



CANDIDATE BRIEFING DOCUMENT
BOARD DIRECTORS
MARCH 2023

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ABOUT SA WATER

SA Water

SA Water is a successful, modern water utility that is wholly owned by the Government of South Australia. We employ more than 1,400 South Australians across a broad range of disciplines who operate over \$14 billion of assets. We deliver essential water and sewerage services to more than 1.7 million South Australians.

We operate in a geographically and climatically diverse service area, with sites and locations from Ceduna through to Port Augusta, the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands, across to the Riverland and down to Mount Gambier, and most places in between.

Our strength and expertise have been shaped throughout our history by many challenges – the driest state, vast distances, prolonged drought conditions and the quality and scarcity of our source water.

We interact with a large number of stakeholders and customers, both internal and external, which shape our operating environment. The quality of our products and services has a broad impact, from an immediate contact with our business and residential customers to a state-wide influence on the growth and prosperity of South Australia.

The importance of our products and services means that we have several independent regulators to make sure that we comply with major pieces of legislation and obligations. We have several management systems in place, such as the Drinking Water Management System (DWQMS), Environmental Management System (EMS) and Safety Management System, to manage risk, maintain compliance and improve business efficiency.

What we do

SA Water provides services to around 1.7 million South Australians. We:

- supply water
- remove sewage from homes and businesses
- treat sewage and wastewater
- recycle some wastewater.

We work hard to ensure your water is high quality, safe to drink and always available. We [make sure you can find out how good your water is](#).

SA Water maintains and operates 10 [major metropolitan reservoirs](#). We also look after the network of pipes, taking water to and from your property. This is why we are involved [in land development](#).

It takes a lot of people to make all this happen.

How we do it

At SA Water we have a strategic plan that sets our direction and influences how we make decisions. You can [read more about it here](#).

Feedback from customers is also used to improve our services. We use customer feedback and market research to guide the decisions we make. Two Customer Advisory Panels also provide feedback to help us improve our services.

Our [water testing services](#) also help to ensure that the water we deliver meets the Australian Drinking Water Guidelines. We work with the community in other ways too. We offer [community sponsorships](#), and we are part of global projects like WaterAid. You can [read more about our community work here](#).

We care about the future of South Australia, and we are committed to sustainability. When we make decisions, we always consider the long-term future of our state's economy, society and environment. The principles that we consider in our decision making include:

- **Economic efficiency** – We will be as efficient and effective as possible, balancing affordability with great service delivery.
- **Environmental performance** – We will work to reduce our environmental footprint and improve our climate resilience.
- **Social responsibility** – We will apply our skills, assets and services for the greater benefit of the state and people of South Australia.

Delivering trusted water services for a sustainable and healthy South Australia

Driving customer outcomes

Safe, smart, reliable and affordable services.

Success is: maintained trust, water quality, asset reliability, service continuity, efficient and affordable

Water for the future

All water sources, delivery and service options considered.

Success is: secure customer access to fit for purpose water

Healthy communities

Promote the health and wellbeing of active, thriving communities.

Success is: greener, cooler communities, reconciliation in action

Proactive environmental leadership

Climate change action with a reduce and reuse mindset.

