

2020–21 to 2023–24
**BUSINESS
STRATEGY**

OUR STATEMENT OF CORPORATE INTENT



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OUR CORE
PURPOSE

To sustain and enhance
quality of life.



RAY HEZKIAL
Managing Director
Icon Water

A MESSAGE FROM OUR MANAGING DIRECTOR

We are pleased to present our business strategy which provides our statement of corporate intent. Our strategy details how we will achieve our objectives and realise our vision – to be a valued partner in our community.

At this current point in time we are experiencing an unprecedented event in our history as the COVID-19 pandemic impacts all of Australia, indeed all of the world. While non-essential services have been temporarily shutdown across Australia, I am proud that we have maintained uninterrupted provision of essential services to our community in very challenging times. Importantly, we are also doing what we can to ensure the health and safety of our people. Wherever possible, we have implemented flexible work arrangements that maintain social distancing while continuing to provide critical services. I thank all Icon Water employees for their commitment to keeping our business running – safely and effectively. We recognise the economic hardship being faced by many of our customers and we are extending support for those having difficulty paying their bills. As the impacts of COVID-19 continue to unfold we will monitor the implications for our business strategy and consider whether it becomes necessary to modify it during the year.

Like most providers of water and sewerage services across Australia, Icon Water has been affected by the dry conditions the country has been facing. There is no doubt that we are experiencing greater variability in climate and there is a high likelihood we will continue to see reduced rainfall and dry conditions across our region. Water security has been a major priority for us and we took steps back in

2013 to increase our overall storage capacity by enlarging the Cotter Dam, which increased its storage capacity from 4 GL to 76 GL. While we remain vigilant and focused on water security and planning for the future, each of us has a personal responsibility to take care of our precious water resources.

To achieve a reduction in water consumption and to build awareness of Permanent Water Conservation Measures, Icon Water has been engaging with our customers and community to talk about water consumption. Our Care for Water campaign started in November 2019 and has included: advertising, radio, proactive media stories, a detailed social media strategy, a water savings tips competition and much more. Canberrans have responded well to this message and we continue to work with the community on encouraging behaviour change.

With this strategy, we will take action to improve sustainability and will continue to embed sound environmental management across our business. This includes building resilience to respond to emergencies we face and protect our resources for current and future generations.




Over the life of this strategy, we will also proudly deliver safe, secure and sustainable water supply and sewerage services to the ACT region.

OUR BUSINESS STRATEGY

Our vision

A valued partner in our community

Our objectives and strategies

<h3>Workplace</h3> <p>Build a safe, innovative and inclusive workplace</p>  <ul style="list-style-type: none">▪ Enhance leadership safety capability▪ Improve the safety capability of key partners▪ Build a high-performing organisation	<h3>Sustainable value</h3> <p>Deliver sustainable value for our community and shareholders</p>  <ul style="list-style-type: none">▪ Build resilience to climate change▪ Enhance resource recovery▪ Build a smarter network▪ Review the corporate services delivery model▪ Leverage our new technology▪ Enhance alignment with regulators	<h3>Customer</h3> <p>Enhance the customer experience</p>  <ul style="list-style-type: none">▪ Improve the billing experience▪ Enhance the developer journey▪ Improve complaints management▪ Develop a customer insights roadmap▪ Develop and implement a customer capability and systems plan
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Our core values



Safety

Accepting personal responsibility to ensure a safe workplace and contribute to a safe community.



Openness

Building strong relationships by acting with integrity and being receptive to the views of others.



Excellence

Involving the right people at the right time to get a result we can be proud of.



**OUR
BUSINESS**

ABOUT US

We are committed to providing a safe, secure and sustainable water supply for the people of the ACT and the region.

We are the ACT's supplier of essential water and sewerage services. We have been part of the community for over 100 years; sourcing, treating and supplying water, and managing Canberra's sewerage services. We play a fundamental role in the community – providing essential services that contribute to public health and the future prosperity and liveability of the region.

Our assets are valued at around \$2.6 billion and include the region's network of dams, water treatment plants, sewage treatment plants, reservoirs, water and sewage pumping stations, pipes and other related infrastructure.

A major part of our role is protecting the environment. We operate one of Australia's largest inland sewage treatment plants, returning around 80 per cent of the water Canberra uses as high quality environmental flows to the Murrumbidgee River system. Our reliability, expertise and community focus all means we are perfectly placed to provide these essential services.



We are unique in Australia as we are a water and sewerage business that also holds a 50 per cent investment in the ActewAGL joint venture which provides electricity and gas to the ACT and surrounding region. The value of our investment in the ActewAGL joint venture is approximately \$1.1 billion. The ActewAGL joint venture is comprised of two partnerships:

- ActewAGL Distribution partnership (trading as Evoenergy) which owns and operates the electricity network in the ACT and the gas network in the ACT and surrounding regions.
- ActewAGL Retail partnership (trading as ActewAGL) which sells electricity and gas to residential, commercial and government customers in the ACT and surrounding region.

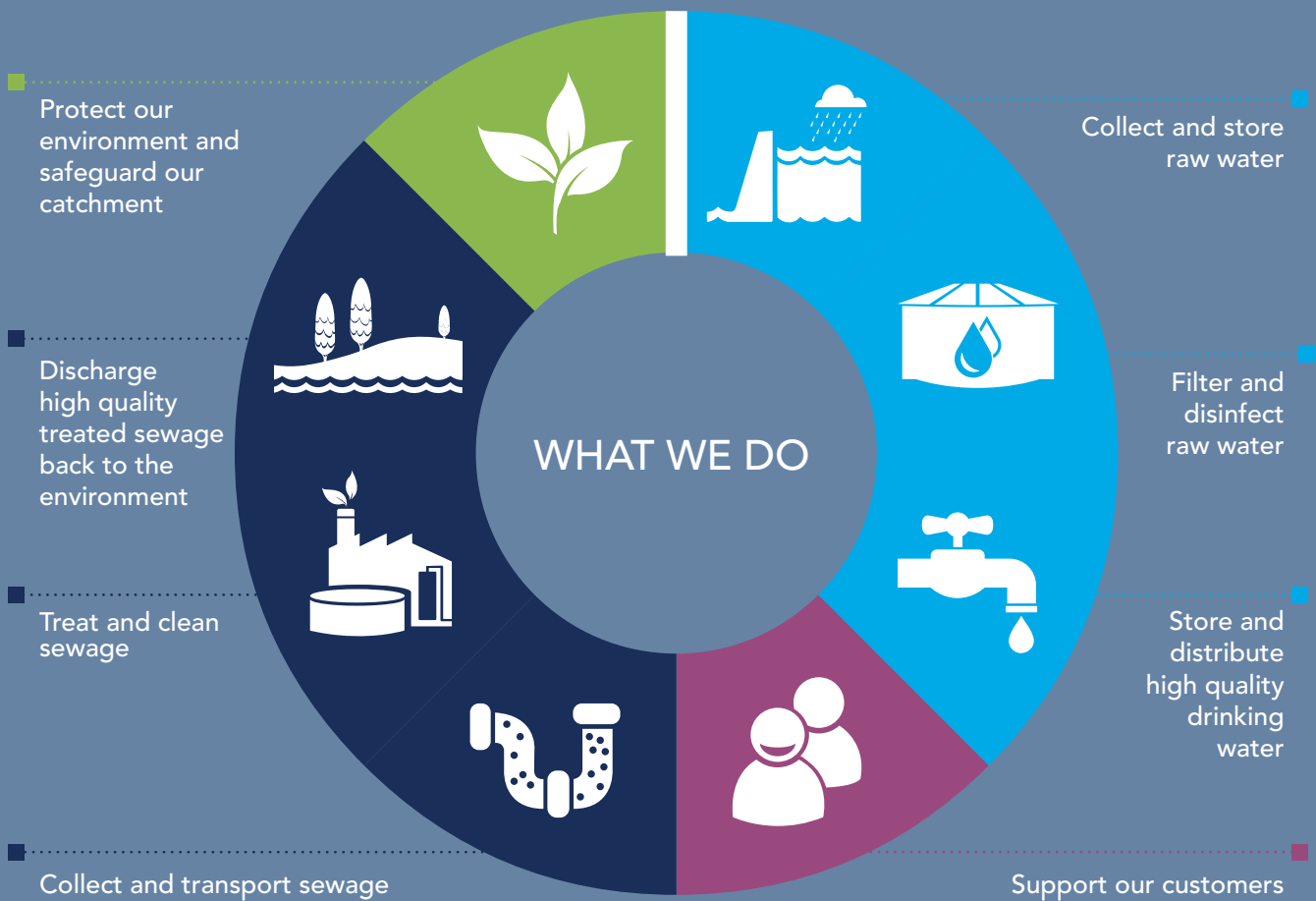
Our two key objectives in relation to our investment in the ActewAGL joint venture are to:

- maximise return for our shareholders; and
- have regard to the ACT Government's ambitions in relation to liveability, planning, sustainability and climate change and a commitment to corporate social responsibility (including safety, customer service and customer satisfaction).

