



PUBLIC VERSION

# Network Operator and Retail Supplier Licence Application Form

Water Industry Competition Act 2006

Water — Application form July 2011

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#### Instructions 1

The Water Industry Competition Act 2006 (the WIC Act or Act) came into operation on 8 August 2008 and, among other things, provides for the licensing of private sector water utilities.

Under the WIC Act, the Minister for Finance and Services (the Minister) is responsible for granting the following licences:

- Network Operator's Licence for constructing, maintaining and operating water industry infrastructure.
- Retail Supplier's Licence to supply water or provide sewerage services, by means of water industry infrastructure.

The Independent Pricing and Regulatory Tribunal of NSW (IPART) is responsible for receiving and assessing licence applications and for the ongoing administration and enforcement of licences.

#### 1.1 Who should complete this form?

This form is for corporations that wish to become licensees under the WIC Act. Under section 8(1) of the WIC Act, an application for a licence can only be made by or on behalf of a corporation.

A copy of the WIC Act is available on the NSW Government's legislation website at www.legislation.nsw.gov.au.

#### Information on filling out and submitting this form 1.2

#### General instructions to applicants 1.2.1

The questions asked in the application form are designed to allow you to establish your capacity and expertise to carry out the proposed activities in compliance with your licence (if granted), the WIC Act and the Water Industry Competition (General) Regulation 2008 (the General Regulation).

Your response should include sufficient information to demonstrate an extensive understanding of the activities you are proposing to undertake, the issues or impacts associated with these activities, and the processes required to address or manage these issues or impacts. The information provided in your application should reflect the type, size, complexity and level of risk associated with the activities to be licensed.1

<sup>1</sup> For example, a recycled water scheme involving a single source, basic treatment, and single pipeline to one commercial customer will be less complex and therefore require less supporting information than a multi-source scheme, with complex treatment and a pipe network ultimately supplying a mix of commercial and residential customers.

Following each question in the application form is an explanation (in italics) as to why we have requested the information and how it will be assessed in relation to the requirements of the WIC Act and the General Regulation. These explanations are provided as a general guide to help applicants understand the main ways in which the information sought is likely to be relevant for the assessment of their application. However, we may use the information provided for any other relevant purpose when we assess your application.

We will also have regard to the following licensing principles, in accordance with section 7 of the WIC Act:

- the protection of public health, the environment, public safety and consumers
- the encouragement of competition in the supply of water and the provision of sewerage services
- the ensuring of sustainability of water resources, and
- the promotion of production and use of recycled water.

Where more extensive information is required in response to a question (ie, example plans), the information is requested to be included as an appendix to the question. Unless indicated otherwise the appendices must be attached to the application to ensure there is sufficient information for IPART to make an assessment in accordance with the relevant legislation. An application that does not attach the necessary appendices may be considered to be an incomplete application resulting in a delay in processing. All appendices should be labelled as per the instructions.

#### Confidential information 1.2.2

IPART uses open public processes to consider applications and must invite submissions on applications from the public. Unless they are confidential, we treat your applications and appendices as public documents. We publish these documents on our website and distribute them to interested parties as appropriate.

Subject to our disclosure obligations (referred to below), we will treat as confidential the financial information that we request for the purposes of your application. We may share that information with our consultants, but will do so on a confidential basis.

You should let us know if you consider other aspects of your application to be confidential so that we can discuss your confidentiality concerns with you.

You should provide separate confidential and public copies of your application. In particular, you should provide:

- ▼ a confidential application, which is clearly marked "confidential" and clearly identifies the confidential information that should not be publicly released, and
- a public application, which does not contain the confidential information, for publication and distribution by IPART.

If we agree with all your confidentiality concerns, we will only publish the public application on our website. However we will furnish a copy of the confidential application to the Ministers specified by the WIC Act and regulations, as we are required to do under section 9(1)(b) of the WIC Act.

Please note that third parties may apply under the Government Information (Public Access) Act 2009 for access to applications, including applications that contain confidential information. If we receive such an application, we will determine disclosure in accordance with that Act.

Where an application includes personal information, IPART will deal with that information in accordance with the information protection principles set out in the Privacy and Personal Information Protection Act 1998.

#### Is there an application fee? 1.2.3

The application fee for a network operator's licence is \$2,500. The application fee for a retail supplier's licence is \$2,500. If you are applying for both a network operator's licence and retail supplier's licence, the fee is \$5,000.

The appropriate licence application fee should be paid either by cheque made payable to the Independent Pricing and Regulatory Tribunal of NSW or by electronic transfer to:

Westpac Banking Corporation

BSB: 032-001

Account No: 205717 Reference: WICA app

If payment is made electronically, please provide a copy of the electronic transfer receipt with your licence application.

Please note that once an application has been submitted, the application fee(s) will not be refunded if the application is rejected or withdrawn.

## 1.2.4 How do you submit the application?

You must submit one hard copy and one electronic copy of each of the versions (public and confidential) of the completed application form and appendices. You may wish to password protect your electronic confidential version. If so, we will contact you to request the password following submission of your application.

The electronic copy should consist of separate files for the application and the appendices for each of the sections. Where there is more than one appendix in a section, they should be combined into a single electronic file. For example, section 3 will have appendices 3.2.1 and 3.6.1 – these appendices should be combined into one electronic file. A summary of the appendices is included in attachment A to this form.

When you have completed your application, you should mark it to the attention of the Water Licensing team, and submit it to IPART in person, via email or via post:

In person	Via email	Via post
Attention: Water Licensing	Attention: Water Licensing	Attention: Water Licensing
Independent Pricing and Regulatory Tribunal	Independent Pricing and Regulatory Tribunal	Independent Pricing and Regulatory Tribunal
Level 8		PO Box Q290
1 Market Street	compliance@ipart.nsw.gov.au	QVB Post Office
Sydney NSW 2000		Sydney NSW 1230

# 1.3 If you require further information

If you have further questions about your application, you can contact the Water Licensing team in IPART by:

- ▼ emailing: compliance@ipart.nsw.gov.au, or
- ▼ telephoning: (02) 9290-8400 (general number).

We encourage you to discuss your licence application form and obtain assistance from the Water Licensing team *prior* to formally submitting your application. Once we receive your application, we will assign you a contact officer, who will manage your application and remain in contact with you throughout the process.

#### Where to from here? 1.4

#### What will happen next? 1.4.1

IPART will check that your application form is complete and that you have supplied all the necessary information and supporting documentation.

If your application is complete, we will undertake consultation and a detailed assessment before preparing a recommendation to the Minister to either grant or refuse the licence(s).

If the application is incomplete, it will not be processed and you will be asked in writing to supply the outstanding information. This is likely to delay the detailed assessment of your application. We may also request additional information in response to submission or our detailed assessment of your application.

If you wish you can withdraw your application at any stage during the process.

IPART uses our best endeavors to process applications quickly. applications are generally processed between 6 to 8 months depending on the complexity of the project.

# Audits and ongoing compliance obligations

Licensing obligations are set out in the Water Industry Competition Act 2006 and Water Industry Competition (General) Regulation 2008, which also sets out standard licence conditions.

IPART has also prepared a series of fact sheets explaining the audit and compliance obligations following the grant of a WIC Act licence.

It is particularly important to note that the granting of a network licence does not allow the licensee to bring any new water or sewerage infrastructure into immediate commercial operation. A licensee must also obtain approval from the Minister before commencing commercial operation of new water or sewerage infrastructure.

For further information, please refer to the following fact sheets or contact the Water Licensing team at IPART on the details provided above.

# Fact sheets:

- ▼ Summary of Audit Framework
- ▼ Commercial operation of new infrastructure
- ▼ Register of licences and other publicly available information
- **▼** *Potable water services public health requirements*
- **▼** *Water recycling public health requirement.*

These documents can be downloaded from the IPART website, at http://www.ipart.nsw.gov.au/water/private-sector-licensing/private-sectorlicensing.asp.

### **Contact Information** 2

To be completed by all applicants

To be completed by an applicants		
2.1 Contact Details		
You need to nominate a primary contact person for all communication and correspondence between the corporation applying for a licence and IPART. This person must be a senior officer of the applicant corporation and not an external consultant. Ideally, this person's role within the corporation will be related to the project/activity to be licensed, and they must have the authority to speak on behalf of the applicant.		
PRIMARY CONTACT		
Full name		
Position title	Email address	
Executive Manager - Retail		
Business telephone number	Mobile telephone number	
Postal address for correspondence		
ADDRESS		
PO Box R <sub>455</sub> , Royal Exchange		
Sydney		
STATE	POST CODE	
NSW	1225	
SECONDARY CONTACT		
Please check if the secondary contact	should be copied into all correspondence.	
Full name		
Position title	Email address	
Managing Director		
Business telephone number	Mobile telephone number	
Postal address for correspondence		
ADDRESS		
PO Box R455, Royal Exchange		
Sydney		
STATE	POST CODE	
NSW	1225	

### **General Information** 3

To be completed by all applicants

3.1	Applicant De	tails	
3.1.1			or the corporation applying for the licence. Please or on behalf of a corporation (s8(1)).
assessm	nent of your applica		5A and CATSI searches* conducted as part of our l also be used to specify the corporation that holds
Insolven	cy and Trustee Serv	rice Australia ( <b>ITSA</b> ), and (	alian Securities and Investments Commission ( <b>ASIC</b> ), Office of the Registrar of Indigenous Corporations (for each and Torres Strait Islander) Act 2006 ( <b>CATSI</b> ))
Corpora	ation name		
Water F	actory Company P	ty Ltd ("WFC")	
ABN/AF	RBN		ACN
28 136 2	272 298		136 272 298
Corpora	ation's registered o	ffice	
ADDRESS			
Level 3,	210 George Street		
Sydney			
STATE			POST CODE
NSW			2000
Corpora	ation's principal pla	ce of business	
ADDRESS			
Level 3,	210 George Street	:	
Sydney			
STATE			POST CODE
NSW			2000
3.1.2	Please provide the following information for the Chief Executive Officer and ALL Directors of the applicant corporation		
Your response to this question is used in ASIC, ITSA and CATSI searches to determine that the named individual(s) are not disqualified individual(s) and that the applicant corporation is not a disqualified corporation (Act, \$10(3)). The information will also be used to assess, among other things, the applicant corporation's organisational capacity to undertake the activities for which you are seeking a licence (Act \$.10(4)(a)).			
PERSON ONE			
Full name			
Position title			
Date of birth			
Residential Address			
ADDRESS			
			· · · · · · · · · · · · · · · · · · ·

STATE		POST CODE
PERSON TWO	Γ	
Full name		
Position title	Executive Director, Chie	ef Operating Officer
Date of birth		
Residential address		
ADDRESS		
STATE		POST CODE
PERSON THREE		
Full name		
Position title	Director	
Date of birth		
Residential address		
STATE		POST CODE
PERSON FOUR		
Full name		
Position title	Director	
Date of birth		
Residential address		
STATE		POST CODE
PERSON FIVE		
Full name		
Position title	osition title Director	

Date of	Date of birth		
Residen	tial address		
STATE		POST CODE	
3.2	.2 Activities for which a licence is sought		
Please c	heck ALL the applicable boxes f	or which you are seeking a licence	
authoris	ed to undertake (Act s.6(1) and s	ed to specify the activities that the applicant corporation will be s.11(1)), if a licence is granted. The response to this question is a scence application (Reg cll.6(1)(a) and 6(2)(a)).	
3.2.1	NETWORK OPERATOR (to co	onstruct, maintain and operate water industry infrastructure)	
	Water infrastructure - drink	cing water	
	Water infrastructure – non	potable water (including recycled water)	
	Sewerage infrastructure		
3.2.2	RETAIL SUPPLIERS (to supply	y water or provide sewerage services)	
	✓ Supply of drinking water		
	✓ Supply of non-potable water		
	✓ Provision of sewerage services		
3.2.3	Have you commenced any of t	he activities for which you are seeking a licence?	
For example, you may have commenced construction, commercial operation and/or supply of services to customers.			
	Yes please go to 3.2.4	✓ No please go to 3.2.5	
3.2.4	Please briefly describe the activities that you have commenced including the date(s) on which they commenced.		
Your response to the following question will be used to determine whether transitional arrangements apply to the project.			
Not applicable			
3.2.5	Please outline the approximate date you anticipate commencing the activities for which you are seeking a licence, if they have not yet commenced. For example, construction of the network infrastructure July 2014, construction of the water treatment plant December 2014, operation of the water treatment plant June 2015, supply to small retail customers August 2015.		
Your response to the following question will be used as background information for the project.			
WFC is targeting development projects in NSW, in respect of which WFC will establish itself as			

the private water utility delivering sewerage and water solutions to the client (through design and construction of the requisite infrastructure and then operation of the same) and the resulting delivery of sewerage and water services to owners of properties in the communities thereafter as WFC's customers.

It is WFC's intention to only provide retail supply services where it also designs, constructs, and operates the requisite network infrastructure. In each such case, WFC (or a WFC entity) will apply for and hold the requisite network operator's license in accordance with the WIC Act 2006. In exceptional cases, WFC may decide to enter into arrangements with an existing third party network operator licensee for the supply of drinking water and/or recycled water.

WFC will supply recycled water produced from wastewater (primarily sewage). Recycled water will only be supplied if WFC is also providing a sewerage service to all or part of the communities it serves.

Drinking water will only be provided where WFC is also providing a sewerage service and recycled water supply.

### Currently:

- i) it is WFC's intention to act as retail supplier in relation to all projects undertaken by its licensed subsidiaries, including the Pitt Town project (Pitt Town Water Factory Pty Ltd ('PTWF')) and the Central Park project (Central Park Water Factory Pty Ltd ('CPWF'))
- ii) in relation to the Pitt Town project, PTWF has submitted a variation of its Retail Supplier and Network Operator licences appointing WFC as an "authorised person"
- iii) in relation to the Central Park project, CPWF has included WFC as an "authorised person" in its licences application
- iv) for the purposes of i)-iii), WFC will provide all customer facing retail services, including customer billing, complaints handling, debt collection, tariff setting, development and implementation of relevant codes of practice, compliance with the relevant retail supply management plans, implementation of the compliance and risk management framework, etc.

#### **Insurance Details** 3-3

What types of insurance do you have or intend to obtain particularly in relation to the 3.3.1 activities for which you are seeking a licence? Provide details of the level (i.e. amount) of insurance you are covered or intend to be covered by for each type. Include a summary of itemised inclusions and exclusions for each type of insurance you hold. Attach copies of all relevant insurance certificates in Appendix 3.3.1.

Types of insurance may include but are not limited to professional indemnity insurance, public liability insurance, workers' compensation and product liability insurance.

Your response to this question will be used to ascertain whether the applicant corporation has made appropriate arrangements with respect to insurance (Act s10(4)(c)).

- Professional Indemnity
- Contracts All Risk

- Contract Limit
- Public Liability
- Products Liability (plus various sub limits)
- Workers Compensation
- Management Liability
- · Directors and Officers Liability
- Company Reimbursement
- Corporate Liability
- Investigation Representation
- Employment Practices Liability
- Internet Liability
- Statutory Liability
- Crime Coverage
- Expense Coverage
- Combined Liability & Professional Indemnity
- Public & Products Liability
- Professional Indemnity
- Industrial Special Risks (Pitt Town)
- Material Loss or Damage
- Business Interruption
- Office Pack
- Fire and Perils to office contents
- Burglary
- Money
- Glass Replacement Liability
- 3.3.2 Explain why the level of cover provided or proposed by your insurer is sufficient for the size and nature of your proposed activities

For existing (brownfield) schemes, you must provide us with a report from an independent insurance broker which holds an Australian financial services licence under Part 7.6 of the *Corporations Act 2001 (Cth)* for the provision of insurance broking services ("Insurance Expert"), that:

- (a) identifies the key risks of undertaking the activities to be authorised under the licence (if granted)
- (b) sets out the types and levels of insurance obtained by you in relation to the activities being undertaken
- (c) certifies whether, in the Insurance Expert's opinion, the type and level of insurance obtained by you is appropriate for the size and nature of the activities to be authorised under the

licence

- provides reasons as to why the types and levels of insurance are appropriate for the size and nature of the activities being undertaken, and
- (e) if any risks arising from undertaking the activities remain uninsured, provides reasons as to

Your response to this question will be used to ascertain whether the applicant corporation has made appropriate arrangements with respect to insurance (Act s.10(4)(c)).

