



# Customer Profile

## City West Water

### Customer

City West Water

### Term

26 years (1995 – 2023)

### Value

\$32.5m p.a.

### Location

Melbourne, VIC

The CWW project covers a vast region of Melbourne’s CBD, western suburbs and western growth corridor. City West Water’s network services the local government areas of Brimbank, Hobsons Bay, Maribyrnong, Melbourne (north of the Yarra River), Moonee Valley, Wyndham, Yarra and parts of Melton and Hume.

## Operations and Maintenance Contract

City West Water (CWW) is one of three retail water businesses in metropolitan Melbourne and is owned by the Victorian Government. They provide drinking water, sewerage, trade waste and recycled water services to some 332,000 residential customers and 6,438 trade properties in Melbourne’s central business district, inner and western suburbs.

This partnership is a culmination of 24 years of Programmed and City West Water (CWW) working together to achieve optimal outcomes for customers and the community. Over this period, Programmed has demonstrated and improved the services it delivers by focusing on self-delivery models, asset management and introducing a high-performing culture. As the demand and activity increases across the water sector during certain periods of the year, Programmed accesses the broader resourcing network available through its interstate water authority contracts and across the broader business.

### Contract history

As an alliance partner we have been supporting City West Water for the past 20 years. Programmed is proud of our successful 24-year history of collaboration with City West Water. In 1995, Programmed initially engaged with CWW in a resource, task-based contract model, providing 24/7 water and sewer civil maintenance services. In 2004, Programmed won the Field Services Alliance contract.

### Scope of services

Services include field maintenance operations, including civil, mechanical and electrical services for all water and wastewater assets. Programmed provides staff to CWW’s 24-hour operational control and dispatch centre. In addition, Programmed provide FM services to a number of depots and assets across the CBD and Western areas of Melbourne.

Programmed's team also provides CWW with maintenance services at the Altona Wastewater Treatment Plant, including inspections, maintenance, asset management and water quality compliance within required standards. We assign risk assessment and safe work procedures to every task that is carried out, ensuring that the Plant is kept running by a highly efficient and compliance driven workforce.

### Knowledge transfer

Programmed leverages shared data and benchmarks its performance across its water authority contracts, exploring improvement opportunities and sharing information with these clients to improve overall delivery and minimise impact on end users. This data is used to benchmark service levels, asset performance and life cycle costs.

Programmed also runs a Water Community of Practice (COP) initiative where contract representatives from its water industry client base meet regularly to share ideas, which are then shared with Programmed's clients to explore new innovative ways to improve its asset performance and customer service. The COP provides an opportunity for industry experts to leverage insights and explore methodologies to adopt, adapt, modify and implement to the benefit of other contracts.

### Traineeships and apprenticeships

Like a number of industries, the water industry is grappling with the problem of an ageing workforce. Programmed has moved to actively share the collective knowledge of mature staff with younger workers by putting in place attractive traineeship and apprenticeship programs to upskill young workers and provide a steady supply of water industry professionals into the future.

### Innovation

#### Full review and reshapes

Planned and preventative teams, as well as the dispatching process. This has improved delivery of work on the ground, quicker timeframes for conducting maintenance, and provided quicker response and reactive rectification timeframes. An example of this is innovative ways to unblock sewer drains, which saw an immediate reduction in rectification timeframes, in turn minimising customer impact. We also worked with CWW's operations team to optimise and improve our store management processes – ultimately reducing total material costs and improving overall delivery efficiency. This exercise included modifying existing CWW sites as satellite stores for critical spares and equipment, which reduced travel time, travel costs and total rectification time.

#### Composite cover replacement

CWW required the installation of work flow meters across various sites around Melbourne. One challenge was finding an alternative to traditional concrete and ductile iron coverings which prevented the new flow metres from providing data to CWW. With approval from Vic Roads, traditional coverings were replaced with Terra Firma E400 composite manhole covers. After a successful trial, the E400 cover became a standard for all future access chambers where flow meters and loggers were required. The project saw a reduction in costs, an increase in safety, and reduced installation time that minimised traffic disruption for the community.

#### Safety Conversations

Safety is achieved through visible leadership and individual ownership – including conducting 200+ safety conversations and 300+ water audits per month. These are just some of the ways we strive for safety excellence, while continually investigating new ways to improve our overall safety performance. One initiative is a new "permit to work" system which forces our people to think about risks on site and make the

**"Programmed contract leadership is continuing to work hard to understand our business priorities and improve safety and operational performance."**

**– Maree Lang, General Manager**





right risk-based decisions. It is because of this that the team was recognised for the second time in three years for their safety and operational excellence by receiving the Programmed Group award and acknowledgment by CWW's safety team.

