



Our Plan 2020-2024 Proposal Summary



SA's leading water and sewerage services

We are South Australia's leading provider of water and sewerage services for more than 1.7 million people. For more than 160 years we have been working together with South Australians to ensure a reliable supply of safe, clean water and a dependable sewerage system.

Our state-wide network is large and supplies more than 220 billion litres of water every year.

In working to achieve our vision of world class water services for a better life, we aim to keep prices as low and stable as possible through smart investments, new technologies and a commitment to efficiency.

We have reduced bills for the average metropolitan residential customer by 3.4 per cent in 2013-14 and by 6.7 per cent in 2016-17.

As one of the most efficient water utilities in Australia, we are continually improving the way we work and deliver services for our customers.

Through smart, long-term investments and an ongoing commitment to doing things better, we will continue to deliver the services our customers want and provide value for money.

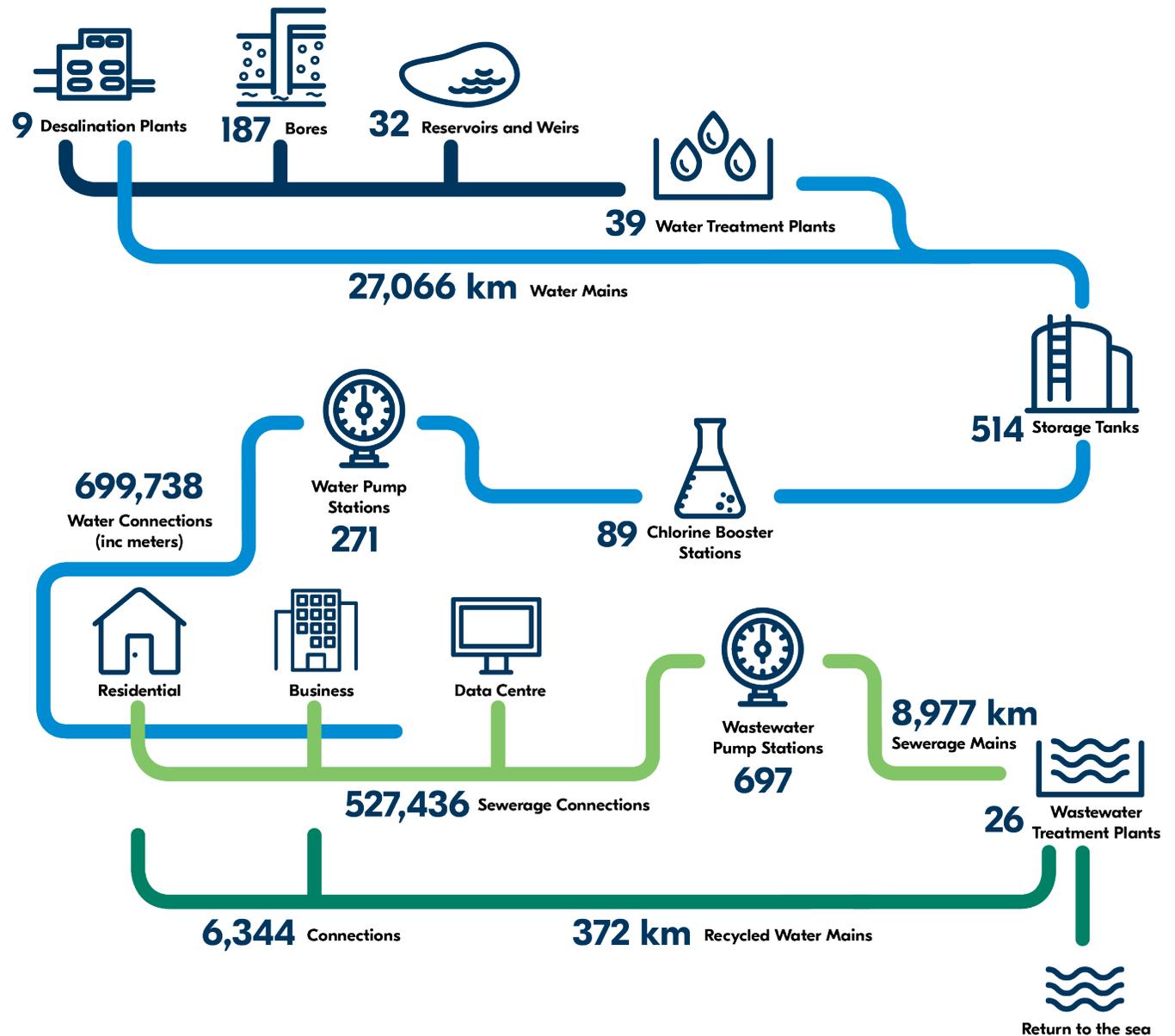


The ins and outs of our network

Every day we're providing essential services to people across South Australia.

We deliver safe, clean water and dependable sewerage services via our largely hidden pipes deep underground across our suburbs and towns.

This is how we keep water on the move so that South Australia receives world class water services.



Understanding our customers and what they told us

