



WINTON SHIRE COUNCIL

WATER AND SEWERAGE BUSINESS PLAN 2019 to 2022

RECORD OF AMENDMENTS and ADOPTIONS			
DATE	REVISION NO	REASON FOR AMENDMENT	ADOPTED BY COUNCIL
14/12/2018	1	Preliminary Draft	
18/01/2019	2	Final Draft	

TABLE OF CONTENTS

1	THE BUSINESS PLAN ON A PAGE	4
2	DEFINITIONS.....	8
3	PURPOSE AND SCOPE OF THE BUSINESS PLAN.....	9
3.1	ABOUT THIS DOCUMENT.....	9
3.2	PURPOSE OF PLAN	9
	SCOPE OF PLAN	9
4	NATURE AND SCOPE OF BUSINESS	10
4.1	OVERVIEW.....	10
4.2	ASSETS.....	10
4.3	SCHEME CHARACTERISTICS	11
5	STRATEGIC LINKAGES	12
5.1	COUNCIL'S STRATEGIC PLANNING FRAMEWORK.....	12
5.2	COUNCIL'S STRATEGIC PROGRAMS	13
6	LEGISLATIVE OBLIGATIONS	14
6.1	OVERVIEW	14
6.2	CUSTOMER SERVICE STANDARDS	14
6.3	PERFORMANCE REPORTING	14
6.4	TRANSPARENCY	14
6.5	DRINKING WATER QUALITY MANAGEMENT.....	15
7	REGIONAL COLLABORATION.....	16
7.1	OVERVIEW.....	16
7.2	RAPADWSA 3 YEAR PROGRAM.....	16
8	DEVELOPMENT OF THE BUSINESS PLAN	18
8.1	THE BUSINESS PLANNING PROCESS	18
8.2	ASSESSMENT AND PRIORITISATION PROCESS	19
9	CURRENT AND FUTURE SCHEME LEVELS OF SERVICE	20
9.1	OVERVIEW.....	20
10	CURRENT AND FUTURE STATE OF KEY BUSINESS FUNCTIONS.....	21
10.1	OVERVIEW.....	21
10.2	DRINKING WATER QUALITY MANAGEMENT SYSTEM	22
10.3	CUSTOMER SERVICE MANAGEMENT.....	22
10.4	ASSET MANAGEMENT.....	22
10.5	PEOPLE MANAGEMENT.....	24
11	3 YEAR PROGRAM.....	25
12	GOVERNANCE AND REVIEW	26
12.1	RESPONSIBILITIES	26
12.2	IMPLEMENTATION & REPORTING.....	26
12.3	BUSINESS PLAN REVIEW.....	26

13	APPENDIX A – 3 YEAR PROGRAM	27
14	APPENDIX B – DESCRIPTION OF KEY INITIATIVES	30
15	APPENDIX C – FINANCIAL FORECASTS	38
16	APPENDIX D – BUSINESS REPORTING PROGRAM	39

1 The Business Plan on a Page

This document is the Business Plan for the Water and Sewerage Activity of Winton Shire Council. It sets out the 3-year plan for that activity and the means of delivering upon that plan.

The document maps out the Council's proposed continuous improvement journey including the key initiatives to be progressed over the life of the Plan (see Appendices 1 and 2). This program of key initiatives has undergone a risk-based prioritisation. This is important, given the Council operates within an environment of constrained resourcing.

Figure 1 over the page represents the "Plan on a Page", which is a simple diagrammatic representation of the overall Business Plan. The "Plan on a Page" incorporates the desired outcomes and key initiatives for each of the objectives. Figure 2 shows the pipeline of achievements that will be delivered if the Business Plan is successfully implemented. This figure shows the significant steps that will be made in ensuring the safe and sustainable management water supply and sewerage for the Council.