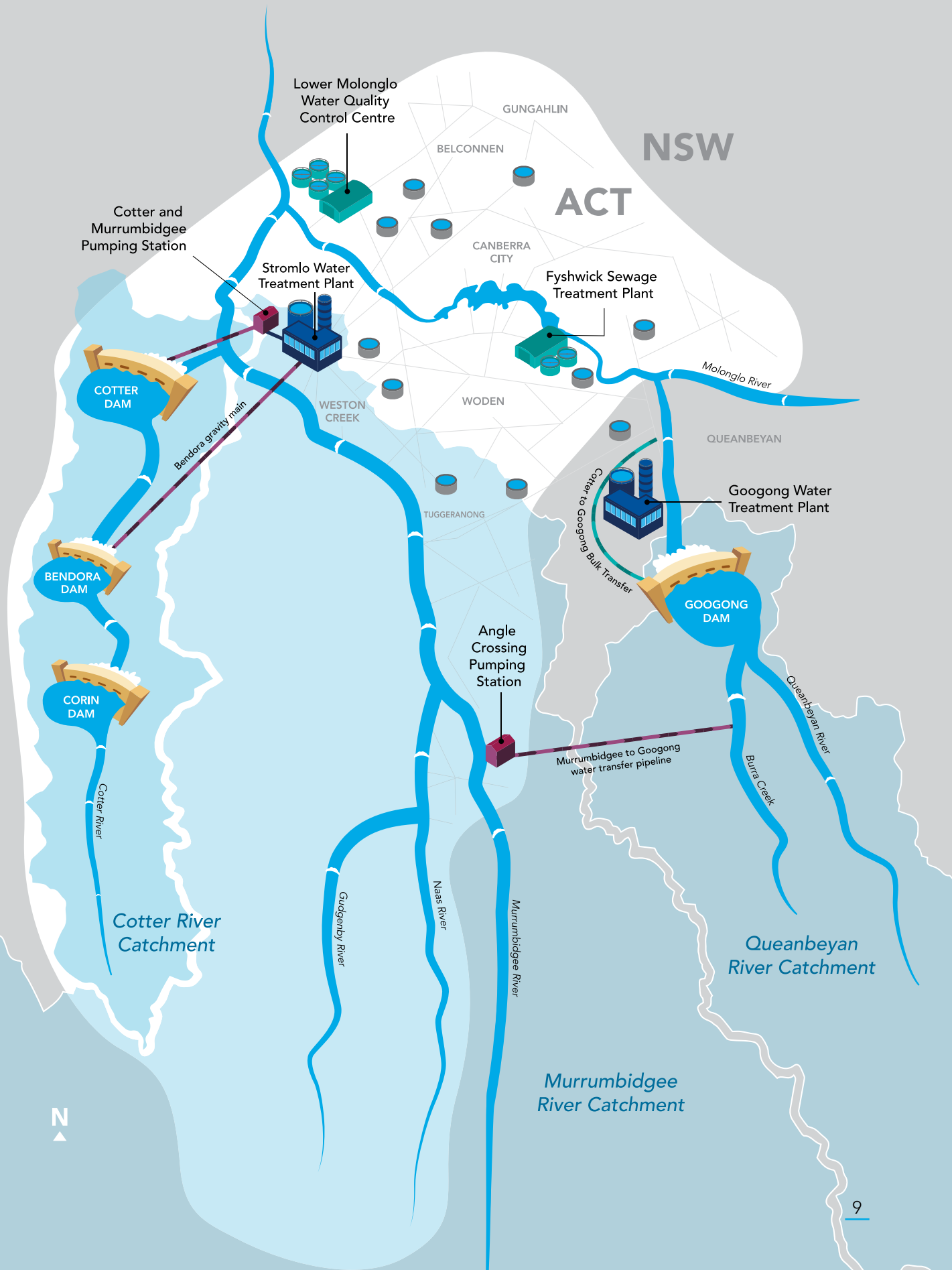
ActewAGL's Joint Venture Partnerships Board consists of six members, three of whom are Icon Water appointees. We are an active and informed investor in the ActewAGL joint venture and manage this through a range of investment performance metrics and a gated investment framework which enables us to consider ongoing performance and future investment decisions.

The ActewAGL joint venture is committed to a sustainable energy future and is actively working on initiatives to promote and support efficient energy use in the ACT and surrounding regions. This includes the rollout of smart electricity meters in the ACT to enhance the ability of residential and commercial customers to effectively manage their energy requirements and costs. The ActewAGL joint venture is also supporting low-emission transportation in the ACT via its electric vehicle charging network and the proposed establishment of a hydrogen vehicle refuelling station in Fyshwick to initially support a fleet of 20 ACT Government hydrogen-powered vehicles.

A key focus for the ActewAGL joint venture is to evolve its business as the industry and operating environment shifts towards alternative energy, technological advancement, increased competition and net zero emissions by 2045.



OUR NETWORK (WATER & SEWERAGE)





OUR CUSTOMERS

~480,000

Population reach

166,335

Residential customers

9,721

Non-residential customers

52.9

Gigalitres of water supplied in 2018–19



OUR TEAM

~400

Employees

97%

Employed full-time

21%

15+ years loyal

44

Average age

OUR ASSETS

\$2.6 billion

of water and sewerage related assets



278 GL

Combined dam capacity



3,300km

Network of water pipes



24

Water pumping stations



2

Water treatment plants



48

Reservoirs



3,300km

Network of sewer pipes



26

Sewage pumping stations



4

Sewage treatment plants

PARTNERING WITH THE COMMUNITY

Our vision to be a valued partner in our community underpins everything we do. Our vision aligns with our obligation under the *Territory-owned Corporations Act* to show a sense of social responsibility by having regard to the interests of the community in which we operate.

COMMUNITY SUPPORT PROGRAM

At Icon Water we have a strong sense of social responsibility to support our region. We contribute to and promote the cultural and social development of the ACT. Each year we partner with a wide range of local community, cultural, educational, sporting and fundraising initiatives through our annual community support program.

Being a part of our region, we are proud to appear at many community events and to share our stories of drain care, tap water instead of single use plastics, water conservation and others. We encourage our employees to get involved in charity events, where they can. This participation benefits the organisation, the community and each individual who participates.



WATER SECURITY

Our focus is always on ensuring long term water security to support our growing population.

We are also committed to supporting our local urban environments which contribute to the liveability of Canberra and Queanbeyan. Our water security was enhanced significantly following the Millennium drought by:

- increasing the storage capacity of Cotter Dam from 4 GL to 76 GL
- constructing a pipeline to transfer water from the Murrumbidgee to Googong Dam
- the community achieving a sustained 35-40% reduction in long-term water consumption per person.

The beginning of 2020 has seen the current and prolonged dry conditions become the most significant water security event recorded in the ACT and region. The weather over the summer period broke a number of records and whilst the extent of this drought has been much shorter than the Millennium drought so far, its severity has been more intense. However, the additional infrastructure and reduced consumption by the community has meant that the source water system has performed much better than in the Millennium drought.

At the end of 2019 Icon Water storages fell below 50% (at 50% as at April 2020). In addition to the increased community engagement regarding water conservation through our Care for Water campaign discussed below, Icon Water is also progressing the following activities:

- An update of the key planning assumptions used in long-term water security analysis.
- The development of a drought management plan.
- Introduction of a Climate Change Adaptation Plan.

Long-term water security analysis allows Icon Water to assess the ability of the system to supply water without temporary water restrictions for 95% of the time, along with other objectives. This can be used to determine how long the existing system can be expected to meet an acceptable level of service without the requirement for augmentation or demand reduction.

