



# Our Business Overview

Icon Water provides water and sewerage services to households, businesses and community organisations across the ACT and surrounding region. Many Canberra residents have family members and friends who have worked for Icon Water or its predecessor organisations. In this document we are proud to tell you a bit more about one of the national capital's oldest organisations.

## 100 years building Canberra

Australia is the driest inhabited continent in the world. A reliable source of water was an important consideration when selecting the site for Canberra. 100 years later, the modern city of Canberra still relies significantly on sound long-term water security planning to ensure its prosperity. Since the days of initial planning for the national capital, Icon Water and its predecessors have contributed significantly to the success of this region.

Initially the water and sewerage for the city was managed by the Commonwealth Public Service. In 1988, the ACT Electricity and Water Authority was established and since then, water and sewerage services have been delivered by a series of organisations, culminating in the launch of Icon Water Limited in 2015.



2016 marks the  
beginning of our  
next century

We have been around for 100 years.

- 1915 Utility functions performed within Commonwealth Public Service.
- 1988 Water, wastewater and electricity services amalgamated and ACT Electricity Authority becomes ACT Electricity and Water Authority.
- 1995 ACTEW Corporation Limited is formed as a publicly owned corporate entity.
- 2000 ActewAGL Distribution and Retail Partnerships are formed. ActewAGL Distribution provide operations and maintenance on the water and wastewater network on behalf of ACTEW Corporation.
- 2007 Jemena (Singapore Power) purchases the non-ACTEW Corporation half of ActewAGL Distribution.
- 2012 ActewAGL Distribution Water Division is reintegrated back into ACTEW Corporation to become ACTEW Water.
- 2014 ACTEW Corporation Limited renamed as Icon Water Limited.
- 2015 On 4 May Icon Water is introduced to the community.

# A new name, renewed focus

As a water and wastewater utility, we have been helping Canberra grow for 100 years.

By providing the region with essential water and sewerage services, we sustain life in the capital, often exceeding benchmark standards. Our reliability, expertise and community focus, allows us to continue to provide the essential services, which enrich the lives of the Canberra community.

# Who are we really?

We are the ACT's supplier of water and sewerage services and suppliers of bulk water to Queanbeyan.

We own and operate the ACT's network of dams, water treatment plants, sewage treatment plants, reservoirs, water and sewage pumping stations, mains and other associated infrastructure.

## Why the change?

- Brand confusion in the community we operate in
- The name was no longer relevant to our operations
- Disconnect between our origins and our future

## Moving forward

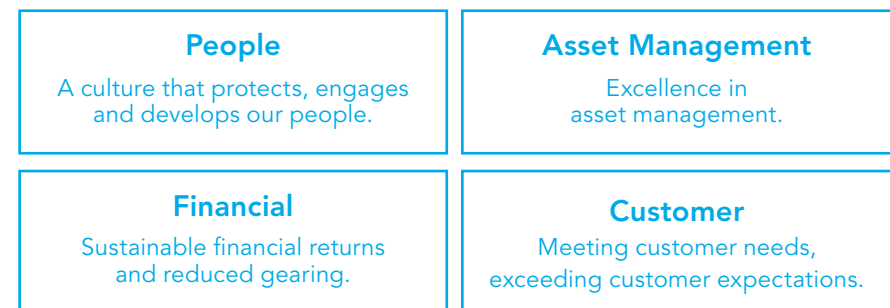
- Same passion and pride
- Refocus Icon Water for the next 100 years
- Brand promise of quality, value and trust
- Customer and community confidence remains high

Importantly, this rebranding process has provided us the opportunity to refocus the organisation for the next 100 years, ensuring we are a relevant, focused and trusted water and sewerage utility for the region.

To continue to provide these services to a high standard, we have identified our core purpose to **sustain and enhance quality of life** with a long-term ambitious strategic goal to be:

**the premier, most trusted water utility.**

To achieve this long term outcome, we have identified the following strategic objectives:



# Governance

Icon Water is overseen by an independent Board, served by several Board Committees with responsibilities across risk management, financial management and safety and environmental compliance.

The Managing Director is supported by five Managers, covering:

- Asset Management
- Finance
- Business Services
- Projects, Delivery, Operations and Maintenance
- Strategic Projects

Icon Water is 100% owned by the ACT Government. In addition to being responsible for Canberra’s water and sewerage, the Icon Water Board actively manages its 50% investment in ActewAGL through:

- ActewAGL Distribution – which owns and operates the electricity and gas distribution networks in the ACT and surrounding region.
- ActewAGL Retail – which sells electricity and gas to its residential, commercial and government customers in the ACT and surrounding region.