Success is: waste reduced, increased by-product reuse, climate change resilience

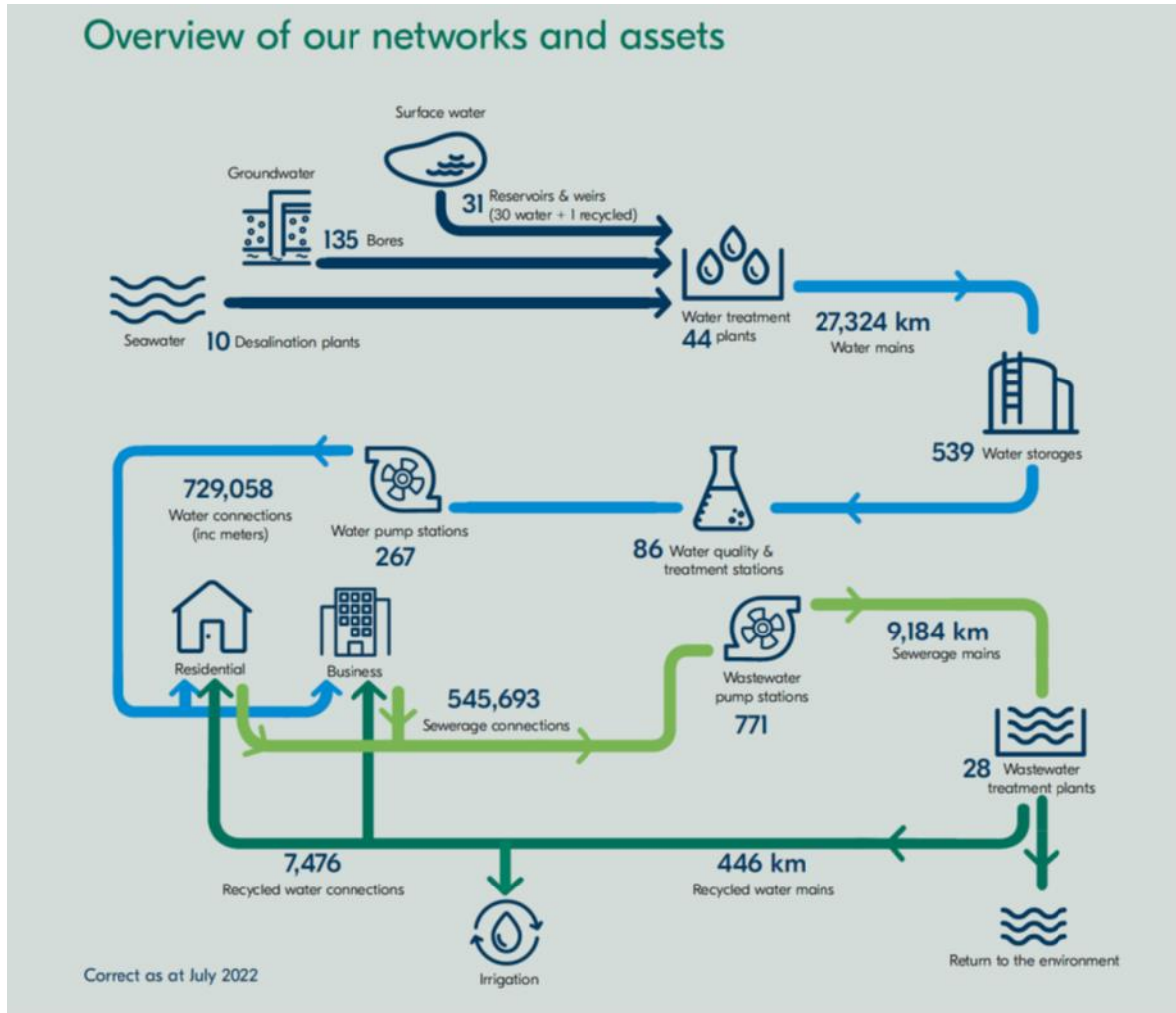
Our people for the future

A more diverse, inclusive and capable workforce.

Success is: safe and healthy workplaces, high employee engagement, creativity through diversity

The organisation we need to be:

Safe • Innovative • Trustworthy • Courageous • Agile • Collaborative



PLANNING FOR 2024 - 2028

Every four years, feedback from our customers helps inform our investment proposal submitted to the Essential Services Commission of South Australia (ESCOSA).

We are now planning for proposed investments in 2024-28.

Our proposal will outline the revenue required to operate and invest in our business to deliver the services our customers value and expect.

In addition to incorporating customer feedback, our proposal will outline the investment required to meet all our regulated responsibilities including health, safety and environmental.

ESCOSA reviews our proposal and provides a determination which establishes the customer outcomes we need to deliver and the allowable revenue we can recover from our customers. We then set prices each year to achieve the allowable revenue across each four-year regulatory period.

Involving our customers

A comprehensive research and engagement program ensures customers provide input throughout the planning process and proposal development. This includes opportunities for broad customer engagement, as well as in-depth customer involvement through our Customer Challenge Group and Peak Bodies Engagement Forum.

