

Corporate Governance Report



Employees taking part in Clean Up Australia Day

Our approach to corporate governance is based on a set of values and behaviours that underpin our culture and business practices. This approach includes a commitment to robust governance standards that are fundamental to the sustainability of our operations and our performance.

This section includes a description of our main corporate governance practices, which form a framework to ensure we act with high standards of corporate behaviour and in the best interests of our owner.

The Board of Directors

The structure of the Board is subject to the following parameters:

- The Board must comprise of at least six and not more than seven directors (the Chief Executive Officer is the only Executive Director).
- The Directors are appointed for terms of up to three years and are eligible for re-appointment.
- The Board should comprise of Directors with a broad range of skills and experience.
- Board meetings are generally held once a month at our head office in Perth.

Appointment of Directors

The Western Australian Governor appoints non-executive Directors on the nomination of the Minister for Water. This is after consultation with, or on the recommendation of the Board.

Appointments are typically staggered to ensure one third of the Directors retire each year. In line with sound governance practices and our Board Charter the maximum length of time a Director may serve on the Board should not exceed 10 years. Their duties are not full-time.

Chief Executive Officer appointments are made by the Board, subject to the Minister's agreement. The Board can appoint a person to act in place of the Chief Executive Officer during a vacancy in that office.

Changes to the Board

Mr Ross Love was re-appointed as Chair for a term expiring 31 December 2025.

Ms Gningala Yarran-Mark was re-appointed as a Director for a term expiring 30 September 2025.

There were no other changes to the composition of the Board during the year.

Board committees

Committees of the Board that operated during the year ended 30 June 2023 were:

- Audit and Risk; and
- People and Safety.

Audit and Risk Committee

The Audit and Risk Committee was chaired by Mr David Lock and included Dr Carla Boehl and Janine Freeman. Each member has substantial financial, risk management, public sector or industry experience and the necessary skills to undertake the Committee's responsibilities.

The Audit and Risk Committee invited management, auditors or others to attend meetings and provide information as necessary. External attendees at various meetings during the year included staff of the Office of the Auditor General (OAG) and the external auditors appointed by the OAG to undertake our annual audit, which is presently RSM Australia (RSM).

Principal activities and duties

The Audit and Risk Committee assists the Board with its oversight of the financial reporting process, the system of internal control, risk management, the audit process, and our process for monitoring compliance with applicable laws and regulations.

The Committee oversees the internal audit function and liaises with the external auditor.

People and Safety Committee

The People and Safety Committee was chaired by Mrs Gningala Yarran-Mark and included Directors Mr Ross Love and Ms Helen Creed. Each member has extensive experience in the corporate or public sector at a senior level and brings the skills necessary for the Committee to undertake its role.

The Committee supports and assists the Board to review and oversee organisational health and safety matters, people, culture, remuneration and benefit arrangements to support the strategic aims of the business while complying with regulatory requirements and satisfying the requirements of our owner.

Directors' meetings

The number of Board meetings and committees of the Board held, and the number of meetings attended by each Director during the 12 months ending 30 June 2023, are shown in the table below.

	Board		Audit and Risk		People and Safety	
Number of Meetings held	10		4		4	
	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend
Mr Ross Love	9	10	0	0	3	4
Mr David Lock	10	10	4	4	0	0
Mrs Gningala Yarran-Mark	7	10	0	0	4	4
Dr Carla Boehl	9	10	0	0	4	4
Ms Helen Creed	10	10	0	0	4	4
Ms Janine Freeman	10	10	4	4	0	0
Mr Pat Donovan (Chief Executive Officer)	9	10	4	4	4	4



Board trip to Broome to announce Kimberley Community Grants recipients

Accountability and independence

As prescribed in the *Water Corporations Act 1995*, Directors are to act honestly, exercise due care and diligence and disclose all material personal interest in matters involving the Corporation that are raised in Board meetings. The Board has complete independence to determine the policies and control the affairs of the business subject to restrictions imposed by the *Water Corporations Act 1995*. Ministerial approval is required for transactions that are above a prescribed amount (currently more than \$25 million) or that will result in a major initiative or are likely to be of significant public interest.

Ministerial directions

Under section 64 (1) of the *Water Corporations Act 1995* the Minister may give directions in writing, generally with respect to the performance of our functions and, subject to section 65, we are to give effect to any such direction. If the Minister gives a direction, it must be tabled before each House in Parliament. During the period under review, no directions were received from the Minister.

Directors' and Senior Executives' remuneration

For further disclosure of Directors' and Senior Executives' remuneration please refer to the remuneration report on page 56.

