



Unitywater

Serving you today, investing in tomorrow.

Annual Report

2019-2020

10 years
2010-2020

Welcome

Unitywater is a proud, future focused and innovative organisation providing essential services to keep our communities healthy. We do this by being safe, reliable, economically sustainable and sensitive to our natural environment.

ABOUT THIS REPORT

Unitywater is pleased to present our Annual Report 2019-2020. This report is published on our website at unitywater.com/annualreport. A limited number of copies of this report have also been printed. If you wish to access a printed copy, please call or email Unitywater to arrange delivery or collection. Please use these contacts if you need further information or assistance with this Annual Report:

Phone: 1300 086 489 Email: communications@unitywater.com



INTERPRETER SERVICE

We are committed to providing accessible services to Queensland residents from all cultural and linguistic backgrounds. If you have difficulty understanding this Annual Report and require an interpreter, please contact the Translating and Interpreting Service (TIS National) by telephoning 131 450.

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Unitywater respectfully acknowledges the Kabi Kabi, the Jinibara and Turrbal peoples, the Traditional Owners of the lands on which we operate. We recognise their continuing connection to land, water and community. We pay our respects to their Elders past, present and emerging.

OUR CONTACT DETAILS

Unitywater
Ground Floor, 33 King Street, Caboolture, Qld
PO Box 953, Caboolture Qld 4510
Phone: 1300 086 489
unitywater.com

Unitywater Annual Report 2019-20
© Unitywater 2020 ISSN 1838-5788

Contents

Message from the Chairman	4
Foreword from the CEO	5
About us	6
About our strategy	7
Our performance on core services	8
Highlights from 2019-20	10
Our financial performance	11
Keeping our prices down	12
Our COVID-19 response	14
Our people matter	15
Supporting our communities	18
Caring for our environment	21
Intelligent customer and network operations	22
Self-sustaining STPs	23
Growing new business	24
Better business	25
Better together	26
Risk management and accountability	28
Our organisational structure	30
Our Board	31
Executive Leadership Team	34
Annual Financial Report	36
Compliance letter to the Minister	96
Summary of compliance	97
Glossary	99

Message from the Chairman

I'm proud to deliver Unitywater's 10th Annual Report, which is also my final as Chairman of this extraordinary business.

In our 10 years we have achieved outstanding results. Our focus has always been our customers and the need to keep our prices as low as possible for our customers. We have delivered on this by freezing our overall prices twice and freezing prices on water and sewerage usage charges for six consecutive years.

We continue to focus on keeping our operating costs as low as possible without compromising the quality of our water and sewerage services. Despite a growth of 25% in customers over the past decade, we have managed to grow our costs by only 1.6% over the same time.

In the face of challenges presented this year by COVID-19, we continued to provide essential services, delivering safe, quality drinking water and sewerage services at all times to the communities we serve.

This year we invested \$149.4 million in infrastructure, totalling \$1.4 billion over the past 10 years in order to provide reliable services while catering for the future needs of our growing communities. This year we achieved several major infrastructure milestones including the commencement of commissioning of a major upgrade at the Redcliffe Sewage Treatment Plant, and approving two future upgrade projects for Burpengary East and Brendale sewage treatment plants.

Population growth, increasing water demand, a corresponding increase of treated effluent and a focus on sustainability provide an opportunity to

innovate the way we manage our operations and care for the environment into the future. The agricultural area of Wamuran holds potential for the use of treated and recycled water from our sewage treatment plants. This year we progressed investigations into the viability of a pipeline that would deliver 2.6 gigalitres a year of reliable Class A water to Wamuran's agricultural community.

We again provided solid returns to our participating councils of Moreton Bay, Sunshine Coast and Noosa. I sincerely thank them for their ongoing support of the Board and the Unitywater team.

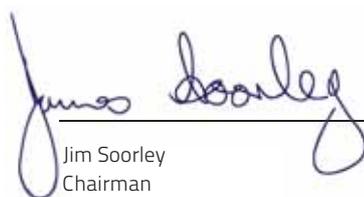
This year we delivered a profit of \$143.4 million. After excluding developer contributions of cash and gifted assets, our profit was \$20.1 million.

I have been privileged to be at the helm as Unitywater matured in all areas of its business over the past decade.

