



# Sustaining the Capital Region's Water

Sustainability Performance Report 2013

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# Our commitment

Water and sewerage network and operations in the Australian Capital Territory were integrated into ACTEW Corporation Limited on 1 July 2012, creating a new business brand of ACTEW Water (herein called ACTEW).

This inaugural Sustainability Report highlights our commitment to sustainability and showcases our achievements in sustainability since that integration. Sustainability at ACTEW is about delivering water and sewerage services that contribute to the health of our customers, the liveability of the region and minimise our impact on the environment. We achieve this by continually improving our processes and the quality of our services, protecting the environment and investing in the capability of our people.

We are raising the bar wherever possible and have received national and international recognition for our innovative projects and our continued commitment and quality of service to our customers. While at the same time meeting challenges presented by changing climate, urban growth demands and daily response requirements.

We have developed a new business strategy and practical framework to integrate sustainability within our business and operations and help drive a sustainably aware business culture.

Our performance is measured by our Future of ACTEW's Sustainability Target (FAST) indicators which align with our sustainability and business objectives and are featured throughout this report.

# Sustainability snapshot

Sustainability performance summary against FAST indicators FY 2012-13

Rating

## Environmental sustainability

Operations and delivery - We will improve our quality of services to the community in an environmentally sustainable manner while driving efficiencies in operations


<b>Water conservation and security</b> Discover more on page 15 →	<b>Construction</b> of the Enlarged Cotter Dam and Murrumbidgee to Googong pipeline	 <b>35%</b> increase in water storage capacity	<b>39%</b> saving in water demand per capita compared to 1993-2002 levels (tracking to surpass ACT Government targets)	●
<b>Drinking water quality</b> Discover more on page 17 →	<b>Top score</b> in national survey for drinking water quality in the ACT	Continued to implement source water protection programs	 <b>100%</b> compliant with Australian Drinking Water Guidelines	●
<b>Environmental compliance</b> Discover more on page 17 →	 <b>100%</b> compliant with Googong Pollution Control licence	<b>99%</b> average for environmental compliance overall	<b>Over 3/4</b> of all licences achieved 100% compliance	●
<b>Sewage treatment and reuse</b> Discover more on page 17 →	<b>100%</b> of treated sewage compliant with environmental authorisation at LMWQCC	<b>99%</b> of bio-solids reused as soil conditioner	 <b>15%</b> effluent water reused in Canberra <b>85%</b> released to top up river flows	●
<b>Accreditation</b> Discover more on page 18 →	<b>OH&amp;S</b> system compliant	 <b>EMS 14001</b> (environmental management system) compliant	Quality Management System compliant	●
<b>Carbon footprint</b> Discover more on page 18 →	<b>46,400t</b> total CO <sub>2</sub> e emissions generated in 2012-13	Over <b>2,000t</b> less CO <sub>2</sub> e released	 <b>18%</b> emission reduction since 2009-10	●
<b>Natural environment</b> Discover more on page 19 →	New waste technology research for alum sludge reuse	 <b>400 ha</b> of biodiversity offsets secured	<b>National award</b> for innovation for fish conservation program	●

## Cultural vitality

Safety – We will be a best practice provider of safety for staff and the community

<b>Safety first culture</b> Discover more on page 25 →	 <b>12</b> lost time injuries were recorded (above industry average)	Reduction targets set for <b>2014</b>	All safety reviews conducted within <b>48hrs</b> of an incident	●
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Culture – We will develop a culture that grows the capability of the people and drives high performance

<b>Leadership and management</b> Discover more on page 28 →	Findings were a driver for an organisational restructure	 <b>68%</b> response to baseline cultural survey, identified areas for improvement	Leadership training planned for <b>2014</b>	●
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**Employee motivation and satisfaction**

Discover more on page 30 →

**High** employee satisfaction with working conditions, nature of their work and benefits

Staff empowerment requires improvement



**19** employees received internal Shooting Stars awards



**Financial health**

**Sustainable business – We will have a commercial business focus that drives profit for shareholders through sustainable business management**

**Financial performance**

Discover more on page 34 →

**\$431m** in revenue



**\$80.3m** net profit for 2012-13 (compared with \$73.9m in 2011-12)

**\$350m** in expenditure



**Service levels**

Discover more on page 35 →



**62%** of water and sewerage service measures **surpassed** the industry average

**High**

levels of service maintained

**Commenced**

new Asset Management and Maintenance System



**Energy use**

Discover more on page 35 →

Over **220,000GJ** of energy consumed at a cost of \$7.2m

**15%** renewable energy supply target achieved (as set by ACT Government)



**3%** energy reduction on previous year



**Sustainable design**

Discover more on page 36 →

A sustainability tool for infrastructure



**Developed** Sustainability Scorecard

To be rolled out internally for projects over \$50,000 in 2013-14



**Diversified revenue – We will be a proactive provider of a diverse range of services across Canberra and the region**

**New business**

Discover more on page 38 →



**New** business function, initiated on 1 July 2013.

Investigating opportunities for **2014**

Setting targets and goals for next financial year



**Social responsibility**

**Customer-centric culture – We will be a customer centric organisation**

**Customer satisfaction**

Discover more on page 41 →

Fewer complaints received this year



**60%** of customer service measures **surpassed** the industry average

Over **\$500,000** contributed to community causes



**Strategic partnerships - We will continue to develop strong relationships with government, industry and the community to build an innovative and efficient business**

**Stakeholder engagement**

Discover more on page 44 →

**Stakeholder** relationship management model under development to improve stakeholder engagement

**Restored** cultural heritage sites across ACT



**Partnership award**

Won at Landcare Awards in 2013.



# Water, the foundation of the capital

Having sufficient and high quality water is fundamental to support a growing region, a healthy environment and a liveable community, and as such, water was a major factor in determining the site of the national capital.

While there was intense competition between many different parts of

New South Wales to become the site for the new national capital, Canberra (named after the Aboriginal word, Caamberra), was selected due to its high quality and abundant supply of water considered adequate to support the development of a new national capital. The Federal Capital Territory was formally established in 1911, the

building on the Cotter Dam commenced in 1912 to secure the area's water supply and the capital of Canberra named in 1913. Since then, Canberra has become the largest inland city in Australia and protecting water supplies and producing high quality water is still as important to Canberra now as it was then and will be for future generations.



Prior to the establishment of Australia's capital city there had been a long drought known as the Federation Drought. In the more recent history, Canberra has had to deal with a major ten year drought and devastating bushfires in 2003. These have had significant effects on our community,

the environment and the quality of our source water. In recent years, ACTEW has built on its lengthy experience and cutting edge skills and knowledge to implement many programs to improve and protect Canberra's source water and improve the security of the ACT's water supply.

This has put the ACT region in a good position to meet the continuing uncertainties of climate change and support a growing region.



# Who we are

ACTEW is responsible for the provision of water and sewerage services to the Capital Region. We own and operate the ACT's network of drinking water supply dams and reservoirs, water and sewerage treatment plants, mains and pumping stations and supply bulk treated water to Queanbeyan in New South Wales. We also own 50% share in ActewAGL electricity networks.

On 1 July 2012 the water and sewerage network and operations of ActewAGL were successfully integrated into ACTEW, a territory owned corporation, creating a new business brand of ACTEW Water. This allowed for more efficient delivery of our water and sewerage services to our customers.

Prior to the integration into ACTEW, our water and sewerage business leveraged

off ActewAGL's Sustainability Report. It is therefore timely for us, under this business brand, to develop our first Sustainability Report.

We source our water from storages on the Cotter and Queanbeyan Rivers and directly from the Murrumbidgee River. Our water supply catchment spreads over more than 817,900 hectares. Water is stored in our four dams before it is treated at the Stromlo or Googong Water Treatment Plants and then stored in numerous local reservoirs around the ACT before being distributed to our customers.

Sewage, including household waste and liquid trade waste is carried by the sewerage network for treatment at our Lower Molonglo Water Quality Control Centre (LMWQCC).

After treatment the high quality effluent is either released into the Molonglo River and flows into the Murrumbidgee River, contributing to the flows in the Murrumbidgee River and more broadly in the Murray-Darling Basin, or re-used for irrigation or other non-potable uses.

Our 391 staff work towards delivering safe, secure and sustainable water and sewerage services to more than 390,000 customers; including households, ratepayers, traditional owners, developers, local businesses, government, regulators, research organisations and academic institutions, community and catchment groups.

Assets worth **\$2B**



**6000 kms** water and sewerage mains



**4 dams** combined capacity **278GL**



**3** sewerage treatment plants



**47** reservoirs combined capacity **930ML**



Over **50** pumping stations



Treated **32GL** of sewage



Repaired **876** stopcocks



Cleared **2463** sewer blockages





One litre of bottled water costs approximately \$3. One litre from ACTEW has around 1% of the environmental impact of producing bottled water yet costs on average less than 0.3 cents per litre.

Treated **47.8GL** of water



Repaired **641** burst water mains



Repaired **685** meters



# Strategy - to be safe, secure and sustainable

Sustainability is a core element of our corporate strategy. 2012-13 saw a year of transformation which included the development of a new corporate strategy emphasising a refreshed commitment to customers, safety, sustainability and commerciality in our operations. A mission and vision were created to reflect our new business strategy.

With our customers front of mind and sustainability embraced across the business, seven key business imperatives were launched to achieve the mission and vision over the next few years.

## Mission statement

We will provide safe, innovative and sustainable water, energy and related services to support the economic, cultural and social development of the Capital Region.

## Vision statement

To inspire our people to excel in the services we provide in order to be recognised by our customers, community, industry and shareholders as a highly valued business.

- Operations and delivery**  
We will improve our quality of services to the community in an environmentally sustainable manner while driving efficiencies in operations
- Safety**  
We will be a best practice provider of safety for staff and the community
- Culture**  
We will develop a culture that grows the capability of the people and drives high performance
- Sustainable business**  
We will have a commercial business focus that drives profit for shareholders through sustainable business management
- Diversified revenue**  
We will be a proactive provider of a diverse range of services across Canberra and the region
- Customer-centric culture**  
We will be a customer centric organisation
- Strategic partnerships**  
We will continue to develop strong relationships with government, industry and the community to build an innovative and efficient business





## Stakeholder values

- Water conservation and security
- Drinking water quality
- Environmental compliance
- Carbon footprint
- Natural environment
- Sewage treatment and reuse
- River water quality and health
- Employee health, safety and wellness
- Diversity and demographics
- Employee satisfaction
- People development
- Availability of skilled personnel
- Financial performance
- Infrastructure maintenance and improvements to meet future needs
- Energy use
- Sustainable design
- Development of the local region
- Customer satisfaction
- Engaging and communicating with customers
- Community education
- Stakeholder engagement and community partnerships

## Understanding your values

In 2013 we engaged with our customers and stakeholders via interviews and surveys as part of a sustainability materiality assessment, to find out which elements of sustainability are valued most by our customers, employees and stakeholders.

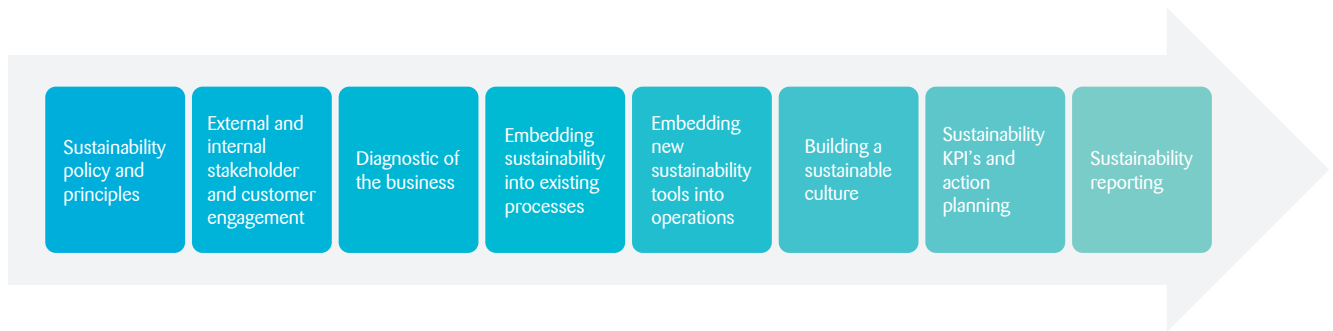
Using this knowledge about stakeholders' values has enabled us to shape the contents of this report and define our sustainability performance FAST indicators so they focus on those elements of sustainability.



# Setting our sustainability direction

Our new corporate strategy is underpinned by a holistic sustainability framework which effectively incorporates sustainability considerations into all areas of the business.

We have been putting the building blocks in place to drive sustainability across our organisation through policy, process change, tool development, technology improvements, cultural change and continuous improvement.



## Our definition

Our sustainability definition, based on the Brundtland Commission of the United Nations on Environment and Development in 1987, ensures that aspects of sustainability are considered equally when delivering our projects, services and operations.

Balancing **financial health, environmental sustainability, cultural vitality** and **social responsibility** to meet the needs of the present without compromising the ability for future generations to meet their own needs.