Key features of the Plan include:

- The Plan's focus is to provide safe, healthy and efficient water and sewerage services to contribute to the overall liveability of the Winton community;
- To achieve this outcome, there are three objectives including ensuring
 - the appropriate levels of service are delivered and sustained,
 - there are robust support systems to enable the delivery of these services, and
 - it is done in a financially viable manner;
- An acknowledgment that the provision of water supply and sewerage services is an asset intensive business. Hence there is a strong focus on putting in place robust asset management plans and condition based renewal programs;
- The sustainability of these services is a key area of attention in the plan. This includes making sure procedures are well documented so practices can pass from one generation of operators to another, and that there are sound succession and training plans in place for key people within the Council; and
- Continuing to ensure the Council provides safe drinking water to the Community.

The plan will be monitored by Council and its executive to ensure it is effectively implemented and any necessary amendments can be made should priorities change over time.

Finally, figure 3 then shows the evolution Winton Shire Council is wishing to take from the current day to the future in 2022 and the key initiatives required to make that transition.

Water and Sewerage Business Plan 2019-2022

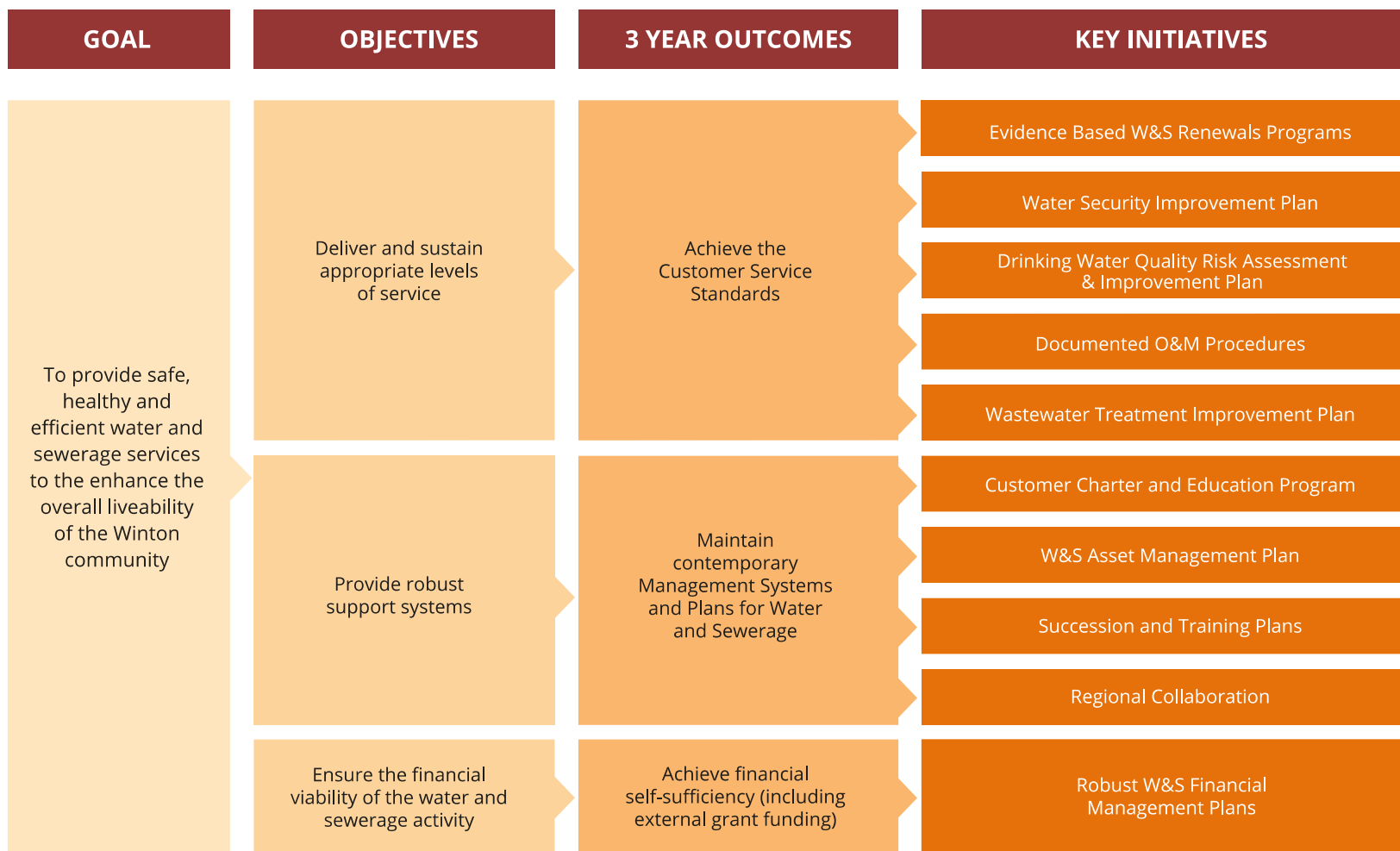


Figure 1 - The Water and Sewerage Plan on a Page



Figure 2 - Water and Sewerage Continuous Improvement Roadmap

CURRENT TO FUTURE TRANSITION

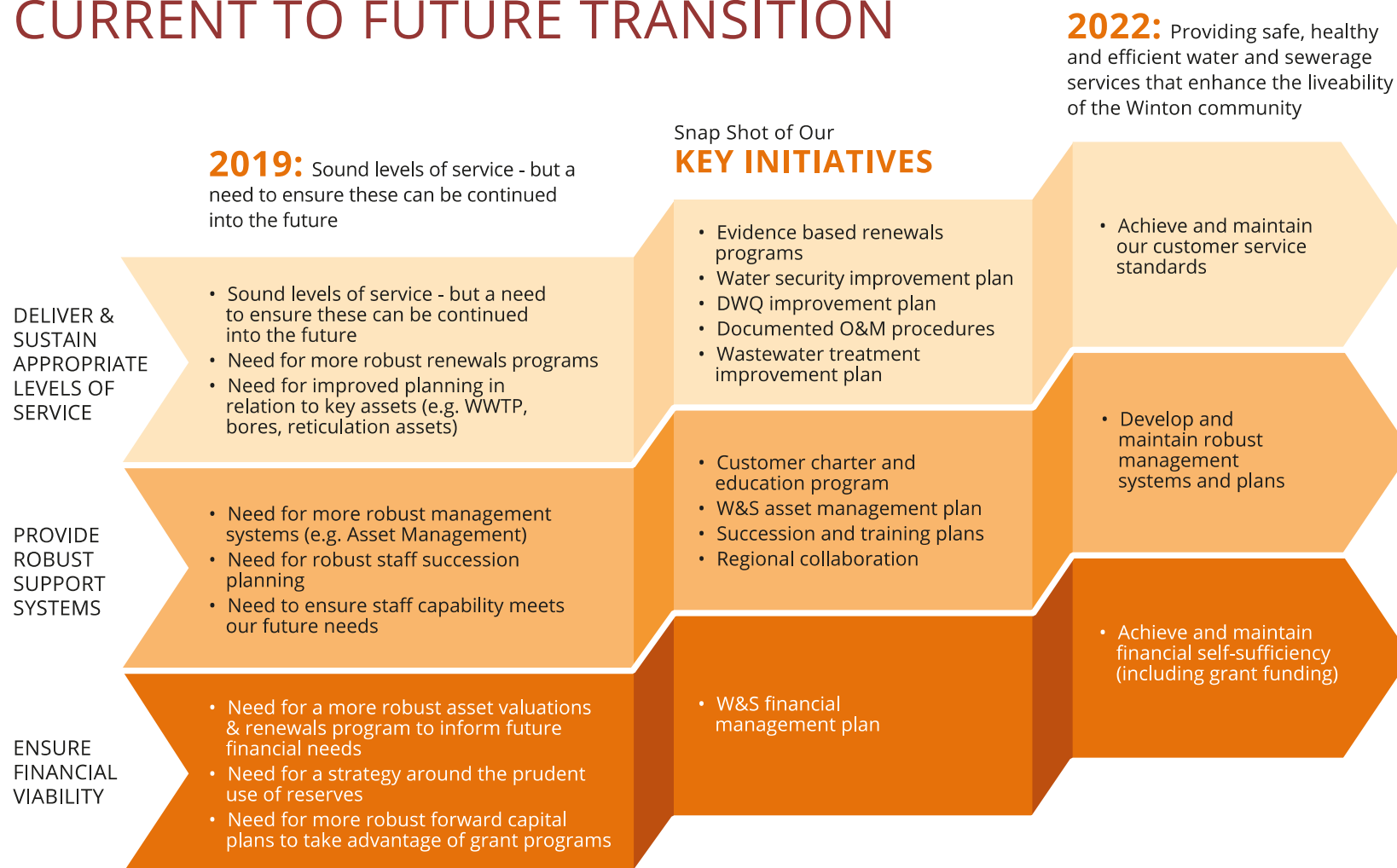


Figure 3 - Current to Future Transition

2 Definitions

Terms within this Strategy have the following definitions:

Water and Sewerage Activity (WSA)	The function with Council responsible for managing water supply and sewerage services to the township of Winton
DWQMP	Drinking Water Quality Management Plan. This is a regulatory requirement to help guide the manner in which Councils provide safe water to their communities
AMP	Asset Management Plan. This is a plan which sets out how Council will sustainably, and cost effectively maintain the service potential of its assets
RAPADWSA	The Remote Area Planning & Development Board, Water and Sewerage Alliance which has been established to achieve economies of scale across six Councils in the North West Queensland region
Hazards	A hazard is a biological, chemical, physical or radiological agent that has the potential to cause harm
Hazardous Events	A hazardous event is an incident or situation that can lead to the presence of a hazard (what can happen and how)
Risks	Risk is the likelihood of identified hazards causing harm in exposed populations in a specified timeframe, including the severity of the consequences

3 Purpose and Scope of the Business Plan

3.1 About This Document

This document is the Business Plan for the Water and Sewerage Activity (WSA) of Winton Shire Council (WSC). It sets out Council's 3-year plans for the activity and how it intends to deliver upon those plans.

As such the document maps out the WSA's continuous improvement journey for the next 3 years. Hence, the business plan incorporates a Program for realising these aspirations. This Program is based on a risk-based prioritisation of key initiatives.

The Plan has been developed within the context of Council's overall strategic framework.

3.2 Purpose of Plan

The purpose of this Business Plan is to:

- To ensure the WSA delivers upon the relevant elements of Council's overall Corporate and Operational Plans;
- To ensure alignment across Council on the long term aspirations and desired outcomes for the WSA;
- Set the strategic service requirements to help inform other key strategies such as Asset Management, Financial Management, and Drinking Water Management;
- Enable line of sight from the WSA's objectives to its day to day operations; and
- Provide a basis for prioritising the numerous tasks required to continuously improve the Council's operations and as such, inform long term capital and operational expenditure plans for the Council.

Scope of Plan

This Business Plan covers all of the water and sewerage activities of the Council. This includes recycled water when it is being used. The Plan helps guide the activities of not only the WSA, but also the corporate service providers who assist the business unit by providing key services such as financial management, asset management and people management.

The plan will also consider the effective and efficient means of servicing a number of ancillary facilities and assets, which are listed and described in the next section of this plan.

To execute this Business Plan, annual budgets will be prepared for the WSA, which shall be derived from information within this Plan, along with any emerging issues that may arise over the life of the Plan.

This Business Plan has a 5-year outlook and will be reviewed at least every 3 years or when there is a major change in the assumptions underpinning this Plan.

4 Nature and Scope of Business

4.1 Overview

Winton Shire Council (WSC) covers an area of approximately 54,000 km² in Central Western Queensland. WSC provides drinking water and sewerage services to the township of Winton, which includes some 830 people via approximately 660 connections. The average daily water demand is approximately 1.93 ML/d.

The Winton water supply scheme is comprised of one free flowing artesian bore (Bore No. 4) delivering water to heat exchangers to cool water from 85°C to a temperature of 40°C. At the request of the local community, hot bore water is blended back into the cooled water to supply water at a temperature between 45 and 52 degrees. This is done as many houses in Winton do not have hot water systems. Two back-up bores exist (Bores No. 2 and 3) and are capable of being recommissioned in the event of a failure of supply from Bore 4. Bore No. 1 is now redundant and not capable of recommissioning.

Council also operates and maintains a small Imhoff Wastewater Treatment Plant for the treatment of the town's sewage. The recycled water is stored in a series of lagoons at the back of the plant and adjoining land. The recycled water does not discharge to the environment. The recycled water is periodically used on the adjoining golf course, though this did not appear to be the case at the time of drafting of this Business Plan.

