



# **WATER SERVICES**

## **PERFORMANCE PLAN (2021-2026)**

(Including the requirements for Annual Performance Plan (LG Act)  
and a Strategic Asset Management Plan (ISO55000))



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## 1.0 Executive Summary

This Performance Plan provides an overview of the Water Services business, specifying the range of services it provides, identifying external and internal influences that the Water Industry is subject to, and identifies the activities necessary to ensure the delivery of the corporate objectives in a prudent and efficient way.

In developing the Performance Plan, external drivers such as legislation, economic, social and environmental and internal influences such as Council's Corporate Plan, Water Services Vision and Mission Statements, organisational structure, governance, risk management and resources are considered. Water Services has translated the principle drivers, into a series of key result areas and overarching objectives. The objectives provide the focus areas for Water Services to build strategic direction and identify the key initiatives that will be delivered over the course of the five-year Business Plan.

Water Services aims to ensure appropriate levels of service are maintained through prudent, effective and efficient management of water and sewerage assets and implementation of key business processes. This includes drinking water quality management, wastewater treatment and water reuse management, maintenance management, planning and project development, and environmental monitoring and compliance. Water Services is committed to a continuous improvements approach and is constantly identifying opportunities to optimise operations and improve efficiencies while also managing risks.

An asset management framework has been developed to ensure that key objectives, quality standards and service level performance are achieved. A risk-based approach has been embraced by Water Services in making asset management decisions, as well as understanding the service performance of the assets to ensure prudent decision making occurs when deciding whether to upgrade, renew or build new.

The Performance Plan recognises human resources as a fundamental component in delivery of its objectives. It provides an overall management structure and the strategic asset management responsibilities of the Water and Waste Services Programs. Two initiatives identified in the plan are to: align staff activities and the agreed organisational outcomes, and understanding the changing nature of the future workforce and preparation of the workforce for change, while still aligning staff activities to organisational outcomes.

Financial objectives include efficient delivery of service provision to the community. The plan provides an overview of the business' financial management for the 2020/2021 financial year, including projected pricing and revenue, proposed capital outlays, budgeted operating performance and financial management ratios. On the basis of the initiatives and current activities, it predicts Water Services will be in a position to return \$23.82 million of operating surplus back to Mackay Regional Council as dividends whilst maintaining an acceptable asset sustainability ratio. It also includes the 2020/2021 Capital Outlays, where capital works exceeding \$28.45 million is planned, along with the 10-year capital investment program.

The key initiatives that will be delivered over the course of the five-year Business Plan are detailed in Table 1. The key initiatives are aimed at ensuring that Water Services delivers on the corporate objectives into the future.

Table 1 : Key Initiatives



**OUR PURPOSE:**

Water & Waste Services is committed to delivering sustainable water and waste services to the Mackay Region in an efficient and commercially responsible manner.

**OUR VISION:**

REFRESH – building Renewed Engagement that is Focused on Relating to create Efficient, Sustainable services through a Holistic approach

	Service Objective	Business Priorities	20/21	21/22	22/23	Measures of Success	Corporate Priority
Corporate Priorities Customer satisfaction People & Culture	To achieve excellence in financial and human resource management and work health and safety	1. Manage council's financial resources efficiently. 2. Develop a capable workforce and equip our people with the skills and knowledge required to deliver our services. 3. Meet Corporate targets for lead safety measures in the Safety Strategy 2019-2022.	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	<ul style="list-style-type: none"> <li>We are a financially sustainable program, within ±10% the budget each year.</li> <li>We have a capable workforce, which is equipped with the skills and knowledge required to deliver our services.</li> <li>Our program is regarded as a safety leader and achieves all its lead safety performance targets.</li> </ul>	<b>Organisational Performance</b> <i>Financial sustainability and efficiencies</i> Maintain the financial sustainability of the council by implementing rigorous financial management practices across all council programs. <i>Safety in the workplace</i> Practise a "safety first" attitude to ensure the safety and wellbeing of council employees, contractors and volunteers. <i>Our people</i> Implement industry-leading people management practices including recruitment, training and development, performance management, and workforce planning.
	To engage with our community and consistently meet our customer services standards.	4. Improve engagement of all water and waste activities with the customer. 5. Engage with our stakeholders and keep them informed. 6. Educate the community on the cost of water and waste service provision.	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	<ul style="list-style-type: none"> <li>Our community is engaged with the Water &amp; Waste business and expectations are met.</li> <li>Targeted and engaging waste and recycling education programs are delivered to the community.</li> <li>Customers make a conscious decision about their water consumption.</li> </ul>	<b>Promote council's services</b> Raise community awareness about council's services and initiatives.
	To create an engaged and high performing team culture with the aim to have the right people in the right roles with the right skills and knowledge to deliver on the vision.	7. Foster workforce with engaged culture; clear roles, responsibilities, accountabilities. 8. Deliver appropriate resourcing levels to respond to business demands aligned with the Workforce Plan 9. Provide an environment where our people proactively contribute and desire to be part of a high performing team aligned with the Workforce Plan. 10. Water Industry Worker program designed in consultation with People and Culture.	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	<ul style="list-style-type: none"> <li>The right people are in the right roles with the right skills and knowledge.</li> <li>Water &amp; Waste Services is known for engaging its staff and having a positive workplace culture.</li> <li>We have a cohort trained under the Water Industry Operator and Water Industry Worker competency framework.</li> <li>Water Industry worker and Water Industry Operator traineeship in place.</li> </ul>	<b>Our culture</b> Foster a culture where staff willingly engage in council's values and expected service delivery outcomes for our community.

*Working as one team to achieve for our clients & community*

## BUSINESS PLAN 2020 - 2023 Water and Waste Services (WSIP-WT-WN-WS)

	Service Objective	Business Priorities	20/21	21/22	22/23	Measures of Success	Corporate Priority
Finance	Manage the income and expenditure in a sustainable way.	11. Improve asset utilisation by embedding prudent and efficient decision-making principles. 12. Benchmarking previous years & other organisations to measure efficiencies (yr 2 & 3) 13. Better understand the cost breakdown for all areas of Water and Waste Services. 14. Identify alternative revenue sources.	✓	✓	✓	<ul style="list-style-type: none"> <li>Planning optimisation is used to devise capital program, developed within Governance Framework.</li> <li>Water and wastewater budget process and outcomes reduced by improved delivery of services through operational efficiencies and optimisation.</li> <li>Increased revenue from alternative sources identified.</li> <li>Cost of business fully understood through improved data capture.</li> </ul>	<b>Financial sustainability and efficiencies</b> Maintain the financial sustainability of the council by implementing rigorous financial management practices across all council programs.  <b>Infrastructure and Transport</b>  <b>Asset management</b> Ensure that asset management aligns to the council's strategic direction and that effective asset management practices are in place to optimise the use of council's assets required to deliver services to the community.
	To create systems and procedures that assure responsive delivery, quality, and management by fact.	15. Increase efficiencies by maximising collaboration opportunities with other councils, CTM Alliance and WIM Alliance. 16. Maximise business efficiency by implementing effective knowledge management and information sharing processes to ensure appropriate information is collected, managed, analysed and shared 17. Develop Regional Waste Action Plan 18. Evaluate options for Increasing waste diversions from landfill and monitor ongoing impacts of recycling markets 19. Assess council's waste facilities and services by reviewing current Waste strategic plan and identifying improved service delivery 20. Monitor and report the impacts of the current change to markets on MRC's recycling service 21. Review and publish the Waste Management Strategic Plan (WMSP).	✓	✓	✓	<ul style="list-style-type: none"> <li>Joint operations undertaken between alliance partners where feasible</li> <li>Full implementation of Assetic across Treatment, including laboratory. i Regional Waste Action Plan, with Greate rwhitsunday CoM implemented.</li> <li>Draft WMSP completed for internal discussion.</li> <li>Reports to council, in the Engineering and Commercial Infrastructure Waste Services Monthly Review, on the performance of the service.</li> </ul>	<b>Regional Identity</b>  <b>Working together with neighbouring councils</b> Maximise the opportunities through active participation in the Whitsunday ROC; build strategic alliances; advocate on regional priorities and collaborate to capitalise on opportunities for joint cost savings and improved service delivery.  <b>Organisational Performance</b>  <b>Governance and performance</b> Ensure that council complies with all of its statutory obligations, minimises its exposure to litigation, manages its risk, undertakes targeted internal audits, and meets community expectations of transparency and performance reporting.  <b>Environment</b>  <b>Recycling and reuse</b> Increase recycling and reuse by diverting waste from landfill and raising community awareness, in order to reduce the costs of providing waste services, gain the economic advantages of producing material for reuse, and reducing the impact on the environment.

## BUSINESS PLAN 2020 - 2023 Water and Waste Services (WSIP-WT-WN-WS)

	Service Objective	Business Priorities	20/21	21/22	22/23	Measures of Success	Corporate Priority
Asset Management	To deliver the best whole of life outcome decisions for the regions assets to meet the customer service standards into the future.	22. Implement optimised maintenance, renewal and decommissioning strategies to ensure prudent and efficient operation in the long term. 23. Maximise asset life by improved asset management and maintenance practices. 24. Support MRC's long-term growth objectives by planning for required infrastructure, right time, right place. 25. Implement asset management decision making metrics to deliver objectives at lowest whole of life cost. 26. Asset management register for waste and treatment (yr 1 & 2). 27. Update asset register for all water and waste services asset (yr 3).	✓	✓	✓	<ul style="list-style-type: none"> <li>The Region's assets meet the requirements of our customers.</li> <li>Asset management practices are at an optimum.</li> <li>The Hogan's Pocket Landfill airspace model is reviewed.</li> <li>Mobile Assetic is successfully rolled out to Treatment and Waste.</li> <li>Defined asset maintenance and renewals strategy, including write-down and disposal of assets, for all water &amp; wastewater assets.</li> <li>Asset management register for Water and Waste Services TreatmentAssets is current and updated.</li> <li>Utilise asset data to best optimise capital investment.</li> <li>Maintain correct asset data and utilise appropriate to ensure optimised planning and performance.</li> </ul>	<b>Infrastructure and Transport</b> <i>Asset management</i> Ensure that asset management aligns to the council's strategic direction and that effective asset management practices are in place to optimise the use of council's assets required to deliver services to the community. <i>Planning for growth</i> Plan for the delivery of public infrastructure and services to match the needs of our changing population. <i>Drainage Networks</i> Maintain and improve council's drainage networks by delivering priority drainage capital works; and by developing more efficient delivery mechanisms. <i>Water and sewerage networks</i> Maintain and improve council's water and sewerage networks by optimising the useful life of assets and by adopting more efficient service delivery mechanisms in consultation with the community. <i>Waste services</i> Maintain and improve council's waste facilities and services by adopting improved practices and service delivery.
	To ensure all operations and activities are undertaken in compliance with our regulatory obligations.	28. Meet all regulatory obligations. 29. Influence regulatory framework to promote sustainable delivery of environmental outcomes. 30. Undertake strategic review of closed landfills. 31. Review regulatory framework to promote sustainable delivery of environmental outcomes 32. Implement outcomes of strategic review of closed landfills.	✓	✓	✓	<ul style="list-style-type: none"> <li>Nil regulatory enforcement notices.</li> <li>99% regulatory compliance with Health Guidelines of Australian Drinking Water Guidelines.</li> <li>95% regulatory compliance with licence requirements for treated sewerage.</li> <li>100% completion of planned internal audits of licenced sites.</li> <li>The strategic review of former landfills is completed.</li> </ul>	<b>Organisational Performance</b> <i>Governance and performance</i> Ensure that council complies with all of its statutory obligations, minimises its exposure to litigation, manages its risk, undertakes targeted internal audits, and meets community expectations of transparency and performance reporting.

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## 2.0 Introduction

### 2.1 Purpose

This Performance Plan integrates the activities of water and sewerage service delivery to ensure Water Services delivers its business outcomes in a prudent and efficient way.

Water Services is recognised by the State as a Significant Business Activity under the Local Government Act. The business, therefore, must function in a manner that addresses the following regulatory requirements<sup>1</sup>:

- Clearly outline the nature, extent and the objectives of the business;
- Develop strategies to ensure the sustainable management of the businesses assets/infrastructure;
- Operate within a manner consistent with Council's Long Term Financial Forecast; and
- Develop an Annual Operations/Performance Plan

This Performance Plan is designed to address each of these legislative requirements above. This document will contain both the longer-term strategy (five-year program) for business improvement as well as the more immediate (annual) goals for the business.

The Performance Plan has also been structured to define the elements of the business' "Asset Management System" as identified in the International Standard for Asset Management ISO 55000. This plan presents a 10-year view of Asset Management for water and sewerage assets in accordance with the requirements of the Local Government Act.

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<sup>1</sup> Qld Local Government Regulation, 2012

## 3.0 Services Provided

### 3.1 Services Provided

Water Services provides a range of water and sewerage related services to internal and external customers. The scope of high level services provided to external customers is as follows:

- Water Treatment and supply to 46,030 residential properties and 3,254 commercial and industrial connections – a total of 115,827 consumers
- Sewage collection, treatment, disposal and reuse to 37,979 residential properties and 2,547 commercial and industrial connections
- Plumbing approvals
- Trade waste approvals
- Backflow protection licencing
- Recoverable works for water and sewerage activities
- Laboratory services
- High quality non-potable recycled water from the Mackay South, Sarina and Mirani Water Recycling Facilities (WRF) to 52 local farmers and two public recreational facilities for irrigation purposes.
- Quoted works for new developments

The scope of services provided to internal customers is as follows:

- Development Approval referrals
- Connection to live asset for capital infrastructure
- Quoted works for capital and operational project works
- Mechanical and electrical maintenance to internal customer (Water treatment)
- Provide service to Parks Amenities
- Connection to live asset for capital infrastructure
- Backflow testing for internal customers
- SCADA maintenance for Water Treatment and Water Network

### 3.2 Customer Service Standards

Water Services is committed to providing high quality, safe and reliable water and sewerage services in an efficient and sustainable way. The commitment on the levels of services provided to our external clients is detailed in the Customer Charter. A copy of the Customer Charter (updated June 2019) is detailed in Appendix A. The Customer Charter applies to normal residential and industrial/commercial connections. Services' standards may not apply for water and sewerage services that are not installed in accordance with Council's Engineering Design Guidelines or for which a separate contract has been established.

Our customer service standards are periodically reviewed to ensure an appropriate balance between the levels of service provided and the cost of the service provision to the community.

## 4.0 Business Context

### 4.1 Introduction

Water Services operates within the Mackay Regional Council Local Government Area. The region extends over an area of 7,621 square kilometres, from north of Bloomsbury to south of Koumala and extending past Eungella to the west. Mackay Regional Council employs approximately 1,100 staff.

The population within the Council's region was estimated at 116,763 as at 30 June 2019 and is expected to continue to grow steadily in the future. Water Services is responsible for the delivery of Water and Sewerage Services for this regional community.



Figure 1 : Map of Mackay Regional Council

### 4.2 Business Environment (External):

As an essential service, and one which is fundamental to economic, social and environmental development, the water industry is subject to a wide range of external influences which need to be accommodated in the development of the business strategy. Specific external drivers which shape the business and operating strategies adopted by Water Services are summarised in Table 2. These forces will continue to have an impact on the operations over the coming years.

