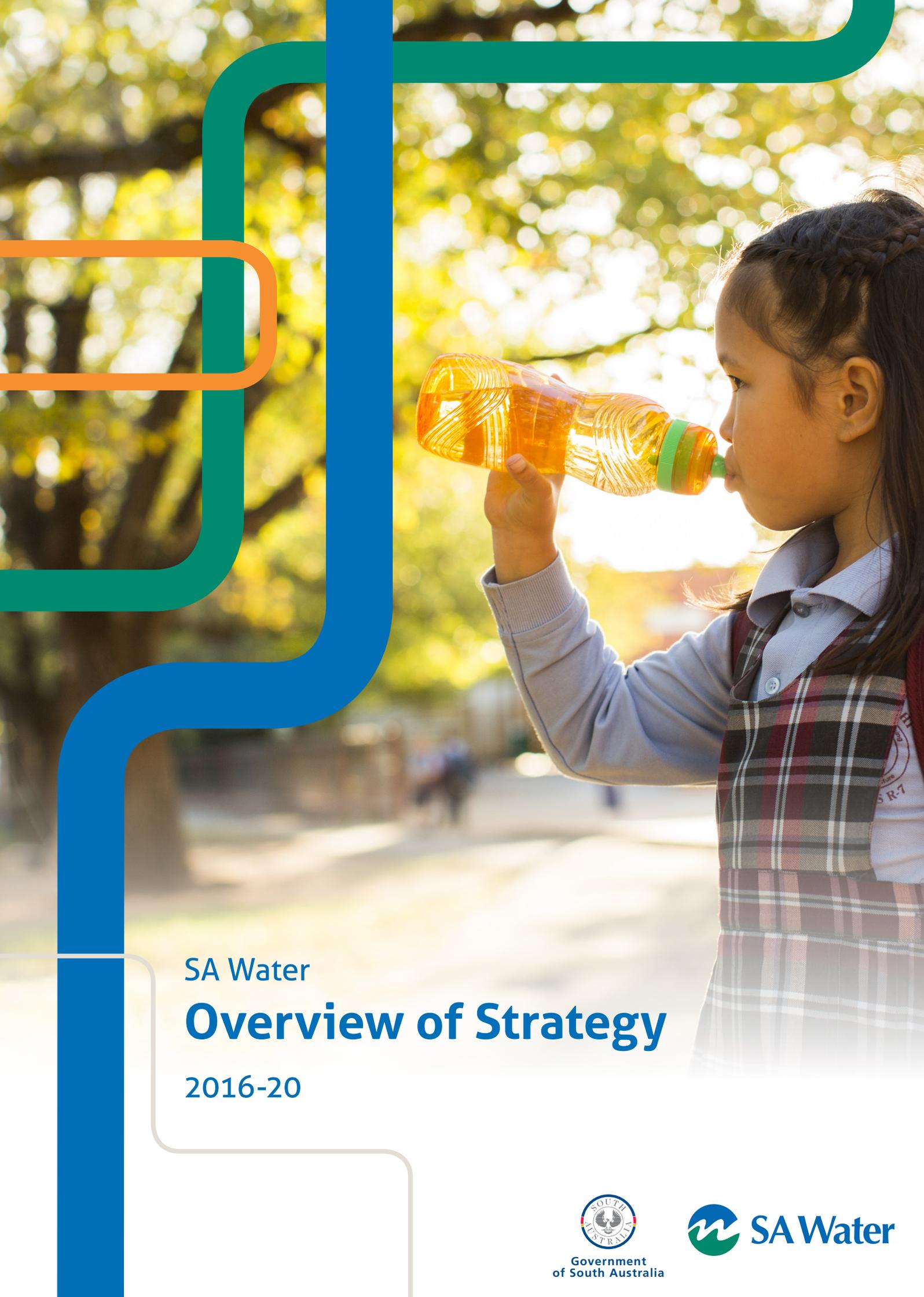


SA Water  
Regulatory  
Business  
Proposal  
2016-2020

**Attachment A**  
**Overview of Strategy**  
**2016-20, SA Water**



SA Water

# Overview of Strategy

2016-20



Government  
of South Australia



# Foreword by the Chairman and Chief Executive

SA Water provides an essential service delivering water and sewerage services to more than 1.6 million South Australians, 24 hours a day, seven days a week.

