



OPERATIONAL REPORT

DRIVING VALUE FOR CUSTOMERS, THE COMMUNITY AND OUR OWNER



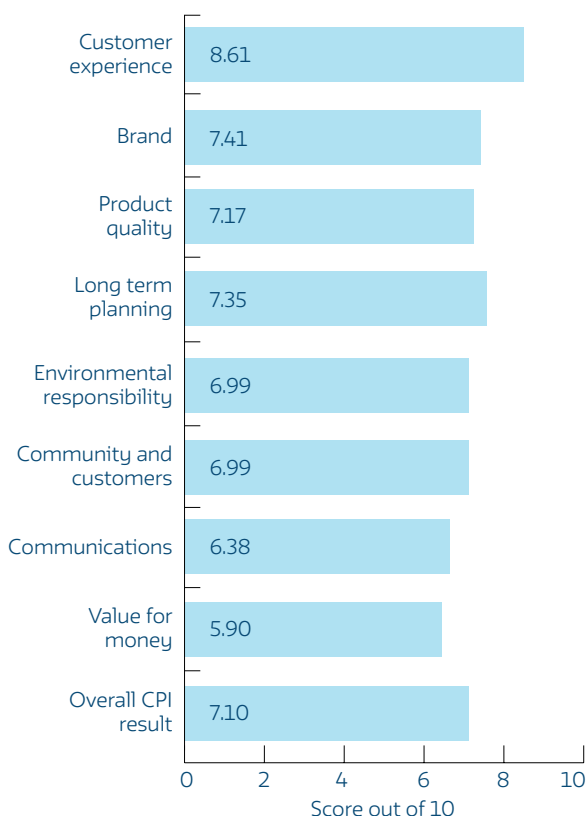
We have maintained a strong commitment to customers, the community and our owner. Being the primary water service provider in the state, it is imperative we listen and understand what is expected of us and adapt those expectations to drive service improvements.

Listening to customer feedback

We continue to align our activities to reflect the needs of our customers through insights gathered from our most comprehensive community engagement program, Tap In.

Research showed there is a large knowledge gap in the community about where our water comes from and why our drinking water sources have changed over time. We created a campaign to drive increased water knowledge in the Perth community followed by an action-based campaign to provide customers with the tools and tips they need to reduce water use. Customers who have seen our campaigns have higher levels of water literacy with two out of three customers making water-saving changes in the last three months.

CPI Results 2018-19



Customer Performance Index

Our Customer Performance Index (CPI) actively measures customer perception of our overall performance across eight key areas each quarter with a view to identify the areas that we can improve within our business. The graph on this page provides an overview of how our customers believe we have performed in these key areas for 2018-19. We equalled or exceeded our target for 2018-19 in the areas of customer experience, brand and long term planning.

Voice of the Customer

Our Voice of the Customer program is another way we actively seek feedback to guide decision making. We do this by measuring customer satisfaction with the interactions they have with Water Corporation. These insights have been used to drive improvements in our service delivery. In the last financial year, our overall customer satisfaction score was 8.61, exceeding our target of 8.35.

Financial inclusion and resilience

After conducting in-depth customer research to understand circumstances driving financial hardship, the importance of building trusting relationships to deliver a needs based solution was made very clear. We have now become the first Western Australian organisation to develop a Financial Inclusion Action Plan (FIAP). This document outlines our commitment to providing immediate assistance to customers experiencing financial hardship, embedding socially responsible practices throughout our business. We have invested in specialised employee training, enhanced our communications, offer flexible payment arrangements, safeguard transparency in our policies and processes and are dedicated to continuous improvement.

Leading social change in the prevention of domestic and family violence

The safety and wellbeing of our people is one of our highest priorities. Water Corporation has made a commitment to create a safer work environment for employees experiencing domestic and family violence. To broaden awareness, take action and support our community, we have implemented a Family and Domestic Violence policy and been accredited into White Ribbon's world-first Workplace Program.

As part of our commitment to creating a safer work place, our employees experiencing a crisis situation have access to flexible working arrangements, time to attend appointments, counselling and other activities without loss of pay. We have been empowering staff to stand up against family and domestic violence.



OUR DIGITAL CAPABILITIES



We continue to build technological capabilities and deliver on customer needs. We are adapting our processes and systems to effectively leverage data, new information technologies and practices.

Scheme of the future (work management)

This was an intensive project to trial innovative ways to plan, schedule and execute field based work to optimise our service delivery model. This involved understanding how our people work, standardising and improving business processes, developing an industry-standard asset data model and investigating how best-practice technologies can help us meet our goals. The trial was conducted in the Warren Blackwood district of the South West.