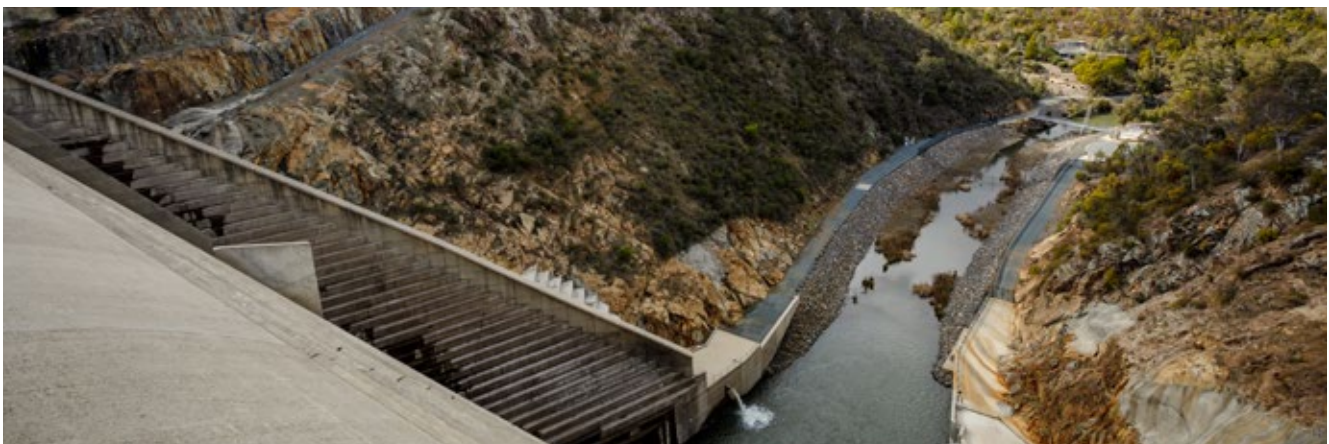
The drought management plan will examine how storage is expected to behave in the worst feasible drought, that is a drought worse than anything experienced to date. This will enable Icon Water to identify how we can deliver a sustainable supply to keep the Canberra and Queanbeyan communities functioning, even if inflow conditions do not improve

from their record low levels. The plan will articulate how Icon Water responds to drought triggers based on an adaptive approach as a drought progresses.

These activities ensure that Icon Water is well prepared despite the uncertainty of climate change and variability.

The Canberra and Queanbeyan communities are currently following our Permanent Water Conservation Measures which have been in place since 2010. These measures are common sense rules for using water and apply when temporary water restrictions are not in force, although they are similar to Stage 1 temporary restrictions in other regions.

There has been no need for temporary water restrictions to date. During dry conditions such as we have been experiencing, we continuously monitor our water security position including the current status of dam levels, inflows and consumption as well as short to medium-term forecasts and trends in order to formally assess the need for temporary water restrictions. If they are required then water restrictions would be put in place.



CARE FOR WATER

Our Care for Water campaign, a partnership with the ACT Government and Queanbeyan-Palerang Regional Council, was launched in 2019 to engage the Canberra and Queanbeyan communities to conserve water.



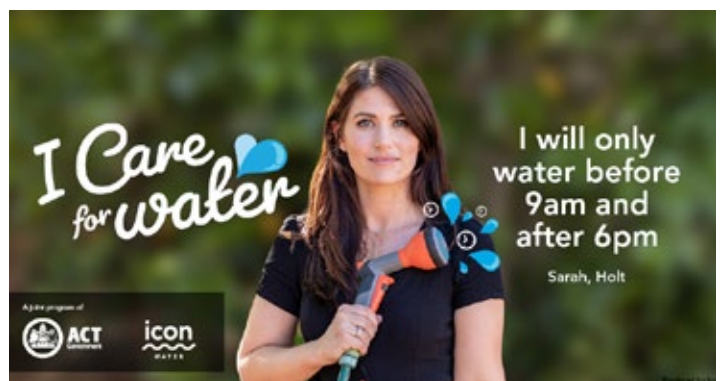
The ACT region uses about 50 Gigalitres (GL) of water each year. Every household and business can help to save water by making small changes, such as shorter showers, choosing water efficient appliances and fixing leaks.

Using communication and engagement methods, we can support behaviour change (when Permanent Water Conservation Measures or temporary water restrictions are in place) by developing long term attitudes towards water conservation which will benefit the region now and in the future.

We understand that we can't simply ask people to save water and see them immediately switch to, for example, four minute showers. Instead we need to build awareness that water conservation is needed, foster trust by engaging and

understanding community views and impacts, and then people will start to modify their day to day lives. The Care for Water campaign has been developed to take Canberra and Queanbeyan residents on a journey with us to reach an overall reduction in water consumption.

To allow us to better connect with the various target audiences across the region, we created partnerships with organisations who generously agreed to share the Care for Water message. We also built on our own capabilities launching an Icon Water Facebook account and enhancing our Instagram, Twitter, LinkedIn and YouTube accounts. We have seen our own social media communities grow and thrive as we share our passion for conservation and sustainability with the Canberra and Queanbeyan community.



COMMUNITY EDUCATION

We are committed to engaging with the community about our network and infrastructure.

We place focus on how the actions of individuals, households and businesses can directly contribute to:

- Our water security position
- Water quality in our catchments
- Avoiding unnecessary faults and related costs through appropriate drain care.

We also work closely with schools and attend a number of community events where we promote the environmental and health benefits of drinking tap water.

During 2020–21 our education campaign will continue to focus on water conservation, appropriate activities in our catchments, drain care and the benefits of tap water. Our water conservation education efforts have become two way with members of the community sharing their creative tips and ideas for saving water, many of which are promoted on our website and through social media.



Greening Australia - Bush tucker program, Girralang Primary



Cotter discovery trail education tour



Care for Water campaign launch, St Gregory's Primary



CIT Plumbers tour of Mount Stromlo Water Treatment Plant

RECONCILIATION ACTION PLAN

In 2020, we commenced our reconciliation journey with the development of our first Reflect Reconciliation Action Plan. As Canberra's water and sewerage provider, we recognise the important role we play in the custodianship of Canberra's water supplies. We recognise that Canberra has a rich Aboriginal history and value the strong cultural connection that the First Peoples have had, and continue to have, with our region's waterways and catchments.

Over 2020–21 we will build cultural awareness across our organisation and harness opportunities to engage with Local Elders and Aboriginal and Torres Strait Islander communities.



Greening Australia - Bush tucker program, Giralang Primary

SUSTAINABILITY

At Icon Water, sustainability is the balancing of 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. We have developed our own sustainability assessment which we use to assess the sustainability of all capital works projects over \$80,000. The tool is split into twelve sustainability categories and provides scores related to energy and water use, waste generation, material and land use, climate change including greenhouse gas emissions, discharge

and ecological impacts, and risks to the community, workforce, heritage and urban landscape.

We are also committed to contributing to the United Nations Sustainability Development Goals (SDGs), with a priority focus on providing clean water and sanitation, protecting the environment, ensuring gender equality and having responsible consumption and production.



Cotter Dam



Mitchell Depot



OBJECTIVES

OUR OBJECTIVES

Our objectives represent medium-term outcomes to be achieved through specific initiatives.



Build a safe, innovative and inclusive workplace.



Deliver sustainable value for our community and shareholders.



Enhance the customer experience.

These objectives are underpinned by the four obligations defined under the *Territory-owned Corporations Act 1990*.

1

To operate at least as efficiently as any comparable business.

2

To maximise the sustainable return to the Territory on its investment in Icon Water and ActewAGL, in accordance with the performance targets in the Statement of Corporate Intent.

3

To show a sense of social responsibility by having regard to the interests of the community in which we operate, and by trying to accommodate and encourage those interests.

4

Where our activities affect the environment, to effectively integrate environmental and economic considerations in decision-making processes.

These obligations are met through our three key objectives: Workplace, Sustainable Value and Customer. They also represent key elements of financial, social and environmental sustainability, which are factored into all aspects of our business.

In our goal to provide a safe, secure and sustainable water supply for the ACT community, we will be looking at the compatibility of our initiatives with the ACT Wellbeing Framework. This will allow us to consider the broader ongoing effects that sustainable water supply has on the health of our community and the overall quality of life of Canberrans.





STRATEGIES



Workplace strategies

Our objective to build a safe, innovative and inclusive workplace represents the foundation of our business strategy. We recognise that our people enable us to provide essential services to the Canberra community and region.

A number of business units support our workplace goals. These include specialist teams working on health and safety, injury management, organisational capability, and people management. In addition, we expect our leaders to contribute to the kind of workplace we aspire to develop; and empower all staff to behave in a manner that aligns with our core values of safety, excellence and openness.

To achieve our workplace objective, we will implement strategies to enhance the safety capability of our leaders, improve the safety capability of key partners and build a high performing organisation.

Enhance leadership safety capability

Through this strategy we will build on the concepts and learnings from the Switch On safety engagement program, which commenced in 2016–17. To continue the step change in safety outcomes we will improve the safety capability of our leaders with a focus on operational teams.

Over 2020–21, we will implement a safety leadership program for executives and senior management. Implementation involves senior leaders benchmarking safety against other organisations who have exceptional performance.

Improve the safety capability of key partners

This strategy aligns with our vision to be a valued partner in our community. The capability of our key partners to manage safety can impact on Icon Water and the community in which we operate. This strategy will improve the safety capability of our key partners through improved awareness and networking.

Over 2020–21, we will commence development of health and safety awareness and networking events for key stakeholders.