Insurance Brokers have reviewed all insurances required by WFC in connection with its business and has arranged insurance cover to match the business' requirement.

Also, a comprehensive whole-of-business and project-specific assessment has been undertaken to assess the adequacy of WFC's overall insurance arrangements in satisfaction of the Water Industry Competition Act 2006, section 10(4)(d)...

WFC will undertake comprehensive whole-of-business and project-specific assessments annually to ensure that its insurance arrangements are adequate for its requirements.

#### Third parties undertaking activities 3.4

If you intend on using third parties to undertake any significant activities for which you are 3.4.1 seeking a licence (eg, construction of the reticulation network, management of the billing system) please provide their details below. If there are multiple third parties please provide the details for each party as well as an explanation of the activities it will be undertaking.

Third parties undertaking minor sub-contracting works on behalf of the applicant corporation such as electrical or plumbing contractors do not need to be named in the application. If you are unsure of whether the works are significant or otherwise please include the details or contact IPART.

WFC does not intend to use any third parties in connection with the provision of retail services as a retail supplier under this licence. As noted in our response to 3.2.5 above, WFC will be providing all these services.

Your response to this question will be used to determine whether any other persons should be specified on the licence (Act s.6(1)(a)), if a licence is granted. Where applicable, information from those third parties named may also be used to assess the applicant corporation's technical, organisational and financial capacity to undertake the activities for which it is seeking a licence.

Corporation name: Not applicable		
ABN/ARBN	ACN	
Corporation's registered office		
ADDRESS		
STATE	POST CODE	

Please provide a detailed description of the activities that the third party, named above, will undertake on the applicant corporation's behalf.

Please provide details of the contractual arrangements the applicant corporation has in place with the third party, named above, to ensure the third party undertakes the activities in accordance with the licence (if granted).

# 3.5 Other regulatory approvals

Please list any other regulatory approvals that have been obtained (or are being sought) for any of the activities for which the applicant corporation is seeking a licence. Include any regulatory approvals also related to the activities or the project. Such approvals may include development consents for a housing development under the *Environmental Planning and Assessment Act 1979*, section 68 approval under the *Local Government Act 1993*, an Environment Protection Licence under the *Protection of the Environment Operations Act 1997*. Provide a copy of any other regulatory approvals and/or licences in Appendix 3.5.1.

Your response to this question will be used to determine whether IPART needs to co-ordinate this approvals process with other regulatory authorities. Information required in other approval processes may also be requested and used by us in determining this licence application.

Pitt Town Water Factory Pty Ltd Retail Supply License 10\_015, Network Operators License 10\_014 [NB: also applying for similar licenses for our project at Central Park, Sydney, in the name of WFC's wholly-owned subsidiary for that project: Central Park Water Factory Pty Ltd]

# 3.6 Monopoly supply

- 3.6.1 In your opinion, will the supply of water and/ or sewage services to customers be a monopoly service? If yes, please specify whether the monopoly service is in relation to:
  - ▼ a specified water supply or sewerage service, and
  - ▼ a specified area, and
  - ▼ a specified class of customers.

Your response to this question will be used to determine whether the Minister should consider declaring the licensee a monopoly supplier in accordance with section 51 of the WIC Act.

Retail Services will be provided to communities in areas already occupied by an incumbent public authority (either a local council or an authorized public water utility such as Sydney Water or Hunter Water). WFC's Customers will not be contracted for a specified term unless by specific agreement directly with the customer. Should a specific agreement be proposed then WFC will notify IPART and provide the Minister opportunity to consider section 51 of the WIC Act.

# 3.7 Licensing principles

- 3.7.1 How does your proposed activity address the following principles (if applicable):
  - The protection of public health, the environment, public safety and consumers

- ▼ The encouragement of competition in the supply of water and the provision of sewerage services
- ▼ The ensuring of sustainability of water resources
- ▼ The promotion of production and use of recycled water?

Your response to this question will be used in consideration of the licensing principles, in accordance with section 7 of the WIC Act

# Protection of public health, public safety and consumers

Public health, public safety and consumers will be protected through the following:

- WFC will only supply drinking water and recycled water from the highest quality sources in full compliance with all relevant Australian standards
- WFC will ensure that its arrangements with the network operator ensures public health, public safety and consumers are protected.
- Signage will be posted advising of the use of recycled water for irrigation of public open space in accordance with the relevant guidelines and industry best practice.
- Customers will be protected under our Customer Contract which outlines our commitment and policies in relation to Customer enquiries, complaints and payment assistance schemes.

### Protection of the environment

Through the education of Customers regarding appropriate discharge into sewers and the use of recycled water WFC will promote the protection of the environment.

### **Encouragement of competition**

Currently each incumbent public water utility has a monopoly in their respective catchment areas on water and sewerage services in the state of NSW. The license will enable private sector to provide sewage, recycled water and drinking water services in any new community within the incumbent's usual area of operation, hence creating competition.

# Sustainability of water resources

The license will

- provide a sustainable and drought proof supply of irrigation water
- reduce the amount of drinking water use in new communities
- provide a constant reliable source of water for non-drinking purposes

### Promotion of production and use of recycled water

The proposed NSW state wide license will create the opportunity for WFC to o provide sustainable recycled water to new communities and surrounding areas

#### **Network Operator** 4

You need to complete the following section of this form if the applicant corporation is seeking a <u>network operator's licence</u>. Please note the sections are divided into the types of infrastructure as follows:

- ▼ 4.1 Water infrastructure drinking water
- ▼ 4.2 Water infrastructure non potable water (including recycled water and stormwater reuse)
- ▼ 4.3 Sewerage infrastructure.

Please complete only those sections that relate to your response in question 3.3.1 above.

# 4.1 Water infrastructure – drinking water

Only provide a response to the questions in the following section if the applicant corporation is seeking a licence for the construction, maintenance and operation of <u>water infrastructure for the supply of drinking water.</u>

4.1.1 Describe the proposed drinking water infrastructure from the source of the drinking water through to the end use (i.e. catchment to tap). Please include in your description all of the infrastructure for which the applicant corporation is seeking a licence. This will include any infrastructure that is to be used for the production, treatment, filtration, storage, conveyance or reticulation of the drinking water. Please list all sources and end uses in the description. Identify the infrastructure for which the applicant corporation is seeking a licence. Provide a detailed process flow diagram of the proposed infrastructure from source to end use in Appendix 4.1.1.

You must attach a process flow diagram in response to this question. The process flow diagram should only include the drinking water infrastructure where the scheme includes more than one type of infrastructure and must cover the process from source to end use. You may also include a piping and instrumentation diagram for additional information.

The response to this question will be used to draft a proposed licence. The licence will specify the type of water industry infrastructure, if a licence is granted (Act s.6(1)(a)). The response will also be used to ensure you have applied for the correct licence(s) and as a context for our assessment of the applicant corporation's technical, organisational and financial capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

Describe whether the infrastructure is existing infrastructure or is to be constructed. If the infrastructure is existing, please describe its current condition and operability. If the infrastructure is a mixture of existing and to be constructed identify the infrastructure as existing or to be constructed on the process flow diagram in Appendix 4.1.1.

The response to this question will be used as a context for the assessment of environmental risks from the proposed scheme (Act s.10(4)(e), Reg cl.7).

Not applicable

- 4.1.3 Describe the <u>location</u> of the proposed infrastructure. For example include:
  - ▼ the identification of specific lot descriptors (e.g. lot and DP numbers) for the production, treatment, filtration and/or storage infrastructure.
  - the location of infrastructure for the conveyance and/or reticulation of drinking water by street name, local government area or other description as appropriate to the size of the scheme.

Provide a map showing the location of the proposed infrastructure from source to end use in Appendix 4.1.3.

The map may include all water industry infrastructure (ie, drinking water, non-potable water and/or sewerage) where the scheme includes more than one type of infrastructure.

The response to this question is a requirement for any network operator's licence (Reg cl.6(1)(a)). The

response to this question will be used to specify the authorised area of operations (Act s.11(1)), if a licence is granted. The response will also be used as a context for the assessment of environmental risks from the proposed scheme (Act s.10(4)(e), Reg cl.7).

Not applicable

4.1.4 Describe any interconnections between the proposed drinking water infrastructure and other infrastructure not part of this scheme (e.g. interconnections with other licensed network operators or public utilities). Identify in your description who is responsible for the construction, operation and maintenance of which infrastructure. Identify all interconnections with other infrastructure on the process flow diagram in Appendix 4.1.1 and the map in Appendix 4.1.3.

The response to this question will be used to ensure the correct area of operation is specified in the licence, if a licence is granted (Act s.11(1)). The response will also be used as a context for the assessment of risks from the proposed scheme and to identify possible additional licence conditions relating to the inter-connected systems and responsibilities for risks.

Not applicable

Where applicable, describe the connection point to customers or end users (e.g. the customer connection point may be a water meter). Identify in your description who is responsible for the construction, operation and maintenance of which infrastructure. Identify all customer and/or end user connections on the process flow diagram in Appendix 4.1.1 and the map in Appendix 4.1.3.

The response to this question will be used to ensure the correct area of operation is specified in the licence, if a licence is granted (Act s.11(1)). The response will also be used as a context for the assessment of risks from the proposed scheme.

Not applicable

What volume of water is available from the proposed source? Where applicable, please provide the capacity of the source and the (allowable) average daily extraction rate from the source. If there is more than one source, please provide the requested information for each of the sources. Where relevant, provide a copy of any agreements and/or licences to access the source water in Appendix 4.1.6.

The response will also be used as a context for the assessment of the technical, organisational and financial capacity of the applicant corporation (Act s.10(4)(a)).

Not applicable

What volume of water will be treated by the scheme? Please provide the average and peak daily flow rates <u>treated by</u> the scheme.

This information will be used to determine the fee category for the scheme, if a licence is granted. The

response to this question may be used to draft a proposed licence, if a licence is granted.

Not applicable

4.1.8 What volume of drinking water will be produced by the scheme? Please provide the average and peak daily volume supplied to end users or retail suppliers.

This information will be used to assess the retail supplier's obligation not to over commit, if a licence is granted. The response to this question may be used to draft a proposed licence, if a licence is granted.

Not applicable

4.1.9 Provide your preliminary risk assessment for the scheme from source to end use in Appendix 4.1.9. It is important that your preliminary risk assessment accurately identifies any hazards present in the source water or likely to result from the proposed treatment process. The risk assessment will also address the intended, inadvertent and unauthorised end uses (and therefore routes of exposure) to the water. The preliminary risk assessment will identify any reasonably foreseeable risk event with the potential to expose people or the environment to hazards. The preliminary risk assessment will outline the broad mitigation measures where the risk of exposure to a hazard is unacceptable to human health or the environment in order to reduce the risk of exposure.

The risk assessment must also identify the events and circumstances that could adversely affect the applicant corporation's ability to carry out the activities for which the licence is sought (including any activities undertaken by a nominated third party), the probability of the occurrence of any such event or circumstance and the measures to be taken by the applicant corporation to prevent or minimise the likelihood of any such event or circumstance.

The preliminary risk assessment should demonstrate the application of a consistent methodology for identifying hazards and assessing potential impacts and risks to health and the environment. We strongly recommend that the applicant corporation utilises an established risk management system, such as outlined in AS/NZS ISO 31000:2009 (Risk management – Principles and guidelines), which is consistent with the approach outlined in the Australian Drinking Water Guidelines (element 2).

The response to this question is a requirement for any network operator's licence for water infrastructure (Reg cl.6(1)(b) and cl.6(1)(c)(ii)). The response to this question will be used to determine whether there are any issues of public interest arising from the proposed scheme (Act s.10(4)(f)). The response to this question will also be used to draft a proposed licence. The licence will specify the purpose for which the infrastructure can be used, if a licence is granted (Act s.6(1)(a)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)( $\alpha$ )).

Not applicable

Describe how the 12 elements of the framework for the management of drinking water 4.1.10 quality, as detailed in the Australian Drinking Water Guidelines (ADWG), have been addressed and will be implemented and maintained. Provide evidence of the applicant corporation's capacity to implement the 12 elements of the framework in the ADWG in Appendix 4.1.10.

The evidence should be in the form of management plans for either the proposed scheme or other similar schemes undertaken by the applicant corporation, or in a comprehensive statement detailing the process by which the management plan will be developed. For existing (brownfield) schemes you should provide the actual water quality plan for the site.

The response to this question is a requirement for any network operator licence for water infrastructure (Reg cl.6(1)(d)(i)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

4.1.11

How will the continuity of supply of the drinking water be ensured? What contingency plans are in place in the case of failure of the infrastructure? What alternative supplies of drinking water will be used when the infrastructure is inoperable?

The response to this question is a requirement for any network operator's licence for water infrastructure (Reg cl.6(1)(c)). The response to this question will be used to determine whether there are any issues of public interest arising from the proposed scheme (Act s.10(4)(f)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

4.1.12

Describe the systems and processes that the applicant corporation will have in place to manage the water infrastructure. Provide evidence of the applicant corporation's capacity to develop and implement an infrastructure operating plan in Appendix 4.1.12.

The evidence may include examples of processes and procedures for either the proposed scheme or other similar schemes undertaken by the applicant corporation. The processes and/or procedures should demonstrate good operational practice including life cycle planning, system redundancy, contingency planning, condition monitoring, management maintenance processes and processes of supporting skills needs. The examples should demonstrate links to a risk management process. For existing (brownfield) schemes you should provide the actual water quality plan for the site.

The response to this question is a requirement for any network operator's licence for water infrastructure (Reg cl.6(1)(c)). The response will be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

4.1.13

Describe the studies that have been completed to investigate any environmental impacts (including but not limited to water quality, quantity, air, noise, sea level rise, biodiversity and Aboriginal cultural heritage) from the construction and operation of the infrastructure? Have the studies identified any significant environmental impacts from the scheme? If so, how are the environmental impacts proposed to be managed? Provide a copy of any environmental study and/or risk assessment in Appendix 4.1.13.

As a minimum, an application must be accompanied by a statement of environmental effects (SEE) (unless the development is designated development, Part 5 development or a major project, in which case either an environmental impact statement (EIS) or comprehensive environmental assessment is

required). The SEE may be prepared by the applicant corporation or by a consultant acting on behalf of the applicant. The SEE must identify the environmental impacts of the proposed scheme, and the steps which will be taken to protect the environment or reduce the harm. Where the study is in the form of a comprehensive environmental assessment or EIS, please include only the executive summarv.

The response to this question will be used to determine whether the activities authorised by a licence (if granted) present a significant risk of harm to the environment (Reg cl.7). The response to this question may be used to draft a proposed licence, if a licence is granted.

Not applicable

If a treatment process forms part of the infrastructure for which the applicant corporation is 4.1.14 seeking a licence, what waste streams will be generated by the proposed treatment plant and how will the waste be disposed of or handled?

The response to this question will be used to determine whether the activities authorised by a licence (if granted) present a significant risk of harm to the environment (Reg cl.7). The response will also be used as a context for our assessment of the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

#### Water infrastructure – non-potable water 4.2

Only provide a response to the questions in the following section if the applicant corporation is seeking a licence for the construction, maintenance and operation of water infrastructure for the supply of non-potable water.

Describe the proposed non-potable water infrastructure from the source of the water 4.2.1 through to the end use (i.e. catchment to tap). Please include in your description all of the infrastructure for which the applicant corporation is seeking a licence. This will include any infrastructure that is to be used for the production, treatment, filtration, storage, conveyance or reticulation of the non-potable water. Please list all sources and end uses in the description. Identify the infrastructure for which the applicant corporation is seeking a licence. Provide a detailed process flow diagram of the proposed infrastructure from source to end use in Appendix 4.2.1.

You must attach a process flow diagram in response to this question. The process flow diagram should only include the non-potable water infrastructure where the scheme includes more than one type of infrastructure and must cover the process from source to end use. You may also include a piping and instrumentation diagram for additional information.