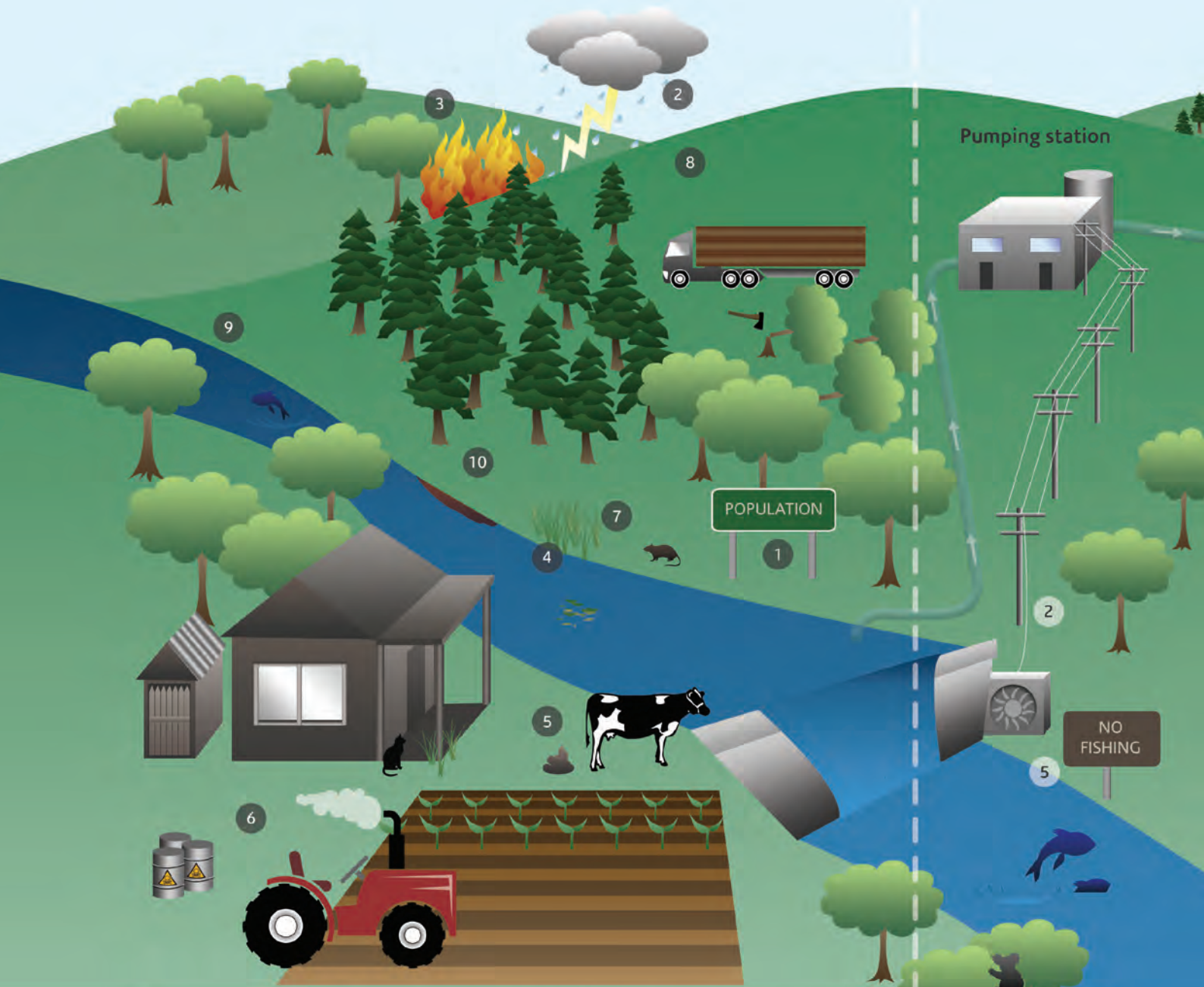
## Our principles


To help our employees better understand the concepts of sustainability and incorporate them into their everyday decision making we have a set of six sustainability principles designed to help make sustainability the **'way we do business'**.

- Consider the impact of our business
- Provide value for money
- Respect and protect the environment
- Engage with stakeholders and our customers
- Adopt a precautionary approach to the environment and health
- Strengthen employee awareness of sustainability objectives

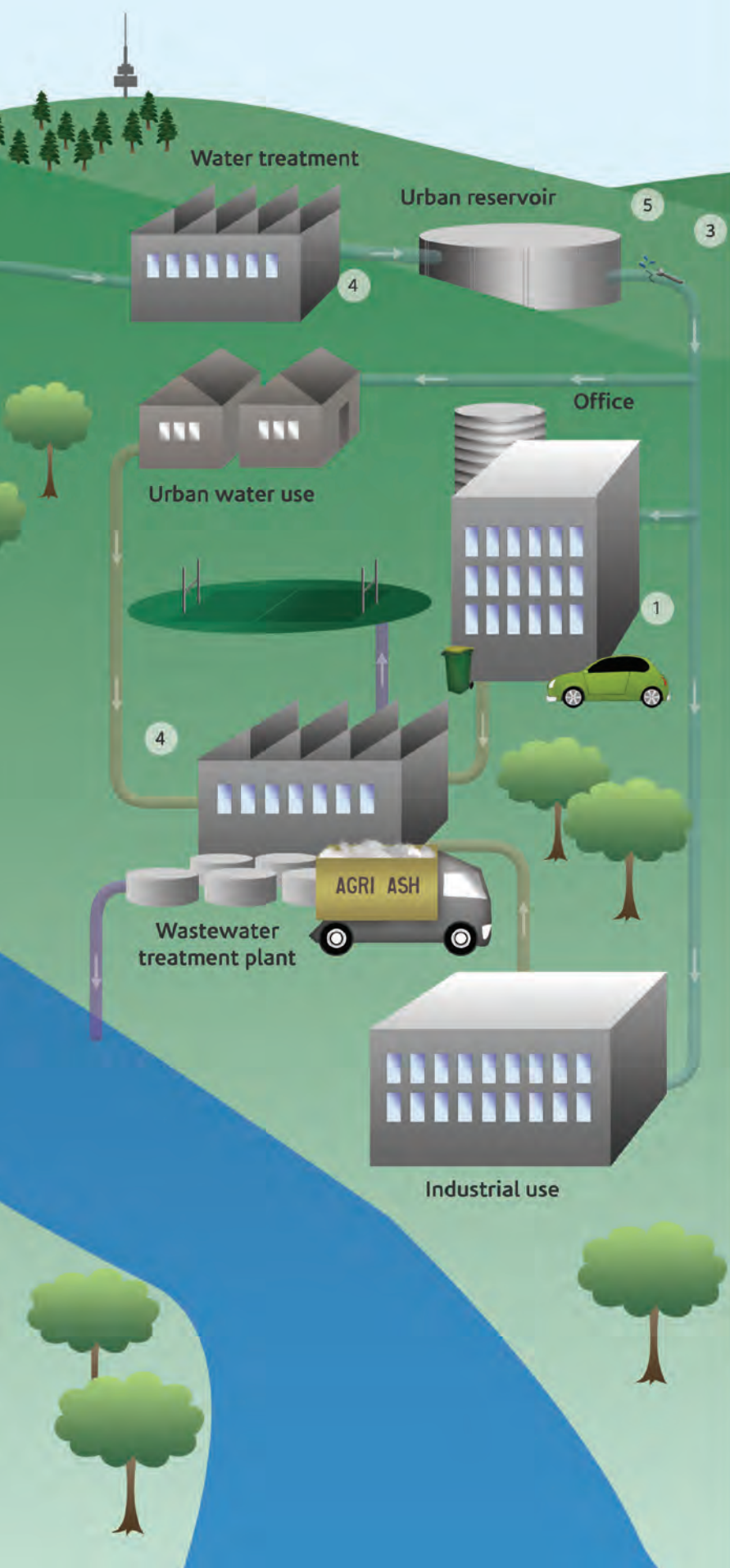
In our everyday environment, we face challenges that impact our operations. We are continually looking at the most effective ways to address or mitigate these challenges, as well as implementing actions to reduce the impact of our business, in line with our sustainability principles.

# Challenges impacting our services



- 1 Increasing population with more demand for services and on water supply catchments (due to recreational use and urban encroachment)
  - 2 Extreme weather events and changing climatic conditions; e.g. floods and stormwater
  - 3 Impacts of bushfires and droughts on the inflows to water storages
  - 4 Blue-green algae
  - 5 Nutrient excess, such as fertilisers and manure
  - 6 Hazardous materials and contamination, such as herbicides, pathogens, petrol, oil, lubricant spills, septic tanks and raw sewage
  - 7 Weeds, feral pests and animals
  - 8 Biodiversity loss
  - 9 Presence of protected species and ecosystems
  - 10 Sedimentation and erosion
-  Changing legislation and regulation landscape

# How we reduce our impacts



- 1 In our offices, we are more sustainable by:
  - waste recycling and composting
  - water conservation
  - reducing vehicle use
  - reducing materials consumption through efficient printer initiative
  - training staff
  - designing for sustainable infrastructure
- 2 We manage our greenhouse gas emissions by:
  - carbon offsets
  - purchasing green power
  - mini-hydro power
  - energy efficiencies
- 3 Across our water and sewerage networks we are more sustainable by:
  - conserving protected trees, species and habitats
  - managing weeds and pests
  - conserving water
  - managing leaks through network maintenance
  - preventing pollution through continuous maintenance and monitoring
  - quickly containing spills and overflows
  - rehabilitating land and vegetation disturbed by activities
  - protecting heritage
  - accessing assets on public land responsibly in consultation with ACT Parks and Conservation
- 4 At our treatment plants we are more sustainable by:
  - monitoring and improving energy performance
  - monitoring water quality
  - filtering water and adding appropriate compounds to improve water quality
  - treating sewage to provide clean effluent
  - recycling treated sewage effluent where appropriate
  - providing additional environmental flow to the rivers
  - reusing bio-solids where appropriate (e.g. agri-ash)
- 5 At our reservoirs and dams we are more sustainable by:
  - providing environmental flows for aquatic ecosystems
  - best practice catchment management
  - ensuring safety to staff and community is first and foremost
  - cleaning up around reservoirs and dams
  - working with the community to increase awareness and support for source water protection
  - ensuring storage supplies are appropriate for the growing population
  - rehabilitating land through biodiversity offsets

# Environmental sustainability



Strategic imperative

## Operations and delivery

*We will improve our quality of services to the community in an environmentally sustainable manner while driving efficiencies in operations*

Performance summary (full table on page 49)

Rating  
2012-13

**Water conservation and security:** Major water security projects continued to be constructed, increasing water storage capacity by 35%. Water consumption was 15% more than the previous year due to drier weather, but still a 39% reduction on 1993-2002 levels (tracking to outperform ACT Government targets for 2023).



**Drinking water quality:** Delivered safe and clean drinking water to ACT region. All samples 100% compliant with Australian Drinking Water Guidelines. Implementing source water protection programs.



**Environmental compliance:** 99% average for environmental compliance. Over three quarters of licences and authorisations were 100% compliant. Improvement required for those not 100% compliant.



**Sewage treatment and reuse:** Lower Molonglo Water Quality Control Centre produced high quality treated effluent 100% compliant with its environmental authorisation. Average treated sewage compliance across all sites was 99%. 99% of bio-solids reused. 100% effluent recycled or released.



**Accreditation:** Accreditation was maintained for quality systems including ISO14001 environmental management system.



**Carbon footprint:** 4% emission reduction equivalent to over 2000 tonnes less CO<sub>2</sub>e generated. A draft carbon and energy strategy was developed.



**Natural environment:** Secured over 400 ha of biodiversity offsets. Achieved national award for innovation for fish conservation program, researching new waste technologies for alum sludge reuse.





During 2012-13, rainfall levels were 27% below historical average, interspersed with high rainfall events. This resulted in reduced average inflows into our four dams of 149 gigalitres (GL) below the long term average of 234.7GL.