Our customers are at the heart of our business. We must provide safe and reliable water and sewerage services. Affordability and value for money services are critical to our customers.

We also have an important role to play in supporting economic development and the business community, and contributing to making our communities more liveable.

This document provides an overview of our four-year strategy to deliver safe, sustainable and affordable water services to our customers and the community. This summary builds on the success of our Strategic Plan 2012-16 and our understanding of the key challenges and opportunities. It also incorporates feedback from customers received during focus groups, workshops and online surveys to better understand service expectations.



*Lew Owens*  
**Lew Owens**  
Chairman



*John Ringham*  
**John Ringham**  
Chief Executive

## Vision: Meeting all Challenges

Our strategy has been developed to address the current and emerging issues affecting water and sewerage services in South Australia:

- **Affordability:** We will continue to drive efficiency and value-for-money in our services. We must meet customer expectations for service levels at the lowest possible price.
- **Water for growth:** We have an important role in South Australia, to contribute to the liveability and economic development of our State.
- **Business agility and resilience:** Our business must be agile and respond appropriately to impacts and opportunities in a rapidly changing world. We need to be capable of recovering from significant events to provide our products and services to future generations.
- **Water quality and regulation:** We need to maintain and, where economic, enhance the quality of our products. We must also ensure we meet all regulatory requirements (economic, environment, technical, health and water licensing).
- **Reliable Infrastructure:** We must ensure the reliability of our assets, quality of supply and ensure our network capability caters for growing demands.
- **Climate resilient:** We must prepare for climate variability and how it affects our resources, water security, assets and water quality.

# Outcomes for Success

Keeping our customers front of mind.

Our strategy focuses on these key outcomes:

- **Great customer experience:** Customers value our products and service experience.
- **Safe, clean water:** To be the leading provider of safe, clean water that meets our customers' needs.
- **Reliable services:** To provide dependable and responsive water and sewerage services.
- **Healthy environment:** To be leaders in protecting the environment, using resources efficiently and respecting cultural heritage.
- **Smart Investment:** Our plans are adaptable to meet the needs of current and future generations.
- **Value for money:** We will be recognised as an efficient business: fairly balancing price, profit and risk.
- **South Australian Growth:** We are an enabler of the growth, prosperity and liveability of our state.



**Our people are the key to our success and are supported by our values.**

## OUR VALUES

- Put safety above all else
- Act in the best interest of customers and the community
- Seek and apply better ways
- Respect our people
- Be trustworthy

## KEY PERFORMANCE OUTCOMES

- Ensure safety in the workforce
- Improve returns to our owner
- Achieve customer satisfaction
- Demonstrate regulatory compliance

# Great Customer Experience

Customers value our products and service experience.

## Satisfied Customers

As part of our research program and the “Your Say” customer engagement initiative, we asked our customers about their expectations. We will continue our commitment to customer engagement with “Your Say” in 2016-20 with a target to double the customer participation of 2014-15.

As at March 2015, 77% of customers were satisfied with their service experience. Our aim is to achieve 87.5% customer satisfaction during 2016-20.

## Easy to do business with

We will ensure that every SA Water customer has a good experience. We commit to being easy to do business with: resolving problems more quickly and giving customers better information about the progress of their query/issue. We will also pursue more tailored services to service key customer groups.

## Caring for our communities

We will communicate with customers and stakeholders to understand views, concerns and issues to ensure the best possible outcomes for communities. We will engage our community in both metropolitan and regional South Australia.

## Digitally and technology enabled

We will implement a digital strategy to provide more channels and more choice for customers. We will harness technology to make our processes simpler and easier for customers to communicate with us via their channel of choice.



# Safe, Clean Water

To be the leading provider of safe, clean water that meets our customers' needs.

## Safe, clean drinking water

We will provide customers with a reliable supply of safe drinking water and ensure we respond to customer concerns regarding water quality within agreed timeframes. We will investigate opportunities to improve water aesthetics (such as taste and odour).



# Reliable Services

To provide dependable and responsive water and sewerage services.