Customer Challenge Group

Formed in October 2021, the Customer Challenge Group is made up of 11 people who represent a cross-section of our customers. They are working closely with us to understand our business and the proposals we are preparing. The group is empowered to challenge us through the planning process to ensure our proposal is robust and represents what our customers value and expect from us.

Peak Bodies Engagement Forum

This forum ensures we are working effectively and consistently with key industry and community representative groups. See the full list of representatives at [Water Talks](#).

[Our customer research summary can be viewed here.](#)

Themes for 2024-28 planning

As we prepare our proposal for 2024-28, there are 5 themes on which we will seek customer input and feedback to help shape how we will respond to challenges in these areas.

1. Delivering reliable water services to you
2. Improving your customer experience with us
3. Ensuring water security into the future
4. Providing equitable and affordable services
5. Being a leader in environmental and sustainable practices

Other areas for investment

There are a number of areas we must invest in to meet our regulated responsibilities including health, safety and environmental.

This includes ensuring our working environment is safe for our people, customers and community; providing safe, clean drinking water; and ensuring reliable wastewater services that minimise impacts to the environment. We do not seek customer input on investments we must make to meet our various legislated and regulated responsibilities.

Our legislated responsibilities guide our operations and include:

- *Water Industry Act 2012*
- *Safe Drinking Water Act 2011*

- *South Australian Public Health Act 2011*
- *Work, Health and Safety Act 2012.*

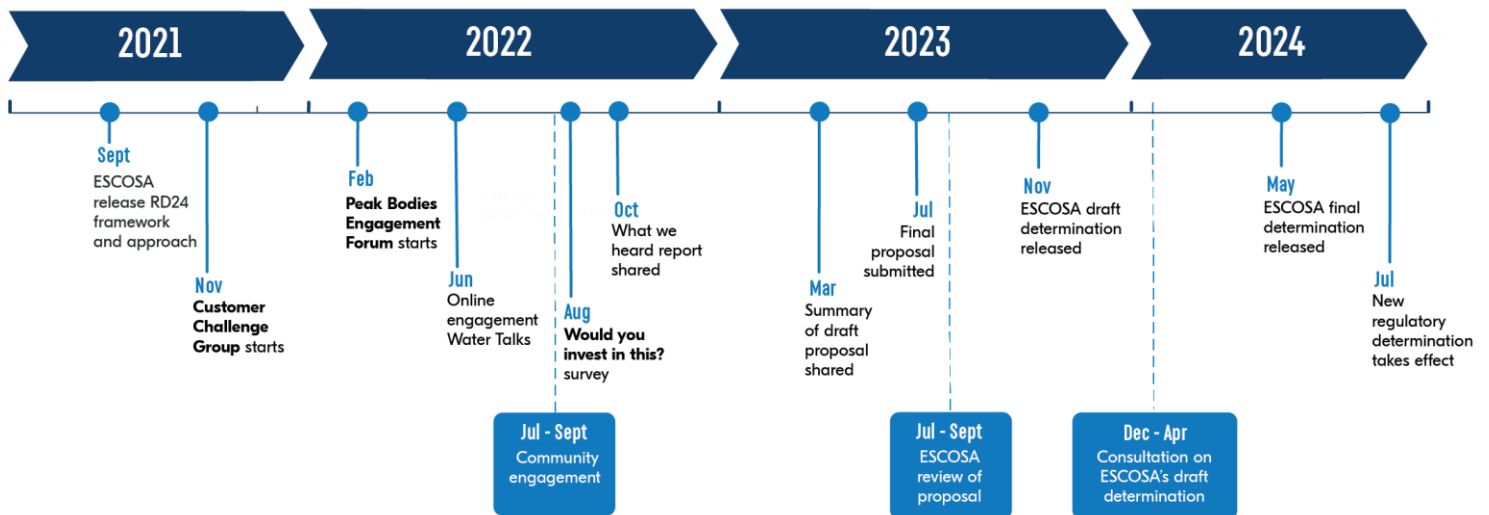
We have several key regulators:

- the Essential Services Commission of South Australia
- SA Health
- the Office of the Technical Regulator
- the Environment Protection Authority
- the Department for Environment and Water.