The response to this question will be used to draft a proposed licence. The licence will specify the type of water industry infrastructure, if a licence is granted (Act s.6(1)(a)). The response will also be used to ensure you have applied for the correct licence(s) and as a context for our assessment of the applicant corporation's technical, organisational and financial capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

Describe whether the infrastructure is existing infrastructure or is to be constructed. If the infrastructure is existing, please describe its current condition and operability. If the infrastructure is a mixture of existing and to be constructed identify the infrastructure as existing or to be constructed on the process flow diagram in Appendix 4.2.1.

The response to this question will be used as a context for the assessment of environmental risks from the proposed scheme (Act s.10(4)(e), Reg cl.7).

Not applicable

- 4.2.3 Describe the <u>location</u> of the proposed infrastructure. For example include:
  - the identification of specific lot descriptors (e.g. lot and DP numbers) for the production, treatment, filtration and/or storage infrastructure.
  - the location of infrastructure for the conveyance and/or reticulation of non-potable water by street name, local government area or other description as appropriate to the size of the scheme

Provide a map showing the location of the proposed infrastructure from source to end use in Appendix 4.2.3.

The map may include all water industry infrastructure (ie, drinking water, non-potable water and/or sewerage) where the scheme includes more than one type of infrastructure.

The response to this question is a requirement for any network operator's licence for water infrastructure (Reg cl.6(1)(a)). The response to this question will be used to specify the authorised area of operations (Act s.11(1)), if a licence is granted. The response will also be used as a context for the assessment of environmental risks from the proposed scheme (Act s.10(4)(e), Reg cl.7).

Not applicable

4.2.4 Describe any interconnections between the proposed non-potable water infrastructure and other infrastructure not part of this scheme (e.g. interconnections with other licensed network operators or public utilities such as sewers or water mains). Identify in your description who is responsible for the construction, operation and maintenance of which infrastructure. Identify all interconnections with other infrastructure on the process flow diagram in Appendix 4.2.1 and the map in Appendix 4.2.3.

Examples of interconnections may include potable water top up or trade waste disposal, as well as to other network operators.

The response to this question will be used to ensure the correct area of operation is specified in the licence, if a licence is granted (Act s.11(1)). The response will also be used as a context for the assessment

of risks from the proposed scheme and to identify possible additional licence conditions relating to the inter-connected systems and responsibilities for risks.

Not applicable

4.2.5 Where applicable, describe the connection point to customers or end users (e.g. the customer connection point may be a water meter). Identify in your description who is responsible for the construction, operation and maintenance of which infrastructure. Identify all customer and/or end user connections on the process flow diagram in Appendix 4.2.1 and the map in Appendix 4.2.3.

The response to this question will be used to ensure the correct area of operation is specified in the licence, if a licence is granted (Act s.11(1)). The response will also be used as a context for the assessment of risks from the proposed scheme.

Not applicable

4.2.6 What volume of water is available from the proposed source? Where applicable, please provide the capacity of the source and the (allowable) average daily extraction rate from the source. If there is more than one source, please provide the requested information for each of the sources. Where relevant, provide a copy of any agreements and/or licences to access the source water in Appendix 4.2.6.

The response will also be used as a context for the assessment of the technical, organisational and financial capacity of the applicant corporation (Act s.10(4)(a)).

Not applicable

What volume of water will be treated by the scheme? Please provide the average and peak 4.2.7 daily flow rates treated by the scheme.

This information will be used to determine the fee category for the scheme, if a licence is granted. The response to this question may be used to draft a proposed licence, if a licence is granted.

Not applicable

4.2.8 What volume of non-potable water will be produced by the scheme? Please provide the average and peak daily volume supplied to end users or retail suppliers.

This information will be used to assess the retail supplier's obligation not to over commit, if a licence is granted. The response to this question may be used to draft a proposed licence, if a licence is granted.

Not applicable

4.2.9 List all the intended end uses for the non-potable water generated by the scheme.

The response to this question will be used to determine whether there are any issues of public interest arising from the proposed scheme (Act s.10(4)(f)). The response to this question will also be used to draft a proposed licence. The licence will specify the purpose for which the infrastructure can be used, if a licence is granted (Act s.6(1)(a), Reg cl.8(1)).

Not applicable

4.2.10 Provide your preliminary risk assessment for the scheme from source to end use in Appendix 4.1.10. It is important that your preliminary risk assessment accurately identifies any hazards present in the source water or likely to result from the proposed treatment process. The risk assessment will also address the intended, inadvertent and unauthorised end uses (and therefore routes of exposure) to the non-potable water. The preliminary risk assessment will identify any reasonably foreseeable risk event with the potential to expose people or the environment to hazards. The preliminary risk assessment will outline the broad mitigation measures where the risk of exposure to a hazard is unacceptable to human

health or the environment in order to reduce the risk of exposure.

The risk assessment must also identify the events and circumstances that could adversely affect the applicant corporation's ability to carry out the activities for which the licence is sought (including any activities undertaken by a nominated third party), the probability of the occurrence of any such event or circumstance and the measures to be taken by the applicant corporation to prevent or minimise the likelihood of any such event or circumstance.

The preliminary risk assessment should demonstrate the application of a consistent methodology for identifying hazards and assessing potential impacts and risks to health and the environment. We strongly recommend that the applicant corporation utilises an established risk management system, such as outlined in AS/NZS ISO 31000:2009 (Risk management – Principles and guidelines), which is consistent with the approach outlined in the Australian Guidelines for Water Recycling (element 2).

The response to this question is a requirement for any network operator's licence for water infrastructure (Reg cl.6(1)(b) and cl.6(1)(c)(ii)). The response to this question will be used to determine whether there are any issues of public interest arising from the proposed scheme (Act s.10(4)(f)). The response to this question will also be used to draft a proposed licence. The licence will specify the purpose for which the infrastructure can be used, if a licence is granted (Act s.6(1)(a), Reg. cl.8(1)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

Describe how the 12 elements of the framework for the management of recycled water, as detailed in the Australian Guidelines for Water Recycling (AGWR), have been addressed and will be implemented and maintained. Provide evidence of the applicant corporation's capacity to implement the 12 elements of the framework in the AGWR in Appendix 4.2.11.

The evidence should be in the form of management plans for either the proposed scheme or other similar schemes undertaken by the applicant corporation, or in a comprehensive statement detailing the process by which the management plan will be developed. For existing (brownfield) schemes you should provide the actual water quality plan for the site.

The response to this question is a requirement for any network operator's licence for water infrastructure

(Reg cl.6(1)(d)(i)). The response to this question will also be used to draft a proposed licence. The licence will specify the purpose for which the infrastructure can be used, if a licence is granted (Act s.6(1)(a), Reg. cl.8(2)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence.

Not applicable

4.2.12

How will the continuity of supply of the non-potable water be ensured? What contingency plans are in place in the case of failure of the infrastructure? What alternative supplies of non-potable water will be used when the infrastructure is inoperable?

The response to this question is a requirement for any network operator's licence for water infrastructure (Reg cl.6(1)(c)). The response to this question will be used to determine whether there are any issues of public interest arising from the proposed scheme (Act s.10(4)(f)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

4.2.13

Describe the systems and processes that the applicant corporation will have in place to manage the non-potable water infrastructure. Provide evidence of the applicant corporation's capacity to develop and implement an infrastructure operating plan in Appendix 4.2.13.

The evidence may include examples of processes and procedures for either the proposed scheme or other similar schemes undertaken by the applicant corporation. The processes and/or procedures should demonstrate good operational practice including life cycle planning, system redundancy, contingency planning, condition monitoring, management maintenance processes and processes of supporting skills needs. The examples should demonstrate links to a risk management process. For existing (brownfield) schemes you should provide the actual water quality plan for the site.

The response to this question is a requirement for any network operator's licence for water infrastructure (Reg cl.6(1)(c)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

4.2.14

Describe the studies that have been completed to investigate any environmental impacts (including but not limited to water quality, quantity, air, noise, sea level rise, biodiversity and Aboriginal cultural heritage) from the construction and operation of the infrastructure? Have the studies identified any significant environmental impacts from the scheme? If so, how are the environmental impacts proposed to be managed? Provide a copy of any environmental study and/or risk assessment in Appendix 4.2.14.

As a minimum an application must be accompanied by a statement of environmental effects (SEE) (unless the development is designated development, Part 5 development or a major project, in which case either an environmental impact statement (EIS) or comprehensive environmental assessment is required). The SEE may be prepared by the applicant corporation or by a consultant acting on behalf of the applicant. The SEE must identify the environmental impacts of the proposed scheme, and the steps which will be taken to protect the environment or reduce the harm. Where the study is in the

form of a comprehensive environmental assessment or EIS, please include only the executive

The response to this question may be used to draft a proposed licence, if a licence is granted. The response to this question will be used to determine whether the activities authorised by a licence (if granted) present a significant risk of harm to the environment (Reg cl.7).

Not applicable

If a treatment process forms part of the infrastructure for which the applicant corporation is 4.2.15

seeking a licence, what waste streams will be generated by the proposed treatment plant and how will the waste be disposed of or handled?

The response to this question will be used to determine whether the activities authorised by a licence (if granted) present a significant risk of harm to the environment (Reg cl.7). The response will also be used as a context for our assessment of the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

# 4.3 Sewerage infrastructure

Only provide a response to the questions in the following section if the applicant corporation is seeking a licence for the construction, maintenance and operation of <u>sewerage infrastructure</u>.

4.3.1 Describe the proposed sewerage infrastructure from the collection to disposal or reuse. Include in your description all of the sewerage infrastructure for which the applicant corporation is seeking a licence. This will include any infrastructure that is to be used for the collection, treatment, filtration, storage, conveyance or disposal of the sewerage or treated effluent. Provide a detailed process flow diagram of the proposed infrastructure from collection to disposal or reuse in Appendix 4.3.1.

You must attach a process flow diagram in response to this question. The process flow diagram should only include the sewerage infrastructure where the scheme includes more than one type of infrastructure and must cover the process from source to end use. You may also include a piping and instrumentation diagram for additional information.

The response to this question will be used to draft a proposed licence. The response to this question is a requirement for any network operator's licence for sewerage infrastructure (Reg cl.6(2)(d)(ii)). The licence will specify the type of water industry infrastructure, if a licence is granted (Act s.6(1)(a)). The response will also be used to ensure you have applied for the correct licence(s) and as a context for our assessment of the applicant corporation's technical, organisational and financial capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

Describe whether the infrastructure is existing infrastructure or is to be constructed. If the infrastructure is existing, please describe its current condition and operability. If the infrastructure is a mixture of existing and to be constructed identify the infrastructure as existing or to be constructed on the process flow diagram in Appendix 4.3.1.

The response to this question will be used as a context for the assessment of environmental risks from the proposed scheme (Act s.10(4)(e), Reg cl.7).

Not applicable

- 4.3.3 Describe the <u>location</u> of the proposed infrastructure. For example include:
  - the identification of specific lot descriptors (eg, lot and DP numbers) for the collection, treatment, filtration and/or storage infrastructure
  - the location of infrastructure for the conveyance and/or reticulation of sewage by street name, local government area or other description as appropriate to the size of the scheme.

Provide a map showing the location of the proposed infrastructure from source to end use in Appendix 4.3.3.

The map may include all water industry infrastructure (ie, drinking water, non-potable water and/or sewerage) where the scheme includes more than one type of infrastructure.

The response to this question is a requirement for any network operator's licence for sewerage

infrastructure (Reg cl.6(2)(a)). The response to this question will be used to specify the authorised area of operations (Act s.11(1)), if a licence is granted. The response will also be used as a context for the assessment of environmental risks from the proposed scheme (Act s.10(4)(e), Reg cl.7).

Not applicable

Describe any interconnections between the proposed sewerage infrastructure and other infrastructure not part of this scheme (eg, interconnections with other licensed network operators or public utilities such as sewers). Identify in your description who is responsible for the construction, operation and maintenance of which infrastructure. Identify all interconnections with other infrastructure on the process flow diagram in Appendix 4.3.1 and the map in Appendix 4.3.3.

The response to this question will be used to ensure the correct area of operation is specified in the licence, if a licence is granted (Act s.11(1)). The response will also be used as a context for the assessment of risks from the proposed scheme and to identify possible additional licence conditions relating to the inter-connected systems and responsibilities for risks.

Not applicable

What volume of sewage will be treated by the scheme? Please provide the average and peak daily (hydraulic and biological, where relevant) flow rates <u>treated by</u> the scheme.

This information will be used to determine the fee category for the scheme, if a licence is granted. The response to this question may be used to draft a proposed licence, if a licence is granted.

Not applicable

4.3.6 What volume of treated effluent will be disposed of from the scheme? Please provide the average and peak daily disposal rates <u>disposed from</u> the scheme.

The response will be used as a context for the assessment of environmental risks from the proposed scheme (Act s.10(4)(e), Reg cl.7). The response to this question may be used to draft a proposed licence, if a licence is granted.

Not applicable

4.3.7 How will the treated effluent be disposed of from the scheme?

The response to this question may be used to draft a proposed licence, if a licence is granted. The response will also be used as a context for the assessment of environmental risks from the proposed scheme (Act s.10(4)(e), Reg cl.7).

Not applicable

What wastewater and/or catchment characterisation studies have been undertaken? 4.3.8 Provide a summary report of any wastewater characterisation or catchment studies including results in Appendix 4.3.8.

This information will be used as a context to the potential health and environmental risks posed by the scheme.

Not applicable

Provide your preliminary risk assessment for the scheme from collection to disposal in 4.3.9 Appendix 4.3.8. It is important that your preliminary risk assessment accurately identifies any hazards present in the sewage or likely to result from the proposed treatment process. The risk assessment should also address the intended method of disposal and any

inadvertent releases (and therefore routes of exposure) to the treated effluent. The preliminary risk assessment will identify any reasonably foreseeable risk event with the potential to expose people or the environment to hazards. The preliminary risk assessment will outline the broad mitigation measures where the risk of exposure to a hazard is unacceptable to human health or the environment in order to reduce the risk of exposure.

The risk assessment must also identify the events and circumstances that could adversely affect the applicant corporation's ability to carry out the activities for which the licence is sought (including any activities undertaken by a nominated third party), the probability of the occurrence of any such event or circumstance and the measures to be taken by the applicant corporation to prevent or minimise the likelihood of any such event or circumstance.

The preliminary risk assessment should demonstrate the application of a consistent methodology for identifying hazards and assessing potential impacts and risks to health and the environment. We strongly recommend that the applicant corporation utilises an established risk management system, such as outlined in AS/NZS ISO 31000:2009 (Risk management - Principles and guidelines). Where relevant, the risk assessment should identify and include any environmental risks and/or management actions identified in the development approval.

The response to this question is a requirement for any network operator's licence for sewerage infrastructure (Reg cl.6(2)(b), cl.6(2)(c)(ii), cl.6(2)(d)(i)). The response to this question will be used to determine whether there are any issues of public interest arising from the proposed scheme (Act s.10(4)(f)). The response to this question will also be used to draft a proposed licence. The licence will specify the purpose for which the infrastructure can be used, if a licence is granted (Act s.6(1)(a)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

Describe the systems and processes that the applicant corporation will have in place to 4.3.10 manage the sewerage infrastructure. Provide evidence of the applicant corporation's capacity to develop and implement an infrastructure operating plan in Appendix 4.3.10.

The evidence may include examples of processes and procedures for either the proposed scheme or other similar schemes undertaken by the applicant corporation. The processes and/or procedures should demonstrate good operational practice including life cycle planning, system redundancy, contingency planning, condition monitoring, management maintenance processes and processes of supporting skills needs. The examples should demonstrate links to a risk management process. For existing (brownfield) schemes you should provide the actual water quality plan for the site.

The response to this question is a requirement for any network operator's licence for sewerage infrastructure (Reg cl.6(2)(c)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

4.3.11

How will the continuity of the provision of sewerage services be ensured? Wha contingency plans are in place in the case of failure of the infrastructure?

The response to this question is a requirement for any network operator's licence for sewerage infrastructure (Reg cl.6(2)(c)). The response to this question will be used to determine whether there are any issues of public interest arising from the proposed scheme (Act s.10(4)(f)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (act s.10(4)(a)).

