water
services corporation

Water Services Strategic Plan

2016/20

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MISSION

We provide quality water and manage waste water in a sustainable manner, balancing the interests of all stakeholders.

VISION

To be a centre of excellence in the Mediterranean region for the provision of water and waste water services.

VALUES

THE THINGS THAT BIND US TOGETHER

CREDIBILITY – What we say is what we deliver. We seek the common good of all our stakeholders and seek to balance fairly their interests. However we are also competent in the work that we do and our track record is a testimony of what to expect from us in the future and the results we render.

QUALITY – The best evidence of our competence is found in the delivery of a quality product and service, on time. We therefore enhance our expertise, seek innovation and add value to our customers and stakeholders.

Pure water is the world's first and foremost medicine

- proverb

CORPORATE SOCIAL RESPONSIBILITY – We cherish our role as providers of the most basic product and service for the well-being of our customers. This role gives greater meaning to our work and therefore we are committed to sustainable development and particularly sensitive to the social and environmental implications of our services.

TEAM SPIRIT – Collaboration and respect are a major prerequisite for success and therefore we seek to be inclusive, share experiences, offer support and invest in continuous professional development.

CULTURE

THE WAY WE DO THINGS ROUND HERE

A corporate culture is the sum total of the unwritten norms, beliefs and values that define appropriate behaviour.

CUSTOMER EXCELLENCE – We listen and respond professionally to the needs of our customers and stakeholders.

RESULTS ORIENTED – We translate our competence into results that add value for our customers and stakeholders. In whatever we do, we ensure that it adds to the effectiveness of our service and improves the well-being of our customers.

CONTINUOUS IMPROVEMENT – We promote and sustain a learning organisation where the employees are provided with the right support for continuous development and where operations and systems are regularly evaluated and changes implemented.

EMPLOYEE ENGAGEMENT – We commit to create the right environment for our employees to be at their best at work through various measures that enhance trust, team-working and personal commitment.

PRIDE – We take pride in the privilege of serving our customers and delivering products and services that have such a marked effect on their well-being. In this regard we seek to learn, improve and take pride in striving for excellence.

HEALTH AND SAFETY – We sustain a system of health and safety at work where staff education and a zero tolerance to work-related accidents are priorities.

DIVERSITY – We respect each other and our customers and stakeholders and therefore practise inclusion, where all employees and stakeholders have a real opportunity to participate in the growth and achievements of the organisation.

OPEN COMMUNICATION – We keep all employees and stakeholders abreast with developments that affect their interests and consistently ensure the exchange of views, information and feedback for improved employee connectivity and customer loyalty.

STRATEGIC OBJECTIVES

Customer Excellence

In our resolve to achieve customer excellence we will strive to anticipate and exceed customer expectations.

Sustainability

We will secure financial viability whilst enhancing customer value and preserving the Environment.

Operations

Our operations will drive the corporation towards excellence through innovation, effectiveness, efficiency and state-of-the-art technology.

People

The Corporation will focus on our best asset – our people.

CUSTOMER EXCELLENCE

Being a service utility, our customers must be at the centre of all our activities. We will concentrate on three main activities:

Customer Relations

We will continue to train our employees in how to deal with customers and create customer satisfaction. We will keep our customers informed of our activities through our website and/or newsletters. We will revamp the Service Level Agreement (SLA) and commit to compensate our customers in case we fail to deliver on our commitments.

Corporate Image

Re-branding of the Corporation through a visible upgrade of all immovable assets especially cosmetic appearance and also providing smart uniforms to front-line personnel. holding open days and organising and participating in conferences and events so as to increase the visibility of the Corporation both locally and overseas.

Corporate Social Responsibility

Be active in supporting the local community through the setting up of a CSR Committee.