# Our structure

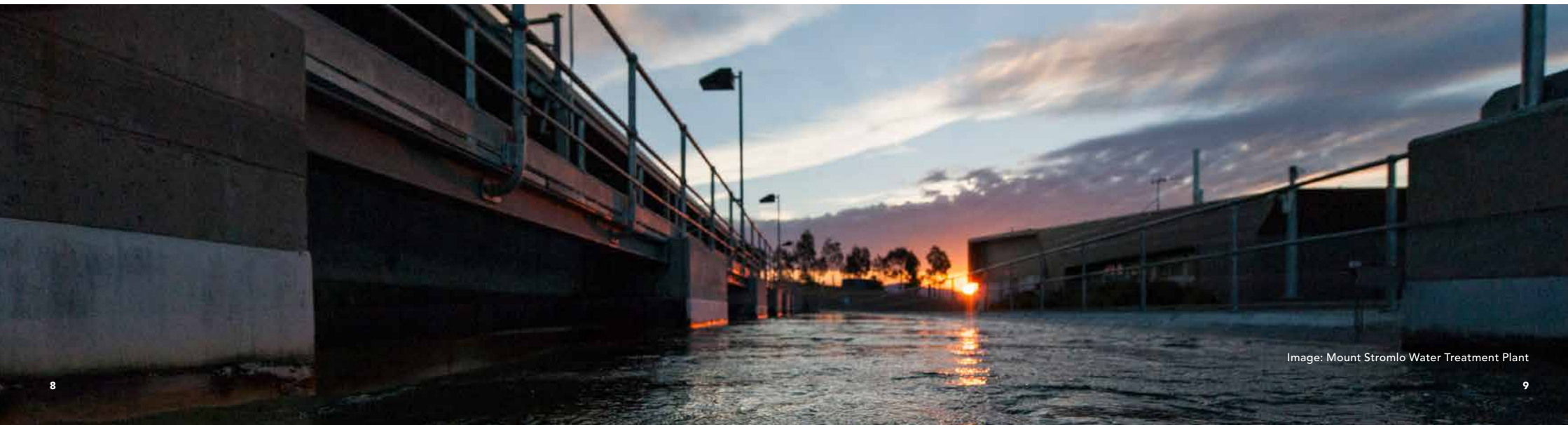
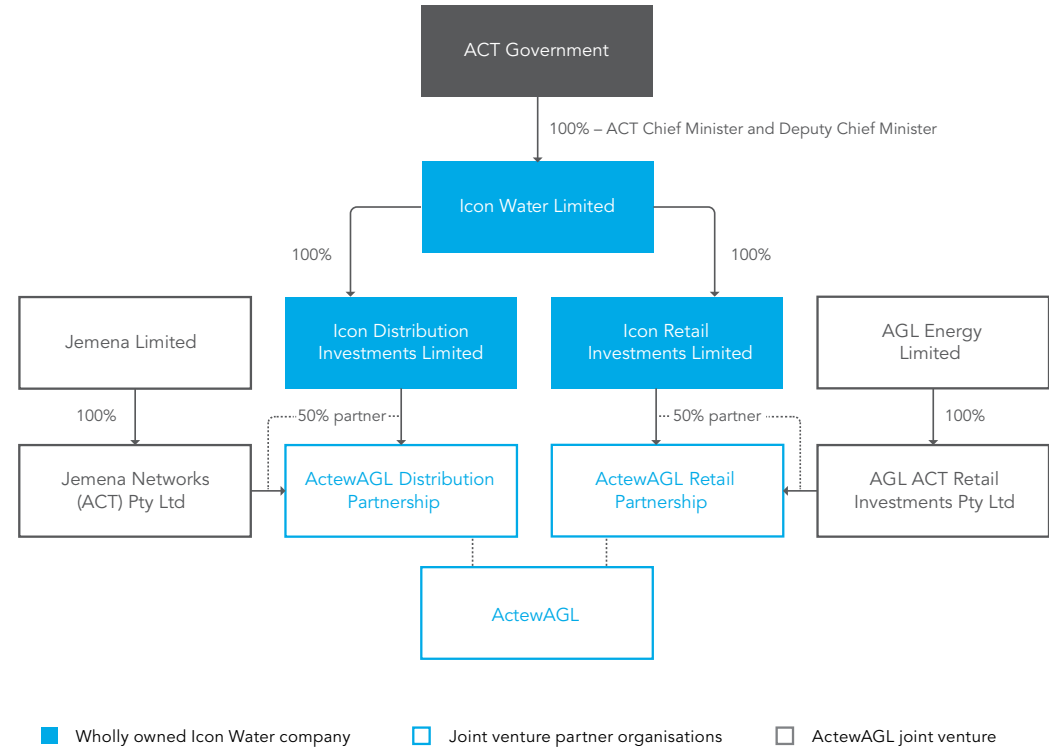


Image: Mount Stromlo Water Treatment Plant

# What we do



## Our customers

We demonstrate our commitment to the community through our service to our customers.