Governance framework

The Board has legislative authority under the *Water Corporations Act 1995*, to perform the functions and determine the policies that control our activities.

The Board is responsible for our overall corporate governance and approves strategic direction and budgets, ensuring legal compliance, ethical behaviour and proper risk management processes are in place and operate effectively. Comprehensive monthly reports are provided to the Board to allow it to monitor performance.

Internal control

The Board, through the Audit and Risk Committee, has oversight of the financial reporting process, the system of internal control, risk management, the audit process, and our process for monitoring compliance with applicable laws and regulations. These responsibilities assist in maintaining an effective internal control structure.

It consists, in part, of organisational arrangements with clearly defined lines of responsibility and delegation of authority, with comprehensive systems and control procedures. Management has the responsibility for establishing and maintaining the system of internal control that supports the achievement of our business objectives.

This system of internal control is designed to manage and mitigate rather than eliminate the risks of failure to achieve business objectives. It can only provide reasonable and not absolute assurance of the effectiveness of the system of internal control implemented by management. An important element of the control environment is an ongoing internal audit program, delivered by Management Review and Audit.

To ensure the independence of the audit function, the reporting line is to the Chair of the Audit and Risk Committee.

Management review and audit

Our internal audit function is managed by the Risk and Assurance Business Unit's Management Review and Audit section, which has the authority to examine any matters referred to it by the Audit and Risk Committee, the Board of Directors or the Chief Executive Officer. The internal audit function supports the Audit and Risk Committee and senior executives by independently and objectively reviewing the adequacy, efficiency and effectiveness of the internal control and governance system within the Corporation.

External auditors

In accordance with the *Water Corporations Act 1995*, we must have the financial report for a financial year audited by the Auditor General. The Auditor General has outsourced the audit to RSM for a three-year term. Total auditor remuneration is shown in Note 25 to the Financial Statements on page 100.

Risk management

Risk management is a key element of our governance framework. We have an established Risk Management Framework that provides a common understanding of risk and a set of processes for managing risk aligned with the International Standard on Risk Management ISO 31000:2018. The Framework ensures a formalised, structured and corporation wide approach to the identification, evaluation and control of risks, which have the potential to threaten the achievement of our Corporate Objectives and our ability to provide services.

The risk appetite has been defined to guide decision making within agreed boundaries, as determined by the Board. All managers are responsible for the identification and management of risks that will impact on their business processes and subsequent objectives. The management of risk within the business is embedded at all levels, with appropriate support and systems in place to ensure risks are managed to an acceptable level.

A comprehensive commercial insurance program is maintained covering insurable risks, which may have a significant impact on our assets, construction activities and legal liability.

Performance monitoring and reporting

We provide written quarterly reports and this Annual Report to the Minister for Water detailing our performance and progress made in fulfilling the Statement of Corporate Intent. A written annual report on compliance with the Water Services Licence was also provided to the Economic Regulation Authority. In addition, the Board and Corporate Executive received monthly performance reports covering a diverse range of financial and non-financial matters.

Ethical standards

We require all Directors, employees and contractors to exercise high standards of ethical behaviour in carrying out their duties.

Our Code of Conduct is available on both the Corporation's external and internal websites. A report on compliance is forwarded to the Public Sector Commission.

The Board Charter, available on our website, sets out the roles and responsibilities of the Board and management. Under the guidance of the Audit and Risk Committee the Charter was drafted using the *Water Corporations Act 1995*, Australian Standards and other corporate governance resources.

Managing financial exposures

We have a central Treasury function to manage financial exposures in accordance with our Treasury Risk Management Policy. Regular reporting ensures the Board can monitor financial risk management.

Information security management system

We maintain an enterprise information security management framework that utilises a risk based approach based on the National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF).

State Records Act 2000

In accordance with Section 61 of the *State Records Act 2000* and the *State Records Commission Standards (Standard 2 - Principle 6)*, we have an approved Recordkeeping Plan. In accordance with s.28 (5) of the Act, an updated Plan was submitted to the Minister and endorsed in September 2014. The Plan describes how records are created, maintained, managed and disposed of in accordance with our Standards and Principles. We regularly conduct audits of recordkeeping practices and system use by our staff and alliance partners. Regular in-house records and document management training is conducted and feedback and evaluation is sought from all attendees. The course is also available online for regional officers.

We have an online induction process for all new staff, which includes information on employee roles and responsibilities and how they comply with the approved Recordkeeping Plan. It also includes 'Information on Record Keeping and Information Management Compliance for Water Corporation' and 'Information Security Awareness'.