## Water conservation

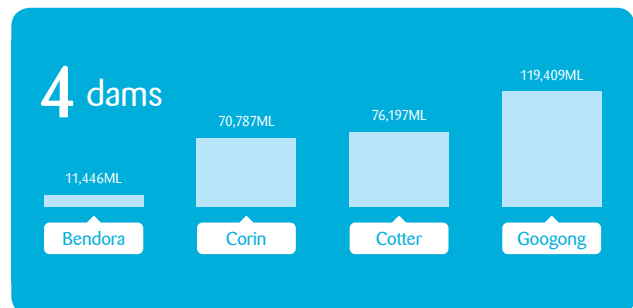
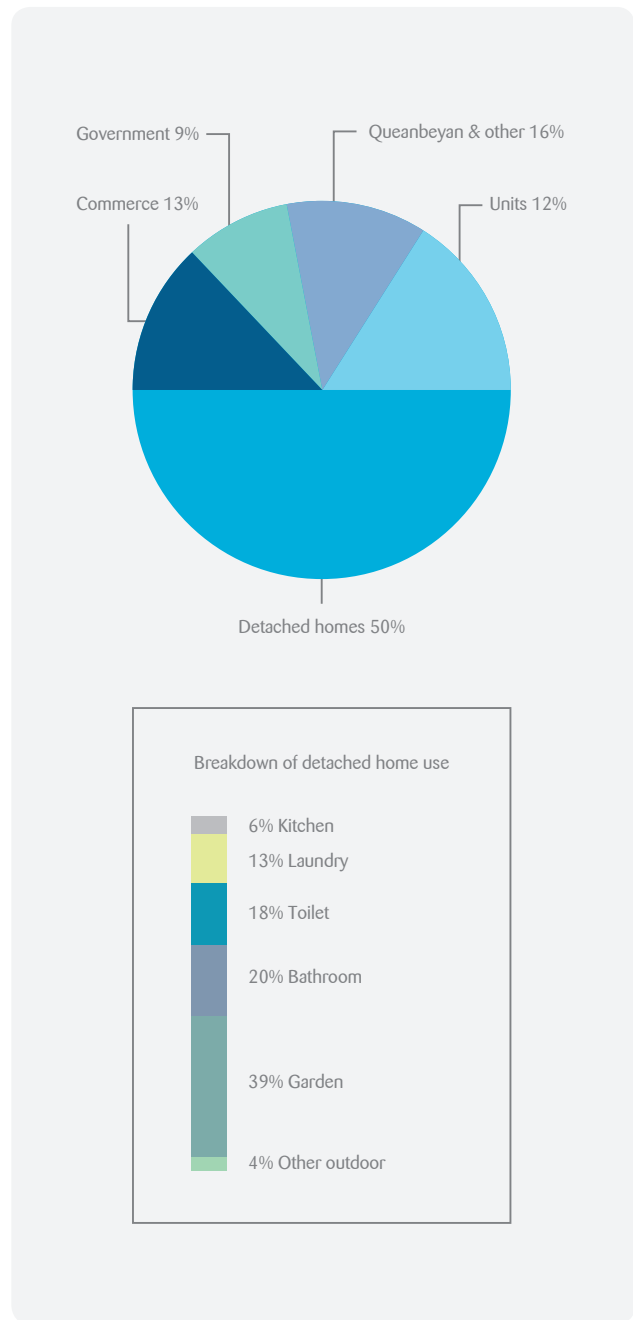
Since 2010, water consumption across the ACT and Queanbeyan has been guided by Permanent Water Conservation Measures. These measures ensure that, even though we are not in water restrictions, good judgment is applied to water use. Prior to water conservation measures, Canberra's annual water consumption averaged between 60-65 GL. However since these were in place, overall water consumption figures dropped to 47.8 GL during 2012-13 representing a 39% saving in per capita demand relative to 1993-2002 levels, significantly exceeding the ACT Government's *Think water, act water* target of 25% saving by 2023.

## Water security

ACTEW recognises that Canberra's water supply and water and sewerage infrastructure is at risk from climate change. As such, we have undertaken numerous studies over many years to identify climate change risks for our business as a whole, and we have taken significant steps to secure the region's water supply. In particular the risk to water security arising from drought has been addressed. These steps have included the construction of an enlarged Cotter Dam which has increased our overall storage capacity by 35%.

Further water security projects include the completion of the Murrumbidgee to Googong Water Transfer (M2G) infrastructure project in 2013, a 12 kilometre pipeline that can transfer water from the Murrumbidgee River to Burra Creek and into the Googong reservoir when needed. Releases of water from Tantangara Dam are also currently being negotiated to allow the transfer of water to the ACT and Queanbeyan in times of need.

Accessible water storage capacity of our dams is approximately 278 GL which would fill 111,000 Olympic swimming pools and if these pools were placed end to end would stretch 5,560 km, the approximate distance from Canberra to Cape York and back.



## Engineering excellence to secure water now and for the future

The construction project to enlarge the Cotter Dam represents one of the most significant infrastructure projects in Canberra's history, delivering long term water security for our current and future generations. The project raised the dam's accessible storage capacity to 76 gegalitres which is 20 times its original size and provides an additional 35% volume to the territory's water storage capacity.

This pioneering project comprised two world firsts; the construction of the first aeration step ever to be incorporated in a roller compacted concrete dam and the building of 7 kilometres of specially created freshwater rock reef (an award winning project in itself that is featured on page 20).

As a Founding Member of the Infrastructure Sustainability Council of Australia (ISCA), we utilised the ISCA rating tool to ensure sustainability was threaded through the entire design and construction. Some of the key sustainability features of the dam project include:

- Reuse of resources whenever possible. A million tonnes of aggregate was retained on site to be crushed and used in the construction of the dam wall. This saved nearly 3 million kilometres in construction vehicle journeys, which is equivalent to travelling 71 times around the equator, as well as saving precious materials.
- Indigenous Grass Trees (*Xanthorrea spp.*) were relocated from the inundation zone to nearby areas of the Cotter catchment and some plants donated to the Australian National Botanic Gardens and the National Arboretum.
- To offset the biodiversity impact of constructing the new dam, 420 hectares of land across the Lower Cotter catchment were secured and rehabilitated with native plantings.

- Carbon offset woodland was planted in Western Australia to ensure that the project was not only carbon neutral in construction but also in its long term operational use.
- The project injected around \$88 million into the local economy through the engagement of local employers during the construction of the dam.

The new dam was recognised for its innovative and sustainable design and in 2013 won the prestigious international Environmental Excellence Award from the International Erosion Control Association and the Engineers Australia Engineering Excellence Award. The Cotter Dam was officially opened on 12 October 2013.

**“Water supply is the major driver of growth and ensuring community prosperity, both economic and social. The expanded Cotter Dam project will deliver that prosperity long into the future” ...**

Master Builders Association of the ACT  
Executive Director John Miller

## Drinking water quality – amongst the highest quality drinking water in Australia

Ensuring that high quality water is delivered to our customers is a priority. Our water is required to meet the health compliance under the *ACT Public Health (Drinking Water) Code of Practice 2007* and the *Australian Drinking Water Guidelines 2011*. A comprehensive routine drinking water quality monitoring program verifies the water quality throughout our distribution network. More than 5,000 routine water samples were taken from a range of catchment areas including taps and reservoirs throughout 2012-13 with 100% of samples taken from our customer's taps compliant with the guidelines. Our *Annual Drinking Water Quality Report 2012-13*, available on our website, provides a greater insight into our water treatment process and water quality results.

To improve water quality outcomes, we implement source water protection projects and educate our community about the importance of protecting the region's catchments from pollution and over-abstraction.

## Environmental compliance

To operate our business, we need to comply with a number of environmental licences and authorisations. To do this we undertake a significant ecological monitoring program and use the data gathered to support and inform our business activities and measure our compliance. In 2012-13 ecological monitoring was undertaken at 76 sites across the different catchments. We achieved an average of 99% compliance for our licences, environmental authorisations and reporting requirements.

We have requirements under our water abstraction license to maintain environmental flows within the ACT catchments to protect riverine ecosystems and to provide for downstream use. To ensure this, we release water from our dams and highly treated effluent water from LMWQCC into the Molonglo River immediately upstream of the Murrumbidgee River. During 2012-13 we released 4 GL and 28.9 GL volumes respectively. We also have license conditions when abstracting water for domestic supply and can transfer water between water storages when required.

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### Around half the water used in Canberra is returned back to the rivers it came from.

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We continue to monitor and implement the environmental approval requirements for our major water security projects, and have maintained 100% environmental compliance in reviews by the Independent Environmental Auditors for the projects.

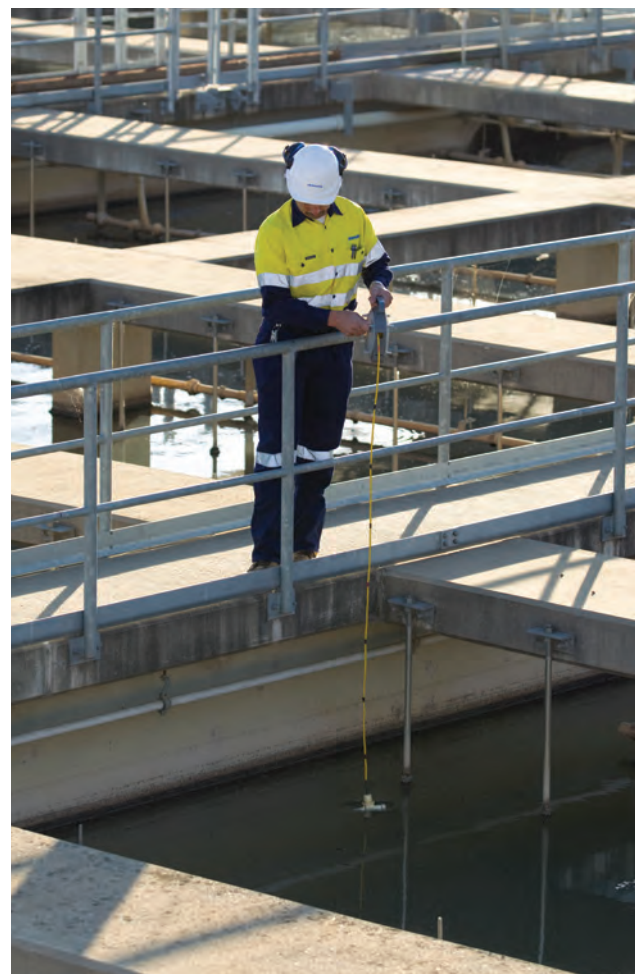
Results of our environmental compliance requirements are in the Appendix and further information on how we are tracking is reported annually in the *ACT State of the Environment Report* and the *National Performance Report*.

## Sewage treatment and reuse

Our sewage is treated to stringent environmental requirements and reported to the ACT Environmental Protection Authority and the National Pollution Inventory. Extensive routine sampling is undertaken across our plants at multiple locations to ensure we comply with these requirements. During 2012-13, 100% of sewage treated at LMWQCC complied with the required effluent discharge parameters while 99% complied with our incinerator air quality emissions limits. A strategic plan was established to help us consistently perform at a high level in these areas.

Within the sewage treatment process, solids are removed and incinerated in multiple hearth furnaces. Following incineration, an inert ash product (Agri-ash) remains and is used on agricultural land as a soil conditioner, due to its excellent nutritional value. In 2012-13 during maintenance of the furnace nominal sewage sludge was required to be composted onsite with 99% of bio-solids reused. The stored material may still be reused in future.

Waste water from our sewerage treatment plants produces very high quality effluent with very low concentrations of phosphorous, organic solids and nutrients. Approximately 15% of this effluent was recycled for irrigation and other non-potable uses within Canberra in 2012-13, with the remaining 85% released to the Molonglo River to boost environmental flows.



## Accreditation

We maintained an accredited Environmental Management System (EMS) to ISO14001 and maintained accreditation of our Quality and OH&S system in 2012-13. The EMS helps to facilitate the identification of significant environmental risks and the development of effective strategies to mitigate and manage environmental impacts within our business.

## Carbon footprint

ACTEW is committed to reducing its impact on climate change. We have set ambitious targets by voluntarily committing to the ACT Government greenhouse gas reduction targets to reduce net greenhouse gas emissions by 40% of 1990 levels by 2020. This builds on previous work we have done to address emission reductions as far back as 1997 when we signed up to the Greenhouse Challenge plus program and are meeting our obligations under the National Greenhouse and Energy Reporting Scheme (NGERS).

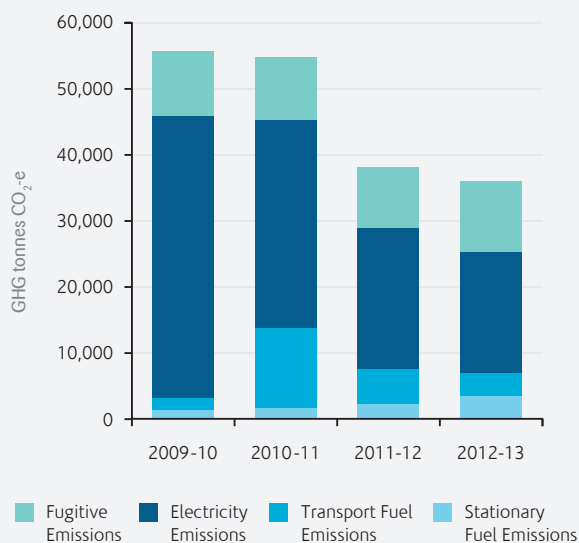
Our greenhouse gas emissions represent a little over 1% of the ACT's total emissions and are mostly generated from electricity use at our treatment plants especially the LMWQCC. Therefore, we intend to target our larger sites with specific energy efficiency plans in the future.

To help guide our emission reduction activities a Carbon and Energy Strategy was drafted in 2013. This strategy uses the carbon hierarchy involving avoidance, efficiency, substitution and carbon offsetting as the overarching framework to reduce emissions.