**Table 2: Business's External Environment**

Issue	Description	Implications for Water Services
Fiscal Constraints	<p><b><u>Capital Funding:</u></b>  Water Services actively pursues funding opportunities and has been successful in receiving a State Government grant through the 2017- 2019 Local Governments Grants and Subsidies Program supporting Local Government activities in the areas of Community Assets contributing \$1,029,000 towards the Mirani Effluent Dam and Transfer System. We have been successful through the 2019-2021 Local Government Grants and Subsidies for funding of \$801,000 for the Koumala Water Softening Unit which will be completed in the 2020/2021 financial year.  In 2017 the State Government allocated \$10.95M under the 2017-2019 Works for Queensland Round 2 Program. As part of this funding, Water Services received approximately \$1,059,750 for the Eton Water Supply Upgrades and Sarina Sewerage works which incorporated sewer main repairs and relining, installation of smart sewer sensors and manhole repairs.</p> <p>We continue to source funding opportunities for future projects.</p>	<p>Removal of a structured annual Capital Subsidies Program continues to impact the water business and its ability to fund the Forward Capital Program necessary to support future growth.</p> <p>Ad hoc funding from other sources does not provide any certainty and cannot be relied upon.</p> <p>This change is driving an increased focus on the delivery of non-capital solutions to ensure the continued delivery of services.</p>
	<p><b><u>Pressure on Rates</u></b>  Mackay Regional Council rates rank above the median for councils in Queensland. The Mackay region experienced a significant drop in economic activity since the end of the resources boom in June 2013, with a 14.7% decline in employed persons in the six and a half years from June 2013 to Dec 2019, and associated decline in average weekly household income. The economic impacts of the Coronavirus (COVID-19) in 2020 places additional pressure on household employment and related earnings, savings and disposable income. Therefore, the ability of the community to absorb rates increases are limited.</p>	<p>Constrained rate increases are driving a focus on reducing long term Capital expenditure and minimising service delivery costs to achieve dividend payments to Council.</p>
Socio-political Considerations	<p><b><u>Socio-Economic Profile</u></b>  The socio-economic profile of the Mackay region indicates a higher than average household wage compared to other Council's in Queensland.</p> <p>However, financial pressures within the community continue with unemployment increasing from 3.9% (Dec 2018) to 6.4% (Dec 2019).</p>	<p>Pricing signals are generally considered ineffective for the provision of water services: the market research shows that this is accentuated in Mackay for a segment of the community with high wages. Demand Management Programs need to consider multiple customer groups.</p>

Issue	Description	Implications for Water Services
<b>Water Industry Reform</b>	<p><b><u>Commercialisation</u></b>                      Commonwealth and State Government Policies require larger water businesses to operate on a commercial basis. This means that at a minimum, all operational costs need to be covered by water charges and that investments will need to be funded on a commercial basis</p> <p>National reviews of the Australian Water Industry (undertaken by Infrastructure Australia, National Water Commission and Productivity Commission) have called for significant changes to the Queensland Water Industry.</p>	<p>Water Services is operating in accordance with the requirements for a “Commercialised Business Unit” of Council as specified in the Local Government Act and associated regulation.</p> <p>Recognising the pressures for future reform, Water Services has formed an alliance with Isaac and Whitsunday Regional Councils with the aim of improving the efficiency of service provision across the region.</p> <p>Water Services is playing an active role in the Queensland Water Directorate which is a Queensland Water Industry representative body that engages with State and Federal Government Departments and national water industry associations.</p>
<b>Legislation</b>	<p><b><u>Water Supply</u></b>                      The Water Supply Services Amendment Bill 2014 passed in May 2014 made a number of changes that impacted Water Services. The legislation clarified the skill requirements for working on a water meter. Further legislation removes the requirement to develop a Recycled Water Management Plan. Further legislation replaces the mandatory Strategic Asset Management Plans (SAMP) with a Key Performance Indicator framework for the monitoring of Service providers.</p> <p><b><u>Environmental Legislation</u></b>                      Compliance with legislation mandating environmental outcomes is a key driver for water businesses. Regulation governing the environmental aspects of the water businesses has increased significantly in recent years. This in turn impacts the cost of delivering water and sewerage services. A shift has occurred in how the regulatory environment licenses and conditions water service providers with a greater understanding of the cost to serve while meeting regulatory requirements. With less prescription and being more outcomes focused, conditioning the risk partially is transferred back to the service provider.</p> <p>Queensland Government proposed new sediment and nutrient emission standards for new or augmented point source activities (Wastewater Treatment Plants) the new Reef Regulations to take effect in June 2021. The new Regulations will come into effect when there is an upgrade that requires an amendment to an Environmental Authority. It will effectively look to reduce mass loads to the Reef or have the requirement to demonstrate no residual impact to the receiving waters; essentially capping the loads. This will have significant impacts on the capital and operational budgets to meet the current loads with the expected growth in the region. In addition to the Reef Regulations, the Point Source Offset Policy was published in November 2019 to allow for non-engineering intensive solutions to meet the new Reef Regulations.</p>	<p>Water Services will continue to maintain Recycled Water Management Plans for all Recycled Water Schemes to manage the risks associated with the supply of recycled water.</p> <p>Water Services has rewritten the legislative Strategic Asset Management Plan (SAMP) with a number of Management Plans that more closely align with the organisational context and facilitates transition to ISO 55000 compliance.</p> <p>Water Services has undertaken a review of legislative changes to date and has developed actions to ensure compliance with these changes. The business will continue to remain “in touch” with ongoing legislative change.</p> <p>Currently, MRC is investigating an offset for the Mackay North Water Recycling Facility that would take into account whole of catchment management by reducing nutrient loads to the Reef, but also protecting our raw water source for our largest water treatment plant for the Region, Nebo Road Water Treatment.</p>

## 4.3 Business Environment (Internal)

### 4.3.1 Corporate Drivers

Mackay Regional Council's Corporate Plan 2016-2021 sets out the strategic direction of the Council. The Corporate Plan is intended to unify and guide the decision-making processes of the different Departments to ensure the common Vision of Council is delivered to its ratepayers. As such, the Corporate Plan defines the overall strategic direction for Water Services.

Table 3 provides a high-level summary of how the water business has translated the Corporate Plan objectives into objectives for the Water Business.

Council's Planning Scheme embodies the Vision for the region including expectations for growth, levels of service and efficient land use. The Planning Scheme provides guidance to Water Services on the scope, scale, location and timing of growth anticipated and associated service requirements within the Mackay Region.

Council is actively pursuing alternative sources of revenue to expand the revenue base and strengthen its financial position. Water and Waste Services is embracing this concept where there are synergies with the existing business activities.

**Table 3. Water Business Objectives to Support Corporate Plan**

Corporate Plan Strategic priority	Corporate Plan Objective	Supporting Water Business Objectives
Economy	We will maintain a buoyant, diverse economy that creates opportunities and employment and builds on our strengths so that we are a key player in the global economy.	<ul style="list-style-type: none"> <li>• Water Services will deliver services efficiently that minimises the cost to provide services in the long run.</li> <li>• Where financially responsible, Water Services will export skills developed.</li> </ul>
Community Pride	Our sense of community enables us to come together to build a supportive environment for people of all cultures, beliefs and backgrounds.	<ul style="list-style-type: none"> <li>• Water Services will be an innovative Water Service Provider building Renewed Engagement that is Focused on Relating to create Efficient, Sustainable services through an Holistic approach.</li> <li>• Water Services will support the Mackay Pride Campaign by promoting the services provided and the outcomes delivered.</li> </ul>
Regional Identity	Develop a strong regional voice to promote and facilitate growth to become a leading community in Northern Australia.	<ul style="list-style-type: none"> <li>• Water Services will contribute to the strengthening of the Queensland and Australian Water Industry through its contribution to formal and informal Regional Water Alliances and inter utility collaboration.</li> <li>• Water Services will deliver regional leadership through its involvement and leadership in industry groups.</li> </ul>
Community Health and Wellbeing	Enjoy a safe, healthy and accessible community that celebrates a diverse range of services and facilities.	<ul style="list-style-type: none"> <li>• Water Services commits to provide safe, reliable and high-quality water and sewerage services to the community.</li> <li>• As a supporting service provider to the health and wellbeing of the community, Water Services will deliver integrated planning for our services to ensure support of the broader objectives of the region.</li> <li>• Water Services will support community resilience through effective business continuity planning and preparedness.</li> </ul>
Environment	We treasure our natural environment and through care and resilience will protect it for future generations.	<ul style="list-style-type: none"> <li>• Water Services will minimise impact on the environment in a commercially sustainable way. Water Services recognises that this is achieved through a broad range of measures including optimised operations, effective asset planning and a coordinated approach to future planning of service delivery.</li> </ul>
Infrastructure and Transport	We will implement an effective, well managed plan to deliver the right infrastructure at the right time to meet the needs and economic growth of our community.	<ul style="list-style-type: none"> <li>• Water Services will deliver the best whole of life outcome decisions for the region's assets to meet customer service standards into the future.</li> </ul>



Corporate Plan Strategic priority	Corporate Plan Objective	Supporting Water Business Objectives
Lifelong Learning	Build an informed, involved and digitally connected community that retains and attracts knowledge.	<ul style="list-style-type: none"> <li>• Water Services will deliver an empowerment to our customers in the management of the services that are provided. Empowering our customers involves an improved understanding of our customers' needs, delivering effective communication and providing self-service capabilities.</li> <li>• By implementing Water Industry Operator Association (WIOA) for Treatment and Water Industry Worker (WIW) for the Networks, our team demonstrates their commitment to lifelong learning for the benefit of the organisation, themselves and the community.</li> </ul>
Organisational Performance	We will be an innovative and responsive Council that strives for excellence every day to achieve for our customers and the community.	<ul style="list-style-type: none"> <li>• Water Services will deliver best practice quality and management systems to consistently and efficiently deliver on the stakeholder outcomes.</li> </ul>

#### 4.3.2. Governance

Water Services is subject to the governance regulations applicable to Local Governments. This includes:

- *Capital Governance Framework:* As a capital-intensive business, it is essential that prudent and financial sustainability practices limit the level of debt funding. Community considerations and monopoly status also constrain operating margins. These dual requirements effectively “cap” the speed at which infrastructure can be provided
- In December 2012 Council implemented a Water & Sewerage Capital Advisory Committee to oversee capital decision making within Water Services. In late 2014 the Committee’s Charter was extended to include Waste Services and the Committee was rebadged as the Water & Waste Advisory Board. The purpose of the Board was to provide advice on the provision and enhancement of water, sewerage and waste infrastructure to serve the Mackay Regional Council community. The Board has undergone recent modifications but continues to function and provide advice across planning, operational and capital areas of Water and Waste Services for the benefit of the community.
- *Operating Governance Framework:* To ensure that the business is efficient and effective in delivering its outcomes, a clear governance framework has been developed across the business. This framework ensures that all personnel understand their roles/responsibilities and outcomes are managed using an appropriate performance framework. The management structure of Water Services is defined in Section 7 with the key functional elements of the business discussed in Section 8.

#### 4.3.3. Organisational Values

Mackay Regional Council has undertaken a Cultural Change Program over several years to implement a culture based on:

***“Working as one team to achieve for our customers and our community”***

The Program is underpinned by five core values. These values are:

- Workplace Health and Safety
- Customer Satisfaction
- Respect
- Teamwork
- Accountability

#### 4.4 Risk Management

Water Services works within Mackay Regional Council’s Enterprise Risk Management Framework and applies a risk-based approach to the management of the business. Risk registers are developed and maintained for the following areas:

- Drinking Water Management
- Recycled Water Management
- Sewerage Management
- Asset Management
- Individual projects as required.

A list of the top risks to the business is provided in Table 4.

**Table 4: Key Business Risks**

Category	Risk	Mitigating Measures
WHS	Accidents or incidents leading to injury of staff or others	<ul style="list-style-type: none"> <li>• Safe Plan implementation</li> <li>• Safety culture initiatives</li> <li>• Providing safety leadership</li> </ul>
Public Health	Failure of equipment or breach of procedures resulting in poor drinking water quality  Uncontrolled sewage overflows resulting in exposure to sewage	<ul style="list-style-type: none"> <li>• Drinking Water Quality Management Plan</li> <li>• Capital upgrades to water treatment facilities</li> <li>• Sewage Management Plan</li> <li>• Asset Management Plans</li> <li>• Design Standards</li> <li>• Real time monitoring</li> <li>• Water quality monitoring</li> </ul>
Environmental	Incident causing release of unlicensed contaminants to receiving environment	<ul style="list-style-type: none"> <li>• Sewage Management Plan</li> <li>• Recycled Water Management Plan (RWMP)</li> <li>• Asset Management Plans</li> <li>• Site based Management Plans</li> <li>• Real time monitoring</li> <li>• Water quality monitoring</li> </ul>
Service Standards	Insufficient information about assets to make asset life cycle decisions to maintain service standards and make optimised infrastructure decisions	<ul style="list-style-type: none"> <li>• Asset management system improvements</li> <li>• Asset Management Plans</li> <li>• MonitorPro implementation</li> <li>• SCADA system upgrades</li> </ul>
Growth	Unplanned growth or out of sequence growth resulting in misaligned capital investment	<ul style="list-style-type: none"> <li>• Shaping Mackay Coordination Strategy</li> <li>• Master and Local Area Plans</li> </ul>
Resources and Skills	Inadequate resources to deliver on stakeholder requirements  Aging workforce	<ul style="list-style-type: none"> <li>• Human Resources Plan in conjunction with the People and Culture Team</li> <li>• Implementation of Water Industry Worker (WIW) and Water Industry Operator Association (WIOA) competency frameworks to assist in training and supporting water network and treatment operations staff to undertake their work</li> </ul>
Community	Community uninformed about Water Services' activities leading to concern and mistrust	<ul style="list-style-type: none"> <li>• Revised Customer Charter</li> <li>• Community Reference Group initiative</li> <li>• Continued stakeholder engagement and education initiatives</li> </ul>

Water Services has general commercial insurance policies to mitigate against key risks. These policies are managed by MRC's Organisational Services directorate.

#### 4.5 Stakeholders

Table 5 details the key stakeholders relevant to Water Services. The table outlines the responsibilities and requirements of each of the major stakeholders. The principle stakeholder is Mackay Regional Council.

