



ruralOUTCOMES

2018 - 2023



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ISSN: 1325-1139

Cover image: Red Cliffs Water Treatment Plant

Acknowledgement of Country

Lower Murray Water acknowledges the Traditional Owners of the land on which we work and reside. We recognise their continuing connection to land, waterways and community. We pay our respects to Elders past, present and future.

The Traditional Owner groups within Lower Murray Water's service region lie within the traditional lands of First Nations Peoples, from upstream at Koondrook moving downstream along the Murray River (Mil) through to the western edge of our region at the South Australian border.

They are the Barapa Barapa Peoples, Wamba Wemba Peoples, Wadi Wadi Peoples, Tatti Tatti Peoples, Latji Latji Peoples, Nyeri Nyeri Peoples, Ngintait Peoples and the Wergaia Peoples.

The First Nation Peoples' connection to land and water is the living cultural knowledge that is passed down from generation to generation. The stories that connected the ancestors to their culture still live through the First Nations Peoples of today.

- Acknowledgement of Country written by Stephanie Sloane.



Stephanie works at Lower Murray Water as a People and Safety Trainee. She is a proud Ngayampaa woman and has a strong connection to her culture, history and the land. Stephanie has brought not only her experience and passion for people to this role but also a commitment to inspire and mentor others wishing to pursue a career at Lower Murray Water.



This artwork has been provided by local girl Bella Sloane from the Ngayampaa tribe. Her painting represents family titled, 'The Connection to Family'.

OUR PURPOSE

To support our region to prosper by successfully delivering vital water services.

OUR VISION

A healthy, sustainable water future underpinned by an LMW culture of performance excellence, built in partnership with our staff, customers and communities.



Building a healthy and sustainable future through our strategic priorities



Service Delivery

Achieve high quality outcomes for our customers

- Identify, define, and deliver agreed customer service levels
- Improve our responsiveness to customer issues by obtaining better service delivery insights



Engagement

Effective engagement with our stakeholders

- Embed authentic customer engagement across the business
- Enhance stakeholder relationships to build confidence in and generate future opportunities for LMW and our region



Environment

Better the environment in our region

- Deliver the Victorian Murray Floodplain Restoration Project to the agreed objectives
- Achieve our CO₂ emissions reduction target
- Explore enhanced integrated water management that best works for our region



Infrastructure

Ensure our assets and infrastructure meet current and future needs

- Optimise our infrastructure through improved life cycle management
- Deliver our Water Plan capital expenditure (capex) on time, on quality and within budget



Finance and Governance

Secure our long-term financial success and upgrade our governance, systems and processes

- Achieve year-on-year improvement in our frameworks, policies and performance to meet our risk management and compliance obligations
- Deliver on our Water Plans' revenue and operational expenditure (opex) targets
- Optimise business efficiencies through sustainable pricing, resourcing and procurement



Building a dynamic culture of performance excellence through our strategic foundations



People and Safety

Enhance our people and safety and leverage innovation to be more efficient and effective

- Put 'Safety First' through communication, consistency, clarity & commitment
- Embed #1LMW by fostering a high-performing culture by attracting, retaining, and developing our people
- Achieve greater equality, diversity, and inclusion
- Adopt improved ways of working through our Business Transformation Program

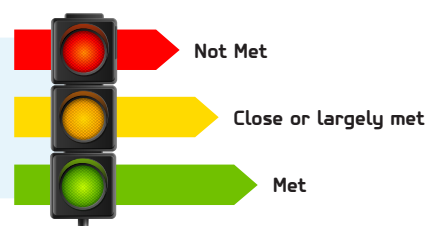
OUR
STRATEGY
2021-2025

Summary | Rural Outcomes 2018 - 2023

In this document, the water business provides a summary report of its actual performance against each of its outcome commitments for the 2021-22 reporting year.

Rating

The business has given itself a "traffic light" rating for its performance on each measure, outcome and an overall rating.



Outcome	18-19	19-20	20-21	21-22	22-23
1. Supply me with water when I need it					
2. Keep my costs to a minimum					
3. Be easy to contact and quick to respond					
4. Comply with other government obligations					
Overall					

Business comments

This marks the fourth year of outcomes reporting for the 2018–23 Water Plan 4 and builds upon the successful delivery of services in years 1–3. Labour shortages and supply chain issues have continued to provide challenges for both LMW and its rural customers, however the 100% allocation declared for High Reliability Water Shares (HRWS) has provided some relief to customers.

LMW's decision to bring the delivery of irrigation mains replacement and channel lining projects forward from the final year of Water Plan 4 has contributed to a downward trend in pipe bursts and leaks, which is reflected in improvements to water delivered on time reaching 99.9%. Annual customer and post interaction survey numbers have continued to be below target, with an increased customer reluctance evident. Despite lower numbers, overall customer satisfaction continues to exceed targets.

Due to the Coronavirus Pandemic (COVID-19), LMW did not hold its annual Growers' Conference during the reporting period, however, the conference returns as a face-to-face event in 2022. The Growers' Conference provides our rural customers the opportunity to hear directly from industry experts and policy makers.

LMW remains committed to keeping costs to a minimum as outlined in our 2018-2023 pricing submission. The tariffs for rural services have continued to follow the price path of the pricing determination in real terms and adjusted for CPI.

2021-22 Rating

Overall, LMW has rated its overall 2021-22 performance as **green - met target**, despite the incredibly challenging seasonal conditions experienced.