Information management, including records management, is acknowledged as critical to the effectiveness and success of the business and we are committed to continuously improving its management.

Public Interest Disclosure Statement

The *Public Interest Disclosures Act 2003* was enacted to protect the privacy and confidentiality of both the individual making a public interest disclosure and the subject of that disclosure. Public Interest Disclosure Officers have been appointed. Internal procedures relating to our obligations under the Act have been implemented in accordance with the guidelines provided by the Public Sector Commission. The one PID from the previous year was closed out during this year. No PID received in 2022-23.

Conflicts of interest

We have established procedures to identify, prevent, or resolve conflicts of interest, which are outlined in our procurement standards and Code of Conduct.

All our personnel with duties related to the negotiation of contracts, must disclose current or prospective interests to their immediate supervisor. If known, they must also disclose the interests of members of their immediate family.

In such cases, we will assess the appropriateness of the situation and determine if the basis of that interest should be discontinued, if the person should cease the duties involved, or if it is proper and ethical to continue the transaction.

Competition and Consumer Act Compliance Program

In accordance with the standards and guidelines recommended by the Australian Competition and Consumer Commission (ACCC), we conduct a Competition and Consumer Act Compliance Program to manage the risk of breaching the Act. To ensure that all employees are aware of their obligations, a State-wide program is conducted that includes mandatory training.

Freedom of information

We met our obligations under the *Freedom of Information Act 1992*.

During 2022-23 we received 60 access applications, of which one was transferred in full to another agency, 29 were provided full access, 40 were provided edited access, zero were withdrawn, three had access refused, zero had access deferred, documents were not found or do not exist for six of the applications and none were on hand at the end of the year.

14 internal reviews were requested. Fees and charges totalling \$1,732 were received for processing these applications with 32 days being the average processing time.

Under Section 96 of the *Freedom of Information Act 1992*, we are required to produce an Information Statement. Its purpose is to provide a description of our procedures to give members of the public access to our documents, as well as the types of documents we hold. This statement can be found at watercorporation.com.au

Advertising codes

We comply with the Communications Council's Code of Ethics. In addition, our advertising agencies have full compliance policies with the ACCC. There were no breaches or complaints recorded in the reporting year.

Reportable expenditure

The *Electoral Act 1907 (S. 175 ZE)* requires the disclosure of certain categories of expenditure. Details of the organisations contracted and the amounts paid for the financial year are as follows:

Advertising agency	Amount paid
303MullenLowe	\$5,966*
The Brand Agency	\$733,505.49^

* This amount includes costs associated with Waterwise Schools Program campaign and Splash of Colour.

^ This amount includes costs associated with Think Climate Change. Be Waterwise campaign, Winter Sprinkler Switch Off, Waterwise Towns, Waterwise Schools, Irrigation Offers, Noongar seasons, Solar eclipse, and Think Before You Flush campaign.

> This amount includes costs associated with non-campaign advertising.

Media advertising	Amount Paid
Initiative	\$235,348.98>
The Brand Agency Media	\$396,036.88
Carat Media	\$1,178,738.56
303 MullenLowe	\$35,716.93

Market research	Amount paid
Painted Dog	\$142,117.00
Metrix Consulting	\$ 129,910.00
Kantar	\$0

Directors' Report

The Directors of Water Corporation present their report for the 12 months ended 30 June 2023.

Directors

The following persons were Directors of Water Corporation at the date of this report:

Mr Ross Love (Chair)

Chair since 22 September 2020

Mr Pat Donovan

Chief Executive Officer since 1 January 2019

Mr David Lock (Deputy Chair)

Director since 1 April 2014
Deputy Chair since 1 January 2017 to 15 January 2020 and from 22 September 2020
Acting Chair from 16 January 2020 to 21 September 2020

Mrs Gningala Yarran-Mark

Director since 12 November 2019

Dr Carla Boehl

Director since 1 January 2021

Ms Helen Creed

Director since 7 April 2021

Ms Janine Freeman

Director since 9 March 2022

Director biographies are shown on pages 17 and 18.

Director meetings and attendance are shown on page 50.

Director compensation details are shown on page 56.

Principal activities

Water Corporation was established as a body corporate under the provisions of the *Water Corporations Act 1995* and is the principal water utility in Western Australia. Water, wastewater, drainage and irrigation services are provided under this Act and other legislation and subsidiary legislation, which control the water industry.