Council also owns and is planning for a number of ancillary assets that are related to the provision of water supply and sewerage services within Winton:

- A geothermal energy plant is being constructed between the town's main water supply bore and the heat exchanger unit. Council will become responsible for the operation of the geothermal unit. There will be certain controls built into this unit that will be linked to the pump station to ensure the two facilities operate seamlessly together;
- An Aquatic Park is being planned for the township. This park would most likely have water treatment facilities built into it;
- The new Waltzing Matilda Centre has a dedicated water treatment facility servicing the centre. This treatment plant is currently in the 12-month maintenance period given the Centre was only recently commissioned. Council will be required to operate and maintain this treatment plant once the Centre is handed over; and
- The town swimming pool has a small treatment plant. The chlorination associated with this treatment plant has recently been automated and upgraded to Calcium Hypochlorite.

Given the potential synergies of these facilities with the provision of water supply to the township, they are being considered within the scope of this Business Plan.

4.2 Assets

Council deploys assets with a gross replacement value of in the order of \$20 million dollars to service the Winton township. These assets and their values in 2018 dollars are summarised below:

Water Supply Assets

Asset Class	Replacement Value (\$)	Annual Depreciation (\$)	Accumulated Depreciation (\$)
Raw Water Supply	4,174,714	41,391	1,709,458
Reticulation	3,990,829	51,925	1,405,737
Storage	2,120,264	26,090	1,043,917
Heat Exchange	1,929,315	45,439	577,079
Total	12,215,122	164,845	4,736,191

Table 1 - Winton Water Supply Assets

Sewerage Assets

Asset Class	Replacement Value (\$)	Annual Depreciation (\$)	Accumulated Depreciation (\$)
Reticulation (Pipework)	4,458,073	46,909	1,337,120
Reticulation (Manholes)	1,333,388	16,667	529,635
Pump Stations	718,648	17,412	341,686
Treatment	1,054,255	5,065	208,461
Total	7,564,363	86,053	2,416,902

Table 2 - Winton Sewerage Assets

4.3 Scheme Characteristics

The Winton scheme has the following characteristics which in turn influences the key initiatives within this Business Plan:

- Winton is a remote community and it can be difficult to access specialist resources required to maintain and renew certain aspects of the water supply and sewerage system;
- The small workforce leads to a high dependence upon one or two individuals. This can create continuity issues should one of those key personnel leave;
- Water is supplied to town at temperatures of between 45 and 52 degrees, which can create a breeding ground for microbial hazards, including opportunistic pathogens;
- Water is sourced from the Great Artesian Basin and this supply is currently plentiful. This is helped by a Government policy of capping unwanted bores across the Basin;
- Winton experiences fluctuating populations – particularly during the drier and cooler times of the year due to tourism. This is placing an additional burden upon the water supply and sewerage system which needs to be managed and planned for; and
- In the past, Council has not had strong policy positions with respect to Trade Waste Management. As tourism increases within Winton, pressure is being placed on the sewer system with respect to fats and blockages from the restaurants and hotels in town.

5 Strategic Linkages

5.1 Council's Strategic Planning Framework

Council has a robust strategic planning framework, which sets the context for this Business Plan. This planning framework is represented in the diagram below, along with the relative position of the Business Plan:

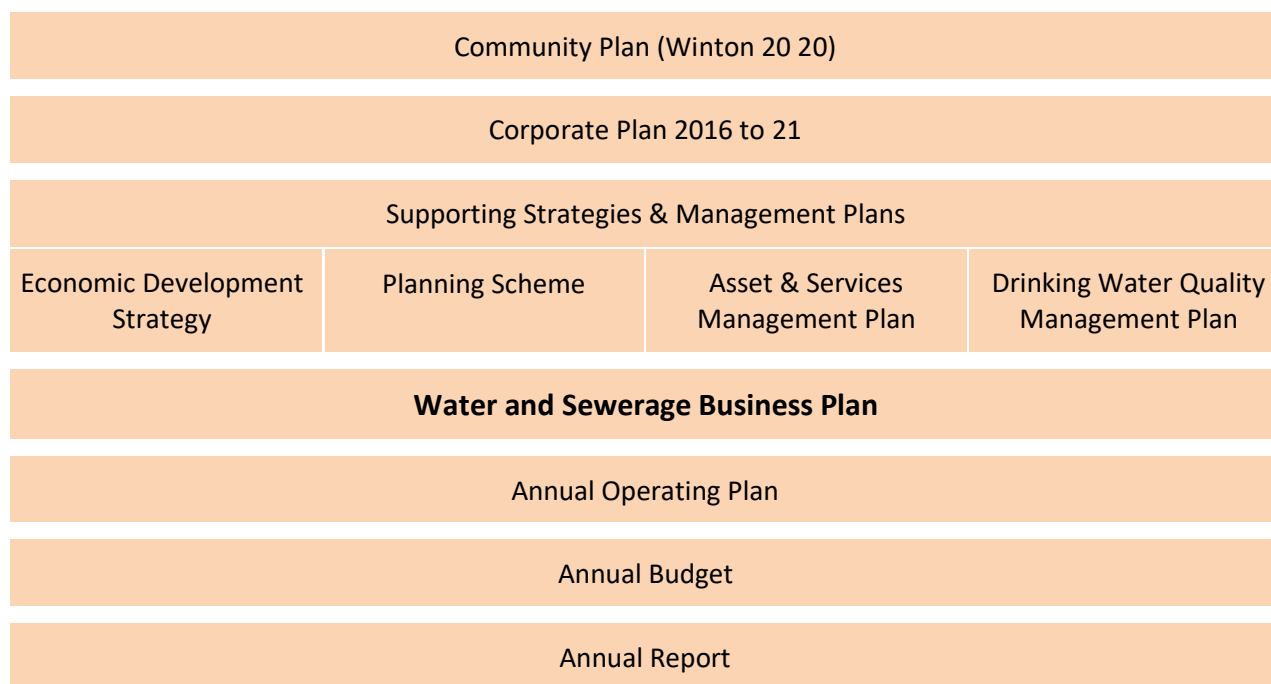


Figure 4 - Winton Council's Strategic Planning Framework

The Water and Sewerage Business Plan fits within the “Management Plan” and “Annual Operating Plan” levels of Council’s overall Strategic Planning Framework (as shown above). That is, the Business Plan is guided by the Community Plan, the Corporate Plan and Council’s Management Plans. The Business Plan in turn informs the Annual Operational Plan, and Budgets. Also given Winton’s relatively small size – it takes a corporate approach to asset and service management. As such the Water and Sewerage Business Plan is also informed by that corporate document. It should be noted that the Business Plan contemplates the development of a dedicated water and sewerage asset management plan.

5.2 Council's Strategic Programs

Council has five strategic programs within its Corporate Plan. The plans of the WSA are guided by four of these strategic programs in the following way:

Council Strategic Programs	WBU Business Plan Linkage
Governance and Finance	<ul style="list-style-type: none"> To include the Winton community in key business decisions relating to levels of service and major capital works To source or provide sufficient funds to maintain and improve the water and sewerage assets To respond to customers in a prompt and informative manner and maintain a formal complaints process To support and participate in the regional organisations that promote and address the programs and activities of the Winton Shire Council
Economic Development	<ul style="list-style-type: none"> To ensure the water and sewerage services can adequately support the Council's economic development aspirations, particularly with tourism growth; To contribute to the maintenance of facilities such as the Waltzing Matilda Centre and the dedicated water treatment facilities within that Centre
Community, Culture and Lifestyle	<ul style="list-style-type: none"> To contribute to enhancing the liveability of Winton by providing effective and efficient water supplies for greening key parks and sporting grounds and supporting Council's current and future aquatic facilities
Transport and Infrastructure	<ul style="list-style-type: none"> To implement robust asset management plans for the water and sewerage services To maintain and improve where necessary, Council's water and sewerage services Where applicable, benchmark our operations against similar service providers

Table 3 - Business Plan Links To Council's Strategic Programs

6 Legislative Obligations

6.1 Overview

Winton Shire Council have a number of legislative obligations that it must comply with in the provision of water supply and sewerage services to its community.