**Table 5: Stakeholders & Interests**

Stakeholder	Interest	Water Services Deliverables	Stakeholder Deliverables / Inputs
Council (MRC)	Business Owner	<ul style="list-style-type: none"> <li>• Preserve commercial Interests</li> <li>• Provide value for money</li> <li>• Contribute to corporate plans</li> <li>• Protect assets</li> </ul>	<ul style="list-style-type: none"> <li>• Overall strategic direction</li> <li>• Governance</li> <li>• Delegated authority</li> <li>• Appropriate pricing</li> <li>• Facilitate Financing</li> </ul>
	Customer Advocate	<ul style="list-style-type: none"> <li>• Maintain service standards</li> <li>• Display social responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Fund community service obligations</li> </ul>
	Regulator	<ul style="list-style-type: none"> <li>• Comply with laws and regulations</li> <li>• Promote energy efficiency</li> <li>• Promote environmental sustainability</li> <li>• Maintain governance standards</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback on expectations</li> <li>• Advice on compliance</li> <li>• Provide support services</li> </ul>
	Service Provider	<ul style="list-style-type: none"> <li>• Establish service requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Provide support services</li> <li>• Maintain service level agreements</li> </ul>
	Capital Works Directorate	<ul style="list-style-type: none"> <li>• Engage to identify problem to be solved or opportunity to be realised</li> <li>• Investigate and identify preferred options and whole of life costs</li> <li>• Provide detailed Business Cases</li> <li>• Engage to inform operability of assets to be created</li> <li>• Provide technical and operational input into design and delivery of capital projects</li> </ul>	<ul style="list-style-type: none"> <li>• Engage to inform the preliminary designs and constructability of projects</li> <li>• Deliver Capital projects on time and on budget</li> <li>• Ensure new assets compliance with quality and levels of service requirements</li> </ul>
Customers	Customers	<ul style="list-style-type: none"> <li>• Maintain service standards</li> <li>• Provide value for money</li> <li>• Engage in consultations</li> </ul>	<ul style="list-style-type: none"> <li>• Timely settlement of dues</li> <li>• Respond to community initiatives</li> </ul>
Suppliers	Supplier	<ul style="list-style-type: none"> <li>• Uphold contractual obligations</li> <li>• Adopt a partnership approach</li> </ul>	<ul style="list-style-type: none"> <li>• Uphold contractual obligations</li> <li>• Adopt a partnership approach</li> <li>• Provide an efficient and reliable service</li> </ul>
Employees	Employee	<ul style="list-style-type: none"> <li>• Ensure Safety</li> <li>• Create a Conducive Work Environment</li> <li>• Provide Job Security</li> <li>• Recognise and Reward</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt and maintain professional standards</li> <li>• Facilitate safety</li> <li>• Promote corporate objectives</li> </ul>
Govt. Agencies	Regulator	<ul style="list-style-type: none"> <li>• Ensure Compliance with Legislative and Reporting Requirements</li> <li>• Engage relating to initiatives and emerging issues</li> <li>• Incorporate community requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Interpretation and implementation support</li> <li>• Adopt a balanced approach</li> </ul>

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## 5.0 Strategy

### 5.1 Vision

Water Services Vision Statement is an expression of the businesses commitment to delivering quality water services into the future. The Vision Statement defines where the business wants to be in 5 or 10 years' time. The Vision Statement for Water Services is:

**REFRESH:**  
Renewed, Engaged, Focused, Relating, Efficient, Sustainable, Holistic

Building **R**enewed **E**ngagement that is **F**ocused on **R**elating to  
create **E**fficient, **S**ustainable services through an **H**olistic  
approach

### 5.2 Business Mission

Water Services' Mission Statement has been developed to reflect the business' current activities, outcomes and customers. The Mission Statement for Water Services is:

**We deliver water and waste services for the community of Mackay Region  
in a sustainable, prudent and efficient manner.**

### 5.3 Key Objectives

Water Services has translated the principle drivers, the Vision and Mission into a series of seven Key Result Areas and overarching objectives. The objectives provide the focus areas for Water Services to build the strategic direction in response to the key drivers influencing the business as per the Business Plan Table 1.

## 6.0 Demand Forecasting

### 6.1 Demand on Services into the Future

The demand for Water, Sewerage Services and Recycled Water Services is influenced by a range of factors including:

- Population and economic growth
- Weather and weather patterns
- Water use culture in the community including the extent of water saving devices
- Water restrictions

The impact of growth on the water and sewage infrastructure is detailed in the relevant water and sewage planning reports. Master infrastructure planning is current for the Water and Sewerage Services for Mackay, Sarina and Mirani/Marian centres. The investment required to maintain services is reflected in the Long Term Financial Plan.

#### 6.1.1. Water Allocation and Demand

MRC's primary allocation is from the Pioneer Water Supply Scheme with extraction at Dumbleton and Marian Weirs. Generally, utilisation from this Scheme increases in line with population growth. Peak water use is significantly impacted by rainfall. The demand management initiatives implemented over recent years have successfully reduced peak demand. While there is a continued focus on reducing the demand of water per capita in the long term, the forecast population growth over the next twenty years is anticipated to continue to increase the region's demand on raw water supplies. Forecast demand increases have been undertaken using the following assumptions:

- Medium rainfall
- Medium series population growth
- Demand management initiatives achieve target of 10% reduction in peak consumption

A summary of the historic and forecast surface demand is detailed in Table 6.

**Table 6: Historic and Forecast Uptake of Surface Water**

Source	Entitlement	16/17 (ML)	17/18 (ML)	18/19 (ML)	19/20 <sup>^</sup> (ML)	20/21 <sup>^</sup> (ML)
	2019/2020 (ML)					
Pioneer (Dumbleton)	16,000	10,346	11,315	12,000	12,050	12,140
Pioneer (Marian)	460	437	478	444	525	530
Plane Creek (Mt Blarney)	236	49	0	0	0	0
Cattle Creek (Gargett)	60	19	21	26	25	25
Cattle Creek (Finch Hatton)	75	0	0	0	0	0
Proserpine (Midge Point)	2,700	157	148	159	160	160

<sup>^</sup> Forecast

Groundwater is the sole source of supply for many of the rural Water Supply Schemes and is an alternate source of supply for the larger schemes for periods where there is an increase in risk for the surface water usually due to heavy rain events. The historic and predicted groundwater use is detailed in Table 7.

**Table 7: Historic and Forecast Groundwater Usage**

Borefield	Entitlement 2019/2020 (ML)	16/17	17/18	18/19	19/20 <sup>^</sup>	20/21 <sup>^</sup>
		(ML)	(ML)	(ML)	(ML)	(ML)
Mackay	1,300	712	901	628	1,410*	1,200
Eton	62	35	41	39	51	51
Mirani	100	0.1	0.7	0.4	2	2
Marian	95	26	15	51	35	35
Finch Hatton	46	21	13*	27	28	28
Sarina	300	11	17	6	2	2
Marwood	490	9	0	0	0	0
Bally Keel	150	9	0	0.01	0	1
Armstrong Beach	230	0	0	0	0	0
Koumala	35	8	6*	7	14	14
Calen	N/A	28	32	31	27	30
Bloomsbury	22	7	7	8	7	7

<sup>^</sup> Forecast

\* An additional 110ML of allocation was obtained during the year

MRC holds several raw water allocations from both surface and ground water sources as outlined in Table 6 and Table 7.

Due to increase in salinity in the groundwater in the coastal areas in the central and southern regions, groundwater allocations are subject to annual announced allocations.

A comparison of water demand predictions to water availability indicates that:

- In 2017, DEWS completed the Regional Water Security Assessment and the Water Strategy was adopted by Council on 9 August 2017. While it is evident that the Mackay Region currently has sufficient raw water supplies, the demand for raw water will be continually reviewed to determine the timing and volume of any increase in allocation required to meet the community's needs. Unallocated high priority water is available within the Pioneer Water Supply Scheme to meet future requirements. Funds have been allocated in the Long Term Financial Plan to purchase additional water, however, the timing has been delayed to reflect the adopted water strategy.
- Water requirements from the Mirani and Marian bores have reduced since commissioning the Marian Water Treatment Plant. Marian Weir surface water demand is predicted to be slightly above allocation for the 2020/2021 financial year. The shortfall will be addressed by transfer of allocation from the Dumbleton Weir. Additional surface water requirements for the Marian and Mirani townships will be required in approximately five to 10 years depending on growth and the impact of demand management initiatives

A reduction in the use of Sarina groundwater sources (i.e. Sarina, Marwood, Bally Keel and Armstrong Beach bore fields) reflects the fact that the majority of water for Sarina is now sourced from the transfer of treated water via a water main from Mackay.

- The future growth for the Midge Point area remains uncertain. There is sufficient capacity to meet future needs.

### 6.1.2. Sewerage

Water demand and sewage flows are linked to the weather and the forecast sewage inflow volumes appear below (Table 8). Generally in the wet season, there is an overall lower water demand due to less non-essential watering such as watering of gardens and filling of swimming pools. There is also a corresponding increase in sewage flows which is linked to higher inflow and infiltration into the sewage network.

The increase in sewage flows to Mackay are shown below Table 8.

**Table 8: Sewerage Inflow**

STP	16/17 (ML)	17/18 (ML)	18/19 (ML)	19/20^ (ML)	20/21^ (ML)
Mackay North	1,364	1,253	1,383	1,390	1,460
Mackay South	7,699	5,772	6,792	6,920	6,990
Sarina	474	306	428	440	453
Mirani	355	311	359	330	350

^ Forecast

### 6.1.3. Recycled Water

Recycled water is used for irrigation of farming land and some golf courses throughout the Mackay Region. Demand for recycled water is closely linked to rainfall. The historic and forecast recycled water flows are as detailed in Table 9.

**Table 9: Volume of Water Recycled Used**

STP	16/17 (ML)	17/18 (ML)	18/19 (ML)	19/20^ (ML)	20/21^ (ML)
Mackay South	1,907	4,212	3,797	4,620	4,666
Sarina	98	117	144	105	130
Mirani	298	237	141	96	130

^ Forecast

## 7.0 Business Structure

### 7.1 Nature of Business

Water Services is one of two commercial business units of Water and Waste Services (WWS) within the Engineering and Commercial Infrastructure (ECI) Directorate of Mackay Regional Council. The Directorate is one of five Directorates within MRC.

Water Services is a significant business activity under the Local Government Act 2009 responsible for:

- Planning functions associated with the provision of services relating to water and wastewater
- Treatment and Supply of Potable Water
- Collection and Treatment of Wastewater

In delivering water and sewerage services, the following range of activities are undertaken:

- Management of water sources
- Water treatment
- Water reticulation
- Sewerage reticulation
- Sewage treatment
- Effluent disposal including management of Wastewater Recycling Schemes
- Trade waste
- Plumbing inspections
- Backflow protection
- Recoverable works for water and wastewater plumbing activities
- Asset management
- Long term planning for future asset requirements
- Short term business case development for Capital projects

### 7.2 Management Structure

The management structure and associated departments within Water and Waste Services are outlined in Figure 2. The responsibilities of the Water and Waste Services Management Team are identified in Table 10.