Our principal functions are:

- Acquire, store, treat, distribute, market and otherwise supply water for any purpose.
- Collect, store, treat, market and dispose of wastewater and surplus water.
- Undertake, maintain and operate any works, system, facilities, apparatus or equipment required for any of these purposes.

There has been no significant change in the nature of our activities during 2022-23.

Dividends

On 23 December 2022, the Minister advised the Corporation of the Cabinet endorsed Expenditure Review Committee (ERC) decision that all dividends to be paid in the 2022-23 year (being the final dividend for 2021-22 year and the interim dividend for 2022-23 year) be retained by the Corporation and be held in its existing bank account. The increased cash balance must be quarantined for the purposes of specifically approved future projects, with the funds only able to be drawn down following ERC approval of a business case.

The Corporation retained dividend payments of \$731.6 million to contribute to funding a new desalination plant. As at 30 June 2023, there is \$930.7 million remaining in the fund following Alkimos related capital expenditure of \$19.4 million and a temporary reduction in borrowing requirements for 2022-23 of \$388.7 million.

Review of operations

We operate in a regulatory framework comprising the Economic Regulation Authority, and departments of Water and Environmental Regulation, Health, and Biodiversity Conservation and Attractions.

Clear commercial objectives and strict environmental targets and accountabilities have been established through the Statement of Corporate Intent and a system of licences through the various regulators.

During the year, we supplied 387 billion litres of water and treated 177 billion litres of wastewater.

Risk management

Our Risk Management Framework aims to improve the quality of information considered in delivering better-informed assessments for the purpose of resource allocation, increasing transparency in decision making and clearly articulated accountability.

Remuneration report

Remuneration of key management personnel is referred to as compensation throughout this report. Key management personnel comprise the Directors of the Board and Executives who are responsible for planning, directing and controlling the activities of the Corporation.

Compensation levels for key management personnel are set at a level sufficient to attract and retain appropriately qualified and experienced Directors and Executives.

The compensation of the non-executive Directors of the Board is determined following independent advice from management remuneration consultants and the WA Government's Salaries and Allowances Tribunal (SAT) on an ad-hoc basis and is agreed by the Minister. The compensation is in the form of salary and superannuation contributions. Other than compulsory superannuation contributions and superannuation via salary sacrifice, Water Corporation does not pay any other post-employment benefits to non-executive Directors. Director's remuneration has not been increased since December 2014.

The compensation packages for the Chief Executive Officer and Executives consist of a total reward that is a mix of fixed compensation, in the form of salary, non-monetary benefits and superannuation contributions. Non-monetary benefits may include access to a fully maintained motor vehicle and fringe benefits tax. Other long-term benefits refer to long service leave. The compensation of all staff is reviewed annually.

In December 2016 the *Salaries and Allowances Act 1975* was amended providing that SAT is to determine the minimum and maximum remuneration that can be paid to the Corporation's Chief Executive Officer, the first determination was effective from 1 July 2021 and is reviewed annually.

The Chief Executive Officer, with the concurrence of the People and Safety Committee and the Board, sets Executive compensation based on annual salary survey data and advice from independent remuneration sources regarding compensation practices. Specifically, fixed compensation is benchmarked against comparative industry groups in order to remain competitive in the labour market.

Employees in management roles, including Executives, are employed on individual employment contracts under common law and are referred to as Common Law Contract (CLC) employees. The compensation structure of CLC employees is centred on the market median for the fixed compensation for each of the identified levels.

The primary sources of remuneration data are Korn Ferry Group Australia and Mercer Consulting Australia. We use the Hay Group job evaluation methodology to provide assurance that remuneration is similar to that for comparable positions in other organisations.

Details of compensation provided to key management personnel

The Directors during the financial year were:

Directors	
C Boehl	Director (non-executive). Appointed 1 January 2021.
D Lock	Chair (non-executive). Appointed 1 January 2014, appointed Deputy Chair 1 January 2017, appointed Acting Chair January 2020.
G Yarran-Mark	Director (non-executive). Appointed 12 November 2019.
H Creed	Director (non-executive). Appointed 7 April 2021.
P Donovan	Chief Executive Officer. Appointed 1 January 2019.
R Love	Chair (non-executive). Appointed 22 September 2020.
J Freeman	Director (non-executive). Appointed 9 March 2022.