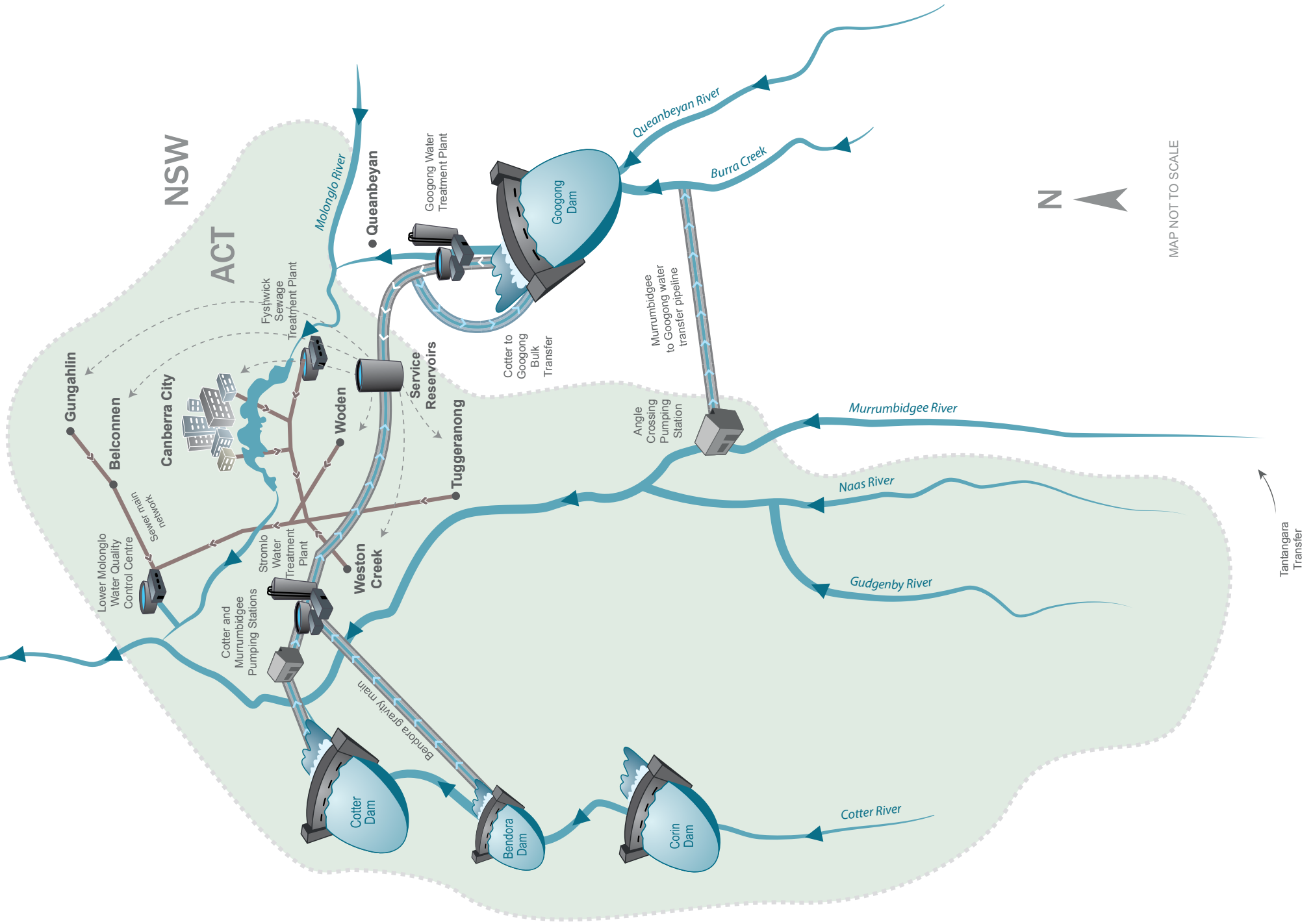
In 2014-15 Icon Water received over 33,000 customer calls. 94% of surveyed households were satisfied with the service they received, with 100% of respondents positively rating Icon Water staff's courteous attitude.

