

Balanced sustainability scorecard

In this scorecard, we assess progress against our sustainability indicators each year, and reflect the results in the summary statements and ratings for a range of performance areas. We include performance data and commentary on the sustainability indicators in this report.

Sustainability indicator key




-  **Expectations met or exceeded**
Indicators show a positive long-term trend towards the goal.
-  **Areas to improve**
Indicators show mixed results, with positive trends for some and negative trends for others.
-  **Action required**
Indicators show a negative long-term trend towards the goal.
- **Not applicable**
Performance not reported.

Table 5: Customer at the heart – balanced sustainability scorecard

Customer at the heart – performance summary	Progress rating		
	2013–14	2014–15	2015–16
Customer satisfaction: Customers have a positive view of the overall quality of service we deliver. We aim to resolve customer enquiries and complaints quickly, efficiently and to the customer’s satisfaction.	▲	▲	▲
Social assistance: We continued to support customers in need by providing flexible payment arrangements and tailored assistance for customers experiencing financial hardship.	▲	▲	▲
Service quality and system performance: We maintained high levels of water and wastewater system performance and met licence targets.	▲	▲	▲
Water efficiency: Our water efficiency initiatives saved more than 43 billion litres of water in 2015–16. We are continuing to implement a range of cost-effective water efficiency, leak management and recycled water programs that meet individual customer needs.	▲	▲	▲
Water drawn: Customers are still using water efficiently, maintaining historically low levels of total water use following drought restrictions. Our customers have adopted water-efficient practices as part of their everyday life.	▲	▲	▲
Water quality: We continue to supply our customers with safe drinking water that complies with the requirements of the <i>Australian Drinking Water Guidelines 2011</i> to the satisfaction of NSW Health.	▲	▲	▲

Table 6: World class performance – balanced sustainability scorecard

World class performance – performance summary	Progress rating		
	2013–14	2014–15	2015–16
Profitability: Profitability was above target due to higher income from water use, assets received free of charge and lower operating costs. This was driven mostly by lower contractor costs, and lower borrowing costs due to lower interest rates.	▲	▲	▲
Debt servicing: We managed our borrowing costs better. This was due to a combination of higher income, lower costs and lower interest charges.	▲	▲	▲
Return on assets and equity: Our return on assets and equity was marginally higher than the target. This was due to a combination of higher income from water use and developers, and operating cost efficiencies.	▲	▲	▲
Infrastructure management: We continue to invest in programs to renew, rehabilitate and maintain our infrastructure to reliably deliver essential services.	▲	▲	▲
Recycled water: We support 23 recycled water schemes that provide recycled water for use in homes and businesses, and to irrigate parks, farms and playing fields.	▲	▲	▲
Wastewater treatment system discharges: We met licence requirements to help protect the local environment and public health.	▲	▲	▲
Water leakage: We manage leaks by proactively finding concealed leaks; maintaining fast response times to reported leaks and breaks; and renewing water mains, saving more than 30 billion litres of water each year.	▲	▲	▲
Trade waste agreements: We managed trade waste agreements to meet wastewater discharge limits and ensure biosolids met required standards.	▲	▲	▲
Environmental compliance: We received two penalty notices from the EPA during the reporting period, for dry weather overflows that occurred at Cronulla and Bardwell Creek. The EPA also accepted our proposal for an enforceable undertaking relating to an effluent leak into the Parramatta River at Rydalmere. No proceedings or penalty notices were issued to Sydney Water contractors during 2015–16.	■	■	■
Heritage compliance: We have detailed processes in place to identify risks to Aboriginal and built heritage sites from operational, maintenance and construction activities. We introduced this indicator in 2015–16.	-	-	▲
Environmental footprint: Our full supply chain carbon footprint and ecological footprint remained stable in 2014–15. Data for 2015–16 was not available in time for publication of this report.	▲	▲	-

Overview

Corporate governance

Customer at the heart

World class performance

High performance culture

Financial statements

Appendixes

World class performance – performance summary	Progress rating		
	2013–14	2014–15	2015–16
Energy use and greenhouse gas emissions: We surrendered the last of our bank of NSW Greenhouse Gas Abatement Certificates in 2015–16, increasing net greenhouse gas emissions. However, our gross greenhouse gas emissions decreased by 7.2%. Our energy generation was equivalent to 21% of electricity used, which is our highest energy generation to date.	▲	▲	▲
Environmental performance monitoring: Long-term monitoring results show that water quality and ecosystem health of inland and coastal waterways are being maintained.	▲	▲	▲
Flora and fauna: We revegetated disturbed land, resulting in a net cumulative gain of 15.97 hectares of native vegetation over the last five years.	▲	▲	▲
By-products: We continued to meet our target of beneficially using 100% of the biosolids we generate.	▲	▲	▲
Waste reduction: Our overall recycling rate fell to 71% largely due to an increase in construction and demolition waste sent to landfill by our contractors. We'll continue to work with our contract partners to divert as much material from landfill as possible.	▲	▲	●

Table 7: High performance culture – balanced sustainability scorecard

High performance culture – performance summary	Progress rating		
	2013–14	2014–15	2015–16
Safety: We are very pleased with our steps forward in relation to safety and wellbeing. We have improved our safety performance in 2015–16. Our Lost Time Injury Frequency Rate (LTIFR) decreased by 42% for our staff and 25% for our contractors, compared to 2014–15. We introduced a new indicator, the Total Recordable Injury Frequency Rate (TRIFR) in 2015–16. We must continue to focus on delivering our Safe and Wellbeing Strategy to further improve our performance in this area.	■	●	●
Diversity: We are committed to building a diverse and inclusive workforce that supports our strategic aspirations, reflects our values and is reinforced through our signature behaviours.	–	–	●
Capability: We provide diverse training programs and professional development opportunities to help improve staff skills and knowledge. We continue to receive a high number of applications for our entry-level programs.	▲	▲	▲
Staff engagement: Employee engagement was consistently above target throughout 2015–16.	–	–	▲