The number of Directors whose total remuneration was within the following bands is:

Total Remuneration Band (\$)	Number of directors **		Short-Term		Post-employment		Long-Term Benefits		Total	
			Salary & Fees \$'000		Superannuation \$'000		Long Service Leave \$'000		\$'000	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
0-24,999	1	2	-	17		2	-	-	-	19
25,000-49,999		1		38		3	-	-	-	41
50,000 - 74,999	4	3	55	55	6	5	-	-	60	60
75,000 - 99,999		-		-		-	-	-	-	-
100,000-124,999	1	1	110	110	11	10	-	-	121	120
500,000 - 524,999	1	1	529	484	25	25	-	-	554	509

** Where there is more than one director in a remuneration band the average remuneration is shown.

*** Private use of motor vehicle.

The names and positions of the five Executives receiving the highest emoluments were:

Five highest paid Executives*		Year ended 30 June 2023	Year ended 30 June 2022
B Ford	General Manager, Operations	✓	✓
D Page	Chief Financial Officer	✓	✓
E Hambleton	General Manager, Assets Planning & Delivery	✓	
E Vervetjes	General Manager, Information & Technology		✓
K Willis	General Manager, Customer & Community	✓	✓
J Mitchell	General Manager, Information & Technology	✓	
M Cronin	General Manager, Strategic Performance		✓

* CEO's remuneration is included in the table of Directors.

The remuneration of the Executives whose total remuneration was within the following bands:

Total Remuneration Band (\$)	Number of staff*		Short-Term		Post-employment		Other Long-Term Benefits**		Termination benefits		Total	
			Salary \$'000		Superannuation \$'000		Long Service Leave \$'000		\$'000		\$'000	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
325,000-349,999	2		307		24		-	-	-	-	-	331
350,000-374,999	2	1	341	335	24	23	-	-	-	-	365	358
375,000-399,999	2	1	359	357	25	25	-	-	-	-	384	382
400,000-424,999	1	1	397	387	25	25	-	-	-	-	422	412
600,000-624,999	-	-	-	-	-	-	-	-	-	-	-	-

* Where there is more than one executive in a remuneration band the average remuneration is shown.

** Long service leave taken in service

Variations in salary can be caused by a wide variety of factors such as the key management personnel's leave arrangements and other smaller adjustments.

Environmental compliance

The Corporation is subject to significant environmental legislation under both Commonwealth and State laws; in particular:

- *Environment Protection and Biodiversity Conservation Act 1999 (Cth)*
- *Environmental Protection Act 1986 (WA)*
- *Contaminated Sites Act 2003 (WA)*

Additionally, our operations must adhere to more than 40 other pieces of environment-related legislation and we also track our compliance with various non-statutory commitments. With the significant volume of wastewater conveyed across the state, it is possible unplanned discharges will occasionally occur and some of these may affect the environment, public health and public amenity. Our incident management process provides a fast and effective response to these and other incidents. Consistent with the *Environmental Protection Act 1986*, we report any unplanned discharges of waste that have the potential to harm the environment.

Our environmental performance is underpinned by our Corporate Environment Policy and Carbon and Energy Policy. We also maintain an Environmental Management System, certified under the internal standard ISO 14001 that provides for the systematic identification of environmental risks, setting of performance targets and development of environmental improvement plans to reduce risks and ensure our activities are sustainable.

ESG Reporting

Central to our ESG Strategy and sustainability reporting framework are nine material topics. These topics identify areas of focus for the business and inform relevant sub-strategies across the business.

Work has begun to improve ESG reporting aligned with internationally recognised frameworks, to both meet emerging regulatory requirements and create value for the business (GRI Appendix page 110).

State of affairs

There were no significant changes during the year ended 30 June 2023 in the state of our affairs not otherwise disclosed in this report, or the financial statements.

Events subsequent to balance date

Since the end of the financial year on 30 June 2023 and the date of the release of this report, the Directors are not aware of any matter or circumstance not otherwise dealt with in the report or financial statements that has significantly, or may significantly, affect our operations, the results of those operations, or our state of affairs in subsequent financial periods.

Director interests and benefits

In the 12 months to 30 June 2023, Directors did not receive, or become entitled to receive, any benefit (other than a benefit included in the total amount of remuneration received or due and receivable by Directors) by reason of a contract made by the Corporation with the Director, or with a firm, of which the Director is a member, or with an entity in which the Director has a substantial interest.

Indemnification of Directors

The Corporation has entered into Deeds of Indemnity, Insurance and Access with Directors, to the extent provided for under the *Water Corporations Act 1995* and has paid insurance premiums to insure Directors and Officers against certain liabilities which arise out of their service while acting on behalf of the Corporation.

This statement is made in accordance with a resolution of the Board.