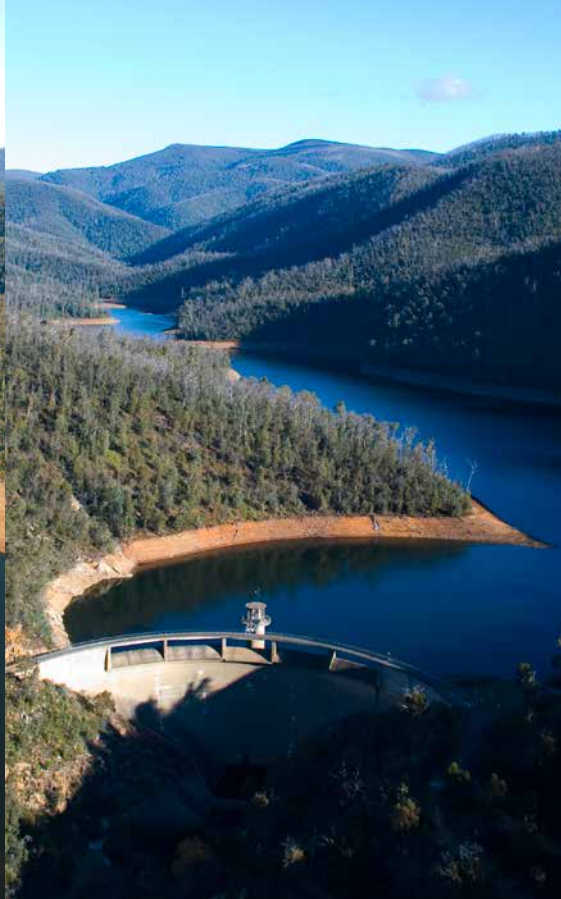
166,000  
water customers

165,000  
sewerage customers

33,638  
customer calls

# Our network





## Our network

### Corin Dam

#### Location

Cotter River

#### Storage capacity

70.9GL fed from a 197 square kilometre catchment area

#### Facts

An earth and rockfill embankment dam with side channel spillway, completed in 1967.

### Bendora Dam

#### Location

Cotter River

#### Storage capacity

11.5GL fed from a 290 square kilometre catchment.

#### Facts

Double curvature concrete arch dam, completed in 1961.

### Cotter Dam

#### Location

Cotter River

#### Storage capacity

76GL fed from a 482 square kilometre catchment area also containing the Bendora and Corin dams.

#### Facts

Original dam completed in 1915, raised in 1954 and further enlarged with the construction of a roller compacted concrete dam, completed in 2013.

### Googong Dam

#### Location

Queanbeyan River

#### Storage capacity

119.4GL fed from an 873 square kilometre catchment area.

#### Facts

An earth and rockfill embankment dam with adjoining converging chute spillway and nearby 13 metre high earthfill saddle embankment. Googong Dam was completed in 1978.



## Key operations and properties

### Mount Stromlo Water Treatment Plant

- ACT's primary water treatment plant
- One of two major water treatment plants
- Wholly within the ACT
- Owned under crown lease by Icon Water
- Fed mostly by gravity main from Bendora Dam

### Googong Water Treatment Plant

- One of two major water treatment plants
- Wholly within NSW
- Special lease arrangements between Australian Government, ACT Government and Icon Water
- Fed by Googong dam

### Lower Molonglo Water Quality Control Centre

- ACT's major sewage treatment plant
- Wholly within the ACT
- Owned under crown lease by Icon Water

### Other

- Fyshwick Depot owned by Icon Water
- Fyshwick sewage treatment plant
- Reservoirs, water pump stations and sewerage pump stations

### ActewAGL House

- Icon Water Head Office
- Icon Water holds a long term underlease from ActewAGL for Level 5

### Mitchell Office

- Key depot and office facility
- Owned under crown lease by Icon Water



## Water supply

Icon Water provides over 100 million litres (ML) of treated water each day to the people of Canberra and Queanbeyan. Most of the water required is drawn from storage reservoirs on the Cotter river, with water from Googong Dam used to meet high demand in summer or during extensive dry periods.

Water is treated at Mount Stromlo or Googong water treatment plants.

All drinking water in Canberra is subject to extensive water quality monitoring. We rely on the information gathered through this monitoring program to ensure high quality water is delivered to Canberra and Queanbeyan.

## Water security

The ACT Region is drought prone. Following a significant drought, in 2007 a number of water security major projects were endorsed by the ACT Government to be delivered by Icon Water in alliance with GHD, Abigroup (now Lendlease) and John Holland.

The water security projects included the construction of an enlarged Cotter Dam, the Murrumbidgee to Googong Water Transfer Pipeline ('M2G') and the Tantangara Transfer Project, which provides water supply independent of rainfall within the ACT—a further means of reliable water supply and a security net for future drought events.