Build a high-performing organisation

We have been providing water and sewerage services to the Canberra community for over 100 years. In that time a strong culture has emerged, reflecting our pride in the importance of our work – from constructing the original Cotter Dam in 1914 to supporting the nation’s capital today. This strategy aims to improve understanding and awareness of our culture, and implement actions to achieve desired outcomes for engagement, productivity and performance.

During 2020–21, we will continue work to understand the subcultures within the business, embed our core values across the business and undertake a range of short-term activities that will visibly demonstrate the behaviours of our desired culture. In addition, we will continue working to improve gender diversity in non-traditional roles and develop stronger awareness and alignment between our organisation and our strategy.

Supporting activities

Our specialist business units will undertake a range of activities that will support our workplace goals. These include activities to re-engineer inherently hazardous manual tasks, support the health and fitness of staff, empower workers to make good safety choices, simplify risk management for operational tasks, enable innovative thinking, and embed safety goals in employees’ performance development plans.



Sustainable value strategies

Our objective to deliver sustainable value for our community and shareholders recognises the important role we play in Canberra and the region. In undertaking our core purpose to sustain and enhance quality of life, we support the community to grow and prosper through the provision of high quality drinking water and environmentally sustainable water and sewerage services.

Our sustainable value objective aligns with our Territory-owned Corporations Act obligations to operate at least as efficiently as any comparable business and to maximise the sustainable return to the Territory on its investment in Icon Water and ActewAGL. As our main activities do have an impact on the environment, it is through this objective that we seek to integrate environmental and economic considerations in our decision-making processes and embed sound environmental management across our business.

A number of business units provide specific support to our goal to deliver sustainable value. These include a range of teams working on capital expenditure projects to renew and grow our networks, operation of our plants, risk and emergency management, environmental management, and financial and commercial management. This work helps ensure we operate in a sustainable, prudent and efficient manner across all areas of our business.

To achieve our sustainable value goal we will implement strategies to build resilience to climate change, enhance resource recovery, build a smarter network, review the corporate services delivery model, leverage new technology and enhance alignment with our regulators and their objectives.

Build resilience to climate change

Through this strategy we will understand our exposure and build our resilience to a variety of climate change uncertainties that can have financial and operational compliance impacts on the provision of water and sewerage services to the ACT and region. The strategy will define our transition to a lower-carbon economy and position our business to take advantage of opportunities to contribute to community resilience to climate change.

During 2020–21 we will implement actions from our climate change adaptation plan to improve business and community climate resilience and continue to implement actions from our energy management strategy to reduce our greenhouse gas emissions and lower our energy consumption and costs.

Enhance resource recovery

Operating and maintaining the water and sewer network produces a range of by-products which were historically treated as 'waste'. This strategy reflects a national paradigm shift, to manage waste as a resource. Resources which can be recovered from our operations include energy, heat, materials and water from our alum sludge, effluent, sewage sludge and excavated soil. This strategy aims to build our resource recovery capacity in order to make the most of the available resources we manage as part of our operations.

During 2020–21 we will conduct resource recovery trials and market research to establish resource recovery opportunities, and deliver actions from our resource recovery management plan, including reducing operational waste disposal to landfill.

Build a smarter network

Enabling ongoing management of a reliable water and sewer network requires decision-making which is informed by robust and reliable data. This strategy aims to deliver a set of tools and frameworks that facilitate the expansion of field data collection in real time, processing data, provision of additional analytical tools and improved visualisation and reporting capabilities. By capturing and storing the appropriate data, we can make well-informed decisions in a timely manner for our operations and for future investment needs.

During 2020–21, we will focus on piloting and understanding how smart meters and network sensors (IoT devices) can support our ability to meet our service obligations, reduce the risk of critical asset failures, and create a safer working environment.

Review the corporate services delivery model

It is important that we ensure our corporate services delivery model continues to deliver value for money services to support our evolving business operations. This strategy aims to deliver and implement a sourcing strategy for corporate and customer services post-2023 (when current arrangements expire).

During 2020–21, we will begin implementing our sourcing strategy in preparation for and well in advance of, the service contracts expiration in 2023.

Leverage our new technology

This strategy aims to embed our new information technology systems, realise benefits and ensure we have the appropriate skills and culture to effectively use systems to deliver sustainable value to our customers.

During 2020–21, we will continue to leverage our works and asset management and mobility systems, establish a business intelligence and analytics capability to turn data into insights to support and enhance operational efficiency, productivity and decision making.

Enhance alignment with regulators

We operate in a highly regulated and multi-jurisdictional environment, balancing multiple compliance objectives to deliver our services and meet the expectations of our community and customers. This strategy aims to enhance alignment with and between our regulators for the benefit of our customers and community. This strategy will deliver a process for building trust and open communications so we can continue to drive prudent and efficient decision-making that supports sustainable pricing while ensuring our service standards meet community expectations.

During 2020–21 we will continue to have the opportunity to drive discussion on key areas at the multi-regulator forums.

Supporting activities

Our specialist business units will undertake a range of activities that support our sustainable value goals. These include activities to drive productivity improvements, implement capital works, manage our energy consumption and resilience, manage the energy investment in ActewAGL and update our digital architecture.



Customer strategies

Our objective to enhance the customer experience reflects our commitment to delivering quality products and services that our customers and community value. Community expectations of service and value are evolving and we need to make it easier for our customers to interact with us.

All our staff are involved in supporting our customer goals, whether they directly or indirectly serve our valued external customers. Our external customers are served by a number of specialist teams responsible for maintaining our water

and sewerage networks, working with developers to grow the networks, ensuring efficient and effective account management, and working with our community partners.

In order to achieve our customer objective, we will implement strategies to improve the billing experience, enhance the developer journey, improve complaints management, develop a customer insights roadmap, and develop and implement a customer capability and systems plan.

Improve the billing experience

Through this strategy we will understand and benchmark the current billing experience and identify opportunities for enhancement including interactions with our customers. We aim to minimise the customer effort required to interact with us through reviewing end to end customer journeys and defining streamlined processes and technologies.

During 2020–21, we will continue to identify, refine, test and implement initiatives aimed at improving the billing experience.

Enhance the developer journey

As Canberra continues to expand through urban infill and new developments, we need to ensure we have the capability and resources to continue to meet the demands that result from this growth. Through this strategy we will strive to provide the right information, at the right time and in a manner that makes it easy for developers to do business with us.

During 2020–21, we will work with internal and external stakeholders to further improve the developer journey, continue to update standards and guidelines impacting developers and progress on the pathway toward accreditation of design consultants.

Improve complaints management

This strategy aims to define the current complaints experience and identify the leading drivers of complaints. This will continue to inform activities focused on preventing complaints that could be avoided, improving the management of those that remain and addressing priority issues where the complaint or its escalation could have been prevented.

During 2020–21, we will implement the updated complaints management framework and will implement, test and trial priority initiatives aimed at reducing complaints that could be avoided.

Develop a customer insights roadmap

The aim of this strategy is to create clear direction for the business to enhance the customer experience. Our current customer insight program – ‘Talking Icon Water’ – provides a platform for customers and community to be involved and have their views considered in strategic decisions relating to future service design and investment planning. A program review has identified areas for improvement and created a prioritised customer insights action plan.

During 2020–21, we will implement the insights framework and associated key initiatives.

Develop and implement a customer capability and systems plan

We recognise that to deliver easier processes and customer-focused services we need to have the right information technology in place to enable our customers to connect with us. The aim of this strategy is to design and deliver the future state for our key customer journeys and interaction platforms and the technology required to support our services into the future.

During 2020–21, we will implement key initiatives defined in the systems and capability roadmap.

Supporting activities

Our specialist business units undertake a range of activities that will support our customer aspirations. These include activities providing enhanced options for customers to interact with us, increasing community information and education around water efficiency, drain care and the community's role in the water cycle, reviewing trade waste customer guidelines and installation rules and providing online tools for teachers to deliver water education related programs aligned to the ACT school curriculum and education levels.

PERFORMANCE INDICATORS AND TARGETS

For each of our objectives, we have established performance indicators and targets to monitor and report on achievements.

These are supported by a range of internal performance management arrangements and related monitoring and reporting activities.

We also provide external reporting of performance outcomes through the following mechanisms:

- reporting annually on various service delivery targets (relating to water quality, reliable supply, sewerage services and customer satisfaction (including industry comparisons) in the National Performance Report: urban water utilities (published by the Bureau of Meteorology)
- reporting on compliance and performance to the Independent Competition and Regulatory Commission (ICRC) and Utilities Technical Regulator
- providing water and sewerage information under part 7 of the Water Regulation 2008 (collected by the Bureau of Meteorology)
- providing water and sewerage information for the National Water Account (published by the Bureau of Meteorology).