Ross Love
Chair



Pat Donovan
Chief Executive Officer

Performance summary

Performance against key indicators

	Units	2023		2022	2021	2020	2019
		Target	Actual				
SAFE FOR ALL							
Public Health - Safe Drinking Water							
Metropolitan localities meeting requirements for E.coli	%	100	96 ^a	100	100	100	100
Metropolitan localities meeting requirements for amoebae (Thermophilic Naegleria)	%	100	100	100	100	100	100
Metropolitan localities meeting requirements for health-related chemical quality	%	100	100	100	100	100	100
Metropolitan localities meeting requirements for radiological performance	%	100	100	100	100	100	100
Country localities meeting requirements for E.coli	%	100	100	100	100	100	100
Country localities meeting requirements for amoebae (Thermophilic Naegleria)	%	100	100	100	100	100	100
Country localities meeting requirements for health-related chemical quality	%	100	100	100	100	100	100
Country localities meeting requirements for radiological performance	%	100	99 ^b	100	100	100	100
EFFICIENT							
Economic Performance							
Financial Efficiency							
Operating cost per property	\$	895.0	960.5	908.1	807.8	822.7	748.6
Total cost per property	\$	2,067	2,229	2,076	2,028	1,995	1,908
Surplus before income tax equivalent	\$m	1,334	1,349	1,255	1,253	1,148	1,140
Return on assets	%	7.4	6.4	7.0	6.8	7.1	7.1
Return on equity	%	7.4	7.2	7.2	7.3	7.2	7.4
Interest cover	Times	8.1	6.7	7.7	6.7	5.7	5.0
Debt to Total Assets	%	29.4	26.9	29.8	32.6	33.5	34.9
ENVIRONMENTALLY SUSTAINABLE AS CLIMATE CHANGES							
Environmental Performance							
Ecosystem Protection							
Overflows to Swan-Canning - conveyance system	No.	0	3	0	2	0	3
Overflows to Swan-Canning - pump stations only	No.	0	1	0	0	1	0
Energy and Greenhouse Gases							
Electricity consumption per unit of output for water	MWh/ML	2.15	1.60	1.88	2.26	2.22	1.57
Electricity consumption per unit of output for wastewater	MWh/ML	0.85	0.81	0.81	0.82	0.84	0.84
Total energy consumption	TJ	na	3,461	3,559	4,148	4,023	3,072
Reported greenhouse gas emissions (CO ² equivalent)	kT	na	450	645	760	756	575
Materials Use Efficiency							
Biosolids re-use (Perth metro)	%	100	99.98 ^c	100	100	100	100
Ethical & Governance Performance							
Compliance							
Number of legal sanctions for environmental breaches	No.	0	0	0	0	0	1
% Environment Non-Compliances Addressed	%	95.0	96.4	96.9	94.5	100.0	96.2

	Units	2023		2022	2021	2020	2019
		Target	Actual				
SATISFIED CUSTOMERS							
Essential Service Provision							
Continuity – properties not affected by interruption > 1 hr	%	75.0	64.2	71.1	72.4	75.5	76.1
Water pressure and flow standards	%	99.80	99.95	99.96	99.96	99.95	99.95
Water quality faults responsiveness	%	95.0	86.2	88.6	96.4	97.4	96.8
Installation of new water connections	%	90.0	89.9	95.9	97.9	99.1	99.0
Properties without wastewater overflow	%	99.80	99.95	99.9	99.9	99.9	99.9
Demand-Supply Balance							
Drought response (number of schemes on temporary restrictions)	No.	na	0	0	0	1	0
Demand-Supply Balance							
Environmental Performance - Demand-Supply Balance - Water supplied per capita (Perth metro)	kL	127	126	130	125	127	126
Asset Performance							
Blockages per 100km of sewer	No.	40.0	12.3	12.9	15.8	17	16.5
Leaks and bursts per 100km of main	No.	20.0	14.3	13.6	14.2	16.4	15.9
Drainage systems operating in accordance with guidelines	%	100	100	100	100	97	100
Stakeholder Performance							
Customer Service							
Complaints (per 1000 properties) MTD	No.	0.4	0.1	0.1	0.1	0.1	0.1
Written customer complaints (responsiveness) < 15 business days	%	90.0	90.4	100.0	98.1	92.5	100.0
Telephone calls to '13' numbers first call resolution	%	90.0	92.7	92.1	91.8	93.7	92.9
SUPPORTING STATE DEVELOPMENT							
Social Performance							
Employment and Workforce							
Employee initiated turnover	No.	7.0	10.3	9.7	5.5	5.6	6.8
Women in senior management - tier 2	%	38.0	50.0	33.3	42.9	42.8	25.0
Women in senior management - tier 3	%	38.0	33.3	28.6	26.5	22.6	25.8
People from culturally diverse backgrounds	%	14.2	13.2	12.6	12.3	12.0	12.9
Indigenous Australians	%	6.3	5.2	5.3	4.8	4.6	3.8
People with disabilities	%	3.0	1.6	1.6	1.7	1.6	1.9
Youth (15-24)	%	5.4	5.4	4.7	3.8	3.8	3.2
Total Recordable Injury Frequency Rate (TRIFR)	No.	3.0	4.4	3.8	4.5	3.4 ^d	3.2
Shareholder Accountability							
Responsiveness to priority one enquiries	%	90.0	90.00	90.0	95.0	90.0	95.5