## Waste management

Treating sewage is an important part of protecting the health of Canberra's population and each year Icon Water treats almost 30 billion litres (30GL) of sewage. Sewage comes from homes, offices and shops as well as our industrial areas. Sewage is 99.9% water as the greatest volume of Canberra's wastewater comes from showers, baths and washing machines.

Canberra's sewage is treated to strict environmental requirements overseen by the Environment Protection Authority and the National Pollution Inventory.

The Lower Molonglo Water Quality Control Centre, located on the Molonglo River, is Australia's largest inland water treatment plant and is Canberra's main sewage treatment plant facility.

We understand it is important that Canberra is a good environmental citizen to those communities down-stream of the treatment centre. All water released into the Molonglo River is of a very high quality and in accordance with Environment Management Plans endorsed by the Environment Protection Authority.

### Service reach

Icon Water services  
~166,000 water and ~165,000  
sewerage customers across  
the Canberra region

### Assets

Icon Water manages \$2.1b of  
water and wastewater assets and  
\$0.7b of an energy investment

### Supply

Icon Water supplies approximately  
45GL of water per annum to  
Canberra and the surrounding region  
and treats 29GL of wastewater

### Revenue

Icon Water generates revenues of  
approximately \$410m per annum

3,234km of  
sewerage pipes

26 sewer  
pumping stations

29 gegalitres of  
sewage treated

3,207km of  
water pipes

25 water  
pumping stations

Dam capacity  
of 277.8GL

# Icon Water people

Icon Water employs almost 400 people.

Operating the water and sewerage network is a 24 hour, seven day a week responsibility. In addition to the field crews working across Canberra to maintain the water and sewerage pipes, there are engineers and

scientists operating the treatment plants and managing the flow of water around the city. Our staff monitor the weather forecasts, planning Canberra's response to long-term rainfall patterns as well as more immediate weather events such as floods and storms.



97% work full time

Average age of 43 years

1/4 of staff are 15+ years loyal

18% trade and technicians

25% machinery operators

# Investing in tomorrow

## Renewal

One of our most important jobs is to make sure we are continually renewing more than 3,200 kilometres of water pipes and over 3,200 kilometres of sewerage pipes.

The growth of the water and sewer mains is linked to the growth of the ACT. There was large growth through the 1960s and 1970s, when the ACT centres of Belconnen and Woden were established. More than 50 years on, and much of this infrastructure now needs renewal.

## Growth

Our forward strategy focuses on supporting population and infrastructure growth to ensure we can continue to enrich the lives of Canberrans.

The ACT Government is planning to release around 17,190 residential dwellings in new and existing suburbs across the ACT in the next four years to 2018-19.

## Efficiency and regulation

Efficiency related projects are those initiatives that serve to update our network and systems to allow for overall improvements; this may include safety processes such as 'working at heights' and improvements to buildings. Projects that are designed to assist with meeting regulations (we have more than 70 pieces of legislation and regulations that we need to comply with) include upgrades to components of the sewer systems to comply with environmental licences and upgrades to meters and service lines.

## Five year asset plan to 30 June 2018

2013-14		\$389m total		2018	
Renewal	46%	Growth	23%	Improvements	22%
\$177m*		\$91m*		\$85m*	
Maintenance of existing service levels. Driven by asset conditions, safety compliance, reliability, asset protection.		Work responsive to new developments and population growth in existing areas.		Investment required to improve the business.	
				Investment required to comply with legislation.	