Not applicable

4.3.12

Describe the studies that have been completed to investigate any environmental impacts (including but not limited to water quality, quantity, air, noise, sea level rise, biodiversity and Aboriginal cultural heritage) from the construction and operation of the infrastructure? Have the studies identified any significant environmental impacts from the scheme? If so, how are the environmental impacts proposed to be managed? Provide a copy of any environmental study and/or risk assessment in Appendix 4.3.12.

As a minimum an application must be accompanied by a statement of environmental effects (SEE) (unless the development is designated development, Part 5 development or a major project, in which case either an environmental impact statement (EIS) or comprehensive environmental assessment is required). The SEE may be prepared by the applicant corporation or by a consultant acting on behalf of the applicant. The SEE must identify the environmental impacts of the proposed scheme, and the steps which will be taken to protect the environment or reduce the harm. Where the study is in the form of a comprehensive environmental assessment or EIS, please include only the executive summary.

The response to this question may be used to draft a proposed licence, if a licence is granted. The response to this question will be used to determine whether the activities authorised by a licence (if granted) present a significant risk of harm to the environment (Reg cl.7).

Not applicable

4.3.13

Where relevant, what land capability assessments have been undertaken on the proposed land disposal area? **Provide a copy of any soil capability assessment in Appendix 4.3.13.** 

The response to this question may be used to draft a proposed licence, if a licence is granted. The response to this question will be used to determine whether the activities authorised by a licence (if granted) present a significant risk of harm to the environment (Req cl.7).

Not applicable

If a treatment process forms part of the infrastructure for which the applicant corporation is 4.1.14 seeking a licence, what waste streams will be generated by the proposed treatment plant (such as screenings and biosolids but not including the treated effluent) and how will the waste be disposed of or handled?

The response to this question will be used to determine whether the activities authorised by a licence (if granted) present a significant risk of harm to the environment (Reg cl.7). The response will also be used as a context for our assessment of the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

# 5 Retail Supplier

Only to be completed by applicants seeking a retail supplier's licence.

Note a retail supplier's licence may only be granted if sufficient quantities of the water supplied will have been obtained otherwise than from a public water utility (Act s.10(4)(d)).

# 5.1 Supply of water

Please provide a response to the questions in the following section if you are seeking a licence for the <u>supply of water</u> by means of any water industry infrastructure.

5.1.1 Describe the water industry infrastructure that the applicant corporation will access to supply water.

The response to this question is a requirement for any retail supplier's licence for water industry infrastructure (Reg cl.10(1)(a). The response will also be used to ensure you have applied for the correct licence(s)).

Drinking water will be provided from either public or private networks. Drinking water provided by a private network will require the network operator to hold the appropriate network operator license in accordance with the WIC Act. Drinking water will only be provided where WFC is also providing a sewerage service and recycled water supply.

Recycled water will be provided from either public or private networks. As regards the latter, as stated above, it is WFC's intention to only provide retail supply services where it also designs, constructs, and operates the requisite network infrastructure. In each such case, WFC (or a member of the WFC group) will need to apply for and hold the requisite network operator license in accordance with the WIC Act. In exceptional cases, WFC may decide to enter into arrangements with an existing third party network operator licensee for the supply of recycled water.

WFC will supply recycled water produced from sewage. Recycled water will only be supplied if WFC is also providing a sewerage service to all or part of the communities it serves.

As at the time of this application, it is WFC's intention to access PTWF's licensed infrastructure in Pitt Town and to access CPWF's infrastructure in Central Park (should it become licensed)

What volume of water is available from the proposed source? Where applicable, please provide the capacity of the source and the (allowable) average daily extraction rate from the source. If there is more than one source, please provide the requested information for each of the sources. Where relevant, provide a copy of any agreements and/or licences to access the source water in Appendix 5.1.2.

The response to this question will be used to determine whether sufficient quantities of the water supplied will have been obtained otherwise than from a public water utility (Act s.1o(4)(d)).

Drinking Water capacities will be subject to formal agreement with the public water utility or private network operator prior to confirming an offer of service to customers.

Drinking Water services will not be offered without also obtaining formal agreement with a private network operator for recycled water supply and sewerage services.

Recycled Water capacities will be less than the sewage volume received from providing the sewerage service; therefore the commitment to retail supply of recycled water will be determined by the volume of sewage received from associated retail supply of sewerage services within the same community (or as otherwise supplemented through negotiated sewer mining arrangements and/or third parties outside the community). In addition to sewage as a source for recycled water supply, WFC will also look to other available water sources, such as storm water, ground water, etc.

The private network operator will be required to manage fluctuating recycled water demands within its network operations management arrangements.

In relation to WFC's application by its two wholly owned subsidiaries Pitt Town Water Factory Pty Ltd (PTWF) and Central Park Water Factory Pty Ltd (CPWF) for WIC Act licenses the volumes of water from proposed sources are as follows:

### Central Park Water Factory Pty Ltd (CPWF) are summarised as follows:

Sewage Treatment up to 1000kL/day

All sewage from the Central Park development will be directed to the recycled water facility. The expected available sewage volume is 555kL/d once fully developed and occupied.

CPWF has sought permission to extract up to 65okL/day (max) over 22 hours a day from Sydney Water's sewer under a sewer mining arrangement.

- Recycled water production up to 1470kL/day, The Recycled Water Facility will produce approx 400ML of recycled water per annum when the project is fully developed.
- Drinking Water up to 1700kL/day

CPWF has applied for permission to extract up to 1700kL/day for drinking water from Sydney Water's drinking water reticulation under a commercial customer agreement.

Drinking Water from Sydney Water is available for the full development assuming it does not have a recycled water supply. The available supply is at least 1700kL/d

Rainwater Treatment up to 200kL/day

Rainwater harvesting is collected from all building roofs and storage of 2000kL is available throughout the development. Groundwater pumped from the lowest point in each basement carpark is available at unknown quality or quantity at this stage. It will be made available as source water if suitable.

The Recycled Water Facility will take up to 1000kL/d of sewage and 1500kL/d of sewage and rainwater and/or groundwater.

### Pitt Town Water Factory Pty Ltd (PTWF):

• Sewage Treatment up to 16oML/year.

Raw sewage is immediately available from the 230 existing Pitt Town dwellings and is accessed pursuant to a sewer mining arrangement with local council. This sewage will be supplemented with additional sewage flows from new dwellings as the area is developed.

The sewage will be sourced from a collector pumping station owned by Hawkesbury City Council (HCC) and situated immediately adjacent to the proposed recycled water factory. PTWF has sought permission to extract up to 0 to 207kL/day at 0 to 20L/s from HCC.

- Recycled water production of up to 150ML/year
- PTWF's recycled water facility will produce and utilise over 100ML of recycled water per annum when the area is fully developed.

5.1.3 What customers or classes of customers does the applicant corporation propose to supply with water?

Classes of customers may include residential, industrial, commercial or agricultural.

The response to this question is a requirement for any retail supplier's licence (Act s.6(1)(b)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

- Residential
- Commercial
- · Light industrial
- Agricultural

5.1.4 Will you be supplying small retail customers with water (i.e. less than 15Ml/year)?

A person is a small retail customer in relation to water supply if the maximum rate at which water is supplied, pursuant to one or more water supply contracts, to all premises that the person owns, leases or occupies is less than 15 megalitres per year.

The response will be used as context to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)). The response will also be used as a context for the assessment of risks from the proposed scheme and to identify possible additional licence conditions relating to the supply of water to small retail customers.

Yes, the majority of customers will be small retail customers.

Provide your preliminary risk assessment for the retail activities related to the scheme in Appendix 5.1.5. The risk assessment must identify the events and circumstances that could adversely affect the applicant corporation's ability to carry out the activities for which the licence is sought (including any activities undertaken by a nominated third party), the probability of the occurrence of any such event or circumstance and the measures to be taken by the applicant corporation to prevent or minimise the likelihood of any such event or circumstance.

The preliminary risk assessment should demonstrate the application of a consistent methodology for identifying hazards and assessing potential impacts and risks. We strongly recommend that the applicant corporation utilises an established risk management system such as outlined in AS/NZS 4360 (Risk Management).

The response to this question is a requirement for any retail supplier's licence (Reg cl.10(1)(b). The response to this question will be used to determine whether there are any issues of public interest arising from the proposed scheme (Act s.10(4)(f)).

WFC will undertake a preliminary risk assessment in relation to each project prior to offering retail services unconditionally. Each preliminary risk assessment will follow the form of the Preliminary

Risk Assessment submitted in connection with the WIC Act licencing process for the Pitt Tow project. Each preliminary risk review will be submitted to IPART as part of a specific condition of this licence. prior to delivering retail services to that community.

Further, WFC recognises that it is obliged to systematically manage and regularly review its risk profile at a strategic, operational, and project level. WFC has developed a risk management and compliance framework that determines the process and identifies tools for realising its objectives.

5.1.6 How will the continuity of the supply of water to customers be ensured? What contingency plans are in place in the case of failure of the infrastructure?

The continuity of supply may differ between customer classes. If this is the case for your project please define the different levels of service for each customer class and how the continuity of supply of water, relevant to that class of customer, will be maintained.

The response to this question is a requirement for any retail supplier's licence (Reg cl.1o(1)(b)(iii)). The response to this question will be used to determine whether there are any issues of public interest arising from the proposed scheme (Act s.1o(4)(f)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.1o(4)(a)).

WFC will only be providing retail supply services under the proposed license in circumstances where WFC (or a related entity of WFC) holds the relevant network operator's license for the network relevant network infrastructure.

As such, WFC is in a position to ensure that the network supply have sufficient redundancy and back-up supply sources to mitigate against interruption to supply to Customers. In most cases, WFC will hold the relevant licences for the network infrastructure operation and, as such, it is WFC's policy to commit to the uninterrupted supply of services to its Customers to the extent practically possible in the event of any incidents in its network. Each project's network will be designed to ensure that in the event of any incident the chance of interruption to the retail supply of services is minimised by virtue of redundancy and back-up / stand-by features. Each network will comprise a sewage treatment and recycled water facility (and, where drinking water is not sourced wholesale from a third party (such as Sydney Water Corporation), a drinking water treatment facility) and requisite sewerage mains and water reticulation mains delivery systems connecting the Customer's homes with the facility/ies

WFC's approach to continuity of supply and contingency arrangements in relation to each project (in respect of which WFC proposes to supply retail services under this license) is based on the methodology implemented by WFC on behalf of PTWF in relation to the Pitt Town project. This is described below:

### **Risk Assessment**

A series of Risk Assessment workshops will be conducted in relation to each network to identify and establish processes to mitigate any health and environmental risks and ensure that interruptions are minimised. Workshop participants will include all relevant expert consultants and suppliers.

Output from the workshops will include a detailed risk assessment and an Incident and Emergency Response Management Plan for the relevant network. WFC will review both the risk assessment and the Incident and Emergency Response Plan annually in order to identify and incorporate any necessary changes.

### Interruption Due to Incidents or Operational Problems

Design of each network will include a level of redundancy to ensure that it can operate reliably and loss of supply due to operating problems will be rare.

Maintenance regimes will be put in place to ensure that the Network operates continually and reliably. Planned maintenance that necessitates a partial or full shutdown of equipment will be scheduled in periods of low demand so that supply can be maintained wherever possible.

To the extent that there are interruptions due to operating problems, these issues will be temporary and corrected as specified in the infrastructure operating plans as submitted in connection with each relevant Network Operator's License.

In the event that any part of the network is damaged by any party or a force majeure event, then supply may need to be interrupted while the damage is repaired. Reasonable precautions will be taken to prevent such occurrences, such as condition monitoring, network surveillance and site security.

### Interruptions to Effluent Supply

WFC will have both systems and redundancy measures in place to prevent or minimise the disruption of supply.

Further, WFC will be able to isolate the incident and switch to network redundancy;

### Interruptions to Recycled Water Supply

WFC's network infrastructure is designed such that it can operate reliably and consistently supply water to the required specification so that the probability of interruption due to supply issues is low. In each case, WFC will have both systems and redundancy measures in place to prevent or minimise the disruption of supply.

Arrangements will also be in place with the relevant incumbent water utility service provider to deliver backup supply.

## **Disruptions to Customer Centre**

WFC has established a utility platform for servicing customers. The platform covers all customer-facing services, including enquiries, complaints, billing, account information, infrastructure-related property information, and the like. This platform will be used to for the purposes of providing all Customer-facing retail services across all projects. In the event that there is an internet failure and Customers were unable to use the Customer Centre to access their accounts, Customers would be able to use the 1300 enquiries telephone number.

### **Explanation of Terms:**

Network redundancy – Sewage and water mains will have redundancy built into the master plan design for each network. Different routes can be utilised to bring sewage to the facility and to deliver water to Customers, should a main be affected or out of service for any reason.

Systems redundancy – Smaller systems will be in duplicate. If one unit becomes unavailable, then standby equipment will be available to use to keep the process running.

Drinking water top-up will be used should a facility be unable to meet the recycled water demand Drinking water would top up the recycled water storage tanks and would be delivered through the recycled water mains network. Should the recycled water main become unavailable, a maintenance

contract will be in place to immediately repair the pipes on a 24hr 7 day/week basis.

5.1.7 Describe the systems and processes that the applicant corporation will have in place to manage retail activities including billing systems, complaint and debt recovery procedures. Provide evidence of the applicant corporation's capacity to develop and implement a retail supply management plan in Appendix 5.1.7.

The evidence may include examples of processes and procedures for either the proposed scheme or other similar schemes undertaken by the applicant corporation. The examples should demonstrate links to a risk management process. For existing (brownfield) schemes you should provide the actual systems and procedures.

The response to this question is a requirement for any retail supplier's licence (Reg cl.10(2)(b)(iv)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

WFC has created a seamless and information-rich electronic environment for its Customers. It is designed to be user-friendly, and is supported by Customer service staff where human intervention and response is required.

WFC has also created a comprehensive retail supply management plan This plan is based on WFC's Group-wide customer utility platform that WFC has implemented for all its projects across all its subsidiaries. A copy of the plan is attached as Appendix 5.1.7.

In summary, WFC will provide group wide Customer contact services and support for all its projects across all its subsidiaries through its web-based Customer platform. Customers will have online access to all relevant information relating to:

- Water usage
- Billing and general Customer account information
- Communications

In addition, WFC will offer phone, fax and email Customer contact capabilities ensuring all Customer enquiries and complaints are dealt with efficiently.

Customer Billing - Customers will access all information through WFC's website, they receive regular invoices, and are encouraged to provide feedback and otherwise lodge enquiries or complaints online.

Meter Reading -Customer's meter readings are sent via a telemetry system directly into WFC's operating and billing system. These readings would then be used to calculate the relevant charge for the billing period.

Billing – fixed service fee charges are payable in advance, whilst usage charges are billed in arrears (based on meter readings).

Customer Account – each Customer will be able to view his/her account by accessing it through the website

Customer Enquiries and Complaints - WFC has developed a Code of Practice for Customer Complaints which is consistent with the Australian Standard for complaints handling AS ISO 10002— 2006. WFC is committed to treating complaints promptly, fairly, equitably, confidentially and professionally and it is WFC's intention to incorporate and implement the relevant water industry

code of conduct once is it finalised.

WFC's Code of Practice for Customer Complaints is attached as Appendix5.1.7 and is available on the website. Customers will be made aware of the Code prior to commencement of supply.

Missed Payments and Debt Recovery - WFC has developed a Code of Practice for Missed Payments and Debt Recovery. The Code specifies steps that WFC will take in relation to overdue bills, unpaid bills and disputes The Code of Practice for Missed Payments and Debt Recovery is available on the website and customers will be made aware of the Code prior to commencement of supply. A copy of our Code of Practice for Missed Payments and Debt Recovery is attached as Appendix 5.1.7

# 5.2 Provision of sewerage services

Please provide a response to the questions in the following section if you are seeking a licence for the <u>provision of sewerage services</u> by means of any water industry infrastructure.

Describe the water industry infrastructure that the applicant corporation will access to provide sewerage services.

The response to this question is a requirement for any retail supplier's licence for water industry infrastructure (Reg cl.10(2)(a)). The response will also be used to ensure you have applied for the correct licence(s).

