonnes of biosolids to seven farms from January to March 2025.
D	Keep emissions below our target of 204,380 tonnes CO_2-e in 2024–25	On track ●	On track ●	On track ●	On track ●	<204.38 tonnes CO_2-e	We met our 2024–25 target of ensuring our greenhouse gas emissions are halved.

Customer Outcome 3
Melbourne remains liveable as it deals with the impacts of climate change and population growth

Melbourne Water plays a unique role in making Greater Melbourne one of the world's most liveable cities. The community sees us as a steward of our region's liveability and expects us to proactively manage the risk of flooding to people and the environment and help to create outstanding community spaces.

Our measures for this outcome are quantified by how much we have reduced flood risk and demonstrated benefits that correspond to community sentiments for projects where Melbourne Water has made land more accessible.

This year, we have exceeded our targets due to the large volume of planning referrals through the eligible land use planning referral programs, including:

- **Land use planning advice:** Melbourne Water responded to 552 building and planning permits for development cases, exceeding the annual target of 150 permits.
- **Flood Mitigation Works:** This part of the KPI will be accounted for in its entirety in 2025–26.
- **Education and awareness program:** The number of households that have received the flood education program are counted as 'effective engagements' from the annual report produced by the University of Melbourne. The number of effective engagements for 2024–25 is 3,247.

In line with Melbourne Water's commitment to continuous improvement, a major transformation program was initiated in October 2024, focusing on enhancing systems, data and processes to improve customer service standards. This program was completed in March 2025.

This year, we also continued to deliver against our five-year target to update flood maps and models for every catchment in Greater Melbourne and Westernport region. Scheduled for completion in 2026, the fast-tracked program aims to provide updated flood information to inform communities about their flood risk and support decision making for new housing and infrastructure over the next 70 years. The program also includes climate change estimates to 2100.

In 2024–25, Melbourne Water finalised modelling of the drainage networks across Yarra City Council, Darebin City Council, Merri-bek City Council, Moonee Valley City Council and Glen Eira City Council, a milestone in our program delivery.

MET
SUBSTANTIALLY MET
NOT MET

Our performance against our agreed targets

Self assessment

2021–22	2022–23	2023–24	2024–25
●	●	●	●

We continued to meet performance targets for all indicators set for this Outcome.

	Measure	2021–22 Result	2022–23 Result	2023–24 Result	2024–25 Result	2024–25 Target	Commentary
A	Flood risks reduced for customers most at risk (risk is quantified as a modelled value of average annual damage in dollars)	$22.7M ●	$148.9M ●	$249.9M ●	$322.3M ●	$109M (cumulative to 2024–25)	We have exceeded the target due to the large volume of planning referrals through the eligible land use planning referral programs.
B	Demonstrate community benefit for projects where land or assets are activated	N/A ●	N/A ●	N/A ●	N/A ●	100% of projects	Community benefit was not able to be measured within the reporting period. This KPI relies on the results of post-project surveys. Similar to previous years, no post-project surveys were completed in 2024–25. A number of projects were delivered, while some were delayed.

Figures reflect spending in 2024–25

Customer Outcome 4
Melburnians are empowered to support the design and delivery of service outcomes

Melbourne Water works in partnership with our customers and the community to improve the health of our waterways and deliver our vision to enhance life and liveability.

Our measures for this Outcome focus on community engagement with the water cycle, including measures of community water literacy and grant applications for waterways and drainage programs. While we continued to meet performance targets for all indicators set for this outcome, we recognise that more effort is required to maintain water literacy.

This year, we continued our journey with Traditional Owners towards formal partnership agreements, working with both Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) and Wadawurrung Traditional Owners Aboriginal Corporation to implement our commitments. These agreements are bespoke to the relationship and designed to clearly articulate our roles, agreed priority outcomes and activities to enable Traditional Owners to achieve self-determined outcomes.

We are committed to formalising a partnership with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and have started active discussion towards a formal agreement.

This year, our Water Literacy Program engaged with over 8,000 people through a range of in-person tours and education programs delivered to a wide range of audiences, including school groups and Culturally and Linguistically Diverse (CALD) community audiences.

Through our Waterwatch program, we have also continued to strengthen key partnerships with community groups, including the Werribee Riverkeeper, Maribyrnong River and Waterways Association, Yarra Riverkeeper Association, Port Phillip EcoCentre, Merri Creek Management Committee and Darebin Creek Management Committee. Through these partnerships we have also partnered on the Birrarung Riverfest and engaged volunteers in citizen science events.

8,000 PEOPLE REACHED THROUGH OUR WATER LITERACY PROGRAM

MET
SUBSTANTIALLY MET
NOT MET

Our performance against our agreed targets

Self assessment

2021–22	2022–23	2023–24	2024–25
●	●	●	●

We continued to meet performance targets for all indicators set for this Outcome.

	Measure	2021–22 Result	2022–23 Result	2023–24 Result	2024–25 Result	2024–25 Target	Commentary
A	Increase the proportion of the community with a moderate (or better) level of water literacy	82%	80%	75%	78%	≥75%	The level of water literacy is tracked through respondents to our Water Issues Survey scoring 5 or above out of 11. We continued to meet our target for the percentage of the community surveyed as a moderate or better level of water literacy.
B	Number of successful grant applications within the waterways and drainage incentive program	768	877	942	1,079	830	We improved our performance to exceed our target for the number of successful grant applications submitted within the waterways and drainage incentive program.
C	Number of projects funded within the waterways and drainage incentives program	838	1,032	1,057	1,254	1,000	We continued to exceed our target for the number of projects funded within the waterways and drainage incentives program.

Customer Outcome 5
Easy, respectful, responsive and transparent customer service

Water corporations, households, businesses and communities told us they want Melbourne Water to be transparent and easy to deal with. Customers also want to have a positive experience when they communicate with Melbourne Water, regardless of the channel they use.