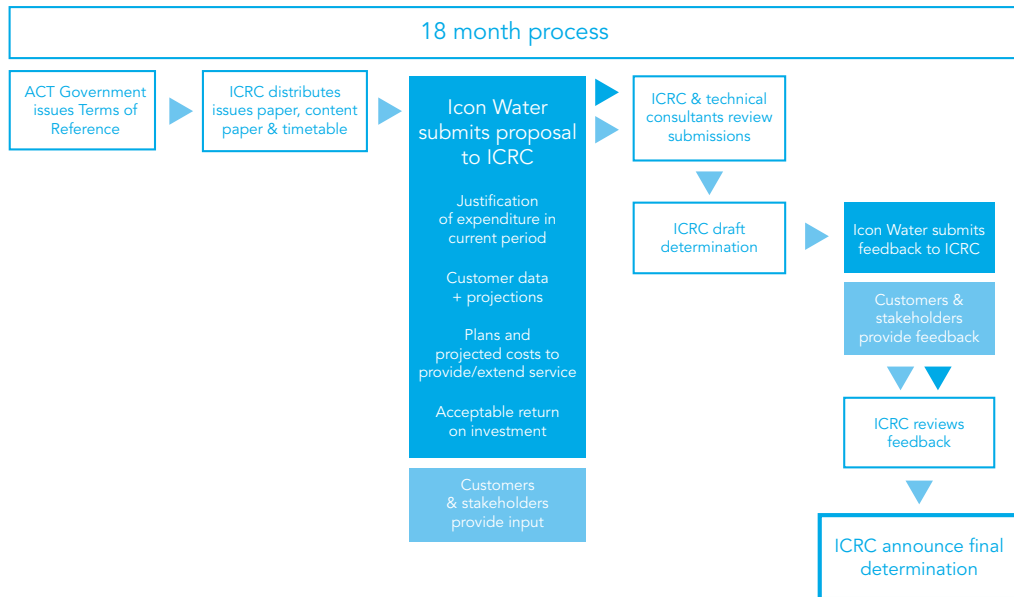
\*Forecast figures to 2018



## Paying for our water services

The costs of operating and renewing Canberra's water and sewerage network, and planning and building new infrastructure are met by the households and businesses of Canberra and Queanbeyan through their water and sewerage bills.

The price of water in the ACT is set by an independent regulator, the Independent Competition and Regulatory Commission (ICRC). Water prices are currently reviewed every five years at which time Icon Water prepares detailed submissions to the ICRC on the anticipated operating costs and capital investment requirements for the forthcoming period. Our current pricing period will end on 30 June 2018. Based on a review of the information provided by Icon Water and input through public consultation, the ICRC sets water and sewerage prices.



## Our legal obligations

Icon Water has to comply with a large number of regulatory, legislative and legal requirements, including those covered by:

- *Territory-owned Corporations Act (1990)*
- Corporations law
- Environmental licences
- Health regulations
- Work health and safety laws

Meeting Icon Water's social, economic and environmental responsibilities requires long-term financial security of the business. Working within the pricing models set by the ICRC, Icon Water maintains an appropriate balance between efficient operational expenditure and long-term investment. Achieving strong levels of return on investment and maintaining efficiency levels with comparable businesses are important annual goals for Icon Water.

## Commitment to safety

Safety is one of Icon Water's core values. Icon Water is committed to providing and maintaining high standards of health, safety and welfare for our employees. Through our work, Icon Water also protects the safety of the Canberra community, by ensuring quality drinking water, safety in our operations and through treatment of Canberra's wastewater.

Risk management is a fundamental aspect of Icon Water's operations. Elements of our risk management activities include:

### Structure

- Dedicated Board committee
- Dedicated risk management staff
- Dedicated Dam Safety team
- Dedicated Safety team
- Experienced in-house engineers, hydrologists and geotechnical experts

### Governance

- AS/NZS 4801:2001 Occupational health and safety management systems
- Internal safety management policy and system (SMS)
- Risk register for strategic and operational risks
- Certifications – OHS, quality, environmental management
- Annual safety, emergency, and business continuity plans

### Culture and approach

- Regular staff awareness updates, communications and training
- High focus of staff safety and protection, and regular safety toolbox talks
- Engagement of external risk advisors and consultants where required
- Liaison with industry peers and State Emergency Services (SES)

## Commitment to sustainability

Sustainability for Icon Water is balancing financial health, environmental sustainability, cultural vitality and social responsibility to meet the needs of the present without compromising the ability for future generations to meet their own needs.

At Icon Water, ensuring we achieve sustainability objectives across all our work is important. An internal sustainability scorecard is used to ensure all capital works projects meet our high sustainability criteria. In 2014 Icon Water achieved commended sustainability ratings for the Cotter Dam and Googong Water Treatment Plant projects by the Infrastructure Sustainability Council of Australia.

### Environmental guardians

Icon Water contributes in many ways to the health of the environment in and around Canberra including caring

for the catchments where our water comes from. Our Source Water Protection Strategy aims to protect the drinking water catchments and advocates for works that improve and maintain water quality. In 2014 Icon Water won an ACT Landcare Award for its partnership work with community groups.

Through a strong commitment to environmental protection, Icon Water continues to monitor and minimise its impacts to the terrestrial and aquatic environment. Icon Water actively monitors native fish species within the Cotter Dam as part of a significant conservation effort to enhance population of the threatened Macquarie Perch of the Cotter River system.

We continue to progress carbon and energy reduction programs with a focus on energy efficiency, demand management, renewable and low emission energy sources and carbon offsets.





Icon Water is embarking on an ongoing, comprehensive, community engagement program as part of its day to day business objective. This will allow Icon Water to talk in detail to the community about the work that we do, and seek their views and ideas with respect to long term delivery of water and sewerage services for the ACT and the region.