The following performance indicators and targets were selected to reflect key stakeholder and customer needs and expectations of our business.

Performance indicators and targets

Objective	Performance indicators	Targets (30 June 2021)	
Build a safe, innovative and inclusive workplace	High Potential Incidents (HPI)	0 incidents	
	Total Recordable Injury Frequency Rate (TRIFR)	Less than or equal to 7.1	
	Safety culture	Maintain the high levels of employee perceptions of organisational and manager commitment to health and safety	
	Gender diversity		50% females in the leadership group
			Improved proportion of females in non-traditional roles
Employee engagement		Improved employee engagement	

Performance indicators and targets

Objective	Performance indicators	Targets (30 June 2021)
Deliver sustainable value for our community and shareholders	Water quality	Nil non-compliance with the Public Health (Drinking Water) Code of Practice 2007 (ACT)
	Reliable water supply	Average duration of an unplanned interruption – water (minutes): 111–150
	Sewerage system reliability ²	No. of sewer overflows inside customer properties less than or equal to 15
		More than 95% of sewerage chokes responded to within 6 hours
	Environmental compliance	100% compliance with environmental flow requirements, environmental authorisations and agreements
	Shareholder return	\$46.5m (profits available for dividends)
	Earnings Before Interest and Tax (Water and Energy)	\$146.3m
	Capital expenditure	+/-10% of \$98.1m
Gearing	Less than or equal to 57%	
Enhance the customer experience	Customer satisfaction	90% of annual survey participants are satisfied with our overall service
	Ease of doing business ⁵	5% improvement on 2019-20 result
	Effective complaints management	A meaningful response to 100% of complaints within 20 business days
	Community perception of Icon Water	5% improvement on 2019-20 result

1) Denotes an improvement in performance on previous year. 2) These performance indicators and targets have been selected with a customer focus and have been informed by our market research survey outcomes that show reliability and quality as priorities and customer views on the importance of avoiding sewer surcharges. 3) Scope 2 emissions from the generation of purchased energy. 4) With an allowance for growth in our services, under a climate neutral scenario. 5) A measure of customers' perception of ease of doing business with Icon Water.



RISK MANAGEMENT

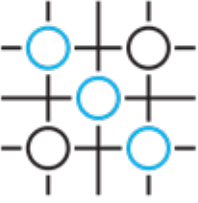
Good governance includes effective risk management and provides the foundation for a high-performing organisation.

We have an obligation to comply with the law, establish effective arrangements to direct and control our business and manage risk. To achieve this, we are committed to identifying, analysing and continually reviewing risks which impact our ability to achieve our objectives.







categories; strategic, safety, operational, financial, environmental, reputation and legal/compliance. A description of our key risks in each risk category for 2020–21 and related mitigation strategies is below.

The Icon Water Board has established a Risk and Assurance Committee to provide independent assurance and advice to the Board on the management of risk and the treatment of key risks. Risk assessments identify risks in seven

Key risks for 2020–21

Category	Overview of key risks	Mitigation strategies
 <p>STRATEGIC</p>	<p>Key strategic risks relate to:</p> <ul style="list-style-type: none"> ▪ climate change ▪ reduced water security ▪ growth of network including densification ▪ failure to effectively implement operational technology 	<ul style="list-style-type: none"> ▪ Climate change adaptation plan ▪ Water model review ▪ Dedicated Program Management Office (PMO) to oversee strategic projects ▪ Rigorous asset maintenance program, regular asset inspections and condition assessments of assets ▪ Asset upgrades

Key risks for 2020–21

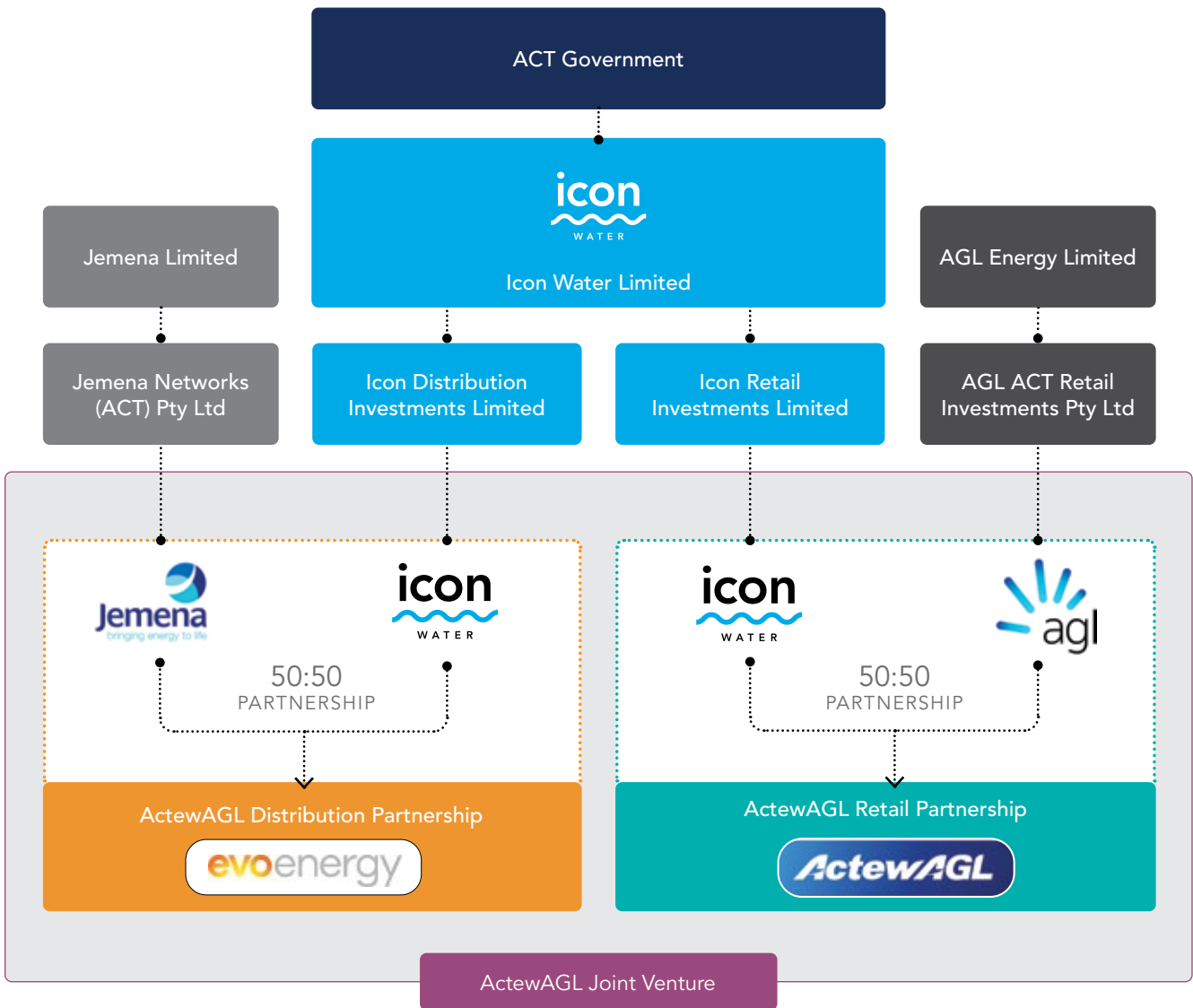
Category	Overview of key risks	Mitigation strategies
 SAFETY	Key safety risks relate to: <ul style="list-style-type: none"> safety of our staff in undertaking business activities safety of the drinking water system high voltage assets 	<ul style="list-style-type: none"> Work health and safety strategy Safety Management System that is aligned to the relevant Australian standard Security upgrade projects Upgrading of high voltage assets
 OPERATIONAL	Key operational risks relate to: <ul style="list-style-type: none"> continuity of supply of water and sewerage services damage to assets availability of ICT systems 	<ul style="list-style-type: none"> PMO oversight Improved network monitoring Identification of alternate suppliers for critical goods and services and efficient management of assets Identification and management of critical spares Asset management plans Business interruption and emergency response plans
 FINANCIAL	Key financial risks relate to: <ul style="list-style-type: none"> financial performance challenges in the energy industry which impact financial performance of the energy investment expenditure on regulated assets 	<ul style="list-style-type: none"> Sound governance structure to ensure prudent expenditure PMO oversight Asset management planning processes
 ENVIRONMENTAL	Key environmental risks relate to: <ul style="list-style-type: none"> discharging of effluent into the environment 	<ul style="list-style-type: none"> Real time monitoring of the network Planned and reactive maintenance work Site building and drainage Compliance with design and operating standards
 REPUTATION	Key reputation risks relate to: <ul style="list-style-type: none"> cyber security billing issues water quality strategic sourcing 	<ul style="list-style-type: none"> Brand strategy Customer facing internet website and contact centre services Customer management strategy Customer service training ICT security measures Community engagement Improved customer communication system
 LEGAL/ COMPLIANCE	Key legal and compliance risks relate to: <ul style="list-style-type: none"> pressure and flow service levels environmental licence limits 	<ul style="list-style-type: none"> Software to manage legal obligations Water network modelling System upgrades Real time monitoring of the network

OWNERSHIP STRUCTURE

Icon Water is an unlisted public company owned by the ACT Government.

