Corporate Plan 2008-12

State water

our corporate values

We operate on the basis of our corporate values:

Accountability - We are responsible for our actions, behaviours and outcomes.

Customer Service - We meet our customers' needs and strive to exceed their expectations.

Environment - We respect and enhance the environment.

Expertise - We apply our skills, competency and experience to deliver effective and innovative solutions.

Integrity and Respect - We are honest, truthful and respectful in all that we do.

People - We support, develop and motivate each other, professionally and personally.

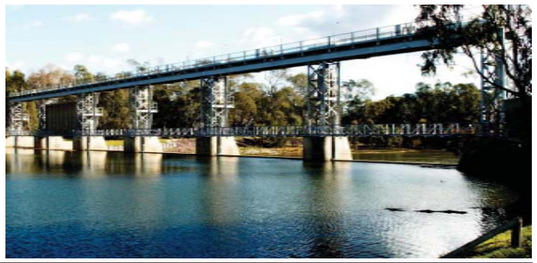
Safety - We put safety above time, cost, productivity and employment.

Shareholder Value - We deliver consistent returns and long-term growth.

Our vision and purpose

Our Vision
To be recognised by our customers, shareholders and other stakeholders as the best value for money water utility in Australia

Our Purpose
To efficiently deliver water and services for people, agriculture, industry and the environment, to be an integral service industry supporting sustainable growth in regional NSW



STRATEGIC THEMES	STRATEGIES	TACTICAL ACTIONS TO ACHIEVE OUR STRATEGIES	RESPONSIBLE MANAGER = X ACCOUNTABLE MANAGER = x									
			Business Development	Corporate Services	Strategic Policy & Compliance	Finance	Customer Operations	Water Delivery	Operations Systems	Strategic Assets	Maintenance & Services	Major Projects
Protect, operate and maintain our water assets with increasing efficiency	• Secure the integrity of our assets to meet the standards required through efficient works and maintenance programs, reducing annual real costs	• Plan and implement dam safety upgrade projects that achieve agreed time, cost and quality outcomes										X
		• Develop and implement an asset management policy and associated project and maintenance management systems							X	X	X	X
		• Link the project and maintenance management systems to key corporate systems							X			
		• Update the Total Asset Management Plan								X		
	• Promote environmental responsibility in all our operations and seek recognition of this element of State Water's growing skill-set	• Develop comprehensive asset plans that reflect environmental and heritage compliance needs and demonstrate best practice								X		
		• Complete and implement land management plans and foreshore management plans for dam sites		X						X		
		• Monitor, evaluate and report on performance against Environment Management Plan objectives								X		
	• Realise the full value of our existing assets through a proactive assessment and development, or rationalisation of under-performing assets	• Identify the opportunities presented by all major assets, including environmental services assets	X							X		
		• Identify and dispose of any surplus or grossly underperforming assets		X		X				X		
Maximise the delivered water available from each megalitre flowing into the regulated river system	• Confirm adequate funding from the Commonwealth *Water for the Future* fund and deliver technologies to improve methods of measurement, metering and remote sensing	• Upgrade customer metering sites					X	X				X
		• Reduce theft of water by implementing appropriate compliance procedures			X		X	X				
		• Convert savings from water efficiency measures into adaptive environmental water licences					X		X			
	• Continue to improve the efficiency of water delivery into and from our storages and rivers, recognising the impact of climate change	• Implement water efficiency projects to reduce transmission losses and optimise delivery accuracy						X				
		• Identify alternative water supplies for inefficient systems, particularly in drought sequences						X				
Provide water-related services that respond to the growing variety of customer needs - specifically recognising the value of water, the environment, and customer service	• Provide premium services, where profitable, above those funded by IPART-approved maximum charging	• Identify demand for different levels of customer service and establish options for delivery					X	X				
		• Deliver new customer service options and monitor uptake					X					
	• Recognise the environment as a key water user and develop value adding services to assist emerging environmental water managers	• Raise awareness among employees of water for the environment as a customer base					X	X				
		• Recognise the environment as a separate group in customer satisfaction surveys		X			X			X		
		• Facilitate participation on Customer Service Committees by DECC as a representative for environmental water						X				
	• Modernise interaction with our customers through the introduction of existing, proven, service-industry technologies	• Develop a customer relationship database system to improve relationships with customers					X		X			
		• Deliver the majority of customer interactions through the call centre or by internet, while improving customer satisfaction					X		X			
		• Develop a strategy to communicate the benefits of using internet information services		X			X		X			
	• Improve customer understanding of river operations	• Educate Customer Service Committees on water delivery planning		X			X	X				
		• Migrate to increasing use of call centres to provide information on water allocations, pricing, transfers and delivery					X					
Improve business outcomes	• Secure benefits available to State Water under the *Water for the Future* program	• Participate in federal, state and regional planning and review forums in all areas that represent risk or opportunity	X		X			X		X		
		• Secure funding for water efficiency projects and deliver cost effective and improved services in water delivery	X		X			X				X
		• Provide services such as project management and maintenance to assist others implement Water for the Future projects								X	X	
	• Build on our extensive rural footprint to secure profitable business growth opportunities outside the IPART-regulated business	• Investigate possible mergers, acquisitions and joint venture opportunities	X		X							
		• Identify business opportunities including carbon sequestration and wind-farms on lands adjacent to dams	X									
		• Rationalise, sell or develop State Water's non-core assets		X						X		
	• Develop business systems that allow us to maintain productivity during times of change	• Improve the financial system for all users through enhancement of finance, budgeting, billing and people modules		X		X						
		• Develop and implement a corporate information systems strategy that is relevant to the business		X					X			
		• Implement compliance, risk management and internal audit software that is well understood and maintained			X				X			
	• Meet the commercial and operational expectations of shareholders and regulators	• Provide our shareholders with a plan to maximise profitability and retained earnings for value adding investments	X		X							
		• Develop a constructive relationship with new regulators under the Water for the Future arrangements			X			X				
		• Negotiate pricing determination with appropriate rate of return and asset base			X	X						
		• Develop and implement a plan for reporting on performance against new Operating Licence			X							
Achieve our strategic objectives through capable, committed, safe and skilled workforce	• Meet the NSW *Working Together* Targets for OH&S by putting safety first	• Ensure employees carry out all activities with prior full evaluation of hazards and risk, consistent with, or better than, our OHS legislative requirements, and in alignment with our corporate values	X	X	X	X	X	X	X	X	X	X
		• Remove work practices, materials and equipment that are unsafe and do not meet current standards	X	X	X	X	X	X	X	X	X	X
		• Promote an active culture of risk reduction, via full reporting of near misses and incidents, with complimentary safety training	X	X	X	X	X	X	X	X	X	X
	• Provide employees with the tools to effectively and efficiently deliver services	• Complete a gap-analysis to identify formal training requirements, ensuring both legislative compliance, and our workforce have the skills to safely & competently carry out their duties		X								
		• Ensure a formal internal training program is developed for all new corporate information systems		X					X			
	• Develop a culture that allows us to build a team of skilled and dedicated people consistent with a modern utility business	• Complete the current IPART-driven restructure of the organisation and consider further organisational improvements	X	X	X	X	X	X	X	X	X	X
		• Implement new single State Water Enterprise Agreement		X								
		• Connect people better through communication technologies and a Sydney office that is closer to the airport		X								
		• Continue to improve the productivity of our workforce and share the benefits with our employees	X	X	X	X	X	X	X	X	X	X