This enhanced community engagement program provides an important opportunity for the Canberra community to let us know what they most value in our work; and allows them to help shape future planning for our business and our community. It will also ensure we remain relevant and focused, and are providing the best possible service.

This engagement program builds on Icon Water's customer-centric journey to strengthen relationships with our customers and our community; and work towards becoming Australia's most trusted, premier water and sewerage utility.

## Why

We want to be operating as a water and sewerage utility that contributes in the right ways, on the right issues for our community. The best way for us to do this, is to be enabling meaningful conversations and engagement with our community on a range of matters, and through a range of different forums.

This year, in 2016, we will increase our engagement opportunities for our community through Talking Icon Water to determine community views and priorities with respect to the long-term delivery of water and sewerage services.

The objectives of this project are:

- To deliver an engagement program that identifies the needs, expectations and aspirations of our customers, and our community;
- To allow Icon Water to work towards excellence in asset management, enabling customer views and ideas to be integrated in our decision-making process for the future;
- To provide more information to our customers and to our community about what we do and how we do it.

## Who

As in any engagement project, it's important that we're involving the right people to ensure we're getting the right information.

We'll make sure we're speaking to a broad range of industry; community; customer; and relevant stakeholder groups as the journey unfolds.





#talkingiconwater

## Satisfaction Survey

In September 2015, we talked to 300 residents; 166 standard businesses and 34 high volume businesses; about how they regarded our service, products and brand as a whole.

The key objectives of the research were to:

- Gauge customer awareness of Icon Water as a brand
- Customer Satisfaction with water and sewerage services, both residential and business
- The water quality of Icon Water

### The findings showed:

#### Brand awareness

- 79% of residential customers were aware of the name change
- 76% of standard business customers were aware of the name change
- 88% of high volume business customers were aware of the name change

#### Service satisfaction

- 92% residential customers are satisfied with service
- 91% of standard business customers are satisfied with service
- 97% of high volume business customers are satisfied with our service

#### Water quality

- 94% of residential customers rate the quality of ACT tap water as good or very good
- 91% of standard business customers rate the quality of ACT tap water as good or very good

## How you can be involved

### Questionnaires and Surveys

We have a range of surveys currently underway so that we can continue to assess how you feel about what we do. We'll endeavour to provide feedback to our participants and the broader community as much as we can about what we find.

### Icon Water Think Tank

Our Think Tank is you! We will establish a panel of members from across the Canberra community to participate in our think tank which is an opportunity to share their opinions from time to time about ideas and new directions of the business. The panel will be asked to respond to surveys, questionnaires and will help us validate and discuss in detail the results of surveys sent to the wider community.

### Community Consultative Forum

A new forum will start in late May that will have representation from across the Canberra community - business; community; industry; various sectors such as ageing, disability and young people.

### Community Engagement

We will continue to undertake community engagement on specific projects. This might include capital infrastructure projects that we are required to build, or changes to the way we run the business.