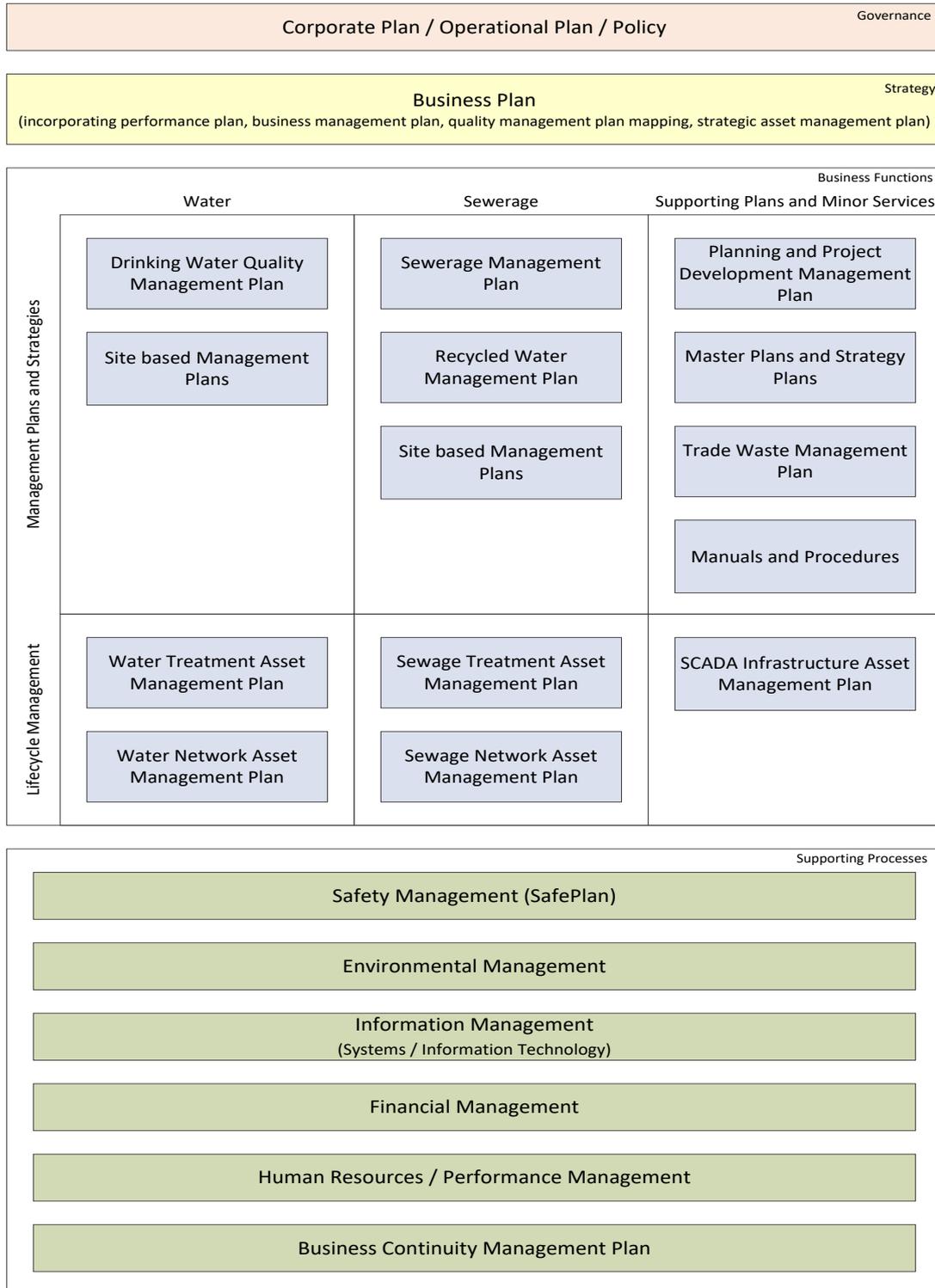
Figure 2: Organisation Structure

Table 10 : Management Responsibilities

Engineering & Commercial Infrastructure						Capital Works	
ENGINEERING AND COMMERCIAL INFRASTRUCTURE – DIRECTOR						CAPITAL WORKS - DIRECTOR	
Water Services, Waste Services, Transport & Drainage <ul style="list-style-type: none"> <li>Provide Strategic Direction &amp; Leadership to Engineering &amp; Commercial Infrastructure</li> <li>Monitor regulatory change and manage regulatory compliance</li> </ul>			<ul style="list-style-type: none"> <li>Ensure businesses operate under commercialisation principles</li> <li>Provide advice to CEO &amp; Councillors</li> <li>Establish and maintain relationships with industry stakeholders</li> </ul>		Responsible for the delivery of capital works across council		
CHIEF OPERATING OFFICER – WATER AND WASTE							
Water & Sewerage Infrastructure Planning, Water Treatment, Water Networks, Waste Services <ul style="list-style-type: none"> <li>Manager the water and sewerage and waste programs to deliver sustainable water &amp; waste services</li> <li>Establish and further industry alliances</li> <li>Identify and manage micro risks</li> </ul>			<ul style="list-style-type: none"> <li>Establish and maintain strategic initiatives</li> <li>Implement continuous improvement within the Business Units</li> <li>Deliver operational changes as required by legislation</li> <li>Manage the implementation of strategic initiatives for the Business Units</li> <li>Development of performance, policy and service standards</li> </ul>				
WATER & SEWERAGE INFRASTRUCTURE PLANNING	WATER TREATMENT	WATER NETWORKS	WASTE SERVICES	WATER & WASTE SERVICES MANAGEMENT ACCOUNTANT	TRANSPORT & DRAINAGE	PROJECT MANAGEMENT OFFICE, MAJOR PROJECTS, AND/OR CONTRACT SERVICES	
Effectively manage the sustainable and coordinated provision of water and sewerage assets to meet regulatory requirements and Customer Service Standards. <b>Strategic Asset Management</b> <ul style="list-style-type: none"> <li>Coordination of strategic asset management processes</li> <li>Develop and maintain hydraulic models</li> <li>Investigate and implement non-infrastructure solutions to extend asset life and capacity</li> <li>Manage Asset Valuation Process</li> </ul> <b>Infrastructure Planning</b> <ul style="list-style-type: none"> <li>Develop long term infrastructure forecasts</li> <li>Undertake feasibility investigations to implement asset solutions that minimise the cost of service provision in the long term</li> <li>Deliver capital delivery briefs to effectively transfer projects to the Capital Delivery Department</li> </ul> <b>Development Assessment</b> <ul style="list-style-type: none"> <li>Coordinate WWS input to the development assessment process</li> <li>Manage WWS specifications and standard drawings</li> </ul>	Deliver effective operation and maintenance of water and wastewater assets to ensure environmental compliance and protect public health. <b>Treatment</b> <ul style="list-style-type: none"> <li>Delivery of potable water</li> <li>Deliver wastewater treatment</li> <li>Manage effluent recycling</li> <li>Sustainably manage biosolids</li> <li>Investigate and manage incidents</li> <li>Provide maintenance planning / condition assessment</li> <li>Investigate and manage incidents</li> <li>Provide maintenance and condition data to the Water &amp; Sewerage Infrastructure Planning Program</li> </ul> <b>Scientific and Analytical Services</b> <ul style="list-style-type: none"> <li>Testing, investigation and analysis</li> </ul> <b>Governance, Regulation &amp; Environment</b> <ul style="list-style-type: none"> <li>Coordination of environmental management services</li> <li>Regulatory monitoring and regulator liaison</li> </ul>	Deliver effective operation and maintenance of water and wastewater assets to ensure environmental compliance and protect public health. <b>Networks</b> <ul style="list-style-type: none"> <li>Investigate and manage incidents</li> <li>Sustainably manage water and wastewater network</li> <li>Provide maintenance planning / condition assessment</li> <li>Investigate and manage incidents</li> <li>Provide maintenance and condition data to the Water &amp; Sewerage Infrastructure Planning Program</li> </ul> <b>Maintenance</b> <ul style="list-style-type: none"> <li>Deliver preventative and reactive maintenance</li> <li>Undertake sewer overflow abatement investigations</li> <li>Undertake active water leak detection</li> <li>Undertake water meter replacement as required</li> <li>Manage telemetry and SCADA</li> </ul> <b>Inspections</b> <ul style="list-style-type: none"> <li>Implement and manage trade waste licensing</li> <li>Undertake plumbing approvals and building over sewer assessment</li> </ul> <b>Stakeholder &amp; Client Support</b> <ul style="list-style-type: none"> <li>Manage customer account queries</li> <li>Manage key customer accounts</li> <li>Coordinate corporate and legislative reporting</li> </ul>	Waste Services is responsible for forecasting and adequately planning short and long-term waste infrastructure solutions, designing and constructing against these plans, and managing operational and maintenance contracts for waste sites. <b>Strategic Asset Management</b> <ul style="list-style-type: none"> <li>Infrastructure &amp; Asset Renewal (1-10-year capital renewal)</li> <li>Strategic asset maintenance planning</li> </ul> <b>Strategic Infrastructure Planning</b> <ul style="list-style-type: none"> <li>Modelling</li> <li>Infrastructure Charging</li> <li>10-year Capital Planning</li> </ul> <b>Detailed Infrastructure Planning</b> <ul style="list-style-type: none"> <li>1-year Capital Program Planning</li> <li>Project management (including asset delivery coordination)</li> </ul> <b>Waste Services</b> <ul style="list-style-type: none"> <li>Contract management</li> <li>Strategic procurement</li> <li>Project management (including asset delivery coordination)</li> <li>Site management</li> <li>Preventative and reactive maintenance</li> <li>Compliance monitoring</li> </ul>	<b>Financial Management</b> <ul style="list-style-type: none"> <li>Undertake operational and capital budget planning, modelling, reporting and auditing</li> </ul>	<b>Civil Operations</b> <ul style="list-style-type: none"> <li>Maintain and conduct flood-damage restoration of sealed and unsealed local roads, storm drainage, bridges, off-street carparks, walkways and cycleways, traffic signals and boat ramps</li> <li>Manage Pioneer River Improvement Trust infrastructure</li> <li>Manage quarry operations and gravel production for unsealed road maintenance</li> </ul> <b>Transport &amp; Drainage Infrastructure Planning</b> <ul style="list-style-type: none"> <li>Manage land acquisition to support infrastructure projects</li> <li>Concept planning and design for infrastructure projects</li> </ul> <b>Asset Management</b> <ul style="list-style-type: none"> <li>Responsible for the development and implementation of strategic asset management through frameworks including technical and accounting concepts.</li> <li>Delivery of whole of life outcomes.</li> </ul>	Provide value for money delivery of water and wastewater infrastructure projects. <b>Project Management</b> <ul style="list-style-type: none"> <li>Maintain project management systems</li> <li>Deliver effective selection of project delivery mechanisms</li> </ul> <b>Project Delivery</b> <ul style="list-style-type: none"> <li>Manage land acquisition to support infrastructure projects</li> <li>Acquire regulator and industry approvals</li> <li>Undertake design</li> <li>Deliver strategic procurement</li> <li>Provide construction / construction management</li> <li>Undertake asset commissioning</li> <li>As constructed drawings and project close out</li> <li>Handover of projects to operations</li> </ul>	
<b>Safety</b> <i>"Nothing is more important than our people's health or safety"</i>	<b>Team Culture</b> <i>"High performing cultures are an essential part of success"</i>	<b>People</b> <i>"People, and their skills do our business"</i>	<b>Finance</b> <i>"Money is hard to get, watch it carefully"</i>	<b>Quality Systems &amp; Continuous Improvement</b> <i>"Do the right things once, do them well, find ways to do them better"</i>	<b>Customer Service</b> <i>"We do what we say we're going to do"</i>	<b>Asset Management</b> <i>"Make the best decisions about our assets for our community's future"</i>	<b>Regulatory Compliance</b> <i>"Being a good Corporate Citizen and demonstrating Corporate diligence"</i>

### 7.3 Quality Management Structure to Support Council's Overall Vision

The Water Services Business Plan is integrated with Council's Corporate governance structure. The inter-relationship between the key Corporate requirements and the Water Services Quality Framework is detailed in Figure 3.



**Figure 3: Relationship between Key Documents**

## 8.0 Key Business Processes

### 8.1 Drinking Water Quality Management

The Water Treatment Program is responsible for managing quality and continuity of water extracted and treated throughout the Mackay Region. The key business processes are described in the Drinking Water Quality Management Plan (DWQMP) which is based on the Framework for Management of Drinking Water Quality in the Australian Drinking Water Guidelines. The distribution of the water from the treatment plant to the customer is managed by the Water Network Program.

Opportunities exist to optimise the water extraction and treatment processes. These opportunities include:

- Making use of latest technology advances to continue to optimise and automate treatment operations and network monitoring
- Defer further treatment upgrades by maximising treatment plant throughput and reliability. This will involve identifying treatment process improvements and infrastructure restrictions on major trunk infrastructure

A number of challenges and risks will be managed into the future. These include:

- There has been continual review and tightening of the Drinking Water Quality Standards. Further tightening of Standards and implementation of Health Based Targets for contaminants over the coming years, may trigger upgrades to water treatment facilities. For example, the design for the recent upgrade to the Marian Water Treatment Plant provided for future UV disinfection in the construction.
- Nebo Road Water Treatment Plant is the single point of supply for approximately 100,000 customers. As the treatment plant is operated closer to its capacity, the reliability of operations and the effectiveness of demand management practices will become more critical to maintaining supply in accordance with the Customer Charter.

### 8.2 Sewerage Management

The following components make up the systems that manage sewerage:

- The Water Treatment Program is responsible for managing the treatment and disposal of sewage throughout the region. Sewage treatment is managed under individual site-based management plans which are driven by the State Environmental Approval (EA) for each site.
- Recycled water is used at three of the four main sewage treatment plants. Recycled water is managed by individual Recycled Water Management Plans which are underpinned by Hazard Analysis and Critical Control Point (HACCP) principles.
- The collection and transportation of the sewage to the treatment plants is managed by the Water Network Program. The Sewerage Management Plan is a risk-based plan that describes the approach.

Previous strong growth in the region had seen significant investment in sewage collection, treatment and disposal infrastructure over the last 10 years. Water Services has had some success in influencing regulation and will continue to promote a move towards a more balanced approach for the regulation of sewerage services. In the short-term, the Capital Program will continue to be generally focussed on renewals.

The most significant growth/capacity driven project is the staged upgrade to the Mirani Water Recycling Facility. This project is currently in the construction phase (May 2020) with anticipated commissioning completion in September 2020.

On 28 March 2018, Council resolved to deliver Wastewater Treatment Operational Services at the Mackay North and Mackay South Water Recycling Facilities to an in-house operating model from 30 June 2019. On 2 July 2019, Mackay Regional council took over operations of these facilities from the contractor, Downer Utilities.

Additional opportunities exist to optimise the management of sewage collection, treatment and disposal. These opportunities include:

- Reform to legislation and the industry guidelines that are used to implement the legislation continue to be updated. Input into these changes will assist in delivering the best long-term outcomes for the community.
- Improved data collection in the sewerage network over recent years has provided information that has enabled alternate approaches to the management of inflow and infiltration to be considered. Formalising revised operating arrangements will reduce the cost to serve, improve environmental performance and improve service outcomes for our customers.
- Consistent operator training under the Water Industry Operator Framework to provide a competency-based framework to support and guide operational staff and the Water Industry worker (WIW) for the network teams.
- Investigate any possible synergies with the Whitsunday Isaac Mackay (WIM) Alliance that can create treatment efficiencies such as common procurement of chemicals, equipment, relief operational coverage and process specialists.

A number of challenges and risks will be managed into the future. These include:

- The Mackay North Water Recycling Facility (MNWRF) is near capacity from population growth in the catchment. Currently there are impacts to the treatment plant ifrom peak loads in the network. Managing these peaks is critical to extending the life of the treatment plant, but planning is currently underway to evaluate future upgrade options and volumes required. The incoming Reef Regulations will likely bring with it increased stringency on effluent quality that is allowed to be discharged into Reliance Creek. This will influence the types of treatment technologies and likely increase the cost of the upgrades.
- The treatment plant licence at the Mackay South Water Recycling Facility (MSWRF) is linked to the amount of effluent reused. In years of high rainfall, demand for recycled water is low making management of the discharges more complex. The way future discharge licences are negotiated will be critical in managing future risk.

### **8.3 Maintenance Management**

Delivery of maintenance activities for treatment and network assets is undertaken by the Water Network Program. Maintenance Management Strategies are detailed in the individual asset class Asset Management Plans. The maintenance is managed through a combination of in house and contract resources to deliver preventative and responsive maintenance.

The Maintenance Management System (Assetic), allows for interactive dashboards and maintenance performance reporting. This has increased the availability of information to continually improve work practices.

Opportunities exist to optimise the management of maintenance. These opportunities include:

- Review the balance of contract resources used to best deliver maintenance management activities
- Optimise work allocation through improved work scheduling and maintenance planning systems and processes to assist in optimising operations
- One point of truth for asset conditioning rating, maintenance data collection and asset attribute information
- Implementation of planned asset maintenance and optimise scheduled routine inspections with the view to move into predictive maintenance

A number of challenges and risks will be managed into the future. These include:

- The implementation of the Corporate Asset Management Strategy and resources is critical to ongoing improvements in the business
- As the water business moves to maximise the capacity of existing assets more pressure will be placed on the effectiveness of maintenance planning, maintenance management and preventative maintenance to ensure service levels do not deteriorate

#### **8.4 Planning and Project Development**

The Water and Sewage Infrastructure Planning team is responsible for managing planning and project development in accordance with the Planning and Project Development Management Plan. The team are responsible for making asset owner decisions, taking inputs from the full range of relevant stakeholders.

The focus over the next five years will be to implement strategies to enhance the use of existing infrastructure to meet service standards as the region continues to grow and assets age.

Opportunities exist to optimise the planning and project development processes. These opportunities include:

- Optimise the forward capital investment program through the development of a detailed three-year capital program supported by business cases and an overarching twenty-year investment profile based on asset management and growth in the region.
- Optimising the timing of investment decisions through improved understanding of current and future demand on infrastructure
- Implementing improved program and project management principles with the delivery of planning and project development projects. This includes a focus on cost estimation and rigour in delivery from budget and timing perspective
- Continued improved coordination with other infrastructure service providers to ensure optimum service delivery to the community

A number of challenges and risks will be managed into the future. These include:

- The Asset Management system (AM) and data capture processes/systems is continuing to mature. The current implementation and data capture is limiting the data availability to make the most appropriate asset investment decisions. Implementation of improved asset management and maintenance management systems is critical to good asset investment decisions into the future.
- There is a risk that when growth occurs out of sequence with the Planning Scheme, additional investment in water and sewerage infrastructure will be required bringing forward capital investment. A coordinated approach to the development approval process is critical to ensure the best overall outcomes are achieved for the community

## **8.5 Environmental Monitoring & Management**

### **8.5.1. Environmental Management**

In February 2019, the Queensland Government proposed an amendment to the Reef regulations. While the intent of the new legislation is to strengthen Reef protection, there are potential impacts to the operations and long-term planning of MRC's sewerage treatment plants. Key amendments to the Bill for MRC are set nutrient and sediment pollution load limits for the Reef catchments based on the end-of-catchment water quality targets in the Reef 2050 Water Quality Improvement Plan.

To meet the proposed nutrient loading requirements, MRC is investigating non-capital solutions to include an offset to improve discharges into the channel catchment. Improvements in catchment water quality will have multiple benefits for Mackay residents and the Great Barrier Reef (GBR). This not only means a reduction in nutrient loads entering the GBR lagoon but also provides improvements in water quality for the region.

### **8.5.2. Environmental Monitoring**

Environmental monitoring is primarily carried out by the Scientific and Analytical Services Laboratory within the Treatment Program. A small number of samples are sent out to external laboratories.

The laboratory collects and tests over 2,500 samples per month in 950 batches to ensure that treated water conforms to legislative requirements. Drinking water samples must meet Australian Drinking Water Guidelines. The laboratory also performs over 1,300 samples in 800 batches for other councils in the region. Testing is carried out on raw and treated water with treated water samples being drawn from the treatment plants as well as various points in the reticulation system. The laboratory operates under NATA certification for a wide number of physical and biological tests.

