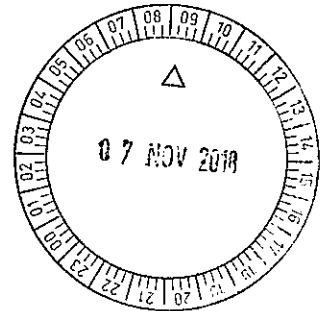


LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL
OPERATIONS

2017-18 ANNUAL REPORTS – QUESTIONS PRIOR TO HEARINGS

Water Corporation

The Committee asked:



1. How frequently do you review your:

(a) key performance indicators

Answer: Yearly.

(b) key performance indicator targets?

Answer: Yearly.

2. When were your key performance indicators last reviewed?

Answer: A review was completed June 2018 to cover the period 2018/19

3. Can you provide any documentation from your last review of your key performance indicators?

Answer: Key performance indicators are sourced from many business units within the Water Corporation, including some which are published in the Annual Report. A factsheet is attached regarding the outcome of the last review of Corporate KPI's for 2018/19. Please see *Attachment 1*.

4. Can you list any new key performance indicators for this year?

Answer: The review did not result in additional indicators being added to the suite of operational KPIs traditionally outlined in the Annual Report, however a new interim Environmental Index has been added to the internal Corporate Scorecard for 2018/19.

5. In relation to credit and debit card payments

(a) Do you allow a person to pay for goods and services with credit or debit card

Answer: Yes.

(b) If so, when a person pays a fee or fine by credit or debit card

(i) What surcharge do you apply to process that card payment

Answer: 0.77 per cent.

(ii) Do you impose the same surcharge irrespective of which type card is used

Answer: Yes.

(iii) Is that surcharge authorised by a legislative Instrument, for example, by regulations

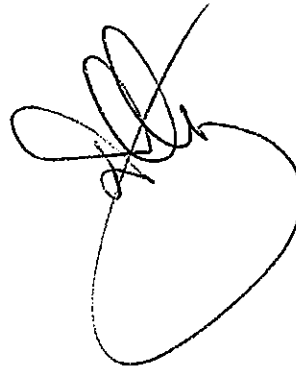
Answer: Yes. The surcharge is authorised under regulation 20 of the Water Services (Water Corporations Charges) Regulations 2014, which are made under section 124 of the *Water Services Act 2012*.

- (iv) What steps have you taken to ensure compliance with Reserve Bank of Australia Standard No. 3 2016 titled 'Scheme rules relating to merchant pricing for credit, debit and prepaid card transactions'

Answer: The fee is based on the 'Cost of Acceptance' as specified on the Commonwealth Bank's July 2018 Financial Institution Merchant statement plus the Online Payment gateway fee.

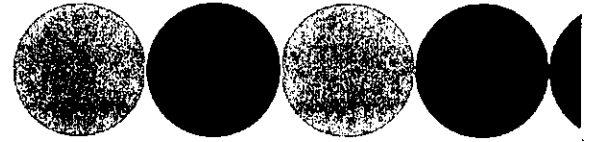
- (v) As per the Standard, is your surcharge no greater than the average cost of acceptance of the lowest cost system, not an average of all cost systems?

Answer: Yes, the surcharge is no greater than the average cost of acceptance of the lowest cost system.

A handwritten signature in black ink, consisting of several loops and a large, sweeping underline.

Corporate Scorecard

Fact Sheet



Corporate Scorecard 2018-19

Description

The Corporate Scorecard is the Water Corporation's overarching set of corporate key performance indicators (KPIs). The Scorecard is used to articulate the priority performance areas for the business and to set clear targets to drive improvement.

The Corporate Scorecard contains six indexes, five of which are comprised of a number of sub-measures. For 2018-19, the business has retained the same five indexes as 2017-18, with the inclusion of a new sixth index, the 'Interim Environment Index'.

1. **Safety Index**
2. **Customer Performance Index**
3. **Operating Performance Index**
4. **Operating Expenditure**
5. **Capital Index**
6. **Environment Index (New Interim KPI)**

Accountabilities

Each index is assigned a 'Measure Sponsor' and each sub-measure is assigned a 'Measure Owner'. Measure Sponsors are General Managers whose role is to provide oversight of performance and target setting for all sub-measures within the index. Measure Owners are subject matter experts who are accountable for monitoring and reporting against specific sub-measures and for providing information and advice on performance matters. The CEO and the Executive are collectively accountable for achievement of the Corporate Scorecard targets.

Target setting

The Corporate Scorecard is reviewed annually. Changes to measures and the targets for the forthcoming financial year are proposed by Executive and reviewed and endorsed by the Board in June of each year.

Monitoring and Reporting

Performance data for the Corporate Scorecard is collated and managed through the Corporation's Business Performance Reporting system (BPR). Performance is reported monthly to Board and Executive and publically through quarterly reports to the Minister and in the annual report.

Incentives

In line with whole of government policy, the Corporation suspended any incentive payments to senior leaders in 2017/18 for the achievement of targets outlined in the Corporate Scorecard (previously call the Target Based Rewards)

Corporate Scorecard Fact Sheet



Table 1: 2018-19 Corporate Scorecard Indexes and Sub-Measures

Measure	Unit of measure	2018-19 target	Measure	Unit of measure	2018-19 target
1. Safety Index	%	92.5%	Chemical Health Related - No. Localities non-compliant	No.	0
Total recorded injury frequency rate	%	8.50	Radiological - No. Localities non-compliant	No.	0
% hazards controlled within required timeframe	%	98%	Energy consumed within performance levels	%	82.0%
% HSEAA inspections completed vs planned	%	97%	Environmental Non-compliances addressed	%	96.0%
			Planned Priority 1, 2, 3 & 4 O&M Work Completed	%	95%
2. Customer Performance Index	%	7.30	4. Operating Expenditure	\$ million	\$956.9
Customer Experience pillar	%	8.35	5. Capital Index	%	95.65%
Water Corporation Brand pillar	%	7.40	Program stability	%	85.0%
Product Quality pillar	%	7.45	Cost in scope phase	%	105.0%
Long Term Planning pillar	%	7.35	Time in scope phase	%	85.0%
Environmental Responsibility pillar	%	7.25	Cost in deliver phase	%	105.0%
Customer and Community Engagement pillar	%	7.35	Time in deliver phase	%	93.0%
Communications pillar	%	7.00	Time for asset transfer	%	87.5%
Value for Money pillar	%	6.25			
3. Operating Performance Index	%	91.0%	6. (Interim) Environmental Footprint Index	%	80.0%
Core Operating Performance			Energy intensity - water	MWh/ML	<2.40 MWh/ML
Water pressure and flow standards	%	99.8%	Energy intensity - wastewater	MWh/ML	<0.85 MWh/ML
Installation of new water connections	%	90.0%	Reported GHG emissions	KT CO2-e/yr	< 795.0KT CO2-e/yr
Continuity - Properties not affected by interruption > 1hr	%	75%			
Leaks and bursts per 100km of main	No.	20			
Properties without Wastewater Overflow	%	99.8%			
Blockages per 100km of sewer	No.	40			
Asset management system maturity index	No.	2.9			
Manage Drinking Water Quality					
E. coli - No. Localities non-compliant	No.	0			
Amoebae:Naegleria>42C - No. Localities non-compliant	No.	0			