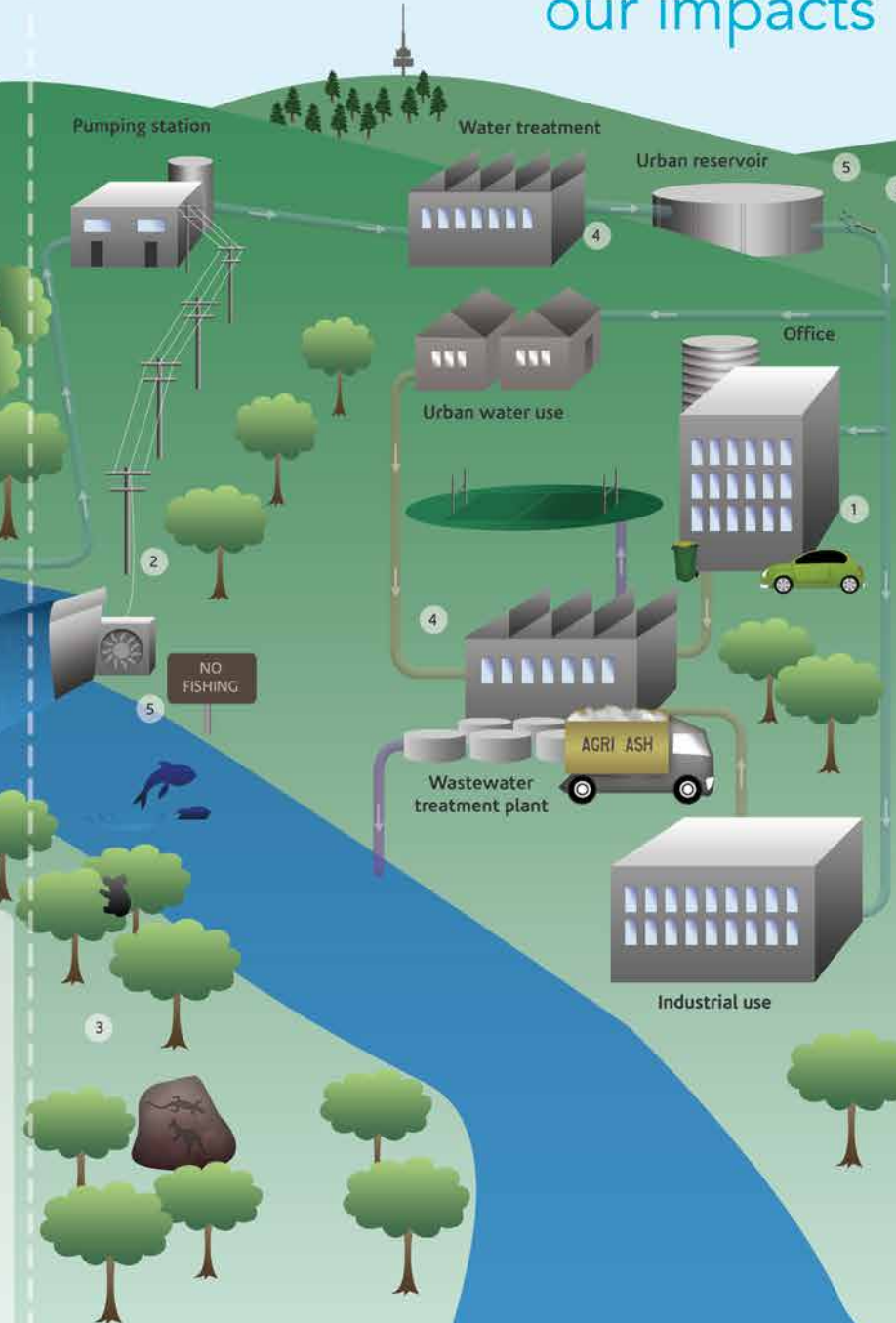
[Visit iconwater.com.au/talkingiconwater](http://iconwater.com.au/talkingiconwater)

# Challenges impacting our services



- 1 Increasing population with more demand for services and on water supply catchments (due to recreational use and urban encroachment)
  - 2 Extreme weather events and changing climatic conditions; e.g. floods and stormwater
  - 3 Impacts of bushfires and droughts on the inflows to water storages
  - 4 Blue-green algae
  - 5 Nutrient excess, such as fertilisers and manure
  - 6 Hazardous materials and contamination, such as herbicides, pathogens, petrol, oil, lubricant spills, septic tanks and raw sewage
  - 7 Weeds, feral pests and animals
  - 8 Biodiversity loss
  - 9 Presence of protected species and ecosystems
  - 10 Sedimentation and erosion
- Changing legislation and regulation landscape

# How we reduce our impacts




- 1 In our offices, we are more sustainable by:
  - waste recycling and composting
  - water conservation
  - reducing vehicle use
  - reducing materials consumption through efficient printer initiative
  - training staff
  - designing for sustainable infrastructure
- 2 We manage our greenhouse gas emissions by:
  - carbon offsets
  - purchasing green power
  - mini-hydro power
  - energy efficiencies
- 3 Across our water and sewerage networks we are more sustainable by:
  - conserving protected trees, species and habitats
  - managing weeds and pests
  - conserving water
  - managing leaks through network maintenance
  - preventing pollution through continuous maintenance and monitoring
  - quickly containing spills and overflows
  - rehabilitating land and vegetation disturbed by activities
  - protecting heritage
  - accessing assets on public land responsibly in consultation with ACT Parks and Conservation
- 4 At our treatment plants we are more sustainable by:
  - monitoring and improving energy performance
  - monitoring water quality
  - filtering water and adding appropriate compounds to improve water quality
  - treating sewage to provide clean effluent
  - recycling treated sewage effluent where appropriate
  - providing additional environmental flow to the rivers
  - reusing bio-solids where appropriate (e.g. agri-ash)
- 5 At our reservoirs and dams we are more sustainable by:
  - providing environmental flows for aquatic ecosystems
  - best practice catchment management
  - ensuring safety to staff and community is first and foremost
  - cleaning up around reservoirs and dams
  - working with the community to increase awareness and support for source water protection
  - ensuring storage supplies are appropriate for the growing population
  - rehabilitating land through biodiversity offsets



## Talk to us

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## Staying in touch

Icon Water is a proud, active part of the community in Canberra and ACT region.

We look forward to continuing to provide quality service to our customers and fostering partnerships with many local organisations.