SUSTAINABILITY

We owe it to our shareholders to maintain the Corporation financially healthy. At the same time, we need to add value to our customers by providing a service which is affordable and of good quality. The Corporation must also keep in sight its Environmental responsibilities in particular with regards to the carbon footprint, impact on the ecology and also odour control. Our main areas of activity will be:

Innovation

We will set up a Research and Development section that will identify, test and apply the latest technological developments to our processes and operations. It is through this activity that we can deliver the best product to our customer in a financially advantageous manner and at the same time safeguarding the environment.

Financial Resources

We will strengthen our financial performance through supplier management initiatives, scrupulous cost-management and seeking new sources of financing. We will take measures to improve our billing and debt collecting effectiveness while at the same time sustaining our efforts to curb leakages, reducing meter under-registration and educating our customers to report leakages and eliminate waste.

Productivity

We will increase our productivity through focused training for all our employees. We will invest in state-of-the-art technology and equipment so as to gain from the latest technological advances.

Environment

We will actively reduce our impact on the environment by decreasing our carbon footprint through investment in energy efficient processes and equipment, improving the treatment and quality of effluent from our sewage treatment plants and minimizing odour.

ICT

ICT will be the catalyst to our endeavours to improve strategic decision making, efficiency and effectiveness. We will seek further ways how to render our processes faster and needing less resources through automation in data gathering and analysis.

New Products and Markets

We will make use of our highly qualified and experienced workforce so as to provide consultancy and project management services to third parties both locally and abroad. Our advanced laboratories will be made available to local industry and government agencies.

OPERATIONS

We consider our operations to be the 'motor' of our Corporation. It is through efficient and effective production and distribution facilities that we can deliver our product in the right quantity and quality to our customers. For this reason our future strategy needs to put our operations at the forefront by investing in equipment, infrastructure and human assets. Main areas of focus will be:

Resources

We will implement a technical Asset Register, leading to proper preventive maintenance on the various Corporation assets. We will increase our Reverse Osmosis potable water generation capacity so as to become independent of ground water and further assure security of supply.

Non-revenue Water

We will strive to manage all water losses – both real (leakage) and apparent (commercial losses). Leakage management has to be constantly sustained while, at the same time, the Corporation will boost its efforts to reduce meter under-registration, address billing anomalies and curb illegal use of water. Such a holistic approach will increase our distribution efficiency and also have a positive financial impact on the Corporation.

Quality

We will see how to improve the quality of water delivered to our households. Taste is one of the main sources of complaints and efforts will be made to address this issue. We will also train our front-line operators and contractors to make sure that all works are carried out to the highest specifications and to the satisfaction of our customers.

Waste Water Treatment

With the waste water treatment plants online, the need to control discharges into our sewers has become more pressing than before. These plants require extensive maintenance and expenditure to deal with non-urban wastewater and with the treated sewage effluent polishing plants in the pipeline, the need for upstream control has now evolved to a necessity. Furthermore the considerable amount of sludge generated from these plants requires a permanent solution which is less taxing on the Corporation's recurrent expenditure.

Water Re-use

Now that the Corporation treats all wastewater in the Maltese Islands up to Urban Wastewater Directive, the next step is to turn treated effluent into a valuable resource. The Corporation has identified the best available technology to create a product that can be an integral part of the solution to the islands' water needs in a sustainable manner. The Corporation is now commissioning the advanced stage of the waste water treatment facilities that will provide highly-polished reclaimed water that will be suitable for needs such as irrigation and ground water recharge.

PEOPLE

Our people are our most important asset. We will invest in our staff by providing a learning environment through training and effective communication. Employee engagement and recognition will be promoted.

Capacity Building

We will analyse individual learning needs and introduce training policies that commit employees to Corporate objectives. We will motivate our employees to better levels of performance through employee engagement, reward and recognition.

Communications

We will Introduce different means of communication platforms including an intranet portal with the clear objective of using it as a tool for staff engagement. We will continue to promote two-way communication through regular departmental and inter-departmental staff meetings. We will endeavour to communicate corporate strategy through all levels of the organisation.

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