WFC will ensure that the appropriate sewerage network infrastructure is in place as a necessary part of providing sewerage services for any particular project.

5.2.2 What customers or classes of customers does the applicant corporation propose to provide with sewerage services?

Classes of customers may include residential, industrial, commercial or agricultural. The licence may also specify whether the customers are small retail customers.

The response to this question is a requirement for any retail supplier's licence (Act s.6(1)(b)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Residential

Commercial

Light industrial

5.2.3 Will you be providing small retail customers with sewerage services (i.e. less than 10.5 ML/year)?

A person is a small retail customer in relation to the provision of sewerage services if the maximum rate at which sewage is discharged, pursuant to one or more sewerage service contracts, from all premises that the person owns, leases or occupies is less than 10.5 megalitres per year, as determined in accordance with guidelines issued by IPART.

The response will be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)). The response will also be used as a context for the assessment of risks from the proposed scheme and to identify possible additional licence conditions relating to the supply of water to small retail customers.

Yes, the majority of customers will be small retail customers.

Provide your preliminary risk assessment for the retail activities related to the scheme in Appendix 5.2.4. The risk assessment must also identify the events and circumstances that could adversely affect the applicant corporation's ability to carry out the activities for which the licence is sought (including any activities undertaken by a nominated third party), the probability of the occurrence of any such event or circumstance and the measures to be taken by the applicant corporation to prevent or minimise the likelihood of any such event or circumstance.

The preliminary risk assessment should demonstrate the application of a consistent methodology for identifying hazards and assessing potential impacts and risks. We strongly recommend that the applicant corporation utilises an established risk management system such as outlined in AS/NZS 4360 (Risk Management).

The response to this question is a requirement for any retail supplier's licence (Reg cl.10(2)(b)). The response to this question will be used to determine whether there are any issues of public interest arising from the proposed scheme (Act s.10(4)(f)).

Please refer to section 5.1.5 for response – as above.

5.2.5 How will the continuity of the provision of sewerage services be ensured? contingency plans are in place in the case of failure of the infrastructure?

The response to this question is a requirement for any retail supplier's licence (Reg cl.10(2)(b)(iii)). The response to this question will be used to determine whether there are any issues of public interest arising from the proposed scheme (Act s.10(4)(f)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Please refer to section 5.1.6 for response – as above.

5.2.6 Describe the systems and processes that the applicant corporation will have in place to manage retail activities including billing systems, complaint and debt recovery procedures. Provide evidence of the applicant corporation's capacity to develop and implement a retail supply management plan in Appendix 5.1.4.

The evidence may include examples of processes and procedures for either the proposed scheme or other similar schemes undertaken by the applicant corporation. The examples should demonstrate links to a risk management process. For existing (brownfield) schemes you should provide the actual systems and procedures.

The response to this question is a requirement for any retail supplier's licence (Reg cl.10(2)(b)(iv)). The response will also be used to assess the applicant corporation's technical capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Please refer to section 5.1.7 for response – as above.

### 6 Applicant experience and systems

The response will be used to assess the applicant corporation's technical and organisational capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

#### 6.1 **Network operator**

Only provide a response to the questions in the following section if the applicant corporation is seeking a network operator's licence

6.1.1 Describe the structure of the applicant corporation. Include in the description a list of the entities that have an ownership interest in the applicant corporation, whether legal or equitable. Provide an organisational diagram in an Appendix 6.1.1. The diagram should clearly show all entities that have an ownership interest in the applicant corporation,

The response will be used to assess the applicant corporation's technical and organisational capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

6.1.2 Describe the applicant corporation's (and, where relevant, the nominated third parties) current experience in the construction, maintenance and operation of water and/or other utility infrastructure such as gas, electricity or telecommunications.

The response will be used to assess the applicant corporation's technical and organisational capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

List the key personnel involved in each of the significant activities (construction, 6.1.3 maintenance and operation) and summarise their required skills, qualifications and experience. Provide a position description for each of the key personnel positions in Appendix 6.1.3.

Clearly identify whether the key personnel are employees of the applicant corporation or, where relevant, the nominated third party. It is not necessary to list all the employees. Ensure that the key personnel include the person or persons responsible for managing the applicant corporation's compliance with their legislative responsibilities.

The response will be used to assess the applicant corporation's technical and organisational capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

6.1.4 Please provide details of any other regulatory approvals or licences the applicant corporation or nominated third party holds in relation to the infrastructure activities for which you are seeking a licence.

Include relevant approvals for similar projects interstate or overseas to demonstrate the experience of the applicant corporation. We may seek confirmation of your compliance history in relation to other regulatory approvals or licences as part of our assessment.

The response will be used to assess the applicant corporation's technical and organisational capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

6.1.5 What business systems will the applicant corporation have in place to ensure they can comply with your regulatory requirements? Are any of the systems certified or will they be certified?

Business systems may include but not be limited to quality assurance, asset management and environmental management systems.

The response will be used to assess the applicant corporation's technical and organisational capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Not applicable

## 6.2 Retail supplier

Only provide a response to the questions in the following section if the applicant corporation is seeking a retail supplier's licence

Describe the structure of the applicant corporation. Include in the description a list of the entities that have an ownership interest in the applicant corporation, whether legal or equitable, and a list of the entities that the applicant corporation has an ownership interest in. **Provide an organisational diagram in Appendix 6.2.1.** The diagram should clearly show all entities that have an ownership interest in the applicant corporation.

The response will be used to assess the applicant corporation's technical and organisational capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Please see Appendix 6.2.1.

6.2.2 Describe the applicant corporation's (and, where relevant, the nominated third parties) current experience in the supply of water or the provision of sewerage services. Please also outline any previous experience in the retailing of other services such as gas, electricity or telecommunications.

The response will be used to assess the applicant corporation's technical and organisational capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

WFC's current experience is based on the collective experience of its Directors and Key Personnel.

WFC has sought to bring the combined experience and lessons learnt from other industries such as energy and telecommunications to the water industry. This is to ensure that the lessons learnt

through the introduction of competition into those industries are applied to the newly created competitive water industry.

WFC has developed policies, procedures, and customer systems on behalf of PTWF in relation to its Pitt Town project and CPWF in relation to its Central Park project.

WFC is a member of EWON.

List the key personnel involved in the retail activities and summarise their required skills, 6.2.3 qualifications and experience. Provide a position description for each of the key personnel positions in Appendix 6.2.3.

Clearly identify whether the key personnel are employees of the applicant corporation or, where relevant, the nominated third party. Ensure that the key personnel include the person or persons responsible for managing the applicant corporation's compliance with their legislative responsibilities.

The response will be used to assess the applicant corporation's technical and organisational capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

### WFC Managing Director, CEO

Extensive experience in the delivery of water and wastewater projects in Australia and New Zealand. A thought leader in the water industry, advocating for a greater role for the private sector. Primarily responsible for pioneering new ways of providing smart and sustainable water services to residential, commercial, retail, industrial and recreational developments.

### WFC Executive Director, COO

From global investment banking, structured finance and legal background. Extensive transactional, risk management, funding, structuring, corporate finance and general commercial experience. Primarily responsible for Water Factory Company's funding, financial, risk, legal/regulatory and operational affairs, as well as commercial negotiations.

### WFC Executive Manager - Retail

Experience in utility retailing in the water, energy and telecommunications industries. Extensive experience in Australia, New Zealand and Ireland. Management of all aspects of Customer Relationship Management, including Customer billing, enguiries, complaints and compliance with the relevant codes of practice

### **WFC Business Manager**

Extensive experience in logistics management that improves customer service and has over 10 years in customer service management roles within the wholesale distribution and retail industries within Australia. Administration of WFC's risk and compliance framework including WHS along with support for Customer Billing and Accounts.

• Refer to Appendix 6.2.3 for WFC's Group organisational chart and position descriptions for key personnel.

6.2.4 Please provide details of any other regulatory approvals or licences the applicant corporation or nominated third party holds in relation to the retail activities for which you are seeking a licence.

Include relevant approvals for similar projects interstate or overseas to demonstrate the experience of the applicant corporation. We may seek confirmation of your compliance history in relation to other regulatory approvals or licences as part of our assessment.

The response will be used to assess the applicant corporation's technical and organisational capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Pitt Town Water Factory Pty Ltd:

Retail Supplier's License 10\_015

Network Operators License 10\_014

[NB: also applying for similar licenses for our project at Central Park, Sydney, in the name of CPWF)

6.2.5 What business systems will the applicant corporation have in place to ensure they can comply with your regulatory requirements? Are any of the systems certified or will they be certified?

Business systems may include but not be limited to quality assurance and environmental management systems. Retails systems such as billing and complaint management should be included in the response to this question.

The response will be used to assess the applicant corporation's technical and organisational capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

WFC has the following business systems in place to facilitate the compliance to regulatory requirements

Risk Management and Compliance Framework: WFC has developed a Risk Management and Compliance Framework that determines the process and identifies tools for systematically managing and regularly reviewing its risk profile at a strategic, operational, and project level. An integral part of this involves ensuring compliance with all relevant laws and regulations, including the Water Industry Competition Act (and regulations) and workplace health and safety laws.

**Workplace Health and Safety System:** WFC uses Work Safety Interactive, an online system to facilitate the management of all workplace health and safety requirements.

**Retail System** - WFC has implemented a best-in-class customer service management and support system (CRM) that supports WFC's group wide customer services. WFC has integrated its CRM portal into its website to allow customers access to their invoices, water usage, and customers are encouraged to provide feedback and otherwise lodge enquiries or complaints on-line. Enquiry and complaint's tracking and management is also managed via the CRM according to priority, status and business rules.

WFC's CRM system is also integrated with a merchant banking facility which uses a 128-bit digital server certificate provided by VeriSign™ and the highest level of PSI DSS compliance required for safe storage and usage of customer's electronic payment information.

**Quality Assurance and Environmental Management :** WFC has developed its business using the principles of ISO 9001 and is working towards ISO 9001 and 14001certification

### Financial capacity 7

The response to the following questions will be used to assess the applicant corporation's financial capacity to undertake the activities for which you are seeking a licence (Act s.10(4)(a)).

Provide a response to the financial questions according to the following matrix:

1						
			Que	stion		
	7.1	7.2	7.3	7.4	7.5	7.6
Retail supply licence only	✓	✓	✓			
Network operator licence						
For infrastructure used for self supply	✓	✓				
For infrastructure used to supply large retail customers	✓	✓	✓			
For infrastructure used to supply small retail customers with non- essential services	<b>✓</b>	✓	<b>✓</b>	<b>√</b>	<b>√</b>	
For infrastructure used to supply small retail customers with essential services <sup>a</sup>	<b>✓</b>	✓	<b>✓</b>	<b>√</b>	<b>√</b>	<b>√</b>

<sup>&</sup>lt;sup>a</sup> Applicant corporations who are providing essential services to small retail customers will be required to meet with our financial assessment team following submission of the application to discuss the information requirements for making the financial capacity assessment.

### How will the applicant corporation finance the proposed activity? 7.1

7.1.1 Describe the mechanisms by which the applicant corporation's activities are financed or to be financed. Provide evidence of any financial guarantees or commitment of financial support in Appendix 7.1.1.

Evidence of financial support may include, but is not limited to; a letter from a financial institution (being a bank, credit union or the government) confirming indicative financing of the applicant corporation's activities, including:

- ▼ the nature of finance (eq, bridging, long term, corporate debt, government funding)
- ▼ type and limit of the facility
- type and limit of any quarantee, and
- ▼ terms and conditions.

### 7.2 Are there any events that could affect the applicant corporation's future financial capacity?

Are there any events or circumstances, that you are currently aware of, that could affect 7.2.1 the applicant corporation's future financial capacity? If applicable, provide details of all such events relevant to the applicant corporation for the last 3 years from the date of this application.

Events and circumstances may include but are not limited to:

- Government or other investigation of the applicant corporation or related entities
- ▼ Contract terminated
- ▼ Factors which might impact on the applicant corporation such as significant litigation, business commitments, contingent liabilities, collections by debt collection agencies on behalf of creditors or liquidation proceedings
- ▼ Any outstanding tax liabilities
- ▼ Any other particulars which are likely to adversely affect the applicant corporation's capacity to undertake the services under the licence (if granted).

Network operator failure

### What is the projected financial performance of the proposed 7.3 activities?

Summarise the projected cash flows (net EBITDA), including key financial modelling 7.3.1 assumptions, such as capex, for the first 5 years of operation (at minimum). Provide the projected cash flows for a minimum of the next five (5) years of operation (including projected closing balance sheets and profit and loss statements), taking into account the licensing agreements, with details of all key financial modelling assumptions in Appendix 7.3.1.

If necessary, a longer period may be provided to demonstrate financial viability of the project.

Where the applicant corporation is seeking a network operator's licence, who is the owner of 7.3.2 the infrastructure for which the applicant corporation is seeking a licence?

Not applicable.

Where the applicant corporation is applying for a retail supplier's licence to supply water or 7.3.3 provide sewerage service to residential households, provide an estimate of the cost per household per year to supply water and/or provide sewerage services (as is relevant). Who will pay the cost? What is the proposed price level and structure for the first five years of operation?

The response to this question will be used to determine whether there are any issues of public interest arising from the proposed scheme (Act s.10(4)(f)).

Pricing will be linked to the local public water authority such that WFC Customers will pay no more than that paid by the local public water authority customers. In some cases, less.

# 7.4 What is the applicant corporation's financial history?

7.4.1 Does the applicant corporation have a financial history? If not, explain why.

Yes

7.4.2 Where the applicant is a new corporation, supported by one or more parent entities, provide a copy of guarantee or cross deed of indemnity provided by the parent entity, and financial statements for the parent entity for the last 3 years in **Appendix 7.4.2**.

Please include any parent entity with more than 20 per cent of equity in the applicant corporation.

Not applicable

7.4.3 Where the applicant is a new corporation financed through alternative arrangements (eg, debt or equity), provide a letter from a financial institution (eg, bank, credit union or the government) certifying an existing or proposed line of credit or financial support, and a copy of guarantee or cross deed of indemnity provided by an entity such as a holding company or Director (provide financial statements demonstrating the financial viability of the guarantor) in **Appendix 7.4.3**.

## Not applicable

- 7.4.4 Where the applicant is not a new corporation, summarise the performance of the applicant corporation over the past 3 years below. Provide copies of tax returns for the corporation for the last 3 years in **Appendix 7.4.4(a)**. Provide financial statements for the last 3 years in **Appendix 7.4.4(b)**. Where the latest annual financial statements are more than 3 months old, provide the latest available management reports showing:
  - a trading statement
  - ▼ a profit and loss statement, and
  - ▼ a trial balance.

It is preferable that these financial statements are audited. It is recognised that not all corporations are required to have their annual financial statements audited. However, where you are required to lodge audited financial statements with the Australian Securities and Investments Commission (ASIC), provide copies of these statements. (Note: consolidated accounts for the parent organisation or group to which the applicant corporation belongs would not be considered acceptable)

7.4.5 If applicable, what is the applicant corporation's credit rating? Provide the applicant corporation's Credit rating memorandum (eg, Standard & Poor's, Moody's or Fitch), if available in **Appendix 7.3.6**.

Not applicable

Provide details of the applicant corporation's debt/equity finance and any debt 7.4.6 covenants on existing borrowings. Contacts 7.5 Does the applicant corporation have an accountant? If yes, what are the accountant's 7.5.1 contact details? Yes, Charge Thoo & Co 7.5.2 Does the applicant corporation have an external auditor? If yes, what are the external auditor's contact details? No If required, may we contact the accountant and/or external auditor registered taxation agent 7.5.4 to clarify any information provided? Yes 7.6 Internal accounting records Provide bank reconciliations, aged accounts receivable reports, and aged accounts 7.6.1 payable reports in **Appendix 7.6.1** at the dates of: ▼ The latest management accounting reports (if applicable) and annual financial statements ▼ 30 September (most recent) ▼ 31 December (most recent) ▼ 31 March (most recent), and ▼ 30 June (most recent) for the applicant corporation. 7.6.2 Provide an extract of the superannuation payable ledger in **Appendix 7.6.2** for: ▼ The 12 months ending on the date of the latest annual financial statements, and ▼ The period commencing on the date of the latest annual financial statements and ending on the date of the latest management accounting reports (if applicable) for the applicant corporation

7.6.3	Provide bank statements for the 3 months to the date of the latest management
	accounting reports (if applicable) or annual financial statements for the applicant
	corporation, whichever has been submitted with the application in <b>Appendix 7.6.3</b> .