During 2017 and 2018 we worked closely with our customers to understand what they value and expect from the services we provide. Through focus groups, community drop-in sessions, online surveys, an exhibition stand at the Royal Adelaide Show and our Water Talks website, we received feedback from more than 6,000 customers.

This comprehensive engagement program ensures service changes we make meet our customers' expectations. Only those changes our customers were willing to pay for have been included in our 10-year business plan for 2018-28. This was tested through our online survey *What matters to you?* which received more than 5,000 responses.

Our business strategy focuses on getting the basics right every time, working together with our customers to improve their experience with us, leading the way with new and innovative ways of working, and keeping it simple so customers find it easy to do business with us. We aim to be smarter in how we work so we can improve the services we

offer at a low and sustainable price. Through our business planning process, we worked to find and remove any duplicated or wasted effort.

In addition, we have committed to saving a further 0.5 per cent in operating costs and 4 per cent in capital delivery costs during the 2020-24 regulatory period. This will ensure we remain at the forefront as technologies develop and our industry becomes increasingly efficient.

From our extensive engagement activities, we know the most important issue is keeping bills low and stable.

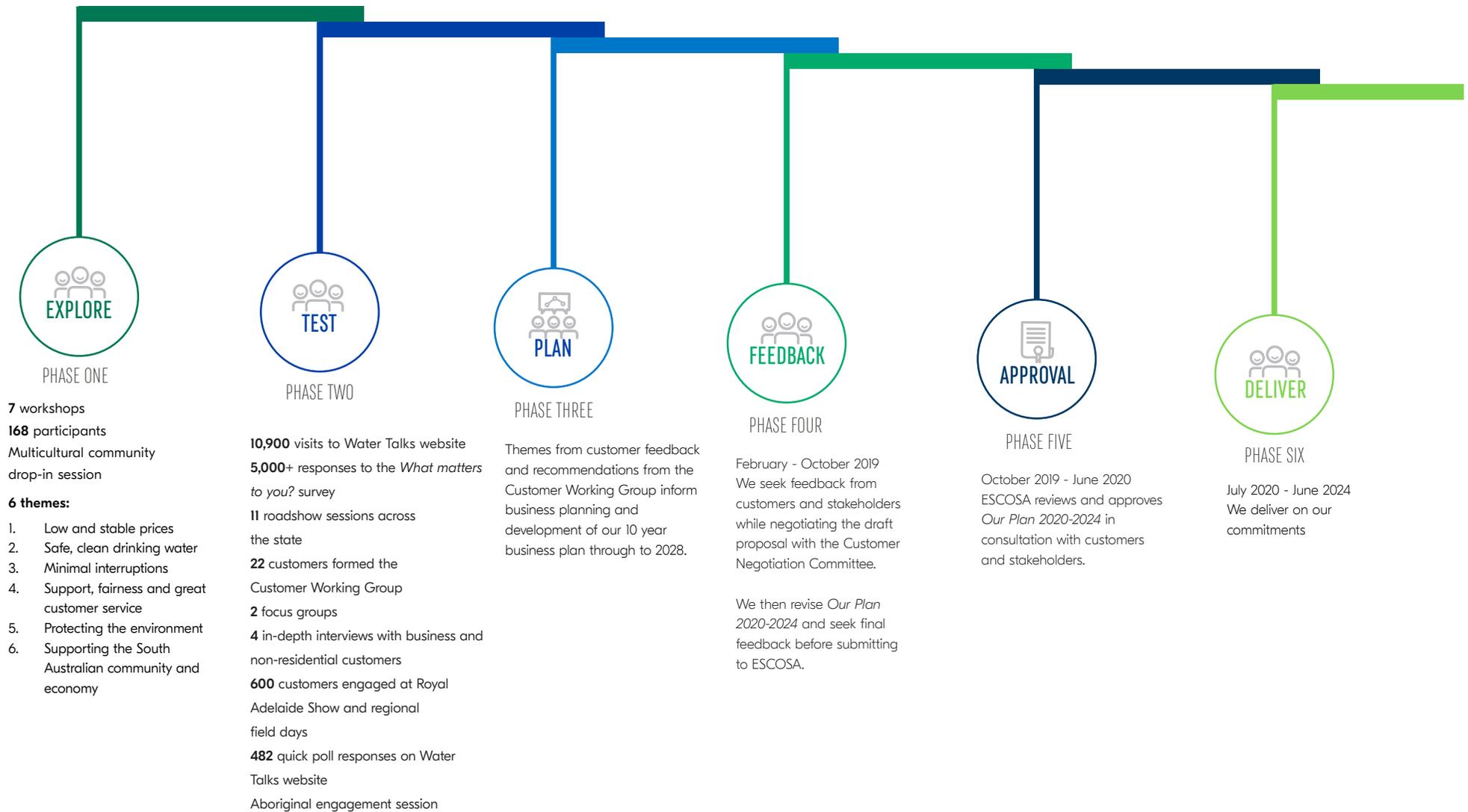
There are six areas of importance for our customers:

1. low and stable prices
2. safe, clean drinking water
3. minimal interruptions
4. support, fairness and great customer service
5. protecting the environment
6. supporting the South Australian community and economy.

These are the themes on which we have built our 2018-28 business plan.



Understanding our customers and what they told us





What we propose to deliver

In the regulatory period 2020-24, we propose to continue our focus on what is most important to our customers, as well as meeting our legal and regulatory responsibilities. We will do this in the most efficient and innovative ways we can in order to ensure prices for our customers stay low and stable, now and into the future.

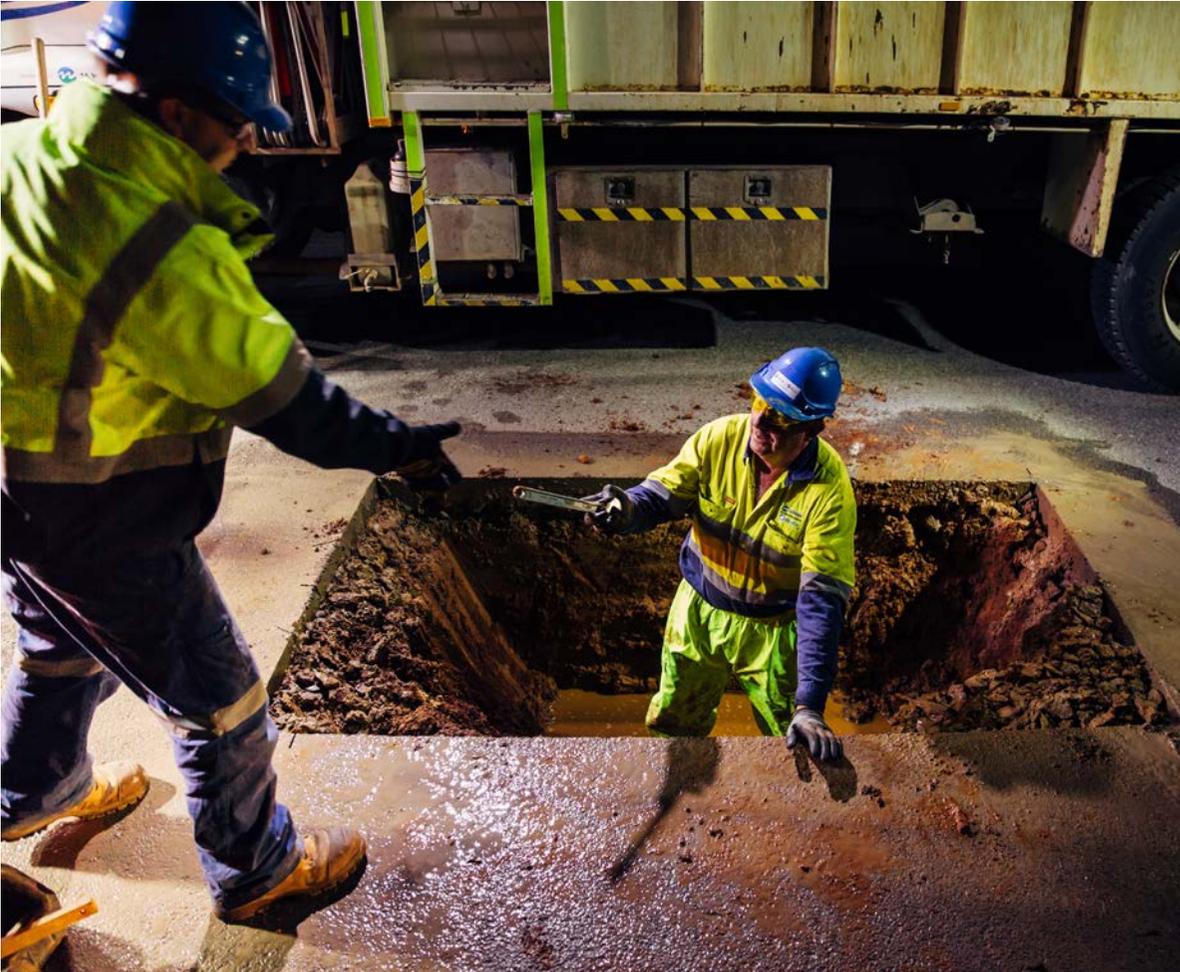
Safe, clean drinking water

In addition to complying with the *Safe Drinking Water Act 2011* and *Australian Drinking Water Guidelines*, and managing our water resources responsibly to ensure supply into the future, we propose to:

- Upgrade the water supply systems in regional South Australia to drinking water quality for 650 homes currently receiving a non-drinking water supply.
- Improve the taste of the water in metropolitan Adelaide, reducing the chlorine and musty tastes detectable from various sources.
- Improve the aesthetics of water in regional communities. This is part of a larger investment over 12 years to upgrade supplies that are not pleasant to drink. In some areas of the state, the water meets all health standards but may taste too salty, or may have levels of magnesium or calcium which affects the way the water can be used in homes or businesses. We want to fix this for our customers.



Minimal interruptions



With a strong focus on keeping temporary service interruptions to our water and sewerage networks to a minimum, we have implemented new technologies and increased the number of water mains we renew each year. During the 2020-24 regulatory period we propose to:

- Invest in water mains replacements across the state, using sophisticated technology that prioritises which mains are renewed first to reduce the number of breaks that occur.
- Install more isolation valves in our water network so we can reduce the number of customers affected when we have to work on the network for planned maintenance or to repair a leak or break.
- Continue to invest in Smart Networks, installing sensors and detectors across

our water and sewerage network to better predict when issues may arise so we can proactively manage and repair them while our customers sleep.

- Invest in pressure management to reduce the rate of main breaks in five areas of the state where this approach will have a significant impact for our customers.
- Increase our rate of sewer cleaning to decrease the number of sewer service interruptions, overflows to the environment and in customers' homes and properties.

Great customer service

Having spent the time getting to know our customers and understanding what they want and need from us, we are committed to having an Adelaide-based Customer Care Centre providing a local service when our customers and community call us.

Our Community Support Team provides on the ground assistance to metropolitan customers who experience a water or sewer network fault. In addition, we propose to:

- Implement support for regional customers when they experience a network fault.
- Improve how our Customer Care Centre resolves issues or queries for our customers with the aim to do this the

first time they call.

- Invest in technology so we can keep our customers informed as we respond to issues and network faults near their homes and businesses, and better help them when they call.



Support and fairness



Our frontline teams are trained and equipped to help and care for our customers. With an industry-leading Customer Assist Program, we have a strong focus on working together with customers who need some extra help managing their account payments.