A new solution has been developed to make it easier for people to do their jobs, improve customer outcomes and increase visibility to ensure work is completed safely.

Digital uplift

The Big Data project enhanced our ability to effectively analyse corporate data for insights to improve strategic decision making. Interactive data visualisation tools like Power BI have been implemented to improve critical corporate reports like dam storage levels and procurement.

This financial year also saw the delivery of several key capabilities including a new document management system, single touch payroll and workforce mobility. Key foundations have also been established in cyber security and cloud platforms.

BECOMING A LEADING WATERWISE STATE



As climate change continues to impact rainfall in the south west of WA and our water supplies, we aim to embed waterwise thinking into every aspect of our business and the community. By partnering with a range of Government agencies and private organisations we will make our state more resilient, sustainable and liveable. This will increase conservation for future generations, making a cleaner, more sustainable environment, and support METRONET across the Perth and Peel region.

Making a splash across WA

We recognise our responsibility to improve the liveability and aesthetics of highly visible facilities for local communities across the state. We have worked with many talented home-grown artists to paint nearly 40 assets which bring to life our unique Western Australian water story. These visual reminders help to create an emotional connection to water, highlighting the important role the precious resource plays in our WA lifestyle.

Reducing water use

Since our waterwise programs began in the early 2000s, we have been successful at reducing water use by working together with the Western Australian community. Key programs continue to be implemented to reduce water use by residential and business customers in Perth and regional areas.

Following our demand management campaign Nature Knows Best 65 per cent of customers surveyed reported making changes to reduce water use. The integrated campaign included promoting an online leak detection tool and the Water Watchers tool, which allows customers to see how their water use compares to similar households.

Other programs include rebates on weather based irrigation controllers and rainwater tanks, letters to 50,000 of Perth's highest water users with tips on how to save, and waterwise partnerships with businesses to identify innovative ways to save and recycle water. We also partnered with Department of Communities to identify ways to save water in social housing. We replaced 75,000 ageing water meters and inspected and repaired leaks on nearly 3,000 km of water mains. It is estimated the programs implemented this year to reduce water use have saved more than 2.2 billion litres of water, building on the significant ongoing savings achieved through the Winter Sprinkler Switch-off and watering rosters.

Since 2001, Perth's average per person water use has decreased by almost 35 per cent, yet Perth still remains one of the highest water using cities in Australia and our efforts in working with our customers to reduce water use are ongoing.

Drainage for Liveability

In partnership with Department of Water and Environmental Regulation, Local Governments and other stakeholders the Drainage for Liveability Program has enhanced the value of our stormwater drains and basins across WA. Our stormwater drains and basins serve a functional purpose, but also now create more green open spaces in our urban environment. This financial year we have transformed 11 drainage areas into vibrant community spaces that have reduced the urban heat effect and created beautiful natural spaces for residents and local wildlife to enjoy.

Waterwise Council initiatives

The Waterwise Council Program supports councils to improve their water efficiency and recognises their achievements in building waterwise communities. The program is a partnership between Water Corporation and Department of Water and Environmental Regulation. This financial year, one new council became waterwise endorsed, 18 councils achieved Gold status and one council also received Platinum recognition.

To encourage residents to become more waterwise, we have joined forces with councils to deliver a Waterwise Verge Scheme. Through our scheme, Waterwise Councils can receive rebates to help their residents create sustainable, liveable verges, fostering biodiversity throughout our neighbourhoods. Eligible councils receive dollar-for-dollar funding from Water Corporation. This year 243 verges were installed and over 19,000 waterwise plants subsidised.



City of Bayswater stormwater drain transformation into a community space

DELIVERY EXCELLENCE AND INNOVATION



We have continued to maintain the current high level of operational performance for safe, sustainable and cost-effective services.

Working together to improve safety

We are uncompromising in our commitment to the health and safety of our employees and the community.

To further improve our safe work practices and ensure our people can confidently make decisions about how to safely manage risk, we have established a Safety Taskforce made up of around 40 employees across WA. The Safety Taskforce focuses on providing teams across the business with relevant information and tools upfront to complete the job safely, and determine ways to improve the management and expectations of our contractors.

We established Safety Essentials which identified the nine activities in our operations that posed the greatest risk to employees. We've launched the next phase of the program which includes updating the associated procedures and tools and outlining mandatory system requirements to support the management of high risk activities.

We have established the Safety Leadership Forum with industry leaders from our major works contractors to ensure capital works projects are delivered as safely as possible. This initiative enables greater collaboration with industry leaders to ensure best practice and lessons learned are embedded within Water Corporation, supporting the 'safe for all' pillar of our vision.