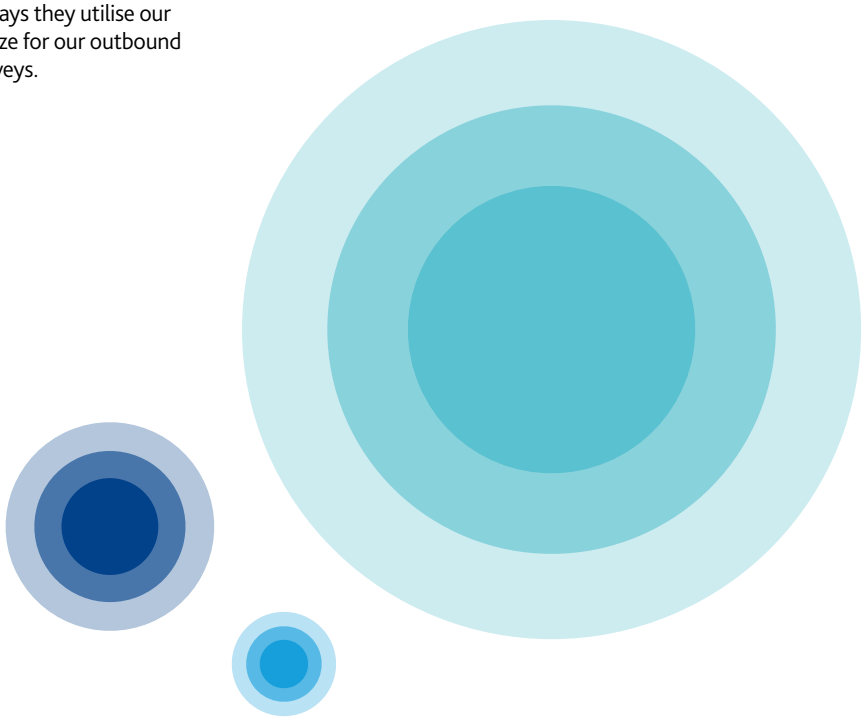
Our measures for this Outcome focus on the satisfaction reported by our surveyed customers for each of our services: bulk water, bulk sewerage, waterways and drainage. We use survey data to understand how satisfied customers are, and to identify opportunities to improve the way we deliver our services.

This year, we have improved our key contact point, and complaints and escalations process, and introduced an organisational capability uplift program.

As part of our continuous improvement program, we have reviewed our approach and methodology to feed into our upcoming *2026 Price Submission*. This review has found that our historic survey specification and methodology are no longer fit for purpose to measure the sentiments of our customers as we broaden our approach to recognise and include the unique needs of our different customer segments and the differences in the ways they utilise our services. This is due, in part, to the low sample size for our outbound surveys, and results in the low uptake of the surveys.

Our review has also shown that our current survey methodology seeks 'transactional' information from non-transactional interactions, which are often relationship or project-based for particular services. Our transactional services provided, which number more than 35,000 interactions through the Customer Service Centre (CSC) and upwards of 45,000 applications in a development services context, are also not effectively captured in our existing CSAT methodology.

As we transition to the *2026 Price Submission*, we have updated our survey methodology to include transactions via our CSC and Developer CSAT, as well as outbound surveys.



In 2024–25 we have proposed an updated methodology to improve our lead indicator insights and to expand the sample size, which will be used in reporting from 2025–26 onwards. However, for consistency in reporting, we have included both methodology results for this Outcome in 2024–25.

With our new methodology, our overall performance for this Outcome in 2024–25 has been 'largely met'.

MET
SUBSTANTIALLY MET
NOT MET

Our performance against our agreed targets

Self assessment

2021–22	2022–23	2023–24	2024–25	2024–25
			Old method	New method

This Outcome was not met in for the period, with customer satisfaction below target.

	Measure	2021–22 Result	2022–23 Result	2023–24 Result	Old method 2024–25 Result	New method 2024–25 Result[1]	2024–25 Target	Commentary
A	Customers surveyed are satisfied with Melbourne Water's water service	7.1	7.2	6.9	7.0	8.1	8.2	Using the previous methodology, we did not meet our performance target for customer satisfaction for bulk water and sewerage services. The retail water companies are the primary customers accessing our water and sewerage services.
B	Customers surveyed are satisfied with Melbourne Water's sewerage service	7.1	7.3	6.8	6.6	7.8	8.2	Water corporations working in the sewerage service cited active collaboration as a key strength in their relationship with Melbourne Water.
C	Customers surveyed are satisfied with Melbourne Water's waterways service	6.6	6.1	6.1	6.8	7.6	7.4	Customer satisfaction with Melbourne Water's waterway services rose in 2024–25. We have been working on significant improvements with our Local Government partners, focusing on feedback around clarity, ownership, and collaboration through our refreshed Local Government Relationship Model.
D	Customers surveyed are satisfied with Melbourne Water's drainage service	5.5	6.1	6.1	6.0	7.4	6.7	We deliver drainage services directly to local government, developers and members of our community. While positive scores from developer customers have been a highlight this year, local government customers have noted some challenges. Strengthening collaboration with local government and ensuring open and timely communication remain key priorities.

[1] Results for the new method reflect quarter 4 scores not an annual average.