### **8.5.3. Environmental Compliance**

There was one notable sewerage related incident last year which was reported to the Department of Environment and Science:

- An overflow at the Bucasia Sewerage Pump Station due to a combination of a power outage and dual pump failures on site. There was no compliance action taken over this event.

Additionally, Council has invested in excess of \$100,000 into its wastewater systems. The investment is primarily aimed at improving the network overflow alarm systems to ensure faster responses to future incidents and at minimising untreated sewage being released to our waterways. Council has also updated our monitoring systems and processes and staff have undergone additional training to reduce the likelihood of overflows in the future.

## **8.6 Support Service Arrangements**

### **8.6.1. Capital Renewals and Enhancements**

The Capital Directorate is responsible for capital and major operational project delivery for Water Services. The team is responsible for detailed design, procurement, construction and commissioning activities. Projects are delivered through a combination of in-house and external resources.

Opportunities exist to optimise the planning and project development processes. These opportunities include:

- Implementation of enterprise wide project management practices
- Coordinate the Forward Capital Program with Water and Sewage Infrastructure Planning to manage the Forward Capital Program, for at least a three-year horizon, to maximise the potential to package projects and realise any delivery efficiencies
- Management of the Capital Program with a consolidated risk pool.

A number of challenges and risks will be managed into the future. These include:

- Maintaining communication and relationships across two separate Departments to ensure alignment between Water Services and the Capital Delivery Program
- Ensuring resource levels are provided to manage the peaks and troughs in the Forward Capital Program

### **8.6.2. Mackay Regional Council Services**

In accordance with the Mackay Regional Council Corporate Overheads model, Water Services obtains services from providers internal to MRC. These services are:

- Corporate Communications
- Governance
- Plant and Procurement
- Financial Services
- Asset Management
- Enterprise Risk
- Property Services
- Economic Development
- Engineering Development Assessment
- Local Laws
- Strategic Planning
- Technical Services
- Human Resource Services

The risks and opportunities facing the service delivery from the Corporate Services teams include:

- The finalisation of the Shaping Mackay Coordination Strategy represents both a risk and an opportunity to optimise service levels and the forward capital investment program
- Aligning the Corporate Cultural Change Program with the Water Services business objectives provides a significant opportunity to improve the People and Culture Key Result Area

### **8.6.3. Shared Services Centre**

In March 2019, MRC commenced transition out of the Northern Australia Services (NAS) partnership arrangement with Peak Services that had been in place since 2014. The partnership ceased on 30 April 2019 with The Shared Service Centre continuing to provide a range of Council Services centrally:

- Manage the administrative support services
- Customer Service
- Human Resources
- Information Services (GIS)
- Records Management
- Accounts payable/receivable

## 9.0 Asset Management Framework

### 9.1 Councils Corporate Asset Management Framework

The MRC Asset Management Policy aims at ensuring the effective and efficient management of the community's assets for present and future generations and reinforcing the importance of asset management. The Policy recognises that infrastructure assets are of critical importance to the Mackay Region and are fundamental to Council's overall service delivery. Over the past five years the delivery of Corporate Asset Management Systems has been separated from some of the drivers of Water Services. However, recently there has been significant improvement and progress in the development of the Asset Management System across all Departments

The approaches to asset management as set out in the Policy are summarised below:

- Align risk-based decision making with the Enterprise Risk Management Framework
- Service outcomes are to be driven by the Corporate Plan, legislative requirements and Councils long term strategic intent
- Incorporate the wider social, environmental and economic considerations in the decision-making process
- The Asset Management Framework will apply across the Council yet recognise the need for flexibility in its application (i.e. a "one size fits all" approach may not always be appropriate)
- Develops our culture and strengthens our capability and resilience
- Understands and anticipates changes in Council's operating environment (e.g. changes in demand for services or other outcomes)
- Uses performance indicators to link Customer Service Standards to the cost of provision
- Develop cost effective systems, processes and technologies which enhance our operational efficiency, asset performance and reliability
- Employees and contractors who are aware of and be held accountable for their asset management responsibilities

Water Services' responsibilities in delivering on these outcomes are to:

- Develop and implement improvement plans for individual asset groups
- Deliver levels of service to agreed risk and cost standards
- Manage infrastructure assets in consideration of long term sustainability

The Strategic Asset Management Plan states that MRC's asset management maturity will be assessed to measure the progression towards delivering asset management practices in line with ISO 55000. Water Services is proceeding in this direction on the basis that this is the likely MRC direction.

### 9.2 Water Services Asset Management Framework

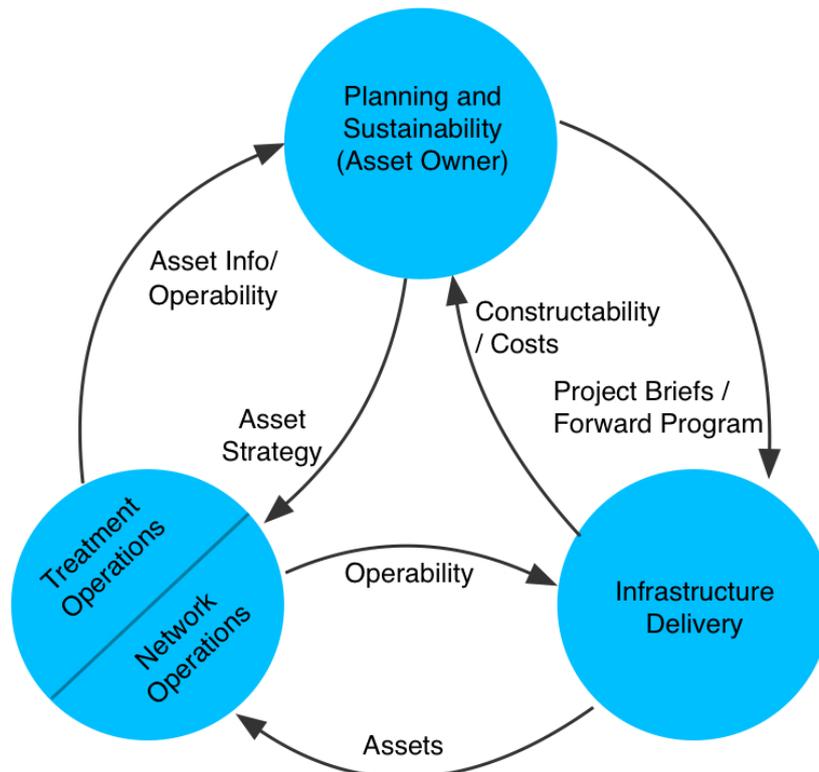
The Water Services Asset Management Framework has been developed to deliver on the objectives of the Corporate Asset Management Policy and integrate into the Water Services Quality Management Structure Detailed in Figure 4.

The key documents describing the asset management methodologies to deliver the service outcomes are detailed in Table 11. The Water Services Framework has been mapped to the requirements of ISO 55000 and is detailed in Appendix B.

**Table 11: Asset Management Documentation**

Asset Management Area	Water Service Documentation
<b>Organisation Context and Leadership</b>	<ul style="list-style-type: none"> <li>• Performance Plan</li> </ul>
<b>Planning</b>	<ul style="list-style-type: none"> <li>• Enterprise Project Management Framework (EPMF)</li> <li>• Project Planning and Development Plan</li> <li>• Project Prioritisation Guidelines</li> <li>• Cost Estimation Manual</li> <li>• Water System Asset Management Plan</li> <li>• Sewer System Asset Management Plan</li> <li>• Asset Management document hierarchy identified Sub Asset Management Plans</li> </ul>
<b>Operations and Performance Evaluation</b>	<ul style="list-style-type: none"> <li>• Drinking Water Quality Management Plan</li> <li>• Sewer Management Plan</li> <li>• Site Based Management Plans</li> <li>• Recycled Water Management Plans</li> </ul>

A summary of the key strategic asset management responsibilities as understood by Water Services is detailed in Appendix C. Figure 4 details how the Water Services Programs interrelate with regards to Asset Management Functions.



**Figure 4: Water Services Asset Management Relationships Overview**

### 9.3 Criteria for Asset Management Decision Making

Water Services has adopted a risk-based approach to the delivery of service outcomes. The risk-based decision-making criteria have been mapped to the corporate risk framework. Risks and opportunities are assessed under the criteria of:

- Provide Workplace Health and Safety
- Protect Public Health
- Protect the Environment
- Deliver the Customer Service Standards
- Deliver Services at the Lowest Whole of Life Cost
- Deliver Coordinated Services for Council

The risk-based assessments are detailed in the risk registers associated with the relevant management plans. Specific risk-based approaches are undertaken on an as required basis. These include:

- Hazard and Critical Control Point Analysis for Drinking and Recycled Water Management
- Hazard and Operability Studies associated with the implementation of infrastructure delivery projects on an as required basis
- A risk-based approach to the development of project contingencies
- Individual project risk registers

The level of risk that Council is willing to accept is best represented in the Enterprise Risk Management Framework. There has been work completed in understanding Council's strategic risks and the framework updated.

### 9.4 Service Performance

A key factor in the asset decision making process is performance against the Customer Charter. In addition to the commitments made to the customers through the Customer Charter, Water Services measures the quality of the services against internal targets. A summary of these standards and the service level performance in 2017/2018 is detailed in Table . Water Services continues to review the levels of services provided to ensure delivery in accordance with the corporate objectives, respond to changes in demand and meet changing legislative requirements.

**Table 12 : Service Performance**

Category	Service Standard	Measure	Indicator	Comments
<b>Customer Response Times</b>	Provide a new standard water connection per application within 15 working days	11.5	●	Water Services aims to improve new service connections rate
	Provide a plumbing approval following a compliant application in an average time of 5 working days	3	●	
	Assess a Building Over and Adjacent to Sewer Application within 10 days	2	●	
<b>Water Service</b>	Minimum pressure of 22m to be provided at the property boundary under normal operating periods (not peak)	>22m or 220kPA	●	Over 99% of connections have greater than 22m of water pressure
	Attend to reported water incidents within 2 hours of formal notification 95% of the time	92%	●	Average response time is 2.57 hours
	Attend to reported unplanned interruptions within 5 hours of formal notification 90% of the time	96%	●	Average response time of 5.40 hours
	Aim to have less than 75 unplanned interruptions per 1,000 connections	42	●	
	Aim to provide 48 hours' notice before planned interruptions	Yes	●	
	Keep a full record of dialysis patients and any other high priority patients identified	Yes	●	
	Target set at less than 40 water main leaks or breaks per 100km of main	4	●	
<b>Water Quality</b>	Deliver high quality potable water as per the Australian Drinking Water Guidelines and Health Guidelines	Yes	●	
	Less than 5 drinking water quality complaints per 1000 connections	0.26	●	
<b>Sewer Response</b>	Aim to respond to sewage incidents within 2 hours 90% of the time	75.34%	●	Average response time is 884 hours
	Aim to have less than 10 sewage overflows per 100km of sewer main	4.34	●	
	Aim to have less than 5 overflows to private property per 1,000 connections	0.06	●	
	Aim to have less than 6 odour complaints per 1,000 connections	0.59	●	
	Aim to have less than 30 sewer main chokes or blockage incidents per year	19	●	

- Full compliance in all areas
- General compliance with some exceptions
- Significant non-conformances against standards

### 9.5 Scope of Existing Assets

Water Services manages a significant portfolio of water and sewerage assets with a replacement value of \$1,663.7 million and a carrying value of \$1,089.9 million as at 30 June 2019.

These assets are broadly categorised as follows in Table 13.

**Table 13: Extent of Existing Assets**

Asset Category		Qty	Unit
Raw Water	Dams/ Weirs	1/3	No
	Pump Stations	2	No
	Boreholes	28	No
Water Treatment	Water Treatment Plants	3	No
	Water Treatment Facilities	11	No
Water Distribution Network	Service Reservoirs	40	No
	Water Pump Stations	36	No
	Water Mains	1,232	km
Wastewater Collection Network	Wastewater Network	966	km
	Wastewater Manholes	17,180	No
	Sewage Pumping Stations	189	No
Wastewater Treatment	Sewage Treatment Plants	4	No
Recycled Water	Recycled Water Storages (Main)	4	No

### 9.6 Asset Performance Standards

Water Services sets design parameters and monitors the performance of assets with the aim of delivering on the Customer Service Standards and managing the assets at the lowest whole of life cost. A summary of the performance of the assets is detailed in Table 14.

**Table 14: Asset Service Standards**

Asset Type	Indicator / Standard	Measure	Indicator	Comments
Water Supply Design Standards	Average Day Demand for residential, non-residential and system losses in master planning 300L/ep/day.	215 + 12% NRW	●	Variable between catchments. Planning demand assumption for major schemes
	Mean Day Max Month Peaking Factor is set in the design standards at 1.5 (MDMM:AD).	1.4-1.5	●	
	Maximum Day is currently modelled on 2 (MD:AD).	1.75	●	
	Peak hour flow is modelled on 4 (PH:AD).	4	●	
Water Treatment Performance	Bore Water Extracted Less than Allocation	Yes	●	Exceeded allocation, however bought additional allocation from farmer
	River Water Extracted Less than Allocation	Yes	●	
	Less than 10 drinking water incidents per year	2	●	General compliance. Two isolated incidents in Midge Point and Leap View Reservoir.
	Critical control points at treatment facilities	Compliant	●	
Water Network Performance	Provide reservoir levels to cater for (3 x maximum day demand less mean day maximum day demand) + emergency storage	Compliant	●	
	Target set at less than 40 water main leaks or breaks per 100km of main	7.3	●	
	15L/s for 2 hours to the property at 12m residual pressure for firefighting residential		●	Capital program planned for upgrades to network for firefighting
	30L/s for 4 hours to the property at 12m firefighting commercial		●	Capital program planned for upgrades to network for firefighting
	Maximum Service Pressure of 80m	<80	●	
	System water loss less than 14%	13.9%	●	Target to be reduced
Sewer Design Standards	Sewage Loading at Average Dry Weather Flow: 230L/ep/day.	230	●	Variable between catchments
	Pipes sized to cater for wet weather flow	Designed for 5x	●	High in some areas
	Gravity Pipes shall be no more than 70% full at design flow		●	
	Sewer Pump Stations Design Compliance in line with ERA 63(3)		●	General compliance reviews of older sites scheduled
Sewer Network Performance	Target set at less than 30 Sewer main breaks / chokes per 100km of sewer main. Sewer mains replaced on risk-based assessment and run to fail.	4	●	
	Sewerage overflows reported to the environmental regulator	1	●	There was one dry weather overflow from SPS. Large volumes and intense rain has identified issues within the network that are being reviewed / addressed
Sewage Discharge	Sewage discharged in accordance with Development Approval requirements	No	●	There have been some noncompliances, with full disclosure to the regulator
Recycled Water	Target to provide Class A water quality at the plant as per end user agreements. (Mackay)	Class A	●	Some schemes only meet Class B (as per RWSA)
	Critical control points at treatment facilities met	Compliant	●	
	Target the delivery of the Annual Allocation to each farm as per end user agreement	Allocation available	●	

- Full compliance in all areas
- General compliance with some exceptions
- Significant non-conformances against standards

### 9.7 Asset Investment Profile

The asset investment profile to maintain the service standards and deliver against the Corporate requirements is detailed in Figure 5 and Figure 6. The asset investment profile has been developed in accordance with the criteria for asset decision making.