- a) Non-compliance associated with microbiological performance criteria from one assessable locality, as defined under the MoU with DoH. Response protocols implemented in accordance with DoH requirements demonstrated continuous supply of safe drinking water to the locality.
- b) Non-compliance associated with radiological performance criteria from one assessable locality, as defined under the MoU with DoH. Response protocols implemented in accordance with DoH requirements demonstrated continuous supply of safe drinking water to the locality.
- c) 27 tonnes of biosolids diverted to landfill due to truck fire incident contaminating sludge with melted aluminium
- d) TRIFR is reported for Total Workforce (including contractors) from 2019-20 - all previous periods include Internal Workforce only



Five-year statistical summary

Financial Data	Units	2023	2022	2021	2020	2019
Total Revenue	\$'000	3,310,491	3,061,511	2,948,499	2,850,305	2,761,367
Operating Subsidy	\$'000	624,130	519,186	468,579	430,912	420,050
Direct Operating Expenses	\$'000	1,181,910	1,093,631	1,021,878	965,671	873,618
Depreciation / Amortisation	\$'000	558,627	532,766	521,427	516,568	492,575
Net Interest Expense	\$'000	186,879	168,685	181,180	210,691	242,842
Income Tax Expense	\$'000	402,064	376,646	359,077	339,685	353,629
Operating Surplus After Tax	\$'000	946,778	878,513	844,996	807,849	786,591
Transfer to / (from) Reserves	\$'000	-	0	0	0	0
Non-Current Borrowings	\$'000	5,068,418	5,644,394	6,003,994	6,207,303	6,194,213
New Works Investment (excluding developers take-over works)	\$'000	744,992	648,015	652,341	650,898	695,504
Current Borrowings	\$'000	9,995	17,024	17,539	18,410	8,094
New Borrowings	\$'000	(388,700)	(356,604)	-194,350	0	70,000
Operating Data						
Water Supply Services						
Annual Volume of Water Supplied	ML	386,789	387,975	374,202	374,808	366,820
Number of Properties Served	No.	1,365,217	1,350,688	1,338,298	1,322,204	1,308,558
Number of Properties Connected	No.	1,181,035	1,167,415	1,154,501	1,135,221	1,123,748
Length of Mains	km	35,122	34,917	34,947	34,842	34,779
Wastewater Services						
Average Volume of Wastewater Treated Daily	ML	486	480	466	452	452
Number of Properties Served	No.	1,114,625	1,103,173	1,091,581	1,076,665	1,065,505
Number of Properties Connected	No.	1,032,236	1,021,436	1,011,665	1,001,432	989,094
Length of Sewers	km	17,701	17,526	17,397	17,280	17,193
Drainage Services						
Number of Properties Served (Metropolitan)	No.	434,287	430,082	426,592	421,799	416,253
Length of Drains	km	2,539	2,539	2,539	2,534	2,545
Irrigation Services						
Volume of Water Delivered	ML	5,941	6,057	5,539	6,300	5,142
Employees						
Total number of employees	No.	4,043	3,822	3,662	3,429	2,819
Total number of full-time equivalents (FTEs)	No.	3,843	3,627	3,499	3,277	2,679
Total number of FTEs (year-end average)	No.	3,727	3,583	3,421	2,856	2,637

Principal statistics

Water Supply									
Region	Perth Metro	Mandurah-Murray	Perth Region ¹	Goldfields & Agricultural	Great Southern	Mid-West	North-West	South-West	Total
Properties Served	1,058,324	64,704	1,123,028	43,590	48,310	50,500	43,275	56,514	1,365,217
Properties Connected	912,229	56,079	968,308	39,455	42,895	42,258	35,997	52,122	1,181,035
Water Supply Services	781,816	50,481	832,297	43,090	42,011	38,625	29,807	47,960	1,033,790
Length of Mains (Kilometres)	14,687	1,233	15,920	9,650	4,073	2,157	1,533	1,789	35,122
Water Supplied ² (Megalitres)	263,451	13,570	277,021	23,468	12,815	16,818	39,867	16,801	386,789

1. Perth Region includes Mandurah-Murray District.
2. Water supplied is the quantity recorded by master meters from 1 July to 30 June.