### Case study

## Tracking our emission reduction

Over the last three years we have made significant progress in addressing greenhouse gas emissions within our operations, reducing our overall carbon footprint by over 10,000 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) - an 18% reduction since 2009-10 or equivalent to removing over 2,000 cars from the road.



Initiatives we have introduced to help with this progress include:

- Use of biodiesel during construction of the large water security projects
- Installing a mini-hydro turbine for energy recovery on the Murrumbidgee to Googong project
- Securing approximately 900,000 tonnes of forestry carbon offsets to be generated up until 2040 in New South Wales and Western Australia that help sequester carbon
- Energy efficiency programs such as introducing video conferencing, a new printing solution, powering down computers after use
- Ongoing fleet efficiency to reduce fuel usage and kilometres travelled.

## Natural environment

We work hard to avoid adverse effects to the natural environment resulting from our operations. As part of our environmental protection program, we have developed a range of environmental management plans to manage and prevent potential impacts of our treatment plants, work sites and other water and sewerage infrastructure to the environment. These plans meet both ACT and Commonwealth legislative requirements and are managed

through the Environment Protection Authority (EPA).

We ensure that where disruption to the environment is unavoidable we offset through biodiversity plantings and land conservation.

Our two large scale water security projects have led to:

- Over 30,000 plantings of a mix of Eucalyptus, acacia and other shrubs and grasses endemic to the region on over 200 hectares of land across the Lower Cotter area

- Preservation of over 100 hectares of native vegetation near Williamsdale, containing endangered ecological communities (Box Gum Grassy Woodland and Natural Temperate Grassland) and species (Small Purple Pea '*Swainsona recta*')
- Follow up works and maintenance at these offset sites which includes weed and pest animal control, revegetation and erosion control works.

### Case study

## Conserving our endangered native species

Our work on the Murrumbidgee to Googong Water Transfer pipeline near Williamsdale discovered endangered Small Purple Pea (*Swainsona recta*) specimens along the proposed pipeline route. While the pipeline was micro-aligned to ensure no plants would

be disturbed, we were keen to play an active role in protecting the beautiful and nationally endangered plant. With the assistance of the Australian National Botanic Gardens and other organisations, the pea was successfully propagated and around 70 plants were planted on the 110 hectare biodiversity offset site established by us to offset the construction of the Murrumbidgee to Googong Water Transfer in perpetuity. This program has attracted interest nationally as an example of best practice for plant translocation.



## World class innovative practices help to protect threatened fish

Innovation is a key driver to improving sustainable outcomes. As part of a comprehensive conservation program to protect five threatened fish species, together with key partners, we designed and built a 7 kilometre intricate artificial freshwater rock reef for the endangered Macquarie perch within the enlarged Cotter Dam – **a first of its kind.**

“The rock reef is a significant example of the environmental responsibility ACTEW has embraced...I commend the partnership between ACTEW, the Australian National University, University of Canberra and the University of Sydney that has produced this important project”

Simon Corbell,  
Minister for the Environment and Sustainable Development.

In addition to providing opportunities for fish conservation and enhancing the development of the fish species, the rock wall will assist with university research on these fish species and their habitat well into the future.

Recognised for its originality and ground-breaking design, this project received the Australian Water Association National Award for Program Innovation in 2013.

## Waste

We create a range of waste materials as part of delivering our services. With increasing costs of disposal, declining availability of landfill and the need for more sustainable and more efficient re-use options; we are actively seeking ways to reduce this waste.

## Case study

## Researching new technologies to manage waste

In our pursuit of new technologies and sustainable solutions to manage our waste, during 2013, ACTEW initiated a research project to identify more efficient reuse options for large quantities of alum sludge. Alum sludge is produced as a by-product from the water treatment plants

and currently sent to landfill. Together with research and partner organisations (Monash University, GHD, South East Queensland (SEQ) Water and Victorian Smart Water) the project is investigating ways to clean the sludge and reuse the alum.

Alum sludge volumes are expected to increase as a result of potential impacts of climate change and increased turbidity and organic material in the water.

Currently there are few re-use options known for alum sludge which costs ACTEW in the range of \$6.2 million to deposit to landfill each year. This research project is planning to find a valuable end product that can be re-utilised and deliver significant financial benefits to all water utilities.





## Case study

## Sustainability initiatives in the office

We have introduced a number of sustainability measures in our office environment over the years. These reinforce our sustainability messages and empower staff to make sustainable choices:

- Recycling bins for office waste and kitchen recycling and composting facilities to reduce waste to landfill
- Video conference facilities introduced for external and intra-office meetings
- With more than 3,500 reams of renewable source office paper used in 2012-13, we have since introduced a fleet of networked printing devices to reduce our paper use, printing costs and save energy. Users can delete unneeded print jobs before they are printed and the printers automatically delete uncollected print jobs over night

- Provision of lockers, showers and bike racks to encourage walking or cycling to work and reduce vehicle emissions
- Recycling e-waste and waste toner cartridges, as well as maximising safe disposal and reuse of end of life electronic equipment
- Modernising our information and communications technology to be more efficient
- Automating billing and account information to our customers to reduce paper use and postage.

In future, we intend to undertake a waste management review to identify all waste streams, volumes and costs and examine our internal water consumption to identify opportunities for reductions in both.

# Cultural vitality



Strategic imperative

## Safety

*We will be a best practice provider of safety for our people and the community*

Performance summary (full table on page 49)

Rating  
2012-13

**Safety first culture:** 12 lost time injuries were recorded for 2012-13 (above industry average). All management reviews conducted within 48 hours of incident. To improve safety performance, reduction targets are now set and Safety Strategy developed. A staff survey will be undertaken to provide the baseline upon which to demonstrate improved safety learnings.



Strategic imperative

## Culture

*We will develop a culture that grows the capability of people and drives high performance*

**Leadership and management:** A baseline cultural survey at the reintegration of water operations into ACTEW identified leadership and management areas for improvement. An organisational restructure followed. Programs have since been driven to build the capability of our staff with leadership training planned for 2014.



**Staff motivation and satisfaction:** A cultural survey showed the majority of staff highly satisfied with their working conditions, the nature of their work and flexibility and benefits. Staff empowerment requires improvement.



## Safety first

Safety is of paramount importance at ACTEW. We seek to ensure a safe working environment is in place for all our workforce and contractors, both on the worksite or in the office. We are empowering our employees with a safety culture to become a world best practice provider of safety for staff and the community and ensure we are compliant with the *Work Safety Act 2011*.

With lost time injuries (LTI's) being higher than the industry average in 2012-13, we acknowledge that improvements are needed and are proactively working to improve our safety performance by acting on a three year safety campaign and strategy for our business.

We have a renewed approach to safety so that each area of the business is exposed to our safety messages; educating each employee that they have a responsibility for their own safety; driving change from the top through executive leadership; and requiring each business area of the organisation to embrace and implement their own short term strategies.

To support our approach we have an integrated Workplace Health and Safety management system based on international standards and use a web-based system to capture incidents, actions, hazards, risks and injury management information.

### Case study

## Stop work for safety

ACTEW's Stop Work for Safety program identifies the individual business areas responsible for driving safety related actions to reduce safety hazards across the organisation through:

- **Safety communication and training:** To ensure safety messages are reaching all staff and contractors, safety induction training is provided to all new starters and contractors on their first day at an ACTEW site and attendance at monthly safety toolbox talks is a requirement of all staff. These talks reinforce required safety behaviours and safety leadership and help enhance our safety culture.
- **Setting revised safety policies and procedures:** We are currently revising our safety procedures, ensuring they are consistent and are being used by our contractors. We have an online incident management system 'Guardian' which records all incidents (actual or near miss). This allows us to prioritise and implement mitigation measures for those risks most likely to be a safety hazard for our staff and contractors.
- **Site and vehicle safety requirements:** To aid safe work practices each site, where applicable, requires a Safe Work Method Statement, listing all activities and assessing the risk of likely hazards. We ensure safety procedures and specific training is available to ensure our employees adhere to best practice when working in confined spaces, at heights, with hazardous chemicals and when working remotely. To boost safe driving, all fleet vehicles are fitted with safety systems, daytime running lights and reversing cameras.
- **Site management:** To ensure all elements of safety have a high profile, the ACTEW Board established a Safety and Environment Committee in July 2012 which met four times during the year. Our Executive Team established a Health, Safety and Environment Committee that met eight times in 2012-13. To support site specific issues, a dedicated safety committee operates at each of our offices who meet monthly. Nominated health and safety representatives discuss workplace health and safety issues including critical safety issues, reducing stress and fatigue, office ergonomics and housekeeping issues. Outcomes from the committees have included the establishment of a bushfire management plan and asbestos survey and management plan for each ACTEW office location.

## Working at Heights program

Our assets vary considerably in terms of age, condition and original design standards. Through our Working at Heights program we are reviewing our assets and, where necessary, will drive improvements to ensure they are all maintained to comply with the *Work Health and Safety Act 2011*.

Over 100 assets have been identified through this review as presenting a high level of safety risk to our staff, contractors and in some cases, members of the public. Design changes are now being advanced for the majority of the high priority sites, including providing portable ladders, valve pits, portable and reservoir davits at sites to ensure safe maintenance.

This program improves the safety of our employees and contractors when performing key operations and maintenance tasks, and also increases the useful life of our key assets, resulting from the ability of staff to safely access the infrastructure to undertake the regular maintenance and repairs as and when required.



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### Health and wellness

*ACTive* is our health and wellness program offering a range of activities and professional assistance to help our employees to manage their health and wellbeing. During the year, a range of services have been provided to our people, including:

- health and fitness assessments
  - gym memberships
  - free flu vaccinations
  - men's and women's health information sessions and testing
  - weight management sessions
  - briefings on nutrition
  - personal fitness training.
-

## Empowering our people to proactively identify hazards

More and more frequently we are seeing our people question safety at our sites, protecting not only themselves but also their colleagues from harm.

As we undertake operations and maintenance activities we ensure safe systems of work. One of these systems is the use of portable davit systems to lower heavy objects, allow access to confined spaces and provide fall arrest to personnel when accessing areas from heights.

These portable davit systems need to be suitably anchored to a parent structure to operate safely.

It was the alertness of one of our field workers who noticed that the davit arms originally installed on our higher sites to raise and lower materials, were being used by ACTEW personnel to lower themselves down high structures.

These systems are able to carry an imposed loading, identified on the equipment. In this instance, while the tensile strength of the lifting point was rated as having a 200 kilogram (kg) safe working load, the field worker calculated that if used at height, if someone were to fall from this point, the load would be anywhere from 1,170 kg to over 2,000 kg – substantially more than recommended for the piece of equipment, providing a significant safety hazard.

The initiative taken by the worker in coming to this safety realisation has led to the installation of a new davit arm design that has a working at heights restraint point and is being installed at 20 of our sites.

# Culture

## Leadership and management

We are committed to establishing a culture where our people are commercially minded, strategic, collaborative and motivated - a workplace that grows the capability of our people and drives high performance to deliver excellent services to our customers.

Future delivery of leadership training and our system upgrades will ensure we have the foundation to produce great leaders and management within our organisation.

### Case study

## Driving change through the organisation

We conducted 50 interviews with management across the business followed by an organisational wide survey, in order to establish a cultural baseline, identify behaviours driving the organisation and discover what our people thought of our business, workplace, leadership, strategy and more. The results provided us with a baseline upon which to tailor improvements.