### Contract leadership and collaboration

The team have recently reviewed our longer-term service offering, including developing a new contract strategy which targets core themes of improvement each year. As a result, both CWW and Programmed's operational and commercial teams collaborated to improve processes and build stronger relationships as a result. An example of this is a new compliance audit process to ensure both CWW and Programmed had the right focus on hazard identification – reducing compliance and safety risk exposure.

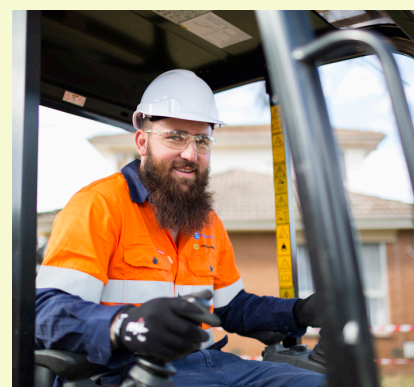
### Training recognition

CWW and Programmed launched a joint 12-week cadetship program for school leavers who express an interest in the water industry operations in a practical, hands-on manner. The new cadets work alongside water industry professionals and learn hands-on how a large water and sewerage network operates. At the end of the 12 weeks, the cadets can choose to commit to a full 24 month traineeship with Programmed in water industry, gaining invaluable employment skills and attaining a nationally-accredited qualification. Currently four new trainees have come on board with the intention to extend the program once these new cadets graduate.

### Operating systems

The field crews currently utilise full ruggedised Panasonic Toughbook's (Models – CF18 and CF19) to update jobs and assets when working remotely in the field. These units are provided and owned by CWW. In addition, the field crews from Programmed currently utilise the following software in order to complete their day to day activities:

- ▶ FOCUS is used for the allocation of works to Field supervisors and crews, complex notes on the work order at hand, tracking of the work order task from beginning to end including time stamps through the entire workflow, recalling previously completed work orders and reallocate work orders, integration with GIS to enable in-field location of assets and highlights water off and water on.
- ▶ GIS contains geo-spatial information on water channels, water transfer and feeder mains, water reticulation mains, pressure reduction valves, major sewers, sewer rising mains and sewer reticulation mains.
- ▶ Three SCADA systems provide real time control and monitoring as well as alarms. Alarms are received by text message by Operations (Civil Maintenance) employees and where appropriate a work order generated in FOCUS.
- ▶ Programmed field crews also have iPad minis to access Programmed email, systems and procedures.





Richard Aitken (left) being presented the Quarterly Innovation Award by Matthew Pledge, City West Water (right).



## City West Water Traffic Management In-sourcing

Identified in an Optimisation Workshop in 2019, traffic management was moved inhouse. Following a successful business case submission by Richard Aitken; HSEQ & Transformation Manager – Water, to the customer in 2020, a four-vehicle, eight-person traffic management department was started. Based on initial projections (with eight traffic controllers), the team estimate a cumulative saving of approx. \$1.5 million to City West Water over the 10-year term. Other benefits of this initiative include:

- ▶ Improved response and completion times for repair and rectification work
- ▶ Greater resource allocation capability of traffic control work
- ▶ Greater resource availability for traffic control crews
- ▶ Demonstration of commitment, vision and solutions focused work.

City West Water were greatly appreciative of Programmed's commitment to continuous improvement and willingness to invest to achieve enhanced value over the life of the contract. We are looking to expand this capability to further maximise savings on offer.

## New Vans - working with City West Water on the design of the new vans

Providing our people with the ability to help influence their working environment, even out on the road, is part of the fabric at Programmed. Recently, a team of technicians were brought in to develop a tailored solution for new sewer response vehicles for our customer, City West Water.

The existing vehicles no longer suited the machinery required to deliver a successful firsttime fix across the water and sewer network. Hence, the sewer technicians worked together to design a fit-out for the newly needed sewer vans, that would not only meet their machinery requirements but allow the field crews to work efficiently and respond rapidly to call-outs.

Our team of eight field sewer technicians worked with City West Water, providing layout ideas and technical knowledge to plan and design the fit-out of the new vans. The technicians used their hands-on experience to provide a detailed brief scope and design.

The designs not only solve current challenges but also look towards future-proofing the vans, enabling the technicians to deliver a service for the future.

With Programmed's 'first-time fix rate' approach the technology and equipment on the vans now better support a quick response and first-time repair to jobs, allowing our technicians and crews to provide customer support with a rapid response.

Programmed is tracking this through technology and data analytics, and we have experienced some real benefits for our customers and the community.