Expansion of Perth's newest water source

Construction of Stage 2 of Australia's first Groundwater Replenishment Scheme is well underway, duplicating our Advanced Water Recycling Plant in Craigie. Four recharge and four monitoring bores across two offsite recharge locations in Wanneroo and Neerabup

have been built, along with a 13km recharge pipeline connecting the Advanced Water Recycling Plant with the bores. When Stage 2 is complete, the Groundwater Replenishment Scheme will provide a new climate independent water source to boost drinking water supplies in Perth.

Water Research and Innovation Precinct

The desire to make Perth a leading waterwise city has been a driving factor in the creation of our new innovation hub, the Water Research and Innovation Precinct in Subiaco. The Precinct will help to secure and maintain our precious water supply through collaboration with global technology providers, investigating new and innovative wastewater treatment and resource recovery technologies.

New source investigation

Perth's current water supply is made up of a number of sources including desalination, groundwater and surface water. As part of our long term planning to secure Perth's water supply, we have completed feasibility investigations for two new seawater desalination plants. These plants would be located near existing Water Corporation sites to maximise our network and minimise the footprint of the plant and the impact on the surrounding community. The investigations were completed for plants located within the Alkimos Water Precinct (next to the Alkimos Wastewater Treatment Plant) and in the Kwinana industrial area at a site owned by Water Corporation adjacent to the Perth Seawater Desalination Plant. Extensive marine research has been conducted to ensure offshore pipelines will be constructed with the least possible environmental impact and we have engaged extensively with stakeholders and community.

Current planning indicates a new water source may be needed for Perth within the next five to ten years, but by using water wisely the community can help defer the need for a new water source.

Measure	Unit	2018-19 Target	2018-19 Actuals	2017-18 Actuals
Total recordable injury frequency rate (TRIFR)	FR	8.5	3.2	7.3
% Hazards controlled within required timeframe	%	98.0	98.8	99.3
% HSEAA inspections completed vs planned	%	97.0	100.0	99.0
% Actions implemented within agreed timeframe	%	98.0	98.4	98.9
Number of fatalities	#	NA	0	1

Boosting solar to reduce energy footprint

Pumping water and wastewater across 2.6 million square kilometres of Western Australia requires a significant amount of energy. Aligned to our vision we are seeking to reduce our energy footprint by installing solar panels at offices, pump stations, treatment plants and borefields to reduce emissions. Nine of our offices, workshops and depots have had solar energy panels fitted, generating up to 50 per cent of the total power required to run each site. The solar panels are expected to reduce annual emissions by 450 tonnes.

Pipes for Perth

We're replacing sections of our ageing water main network to avoid future leaks and bursts. This is essential to help ensure the safety and reliability of Perth's water supply.

This financial year, we've replaced over 30km of pipes across the metropolitan area, some of which were over 100 years old. Extensive and innovative community consultation has been carried out to mitigate risk for businesses and customers as we know the work is disruptive. We've recently opened a pop up shop in Beaufort Street, Highgate for businesses, residents and visitors to ask the team any questions they have about the project. In partnership with the City of Vincent and Beaufort Street Network we have delivered Art on Beaufort, an art activation project aiming to bring visitors to the area during construction.

Acclaimed water innovations

Throughout the year a number of our projects and people have been recognised for their innovation and accomplishments with coveted industry awards and acknowledgements.

Australian Red Cross Blood Donation - Largest Corporate Blood Donor

Australian Water Association (WA) Awards - Water Professional of the Year - Nick Turner (gold)

Australian Water Association (WA) Awards - Water Professional of the Year - Suzanne Brown (finalist)

Australian Water Association (WA) Awards - Young Water Professional of the Year - Kate Bowker (gold)

Australian Water Association (WA) Awards - Young Water Professional of the Year - Moe Oo (finalist)

Australian Water Association (WA) Awards - Program Innovation Award - Tap In (finalist)

Australian Water Association (WA) Awards - Program Innovation Award - Aboriginal Supplier Program (finalist)

Australian Water Association (WA) Awards - Water Sensitive Urban Design (finalist)

Australian Water Association Awards - Infrastructure Project Innovation Award - Groundwater Replenishment Scheme (gold)

Campaign Brief - Advertiser of the Year

International Water Association Awards - Project Innovation Award - West Kimberley Community Grants Scheme (gold)

International Water Association Awards - Project Innovation Award - Mamabulanjin Aboriginal Corporation and Wunan Partnership (gold)

WA Information Technology and Telecommunications Alliance (WAITTA) Awards - H₂OME Study (gold)

Water Corporation Waterwise Office Program - Gold recognition - John Tonkin Water Centre Facility Management



Construction of Stage 2
Groundwater Replenishment Scheme