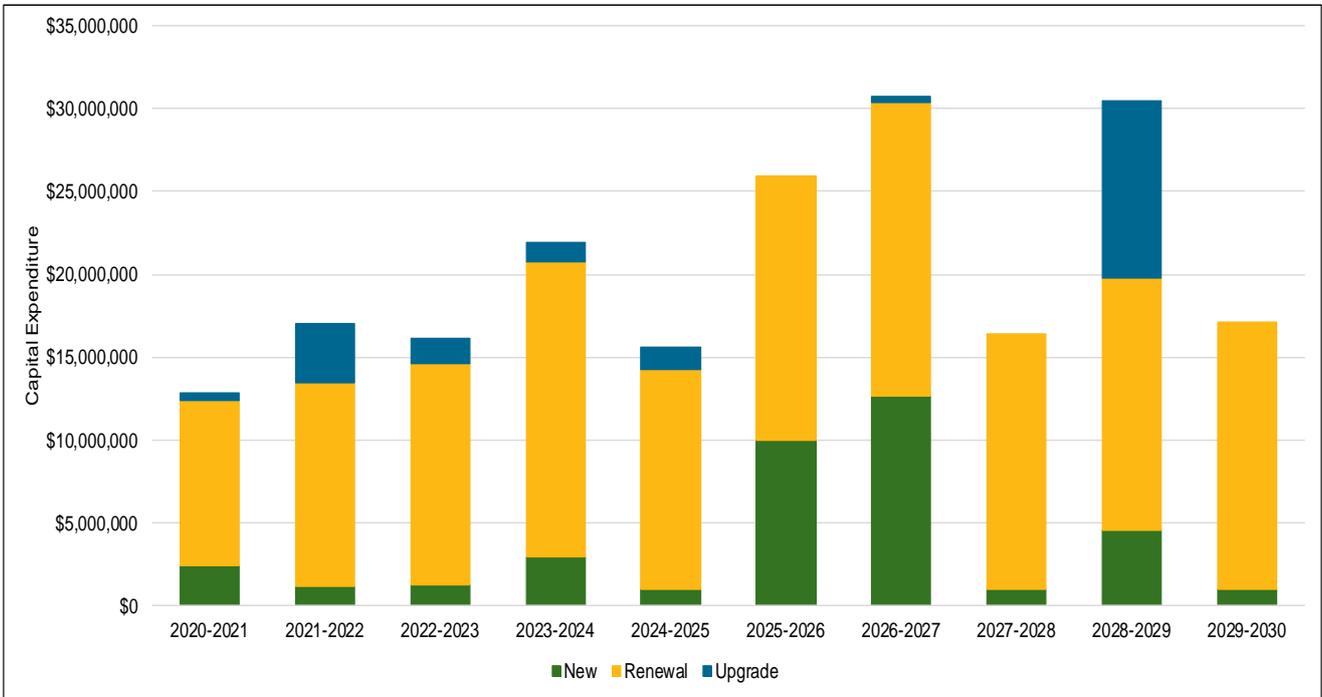


Figure 5: Capital Investment Program - Water

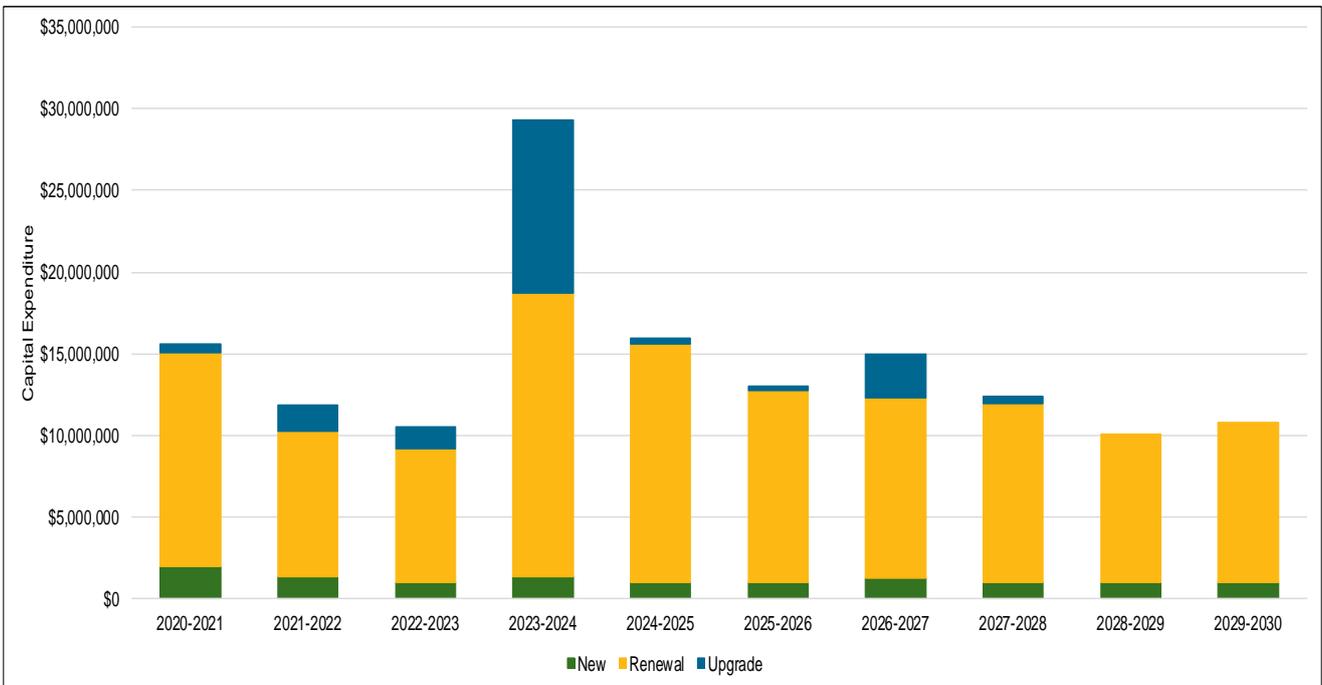


Figure 6: Ten Year Capital Investment Program - Sewer

## 10.0 Human Resources

### 10.1 General

Staffing costs are the single largest operational cost element for the Water Services business. At \$14.02 million, staff costs account for approximately 19.8% of the total costs. The projected number of staff for Water Services for 2020/2021 and its costs together with the comparative figures for 2019/2020 are analysed in Table 15.

**Table 15 : Staffing Analysis by Programme**

Category	2020/21 Budget (\$K)				2019/20 Budget (\$K)		
	No	Op Cost	Cap Cost	Total	Op Cost	Cap Cost	Total
Water Services	141.99	12,551	876	13,427	11,221	623	11,845
Director's Office	2.8	433	-	433	449	-	449
Financial Support	1.60	158	-	158	1,518	-	1,518
<b>Total</b>	<b>146.4</b>	<b>13,142</b>	<b>876</b>	<b>14,018</b>	<b>13,188</b>	<b>623</b>	<b>13,811</b>

The costs attributed to Director's Office and Business Services represent the common services of the Directorate consumed by the Water Services business.

### 10.2 Skill Base

Despite the easing of the resources sector there continues to be positions which are difficult to find a suitable skill set. There are a number of driving forces that are impacting on the current and future skill set requirements within Water Services. These include:

- Changes to Water Services Systems and Process
  - Increased focus on quality systems and risk-based decision making
  - Reduction in the Capital Program
  - Productivity and efficiency improvements
- The rate of change of technology and its application in the Water Industry
  - Increased reliance on real-time information systems
  - Digitisation of telemetry
  - Systems integration and analytics
- The changing Queensland and Australian Water Industry
  - Increases in environmental performance
  - Increases in drinking water quality performance
  - Increased regional collaboration
- Introduction of competency-based frameworks for Treatment (Water Industry Operator) and Network (Water Industry Worker) operations. Both frameworks:
  - Provide growth and development opportunities to allow staff to acquire new skills and undertake different tasks within an industry recognised framework
  - Provides formal recognition of the unique skills and expertise of the Teams who perform an essential service for customers
  - Both are industry-wide nationally recognised and provide mobility for staff
  - Both provide a competency-based progression framework, clearly defined career pathways with set requirements for each role and industry-leading skills development delivered through individual training plans

A Water Industry Worker (WIW) Reference Committee was formed in early 2019, with first stages of the WIW Regional Pilot Program underway. After the tendering process to identify a suitable Registered Training Organisation (RTO), the successful RTO will work across the five councils delivering the same qualifications across the region.

### **10.3 Alignment of Performance with Business Objectives**

Delivery on the organisational objectives requires alignment between the staff activities and the agreed organisational outcomes. This alignment is created through the Water and Waste Performance Framework.

## **11.0 Financial Management**

### **11.1 Pricing & Revenue**

The existing charges for Water Services within MRC for 2019/2020 and the proposed charges for 2020/2021 are detailed in Table 16.

In addition to the primary services, Water Services also offer a range of other services for both residential and commercial customers on a fee for service basis. These fees are detailed in Mackay Regional Council's adopted Fees and Charges Schedule.

The budgeted revenue resulting from the set charges are detailed in Table 18.

### **11.2 Operating Performance**

The budgeted total excess of operating revenue over operating expenditure for the financial year is approximately \$24.03 million resulting from total budgeted operating revenue of \$93.5 million and operating expenditure of \$69.47 million.

A total of \$23.82 million is budgeted to be paid out as dividends to the General Fund.

The summary Operating Financial Budget for 2020/2021 in comparison to the forecast Operating Financial Performance for 2019/2020 (based on May 2020 YTD figures) and the Operating Financial Budget for 2019/2020 for the Water and Sewerage businesses appear in Table 19 and Table 20 respectively.

The Asset Sustainability Ratio Percentage as per Table 21 (based on budget) indicate that the water and wastewater operations are being managed within acceptable limits.

**Table 16: Pricing**

Rate Category	2019/20 Actual	2020/21 Proposed	Unit	% Inc.	2021/22 Projected	2022/23 Projected	2023/24 Projected	2024/25 Projected
Water - Access Charge	\$371.50	\$371.50	/factor	0.0%	\$380.79	\$391.26	\$402.02	\$413.07
Water - Consumption								
- 0 – 150 kl per ½ year	\$1.83	\$1.83	/kl	0.0%	\$1.88	\$1.93	\$1.98	\$2.03
- over 150 kl per ½ year	\$2.72	\$2.72	/kl	0.0%	\$2.79	\$2.86	\$2.94	\$3.02
Wastewater - Access	\$898.40	\$898.40	/pedestal	0.0%	\$920.86	\$946.18	\$972.20	\$998.94
Wastewater - Access North Eton Biocycle	\$764.60	\$764.60	/pedestal	0.0%	\$783.72	\$805.27	\$827.41	\$850.17

**Table 17: Budgeted and Projected Revenue**

Revenue Category	2020/21		2021/22		2022/23		2023/24		2024/25	
	Water (\$ K)	Sewerage (\$ K)								
Fixed Charge	21,777	49,647	22,321	50,888	22,935	52,287	23,566	53,725	24,214	55,203
Usage Charge	22,680	1,035	23,088	1,054	23,504	1,073	23,974	1,094	24,573	1,122
Discounts & Refunds	- 1,986	-4,676	- 2,035	-4,792	- 2,091	-4,922	- 2,148	-5,057	- 2,208	-5,195
Other Fees & Charges	1,807	1,119	1,843	1,141	1,880	1,164	1,917	1,187	1,965	1,217
Rental Income	170	20	173	20	176	20	180	21	184	21
Interest Earned	296	311	857	909	867	949	885	1,041	809	953
Recoverable Works (^)	600	690	611	702	622	715	634	729	650	748
Other Operating Revenue	7	0	7	0	7	0	7	0	8	0
Operating grants, subsidies										
<b>TOTAL</b>	<b>45,351</b>	<b>48,146</b>	<b>46,865</b>	<b>49,922</b>	<b>47,900</b>	<b>51,286</b>	<b>49,015</b>	<b>52,740</b>	<b>50,195</b>	<b>54,069</b>

Notes: ^ Recoverable Works revenue has an associated direct cost

**Table 18: Budgeted and Operating Expenditure**

Expenditure Category	2020/21		2021/22		2022/23		2023/24		2024/25	
	Water (\$ K)	Sewerage (\$ K)								
Employee Costs	6,687	6,472	6,910	6,742	7,074	6,893	7,275	7,079	7,483	7,270
Material & Services	12,801	13,687	13,032	13,937	13,266	14,192	13,532	14,476	13,870	14,842
Finance Costs	1,673	2,667	1,520	2,456	1,365	2,238	1,247	2,048	1,006	1,937
Depreciation	13,544	12,637	13,611	12,754	13,679	12,791	13,703	12,829	13,711	12,941
<b>TOTAL</b>	<b>34,705</b>	<b>35,463</b>	<b>35,073</b>	<b>35,889</b>	<b>35,384</b>	<b>36,114</b>	<b>35,757</b>	<b>36,432</b>	<b>36,070</b>	<b>36,990</b>

**Table 19: Operating Performance – Water**

(in \$ M)	20/21 Budget	19/20 Forecast	19/20 Budget	(a) % Change	(b) % Change	21/22 Budget	22/23 Budget	23/24 Budget	24/25 Budget	
<b>Operating Statement</b>										
Operating Revenue	45.35	46.28	45.12	-2%	1%	46.87	47.90	49.02	50.20	
Operating Expenses	34.71	34.91	33.44	-1%	4%	35.07	35.38	35.76	36.07	
<b>Operating Surplus</b>	<b>10.65</b>	<b>11.38</b>	<b>11.68</b>	<b>-6%</b>	<b>-9%</b>	<b>11.79</b>	<b>12.52</b>	<b>13.26</b>	<b>14.13</b>	
<b>Capital Revenue &amp; Expenses</b>										
Grants & Subsidies	0.53	0.08	0.80	543%	-34%	-	-	-	-	
Contributions	-	0.53	0.20	-100%	-100%	-	-	-	-	
Donations	1.00	1.52	1.00	-34%	0%	1.00	1.00	1.00	1.00	
Other Capital Income/Expenses	-	0.10	0.14	-	0.30	-172%	-67%	-	0.05	0.05
Profit / (Loss) on Disposal of assets	-	-	1.07	-	-	-100%	N/A	-	-	-
<b>Total Capital Revenue &amp; Expenses</b>	<b>1.43</b>	<b>1.21</b>	<b>1.70</b>	<b>19%</b>	<b>-16%</b>	<b>0.95</b>	<b>1.00</b>	<b>1.05</b>	<b>1.05</b>	
<b>Net Result</b>	<b>12.08</b>	<b>12.58</b>	<b>13.38</b>	<b>-4%</b>	<b>-10%</b>	<b>12.74</b>	<b>13.52</b>	<b>14.31</b>	<b>15.18</b>	
<b>Tax Equivalents</b>										
Tax Equivalents Payable	3.62	4.02	4.02	-10%	-10%	3.83	4.07	4.32	4.57	
Dividend	5.36	4.79	4.79	12%	12%	5.97	6.08	6.20	6.35	
<b>Net result after Dividend &amp; Tax Equivalents</b>	<b>3.09</b>	<b>3.77</b>	<b>4.58</b>	<b>-18%</b>	<b>-32%</b>	<b>2.95</b>	<b>3.38</b>	<b>3.79</b>	<b>4.25</b>	