This program aligns with the United Nations Sustainable Development Goals and is part of our commitment to achieving these goals.

With a comprehensive and responsive program already in place, when we asked customers if they would be willing to pay for additional support for customers having difficulty paying their bill, they told us what we are doing meets their expectations and is leading the way. We will continue this level of support for 2020-24, offering help where it is needed to get our most vulnerable customers back on track.

Protecting the environment



Our customers care about the environment and so do we. Sustainable environmental outcomes are a priority for us and we work together with the Environment Protection Authority to minimise the environmental impact of our operations. We remain committed to meeting our environmental responsibilities in 2020-24 and beyond.

In addition to the Northern Adelaide Irrigation Scheme, we propose to invest in the next regulatory period to increase the amount of water we recycle from about 30 per cent per year to 50 per cent, subject to weather and demand which both affect the percentage of water available for recycling and also required by our recycled water customers.

Supporting South Australia

As part of our recycled water strategy we will be looking for opportunities to support economic growth in South Australia through the targeted provision of fit-for-purpose services at prices that enable and sustain commercial growth.

There are already a number of recycled water schemes in place providing an economic benefit to agricultural and irrigation-dependent industries. A focus on strengthening our relationships with industry will ensure we work together on new technologies and trials to keep South Australia ahead of the curve.

We remain committed to growing and retaining the skills we have in South Australia through being an employer of choice and ensuring the majority of our contracted services are awarded to South Australian companies.



Measuring what we deliver

Having listened to our customers and used their feedback to form our business plan, we will hold ourselves to account and measure what we deliver.

Quarterly reports on our achievements against our service standards will be published on our website and each year we will provide our customers with a summary of our performance. The Essential Services Commission of South Australia (ESCOSA) will also release a public report on our performance at the end of every year.

These are the service standards we propose. They have been developed to align with what our customers told us they want and value most from us.

Safe, clean drinking water	Percentage of water quality complaints responded to within the required timeframes	96%
	Minimal service interruptions	
	Total internal sewer overflows per year	<220
	Number of customers experiencing more than one internal overflow in a five year period	<29
	Number of customers experiencing three or more unplanned temporary water interruptions in a year	<1975
	Percentage of water main network breaks, leaks or high customer impact issues attended within required timeframes	99%
	Percentage of sewerage network overflows attended within required timeframes	99%
	Percentage of water service issues restored within required timeframes	99%
	Percentage of sewerage service issues restored within required timeframes	95%
	Percentage of sewerage overflow clean ups performed within required timeframes	98%
	Percentage of low and medium impact water issues attended within required timeframes	95%

Great customer service and support	Customer satisfaction with recent service experience	93%
	Percentage of fault calls answered within 50 seconds	85%
	Percentage of complaints responded to within 10 business days	95%
	Percentage of complaints escalated to Ombudsman	<15%
	Percentage of connections applications processed within 15 business days	95%
	Percentage of water connections constructed within required timeframes	95%
	Percentage of sewer connections constructed within required timeframes	90%
Protecting the environment	Water leaks from infrastructure	<2.06kL/km/day

Note: we are developing new processes with the goal to resolve customer issues and inquiries promptly, ideally in the first instance a customer calls or writes to us. We will propose an additional service standard for this when our reviews of process and performance are complete.

Next steps

Our proposal for 2020-24 will be developed based on what our customers told us was important and what they want from us. Customers have also told us what they are willing to pay for and this guides our business planning now and into the future.

We will now negotiate our proposal with the Customer Negotiation Committee, a group of customer representatives appointed by ESCOSA.

Through to June this year, the committee will analyse and test our proposals, and provide a robust customer perspective. Members of the committee will have access to our information and be supported by ESCOSA, regulators, social advocacy groups and experts to evaluate our proposal.

Following its analysis, the Customer Negotiation Committee will provide ESCOSA with a recommendation to support all, any or parts of our proposal.

The negotiation process enables us to address any concerns or issues the committee may have before we submit our final proposal to ESCOSA in October 2019.