You can read more about these regulators and how they guide our operations at [Water Talks](#).

Process and timeline

RD24 engagement and process timeline



THE ADVERTISED ROLE

Board Directors

- Multiple Roles
- Adelaide

The SA Water Corporation is owned by the South Australian Government and provides water and wastewater services to more than 1.5 million South Australian customers. The Board provides strategic and governance oversight to SA Water ensuring the delivery of trusted water services for a sustainable and healthy South Australia.

SA Water has a board of seven directors; led by the Chair, five non-executive directors and the Chief Executive of SA Water, who is the sixth member of the Board. The Board reports to the Minister for Climate, Environment and Water. Appointments are for a period of up to three years, and Directors may be reappointed.

The Board is seeking up to four new Directors working closely with the Chair and CEO to ensure that the vision for the organisation is realised within a structure of governance and leadership, robust strategic planning, sound financial and commercial management and the highest standards of safety and quality. As part of Board renewal and retirements, it is an opportune time for new Directors to come on board to enhance the Board's skills composition and provide strategic leadership to the CEO to achieve SA Water's transformational vision and plans.

Applications are encouraged from appropriately qualified professionals with deep demonstrated Board experience, within large complex and highly regulated environments, particularly through periods of transformation. Your career history would ideally encompass:

- Water, Utilities or Infrastructure development
- Complex Finance & Accounting
- Modern technologies and data analytics

Expressions of interest are invited from candidates with demonstrated astute financial, political, and commercial acumen and exceptional stakeholder engagement and communication skills. AICD credentials are highly desirable to the role as is strong experience of governance processes and strategic insight.

For a position description visit www.vuca.com.au/saw or for further enquiries contact VUCA Director, Christine Locher or Associate, Allison Dawe on 0418 845 495 during business hours, for a confidential discussion. Please forward your letter of application and CV in MS Word format to saw@vuca.com.au by Friday 31st March 2023.

What is the unique purpose of the role?

As a Board, ensure SA Water Corporation’s performance in delivering trusted water services for a sustainable and healthy South Australia and, as a Board member, assist in providing strategic oversight.

What does the role do?

SA Water Corporation has a board of seven directors. It is led by a Chair and has five non-executive directors. The Chief Executive of SA Water makes the sixth member of the Board.

The Directors are responsible for SA Water's performance. The Board manages the direction of the corporation and monitors its performance.

The Board reports to the Minister for Climate, Environment and Water.

There are two committees that help the board to do its work. The scope of the committees covers governance, finance, regulation, audit, risk, strategy, policy, people and culture.

The Board meets monthly.

Directors are appointed by the Governor on the recommendation of the Minister. Appointments are for a period of up to three years, and Directors can be reappointed.

Knowledge, skills and experience the role requires

Specifically in this call for Directors we are seeking Directors with deep board experience and skills within the following areas:

Expert skills in the following:
Financial management expertise acquired through experience (FD/CFO – private sector) or qualification (CA)
Experience of regulatory environments, including funding strategies and proposals, performance standards and incentives, and regulator relationship management
Experience in big data analytics/technology/ cyber security
Experience in water industry or other utility sectors

Who you work with

- Chief Executive
- Senior Leadership Team
- Minister for Climate, Environment and Water
- South Australian Government

Special conditions

N/A

CONTACT INFORMATION

For further enquiries and a confidential discussion regarding the Board Director positions, please contact VUCA Director Christine Locher or VUCA Senior Associate, Allison Dawe on 0418 845 495 during business hours.

Applications including your current CV and letter of introduction are to be forwarded in MS Word format to saw@vuca.com.au

Applications close 5pm, Friday 31st March 2023.

IMPORTANT INFORMATION

Please note that VUCA Trusted Advisors believes that while the information contained in this document is true to the best of the Company's knowledge at the time of writing, such information may change without notice. Further, the information herein is the property of the Company and must not be published or attributed unless explicitly agreed.