Wastewater									
Region	Perth Metro	Mandurah-Murray	Perth Region ¹	Goldfields & Agricultural	Great Southern	Mid-West	North-West	South-West	Total
Properties Served	889,628	52,148	941,776	11,630	30,213	26,192	34,714	70,100	1,114,625
Properties Connected	832,989	46,629	879,618	9,891	26,599	21,475	31,500	63,153	1,032,236
Total Length of Sewers (Kilometres)	12,818	933	13,751	326	749	596	715	1,563	17,701
Number of Pumping Stations	659	87	746	42	87	70	82	170	1,197
Number of Treatment Plants	11	4	15	20	21	19	19	20	114
Average Quantity of Wastewater Treated Daily (Megalitres)	396.5	18.0	414.5	4.1	13.1	8.2	18.2	27.6	485.7

Metropolitan sources of supply					
Source	Area of Catchment (Square km)	Storage Capacity (Megalitres)	Storage at 30/06/2023 (Megalitres)	Percentage of Maximum Storage (%)	Output to 30/06/2023 (Megalitres)
Dams					
Stirling	252	57,404	28,800	50.0	22,225
Samson WTP	192	8,003	4,159	52.0	6,164
South Dandalup	313	138,345	31,926	23.0	0
North Dandalup	151	60,791	41,116	68.0	10,260
Serpentine and Serpentine Pipehead	693	140,292	69,389	49.0	46,706
Canning	728	59,796	48,103	80.0	20,113
Wungong	128	90,353	50,363	56.0	3,914
Churchman	18	2,241	780	35.0	989
Victoria	37	9,463	3,964	42.0	9,893
Total Hills Sources Output Gross		566,688	278,600	49.2	120,263
Total Hills Transfers Input					52,388
Total Hills Sources Output Nett					67,874
Groundwater					
Artesian Bores					31,223
Mirrabooka					15,848
Gwelup					13,353
Wanneroo					24,346
Jandakot					15,506
Neerabup					32,863
Lexia					2,597
Yanchep/Two Rocks					1,054
Total Groundwater Output					136,791
Desalination					
Perth Seawater Desalination Plant					44,319
Southern Seawater Desalination Plant					50,155
Total Desalination Output					94,474
Water Received from Bulk Supplier					
GAWS supply to Perth					1,980
Total					1,980
Bulk Water Exported					
to Mundaring Dam for GAWS					16,185
Mandurah Murray					13,570
South-West Region					1,205
GSTWS					3,297
Total					34,257
Total Water Sourced					
Net Output from Surface Water					67,874
Groundwater					136,791
Desalination					94,474
Received from Bulk Supplier					1,980
Total Sources					301,119
Riparians (from Distribution System)					
Riparians from Distribution System					2,876

Metropolitan sources of supply					
Source	Area of Catchment (Square km)	Storage Capacity (Megalitres)	Storage at 30/06/2023 (Megalitres)	Percentage of Maximum Storage (%)	Output to 30/06/2023 (Megalitres)
Total Potable Water Supplied					
Total Water Sourced					301,119
Bulk Water Exported					(34,257)
Riparians (from Distribution System)					(2,876)
Operational Use & Service Reservoir Vol Change					(535)
Total Water Supplied					263,451

Drainage				
Region	Perth	Great Southern	South-West	Total
Properties Served	434,287	n/a	n/a	434,287
Length of Drains Controlled (Kilometres)	1,111	132	1,296	2,539

Irrigation	
Region	Water Supplied (Megalitres)
Mid-West ¹	5,256
North-West ²	685
South-West ³	n/a
Total	5,941

1. Mid-West irrigation district was transferred to the Gascoyne Water Co-operative on 1 July 2003.
2. North-West irrigation water supplied from the Ord dam to Water Corporation customers only. Previously reported amount included Ord Irrigation Cooperative customers.
3. Water Corporation owns and maintains the dams that supply Harvey Water and Preston Valley Irrigation but they have the water allocation directly with the Department of Water.

Employees (FTEs as at 30 June 2023)	2023	2022
Metropolitan	3,033	2,840
Country	810	786
Total	3,843	3,627