## Efficient capital delivery

Our aim is to have a reputation for delivering fit for purpose capital solutions, efficiently and effectively. This will be achieved through a greater focus on risk-based decision making, increased collaborative contracting, and consolidation and consistency of capital project delivery.



## Reliable and dependable services

A high level of reliability is required from our assets to ensure consistent service to customers. We will ensure our water and sewerage networks are robust. We will further extend the proportion of our asset base covered by condition assessment inspections. This will include mains testing that goes beyond current CCTV inspection. A comprehensive corrosion and odour management strategy has been implemented. Preventative maintenance schedules will be increased to reduce instances of sewer overflows.

## Asset management

Our assets play a vital role in delivering services and benefits to SA Water's customers and owner. We will adopt asset strategies that optimise the full lifecycle cost of assets and enable a modular approach to accommodate growth.

# Healthy Environment

To be leaders in protecting the environment, using resources efficiently and respecting cultural heritage.

## Protecting our natural resources

We will lead the protection of our natural resources by carefully harvesting and distributing water resources and optimising our energy usage. New infrastructure designs will be developed to minimise our overall footprint on the environment and communities. Where viable, we will leverage reuse opportunities for stormwater, recycled water and biosolids.

## Cultural heritage

We recognise the importance of our rich heritage. Activities with a potential impact to culturally sensitive sites will be managed appropriately.

## Climate variability planning

We understand what increasing climate variability means for our business and will drive plans and actions to be resilient and safeguard a secure and sustainable supply.



# Value for Money

We will be recognised as an efficient business: fairly balancing price, profit and risk.

## Business efficiency and pricing

We will pursue innovative opportunities and continue our business-wide improvement programs to minimise costs and therefore price increases to no more than CPI. Our pricing strategy will consider reforms and programs to support our social and financial objectives.

## Affordable

Customers have told us that price is a key issue and we are committed to keeping prices as low as possible. To achieve this, we will continue with our internal business efficiency program designed to reduce the

cost to serve customers. We will also expand our assistance programs to vulnerable customers experiencing either short or long term financial hardship.

## Fair return on investment

We are owned by the Government of South Australia and therefore, the people of South Australia. We are responsible for returning profits to the Government to reinvest into the community. We will continue to deliver fair returns through continuous improvement programs and grow non-regulated business activities that contribute to our profits.

## Good governance

We will maintain effective governance and risk management frameworks. This will ensure we comply with our obligations under economic regulation, as well further integration of risk management and compliance in our decision making processes. Financial accountability will be met at all levels of management to deliver an appropriate balance between financial risk and return to the Government.

# South Australian Growth

We are an enabler of the growth, prosperity and liveability of our state.

## Contributing to our State

The value of water relates to the economic growth and liveability of our State. We will work closely with businesses and the community to ensure the provision of our essential services, environmental protection, sustainable water management and availability of water to support economic development and contribute to the liveability of South Australia.



## Smart Investment

Our plans are adaptable to meet the needs of current and future generations.

### Asset stewardship

SA Water is an infrastructure-rich business with over \$14 billion of assets across South Australia. Our asset management systems and processes enable development of robust consolidated asset plans. These plans ensure our infrastructure standards are up to date and are supported by relevant and timely information on asset condition and performance. Our maintenance program ensures our assets provide a reliable service over the long-term.

### Agile and resilient business

We will build a more agile and resilient business capable of delivering the right products and services for future generations.

### A secure and sustainable supply

We will maintain a water supply mix that considers reliability and cost of supply incorporating integrated water management approaches. We will work collaboratively with the community, development sector and industry in updating our existing plans of when and where investment is required to increase the capacity of our systems.

### Alternate water sources

Our customers value recycled water. We will ensure that the role of stormwater and recycled water in the water security mix for South Australia is well defined and understood by the community. We will optimise the benefits of individual supply schemes.

### Investing in our people

We will focus on improving our ability to attract, develop and retain talented individuals. We will develop a culture where our people are highly motivated and customer focused. We will continue our commitment to workplace safety and wellbeing by embedding a safety culture in everything we do.

### Focused on innovation

Our Australian Water Quality Centre provides high quality analytical services, leading edge research, and professional advice for a range of water quality issues. It is world-renowned for its excellence in research, development and innovation. We continue to seek positive business outcomes by finding better ways through focused research and innovation.



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