Customer Outcome 6
Bills are kept as low and possible

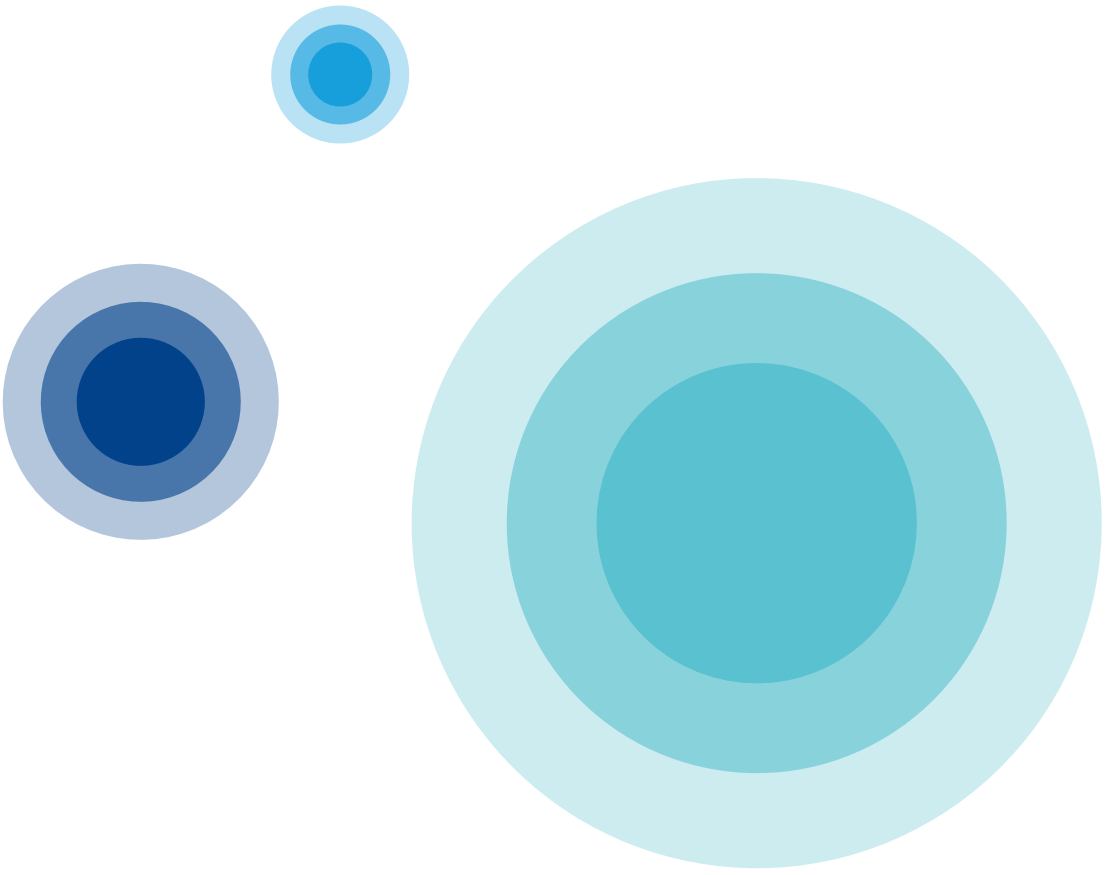
Melbourne Water aims to keep bills as low as possible. We recognise the serious affordability issues impacting communities throughout Greater Melbourne and understand that pressure on household budgets driven by increased inflation and high interest rates, is intensifying the challenge.

We have kept prices steady over the last two regulatory periods. As our city grows, our challenge will be to maintain the downward pressure on prices, while continuing to deliver safe, reliable and resilient services to our customers, now and for future generations.

Our measures for this Outcome relate to our expenditures: ensuring that we effectively manage our capital and operating expenditures and that we proactively seek out cost efficiencies.

In 2024–25, our operating expenditures were within target, and we delivered a saving of $856,000 in our operating costs through negotiated savings from the procurement of an IT Managed Services agreement and cloud-based services.

We are seeing the need for increased capital expenditure to meet the needs of a growing city and achieve our regulatory compliance obligations. With the inclusion of the 2025–26 forecast capex, we anticipate that our capital expenditure for the full regulatory period will be 10.2 per cent over our price determination period. Melbourne Water will take on the price risk associated with this overspend until the 2031 regulatory period.



MET
SUBSTANTIALLY MET
NOT MET

Our performance against our agreed targets

Self assessment

2021–22	2022–23	2023–24	2024–25
Substantially met	Substantially met	Substantially met	Met

This Outcome has been met for this period.

	Measure	2021–22 Result	2022–23 Result	2023–24 Result	2024–25 Result	2024–25 Target	Commentary
A	New net OPEX benefits of identified and committed each year	$0.7M	$1.62M	$1.76M	$0.86M	>$0.5M	We have continued to exceed our target by delivering a saving of $856,000 in 2024–25.
B	OPEX aligned to price determination (percentage difference[2])	+0.4%	+0.8%	+1.8%	+4.4%	<±5%	Operating expenditures continue to be within target range.
C	CAPEX aligned to price determination (percentage difference)	-25.5%	-27.3%	-11.3%	-1.8%	<±2%	By the end of the period, spending was 1.8 per cent less than the cumulative planned budget. This has significantly decreased due to the accounting treatment for Software as a Service (SaaS) cost resulted in capital expenditure in the Price Determination being reclassified as OPEX.

Figures reflect spending in 2024–25

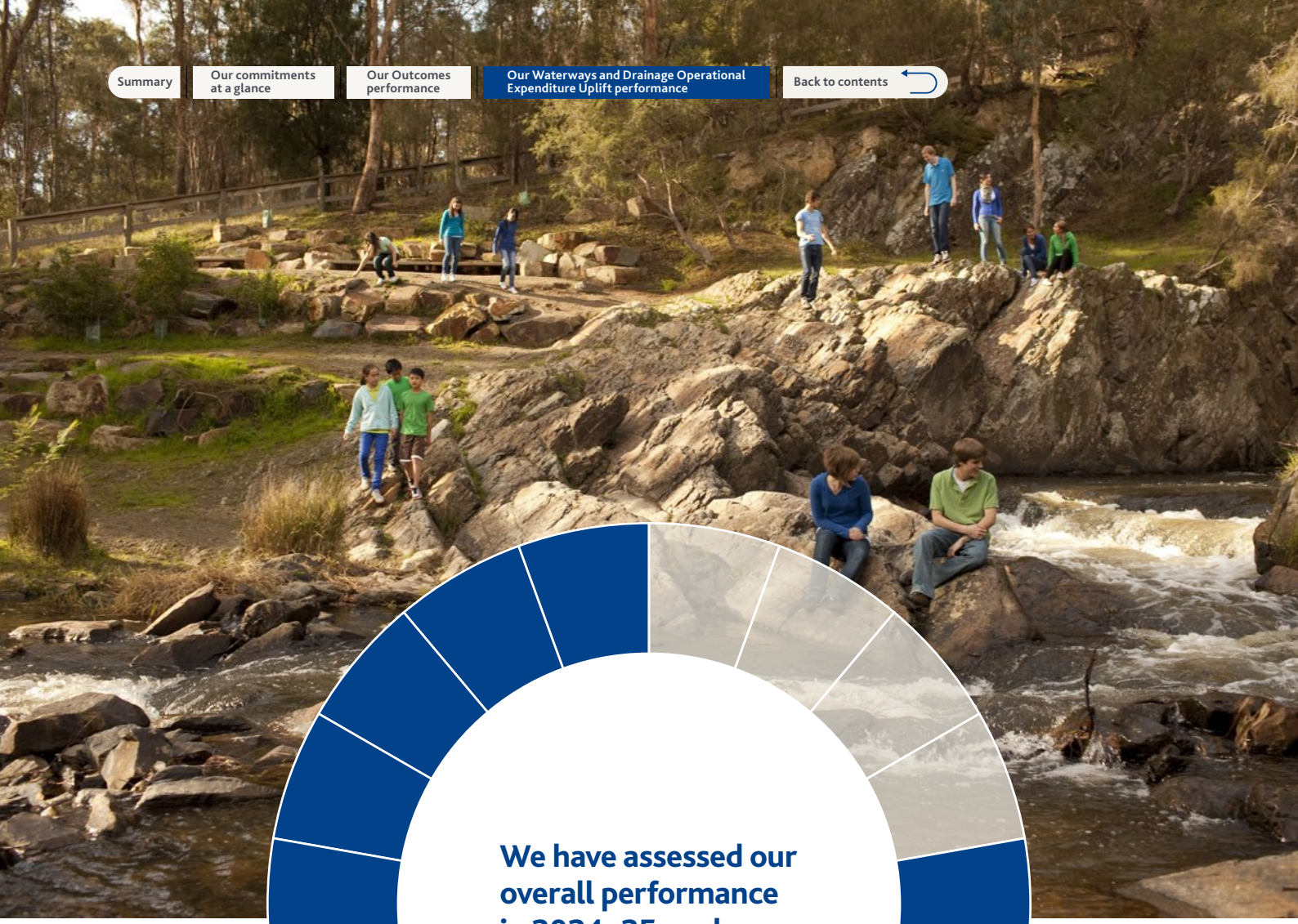
[2] An amendment has been made to the 2021–22 and 2022–23 results previously reported for this KPI from +1.2 % to +0.4 % and from +1.4 % to +0.8 %, respectively. This is due to uncontrollable operating expenditure previously being included in the result, when it should have been excluded.