The organisation has earned a reputation as a leading water utility in Australia and has been recognised internationally for innovation and service.

Michael Arnett is the new Chairman and was on the initial Unitywater Board for two and a half years. Michael will continue the work of creating one of the best utilities in the country. Michael will do a great job and I wish him well.

I extend my sincere thanks to the Board members and Executive Leadership Team, past and present, and to all the Unitywater team for their hard work and commitment and wish you all the very best for the future.



Jim Soorley
Chairman
2 September 2020

Foreword from the CEO

This year marked our 10th year of providing water and sewerage services to the Moreton Bay, Sunshine Coast and Noosa communities.

Over the past decade, Unitywater has relentlessly pursued a goal of operational excellence and sought opportunities to reduce its operating costs by exploring new ways of doing things better. I am pleased that this year we have once again frozen our water and sewerage usage charges as a result of the excellent work being done by our people to make this possible.

In recognition of Unitywater's achievements throughout the past decade, our business was honoured to be inducted into the Leading Utilities of the World in late 2019, joining the ranks of only 50 utilities across the globe.

We also rose to the challenges presented by the global COVID-19 pandemic, responding to changes in how we carried out our work while continuing to deliver high-quality and reliable, around the clock water and sewerage services to our communities.

During this difficult period, we also grew our support for grass roots community services who care for the most vulnerable in our communities.

We released a series of customer support packages, the first within three weeks of the pandemic, to give customers financial relief and to help ease economic stress including freezing all prices for the next financial year. In addition, we also focused on paying valid invoices earlier for small and medium sized businesses.

The extraordinary challenge of the pandemic reinforced our commitment to safety. While we redeployed many of our people to work remotely, we also modified work practices for field crews to keep them safe.

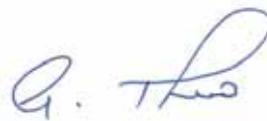
During the year we once again reduced injury rates on the back of continuing training and a heightened awareness of risk and hazard assessments as we work to achieve our goal of zero harm. While we still have a way to go, this year saw a reduction of 22% in the significant injury frequency rate to 6.6.

Our commitment to deliver on our projects and maintenance programs during the pandemic was further motivated by wanting to keep our partners and suppliers in work and the economy stimulated during these challenging and difficult times as the pandemic unfolded.

I'm immensely proud of all our people and of our partners for their contribution and performance during the year.

I would like to thank, on behalf of all our people at Unitywater, our two retiring Board members, Chairman Jim Soorley and Sharon Doyle, Chair of the People and Culture Committee for a decade of strategic direction, positive support and the continuous challenge to be the best we can be. You have been a huge part of our success.

Thank you to the Board for their ongoing support and guidance and to all our people at Unitywater for their passion, commitment and contribution.