<sup>(a)</sup> 20/21 Budget over 19/20 Forecast, <sup>(b)</sup> 20/21 Budget over 19/20 Budget

Table 20 : Operating Performance - Sewerage

(in \$ M)	20/21 Budget	19/20 Forecast	19/20 Budget	(a) % Change	(b) % Change	21/22 Budget	22/23 Budget	23/24 Budget	24/25 Budget
<b>Operating Statement</b>									
Operating Revenue	48.15	48.46	49.22	-1%	-2%	49.92	51.29	52.74	54.07
Operating Expenses	34.77	36.58	35.66	-5%	-3%	35.11	35.32	35.63	36.17
<b>Operating Surplus</b>	<b>13.38</b>	<b>11.87</b>	<b>13.56</b>	<b>13%</b>	<b>-1%</b>	<b>14.81</b>	<b>15.96</b>	<b>17.11</b>	<b>17.90</b>
<b>Capital Revenue &amp; Expenses</b>									
Grants & Subsidies	-	0.03	0.40	-100%	-100%	-	3.00	-	-
Contributions	-	1.06	-	-100%	N/A	-	-	-	-
Donations	1.00	1.19	1.00	-16%	0%	1.00	1.00	1.00	1.00
Other Capital Income/Expenses	0.10	-	0.30	N/A	-133%	0.20	0.30	0.40	0.40
Profit / (Loss) on Disposal of assets	-	0.30	-	-100%	N/A	-	-	-	-
<b>Total Capital Revenue &amp; Expenses</b>	<b>1.10</b>	<b>1.97</b>	<b>1.10</b>	<b>-44%</b>	<b>0%</b>	<b>1.20</b>	<b>4.30</b>	<b>1.40</b>	<b>1.40</b>
<b>Net Result</b>	<b>14.48</b>	<b>13.85</b>	<b>14.66</b>	<b>5%</b>	<b>-1%</b>	<b>16.01</b>	<b>20.26</b>	<b>18.51</b>	<b>19.30</b>
<b>Tax Equivalents</b>									
Tax Equivalents Payable	4.34	4.40	4.40	-1%	-1%	4.81	6.09	5.58	5.81
Dividend	10.49	10.15	10.15	3%	3%	10.68	10.90	11.17	11.45
<b>Net result after Dividend &amp; Tax Equivalents</b>	<b>- 0.36</b>	<b>- 0.70</b>	<b>0.12</b>	<b>-49%</b>	<b>-407%</b>	<b>0.52</b>	<b>3.28</b>	<b>1.76</b>	<b>2.04</b>

(a) 20/21 Budget over 19/20 Forecast, (b) 20/21 Budget over 19/20 Budget

**Table 21 : Sustainability Ratios**

Ratio	Water	Sewerage
Asset Sustainability	73.5%	103.6%
Interest Cover	15.5x	10.8x
Operating Surplus	23.50%	27.80%

### 11.3 Capital Outlays & Funding

Capital works of approximately \$28.45 million is planned for 2020/2021.

**Table 22 : Capital Outlay & Funding – Water**

(in \$ M)	20/21 Budget	19/20 Budget	* % Change
<b>Capital funding sources</b>			
Working Capital	14.17	8.69	63%
New loan borrowings	-	-	N/A
Constrained grants and developer contributions	1.53	1.80	-15%
Other capital contributions	0.20	0.20	0%
<b>Total capital funding sources</b>	<b>15.90</b>	<b>10.70</b>	<b>49%</b>
<b>Capital funding applications</b>			
Capital expenditure	13.12	8.08	62%
Principle loan repayments	2.78	2.61	6%
<b>Total capital funding applications</b>	<b>15.90</b>	<b>10.70</b>	<b>49%</b>

\* 20/21 Budget over 19/20 Budget

**Table 20 : Capital Outlay & Funding - Sewerage**

(in \$ M)	20/21 Budget	19/20 Budget	* % Change
<b>Capital funding sources</b>			
Working Capital	17.88	23.88	-25%
New loan borrowings	-	-	N/A
Constrained grants and developer contributions	1.00	1.00	0%
Other capital contributions	0.40	0.40	0%
<b>Total capital funding sources</b>	<b>19.28</b>	<b>25.28</b>	<b>-24%</b>
<b>Capital funding applications</b>			
Capital expenditure	15.93	22.14	-28%
Principle loan repayments	3.35	3.14	7%
<b>Total capital funding applications</b>	<b>19.28</b>	<b>25.28</b>	<b>-24%</b>

\* 20/21 Budget over 19/20 Budget

The Long-term Capital Program envisages a total investment of \$204.3 million for Water and \$144.6 million for Wastewater over the next 10 years as detailed in Table 21.

**Table 21: 10 Yr. Capital Investment Program**

Year	Water \$ M	Sewerage \$ M	Year	Water \$ M	Sewerage \$ M
2020/21	12.82	15.63	2025/26	25.95	13.02
2021/22	17.07	11.85	2026/27	30.74	14.99
2022/23	16.15	10.54	2027/28	16.37	12.36
2023/24	21.94	29.36	2028/29	30.52	10.11
2024/25	15.65	15.96	2029/30	17.10	10.79

Note: 2021/22 to 2029/30 are in future dollars

#### 11.4 Loans

The Loan balances for the end of 2018/2019 through 2020/2021 appear in Table 25 below.

**Table 25: Loan Balances**

(in \$ M)	Water	Sewerage
	Loans	Loans
Balance as at 30/6/19 (Actual)	32.30	45.69
Balance as at 30/6/20 (Forecast)	29.69	42.55
Balance as at 30/6/21 (Budget)	26.91	39.20

#### 11.5 Community Service Obligations

The services provided by Water Services, for which a Community Service Obligations (CSO) credit is provided by MRC for Water Supply to Community Sporting Organisations.

Council will be charged on actual avoidable costs incurred by Water Services, where applicable.

Historically, Community Service Obligations associated with capital infrastructure installation has not been captured effectively. No Capital CSO's have been identified for the 2020/2021 financial year.

## 12.0 Reporting

### 12.1 Council (Internal) Reporting

Water Services will routinely report to Council on the performance of the business unit. This will take a variety of forms including:

- Monthly Review
- Operational Plan Report
- Annual Report
- Ad hoc Council reports and Briefings

The performance criteria reported to MRC together with its frequency is detailed in Table 22.

**Table 22: Internal Reporting**

Key Performance Indicators	Reporting Frequency		
	Monthly	Quarterly	Annually
<b>Financial</b>			
Financial Performance			✓
Return on Regulated Asset Base			✓
Cash Flow from operating activities			✓
Net Cash Flow			✓
Financial Position			✓
Balance Sheet			✓
Income Statement			✓
Management Report on Financial Position	✓		
Return on Regulated Asset Base	✓		
<b>Non-Financial Indicators</b>			
Performance against Operational Plan		✓	
Safety Performance	✓		
Performance against Environmental Licences	✓		
Water Quality Regulatory Performance	✓		
Performance against Customer Service Standards	✓		
Infrastructure Delivery Performance and Progress	✓		
Planning Activity Performance and Progress	✓		

## 12.2 External Reporting Requirements

In addition to the reporting to Mackay Regional Council, Water Services report to various State and Federal agencies in accordance with legislative requirements. Such key reporting requirements are identified in Table 23.

**Table 23 : External Reporting**

Report	To	Frequency
Drinking Water Quality Management Plan (DWQMP)	DNRME	Annually
Drinking Water Quality Incident Reporting in accordance with Water Supply (Safety and Reliability) Act 2008	DNRME	As required
National Performance Indicators (NPI)	DNRME/NWC	Annually
Annual Performance Plan in accordance with Local Government Regulation 2012	Adopted by Council	Annually
Wastewater Treatment EPBC Approval Annual Return	Department of Environment (Federal)	Annually
Wastewater Treatment Environmental Authority Annual Return	DES	Annually
Environmental Incident Reporting associated with Wastewater Treatment Environmental Authority	DES	As required
State Key Performance Indicators	DNRME	Annually
Customer Service Standards (CSS) in accordance with the Water Supply (Safety and Reliability) Act 2008	Water and Sewerage Service Customers/DNRME	Every five years
Fluoride Dosing issues in Accordance Water Fluoride Regulation 2008 and the Public Health Regulation 2005	Qld Health	As required
Fluoride Concentration Reporting	Qld Health	Quarterly
WaTERS Reporting for Wastewater (Water Tracking and Electronic Reporting System)	DES	Quarterly
BoM National Water Accounting Data	BoM	Not required at present
National Pollutant Inventory (NPI)	Department of Environment (Federal)	Annually

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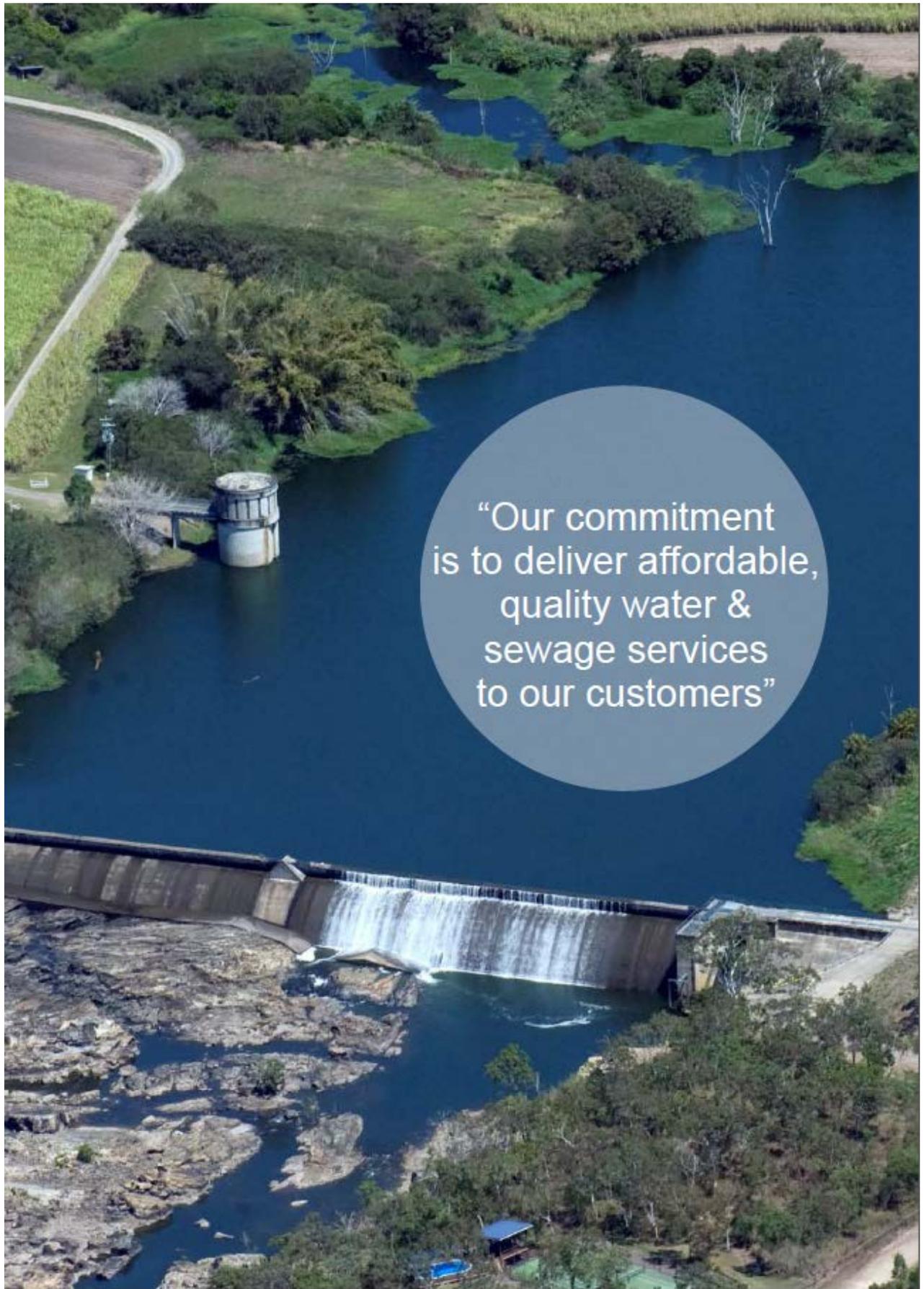
## Appendix A: Customer Charter

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MACKAY REGIONAL COUNCIL  
**WATER SERVICES**

# CUSTOMER CHARTER





“Our commitment is to deliver affordable, quality water & sewage services to our customers”



Mackay Regional Council is an innovative provider of water and sewerage services that supplies quality potable water, sewage collection and treatment, and non-potable recycled water to over 100,000 customers.

The vision of Mackay Regional Council (Council) is to be an innovative water service provider that is recognised for its commercial performance, provides regional leadership, has the respect of its customers and industry regulators, and prides itself on sustainability.

In order to achieve this, we are committed to engaging with our customers through open two-way communication to deliver quality water and sewerage services to enhance our community.

The Customer Charter forms part of our commitment by outlining the acceptable guidelines for the delivery of services within our community. Specifically, it documents the level of service that is provided to customers, and the processes for interacting with customers.

This Charter applies to normal residential water and sewerage connections. It does not apply to services that are not installed in accordance with council's engineering design guidelines or for which a separate contract has been established.

## OUR COMMITMENT TO YOU:

### Customer Rights and Responsibility

<b>Service connections</b>	<p>New water and sewerage connections can be applied for by filling out and submitting the relevant form to Council.</p> <p>Approval of service connections is conditional on the availability of the appropriate working drains and main supplies to the property, in compliance with the <i>Plumbing and Drainage Act 2002 (Qld)</i>.</p> <p>When an application is approved, Mackay Regional Council aims to provide the connection within 15 working days of receipt, 90 percent of the time.</p> <p>Disconnection from the water supply requires prior approval from Council. On receiving approval, it is the responsibility of owners to arrange for proper disconnection from the supply pipe.</p>
<b>Consultation</b>	<p>Mackay Regional Council will keep customers informed on relevant matters through active two-way communication.</p> <p>General information and notices may be provided by brochure, media bulletins (printed and radio), or online at <a href="http://www.mackay.qld.gov.au">www.mackay.qld.gov.au</a>.</p> <p>For those directly affected by a planned interruption, Council will provide a minimum of 48 hours' notice by letter to the premises.</p> <p>Requests for information from Council may be directed in writing or by telephone to the relevant department – see the Contact section for details.</p>
<b>Complaints</b>	<p>Customers can contact the council to register a complaint by telephone, email, or in writing. See the Contact section for details.</p> <p>When a complaint is registered, Mackay Regional Council will record the complaint on the Council's Customer Portal, appoint a staff member to investigate the complaint, and then advise you of the outcome.</p> <p>Mackay Regional Council will respond to 90% of customer complaints within five (5) working days of lodgement.</p>
<b>Interference with Infrastructure</b>	<p>Connecting to or disconnecting from Council's infrastructure without approval is an offence under the <i>Water Supply (Safety and Reliability) Act 2008</i></p>
<b>Water Restrictions</b>	<p>It is the responsibility of the customer to be aware of and abide by any water restrictions that are in place. Refer to Council's policy for further information, at <a href="http://www.mackay.qld.gov.au/services/water/water_restrictions">http://www.mackay.qld.gov.au/services/water/water_restrictions</a></p>
<b>Dispute resolution</b>	<p>If you have tried to resolve the matter and are still dissatisfied, you can lodge an Administrative Action Complaint using the Complaint Lodgement Form on Council's website. (<a href="http://www.mackay.qld.gov.au/contact/feedback/administrative_action_complaints">http://www.mackay.qld.gov.au/contact/feedback/administrative_action_complaints</a>)</p> <p>Customers that are still not satisfied with the outcome have the right to take the issue to the Queensland Ombudsman Office.</p>

## Water Supply Services

### Water Pressure

During normal operating periods, water will be provided to the meter at a pressure of 22 m of head (220 kPA), and at rate of 20 L/min.