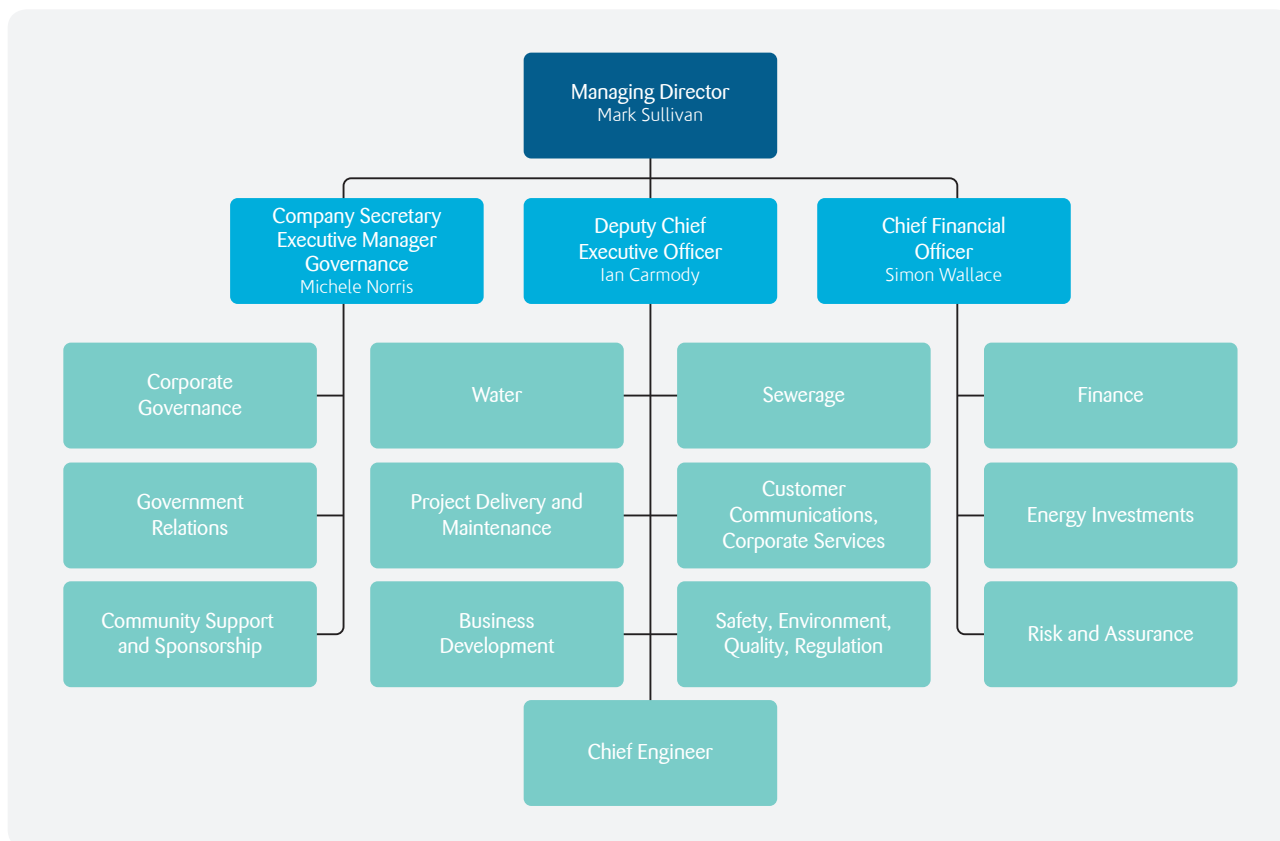
Based on the feedback we received, areas identified for improvement included leadership, direction, people management and communication and provided a key driver for the business transformation that followed.

Since that first survey, we have undertaken numerous workshops to engage with employees from across the organisation and driven programs to build the capability of our staff and leaders. A second survey was undertaken in November 2013 to measure our progress and is expected to show that ACTEW has made incremental improvements since July 2013 specifically in the areas of leadership, direction and communication.



## Organisational structure

The overall findings of the cultural survey together with the integration of the water and sewerage business to ACTEW were a key driver for the formation of the following operating model, as at 1 July 2013.



## Diversity and demographics

As at 30 June 2013 we had 391 employees at ACTEW – 80% male and 20% female. The table shows the proportion of employees by age, gender and employment status. To ensure a diverse and capable workforce going forward, we are preparing a workforce plan for ACTEW for the next 10 years.

Staffing categories types	Staffing No.s
Male employees	309
Female employees	82
Full Time employees	376
Part time employees	14
Casual	1

Staffing categories types	Staffing No.s
Under 30	30
Age 30-39	128
Age 40-49	100
Age 50-59	90
Age 60+	43

## Employee motivation and satisfaction

The cultural survey showed that the majority of our staff are highly satisfied with their working conditions, the nature of their work and flexibility and benefits available to them. Since that initial survey we have been focused on empowering and developing our people further.

## People development

We attract top talent and invest in developing our people to be high performing and part of a cohesive customer focused culture and in doing so we:

- Deliver in-house training modules in the areas of safety, risk and emergency management and leadership
- Provide professional training opportunities for safety and on the job requirements
- Undertake a staff incentive scheme to drive performance improvements and cultural change
- Focus on driving professional development goals for our staff.

## Knowledge sharing and recognition

Our staff are recognised as leaders within the water industry and are often invited to speak at conferences, write papers and articles for industry magazines, and to share knowledge and expertise with our peers and industry networks such as the Water Services Association of Australia. Internally we recognise our talent through our Shooting Stars staff recognition program. In 2012-13, 19 ACTEW employees received awards for their commitment and dedication, superior customer or community focus, top performance and excellence in safety.





# Moving to a sustainably aware culture

Since March 2008 we have been driving environmental awareness campaigns across our business via our Be Green initiative. We have a network of volunteer Be Green 'champions', who take on the responsibility to act as role models for promoting and implementing environmental awareness campaigns.

The campaigns have educated employees on how they can reduce their environmental footprint by making changes both at home and at work with a focus on initiatives to reduce water, materials, electricity and waste.

Environmental information has been circulated to all our staff via the 'Green Zone' - a dedicated environmental newsletter.

More recently training and awareness has had a more holistic sustainability focus. Online sustainability training is being developed to ensure our staff better understand the concepts of sustainability. Our sustainability principles help our staff make sustainable decisions in our every-day business, sustainability articles have been distributed via our internal publication 'The Flow' and competitions run to help drive sustainability across the business.



**Seasonal tip**  
Every degree can reduce your costs by 10 per cent - you need to heat or cool your home less when those seasons change. Heat to 18° in 20°C in winter and cool to 24° to 25°C in summer.

**Recipe**  
**Green tomato relish**  
At this time of year in Canberra it's starting to get colder which can see frost damaging our plants and veggie. Don't let your tomatoes be a statistic this year. This fantastic recipe uses green tomatoes before the frost gets to them. Plus it's a great addition to your Canberra Day barbecue sausage sandwiches!

**Ingredients**  
1/2 cup olive oil  
4 onions, thinly sliced  
2 tablespoons yellow mustard seeds  
6 garlic cloves, sliced  
3 teaspoons ground allspice  
2 1/2 kg green tomatoes, sliced  
2 1/2 cups caster sugar  
1/2 cup cider vinegar  
2 tablespoons flour mixed with 1/4 cup water

**Method**  
Heat a large pan over medium heat and warm olive oil for 2 minutes. Add onion, mustard seeds, garlic and allspice and cook for 8 to 10 minutes.  
Add tomatoes and cook, stirring often, for 5 minutes. Combine sugar and vinegar and pour into the pan. Stir until sugar dissolves.  
Bring to the boil, stir in the flour paste and boil rapidly for 20 minutes or until mixture thickens. Spoon into warm sterilised jars, cool and seal. Store in a cool, dark place for 8 to 10 weeks.

**Turning 100 in the Green zone**  
Welcome to this special Centenary of Canberra edition of Green zone.  
We are lucky enough to live and work in one of the most environmentally conscious cities in Australia. Often referred to as the bush capital, the original plan of Canberra was admired for its celebration of the natural environment and native vegetation. It was a design that integrated the territory's topography into the design rather than designing to avoid it.  
This appreciation of Canberra's natural environment continues today with local planning authorities acknowledging that sustainability is crucial to Canberra's future. Much has been invested in ensuring Canberra retains its environmental credentials for centuries to come.  
To celebrate the Centenary we're offering readers a chance to win tickets to the special Centenary of Canberra event One Very Big Party. Read on for further information.

We hope you enjoy this edition and if you have any feedback or stories that you would like included in the next edition of Green zone please email [amelia.simon@actewagl.com.au](mailto:amelia.simon@actewagl.com.au)



**Earth Hour**  
Starting from a one-city initiative in Sydney in 2007, Earth Hour is a simple idea that's quickly turned into a global phenomenon.  
At the centre of the campaign is the symbolic collective action of switching off the lights. Through this action, individuals, businesses and communities join a visible statement of commitment to act for a more sustainable future. The focus of this year's campaign is asking Australians to make the switch to renewable power and be part of a clean energy future. So turn off for good in this Centenary year.  
Earth Hour will take place on Saturday 23 March 2013 between 8.30pm and 9.30pm.



**Be Green computer results**  
With 2013 still in its early stages it is timely to remember that it's important everyone makes an effort to shutdown their computers each night - not just on weekends.  
Results show that so far during this financial year we are currently tracking at 93 per cent of computers being shutdown overnight. This is a great effort, but falls just short of our target of achieving 95 per cent of all computers switched off across the organisation.

**Win VIP tickets to One Very Big Party**  
Canberra's turning 100 and Green zone is inviting you and your guests to celebrate in style with a money can't buy experience.  
Included in the package are tickets to the World's Longest Bubbly Bar, tickets to Tsoulose-Loutrou: Paris and the Moulin Rouge at the National Gallery of Australia, exclusive access to the ActewAGL Manure in Commonwealth Park, reserved seating for the world premiere of Andrew Schultz's Symphony Number 3 - Century, plus more.  
Simply complete the section below and return to Amelia Simon, Marketing and Corporate Affairs Branch or email [amelia.simon@actewagl.com.au](mailto:amelia.simon@actewagl.com.au) by Wednesday 9 January and you could be a winner.  
Name: \_\_\_\_\_ Contact number: \_\_\_\_\_

**Staff recycling tips**  
We had a fantastic response to Green zone's recycling tips competition in the summer edition. Read some of the tips below:  
• Instead of dumping water from your evaporative air-conditioner into the house guttering, connect a pipe to water your garden.  
• Use empty wine cask bladders, blown up with air and wrapped in a towel, as pillows for camping. No buying pillows when forgotten.  
• Donate cardboard boxes, toilet rolls, wrapping paper and tissue boxes to your local childcare centre for use in craft activities.

**Shooting stars**  
**Environmental sustainability award**  
Everyday and everywhere across ACTEW Water and ActewAGL, there are individuals and teams who excel at different elements of their job. Their winning ways make a difference to their colleagues, the community and the success of the organisation.  
Did you know that there is a special category with the Shooting Stars Program to acknowledge individuals or teams that go above and beyond their regular duties to improve the environmental sustainability of the organisation?  
The award also recognises individuals or teams who implement an environmental sustainable initiative, which positively impacts on their team members' behaviour or identify and implement actions to improve upon a poor environmental organisational practice.  
The process for nominating an employee for an environmental sustainability award is the same as nominating for any Shooting Star award. All you'll need to do is access the nomination form on the internet and submit to [shootingstars@actewagl.com.au](mailto:shootingstars@actewagl.com.au)  
The environmental sustainability award will be presented at the 2013 Staff Centenary along with the Shooting Star awards.

**Got a great environmental tip?**  
Got a great environmental tip? Please email [amelia.simon@actewagl.com.au](mailto:amelia.simon@actewagl.com.au) and we'll include it in the next edition.

# Financial health



Strategic imperative

## Sustainable business

*We will have a commercial business focus that drives profit for shareholders through efficient business management*

Performance summary (full table on page 49)	Rating 2012-13
<b>Financial performance:</b> Recorded a net profit of \$80.3m compared with \$73.9m in 2011-12.	●
<b>Service measures:</b> Maintained high levels of service and surpassed the industry average for 62% of water and sewerage service measures.	●
<b>Energy use:</b> Achieved a 3% energy reduction on the previous year. Consumed over 220,000 gigajoules of energy at a cost of \$7.2m in 2012-13 (our baseline year).	●
<b>Sustainable design:</b> Developed a sustainability infrastructure scorecard, a sustainability design tool for infrastructure, to be rolled out internally for projects over \$50,000 in FY 13-14.	○

Strategic imperative

## Diversified revenue

*We will generate diversified revenue through new business activities*

<b>New business:</b> This is a new business function for ACTEW initiated on 1 July 2013 and, as such, has been investigating opportunities, setting targets and goals for next financial year	○
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# Sustainable business

On 1 July 2012 ActewAGL's water network and business operations division was successfully re-integrated into ACTEW.

## Case study



## Transforming the business

This organisational change was actively managed through a business transformation process used to identify opportunities for efficiencies, develop our new organisational strategy (as outlined on page 8) and lead us to being a more sustainable and high performing business.

The business transformation is a three year program that commenced in 2012 with five assessments:

1. A **diagnostic of the business** undertaken to benchmark ACTEW with other businesses and utilities and identify priorities and opportunities for our business.
2. A **cultural review** to understand our organisational culture and has continued as we build our capabilities in the areas of performance, collaboration and communication.

3. An **organisational strategy** developed through a series of senior manager workshops, examining our long term strategic direction and developing our new mission, vision and strategic imperatives.
4. A 'quick wins' **business improvement action plan** delivered projects that provided immediate benefits (financial savings, process improvements, increased productivity and enhanced communication).
5. A **stakeholder engagement study** to obtain external feedback on our performance.

In addition to the assessments, other projects have been initiated to add long term value. These include enhancing core systems, such as our procurement system. This project will bring significant benefits including financial savings, operational efficiency and more sustainable procurement decisions.