Outcome 1 | Supply me with water when I need it



Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a. Water orders delivered on time (whole of rural business)	Percentage	Target	95%	95%	>98%	>98%	>98%	>98%	>98%
		Actual	99.88%	95%	99.85%	99.71%	99.76%	99.90%	
b. Channel / pipe bursts and leaks (whole of rural business)	Per 100km	Target	70	70	<64	<63	<62	<61	<60
		Actual	59.5	62	61.6	46.8	42.8	35.4%	
c. Deliver major Capital Works projects >\$1 million value within budget and within the regulatory period	Percentage of budget spent	Target	N/A	N/A	>95%	>95%	>95%	>95%	>95%
		Actual	N/A	N/A	87.2%	101.1%	97.1%	101.8%	

Business comments

Delivery of irrigation mains replacement and channel lining projects continues to either replace end-of-life assets or extend the life of the assets in the case of channel lining. The result this year is reflective of the decision to bring projects forward from the final year of our Water Plan 4 as part of a larger package of works developed to entice market participants in a challenging environment and to achieve procurement and delivery efficiencies.

Our Operations Team continually monitors all incoming watering orders to ensure minimal interruptions to deliveries occur. This is shown in our performance results, exceeding our targets across all districts reflecting our commitment to ensuring water is provided when our customers require it.

The downward trend of pipe bursts and leaks within our irrigation network is conducive of the investment in replacing our aging pipelines and extending the life of the channel system through channel relining. Maintaining the network allows us to deliver the water minimising interruptions to our customers.











Outcome 1 Rating

Overall, we rate our performance for Outcome 1 as **green** - met target.



Outcome 2 | Keep my costs to a minimum



Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a. Billing complaints	Number	Target	12	5	<4	<4	<4	<4	<4
		Actual	2	0	 0	 1	 5	 2	
b. Annual tariffs follow the proposed structures within the ESC's published pricing determination	Pass/Fail	Target	N/A	N/A	Pass	Pass	Pass	Pass	Pass
		Actual	N/A	N/A	 Pass	 Pass	 Pass	 Pass	

Business comments

LMW received two (2) complaints in 2021-22, one related to a payment method option and another to a drainage reuse charge. The LMW Customer Service Teams work closely with customers to minimise the risk of complaints occurring wherever possible.

We are committed to keeping costs to a minimum as outlined in our 2018-2023 pricing submission. The tariffs for rural services have followed or remained under the price path of the pricing determination in real terms and adjusted for CPI. The completion of Sunraysia Modernisation Project 2 (SMP2) has assisted with price reduction, with an additional \$1.09 million of revenue generated from SMP2 customers in 2021-22 year which was distributed across all rural districts.





















Outcome 2 Rating

Overall, we rate our performance for Outcome 2 as **green** - met target.



Outcome 3 | Be easy to contact and quick to respond



Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a. Post interaction satisfaction survey (phone, face-to-face, online): Number of completed surveys	Number	Target	N/A	N/A	150	150	150	150	150
		Actual	N/A	N/A	 100	 279	 47	 69	
b. Post interaction satisfaction survey: Customers satisfied (rating of satisfied, very satisfied and extremely satisfied)	Percentage of customers surveyed	Target	N/A	N/A	>80%	>80%	>80%	>80%	>80%
		Actual	N/A	N/A	 84%	 96%	 94%	 96%	
c. Annual survey: Customers satisfied with LMW's role in the community (rating of satisfied, very satisfied and extremely satisfied)	Percentage of customers surveyed	Target	N/A	N/A	>78%	>79%	>80%	>81%	>82%
		Actual	81%	83%	 90%	 84%	 87%	 82%	
d. Rural customer complaints to Energy and Water Ombudsman Victoria (EWOV)	Number	Target	7	9	<7	<7	<7	<7	<7
		Actual	2	6	 15	 2	 6	 7	
e. Calls answered within 60 seconds (operations room)	Percentage	Target	80%	80%	>85%	>85%	>85%	>85%	>85%
		Actual	91%	80%	 99%	 96%	 97%	 97%	

Business comments

LMW achieved three out of five targets for Outcome 3. Post-interaction surveys have again proven difficult during the reporting period, with a modest increase on 2021-22 results. COVID-19 has continued to create challenges in this area with staff working remotely, coupled with a general reluctance by customers to undertake the process. LMW will continue to encourage customers in an attempt to drive up the number of responses received through the Business Transformation Program and expanding the post interaction feedback methods for digital channels.

Despite the low number of post interaction surveys received, completed post interaction surveys have again exceeded the target for overall satisfaction rate with a pleasing 96%. Our annual survey results continue to exceed target, and LMW will continue to drive this result by addressing topics of concern raised by our customers in a timely and collaborative way.

LMW has seen a slight increase in customer complaints to the Energy and Water Ombudsman Victoria (EWOV) in 2021-22, however remains under target. EWOV complaints in 2021-22 related to meter reading and meter access, payment for new connections and billing. One complaint remained unresolved at the end of June 2022.





Outcome 3 Rating

Overall, we rate our performance for Outcome 3 as **green** - met target.



Outcome 4 | Comply with other government obligations



Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a. Compliance with government reporting policy requirements – timely completion and lodgement of 8 major reports	Percentage of time	Target	N/A	N/A	100%	100%	100%	100%	100%
		Actual	N/A	N/A	 100%	 100%	 88%	 100%	

Business comments

The majority of the regulatory reports are subject to audit requirements which occur after the end of the current financial year. As a result, the 2020-21 results are reported in the 2021-22 financial year where appropriate.

LMW have many other minor reporting requirements and provide information on the majority within the Annual Report, Corporate Plan, Rural Customer Charter and on our website.



Outcome 4 Rating

Overall, we rate our performance for Outcome 4 as **green** - met target.