The Icon Water Limited Board is responsible for the governance of Icon Water and its controlled entities. The Board is supported by Board committees and controlled entity boards which actively manage our investment in ActewAGL.

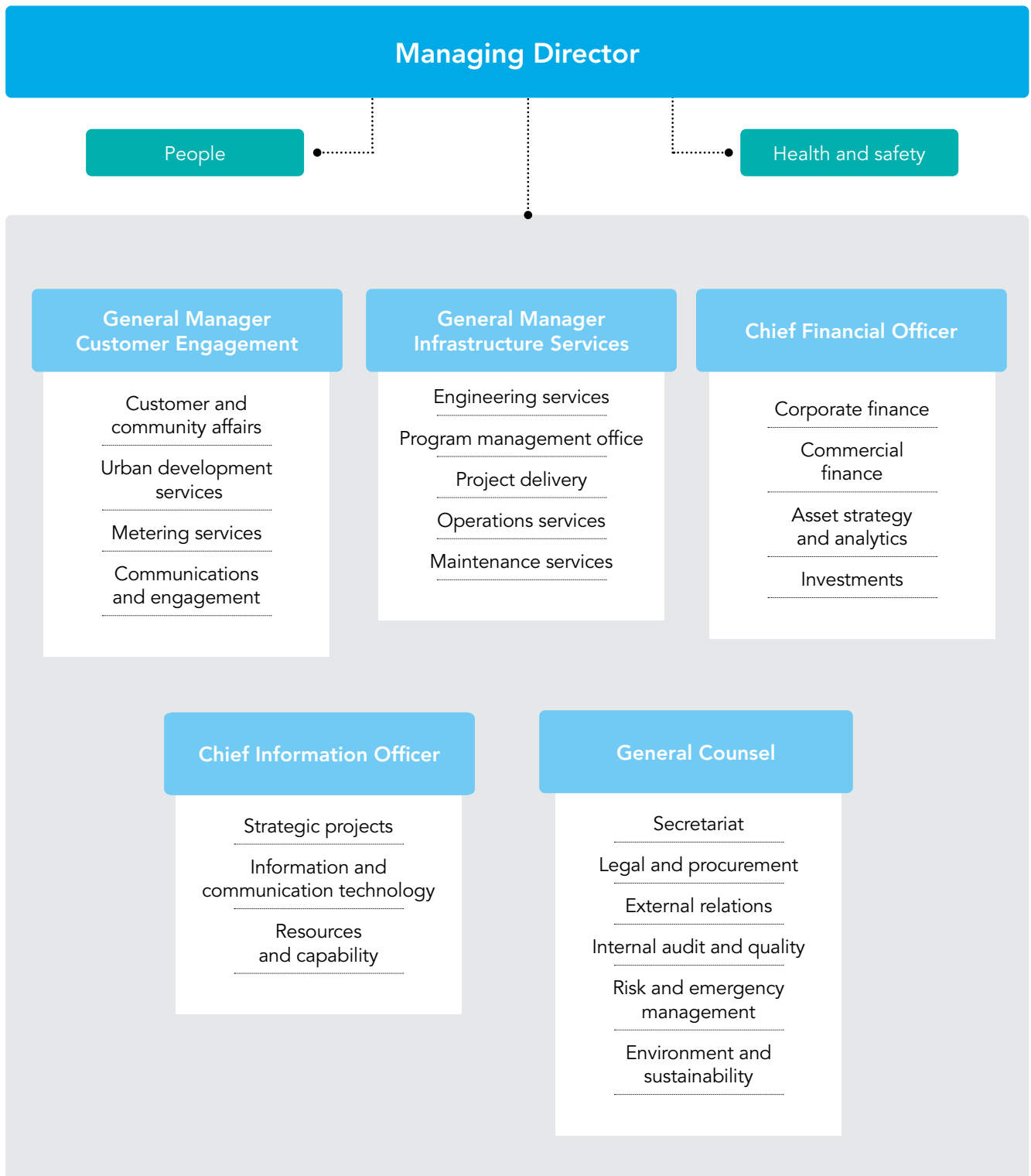
Our Directors bring valuable skills and diversity to the governance and strategic oversight of Icon Water, and challenge management to strengthen Icon Water's organisational culture and safety leadership.



Notes: 1) Each of Jemena Networks (ACT) Pty Ltd, Icon Distribution Investments Limited, Icon Retail Investments Limited and AGL ACT Retail Investments Pty Ltd are wholly owned subsidiaries of Jemena Limited, Icon Water Limited and AGL Energy Limited respectively. 2) Jemena Networks (ACT) Pty Ltd and Icon Distribution Investments Limited are equal partners in the ActewAGL Distribution partnership (AAD). AAD includes energy networks (evoenergy) and corporate services. 3) Icon Retail Investments Limited and AGL ACT Retail Investments Pty Ltd are equal partners in the ActewAGL Retail Partnership (AAR).

Organisational structure

Our organisational structure comprises five groups, each led by an executive. As at May 2020, we have 423 employees. We review our organisational profile and staffing requirements as part of our budget planning and to ensure our operations remain prudent and efficient.





CAPITAL WORKS

Icon Water develops long term asset strategies across multiple asset classes which inform our asset investment plan.

The development of these strategies takes into account the broader environment including projected changes associated with climate, population growth projections and ACT and regional strategic planning.

During this strategy reporting period, we will invest a large proportion of our capital works program in upgrading existing infrastructure. We undertake regular assessments of the condition of critical assets and ensure that deteriorating and ageing assets are replaced before they fail. A significant proportion of the ACT's water and sewerage infrastructure was constructed in the 1960s and upgrades to these important assets are integral to maintaining service

levels for our customers.

We also have projects underway to meet the growth of the ACT, ensure we continue to comply with regulatory requirements and to deliver efficiencies in our operations.

Our significant capital works projects are detailed below.

Belconnen trunk sewer augmentation

Sewage from the Belconnen, Gungahlin and Hall townships is collected and conveyed via the Belconnen trunk sewer which then drains into the Ginninderra sewer tunnel and then to Lower Molonglo Water Quality Control Centre for treatment.

The Belconnen trunk sewer was constructed in the 1960s and its capacity needs to be increased to meet the current and future population growth, given the significant development that has occurred in the Belconnen and Gungahlin areas. In addition to improving capacity, the network will also be upgraded to include extra ventilation and odour control units to protect new and existing infrastructure.



\$4.5m
Estimated cost to June 2020

\$19.7m
2012–21 forecast

\$27.0m
Estimated total cost

\$7.4m

Cost to
June 2020

\$18.0m

2020–21
forecast

\$28.5m

Estimated
total cost



Lower Molonglo Water Quality Control Centre high voltage asset renewal

The Lower Molonglo Water Quality Control Centre is the main sewage treatment plant for the ACT. Most of the high voltage electricity supply assets that provide essential power to the treatment plant have been in service since it was first commissioned in the late 1970s. These electrical assets are approaching the end of their service life and will be upgraded to ensure we can continue to operate critical equipment safely and without supply interruptions.

\$34.7m

Cost to
June 2020

\$17.5m

2020–21
forecast

\$71.5m

Estimated
total cost



Water and sewer mains renewal programs

There are around 3,300km of water pipes and 3,300km of sewer pipes (mains) across Canberra. We invest in the maintenance and rehabilitation of our water and sewer mains to ensure the continued reliability of our services.

As pipes age there can be some deterioration caused by a range of factors including a build-up of corrosion inside the pipes, the type of pipe, soil and air characteristics. Rehabilitation of identified water and sewer mains will ensure we minimise the potential for bursts, blockages, overflows and collapses and therefore minimise impacts to customers.

This program will also improve the capacity of our water mains, by addressing corrosion impacts, to ensure continued pressure and flow standards are met across our network. These works will be delivered as a continuing program through to 2023.

\$29.7m

Cost to
June 2020

\$11.2m

2020–21
forecast

\$41.5m

Estimated
total cost



Lower Molonglo Water Quality Control Centre tertiary filters and disinfection system upgrade

The tertiary filters and disinfection system at the Lower Molonglo Water Quality Control Centre are essential to ensure proper treatment of wastewater and that environmental flows discharged to the Molonglo River meet stringent environmental standards.