Before we submit our final proposal to ESCOSA in October 2019, we invite you to engage with us on our draft proposal between now and June. You can do this by:

- responding to an online survey

- registering at Water Talks (watertalks.sawater.com.au)
- attending an SA Water event, such as regional field days.

We will also be:

- working with our Customer Working Group
- informing our Customer Advisory Group members about these opportunities to engage with us

- engaging with customer groups, including Aboriginal and multicultural groups.

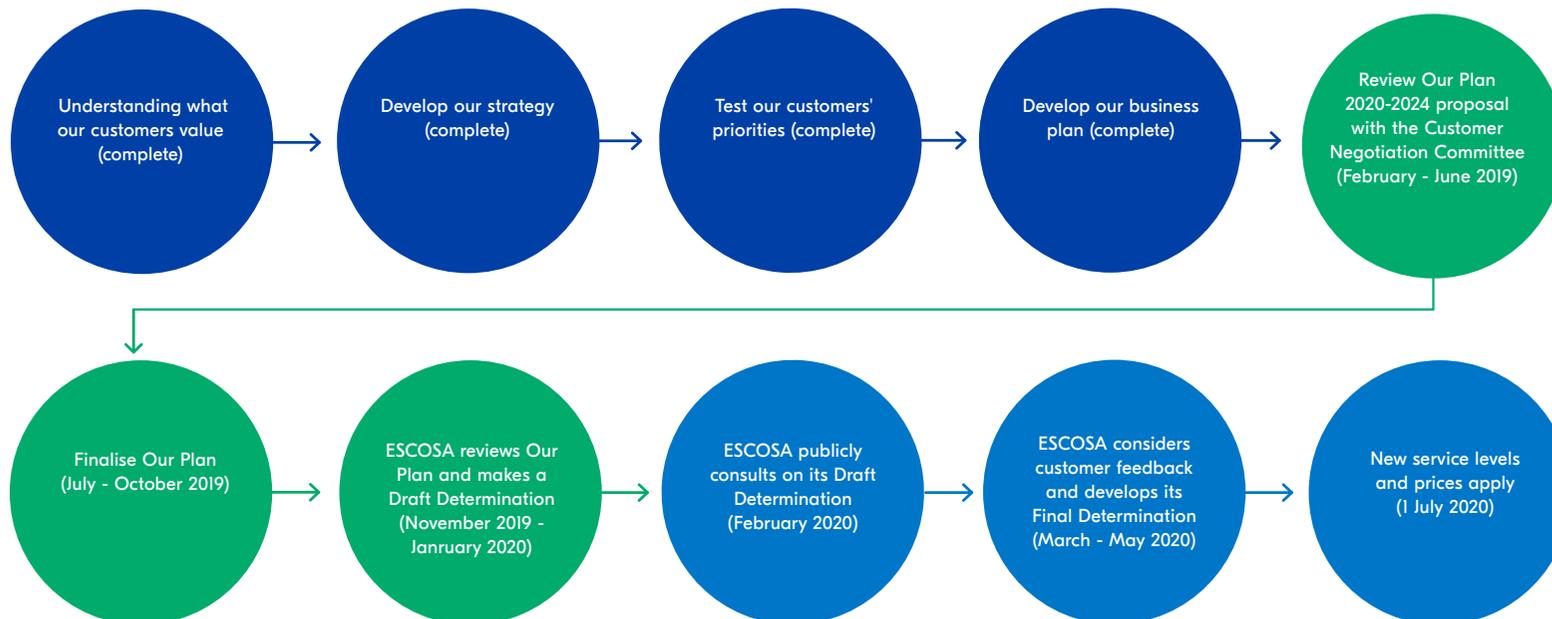
Public comments on our proposal will also be invited when ESCOSA publishes the proposal on their website and open it for further public consultation.

ESCOSA will make a draft decision in February 2020, taking into consideration all responses provided during the public consultation. There will be a final opportunity for comments from us, our customers and our stakeholders before ESCOSA's final determination is published in June 2020.

We will then set prices in line with the determination.

From July 2020 we will begin to deliver on our commitments and we will keep you up to date on our progress.

Our ongoing customer engagement and research will continue to inform our operations and planning as we look further to the future and refine our 2020-28 business plan.





Government of
South Australia



SA Water