## Financial performance

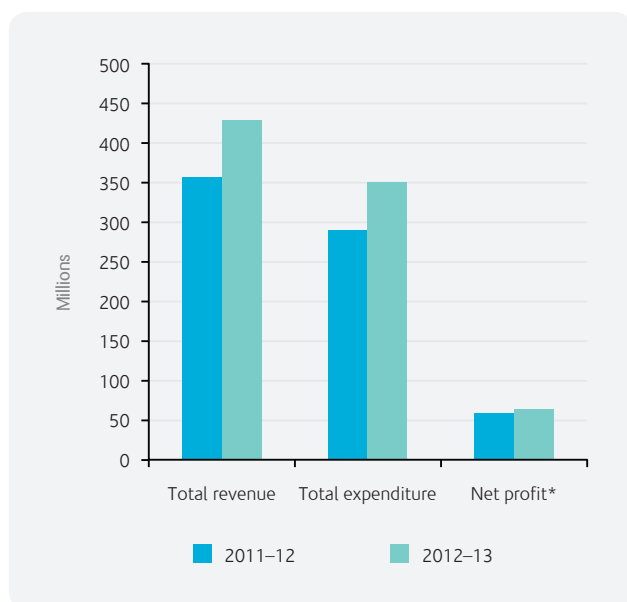
We demonstrated solid financial performance and recorded a net profit after income tax equivalent for 2012-13 of \$80.3 million, higher than the previous year of \$73.9 million. This was due in part to ActewAGL profit and water and sewerage revenue being higher in 2012-13. This increased revenue was attributed to higher water usage and customer numbers. This profit was returned to our shareholders.

During 2012-13, we generated \$431 million in revenue and distributions due to:

- Increased water and sewerage revenue from higher water consumption and an increase in the number of billable sewerage fixtures
- Income derived from contestable water business
- Higher income from the ActewAGL joint venture due to increased volumes and customers in gas operations and greater margins in electricity operations.

Our business incurred \$350 million in expenditure. This was greater than 2011-12 due to:

- Increased administration costs attributed to the re-introduction of the water and sewerage business to ACTEW Water on 1 July 2012
- Increased finance costs due to interest payments on pre-existing borrowings at 30 June 2012
- Increased income tax.



## Infrastructure maintenance and improvements to meet future needs

To provide for future generations, water utilities have long term planning horizons together with long term infrastructure operation and maintenance requirements. The benefits of some of the investment decisions we make now will only be realised after a long period of time. It is therefore necessary to ensure that infrastructure investments occur in a timely manner to ensure that appropriate assets are in place when they are needed.

ACTEW has been undertaking several programs to ensure that water and sewerage networks are managed and maintained at the optimum time and that we have the ability to respond to emergencies as well as being able to run our business more efficiently.

We have undertaken system reviews and are in the process of designing, developing and implementing a new asset management and maintenance system. This system will improve accuracy in forecasting for capital and major maintenance expenditure and help inform our shareholders of future works that will need to be undertaken. To track improvements in asset reliability and maintenance efficiency, new performance measures are being investigated.

We are also reassessing our water and sewerage technical standards and codes of practice to ensure we achieve continued high levels of service when constructing assets and infrastructure.



## Service levels

Our aim is to maintain or improve our current water and sewerage service levels so they surpass the industry average (see the Appendix for full results).

We respond to water and sewer main breaks and leaks, reported by customers; as well as sewerage chokes (blockages) and aim to cause the least disruption possible to our customers.

These breaks and blockages occur more often during wet weather events and can be caused by tree roots, unapproved wastes for example clothing, nappies, fats, greases and oils entering the sewerage system.

Currently we have a higher number of chokes in our sewerage network compared to other Australian water utilities. Proactive cleaning, repair and maintenance works will help to improve our service levels and will be incorporated as part of our new asset management and maintenance system.

Service level	2012-13 result	Industry average	Outcome
Water main breaks (per 100 km of water main)	20	23	Outperformed
Average frequency of an unplanned interruption - water (per 1,000 properties)	113	127	Outperformed
Real losses (L/service connection/d)	52	73	Outperformed
Property connection sewer breaks and chokes (per 1,000 properties)	8	12	Outperformed
Average sewerage interruption (minutes)	38	157	Outperformed

## Energy use

Water utilities use a significant amount of energy to pump water, operate treatment plants and run offices and a vehicle fleet. ACTEW is responsible for using 1% of ACT's total energy consumption equivalent to over 220,000 gigajoules (GJ) in 2012-13. This cost our organisation \$7.2 million. It is therefore in our best interests to manage and reduce our energy consumption to make financial savings and reduce environmental impact.

In 2012-13 we maintained high levels of water and sewerage system performance and outperformed the industry average on 62% of our targets.

Financial health

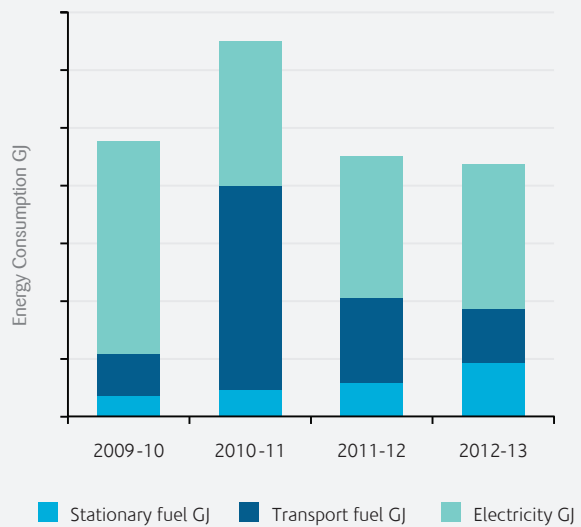
## Monitoring to reduce our energy consumption

Over the last year, we have reduced our energy consumption by 3% by implementing a range of actions designed to reduce electricity and fuel consumption.

By monitoring our monthly energy performance we have focused on exception reporting to identify any energy reduction opportunities. Our largest proportion of electricity (72%) is used to operate the Lower Molonglo Water Quality Control Centre and the Stromlo Water Treatment Plant. To address this, we are developing site specific energy efficiency plans to optimise operations and reduce energy consumption at these large energy using sites.

We are also exploring ways to reduce our energy costs which have continued to increase over time. We are limiting consumption at peak times to avoid peak demand charges (where possible) with our pumping stations already operating at off-peak times. We are also proposing to undertake a comprehensive energy metering, data capture, monitoring and reporting system to address electricity demand management.

This past year ACTEW met its 15% renewable energy supply target set out in the ACT Government's *Climate Change and Greenhouse Reduction Act 2010*. We achieved this through the purchase of renewable energy certificates and our mini-hydro electricity generator at Bendora Dam. In 2013 we saw the installation of another mini-hydro that can recoup approximately 20% of the energy used to pump water through the Murrumbidgee to Googong transfer pipeline. This puts us on our way to achieving our target of 25% renewable energy supply by 2020.



Transport fuel usage was higher than average in 2010-11 due to transporting construction materials for the enlarged Cotter Dam

## Sustainable design

ACTEW engineers are challenging the standards by incorporating sustainable design elements into every facet of our infrastructure, from the design stage to construction and through to operation, in order to optimise environmental, social and financial outcomes over the long term life of our infrastructure.

As a Founding Member of the Infrastructure Sustainability Council of Australia (ISCA), we are pursuing ISCA Infrastructure Sustainability (IS) ratings using their sustainability tool for two of our strategic projects: the enlarged Cotter Dam and the Googong Water Treatment Plant Chemical Facility project. Through our use of the IS tool in the design and construction of the enlarged Cotter Dam, in partnership with our Bulk Water Alliance partners, we helped ISCA to fine tune their national tool.

## Embedding sustainability into our project delivery

At ACTEW we have developed our own sustainability scorecard to ensure sustainability is fully embedded into all of our infrastructure projects. This easy to use, practical tool has been integrated into our capital works planning process to ensure all planning options assess financial, social, environmental and cultural impacts and opportunities before being delivered.

All project managers apply the tool and assess the sustainability of different project options at the initiation of a project. The sustainability score for each option provides the project manager with an understanding of which project option provides the most sustainable outcome for ACTEW to pursue. The tool comes with sustainability project guidelines and definitions.

This is a major advancement on how we deliver sustainability within new infrastructure. It uses unique information gained from our sustainability survey and allows for 10 different project options to be quantitatively and qualitatively compared and rated against the themes and categories, shown in the table, to ensure we pursue the most sustainable options.

## Sustainability scorecard

Option comparison example

		Option 1	Option 2
Theme	Category	Project option A	Project option A with sustainable measures
Resources	Energy and Carbon	4.5	8.8
	Water Use	3.5	4.6
	Materials and Products	4.0	10.0
	Land use	3.5	5.0
Environment	Discharges	9.3	9.3
	Waste	3.5	6.0
	Ecology	5.0	6.0
	Climate change	0.0	4.6
People and Place	Community Values	0.0	9.3
	Heritage	3.8	3.8
	Urban and Landscape	2.4	2.4
	Workforce Culture	0.0	0.0
Resources	Subtotal	14.5	28.5
Environment	Subtotal	17.8	25.9
People and Place	Subtotal	6.1	15.4
<b>Overall sustainability score</b>		<b>39.5</b>	<b>69.8</b>
<b>Net present value</b>		<i>[insert NPV]</i>	<i>[insert NPV]</i>
<b>Recommended</b>		<i>[select]</i>	<i>[select]</i>

# Diversified revenue

## New business

During 2013-14 and for the next three years, we are seeking to diversify our revenue streams by undertaking new business activities. We are doing this for a number of reasons; including:

- Enhancing profitability;
- Reducing our financial risks (from having limited revenue sources, subject to a single regulator); and
- Enhancing the culture of commerciality and efficiency within the organisation.

As part of this process, we are establishing a business development strategy to lay the groundwork for the future realisation of opportunities. The three main components of business development we are pursuing in the coming years are:

- 1. Regional development:** ACTEW will explore options for supporting the region through the provision of water and sewerage services, consistent with ACT Government's engagement processes. We will work with neighbouring councils to investigate potential arrangements of mutual benefit. Regional development may include pooling resources, the provision of specific operational services, and/or infrastructure ownership and development.
- 2. New businesses:** We may acquire businesses or assets which are complementary to, or overlap with, our core activities; may enhance the provision of our existing core services; or enhance ACTEW's profitability.
- 3. Organic growth:** We may utilise existing resources in the provision of new, unregulated services.

We are speaking with ACT Government representatives regularly regarding business development activities and where required by the *Territory-owned Corporations (TOC) Act 1990*, will only commence new undertakings with the consent of our shareholders.





# Social responsibility



Strategic Imperative

## Customer-centric culture

*We will be a customer-centric organisation*

Performance summary (full table on page 49)

Rating  
2012-13

**Customer satisfaction:** Recorded improved levels of customer service, received fewer water and sewerage service, billing and account complaints. 60% of service standards surpassed the industry average. Independent customer satisfaction survey yet to be developed.



Strategic imperative

## Strategic partnerships

*We will continue to develop strong relationships with government, industry and the community to build an innovative and efficient business.*

**Stakeholder engagement:** Presented with the ACT Landcare Award for Partnerships in 2013. A stakeholder relationship management model is under development to improve stakeholder engagement.



## Customer satisfaction

ACTEW is a 24 hour, seven day a week business, responding daily to our customer's needs, such as leaks and blockages, when they occur. Therefore our customer's needs and expectations are a priority to this organisation and we aim to provide the highest level of service to meet or exceed these expectations wherever possible. For this reason, in the last year, we made it easier for customers to contact us by minimising our seven original contact numbers down to just one - 02 6248 3111 and one email address talktous@actew.com.au for all enquiries.

We measure the number of complaints we receive and in 2012-13 received fewer complaints than the previous year. We had an 11% decrease in total water quality issues in 2012-13 but a 15% increase in the amount of water supplied. Therefore, we are now supplying more of our high quality drinking water to a growing number of customers across the ACT and beyond than ever before. Customer satisfaction levels are provided in the Appendix.

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We offer support programs to assist our customers to manage their water costs in times of financial hardship by:

- Flexible payment arrangements: Opt to pay bills fortnightly, monthly, via direct debit or schedule payments via our online service epayplus
  - The Stay Connected Program provides personalised support such as extensions
  - Rebates or concessions.
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In 2013, according to the Australian Bureau of Statistics survey on water use and conservation, Canberra drinking water received the top score in Australia with 95% of ACT households satisfied with their water quality.