### Statutory declaration and acknowledgement 8

To be completed by all applicants

### 8.1 Statutory declaration

Provide a statutory declaration from:

- (a) the Chief Executive Officer and a director of the applicant corporation; or
- (b) the sole director and Chief Executive Officer of the applicant corporation; or
- (c) such other person that IPART agrees may provide the statutory declaration/s;

to the effect that the information provided in the application is true and correct. For the purposes of Part 3 of this application form, the statutory declaration should also state that the applicant corporation is not a disqualified corporation and that no director or person concerned in the management of the applicant corporation is or would be a disqualified individual within the meaning of the WIC Act.

I, do solemnly and sincerely declare that:

- I am a director / the Chief Executive Officer / the sole director and Chief Executive Officer [delete as applicable] of the applicant (named in the application form accompanying this declaration);
- 2. the information provided in this application is true and correct to the best of my knowledge;
- I am aware of the requirements under the Water Industry Competition Act 2006 (NSW) (WIC Act) for the licence being applied for;
- 4. the applicant corporation is not a disqualified corporation within the meaning of the WIC
- 5. no director or person concerned in the management of the applicant corporation is, or would be, a disqualified individual within the meaning of the WIC Act;
- 6. I have the authority to make this application on behalf of the applicant (named in the application form accompanying this declaration);

and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Oaths Act 1900 (NSW).

Name of person making the declaration:
Title of person making the application:
Signature of person making the declaration:
Declared at [place]:
On [date]:
In the presence of [name of witness]:
Signature of witness:
Title of witness:
[Justice of the peace Solicitor other(specify)]

### Acknowledgement 8.2

An acknowledgement should be provided by:

- (a) company secretary and a director, or
- (b) 2 directors, or
- (c) in the case of a sole director, the sole director, or
- (d) such other person that IPART agrees may provide the acknowledgement.

The applicant (named in the application form accompanying this acknowledgement) agrees to IPART furnishing a copy of the applicant's completed application form, including any confidential information contained in that application form, to:

- the Minister administering the Water Industry Competition Act 2006 (except Part 3)
- the Minister administering the Public Health Act 1991 (NSW)
- the Minister administering Chapter 2 of the Water Management Act 2000 (NSW)
- the Minister administering the Environmental Planning and Assessment Act 1979 (NSW), and
- the Minister administering the Protection of the Environment Operations Act 1997 (NSW),

in accordance with section 9(1) of the *Water Industry Competition Act 2006* (NSW) and clause 17 of the *Water Industry Competition (General) Regulation 2008* (NSW).

In the interest of expediting the processing of your application, would you please indicate below whether you agree to a copy of your completed application form (including any confidential information contained in that application form) being provided on a confidential basis directly to relevant departmental staff with responsibility to advise the Ministers named above on issues relating to the provision of water and sewerage services.

	I <b>agree</b> that a copy of my completed application form (including any confidential information contained in that application form) may be provided to relevant departmental staff as outlined above.		
	I do not agree that a copy of my completed application form (including any confidential information contained in that application form) may be provided to relevant departmental staff as outlined above.		
Name of person making the acknowledgement:			
Title of person making the acknowledgement:			
[Director / Company Secretary]			
On	[date]:		
Signature of person making the acknowledgement:			
Naı	me of person making the acknowledgement:		
Titl	e of person making the acknowledgement:		
[Dii	rector / Company Secretary]		
On	[date]:		

Signature of person making the acknowledgement:





# RISK MANAGEMENT AND COMPLIANCE FRAMEWORK

**PURPOSE:** Water Factory Company ("WFC") is committed to managing its risks and ensuring compliance with all relevant laws and regulations in a proactive, on-going and positive manner. This document outlines WFC's Risk Management and Compliance Framework, which is reviewed every three years by WFC's Board, or otherwise as required.

APPLICABLE TO: WFC Group and all employees

# **Risk Management**

WFC recognises to the need to systematically manage and regularly review its risk profile at a strategic, operational, and project level. An integral part of this involves ensuring compliance with all relevant laws and regulations, including the Water Industry Competition Act (and regulations) and workplace health and safety laws.

WFC has developed a Risk Management and Compliance Framework that determines the process and identifies tools for realising its objectives. Not only does it wish to minimise its risks but also maximise its opportunities.

The framework's scope is Group-wide and is aligned with key strategic, operational and project plans. Governance and management roles and responsibilities for risk management are outlined below.

The framework is managed by the Business Manager and overseen by Executive Directors and the Audit & Risk Committee of the WFC Board. Content input comes from those members of the Senior Management team with accountability in specific areas. A risk register is being developed which will be reviewed and reported on once a year by members of the Senior Management team. This will be reviewed by either of WFC's Executive Directors and then recommended to the WFC Board's Audit and Risk Committee for approval. Content and recommendations will be used to inform the Group's audit programme and subsequent iterations of the Risk Register.



# Legal Compliance

As part of the risk management process, WFC appreciates that one of its core risks is compliance with statutory and regulatory obligations (including compliance with all relevant licences and approvals). It is committed to not only identifying the legislation which it is obliged to comply with but also monitoring the levels of compliance in the Group. Legal compliance forms an integral part of the Group's Risk Management and Compliance Framework.

### **Definitions**

**Controls** – are the existing processes, policy, devices, practices or other actions that act to minimize negative risks or enhance positive opportunities.

**Impact** (or **consequence**) – the outcome of an event which impacts an objective either positively or negatively. The impact may be certain or uncertain and may be expressed qualitatively or quantitatively.

**Likelihood** – the chance of something happening; whether defined, measured or determined objectively or subjectively, qualitatively or quantitatively, and described using general terms or mathematically.

**Risk Assessment** – the overall process of identifying, analysing, and evaluating risks. It may also be referred to as a 'risk analysis' or 'risk evaluation' or 'risk profile' and may involve a qualitative and/or quantitative assessment; see Appendix A.

**Risk** – a threat to the achievement of an objective. That objective can have different aspects (such as financial, health and safety, and reputational goals) and be of various types, e.g. strategic, operational, and project. A risk is often specified in terms of an event or circumstance and the impact or consequences that may flow from it. It is measured in terms of a combination of the impact or consequence of an event and its likelihood. Note that risk is characterised by uncertainty.

**Risk Management** – the culture, processes, coordinated activities, and structures that are directed towards realizing potential opportunities and/or managing adverse effects. The risk management process involves communicating, consulting, establishing context, identifying, analysing, evaluating, treating, monitoring and reviewing risks.

**Risk Owner** – the person or entity (e.g. Audit & Risk Committee) with the accountability and authority to manage a risk.

**Risk Register** – a documented record of each risk identified. It specifies: a description of the risk, its causes and its impacts; an outline of the existing internal and external controls; an assessment of the consequences of the risk should it occur and the likelihood of the consequence occurring, given the controls; a risk rating; and an overall priority for the risk. It should also identify future actions or an action plan.

### Types of Risk





**Strategic Risks** are external and internal forces that may have a significant impact on achieving key strategic objectives. The causes of these risks include such things as national and global economies and, most significantly, Government policy. Often, they cannot be predicted or monitored through a systematic operational procedure. The lack of advance warning and frequent immediate response required to manage strategic risks means they are often best identified and monitored by senior management as part of their strategic planning and review mechanisms.

- Operational Risks are inherent in the on-going activities that are performed in an organisation. These are the risks associated with the operation of our facilities, network infrastructure and utility platform, as well as such things as the day-to-day operational performance of staff, the risks inherent in the organisational structure, and the manner in which core operations are performed.
- □ Project Risks are risks associated with projects that are of a specific, sometimes short term nature and are frequently associated with the following: new projects, significant new acquisitions, change management, integration, major IT and capital development projects. Project sponsors are accountable for the achievement of project deliverables and outcomes. However, specific risks associated with project management are normally delegated to project managers for attention and action. Included among the benefits of efficiently managing project risks are the avoidance of unexpected time and cost overruns. In addition, when project risks are well managed, there are fewer integration problems with assimilating required changes back into general management functions.



Specific roles and responsibilities for risk management are as follows:

Executive Director	<ul> <li>Governance responsibility for risk management and legal compliance</li> <li>Review of Risk Management and Compliance Framework(&amp; material changes)</li> <li>Determination of the levels of acceptable risk and risk treatments</li> <li>Monitoring of Risk Register and reporting to Audit &amp; Risk Committee on management of risk issues</li> </ul>
Senior Management Team	<ul> <li>Responsible for risk assessment, management, monitoring and reporting to the Executive Director for all risks relative to their areas of accountability (whether strategic, operational or project level)</li> <li>Management of the process of identifying and monitoring risk</li> </ul>
Business Manager	<ul> <li>Maintenance of Risk Register</li> <li>Provision of regular training opportunities for all staff to promote a risk culture</li> <li>Publication/dissemination of regular risk management and compliance information to keep staff informed of relevant issues</li> <li>Specific responsibility for WH&amp;S framework and Insurance framework as integral parts of Risk Management and Compliance Framework</li> </ul>
Project Sponsors and Project Managers	Assessment, management, monitoring and reporting of relative project risks to relevant Senior Management Team members
All Staff	Cognisance of operational, project and strategic risks, together with the ability and responsibility – where appropriate – to identify and report increases in risks or new risks in a timely way. It is also expected that tasks will be performed in a careful and conscientious manner that reflects - but is not limited to - WFC Group polices and codes of practice

It is WFC Group's intention to establish an internal audit function. That function will be provide:





- advice to Senior Management in the development of best practice risk management systems
- oversight of professional independent advice on key risk and control issues
- regular audit reviews of business functions and WFC Group's risk management processes.

While Senior Management members are accountable for risk management in their particular areas, responsibility for good risk management rests with every staff member. This includes conducting themselves in a professional, careful and conscientious manner that contributes to the high ethics and culture within WFC.

# **Approach**

WFC is committed to implementing a process by which strategic, operational and project risks are identified, communicated, monitored and regularly reported. To facilitate this, WFC Group's Risk Management and Compliance Framework proactively and systematically identifies, monitors, and manages risks – both positive and negative.

The risks identified will be determined and monitored by those with accountability in specific areas.

## **Objectives**

WFC Group's risk management objectives are to:

- Identify and manage existing and new risks in a planned and coordinated manner with the minimum of disruption and cost
- Develop a "risk aware" culture that encourages all staff to identify risks and associated opportunities and to respond to them with cost effective actions;
- Be perceived by all stakeholders as a leader through adopting best risk management and legal compliance practice; and
- To use its Risk Management and Compliance Framework to promote its business

### **Risk Actions**

The types of risks are categorised as strategic, operational or project type risks.

WFC has five main ways in which it can effectively manage risk, as follows.

- 1. Accept the risk and make a conscious decision to not take any action
- 2. Accept the risk but take some actions to lessen or minimize its likelihood or impact
- 3. Transfer the risk to another individual or organization, by, for example, outsourcing the activity
- 4. Finance (insure against) the risk





5. Eliminate the risk by ceasing to perform the activity causing it

### **Process**

WFC will maintain a Risk Register that identifies and registers key strategic, operational, and project risks. This is reviewed and reported to the Audit & Risk Committee once a year.

Risk Category	Area of Business	Risk Description
Strategic Risks	<ul> <li>Stakeholder (Shareholders, Business Partners)</li> <li>Regulator</li> <li>Government</li> <li>Economic Climate</li> </ul>	
Project Risks	<ul> <li>Financial</li> <li>Utility Operations – Network infrastructure</li> <li>Marketing &amp; PR</li> <li>Utility Delivery</li> </ul>	
Operational Risk	<ul> <li>Smart Water Network Build</li> <li>Smart Water Network Operations</li> <li>Utility Operation (Retail)</li> <li>Corporate Platform</li> <li>Business Continuity/DRP</li> </ul>	

### **Education**

Creating a risk aware culture in the WFC Group is a crucial part of implementing and sustaining a robust risk management and compliance programme. In addition to providing training and support for those with business line responsibilities in the areas of risk and compliance, opportunities will also be provided for all staff to engage in regular training opportunities about relevant risk and compliance issues. Further, tools and/or information that raise awareness about risk management and statutory compliance obligations will be made available.

# **Communication & Consultation**

The Business Manager will regularly communicate with and consult experts and provide reports, which will be reviewed by the Executive Director. If, as a result, the Executive

## **POLICY DOCUMENT**



Director determines a material change needs to be made to the Risk Management and Compliance Framework, then the same will be referred to the Audit & Risk Committee which may, if it deems appropriate, approve the material change.

A risk culture will be embedded through an induction training programme and on-going risk awareness initiatives.

**Appendix A: Types of Risk** 

**Sources of Risk** 



When identifying risks, all sources of potential risk should be considered. Some sources of risk are generic to all organisations. These include:

# 'People' Risks,

### including:

- Human Resource Management practices
- Recruitment
- Induction
- Training & Development
- WH&S (occupational health and safety)
- WH&S Management Systems
- Hazard Management
- Industrial Action
- Manual Handling
- Health
- Rehabilitation
- EEO (equal employment opportunities)
- Fraud, Corruption & Crime

### **Environmental Risks, including:**

- Natural Hazards
- Technological Hazards
- Security
- Hazardous and Toxic Materials (e.g. chemicals, asbestos, gas etc)
- Public health
- Emergency/ Disaster Management
- Environment
- Waste and Refuse
- Radiation

## **Organisational Management Risks, including:**

- Finance
- Insurance
- Workers Compensation
- Public Liability
- Legal Relationships
- Projects
- International Economics
- Market Competition
- Commercial/ Business/ Contractual/ Consultancy Activities and Interruptions
- Property and Physical Assets
- Fleet
- Information Technology/ Computer Systems
- Business Continuity Resumption





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# **RETAIL SUPPLY MANAGEMENT PLAN**

# **SMART WATER NETWORK**

**PITT TOWN** 

Submitted to: Independent Pricing and

Regulatory Tribunal
Utility Licensing

Submitted by: Pitt Town Water Factory Pty Ltd

February 2012





Key Project	Name:	Pitt Town Water Factory
Information	Location:	Pitt Town
	Project Status:	Development
Recycled Water	Name:	WFC
Provider:	Phone:	1300 134 403
	Web:	www.waterfactorycompany.com.au
	E-mail:	enquiry@waterfactorycompany.com.au

Revision	Date	Comments	Author
A DRAFT	13/12/11		CR
B DRAFT	30/12/11		CR
C DRAFT	24/02/12		CR



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## 1. Introduction

This Retail Supply Management Plan forms a part of the Water Factory Company group's overall management plan framework for the operation of its Smart Water Network providing sewage and recycled water services at Pitt Town (the "Services"). Water Factory Company ("WFC") will operate the Smart Water Network at Pitt Town through its licensed subsidiary; Pitt Town Water Factory Pty Ltd ("PTWF"), the supply of Services is to be undertaken by PTWF pursuant to its Retail Supplier's licence: No. 10\_R015.

This Plan is developed for the following purposes:

- To identify those events or circumstances which may affect the delivery of Services, and to assess the probability of the such events or circumstances
- To implement appropriate back-up procedures including arrangements for alternative supply in response to such incidents. .
- To outline the policies and procedures to ensure compliance by PTWF with WFC Group's codes of practice in relation to:
  - o customer complaints
  - missed payments and debt recovery
  - o marketing and transfer

WFC is responsible for reviewing and updating the Plan.

References to WFC Group shall include reference to all its wholly-owned subsidiaries, including PTWF.



#### 2. CUSTOMER SERVICES

#### 2.1 Customer Contact

PTWF will provide Customer contact services and support through WFC's web-based Customer platform. Customers will have online access to all relevant information relating to:

- Water usage
- Billing and general Customer account information
- Communications
- Diagrams and site maps relating to the Customer's property

In addition, PTWF will offer phone, fax and email Customer contact capabilities ensuring all Customer enquiries and complaints are dealt with efficiently.