This project will refurbish the four tertiary filters, including the original mechanical and electrical items installed at commissioning of the plant in 1978. The works will improve the reliability and capacity of the tertiary filters to support increased flows through the plant as Canberra's population grows. The project is anticipated to be completed during 2020–21.

Water network electrical, instrumentation, monitoring and controls renewal program

Our water and sewerage network comprises Electrical, Instrumentation, Monitoring and Control (EIM&C) assets which allow us to monitor, control and access communications at sites such as water reservoirs, water pumping stations, sewer pumping stations and flow control stations.

This program involves the upgrade of EIM&C assets at over 90 sites across the network to reduce the need for future maintenance and improve the timeliness, effectiveness and safety of operations. The program is being delivered in stages and is anticipated to be completed during 2020–21.



\$13.1m

Cost to June 2020

\$5.1m

2020–21 forecast

\$22.1m

Estimated total cost

Water meter renewal program

We issue and install meters for all new residential and commercial properties and have a program to maintain existing water meters across the network.

This ensures meters record water usage within defined meter accuracy parameters. Installation of new water meters and the maintenance of existing meters is necessary to maintain the accurate measurement of water use to reduce water losses, and collect revenue from our customers.

These works will be delivered as a program to 2023, and include planned and reactive meter replacements and meter installations.



\$5.2m

Cost to June 2020

\$5.2m

2020–21 forecast

\$20.8m

Estimated total cost

Googong Water Treatment Plant Clarifier System Renewals

Googong water treatment plant was constructed in 1978 and is a critical alternative water treatment plant for the ACT and Queanbeyan drinking water supply. It provides standby water treatment for Stromlo water treatment plant during normal demand periods, primary water treatments during Stromlo water treatment plant shutdowns or when Googong Dam is the preferred water source, and supplementary water treatment during peak demand periods.

The four clarifiers at Googong water treatment plant have been in service since 1978 and will be upgraded to ensure they continue to perform the important function of removing solids and other matter from raw water in the treatment process. This project is anticipated to be completed during 2021–22.



\$7.7m

Cost to June 2020

\$5.7m

2020–21 forecast

\$16.1m

Estimated total cost





FINANCIALS

FORECAST FINANCIAL STATEMENTS AND KEY FINANCIAL PERFORMANCE MEASURES

Income statement year ended 30 June

Icon Water Limited Income Statement Year Ended 30 June	Notes	2018–19 Actual	2019–20 Estimated Outcome	2020–21 Budget	2021–22 Estimate	2022–23 Estimate	2023–24 Estimate
		\$000	\$000	\$000	\$000	\$000	\$000
Revenue							
Water Business		183,021	208,837	190,815	192,868	200,133	206,395
Sewerage Business		129,671	130,911	133,217	134,369	136,053	140,448
Interest Income		1,163	3,017	559	625	676	737
Commonwealth Subvention		12,279	12,586	12,900	13,223	13,553	13,892
Energy Investment		88,403	69,545	49,576	60,245	75,453	79,777
Other Revenue		5,814	4,682	4,493	4,625	4,729	4,850
Total Revenue		420,351	429,578	391,560	405,955	430,597	446,098
Expenditure							
ACT Government Charges		42,161	45,532	43,951	45,018	47,092	49,128
Depreciation		61,191	65,073	65,927	69,465	72,040	73,791
Employment Costs		56,692	59,658	61,468	62,901	64,331	64,981
Water and Sewerage Operating Costs		87,827	88,257	80,614	82,837	78,467	80,054
Impairment		-	-	-	-	-	-
Other Expenses		(5,197)	671	724	745	767	790
Total Expenditure		242,674	259,190	252,683	260,966	262,697	268,746
Earnings before Interest Tax and Gifted Assets		177,677	170,387	138,877	144,989	167,900	177,352
Interest Expense		61,034	69,977	68,965	70,192	72,569	72,029
Earnings Before Tax and Gifted Assets		116,643	100,410	69,912	74,797	95,331	105,323
Contributed Assets		11,029	10,000	8,000	8,000	8,550	10,250
Earnings Before Tax		127,672	110,410	77,912	82,797	103,881	115,573
Tax Expense		40,604	32,702	23,374	24,839	31,164	34,672
Net Profit After Tax		87,068	77,708	54,538	57,958	72,717	80,901
Transfer to/(from) Retained Profits	a	19,288	10,000	8,000	8,000	8,550	10,250
Profits available for Dividends		67,780	67,708	46,538	49,958	64,167	70,651

a) The 2016–17 and forward years dividend to the ACT Government is based on Icon Water's Profit available for dividends, excluding contributed assets and capital contribution revenue

Balance Sheet as at 30 June

Icon Water Limited Balance Sheet as at 30 June	Notes	2018–19	2019–20	2020–21	2021–22	2022–23	2023–24
		Actual	Estimated Outcome	Budget	Estimate	Estimate	Estimate
		\$000	\$000	\$000	\$000	\$000	\$000
Current Assets							
Cash & Cash Equivalents		54,700	40,694	41,147	42,919	50,480	49,375
Held to Maturity Investments		10,000	-	-	-	-	-
Receivables		60,346	71,160	71,394	73,232	75,124	77,074
Other		4,196	4,273	4,273	4,273	4,273	4,273
Total Current Assets		129,242	116,127	116,815	120,423	129,877	130,722
Non Current Assets							
Investments in Other Entities		1,031,716	1,052,245	1,072,619	1,095,425	1,119,790	1,139,066
FITB – Non Current		22,423	21,245	21,245	21,245	21,245	21,245
Intangible Assets		37,010	36,852	38,417	44,430	49,691	49,569
Property Plant and Equipment		2,524,843	2,584,565	2,627,052	2,648,407	2,641,921	2,663,783
Investment Properties		12,000	12,000	12,000	12,000	12,000	12,000
Other		9,894	8,564	8,661	7,428	6,194	5,475
Total Non Current Assets		3,637,886	3,715,471	3,779,993	3,828,934	3,850,841	3,891,138
Total Assets		3,767,129	3,831,598	3,896,808	3,949,358	3,980,718	4,021,859
Current Liabilities							
Accounts Payable		51,430	53,054	56,301	54,628	56,431	53,331
Dividends Payable		11,340	13,542	9,308	9,992	12,833	14,130
Tax Payable		7,201	(5,130)	(600)	623	4,814	2,287
Borrowings	a	328,283	-	-	437	100,276	2,526
Provisions		27,951	25,965	25,965	25,965	25,965	25,965
Other		6,759	9,739	8,732	8,732	8,732	8,732
Total Current Liabilities		432,965	97,169	99,706	100,377	209,051	106,972
Non Current Liabilities							
Borrowings	a	1,400,966	1,784,415	1,838,081	1,881,960	1,796,097	1,929,067
Deferred Tax Liability		454,637	452,916	452,916	452,916	452,916	452,916
Provisions		6,370	6,124	6,061	6,061	6,061	6,061
Other		-	8,782	9,852	9,852	9,852	9,852
Total Non Current Liabilities		1,861,972	2,252,237	2,306,910	2,350,789	2,264,926	2,397,896
Total Liabilities		2,294,937	2,349,406	2,406,616	2,451,166	2,473,976	2,504,868
Net Assets		1,472,192	1,482,192	1,490,192	1,498,192	1,506,742	1,516,992
Equity							
Capital		758,872	758,872	758,872	758,872	758,872	758,872
Retained Profits		192,554	202,554	210,554	218,554	227,104	237,354
Reserves		520,766	520,766	520,766	520,766	520,766	520,766
Net Equity		1,472,192	1,482,192	1,490,192	1,498,192	1,506,742	1,516,992

a) As existing debt instruments mature they are reclassified to Current Borrowings.