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## Engaging and communicating with customers

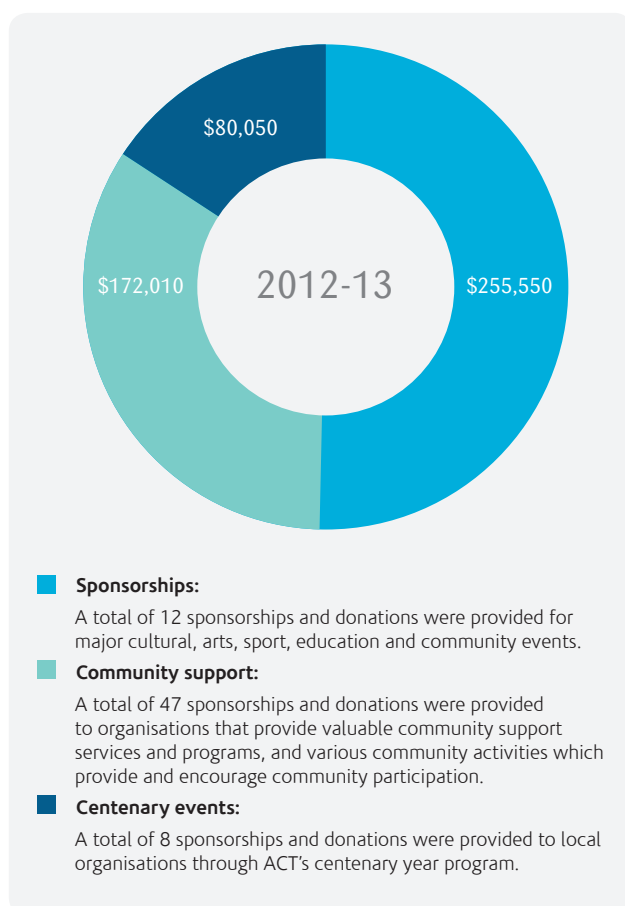
### Customer Strategy - path to a customer-centric culture

We continue to improve our customer focus. In 2013 we undertook a review of how our business interacts with our internal and external customers. These findings are being used to create our new three year Customer Strategy which will help us to improve our understanding of our customer groups so we can improve our customer interaction, develop our customer communication activities and work with and educate our customers to ensure they receive a top quality experience. We intend to develop a customer survey so we can actively measure our customers experience and satisfaction levels and will report on our performance as part of our FAST indicators.

We put considerable effort into working and engaging with the local community and building and nurturing partnerships to help get beneficial outcomes for all. This may be through financial support, providing educational displays at events, facilitating reference groups for large water and sewerage projects or creating public recreation areas.

### Our contribution to the community

As one of the largest companies in Canberra, in 2012-13 ACTEW contributed over \$500,000 to the community in the form of sponsorships, donations and in-kind donations to benefit local and regional communities events, activities and programs.



## Education programs – bringing customers on the journey

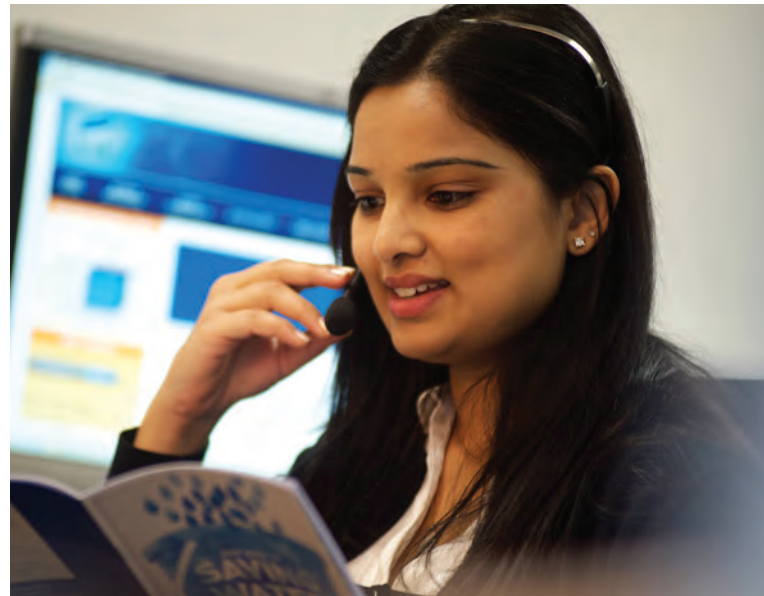
Education programs provide our community and customers the opportunity to understand what we do and how they interact with us in their everyday lives. We have a range of different education programs:

- School and community group tours of the Cotter Dam Discovery Trail and to our water and sewerage treatment plants. The tours are tailored to a group's special learning needs or interests.
- Free waterwise gardening workshops at the Canberra Discovery Garden at the National Arboretum.
- Public information campaigns to inform the community about targeted programs, such as the importance of sustainable water use, through bulletins on local radio, online promotion, newspaper advertisements and published articles.
- Information and educational displays at events across the ACT including the Royal Canberra Show, University of Canberra Festival.
- Public open days for the community to learn about ACTEW projects. Our open days at the Cotter Dam in 2013 attracted 10,000 people.
- Support for professional development particularly tertiary education across the region by providing an endowment for PhD research at the Australian National University as well as supporting school learning on topics related to water and sewerage.
- Developed education package for local teachers, producing materials tailored to teacher's requirements in keeping with the Australian curriculum.
- Provided ongoing support for the Southern ACT Catchment Group's Education Officer to deliver education about water quality protection to the region's students.
- Supported local schools, for instance working in partnership with the Lanyon Cluster of Schools and the Southern ACT Catchment Group in Tuggeranong to teach school students how they can protect their drinking water sources through simple actions. 1,400 people were involved in this program. This program earned a commendation in the prestigious Keep Australia Beautiful Awards in 2013.

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Permanent Water Conservation Measures currently apply to ACT and Queanbeyan and affect how you can water the garden.

- Water lawns and plants using a hand held hose fitted with a trigger nozzle, a bucket or a watering can at any time.
  - Use sprinklers and other irrigation systems to water lawns and plants before 9am in the morning or after 6pm at night on any day.
  - At all times lawns and plants may only be watered without causing pooling or runoff.
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#### Case study

## Providing ongoing water conservation education

The Canberra Discovery Garden is an educational water conservation garden created by ACTEW at the National Arboretum, Canberra. Opened in February 2012, the garden teaches visitors how to achieve a beautiful, sustainable and water efficient garden in any season.

The garden is open from 9am to 4pm daily and is a series of linked garden rooms including covered outdoor learning areas where free community workshops, talks and tours are held, as well as an interpretive trail which allows visitors to engage in self-directed learning and discovery. The garden design and plant selections showcase how to develop healthy, water-wise gardens in backyards through sustainable garden practices.



# Strategic partnerships

## Stakeholder engagement

Relationships and partnerships are an important part of our core business so that together we can maintain a sustainable ACT region. We liaise closely with key ACT Government departments, federal and local governments, our regulators, residential groups, businesses, community groups, local indigenous communities, public transport authorities, academia, specialists, suppliers and contractors when undertaking major projects.

We are establishing a strategic relationship strategy over the next year, to create a targeted and focused approach to improving our relationships with our key strategic partners.

During construction of the Murrumbidgee to Googong Pipeline, we established an Environmental Reference Group inviting membership from the local community, catchment management groups, regulators and academic institutions

to discuss and review the implementation of environmental approval conditions. The Environmental Reference Group continues to meet every 6 months following the construction of the pipeline.

In 2013, ACTEW received the ACT Landcare Award for Partnerships. We were nominated for this award by some of our community partners for our dedication to building strong and committed relationships to progress source water protection.

## Cultural heritage

We respect Canberra's cultural heritage and have formed partnerships with local indigenous groups and local historical societies to ensure that while working in the region, we preserve the past heritage where possible. Our Cotter Pump Station is one of the oldest buildings in Canberra. It was carefully restored in 2008 and is the oldest intact example of Canberra's early infrastructure development.



## Forging strong relationships with stakeholders and customers to protect our water

Devastating bushfires in 2003 in the drinking water catchments combined with a drought between 1999-2010, (known as the Millennium Drought), increased the risks to the water quality of our water supplies. In response to this, ACTEW has focussed on the implementation of source water protection projects to help build local relationships and educate customers and stakeholders on the need to protect our water catchments and advocate for works that improve and maintain water quality.

The program has developed the following key partnerships and outputs.

- Partnerships with ACT Government Environment and Sustainable Development Directorate (ESDD) and the ACT Government Parks and Conservation Services rangers leading to removal of abandoned cars from the Cotter River corridor.
- The Actions for Clean Water Alliance, an initiative aiming to reduce turbidity in the Upper Murrumbidgee, with the Murrumbidgee

Catchment Management Authority, Upper Murrumbidgee Waterwatch and the ACT Natural Resource Management group.

- Partnerships with landholders and community groups in ACT and NSW leading to the:
  - Delivery of a riparian fencing and revegetation program for landholders in NSW in partnership with Greening Australia
  - Delivery of accredited training courses in sustainable land management practice for landholders in target areas, in partnership with the NSW Department of Primary Industries and ACT Landcare
  - The program administered a grants and incentives scheme in support of its community engagement to facilitate projects delivered by other organisations that have benefits for drinking water quality within the catchments.

In May 2013 a survey was conducted to gauge the strength of these relationships. 100% of respondents were either 'very satisfied' or 'satisfied' with their relationship and suggested the program had made significant contributions to regional water quality, which would not have otherwise been made.

**Unlike other businesses, ACTEW's source water protection program is always on the front foot in engaging with community groups**

Southern ACT Catchment Group

## Protecting the past for future generations

The Cotter catchment was a traditional dwelling point for Aboriginal people with an abundance of Aboriginal cultural history. To ensure that the Cotter's indigenous history was recorded for present and future generations, a comprehensive heritage program was undertaken when enlarging the Cotter Dam. A detailed collection of Aboriginal artefacts was conducted by Aboriginal representatives from the Ngunnawal and Ngarigo Aboriginal groups over the Cotter Dam construction and inundation site. Around 4,000 artefacts were collected ranging from stone cutting tools and axe heads to grinding stones. In addition, both Aboriginal

and European artefact material including artworks, photography and films of the past and the present were recorded.

In August 2013 a Return to Country ceremony was conducted as the Aboriginal artefacts were placed in a carefully selected site overlooking a reach of the dam.

A separate celebration of the cultural heritage of the area is revealed by the Cotter Dam Discovery Trail, a 1.4 kilometre trail built to showcase the history and heritage of the area and its significance to the Canberra community as well as providing direct views of the Cotter Dam.

Since opening in September 2010, the trail has received over 200,000 visitors and around 1,600 students participating in our education programs.

## Generating bush tucker at our sites

ACTEW formed a meaningful working partnership with the Yurung Dhaura indigenous trainee group or Green Team, to incorporate local indigenous 'bush tucker' and medicinal plants into the enlarged Cotter Dam biodiversity offset program.

The trainees were responsible for site selection, works planning and planting of more than 2,000 indigenous medicinal and food plants endemic to the Cotter area. Among them is the native bulbine lily, eaten either roasted or raw, as well as the tufted perennial herb *Dianella longifolia*, the berries of which can be eaten in spring and summer.

This plantation will improve lands where former pine plantations were badly burnt in the bushfires of 2003, increase habitat corridors and biodiversity of the area as well as improve water quality within the catchment.



## Human rights

ACTEW actively complies with the corporate behaviour standards as per the *Human Rights Act 2004 (ACT)* and we follow a Human Rights and Discrimination Procedure. There were no matters or activities which contravened the *Human Rights Act* in 2012-13.



## Case study



## Our staff supporting others

ACTEW supports many local charitable organisations through donations and sponsorships at a corporate level. Our employees also continue to support those in need by donating to a range of local appeals and charities such as Canberra Hospital Foundation, Ronald McDonald House, Katie Morris Foundation and Movember.

Annually our employees contribute food items and gifts to the Salvation Army Christmas Shield Appeal and have been doing so for a number of years. In December 2012, our employees donated approximately \$4,000 worth of food items, supported by a donation of a further \$4,000 by ACTEW.

**Our staff volunteer their time to take part in events such as Clean Up Australia day; cleaning, tidying and recycling waste materials that are found over public land.**

## Case study

## Helping overseas communities in need

ACTEW works closely with Canberra based charity Abundant Water to highlight the plight of those across the developing world without access to clean safe drinking water.

Abundant Water is training local potters to develop simple clay pot filter systems to give remote communities access to clean water. The pots are made using natural products and can eliminate waterborne disease such as cholera, typhoid, dysentery and gastro-enteritis. In partnership with ChildFund, water filters were installed in three schools in Nong Het District in Northern Laos, one of the country's poorest areas.

**Over the past 2 years, ACTEW and our staff have contributed \$20,000 to this worthwhile charity.**



# Sustainability achievements summary

ACTEW has been recognised for leadership in innovative practices through the following awards during 2013.

## Awards



2013 International Environmental Excellence Award  
from the International Erosion Control Association for the Enlarged Cotter Dam project



2013 Engineering Excellence Award  
from Engineers Australia for the Enlarged Cotter Dam Project



2013 Highly commended at the Engineering Excellence Awards  
for the ACTEW Water Murrumbidgee to Googong Transfer Pipeline



2013 Australian Water Association National Award  
for Program Innovation for the Enlarged Cotter Dam Fish Management Program



2013 Finalist in the AWA National Awards  
for Project Innovation for the Murrumbidgee to Googong Transfer Pipeline



2013 Commendation in the Keep Australia Beautiful Awards  
for ACTEW's community engagement with three schools, working in partnership with the Lanyon Cluster of Schools and the Southern ACT Catchment Group in Tuggeranong



2013 ACT Landcare Award  
for Partnerships for the source water protection programs, nominated by some of our partner community organisations.