#### 2.1 Customer Enquiries and Complaints

WFC Group has developed a Code of Practice for Customer Complaints which is consistent with the Australian Standard for complaints handling AS ISO 10002—2006. WFC Group is committed to treating complaints promptly, fairly, equitably, confidentially and professionally and it is WFC Group's intention to incorporate and implement the relevant water industry code of conduct once is it finalised.

WFC Group's Code of Practice for Customer Complaints is attached as Appendix 1 and is available on WFC's website. Customers are directed to review this before they agree to be bound by WFC Group's standard Customer Contract, which governs the terms and conditions on which Customers receive the Services.

Customers are generally the owners of the property to which Services are supplied. However, in the case where owners are not the occupiers of the property, WFC Group's Code of Practice for Customer Complaints will apply equally to the treatment of any enquiry or complaint by the tenant despite the tenant not being a Customer.

#### 2.2 Missed Payments and Debt Recovery Code of Practice

WFC Group is committed to assisting Customers in relation to timely bill payment but recognises there may be circumstances where timely payment is compromised (including financial hardship and other factors beyond a Customer's control).

WFC Group has developed a Code of Practice for Missed Payments and Debt Recovery. The Code specifies steps that WFC Group will take in relation to overdue bills, unpaid bills and disputes. For instance, a short term payment plan will be available for Customers suffering financial hardship.

The Code of Practice for Missed Payments and Debt Recovery is available on WFC's website and customers will be made aware of the Code prior to commencement of supply.

In no event will an essential service to a Customer be disconnected as a result of non-payment. In exceptional cases, such as wilful damage to our water supply system or a

## SMART WATER NETWORK – PITT TOWN Retail Supply Management Plan



serious health or environmental risk caused by backflow of any substance from a Customer's water supply system into our water supply system, WFC Group reserves its right to either manage pressure levels in the delivery of Services or disconnect. If WFC Group restricts the supply of Services, it will provide both the Customer and the tenant (in the case where our Customer is the landlord) with reasonable notice that it intends to restrict supply and continue to provide a reasonable flow for basic health and hygiene purposes.

A copy of our Code of Practice for Missed Payments and Debt Recovery is attached as Appendix 2.



#### 3. INCIDENT IDENTIFICATION AND RESPONSES

WFC Group is committed to the uninterrupted supply of Services to its Customers to the extent practically possible in the event of any incidents in its Smart Water Network. The Smart Water Network has been designed to ensure that in the event of any incident the chance of interruption to the supply of its Services is minimised by virtue of redundancy and back-up / stand-by features in its Smart Water Network.

WFC Group has identified those incidents which may occur below; it has assessed the probability of their occurrence and has listed its response.

WFC Group is committed to minimising any inconvenience to the Customer in the event of the occurrence of any incident.

#### 3.1 Risk Assessment

A series of Risk Assessment workshops have been conducted to identify and establish processes to mitigate any health and environmental risks and ensure that interruptions are minimised. Workshop participants included representatives from WFC and key partners and suppliers in connection with its Smart Water Network at Pitt Town (such as GE, Permeate Partners, MonoNOV, and Pressure Sewer Systems).

Output from the workshops included a detailed risk assessment and an Incident and Emergency Response Management Plan for its Smart Water Network at Pitt Town. WFC will review both the risk assessment and the Incident and Emergency Response Plan annually in order to identify and incorporate any necessary changes.

#### 3.2 Interruption Due to Incidents or Operational Problems

Design of the Smart Water Network at Pitt Town (comprising the network system infrastructure (being low pressure sewerage system and recycled water reticulation system) and the recycled water facility) includes a level of redundancy to ensure that it can operate reliably and loss of supply due to operating problems will be rare.

Allowance has been made to connect a temporary generator at the recycled water facility in the event of a long term power outage.

The recycled water facility has full redundancy in the major process trains, i.e. pumps, tanks, MBR membranes, UV systems, blowers etc.

The network delivery system includes a 100 KL flow balance storage tank regulating delivery of sewage into the recycled water facility, as well as 2.5ML recycled water storage tanks to smooth out supply fluctuations

The Smart Water Network at Pitt Town is monitored on a 24 hour basis 7 days per week with early warning alarms and equipment condition tested through monitoring of critical control points.



Early warning alarms allow the operators to identify and follow any short term trend and take appropriate corrective action to rectify any recycled water quality or supply issues and avoid interruption to supply.

Maintenance regimes have been put in place by WFC and its suppliers to ensure that the Smart Water Network at Pitt Town operates continually and reliably. Planned maintenance that necessitates a partial or full shutdown of equipment will be scheduled in periods of low demand so that supply can be maintained wherever possible.

To the extent that there are interruptions due to operating problems, these issues will be temporary and corrected by WFC as specified in the infrastructure operating plans as submitted in connection with PTWF's Network Operator's Licence [10 014].

In the event that any part of the Smart Water Network at Pitt Town is damaged by any party or a force majeure event, then supply may need to be interrupted while the damage is repaired. Reasonable precautions have been taken to prevent such occurrences such as condition monitoring, network surveillance and site security.

#### **Interruptions to Effluent Supply**

The following incidents have been identified as a possible cause for interruption to effluent supply to the recycled water facility: nil supply, overflow in street or house, and odour detection. The probability of each of these incidents has been identified as low. In each case PTWF has both systems and redundancy measures in place to prevent or minimise the disruption of supply. Early detection systems in include real-time telemetry data, alarms triggered through the SCADA system and notification by Customers.

Through PTWF's Incident and Emergency Response Management plan, an effluent event would be triggered; this triggers an emergency response call out team under arrangements with MonoNOV. Further, PTWF can isolate the incident and switch to network redundancy; spare parts and or arrange alternative supply of services via pump outs/cartage are further aspects of our back-up arrangements to minimise disruption in delivery of Services to Customers.

PTWF also has arrangements in place with Hawkesbury City Council to supply effluent in the case that top-up supply is required to maintain full recycled water facility operation.

#### **Interruptions to Recycled Water Supply**

The recycled water facility itself and associated reticulation network infrastructure has been designed such that it can operate reliably and consistently supply recycled water to the required specification so that the probability of interruption due to supply issues is low. The following incidents have been identified as a possible cause for interruption to recycled water supply: nil supply, leakage, and water quality. The probability of each of these incidents has been identified as low.

In each case PTWF has both systems and redundancy measures in place to prevent or minimise the disruption of supply. Early detection systems include real-time telemetry data, alarms triggered through the SCADA system and notification by Customers. Through PTWF's Incident and Emergency Response Management Plan, a recycled water event would be triggered.



Arrangements are in place with Sydney Water Corporation to supply potable water as a backup supply as an alternative to recycled water.

#### **Disruptions to Customer Centre**

In the event that there is an internet failure and Customers are unable to use the Customer Centre, Customers will be able to use the 1300 enquiries telephone number.

#### **Explanation of Terms:**

Network redundancy – Sewage and recycled water mains have redundancy built into the Master plan design for the Smart Water Network at Pitt Town. Different routes can be utilised to bring sewage to the recycled water facility and to deliver recycled water to Customers, should a main be affected or out of service for any reason.

Systems redundancy – Smaller systems such as pump sets, blowers, tanks, UV systems etc., have been duplicated, If one unit becomes unavailable, then standby equipment is available to use to keep the process running.

Potable water top-up will be used should the recycled water facility be unable to meet the recycled water demand (e.g. insufficient sewage, or facility shutdown). Potable water tops up the recycled water storage tanks and is delivered through the recycled water mains network. Should the recycled water main become unavailable, a maintenance contract with MonoNOV is in place to immediately repair the pipes on a 24hr 7 day/week basis.



#### 4. MARKETING AND TRANSFER CODE OF CONDUCT

The NSW Office of Water has prepared a Draft Marketing Code of Conduct and a Draft Transfer Code of Conduct. The revised codes, once approved by the Minister, will be gazetted.

It is our intent to incorporate and implement both the Marketing and Transfer Code of Conduct into its policies and procedures once published.

Until such time as the both Codes are finalised we will use the Draft Marketing Code of Conduct and the Draft Transfer Code of Conduct as our guide to all Marketing and Transfer activities.

#### Accordingly we will:

- (a) not engage in misleading, deceptive or unconscionable conduct, whether by act or omission;
- (b) not exert undue pressure on a Customer, nor harass or coerce a Customer;
- (c) ensure that information provided to Customers is truthful and in plain language;
- (d) ensure that information provided to individual Customers is relevant to that Customer's circumstances; and
- (e) provide only timely, accurate, verifiable and truthful comparisons.



#### 5. RETAIL COMPLIANCE

The WFC Group recognises that it is obliged to systematically manage and regularly review its risk profile at a strategic, operational, and project level. WFC has developed a risk management and compliance framework that determines the process and identifies tools for realising its objectives.

#### WFC Group is committed to:

- Conducting all of its business operations and dealings in full compliance with the law, and
- Ensuring that all its employees understand what they must do so that WFC achieves full compliance

In order to deliver on its commitment to full compliance with the law, WFC group will:

- Establish and maintain governance structures, management systems and controls and reflect the nature of the obligations and associated compliance risks
- Foster and maintain a culture that values and supports compliance through strong leadership, participation, training and development
- Monitor the regulatory environment and record and administer applicable obligations
- Assign responsibility for managing compliance with every obligation to responsible managers
- Monitor compliance performance including requiring periodic assurances as to compliance from responsible managers
- Engage in periodic audits and reviews of compliance and compliance systems which may be self-instigated or required by a regulators
- Coordinate the preparation of both internal and external reports regarding compliance
- Receive, investigate and respond to complaints and reports of compliance issues

WFC Group has developed its management infrastructure, operating systems, procedures and policies, to enable it to comply with relevant industry specific regulations and codes Refer to Appendix 3 for WFC Group's Risk Management and Compliance Framework.



## **APPENDICES**



# **Appendix 1 – Customer Complaints Code of Practice**



# Appendix 2 – Missed Payment and Debt Recovery Code of Practice



# **Appendix 3 – Risk Management and Compliance Framework**





## MISSED PAYMENT AND RECOVERY

Purpose: The purpose of this document is to outline the code of conduct relating to Customers that have missed payment.

relating to Customers that have missed payment

Applicable to:

This policy applies to all Customers.

## **Code of Conduct**

In the event a Customer is experiencing difficulty paying a bill or is concerned about meeting a payment on time, WFC shall try to reach an agreement on the amounts to pay spread over a reasonable period of time.

Payment options and methods may include:

- a short extension of time
- a payment plan to pay the account in regular instalments over an agreed timeframe
- a budget plan where regular manageable amounts are debited from the Customer's nominated account, or:
- access to a Payment Assistance Scheme that operates through local welfare agencies.

#### Collection

#### Reminder Notice:

If a Customer fails to make payment on the due date, WFC will contact the Customer immediately thereafter, including sending a reminder notice.

#### Warning Notice:

At least 7 days prior to taking action for non-payment, WFC will send a payment warning notice that:

- a. specifies any assistance that is available to the Customer, including information about EWON and WFC's payment assistance policy; and
- b. advises the Customer that the payment is overdue and must be paid for the Customer to avoid legal action or supply restriction; and

#### CODE OF CONDUCT





c. cautions that, if legal or restriction action is taken, the Customer may incur additional costs in relation to those actions..

#### In the case of a tenant

Our legal and billing relationship is with the owner of the property. We do not bill tenants for our services. Any arrangement that a tenant has with the landlord is a private matter between them.

In the event a landlord has missed an account payment, WFC may allow a short extension of time so the tenant can contact the property owner or managing agent.

WFC will not commence any recovery action during this agreed period.

#### In the case of a business

For business Customers, WFC may offer a short extension of time to allow settlement of the account based on reasonable commercial considerations.

In considering these options overdue accounts attract interest charges.

## **Actions for Non Payment**

#### **Restriction and Legal Action**

As a last resort, WFC may restrict the supply of Services to a property and/or take legal action if:

- a) more than 14 days have elapsed since the issue of the reminder notice to the Customer
- b) more than 7 days have elapsed since the issue of the warning notice to the Customer
- c) WFC or its agent have attempted to make contact with the Customer by telephone, email or in person, about the non-payment
- d) the Customer has been notified of the proposed restriction or legal action and the associated costs, including the cost of removing the restriction device; and
- e) the Customer has:
  - i. been offered a flexible payment plan and the Customer has refused or failed to respond; or
  - ii. agreed to a flexible payment plan and has failed to comply with the arrangement.

Limits on restriction and legal action WFC will not commence legal action or take steps to restrict a Customer's service due to non-payment if:

#### CODE OF CONDUCT





- a. the amount owed by the Customer is eligible for, and the Customer has lodged an application for, a government funded concession relating to amounts charged by WFC and the application remains outstanding; or
- b. the Customer is a landlord, and:
  - i. the amount is in dispute between the Customer and the tenant; or
  - ii. the amount in dispute is subject to an unresolved complaint procedure in accordance with WFC's Customer Complaints Code.

#### **Additional limits on restriction**

WFC will not take steps to restrict a Customer's service due to non-payment if:

- a. it is a Friday, public holiday, weekend, day before a public holiday, or after 3pm; or
- b. the Customer is registered as medically dependant

If the supply to a Customer's property is restricted; WFC will continue to provide flow for basic health and hygiene purposes and endeavour to notify the occupants either by email or a phone call at the time.

#### **Removal of restrictions**

WFC will restore a restricted service within 24hours of becoming aware that the reason for the restriction has been resolved.

Before the service is restored, the Customer will be required to pay the overdue amount or make an agreed payment arrangement. WFC may impose a reasonable charge to cover WFC's costs for the removal of the restriction.

WFC will always prefer to help Customers (and Customer's tenants) in relation to any financial difficulties, so that WFC does not need to restrict any Service.





# **About this document**

Document No: WFC000

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Supply\Policies\Final Drafts for Sign off\WFC-PO-Missed Payment and

Recovery-02-120109 Final Draft.docm

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# CODE OF PRACTICE FOR CUSTOMER **COMPLAINTS**

The purpose of the Code of Practice is to describe the process that Purpose:

WFC will use to respond to complaints by Customers

This Code applies to all complaints from WFC's existing and Applicable to:

potential Customers (including enquiries and complaints initiated by

tenants who are not Customers)

This Code applies to complaints regarding any WFC activity, service

or WFC's complaint handling process itself.

This Code applies equally to complaints arising from services

provided by WFC or any of its Group members.

## **Code of Practice**

WFC recognises that Customers (and, at times, tenants) may need to contact us to make a complaint if a service, product, decision or action fails to meet their expectations or our standards.

#### This Code covers:

- Complaints Handling
- Complaints Resolution
- Escalation
- Compliance and Continuous Improvement

### **Complaints Handling**

WFC is committed to treating complaints promptly, fairly, equitably, confidentially and professionally. WFC's aim is to manage complaints such that they can support the constant improvement of our Customer services.

If a Customer (or tenant) has a complaint with any aspect of our Services, the Customer (or tenant) should contact us and we will aim to resolve the issue as quickly as we can. WFC welcomes Customer (including tenant) and community feedback as it helps us to identify problems and improve our operations.

#### You can contact us in the following ways

- Telephone: Customer/Community Line 1300 134 403
- E-mail: enquiry@waterfactorycompany.com.au
- On-line: Existing customers can email us via the "Contact Support" link in "Your Account"

#### CODE OF PRACTICE





All complaints will be recorded, classified and tracked in WFC's Customer Relationship Management System (CRM). Customers will be provided a unique "ticket" number for each complaint which the Customer can retain and/or recall for future enquiries. Complaints from tenants will be logged into the CRM under the Customer whose property the Services are being provided to. This will also enable WFC to track all complaints.

In addition, any documentation received will be retained in the CRM under the corresponding "ticket" number.

Customer complaints will be investigated by a WFC Customer Service Officer (CSO). After investigation, Customers will be advised of the resolution with all comments, actions and resolutions recorded in the WFC's CRM against the Customer's corresponding "ticket" number.

#### **Complaints Resolution**

WFC will receive, acknowledge, investigate, and respond to complaints promptly. Where a response and/or remedy can be provided immediately, we will provide the information to, or take the necessary action for, the complainant and close the complaint.