Cashflow year ended 30 June

Icon Water Limited Cashflow Year Ended 30 June	Notes	2018–19 Actual	2019–20 Estimated Outcome	2020–21 Budget	2021–22 Estimate	2022–23 Estimate	2023–24 Estimate
		\$000	\$000	\$000	\$000	\$000	\$000
Cash Flow from Operations							
Receipts from customers		338,239	346,569	341,191	343,248	352,576	363,635
Payments to suppliers and employees		(184,208)	(191,556)	(188,366)	(192,330)	(188,050)	(197,323)
Tax paid		(37,168)	(45,576)	(18,843)	(23,616)	(26,974)	(37,199)
Interest received		1,237	3,017	559	625	676	737
Interest paid		(66,863)	(73,035)	(69,169)	(70,175)	(72,552)	(72,448)
Net Cash In/(out)flow from operating activities		51,237	39,419	65,372	57,752	65,675	57,402
Cash Flow from Investing Activities							
JV Distribution Received		59,000	49,017	29,202	37,439	51,088	60,500
Payments for Property, Plant and Equipment		(79,561)	(89,300)	(90,114)	(76,162)	(49,152)	(76,873)
Proceeds from disposal of PPE		104	-	-	-	-	-
Payments for Intangibles		(19,759)	(8,277)	(6,900)	(12,300)	(12,700)	(8,000)
Proceeds from disposal of Intangibles		-	-	-	-	-	-
Proceeds from cash investments		23,000	10,000	-	-	-	-
Net cash In/(out)flow from investing activities		(17,216)	(38,560)	(67,812)	(51,023)	(10,764)	(24,373)
Cash Flow from Financing Activities							
Repayment of Borrowings		(24,812)	(322,138)	(2,520)	(363)	(940)	(99,943)
New Borrowing		84,310	376,135	58,792	47,349	17,652	137,968
Finance Lease Payments		(101)	(3,355)	(2,605)	(2,670)	(2,737)	(2,805)
Dividends paid		(71,313)	(65,507)	(50,772)	(49,274)	(61,325)	(69,354)
Net cash In/(out) flow from financing activities		(11,917)	(14,865)	2,894	(4,958)	(47,350)	(34,134)
Net cash movement		22,104	(14,006)	453	1,771	7,561	(1,105)
Opening cash balance		32,596	54,700	40,694	41,147	42,919	50,480
Closing cash balance		54,700	40,694	41,147	42,919	50,480	49,375

Financial ratios year ended 30 June

Icon Water Limited Financial Ratios Year Ended 30 June	Notes	2018–19 Actual \$000	2019–20 Estimated Outcome \$000	2020–21 Budget \$000	2021–22 Estimate \$000	2022–23 Estimate \$000	2023–24 Estimate \$000
Profitability							
Return on Total Assets	a	4.7%	4.4%	3.6%	3.7%	4.3%	4.4%
Return on Equity	b	5.9%	5.2%	3.8%	4.0%	5.0%	5.5%
Profit Margin	c	42.1%	39.2%	36.1%	36.3%	39.5%	40.2%
Liquidity							
Current Ratio	d	29.9%	119.5%	117.2%	120.0%	62.1%	122.2%
Cash Position	e	1.7%	1.1%	1.1%	1.1%	1.3%	1.2%
Receivables Turnover	f	8.3	8.7	7.7	7.6	7.7	7.7
Financial Stability							
Debt Ratio	g	60.9%	61.3%	61.8%	62.1%	62.1%	62.3%
Gearing Ratio	h	54.0%	54.7%	55.3%	55.8%	55.8%	56.1%
Capital Ratio	i	117.5%	121.0%	123.8%	126.1%	126.3%	127.8%
Debt							
Interest Cover Ratio	j	2.9	2.4	2.1	2.1	2.4	2.5

Formula:

Profitability

Return on Total Assets a $\frac{\text{EBIT (minus Interest Revenue)}}{\text{Total assets}}$

Return on Equity b $\frac{\text{NPAT}}{\text{Total equity}}$

Profit Margin c $\frac{\text{EBIT (minus Interest Revenue)}}{\text{Revenue (minus interest revenue)}}$

Liquidity

Current Ratio d $\frac{\text{Current assets}}{\text{Current liabilities}}$

Cash Position e $\frac{\text{Cash + investments}}{\text{Total assets}}$

Receivables Turnover[^] f Total revenue excludes subvention, interest income and energy investment
Average receivables for period (relating to credit sales)

Financial Stability

Debt Ratio g $\frac{\text{Total liabilities}}{\text{Total assets}}$

Gearing Ratio h $\frac{\text{Total long term debt}}{\text{Long term debt + equity}}$

Capital Ratio i $\frac{\text{Total long term debt}}{\text{Equity}}$

Debt

Interest Cover Ratio j $\frac{\text{EBIT (before gross interest expense \& excl abn items)}}{\text{Annual interest payments}}$

[^] Receivables Turnover was historically at an average of 5. This is because current receivables include second employee entitlements receivable, which have now been excluded in calculating Receivables Turnover.

FINANCIAL ASSUMPTIONS AND NOTES

The forecasts contained in this document are subject to potentially significant variation arising from factors outside Icon Water's control.

Regulatory

Icon Water's revenue targets in the 2020–21 budget and forward estimates are based on the Independent Competition and Regulatory Commission (ICRC) final pricing decision, adjusted for the consumer price index (CPI). The budget prices for 2023–24, the first year of the next Regulatory Period, are prior year prices adjusted for CPI. This assumes no changes to capital or operating expenditure, nor to the Weighted Average Cost of Capital (WACC) in the next regulatory period (2023–28). Pricing is highly sensitive to changes in WACC. A WACC movement in the next regulatory period will result in a movement to the budgeted revenue outcome for 2023–24 onwards.

Climatic conditions

Middle projection¹ weather patterns with a low dam level baseline have been assumed in determining the budget estimates. Variability in climatic conditions, such as wet or dry conditions combined with low or high dam levels, may result in material variations to Icon Water's profits through altered water consumption impacting revenue and altered pumping and treatment costs impacting on operational costs. Extreme weather events may result in financial losses and delays in our operations.

ActewAGL's operations

ActewAGL Distribution income is based on the Australian Energy Regulator's final decision for Energy Networks, which concludes in June 2024, and the Final Gas Network Access Arrangement concluding in June 2021.

ActewAGL Retail electricity prices in the ACT are based on the current pricing determination set by the Independent Competition and Regulatory Commission until 30 June 2020.

There is an assumption that electricity and gas customer numbers and consumption will continue on current trends.

Operating expenditure

Controllable operating costs may be impacted by varying climate assumptions, including potential impacts on the levels of electricity consumption and chemicals usage.

Contributed assets

Icon Water's estimate for contributed assets from developers is based on the historical ten year average. The annual value of contributed assets can vary significantly. The contributed assets revenue is dependent upon the timing of land releases, construction timeframes and the completion period for acceptance into Icon Water's hydraulic network.

The Capital Contributions Code was approved by the ICRC in December 2017, with a commencement date of 1 January 2018 with a transition period of 18 months with a full "go-live" on 1 July 2019. The value of recognised revenue will vary

from year to year in line with when the infrastructure is constructed. To date no revenue has been earned in respect of the Capital Contributions. Contribution revenue and associated costs are assumed to commence from 2022–23.

Financial markets and capital structure

Icon Water will need to source new debt and/or refinance existing debt, which will be subject to market interest rates. Icon Water borrows at the ACT Government's AAA credit rating.

Dividend to shareholders

This Statement of Corporate Intent (SCI) is based on the current Dividend Policy of 100% of Net Profit (excluding contributed assets and capital contributions).

COVID-19

At the time of submission, COVID-19 and its impacts were in its infancy, as such the financial impacts are excluded from the forecast. The key areas likely to be impacted include revenue mix and revenue volumes, debt recoverability, capital works program, cash flow performance and borrowings. Similarly, COVID-19 will likely have a material impact on the energy investment which will in turn affect the overall results of Icon Water.

¹Middle projection is based on South Eastern Australian Climate Initiative (SEACI) (Post DA, 2012)

MAIN COMMUNITY SERVICE OBLIGATIONS

We are committed to supporting our community through open and meaningful engagement.

Icon Water fulfils a range of community service obligations (CSOs) on behalf of the ACT Government. These CSOs are social, rather than commercial, in nature and are explicitly funded by the ACT Government. Water and sewerage services are also provided at a 50% price discount to community organisations such as schools and churches. The table below shows the estimated revenue for each category.

In April 2020, the ACT Government announced a rebate of fixed water and sewerage charges to eligible ACT community clubs on their Icon Water bills for the next two quarters. This is estimated to be \$0.3m in total, with the rebates likely to occur over two financial periods.

Community Services Obligations	Estimated Revenue 2019–20 \$000	Estimated Revenue 2020–21 \$000
Water services for schools, hospitals, charities and churches or ecclesiastical establishments	3,600	2,305
Water services rebates to pension and health benefit card holders	18	10
Sewerage services for schools, hospitals, charities and churches or ecclesiastical establishments	3,600	3,598
Sewerage services rebates to pension and health benefit card holders	60	7
ACT Civil and Administrative (ACAT) discharges	29	28

Principal Registered Office

Level 5, ActewAGL House

40 Bunda Street

Canberra ACT 2600

Mitchell Office

12 Hoskins Street

Mitchell ACT 2911

Postal address

Icon Water

GPO Box 366

Canberra ACT 2601

ACN: 069 381 960

ABN: 86 069 381 960


Talk to us

E talktous@iconwater.com.au

T (02) 6248 3111

 @iconwater

 @iconwater

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iconwater.com.au

TTY for Hearing Impaired

133 677

Language assistance

13 14 50, 24 hours

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