## Environmental sustainability

### Operations and delivery – We will improve our quality of services to the community in an environmentally sustainable manner while driving efficiencies in operations

<b>Water conservation and security:</b> Major water security projects continued to be constructed, increasing water storage capacity by 35%. Water consumption was 15% more than the previous year due to drier weather, but still a 39% reduction on 1993-2002 levels (tracking to outperform ACT Government targets for 2023).	●
<b>Drinking water quality:</b> Delivered safe and clean drinking water to ACT region. All samples 100% compliant with Australian Drinking Water Guidelines. Implementing source water protection programs.	●
<b>Environmental compliance:</b> 99% average for environmental compliance. Over three quarters of licences and authorisations were 100% compliant. Improvement required for those not 100% compliant.	●
<b>Sewage treatment and reuse:</b> Lower Molonglo Water Quality Control Centre produced high quality treated effluent 100% compliant with its environmental authorisation. Average treated sewage compliance across all sites was 99%. 99% of bio-solids reused. 100% effluent recycled or released.	●
<b>Accreditation:</b> Accreditation was maintained for quality systems including ISO14001 environmental management system.	●
<b>Carbon footprint:</b> 4% emission reduction equivalent to over 2000 tonnes less CO <sub>2</sub> e generated. A draft carbon and energy strategy was developed.	●
<b>Natural environment:</b> Secured over 400 ha of biodiversity offsets. Achieved national award for innovation for fish conservation program. Researching new waste technologies for alum sludge reuse.	●

## Cultural vitality

### Safety – We will be a best practice provider of safety for staff and the community

<b>Safety first culture:</b> 12 lost time injuries were recorded for 2012-13 (above industry average). All management reviews conducted within 48 hours of incident. To improve safety performance, reduction targets are now set and Safety Strategy developed. A staff survey will be undertaken to provide the baseline upon which to demonstrate improved safety learnings.	●
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### Culture – We will develop a culture that grows the capability of the people and drives high performance

<b>Leadership and management:</b> A baseline cultural survey at the reintegration of water operations into ACTEW identified areas for improvement. An organisational restructure followed. Programs have since been driven to build staff capability with leadership training planned for 2014.	●
<b>Staff motivation and satisfaction:</b> A cultural survey showed the majority of staff highly satisfied with their working conditions, the nature of their work and flexibility and benefits. Staff empowerment requires improvement.	●

## Financial health

### Sustainable business – We will have a commercial business focus that drives profit for shareholders through sustainable business management

<b>Financial performance:</b> Recorded a net profit of \$80.3m compared with \$73.9m in 2011-12.	●
<b>Service levels:</b> Maintained high levels of service and surpassed the industry average for 62% of water and sewerage service measures.	●
<b>Energy use:</b> Achieved a 3% energy reduction on the previous year. Consumed over 220,000 gigajoules of energy at a cost of \$7.2m in 2012-13 (our baseline year).	●
<b>Sustainable design:</b> Developed a sustainability infrastructure scorecard, a sustainability design tool for infrastructure to be rolled out internally for projects over \$50,000 in FY 13-14.	○

### Diversified revenue – We will be a proactive provider of a diverse range of services across Canberra and the region

<b>New Business:</b> This is a new business function for ACTEW initiated on 1 July 2013 and, as such, has been investigating opportunities, setting targets and goals for next financial year.	○
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## Social responsibility

### Customer-centric culture – We will be a customer centric organisation

<b>Customer satisfaction:</b> Recorded improved levels of customer service, received fewer water and sewerage service, billing and account complaints. 60% of service levels surpassed the industry average. Independent customer satisfaction survey yet to be developed.	●
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### Strategic partnerships - We will continue to develop strong relationships with government, industry and the community to build an innovative and efficient business.

<b>Stakeholder engagement:</b> Presented with the ACT Landcare Award for Partnerships in 2013. A stakeholder relationship management model is under development to improve stakeholder engagement.	●
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● Expectations on track, met or exceeded    ● Areas for improvement    ○ No benchmark available or not applicable

# Appendix

## Sustainability FAST Indicators

FAST Indicators		
Objective	Target	Indicator
<b>Environmental sustainability</b>		
Operations and delivery - We will improve our quality of services to the community in an environmentally sustainable manner while driving efficiencies in operations		
<b>Water conservation and security</b>	25% reduction in per capita demand for water by 2023 (relative to 1993-2002 level averages)	<ul style="list-style-type: none"> <li>Per capita water use against 1993-2002 level averages</li> </ul>
<b>Drinking water quality</b>	100% compliance with routine monitoring against Australian Drinking Water health guidelines  Continued implementation of ACTEW's source water protection strategy	<ul style="list-style-type: none"> <li>Results from 21 samples per month from each of the 4 zones from customer taps</li> <li>Source Water implementation plan milestones completed</li> </ul>
<b>Environmental compliance</b>	ACTEW achieves 100% environmental compliance	<ul style="list-style-type: none"> <li>Number of non-compliances with environmental legislative obligations</li> </ul>
<b>Sewage treatment and reuse</b>	100% of sewage volume treated complies with the compliance standard  100% of Lower Molonglo bio-solids are reused in the financial year	<ul style="list-style-type: none"> <li>Percentage of sewage volume treated to a compliance standard</li> <li>Percentage of effluent water recycled</li> <li>Percentage of bio-solids reused</li> </ul>
<b>Accreditation</b>	ACTEW's integrated quality management system is improved and accredited	<ul style="list-style-type: none"> <li>Certification of Quality Systems (Quality/EMS/OH&amp;S/HACCP)</li> </ul>
<b>Carbon footprint</b>	Net greenhouse gas emissions are reduced by 40% of 1990 levels by 2020	<ul style="list-style-type: none"> <li>Net carbon dioxide equivalent emissions from consumption of electricity, fuel and gas,</li> <li>Total net greenhouse gas emissions per 1,000 properties connected to water and sewerage</li> </ul>
<b>Natural environment</b>	Operational resource consumption is reduced year on year	<ul style="list-style-type: none"> <li>Delivery on ACTEW's environmental offset commitments and rehabilitation obligations</li> <li>Volumes of waste to landfill</li> <li>Volumes of internal water consumption</li> <li>Amount of office consumables purchased</li> </ul>
<b>Cultural vitality</b>		
Safety – We will be a best practice provider of safety for staff and the community		
<b>Safety first culture</b>	50% plus reduction in lost time injuries (LTI) year on year (based on 2012-13 levels)  Annual 5% increase in staff safety survey ratings  Management reviews conducted onsite within 48 hours for serious incidents	<ul style="list-style-type: none"> <li>LTI frequency for staff and contractors</li> <li>Staff safety survey ratings (measuring safety awareness and behaviour)</li> <li>Number of management reviews and presentations of root cause compared to number of serious incidents</li> </ul>
Culture – We will develop a culture that grows the capability of the people and drives high performance		
<b>Leadership and management</b>	Incremental improvement in leadership and management elements in cultural survey year on year  Training is implemented for all staff (business and financial awareness)	<ul style="list-style-type: none"> <li>Cultural survey rating against leadership and management elements</li> <li>Number of staff trained in business and financial awareness</li> </ul>
<b>Staff motivation and satisfaction</b>	Incremental improvement in workplace satisfaction and experience in the cultural survey scores, year on year	<ul style="list-style-type: none"> <li>Cultural survey rating against personal experience in the survey</li> </ul>

FAST Indicators		
Objective	Target	Indicator

## Financial health

Sustainable business – We will have a commercial business focus that drives profit for shareholders through sustainable business management		
<b>Financial performance</b>	Operational expenditure (OPEX) does not exceed budget Capital expenditure (CAPEX) does not exceed budget	<ul style="list-style-type: none"> <li>OPEX per annum versus budget</li> <li>CAPEX per annum versus budget</li> </ul>
<b>Service levels</b>	A new Asset Management and Maintenance System is implemented across the business Water service measures surpass the industry average Sewerage service measures surpass the industry average	<ul style="list-style-type: none"> <li>Asset Management and Maintenance System milestones completed</li> <li>Water main breaks (per 100km of water main)</li> <li>Average duration of an unplanned interruption – water (minutes)</li> <li>Average frequency of unplanned interruption – water (per 1,000 properties)</li> <li>Real losses (L/service connection/d)</li> <li>Sewerage mains breaks and chokes (per 100km sewer main)</li> <li>Property connection sewer breaks and chokes (per 1,000 properties)</li> <li>Average sewerage interruption (minutes)</li> <li>Industry averages</li> </ul>
<b>Energy use</b>	10% overall reduction in business as usual energy costs by 2015-16 based on 2012-13 levels Active management of the carbon strategy 25% renewable electricity supply by 2020	<ul style="list-style-type: none"> <li>Total energy costs</li> <li>Total energy used by ACTEW</li> <li>Milestones achieved in the carbon strategy and Energy Efficiency Plan</li> <li>Renewable energy generated or purchased</li> </ul>
<b>Sustainable design</b>	Sustainability scorecard is incorporated into all projects over \$50,000	<ul style="list-style-type: none"> <li>Number of projects providing a sustainability score</li> <li>Overall scores for ACTEW projects from sustainability Infrastructure scorecard</li> </ul>
Diversified revenue – We will be a proactive provider of a diverse range of services across Canberra and the region		
<b>New business</b>	Completion of a business plan to 30 June 2015 setting forth prioritised strategies and existing opportunities	<ul style="list-style-type: none"> <li>Business plan</li> </ul>

## Social Responsibility

Customer-centric culture – We will be a customer centric organisation		
<b>Customer satisfaction</b>	20% reduction in 'preventable' complaints by June 2015 based on 2012-13 numbers 80% of complaint case handling meets 7 days acknowledgement and 14 day response Year on year improvement in customer satisfaction score	<ul style="list-style-type: none"> <li>Percentage change in total 'preventable' customer complaints</li> <li>Percentage of complaint cases that are acknowledged within 7 days and responded to within 14 days</li> <li>Percentage improvement in customer satisfaction score derived from annual customer survey</li> </ul>
Strategic partnerships - We will continue to develop strong relationships with government, industry and the community to build an innovative and efficient business		
<b>Stakeholder engagement</b>	Establish stakeholder relationship management model and embed within business	<ul style="list-style-type: none"> <li>Stakeholder management model produced</li> </ul>

## Service levels

Service standard	2012-13 Result	ACTEW Target 2012-13	Industry Avg. 2011-12	Outcome
<b>Water</b>				
Water main breaks (per 100km of water main)	20	27-39	23	Outperformed
Average duration of an unplanned interruption - water (minutes)	148	111-112	132	Not met*
Average frequency of an unplanned interruption - water (per 1,000 properties)	113	116-126	127	Outperformed
Number of zones where drinking water microbiological compliance was achieved (%)	100%	100%	100%	Met
Real losses (L/service connection/d)	52	61-79	73	Outperformed
<b>Sewerage</b>				
Sewerage mains breaks and chokes (blockages) (per 100km sewer mains)	42	85-92	30	ACTEW Target exceeded
Property connection sewer breaks and chokes (per 1,000 properties)	8	11-15	12	Outperformed
Average sewerage interruption (minutes)	38	38-44	157	Outperformed

\* The average duration of an unplanned interruption (water) was higher than expected in 2012-13. This was due to water main breaks experienced in March and April primarily due to a dry autumn which led to increased failures due to shrinkage of soil. This impacted our ability to reconnect services.

Customer satisfaction	2012-13 Result	ACTEW Target 2012-13	Industry Avg. 2011-12	Outcome
Water quality complaints (per 1,000 properties)	0.8	1.5-2.8	2.5	Improved
Water service complaints (per 1,000 properties)	2.1	0.8-2.6	0.6	Maintained
Sewerage service complaints (per 1,000 properties)	1.2	0.9-2.6	0.6	Improved
Billing and account complaints (per 1,000 properties)	0.1	0.2-1.1	1.3	Improved
Total water and sewerage complaints (per 1,000 prop)	4.8	5.4-7.5	5.5	Improved

Environmental	2012-13 Result	ACTEW Target 2012-13	Industry Avg. 2011-12	Outcome
Percentage of sewage volume treated to a compliant standard (%)	99%	99%	99.7	Maintained
Percentage of biosolids reused (%)	100%	100%	99	Maintained
Recycled water (percent of effluent recycled)	15%	11%-12%	14	Improved

## Authorisation and licence compliance

- LMWQCC effluent reuse 100%
- Utilities Service Licence 100%
- North Canberra Water Reuse Scheme (NCWRS) 100%
- Licence to Take Water Licence and environmental flows 100%
- NSW EPA Pollution Control Licence 100%
- Drinking Water Utility Licence 100%
- Googong pollution control licence compliance 100%
- Sewage treatment discharge compliance 99%
  - Lower Molonglo Water Quality Control Centre licence compliance 100%
  - Uriarra Wastewater Treatment Plant licence compliance 86.7%. The reduced level of compliance with the Environmental Authorisation is largely attributable to total dissolved solids (TDS) levels, for which the plant has no means to remove from the final effluent. Increased TDS concentrations enter the plant from contributions in the sewerage catchment, which are out of ACTEW's control. For this reason, a new Authorisation requirement for TDS was agreed with the Environmental Protection Agency in July 2013 and ACTEW has achieved full compliance with the revised limits since this date.
- Sewage treatment incinerator air emission compliance 99%
- 100% compliant with all reporting requirements.



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