Our aim is to resolve your problem as quickly as we can. If it cannot be resolved immediately, we will respond to, or provide a status update within:

- 2 working days if you have spoken to us; or
- 5 working days if you have sent us an email or lodged your complaint online.

More complex problems may need to be looked into further and WFC will attempt to resolve complaints within 20 days of initial contact. During this time we may contact the Customer (or tenant) for further information or the Customer (or tenant) can contact us for an update. Where a complaint is of a serious or urgent nature, complaints will be resolved as soon as practical.

WFC will ensure protection of confidential and personal information in receiving and resolving complaints through compliance with its Privacy Policy which is available on the WFC website.

#### **Resources, Training and Continual Improvement**

WFC will ensure that complaints are handled by appropriately trained Customer Services staff and that the complaints handling process is adequately resourced in order to meet its complaints response goals described above.

WFC has access to detailed reports on complaints and how they are resolved and WFC senior management will use these reports to review and continually improve the complaints handling process, where necessary.

#### CODE OF PRACTICE





#### **Escalation**

If a complaint cannot be resolved to the Customer's satisfaction, then the Customer can ask to refer the matter to a higher level of management within WFC.

If the Customer is still dissatisfied with the outcome, the Customer may choose to contact the Energy and Water Ombudsman NSW (EWON). WFC is a registered member of EWON.

EWON provides an independent way of resolving complaints. The Ombudsman is able to make decisions without any interference, based on what is fair and reasonable in the circumstances of each case. This service is free to Customers.

#### EWON contact details are:

Freecall: 1800 246 545

Freefax: 1800 812 291

Freepost: Reply paid K1343, Haymarket NSW 1239

Email: omb@ewon.com.au

Website: <a href="http://www.ewon.com.au/index.cfm/contact-us/">http://www.ewon.com.au/index.cfm/contact-us/</a>

## **CODE OF PRACTICE**





# **About this document**

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Drafts for Sign off\WFC-PO-Customer Enquiries and Complaints-01-120109

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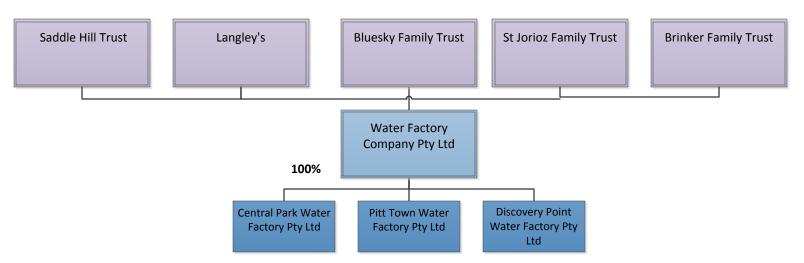
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Released date: TBC

# **WFC Ownership Structure**

#### **Private & Confidential**



Finance



## **Position Description**

Division:

Position Title: Business Manager

Position No:

Classification: Manager Department/Section:

Manager: Executive Director Location: Sydney

#### **JOB PURPOSE**

The Business Manager is responsible for coordinating and overseeing the business support requirements for WFC Group's day-to-day management. Areas of direct responsibility include corporate services, customer services support, management systems and documentation, policies/procedures, technology/telephony platform, HR, WH&S, premises, banking & financial administration, insurance programme, document and the operational administration, corporate governance, events coordination, and T&E.

WORKING RELATIONSHIPS		
Direct Reports	<u>Internal</u>	<u>External</u>
• None	Water Factory Executive	<ul><li>Suppliers</li><li>Customers</li></ul>

#### **SCOPE AND AUTHORITIES**

You will manage and maintain

- Corporate support provide day-to-day general office support (including reception)
- Finance provide financial administration including APs and ARs management, banking reconciliation, internal management reporting
- Risk Management provide assistance in administering WFC Group's compliance and risk management framework, with direct responsibility for WH&S
- Technology a platform that supports WFC's e-based and paperless environment, including Customer-facing utility platform; implement and oversee the Group's BCP and DR arrangements
- HR all matters relating to HR, including payroll and training programs consistent with the needs of the WFC staff
- Insurance maintain all Group insurances, as well as oversee third party supplier insurances for currency
- Events coordination coordinate WFC external events and functions
- T&E coordinate and oversee all Group T&E
- Systems and documentation management establish Group policies and procedures, plus complimentary systems, in relation to business workflows; rollout document filing logic

#### **CORE ACCOUNTABILITIES**

#### **Financial Management**

- Prepare regular board and senior management with management and financial reports to assist the financial decision making process;
- Prepare annual team, project and WFC group budgets
- Ensure general ledger and associated functions (i.e. accounts payable, accounts

receivable, payroll) operate in an accurate & timely manner; and

Manage the Group's finance and banking requirements in a cost efficient manner.

#### **Human Resources**

- Manage staff remuneration, including payroll, super, fringe benefits, etc
- Manage staff induction regarding internal service, accounting processes, technical knowledge and administration;
- Ensure staff attend relevant training, receive opportunities to apply new knowledge, and develop technical and behavioural competencies.
- Ensure the workplace environment is safe and conducive to efficient output;
- Ensure that appropriate staff records are maintained including statutory leave entitlements; and
- Develop, implement and monitor learning and training programs consistent with the needs of the Group's staff.

#### **Customer Services**

Support Customer Services centre (customer calls, complaints, etc)

#### **Technology**

- Maintain and enhance the Group's information technology performance, processes and communication systems.
- Implement and oversee the Group's BCP and DR programmes
- Oversee the Group's primary Technology supplier

#### **Internal Processes**

- Identifies and plays an active role in the development and implementation of best practice to ensure continuous improvement of internal process and client service;
- Establishes and ensures that operating practices are consistent with strategic direction, business plans, budgets and risk management expectations;
- Efficiently delivers administration and management services to teams, projects and the WFC Group as a whole.

#### **Policies & Procedures**

- Ensures that the Group adopts policies and procedures consistent with regulatory obligations, strategic and business objectives, needs and expectations of clients;
- Implement a process to ensure regular review and updating of the groups policies and procedures; and
- Make recommendations in respect of new policies and procedures as appropriate.



#### Insurances

- Ensure that appropriate business insurances are in force at all times, including claim management;
- Ensure the suppliers' insurance cover are current at all times

#### **Business Risk Management**

- Ensure that the Group's regulatory and compliance requirements are met including income tax, pay-roll tax, compulsory superannuation, workers compensation, occupational health and safety, privacy act, employment laws and corporation law;
- Deals with issues around Professional Indemnity insurance, including claims;
- Manage and develop key supply chain relationships.

#### SPECIAL REQUIREMENTS AND WORKING CONDITIONS

- 10+ years' experience in similar role, preferably in a customer services environment;
- Proven leadership ability including experience in coordinating workflow; and
- Experience in financial administration.

PEF	RSON SPECIFICATION		
	Ability to work in a small enterprise environment (flexibility, agility, etc)	•	"Can do" attitude
	Excited by new ideas and different ways of doing business;	•	Supporter of learning and development of self and others.
	Excellent presentation, communication and technical skills; and	•	Straight forward , self-confident & self-aware

APPROVALS		
Manager:		
Signature:		Date:
Employee		
Signature:		Date:



## **Position Description**

Position Title: Executive Manager - Retail

Position No: Division: Executive

Classification: Executive Department/Section:

Manager: Executive Director Location: Sydney

#### **JOB PURPOSE**

The purpose of this role is to develop and grow the Water Factory Company's retail model and strategy. The Water Factory Company is an exciting start up business with significant opportunity in the wider utilities sector. Initially focussed on the NSW market the Water Factory Company has the potential to take its business model to other states and internationally. This opportunity does not come up often and you, if successful, can be at the forefront of a game changing model, which is a first for Australia.

WORKING RELATIONSHIPS		
<u>Direct Reports</u>	<u>Internal</u>	<u>External</u>
• None	Water Factory Executive	<ul> <li>Developers</li> </ul>
	<ul> <li>Board Members</li> </ul>	<ul> <li>Local Councils</li> </ul>
		<ul> <li>Regulatory Bodies</li> </ul>
		<ul> <li>Other third parties</li> </ul>

#### **SCOPE AND AUTHORITIES**

- You will develop the strategy and business model for:
  - External and customer needs analysis;
  - Day-to-day customer water/wastewater transactions, including communication, metering and billing;
  - Customer Management with a focus on enhancing the customer experience;
  - The end to end retail model for small business and end consumers;
  - The systems and processes for supporting the model;
  - Marketing and sales;
  - o Regulatory compliance and relationship management, and;
  - o Community Relationships.

#### **CORE ACCOUNTABILITIES**

Customer Relationship Management

 To develop the Water Factory Company's customer relationship model, including a focus on small business and consumers
 To manage to this model and look to improve customer service focus

Managed the customer experience

- To manage the customer experience to meet the aims and objectives of the Water Factory Company
- To ensure our customer experience drives business value and is better overall versus our competitors

Systems & Processes

 To manage the end to end system and process including third party arrangements, billing, CRM, etc

Marketing & Sales

- To develop and own our marketing & sales model including Water Factory Company collateral, the website, customer relationship management models, etc
- Focus on account management
- Own e-commerce plans & model
- Drive business development & growth

• Monitoring and reporting on the performance of retail businesses

Compliance

- including compliance with various obligations, Codes, guidelines and decisions;
- To assist with the development of on-going relationships with the regulatory and other statutory bodies as required
- To own the customer charter and enhance this model to drive business value

#### Community Relationships

- To develop and own the community relationship model for the Water Factory Company
- To develop and own the sustainability program for the Water Factory Company

#### SPECIAL REQUIREMENTS AND WORKING CONDITIONS

- A strong technical background and understanding of water and/or utilities industry combined with good organisational abilities. Top level skills in customer liaison and handling of service delivery
- Understanding of the retail market place for utilities
- Knowledge of community relationship model which drive business value
- Statutory & regulatory knowledge of utilities and specific the water industry and associated frameworks
- Relevant tertiary qualification

PERSON SPECIFICATION	
Ability to work in a small enterprise environment (flexibility, agility, etc)	<ul> <li>Demonstrates grace under pressure at all times and have a proven track record of thinking creatively for how to expand business impact and successfully executing on these ideas.</li> </ul>
You must be extremely results driven, customer focused, technologically savvy, and skilled at building internal relationships and external partnerships.	Solid understanding of technology and software development prior hands-on experience in experience design and/or software development ideal
Proven ability to create an environment that fosters learning, teaching, growth, risk-taking, innovation and fun	Straight forward , self-confident & self-aware

APPROVALS		
Manager:		
Signature:		Date:
Employee		
Signature:		Date:



## **Position Description**

Position Title: Chief Operating Officer

Position No: Division:

Classification: Executive Management Department/Section:

Manager: Managing Director Location: Sydney

#### **JOB PURPOSE**

Directing and managing all operational activities of the organisation and ensuring the implementation of overall organisational strategy.

WORKING RELATIONSHIPS			
Direct Reports	<u>Internal</u>	<u>External</u>	
All operational managers/general managers	Water Factory Executive	Developers	
and staff	<ul><li>Board Members</li><li>Shareholders</li></ul>	<ul><li>Regulatory Bodies</li><li>Professional advisors</li></ul>	
	- Charonoladio	Consultants	
		Major Suppliers	
		Other third parties	

#### **SCOPE AND AUTHORITIES**

- Providing strategic direction, leading, managing and directing all operational activities of the organisation.
- Accountability for the overall profitability of the operational activities of the organisation.
- Ensuring all corporate and business unit strategies and plans are aligned, reviewed and successfully implemented taking remedial action where necessary.
- Building relationships between all business units and ensuring the business units receive adequate operational support.
- Providing support and assistance to the CEO on corporate and group issues where required.
- Communicating with the CEO to ensure he/she remains fully informed of all significant operating issues.
- Acting, as required or in the absence of the CEO, as the chief spokesperson for the organisation.
- Directing and motivating subordinate managers to achieve agreed targets.
- Managing and motivating all divisional employees.

#### **CORE ACCOUNTABILITIES**

- Building and aligning the organisational capability to deliver on the strategy.
- People development, risk and quality management, and innovation to drive growth.

## SPECIAL REQUIREMENTS AND WORKING CONDITIONS

- At least 10 12 years relevant management and operational experience coupled with tertiary level qualifications.
- Experience in managing significant organisational and culture change in line with enterprise growth

PERSON SPECIFICATION	
<ul> <li>Proven management experience at a senior level.</li> </ul>	<ul> <li>Strategic planning and resource management skills.</li> </ul>
Fosters team play, developing and encouraging collaboration	Financial management/reporting and analysis skills.
Excellent presentation, communication and technical skills	Strong leadership and motivational ability.

APPROVALS		
Manager:		
Signature:		Date:
Employee		
Signature:		Date:



## **Position Description**

Position Title: Managing Director (CEO)
Position No:

Classification: Manager:

Executive Director
Board of Directors (and Shareholders) or

principals.

Division:

Department/Section: Location:

Management

Sydney

#### **JOB PURPOSE**

Managing the WFC Group, its businesses, its senior executive staff, and key business relationships Implementing strategy/achieving corporate objectives
Setting annual business plans, including budget

Ensuring the WFC businesses are conducted in accordance with all relevant laws and regulations and otherwise in line with best market practice

WORKING RELATIONSHIPS		
<u>Direct Reports</u>	<u>Internal</u>	<u>External</u>
Other Directors, divisional and functional managers	<ul> <li>Water Factory Executive Management</li> <li>Board Members</li> </ul>	<ul> <li>Clients</li> <li>Customers</li> <li>State Government</li> <li>Local Government</li> <li>Regulatory Bodies</li> <li>Key suppliers</li> <li>Business Partners</li> </ul>

#### **SCOPE AND AUTHORITIES**

- Plan, coordinate and manage key projects on various issues related to network operation and retail regulation.
- Manage the preparation and delivery of reports, consultation papers, guidelines and decisions on matters relating to project origination, network operation and retail businesses.
- Provide leadership and development whilst working effectively as part of multi-disciplinary teams established to meet the requirements of WFC Group's overall work program.
- Plan and manage consultation processes involving key stakeholders such as developers, customers and their representatives, other regulators, government departments and ministers, and other interested parties.
- Develop and maintain effective liaison with industry, government, professional organisations.
- Provide assistance and input into the planning, scoping and management of the work program undertaken by WFC Group.
- Provide support to the Executive in budget, resource and corporate planning and management.
- Chief spokesperson for the WFC Group.

#### **CORE ACCOUNTABILITIES**

#### Advocacy

- Represent WFC at meetings of State and Federal development bodies.
- Advocate in media and political forums for the efficient use of water through recycled water applications, and the evolution of private water utility sector in Australia
- Represent WFC on relevant Industry associations at board or committee level to determine new initiatives, opportunities, and to enhance the profile of WFC.
- Increase the profile of WFC by monitoring all promotional activities to ensure optimum promotion of the organisation, and represent WFC at a wide variety of events.

## **Policy & Planning**

- Review existing policy and develop new policy in conjunction with the Board and in consultation with major stakeholders.
- Ensure ongoing re-appraisal and updating of WFC's Strategic Plan.
- Ensure WFC's activities comply with all relevant laws and regulations, and is conducted in accordance with relevant ethical standards.

#### **Personal Management**

• Provide leadership and direction to Executive Management.

#### SPECIAL REQUIREMENTS AND WORKING CONDITIONS

Entrepreneurial, with a vision for the Australian water sector

Over 15 years general experience in all aspects of management at a senior level including functional areas

Relevant tertiary qualifications in engineering, commerce/finance or a related field (preferably at post-graduate level).

PERSON SPECIFICATION	
Ability to work in a small enterprise environment	Highly developed leadership skills including the
(flexibility, agility, etc)	ability to maintain positive working relationships
Highly developed advocacy and negotiation skills	Strategic management skills of a high order,
	together with proven record of success in the
	strategic management of other organisations.
Knowledge of the environment, including the	Highly developed knowledge of the legislative,
ability to develop and review policy.	ethical and corporate environment

APPROVALS		
Manager:		
Signature:		Date:
Employee		
Signature:		Date:

