

## 1. Purpose

Melbourne Water manages and protects our city's major water resources, enhancing the liveability of our city. As a customer focussed organisation, the services Melbourne Water provide must reflect our customers' needs.

The purpose of this Policy is to ensure that the services we provide to all our customers deliver valued outcomes and that the customer experience is positive, when interacting with our organisation or our services.

The Policy aims to:

- Define Melbourne Water's customers and how we interact with them.
- Define the services we provide and how these services will be implemented within the organisation, monitored and planned for.
- Describe the Principles we apply when delivering good customer experiences

## 2. Scope

The Policy provides the overarching guidance and direction for Melbourne Water's approach to delivering valued services, and for working with our customers.

While Melbourne Water does not have discretion in how we deliver regulatory responsibilities, or manage our water resources for the future, we are able to provide a good experience to people when engaging with our organisation and our services.

This policy covers the full spectrum of customer services and interactions, from strategic to operational, supported by our key principles outlined below.

The Policy applies to:

- All Melbourne Water employees and contractors, and to any person or organisation that acts for or represents Melbourne Water when interacting with customers or when performing Asset Management activities.
- All assets owned and operated by Melbourne Water and contractors who manage our assets in the delivery of our five services: Water, Sewerage, Drainage, Waterways and Catchment management. It includes the supporting assets of fleet, property and information technology (IT).

## 3. Objectives

Melbourne Water is a customer focussed organisation delivering valued services to *enhance the life and liveability* of the Greater Melbourne region.

The objectives of this Policy are to:

- Ensure we work with our partners to deliver our essential services (water, sewerage, drainage waterways and catchment management),
- Provide specific products and services directly to our customers.
- Ensure we have internal guidance to how we approach working with partners and provide products and services to our customers.

- Ensure we are committed to defining and delivering services in alignment with our Asset Management System, which complies with AMAF requirements and is aligned with the ISO 55001 series of standards.

Our customers are the people and organisations who consume the products and services which Melbourne Water provides, either by interacting with us directly, or through a third party. We therefore have both interaction-based and relationship-based customers.

## 4. Defining our Customers

Our overall approach to customer is defined through our customer ecosystem (**Figure 1**) and customer segments (**Table 1**). It allows for targeted measurement of organisational reputation and customer satisfaction and also allows us to capture insights and data to drive service improvements across the business.

**Figure 1. Melbourne Water Customer Ecosystem**



**Table 1: Interactions and segments in each layer of the Customer Ecosystem**

Ecosystem Layer	Ecosystem Layer Definition	Segments	Segment Description
<b>Community</b>	The community of greater Melbourne who receive services as end use customers, but who may not have direct customer service interactions with us. Anyone in the community can be a stakeholder. Primarily interaction based.	Community	The Greater Melbourne community
		Engaged Community Groups	Community groups with relationships with Melbourne Water
<b>Service Interaction Customers</b>	Any individual or group who receives a direct service, or who transacts with us. Primarily interaction based.	Direct Service Customers	Developers Koo Wee Rup Patterson Lakes Diverters

Ecosystem Layer	Ecosystem Layer Definition	Segments	Segment Description	
		* Note, may also include other segments and members of our community when they interact with us.		
<b>Strategic Partners</b>	Individuals or groups who work with us to deliver outcomes for our customers and who we seek to build relationships with and influence. The State Government makes up our authorising environment and is also our shareholder (see below). Primarily relationship based.	State Government	Departments, Agencies, and MPs	
		Industry Leadership	Industry groups, academics & thought leaders	
<b>Customer Delivery Partners</b>	Individuals or groups who work with us in partnership to deliver end-to-end services to our customers. Primarily relationship based.	Water Retailers	Metro, Regional, and rural water retailers	
		Local Government	38 Councils in the greater metro area	

Note that customers may interact with us across multiple layers of the ecosystem. For example, Local Government may interact with us to progress developer permits (i.e., a service interaction) and be responsible for delivery of flood and drainage services (customer delivery partners).

Detailed information on specific customers and segments is managed through supporting programs such as the Relationship Management approach.

## 5. Defining our Services

By understanding and anticipating the needs of our customers and the services and products they use, we can adapt to rapidly evolving expectations and the significant challenges ahead in providing affordable, reliable, and valued services. Further detail on what services we currently provide can be found in Melbourne Water's Service Portfolio. This Service Portfolio will continue to be reviewed and evolve to ensure it remains fit for purpose and incorporates future changes in our service delivery offerings and the external customer landscape.

Detailed information on the key activities, responsibilities and accountabilities across the business to support the successful execution of the services is managed through the Services Framework. The Services Framework is a key strategic document within MW's Asset Management System, which itself enables MW to efficiently, effectively, safely and compliantly, plan, acquire, operate, maintain and dispose assets (and non-asset solutions) to deliver valued services to customers.

Melbourne Water's responsibilities mean at times we simultaneously act as both a service provider and a regulator. Our structured approach to managing our customers balances their needs and preferences and our own obligations. In discharging our responsibilities Melbourne Water may need to apply enforcement powers for services we provide, such as for Direct Service Customers (See table 1). These functions and powers are outlined in the Services Framework.

## 6. Principles

As part of delivering our services to our customers, our approach to ensuring a good customer experience is outlined in the five aspirational principals below.

**Table 1: Principles for our customers**

Trusted	We do what we say we will and build strong and trusting relationships with our partners. We listen to our customer needs and use our expertise to guide balanced outcomes.
Transparent	We are open and transparent in our decision-making. We provide our customers with honesty, visibility and authenticity through our interactions, transactions, obligations, and services.
Responsive	We respond in a timely manner, take responsibility for customer needs, and take actions to resolve problems. We keep customers informed and up to date.
Easy to Deal With	We strive to make it as easy as possible for customers to interact with us, and to receive the agreed level of service in a timely manner. We ensure customers can connect with us effectively via all our channels and we seek feedback to drive improvement.
Collaborative	We align our priority setting, planning and investment decisions with our Customer Delivery Partners to provide best-for-community outcomes.

In addition to how we deliver great experiences for customers, Melbourne Water is committed to the following principles to deliver our services, as outlined in Table 2.

**Table 2: Principles for our services**

Organisational Wide Commitment	We have a whole of organisation commitment to the Service Portfolio, including the list of sub-services and the ecosystem of customers. The organisation is committed to Asset Management, ensuring we provide excellent services for our customers. Top Management ensures that leadership and accountabilities have been allocated to the roles we perform in the delivery of our Asset Management services.
Alignment to Strategic Intent	We maintain alignment between our services, strategies and plans with clear line of sight between their objectives and associated performance targets and measures. This alignment will be regularly reviewed and updated alongside the adaptive management of strategies and Plans.
Optimal and Integrated Service Outcomes	Our decision-making frameworks are data driven, consistent and transparent. They are designed to reflect customer and stakeholder expectations and the requirements of our authorising environment. We also look for opportunities to improve our services and financial sustainability as they arise, to deliver better outcomes for our customers

Whole of Lifecycle Asset Management	Our Asset Management activities will deliver customer value through the balance of asset lifecycle cost, risk and performance through considered whole-of-lifecycle decision-making. This is done to minimise the overall whole of asset lifecycle cost of providing the service.
Capability and Resources	Our people are supported to have the right competencies, capabilities, systems, processes and resources, including information, to manage our services and associated assets for our customers.
Affordability	We keep customer bills as low as possible through a robust investment assessment program.
Compliance	Our practices conform with all legislative, regulatory, statutory, standards and contractual requirements relevant to our assets and services.
Continual Improvement	<p>We seek to be innovative in how we deliver our services, frequently scanning the authorising environment, operating environment and customer ecosystem for opportunities to continuously improve.</p> <p>We use the measurement of organisational reputation and customer satisfaction to collect insights and data to drive service improvement across the company.</p> <p>We report and evaluate the performance of service delivery, asset and asset management.</p> <p>We regularly review the performance of our Services Framework and Asset Management System, which operate within the Integrated Management System.</p> <p>We are committed to maintaining and continually improving the maturity of our Asset Management System to:</p> <ul style="list-style-type: none"><li>• Ensure we comply with the Asset Management Accountability Framework (AMAF);</li><li>• Improve alignment to AS ISO 55001 Asset Management;</li><li>• Enhance our practices and reputation through industry benchmarking.</li></ul>

## 7. Reporting and Monitoring

Reporting on the Servicing Our Customers Policy and supporting frameworks will be included in consolidated performance reporting to the Board including dashboards, progress against Strategic Goals, and performance against the risk appetite statement.

Board governance and oversight of this Policy and the Service Portfolio occurs through the People, Engagement, Customer, Community and Safety Committee (PECCS).

Performance of the AM System is monitored through MW's Management System Review process, in alignment with ISO 55001:2024, and in accordance with MW's Asset Management Governance, Improvement and Communication Plan. Oversight of MW's compliance with the Asset Management Accountability Framework rests with the Finance, Audit and Compliance Committee.

Implementation will be monitored and reported to committees through a collection of reports and programs, as documented in Error! Reference source not found..

**Table 1:** Reports and programs in place to monitor and report to Melbourne Water's Board, Board Committees and Leadership Team

Report/Program	Purpose	Audience
Customer Outcomes Performance Report	An ESC requirement under Pricing Submission PREMO model is to provide an annual update on the performance and progress towards customer outcome commitments in Melbourne Water's Price submission.	Board, Essential Services Commission
Customer Data and Insights Program	An ESC requirement under the Pricing Submission PREMO model is to set and meet benchmark scores for Customer Satisfaction.  Lead indicators include customer operational metrics, SLAs, service delivery trends and business performance data. Lag indicators include reputation. These metrics will continue to evolve to ensure they are fit for purpose.	PECCS, Board
Strategic framework for customer	A periodic report to PECCS reviewing the strategic framework for customer and community engagement.	PECCS, Board (as required)
Waterways and Drainage Investment Plan Performance Report	Annual update on the five yearly Waterways and Drainage Investment Plan (WDIP) which sets out our responsibilities, goals, levels of service and programs of work for waterway management, flood management and drainage. The preparation of a WDIP is a key requirement of Melbourne Water's Statement of Obligations, which are issued in accordance with the <i>Water Industry Act 1994</i> .	Board, Essential Services Commission
Asset Management Accountability Framework	Annual reporting to the FACC on the asset management accountability framework for oversight of its implementation.	FACC
Standing Directions Attestation	Annual attestation to the Standing Directions issued by the Minister for Finance (2018) under the <i>Financial Management Act 1994</i> . This incorporates the Asset Management Accountability Framework.	FACC, Board, Department of Treasury and Finance
Asset Maturity Assessment	A three yearly asset maturity assessment is required under the AMAF s.3.1.4) commencing 2020-21.	FACC, Board
Monthly Board Consolidated Performance Report (CPR)	Monthly report to Board on the performance of our business.	Executive Leadership Group, Board

Report/Program	Purpose	Audience
Risk Report	Periodic reporting to ROSC on material risks, strategic risk review, operational risk review and risk profile.	ROSC
20 Year Capital Plan	Twenty year forward plan for Capital.	Board

## 8. Attestation

Implementation of this Policy will be demonstrated through compliance with regulatory and legislative requirements.

## 9. Accountability

This Policy is governed by the Board, with topical focus through the People, Engagement, Customer, Community and Safety Committee (PECCS). The EGM Customer, Community and External Affairs, the EGM Service Futures and the EGM Service and Asset Lifecycle, have joint ownership of this Policy and responsibility for reporting against requirements.

## 10. Review

The content of this Policy will be reviewed every two years.

## 11. Authorising Environment

The key regulatory and legislative requirements for this Policy are shown below.

Act, Regulations and Guidance Documents
<i>Water Act (1989)</i>
<i>Water Industry Act (1994)</i>
<i>Catchment and Land Protection Act (1994)</i>
<i>Planning and Environment Act (1987)</i> (referrals primarily through this Act pursuant to our responsibilities under the Water Act)
Minister for Water's Letter of Expectations
Standing Directions issued by the Minister for Finance 2018 a
Statement of Obligations (General) (4.2.3)(7-1.1)
<a href="#"><u>Essential Services Commission Water Industry Standard - Rural Customer Service 2024</u></a>
<a href="#"><u>Essential Services Commission Water Industry Standard - Trade Waste Customer Service 2022</u></a>
Victorian Water Industry Corporate Planning and Reporting Guidelines
Ministerial Reporting Directions and Financial Reporting Directions
Asset Management Accountability Framework (under the Standing Directions)
ISO55001: Asset Management
ESC PREMO water pricing framework

Overseen by Energy and Water Ombudsman of Victoria (EWOV), Melbourne Water also has obligations in how it interfaces with and manages customer complaints.

**12. Definition of terms used in this document**

Term	Definition
AMAF	Asset Management Accountability Framework, established by the Victorian Department of Treasury and Finance.
AS ISO 55001: Asset Management	Australian and International standard to enable an organisation to achieve its objectives, through the effective and efficient management of its assets.
Asset Management	Asset management is the coordinated activities of an organisation, carried out over an asset's whole lifecycle, to realise full value from assets in delivering their service delivery objectives.
Asset Management System	Management system for asset management, whose function is to establish the asset management policy and asset management objectives.

**13. Key Related Documents**

Document
Asset Management System Manual
Asset Management Accountability Framework
Capital Investment Framework
Environmental Policy
Health, Safety and Wellbeing Policy
Public Health Policy
Quality Policy
Customer Commitment
Relationship Management Framework
Risk Management Policy
Services Framework
Services Portfolio
Stakeholder Engagement Policy

**14. Document History**

Date	Reviewed/ Actioned By	Version	Action
May 2025	Controlled Document Administrator	4	Incorrect version added, amended to reflect correct version
March 2025	Head of Customer Focus and Head of Sustainable Futures  Updated by: Manager, Customer Data and Insights & Customer Experience and Strategic Futures Lead	3	Updated customer content. Incorporated key elements of services policy.  Endorsed by Sub Committee and approved by Board
July 2022	Manager, Customer Focus	2	No change to document content, additional information in footer added for document control.