Our Waterways and Drainage Operational Expenditure Uplift performance

MET
SUBSTANTIALLY MET
NOT MET

In our *2021 Price Submission* we identified several areas where additional spending on our waterways and drainage services was warranted and supported by community. We continue to track and report both this uplift in expenditure and what it delivers for customers and communities.

Program	Year 1 and 2 (2021–23)	Year 3 (2023–24)	Year 4 (2024–25)	Year 5 (2025–26)		
Community involvement in waterways					5/5 target measures met	
Flood mitigation					3/3 target measures met	
Flood preparedness					2/4 target measures met	
Natural wetlands management					2/3 target measures not met	
New Stormwater Quality Treatment Systems program					1/2 target measures met	
Large scale stormwater harvesting					1 target measure not met	



We have assessed our overall performance in 2024–25 as close to or 'largely met'.

14/18 target measures met or substantially met

Community involvement in waterways program

Through education and citizen science programs, Melbourne Water provides opportunities for community members to connect with their local environment and learn about the importance of these environments and their values.

Our measures for this program relate to our level of expenditure and the number of engagements we have with the community as measured through a selection of channels.

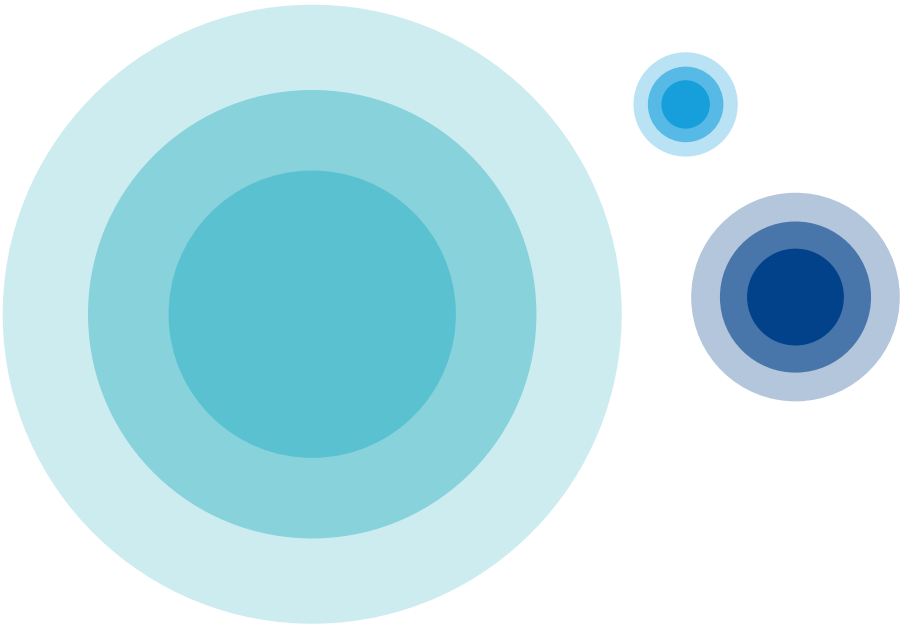
Experience has shown that as the community engages with and has opportunities to learn about waterways, appreciation of and connection to nature increases. This connection makes people more likely to participate in activities that achieve positive waterways outcomes, such as cleaning up litter, collecting citizen science data or planting trees.

Community volunteers are central to the collection of data in citizen science projects, which assist in waterway management and the protection of species like platypus, fish and frogs.

Since beginning the program in 2021–22, we have:

- delivered community events
- leveraged the incentives program to provide funding to partners and community groups
- created digital content supporting virtual tours of wetland areas at the Werribee Treatment Plant
- worked with partners to co-design, create and launch a Litter Prevention Toolkit
- invested in citizen science technologies to collect meaningful data for the protection of frog species and platypus.

We have continued to work with community groups and partners to support local events and activities involving community. These partners have uplifted community participation across the region, delivering 123 community events, running targeted education campaigns and engaging 5,400 participants in a variety of events and activities.



MET
SUBSTANTIALLY MET
NOT MET

Our performance against our agreed targets

Self assessment

2021–23	2023–24	2024–25
SUBSTANTIALLY MET	SUBSTANTIALLY MET	MET

This program has been assessed as on-track for 2024–25

	Indicator	Total 5-year target	2021–22 Result	2022–23 Result	2023–24 Result	2024–25 Result	2024–25 Target	Commentary
A	Spend on annual allocation	$2M	$0.21M	$0.18M	$0.21M	$0.42M	$0.4M	N/A
B	Number of community events held	25	2	14	27	128	5	We exceeded our annual target for community events and have already surpassed the total five-year target. The continued support of partner organisations to build community involvement and connection with waterways has led to an uplift in community participation in events and activities over the year.
C	Development of web-based interactive digital media content (digital tools)	10	6	1	1	8	2	Improvements were made to citizen science technology, such as the Frog Census App and platypusSPOT, enabling us to continue providing these interactive digital tools for the community to support data collection that is used to inform management actions.
D	Delivery of targeted education campaigns, including social media	25	0	0	5	14	5	We met our performance target for the period through our continued support of the Yarra Riverkeeper Association, Maribyrnong River and Waterways Association, Werribee River Association, Port Phillip EcoCentre and Merri Creek Management Committee to increase community participation across the region and delivering education campaigns.
E	Waterway informational signage and infographics	5	1	1	6	4	1	Three platypus sculptures have been installed in the Lerderderg community library with accompanying signage that explains platypus biology and the actions the community can take to protect this vulnerable species.

Figures reflect spending in 2024–25

Flood mitigation program

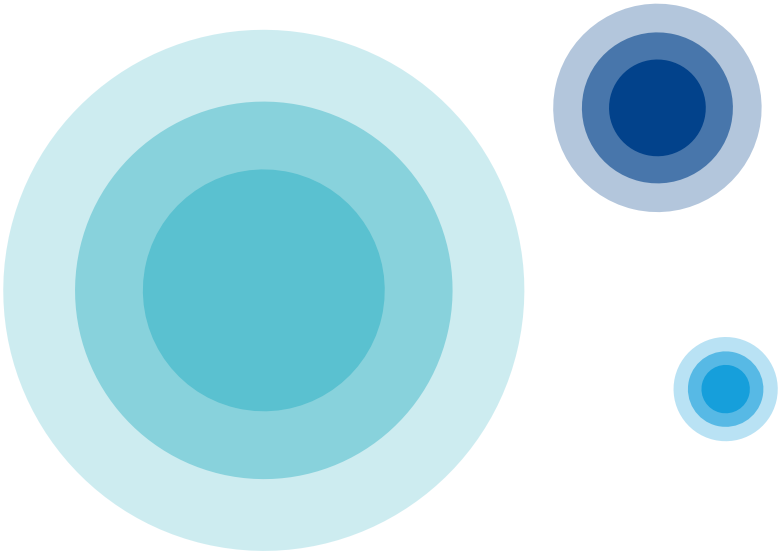
The development of policies and the delivery of investigations to address the complexities of flood mitigation in a highly urbanised environment are key priorities for Melbourne Water.

Our measures relate to our level of expenditure on the program and the investigations we have undertaken into innovative solutions to address flood challenges across our region.

Melbourne Water aims to reduce flood risks by building infrastructure, like pipes and retarding basins to control the flow of flood waters. Given the cost and complexity of large-scale infrastructure works, we are also pursuing a range of innovative, lower-cost, place-based solutions.

We have developed a screening and evaluation method to identify potential barriers to delivering innovative solutions and reduce the risk of investing in solutions that may not be feasible for achieving the intended benefits in practice. Over the last two years, we have been trialling and refining this method, and we are expecting to continue using it next year and into the new price period.

In 2024–25, we also developed a method to assess levels of service for levees, which we tested in four levee systems. We also carried out flood mitigation option evaluations in six locations within Melbourne Water's management region (Ormond, Fisherman's Creek, Smiths Beach, Rosebud and Capel Sounds, Brighton).



MET
SUBSTANTIALLY MET
NOT MET

Our performance against our agreed targets

Self assessment

2021–23	2023–24	2024–25
●	●	●

This program has been assessed as met for 2024–25.

	Indicator	Total 5-year target	2021–22 Result	2022–23 Result	2023–24 Result	2024–25 Result	2024–25 Target	Commentary
A	Spend on annual allocation	$3.5M	$1.14M	$0.69M	$0.68M	$0.92M	$0.7M	N/A
B	Innovative solutions tested and adopted		On-track	On-track	On-track	On-track	On-track	In 2024–25, we developed a Geographic Information System (GIS) workspace to assist with flood hazard characterisation at a catchment scale.
C	Investigations supported by delivery innovation		On-track	On-track	On-track	On-track	On-track	In 2024–25, we completed the drainage investigation to assess options at a pre-BNI stage for Hanna Street Main Drain.

Figures reflect spending in 2024–25

Flood preparedness program

Traditional approaches to flood risk management are not always feasible or cost effective and we need to expand and diversify our flood awareness and education capabilities to ensure we have an informed and prepared community.

Our measures relate to our level of expenditure on the program, our capability to reach affected communities and the reach of community education on flood preparedness.

Being aware of and prepared for flooding enables property owners to take action to reduce the impacts of flood events. This includes avoiding placing possessions in low-lying areas, considering flow paths when landscaping and fencing, ensuring reliable access to flood warning systems and pre-planning responses, such as sandbagging and 'stay or go' actions, in the event of flood warnings.

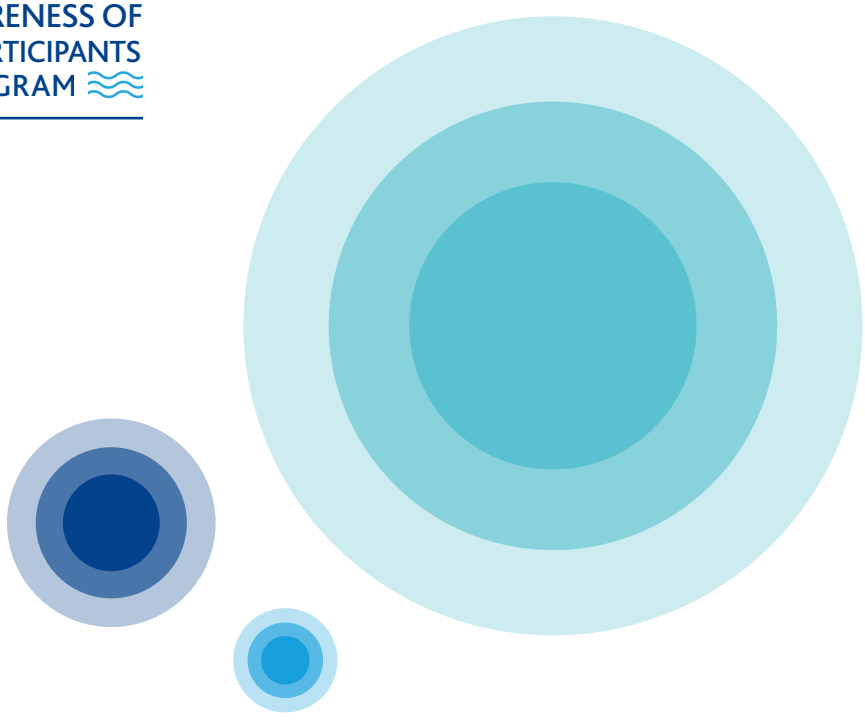
In 2024–25, the Community Engagement Disaster Risk Reduction (CEDRR) program, run through the University of Melbourne, achieved 2,500 effective reach engagements against an annual target of 2,000. Participants reported a 64 per cent increase in their awareness of risk.

64% INCREASE IN AWARENESS OF FLOOD RISK FOR PARTICIPANTS IN THE CEDRR PROGRAM

This year, Melbourne water, in partnership with Mornington Council, reached all households at risk of flooding in 1% Annual Exceedance Probability (1% AEP) areas. A 1% AEP area relates to areas where the chance of a big flood occurring is once every 100 years (or a 1-in-100 chance in any year). As part of the program, 3,247 effective engagements were completed with follow-ups and 2,816 effective engagements were complete without follow-ups.

Our flood preparedness efforts were focussed on the Maribyrnong community due to the most recent flood event and to support the related programs of work, including the Maribyrnong River catchment flood mitigation study. The timeframes for the broader Greater Melbourne flood modelling program have also been a key consideration in carrying out this work.

In 2024–25, we ran a targeted social media campaign to key flood hot spot areas in the Maribyrnong catchment to promote the Maribyrnong River catchment flood mitigation study and community events. Flood awareness and preparedness messages were available at each event. From October 2024 to June 2025, we reached over 317,000 Melburnians and generated almost 1.8 million impressions for the Maribyrnong River catchment flood mitigation study social media campaign. This has resulted in over 10,000 click-throughs to the associated Let's Talk pages.



MET
SUBSTANTIALLY MET
NOT MET

Our performance against our agreed targets

Self assessment

2021–23	2023–24	2024–25
MET	MET	MET

This program has been assessed as largely met for 2024–25.

	Indicator	Total 5-year target	2021–22 Result	2022–23 Result	2023–24 Result	2024–25 Result	2024–25 Target	Commentary
A	Spend on annual allocation	$1.5M	$0.38M	$0.18M	$0.29M	$0.26M	$0.3M	N/A
B	Properties engaged through the CEDRR program	4,500	6,703[3]		1,898	2,500	2,000	The CEDRR program, run through the University of Melbourne, exceeded its target of 2,000 effective engagements. Cumulatively across the program, 8,011 reach engagements have been completed with citizens living in 1% AEP areas.
C	Targeted social media (number of campaigns	10	2	2	-	2 new, 8 re-engaged	2 new, 8 re-engaged	From October 2024 to June 2025, we reached over 317,000 Melburnians and generated almost 1.8 million impressions for the Maribyrnong River Catchment flood mitigation study social media campaign.
D	Improved flash flood warning capability	10	1	2	3	1	2	The State Emergency Service is the nominated authority to issue flash flood warnings to the community. A real time data transfer between Melbourne Water and Emergency Management Victoria is being set up to enable timely issuing of flash flood warnings.

Figures reflect spending in 2024–25

[3] No breakdown of data for individual years' (which refers to 21/22 and 22/23).

Natural wetlands management program

Wetlands are significant biodiversity assets that are facing region-wide decline in condition and number due to pressures from urbanisation and climate change. Natural wetland management activities are key to improving wetland environmental condition and supporting the environmental values they provide.

Our measures relate to our level of expenditure on the program and the number of wetlands and associated area of vegetation we maintain.

Guided by the *Healthy Waterways Strategy*, Melbourne Water currently plays a role in the protection and management of many priority wetlands on public land.

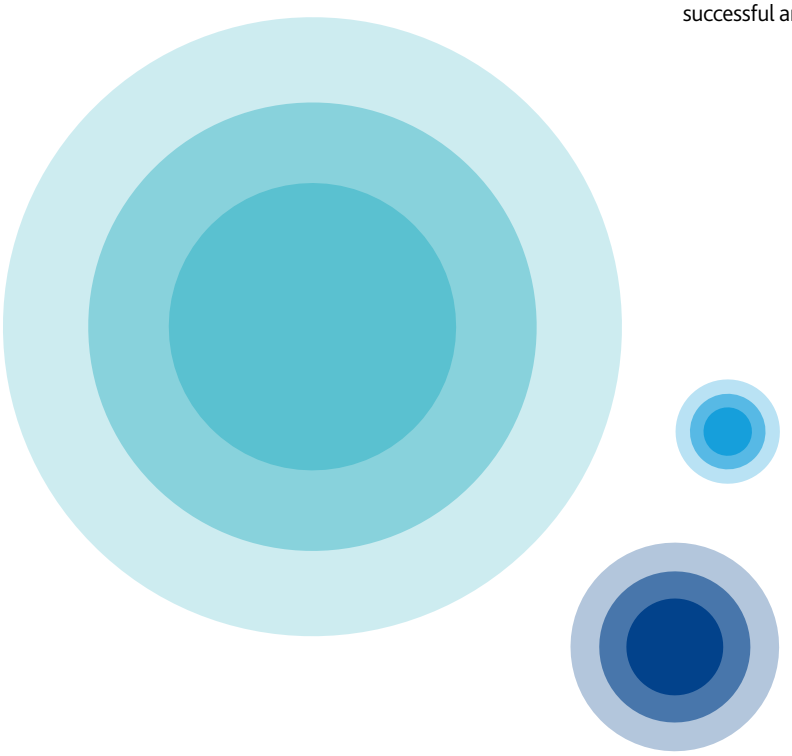
The program's planned works include maintaining native vegetation extent and quality through revegetation, fencing, and controlling pest plants and animals.

This year, the program is currently off track. Seven of the 20 natural wetlands identified as priority at the time of the *2021 Price Submission* have either been lost or will imminently be lost to development or were inaccessible for investigation of wetland conditions due to being located on private land.

The program of maintenance of these priority natural wetland sites has not materially changed from 2023–24. In 2024–25, our operating expenditure funded maintenance activities that were completed for Tootgarook Swamp, Spadonis Billabong, Annulus Billabong, Banyule Flats Billabong, Bolin Bolin Billabong, Burke Road Billabong, and Willsmere Billabong. This is equivalent to 12.5 hectares of wetland area being maintained.

The natural wetlands program was established in the *2021 Price Submission* and is continuing to mature. We strive to continue the shift toward a more planned approach for the remainder of the period by prioritising and re-allocating resources to document current wetland conditions and develop work programs for the remaining wetlands. Of the remaining wetlands, four require further information due to their complexity, and five wetlands are identified as high-value sites and require maintenance activities over the remainder of the period.

Resourcing gaps have been filled, and condition data is currently being reviewed to support program prioritisation and development. Significant work is underway to mature the program in preparation for successful and effective delivery in the 2026 Price Submission period.



MET
SUBSTANTIALLY MET
NOT MET

Our performance against our agreed targets

Self assessment

2021–23	2023–24	2024–25
●	●	●

This program has been assessed as not met for 2024–25.

	Indicator	Total 5-year target	2021–22 Result	2022–23 Result	2023–24 Result	2024–25 Result	2024–25 Target	Commentary
A	Spend on annual allocation	$1.5M	$0.03M	$0.01M	$0.08M	$0.21M	$0.3M	N/A
B	Number of priority natural wetland sites maintained by mitigating threats to wetland condition and values	20	4	7	13	7	20	The program is currently off track due to natural wetlands identified at the time of the *2021 Price Submission* being lost (or to be imminently lost) to development or being inaccessible for investigation of wetland conditions due to their location on private land. This number is an increase from last year.
C	Vegetation extent maintained to the required quality (hectares).	300 ha	5 ha	9 ha	48 ha	12.5 ha	60 ha	We are continuing to reprioritise resources and develop work programs with the intent of meeting our five-year target of 300 hectares of vegetation maintained.

Figures reflect spending in 2024–25

New Stormwater Quality Treatment Systems program

Treating stormwater through constructed wetlands and water sensitive urban design allows developers to meet key stormwater management objectives while sustaining important environmental values.

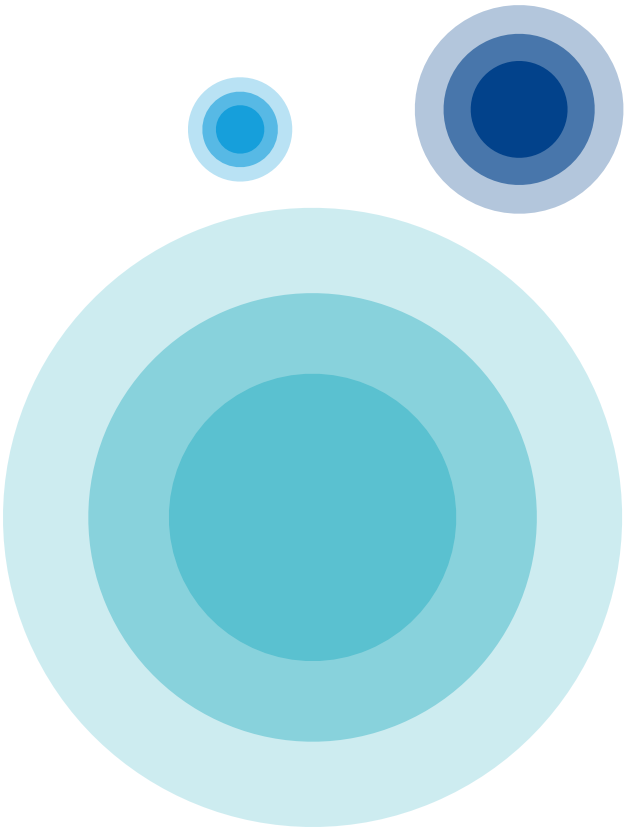
Our measures relate to our level of expenditure on the program and the number of Stormwater Quality Treatment Systems (SWQTS) that we maintain.

The most efficient and effective approach to reduce pollutants in stormwater runoff is for land developers to build SWQTS. These consist of sediment ponds and vegetated wetland waterbodies, the benefits of which include:

- removing harmful pollutants from stormwater before it reaches waterways and bays
- slowing flows and storing water, lessening the impact of wet weather flows on downstream waterways
- reducing flooding
- providing local cooling and space for recreational activities like bushwalking and birdwatching
- providing a water source for irrigation if designed appropriately.

These assets create additional environmental and social values within new developments, benefiting local communities.

In 2024–25, 74 new wetlands were handed over by the development industry and are now being incorporated into the program. This increase was primarily driven by our focussed efforts on Project Headway, which aims to systematically review and register SWQTS and wetlands in Melbourne Water's asset register.



MET
SUBSTANTIALLY MET
NOT MET

Our performance against our agreed targets

Self assessment

2021–23	2023–24	2024–25
●	●	●

This program was assessed as on-track for 2024–25.

	Indicator	Total 5-year target	2021–22 Result	2022–23 Result	2023–24 Result	2024–25 Result	2024–25 Target	Commentary
A	Spend on annual allocation	$1.2M	$0.0	$0.0	$0.21M	$0.20M	$0.32M	N/A
B	Cumulative additional SWQTS handed over	45	0	0	28	74	36	We exceeded our target for the number of SWQTS handed over during the period primarily through focus on Project Headway.

Figures reflect spending in 2024–25

Large scale stormwater harvesting program

We are focussed on managing the increasing impacts of stormwater on waterways from urbanisation to maintain and protect overall waterway health for vulnerable species, like the platypus.

Photography credit: Doug Gimesy

This program aims to reduce stormwater flow through innovative harvesting and infiltration methods, marking a major shift in stormwater management for Melbourne Water and the industry. It aims to deliver infrastructure to manage increasing volumes of stormwater arising from Greater Melbourne's growth and densification.

Over the past three years, we have not yet met our target for uplift in our spending, however, we have improved on this over the period.

Key obstacles include rising project costs, the need for customised solutions for each sub-catchment, lack of demand for stormwater in certain areas and the absence of clear asset types for delivering infiltration targets.

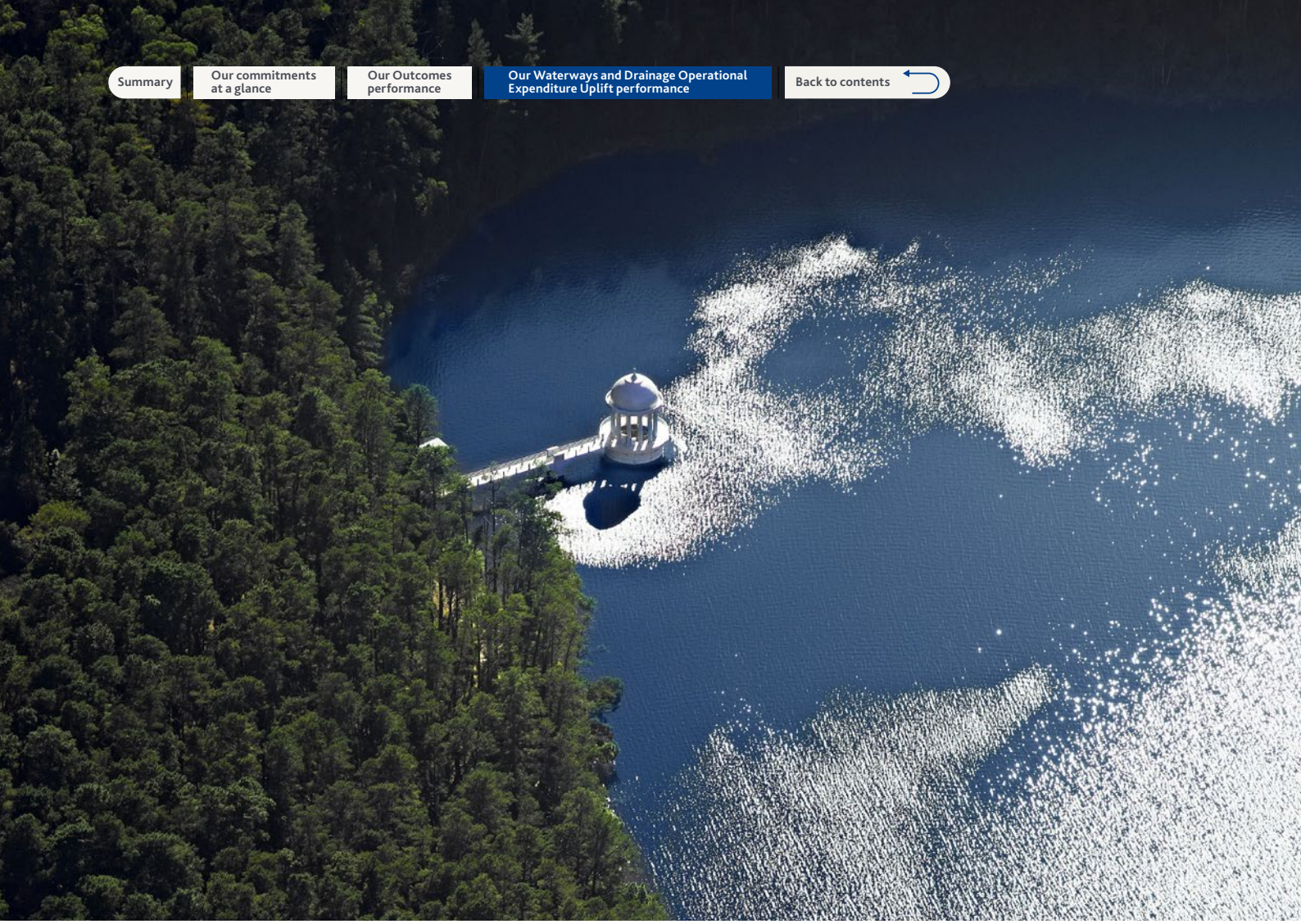
These complexities have delayed project timelines and increased costs, making it unlikely that we will meet our target outcomes within the current regulatory period. Consequently, it is also unlikely that we will get the assets on the ground and start making the operational spending associated with these assets, which were supposed to be funded by the operational expenditure uplift.

Despite these challenges, several key projects are making progress and contributing to our overall goals. For example, the Sunbury Stormwater Harvesting Scheme, which aims to deliver 3.8 gigalitres per year at full development, is currently being re-scoped to consider delivery options and staged approaches.

The focus for our operating expenditure in 2025–26 will be to:

- clarify delivery options and staging for the Sunbury Stormwater Harvesting scheme, and transition it to the capital program
- increase industry understanding of 'reasonably practicable' contributions of stormwater harvesting assets to achieve harvesting targets
- initiate future investigations for stormwater harvesting and infiltration in stormwater priority areas
- review drainage scheme processes to identify opportunities for integrating assets at the development outset.

While it is highly unlikely that we will meet the stormwater harvesting and infiltration targets within this pricing period and fully spend the operating expenditure uplift, the groundwork laid in this period by the ongoing projects and our adaptive strategies positions us for future success. The lessons learned and the progress made also provide a strong foundation for achieving our long-term stormwater management goals.



MET
SUBSTANTIALLY MET
NOT MET

Our performance against our agreed targets

Self assessment

2021–23	2023–24	2024–25
		

This program was assessed as not met for 2024–25.

	Indicator	Total 5-year target	2021–22 Result	2022–23 Result	2023–24 Result	2024–25 Result	2024–25 Target	Commentary
A	Spend on annual allocation	$11.5M	$1.70M	$0.76M	$1.52M	$2.21M	$3.1M	N/A

Figures reflect spending in 2024–25

VICTORIA

Melbourne Water