Properties that are part of a Tank Replenishment Scheme are subject to different water service conditions, particularly pressure of supply. These different conditions apply to:

- Cape Hillsborough Road, Cape Hillsborough
- Wainai Road, Farleigh
- Palm Ridge Drive, Richmond
- Ian Reddacliff Drive, The Leap
- Droughtmaster Drive, Hay Point
- Austin Drive, Eton
- Rural View Drive, Nindaroo
- Mooreland Street, Bakers Creek

Further information on the service conditions for the Tank Replenishment Scheme can be provided on request – see the Contact section for details.

### Reliability

Mackay Regional Council aims to ensure water supply continuity through the following performance targets each financial year:

- Less than 40 water main breaks per 100 km
- Less than 100 unplanned interruptions per 1000 connections, and
- Minimum notice for all planned interruptions of 48 hours

In the event where an unplanned interruption does occur, the Council will endeavour to respond within five (5) hours of being notified for 90% of cases per financial year.

### Incidents

A water supply incident is any event affecting Mackay Regional Council water infrastructure which adversely affects the service provided to customers, and to which service complaints can be attributed.

Mackay Regional Council will respond to reported water incidents within two (2) hours of formal notification, 95% of the time across each financial year.

### Water Quality

Mackay Regional Council commits to the effective and safe management of the water supply in order to provide a safe, high quality drinking water that complies with the physical, chemical, and microbiological health limits of the Australian Drinking Water Guidelines (ADWG).

### Complaints

Complaints can be made to the Customer Service Centre listed in the Contact section.

Council aims for an incidence of less than 5 water quality complaints (discolouration or staining, taste, odour, illness, or cloudy water), and less than 50 water service complaints per 1000 connections per financial year.

### Fire Services

Water drawn from a firefighting system or hydrant is strictly for firefighting purposes only and is not charged. Misuse of firefighting water is an offence. After such use, the property owner must notify Council of this use within 7 working days. If this water comes from the general metered supply to the property, a meter reading will be performed as soon as possible, to determine the usage for firefighting purposes.

Queensland Fire and Emergency Service may take water for fire-fighting from any source.

**Dialysis and Life Support Machines**

Customers who have an increased consumption of water due to its use in home haemodialysis may be eligible for concession water rates from Mackay Regional Council. To apply, send a written request to the address in the Contact section, along with the appropriate medical certificate.

If you are registered with Mackay Water Services as having a life-support machine requiring water, we will endeavour to advise of planning interruptions and emergency situations. For further details, contact the Council via the details in the Contact section.

Dialysis requires water quality beyond that which is prescribed for normal drinking water. Setting up for home dialysis usually involves its own water filtration equipment. For information on this, customers should consult Kidney Health Australia at kidney.org.au, or call them on 1800 454 363.

**Sewer Services**

**Reliability** Mackay Regional Council will endeavour to provide reliable sewerage services, with less than 30 sewer main chokes or blockages per financial year.

**Incidents** A sewer service incident is any event affecting Mackay Regional Council sewerage infrastructure which adversely affects the services provided to customers, and to which service complaints can be attributed.  
 The response time to 90% of sewerage incidents will be two (2) hours or less per financial year.

**Maintenance** Mackay Regional Council will maintain all sewerage infrastructure up to the sewerage point of connection (jump-up). All plumbing works on the household side of the jump-up are the responsibility of the property owner.  
 It is the responsibility of property owners to not cause stormwater flow to infiltrate the sewerage system, such as through illegal rainwater connections or changes to landscaping that diverts stormwater into sewer access holes.

**Odours** Complaints about odours caused by sewage can be made to the Council Customer Contact Centre (see Contact section).  
 Mackay Regional Council will maintain sewerage infrastructure in order to limit odour complaints to six (6) per 1000 customers per financial year.

**Overflows and blockages** In the case of a blocked or overflowing sewer, customers should advise Mackay Regional Council by phone as soon as possible. The call centre will send field staff out to investigate the problem and locate its source. The location of the blockage will determine who is responsible for its repair.  
 Sewer blockages and overflows that are found to originate in Council's sewerage infrastructure must be cleared only by the Council's arrangement. Private contractors hired by property owners are not permitted to carry out works on Council infrastructure.  
 If the problem is located within the plumbing or house drain of the property, then the property owner is responsible for arranging and paying for repair.

## Meters and Infrastructure

<b>Water meters &amp; Automated Meter Reading Devices</b>	<p>A water meter and an Automatic Meter Reader (AMR) Device is installed and located on the property boundary as part of each water service connection.</p> <p>The water meter and AMR device is the property of Council.</p>
<b>Access</b>	<p>Property owners are responsible for providing unhindered access to the water meter (and AMR device). This includes ensuring the area is clear of vegetation and other obstructions such as fences and concreting.</p> <p>Any cost for restoring access will be charged to the property owner.</p> <p>Mackay Regional Council staff or their contractors may require entry to your land to:</p> <ul style="list-style-type: none"> <li>• carry out connection work</li> <li>• read or test meters, or</li> <li>• to inspect, maintain, repair, or replace MRC property.</li> </ul> <p>Staff will have Council photo identification, and you are entitled to ask to see this identification before answering questions or allowing work to be carried out.</p>
<b>Estimated Readings</b>	<p>Under some circumstances, a meter reading may not be available and an estimated value of water consumption may be used for billing, based on previous use.</p>
<b>Accuracy</b>	<p>Council will test the accuracy of a water meter at the property owner's request. A pre-paid fee applies for this service. However, the fee will be refunded if the water meter is found to be inaccurate. Meter testing will be done by an independent accredited testing agency.</p>
<b>Maintenance</b>	<p>Mackay Regional Council will replace water meters in accordance with council's meter replacement program.</p> <p>Council will maintain all water infrastructure up to and including the water meter. All plumbing works after the meter is the responsibility of the property owner.</p> <p>For all billable sub-metered properties, council will maintain the sub-meter. The infrastructure between the master meter and the sub-meter is the property owner's responsibility. For further information refer to Mackay Regional Council's Sub-Metering Policy.  <a href="http://www.mackay.qld.gov.au/data/assets/pdf_file/0011/192548/055_-_Sub-Metering_Policy.pdf">http://www.mackay.qld.gov.au/data/assets/pdf_file/0011/192548/055_-_Sub-Metering_Policy.pdf</a></p>
<b>Damage Infrastructure</b>	<p>to Damage to Council infrastructure should be reported by phone (see the Contact section). Intentional damage is an offence.</p> <p>Council will charge the owner of the property with the reasonable cost of repair, unless the damage was caused by Council staff or Council contractors.</p>

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The safekeeping of meters and AMRs is the responsibility of the owner of the property on which they are located.

## Fees and Charges

**Billing** Billing will occur at least every six (6) months. All water registered on the meter will be deemed to have been delivered to the customer, unless meter error can be established.

Both water and sewerage access charges are reviewed and set annually by Council resolution. Water usage is charged on a per kilolitre basis as per Council's Revenue Statement.

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**Payment** Payment of all water and sewerage related charges must be made by the due date. Additional charges may be incurred for late payment.

Payment can be made:

- online
- by telephone
- via BPay
- by mail
- in person at your local Client Service Centre, or
- at the Post Office.

Overdue accounts incur a monthly compounded interest rate of 11% per annum, calculated from the end of the financial half-year in which they were due.

Special financial arrangement may be available in the instance of proven hardship.

Council will offer property owners financial concession when they have received an unusually high Water Notice, resulting from a concealed leak. Refer to Council's Concessions for Concealed Leaks Policy for further information.

[http://www.mackay.qld.gov.au/\\_data/assets/pdf\\_file/0010/110143/Concessions\\_for\\_Concealed\\_Leaks\\_-\\_No\\_048.pdf](http://www.mackay.qld.gov.au/_data/assets/pdf_file/0010/110143/Concessions_for_Concealed_Leaks_-_No_048.pdf)

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**Disputed charges** If you believe you have been overcharged, it is recommended that you pay the amount in full and raise the matter with us.

If you have been overcharged due to a meter misread, Council will promptly credit the overpayment to your account.

## Contact Us

<b>Emergency Assistance</b>	<p>For any immediate danger to people or property, call 000.</p> <p>For assistance outside of Council's regular hours, the Customer Service Centre is available 24 hours a day on 1300 522 529</p> <p>More emergency contacts can be found at <a href="http://www.mackay.qld.gov.au/services/emergency_management/contacts">www.mackay.qld.gov.au/services/emergency_management/contacts</a></p>
<b>Enquiries, faults, and billing enquiries</b>	<p>24-hour Customer Service Centre: 1300 MACKAY (1300 622 529)</p>
<b>Email</b>	<p><a href="mailto:council@mackay.qld.gov.au">council@mackay.qld.gov.au</a></p>
<b>Online</b>	<p><a href="http://www.mackay.qld.gov.au">www.mackay.qld.gov.au</a></p>



## Appendix B: Matching the ISO Framework with Water Services QMS

ISO Ref	ISO Scope	Status	QMS Element
<b>CI4 - Org. Context</b>	<ul style="list-style-type: none"> <li>4.1 ....<b>external and internal issues</b> that are relevant to its purpose and that affect (the businesses) ability to achieve the <b>intended outcomes</b> .....</li> <li>4.2 ...<b>determine...</b> the (relevant) stakeholders (and) <b>the requirements of those stakeholders,</b></li> <li>Determine...<b>the criteria for asset management decision making.</b></li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p>	<ul style="list-style-type: none"> <li>Water Services <b>Performance Plan</b> identifies the businesses key stakeholders, the needs of those stakeholders and capability from which is derived the businesses purpose and intended outcomes</li> <li>Outlined in capital prioritization guidelines</li> </ul>
<b>CI5 - Leadership</b>	<ul style="list-style-type: none"> <li>5.1 <b>leadership and commitment</b> with respect to the AMS</li> <li>5.2 top management <b>shall establish an AM Policy</b></li> <li>5.3 .....<b>the responsibilities and authorities</b> for relevant roles are assigned and communicated within the organisation.</li> </ul>	<p>✓</p> <p>~</p>	<ul style="list-style-type: none"> <li>The <b>QMS</b> itself provides the governance framework for Mackay Water. HOW this integration occurs needs to be developed in the <b>SAMP (S4)</b> .</li> <li><b>Councils AM Policy</b> to be updated for ISO55000</li> <li>Roles and responsibilities are broadly outlined in various <b>role statements</b></li> </ul>
<b>CI6 - Planning</b>	<ul style="list-style-type: none"> <li>6.1.1 When planning for the AMS the organisation <b>shall.... determine the risks</b> (and, Cl 6.1.2) <b>shall</b> establish, implement and maintain processes for the ongoing determination, <b>analysis and evaluation of asset related risks</b> .....</li> <li>6.2.1 .....<b>establish AM objectives</b> at relevant functions and levels</li> <li>6.2.2 ....<b>establish, document and maintain asset management plan (s)</b> to achieve the organisational objectives.</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p>	<ul style="list-style-type: none"> <li>The <b>Business Continuity Management Plan</b> outlines the businesses Risk Management Procedures and process for analysis and evaluation of these risks</li> <li>The <b>draft AMP</b> establish and document how the business will achieve the organisational objectives</li> </ul>
<b>CI7 - Support</b>	<ul style="list-style-type: none"> <li>7.1 .....<b>provide the resources</b> needed</li> <li>7.2 [.... <b>determine the necessary competence of persons (s)</b></li> <li>7.3 .... (staff) <b>shall be aware of</b> ...(their role in delivering key aspects of the AMS).</li> <li>7.4 .....<b>internal and external communications</b> relevant to the asset, asset management and AMS.....</li> <li>7.5 .... <b>determine its information requirements</b> to support its asset, AM and the AMS.....</li> </ul>	<p>✓</p> <p>~</p> <p>~</p> <p>✓</p>	<ul style="list-style-type: none"> <li>The <b>Human Resources Management Plan</b> will identify the skills/capabilities of key staff, skills gaps and training needs analysis which ensures that staff are (and remain) their competence</li> <li>The businesses <b>Information Management Strategy</b> outlines system support requirements and document management</li> <li>The Councils <b>Performance Management framework</b> provides a mechanism for communication of key operational outcomes on a regular basis</li> </ul>
<b>CI8 - Operation</b>	<ul style="list-style-type: none"> <li>8.1 .... <b>plan, implement and control the processes</b> needed to meet requirements...</li> <li>8.2 ....<b>shall assess the associated risks</b> (of change) before the arrangements are implemented</li> </ul>	<p>✓</p> <p>~</p>	<ul style="list-style-type: none"> <li>The business <b>Operational Management Plan</b> (and the subordinate DWQM Plan, WWT Management Plan, Sewerage Management plan and RW Management Plans) clearly outline how the business will deliver the nominated outcomes</li> <li>The <b>Project Development and Delivery Plan</b> outlines the processes required to be undertaken to ensure that the business can meet its overall objectives</li> <li>The <b>Business Continuity Management Plan</b> outlines the businesses Risk Management Procedures and process for analysis and evaluation of these risks</li> </ul>

ISO Ref	ISO Scope	Status	QMS Element
			The <b>Asset Management Plans</b> assess the risks associated with each of the asset areas.
<b>CI9 - Perform Eval.</b>	<ul style="list-style-type: none"> <li>9.1 determine... (a process for <b>monitoring, measurement, analysis and evaluation</b>)</li> </ul>	✓	<ul style="list-style-type: none"> <li>The <b>Performance Plan</b> reflects Council broader performance management framework which define the businesses efficiencies in delivering nominated outcomes</li> <li>The <b>Information Management Strategy</b> outlines a series of detailed management reporting protocols which ensure that specific processes within the business are delivering their intended outcomes</li> <li>The proposed SAMP/AMPs should include consideration of performance metrics for monitoring, evaluation and evaluation of asset class/network performance</li> </ul>
<b>CI10 - Improvement</b>	<ul style="list-style-type: none"> <li>10.2 .... <b>continually improve</b> the suitability, adequacy and effectiveness of the AMS</li> <li>10.3 ..... identify <b>potential non conformities</b> and evaluate the need for preventative and predictive action to prevent their occurrence</li> </ul>	✓	<ul style="list-style-type: none"> <li>Mackay Waters QMS has been developed in accordance with Council overall QA system. This QAS provides the framework for management of continuous improvement, non-conformances and preventative action</li> </ul>