George Theo
Chief Executive Officer
2 September 2020

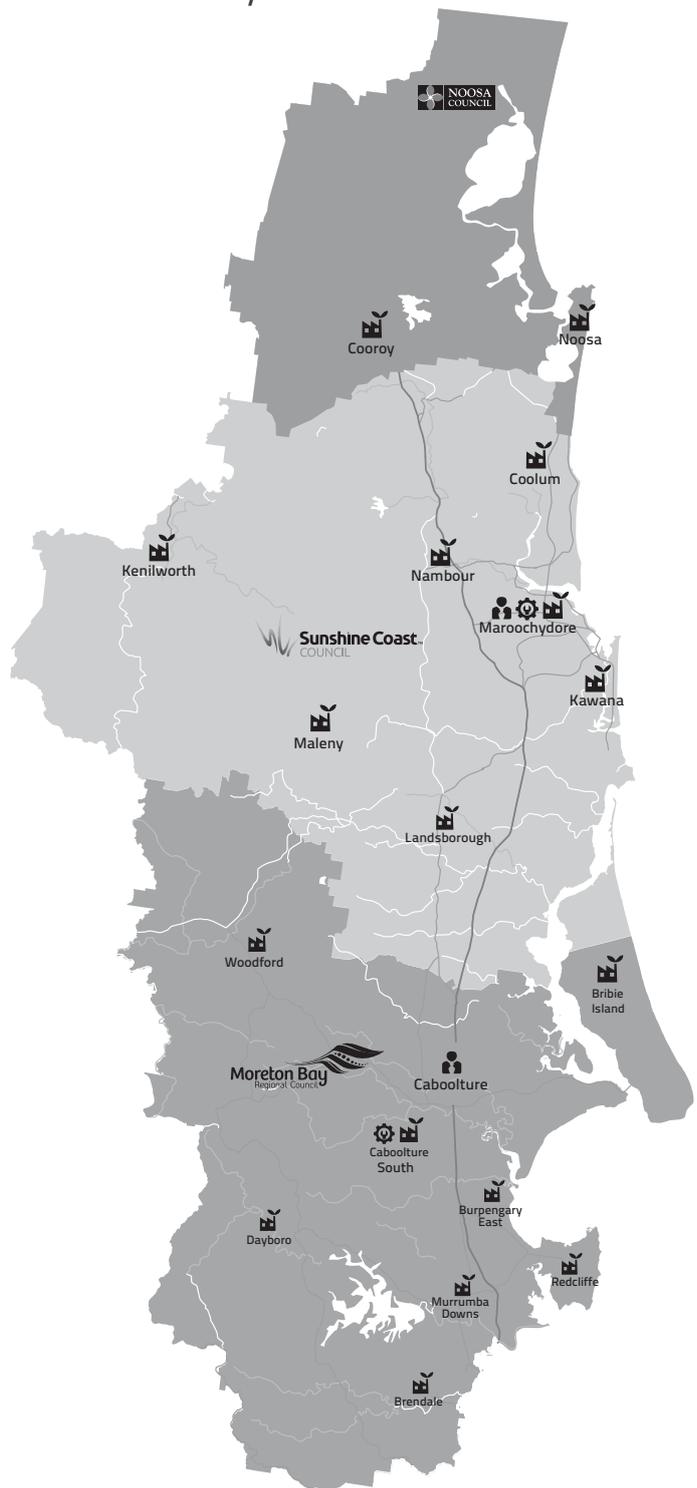
About us

Unitywater is an essential service provider for the communities of Moreton Bay, Noosa and Sunshine Coast within South East Queensland. Our high-quality water supply and sewerage services are vital to keeping these communities healthy.

We proudly provide our services 24 hours a day, seven days a week, knowing they are fundamental to sustaining the quality of life of our region.

We look after our customers and our communities now and into the future by planning, building, operating and maintaining their water and sewerage infrastructure.

Unitywater is a statutory authority, formed under the *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009*. Governed by an independent Board, we have a Participation Agreement with our shareholders – Moreton Bay Regional Council, Noosa Council and Sunshine Coast Council. We align with the State Government’s objectives for the community through keeping Queenslanders healthy, improving water quality and creating jobs.



UNITYWATER'S SERVICE AREA

-  Corporate Offices
-  Service Centres
-  Sewage Treatment Plants

About our strategy

Underpinning everything we do at Unitywater is a clear purpose, vision and a set of shared values. These guide our business operations, our goals and our aspirations.

OUR PURPOSE

Keeping our communities healthy.

OUR VISION

To be a sustainable water and sewerage service provider that creates value for its customers and returns value to its stakeholders.

OUR VALUES

- › Reliability
- › One team
- › Efficiency
- › Honesty and integrity
- › Safety
- › Innovation

OUR STRATEGIC FOCUS

We are an innovative organisation guided by our strategic priorities as we serve our communities every day. Unitywater's corporate strategic plan outlines our collective goals and aspirations. It provides the direction for us to achieve our vision and purpose to benefit our customers, communities and people.

Because we understand the importance of keeping prices as low as possible for customers, our corporate strategy drives everything we do to stay affordable, to be easy to interact with, to improve productivity and to be innovative.

Our strategy kept us on track through our response to the COVID-19 pandemic, reinforcing what 'essential' means.

These five themes of our strategic plan guide our activities as we continue to face unprecedented challenges:

- › Intelligent customer and network operations
- › Self-sustaining sewage treatment plants
- › Growing new business
- › Better business
- › Better together.

The *Unitywater Annual Report 2019-20* describes our progress throughout the year towards achieving the goals set out in our *Corporate Strategic Plan 2019-20 to 2023-24*.