6.2 Customer Service Standards

The *Water Supply (Safety and Reliability) Act 2008*, requires Councils to have customer service standards for their water supply and sewerage activities. The Councils must prepare and seek feedback on draft customer service standards prior to finalising and making these standards publicly available. The standards are required to cover targets for the customer service Key Performance Indicators (KPIs) and the processes for managing service connections, billing, metering, accounts, customer consultation, complaints and dispute resolution. If the Council is responsible for separate schemes, the customer service standards may vary for each scheme. In Winton's case, it is only responsible for a single scheme.

6.3 Performance Reporting

From 2014, the *Water Supply (Safety and Reliability) Act* requires Councils to prepare a performance report each financial year covering:

- The WSPs performance for the financial year as measured against nominated KPIs;
- Details of customer service standards and levels;
- A summary of findings and recommendations from any performance audits conducted during the year; and
- A report on improvement plans resulting from any direction given to it during the financial year.

6.4 Transparency

Section 575 of the *Water Supply (Safety and Reliability) Act 2008* requires that the following documents are made available for inspection at Council's office (where they exist):

- guidelines made for preparing a water efficiency management plan;
- the approved drinking water quality management plan;
- drinking water quality management plan audit reports;
- performance audit reports;
- customer service standards;
- drinking water quality management plan reports;
- performance reports;
- service area maps prepared under section 163.

Section 575A then goes on to state that all of the above documents must also be published on Council's website except for the following:

- drinking water quality management plans;
- drinking water quality management plan audit reports;
- performance audit reports. It should be noted that Winton Shire Council are presently not required to perform performance audits of their drinking water quality management plans.

6.5 Drinking Water Quality Management

Part 4 of the *Water Supply (Safety and Reliability) Act* requires WSPs to have drinking water quality management plans (DWQMP) in place for protecting public health. The plans must, among other things:

- Be approved by the regulator (Department of Natural Resources, Mining and Energy (DNRME));
- State the services to which the plan applies and details of the infrastructure for providing the services;
- Identify the hazards and hazardous events that may affect the WSPs drinking water supplies and include an assessment of the risks posed by these hazards and hazardous events;
- Demonstrate how the drinking WSP intends to manage the risks posed by the hazards and hazardous events; and
- Include details of the operational and verification monitoring programs under the plan.

7 Regional Collaboration

7.1 Overview

Over the last decade, efforts have been made to create economies of scale for Queensland Councils through collaboration. In relation to water supply and sewerage, this is being done using structured mechanisms such as the Queensland Water Regional Alliance Program (QWRAP). QWRAP was developed in 2011 as an industry-led response to calls in three national reports for reform of water and sewerage services in remote Queensland. The program receives seed funding from the Queensland Government through DNRME, along with direct and in-kind investment from the Local Government Association of Queensland, Queensland Water Directorate (qldwater) and participating Councils.

A number of Councils already have Alliances set up for other Council activities such as roads management. These Councils have leveraged these existing arrangements by extended the coverage to water supply and sewerage. It is then, that these existing Alliances can take advantage of the state wide QWRAP program. Winton participates in one of those alliances called the Remote Area Planning & Development Board, Water and Sewerage Alliance (or RAPADWSA). Other RAPADWSA members include:

- Barcoo Shire Council;
- Blackall-Tambo Regional Council;
- Boulia Shire Council;
- Diamantina Shire Council;
- Longreach Regional Council; and

RAPADWSA is project managed on behalf of the Councils by the consultants, George Bourne and Associates. In their Strategic Action Implementation Plan, the regional coordinators state that the vision of RAPADWSA is:

- *To be a leader in Local Government Service delivery through continuous collaborations and innovation.*

The mission is:

- *To provide leadership in delivering and maintaining safe, secure, and sustainable water and sewerage services to support prosperous and attractive communities and a resilient environment.*

In respect of RAPADWSA, Winton's desire is to be clear about its own objectives and key initiatives and thus be able to take a more informed position on what it seeks from RAPADWSA. This Business Plan will assist in this regard.

7.2 RAPADWSA 3 Year Program

In their Strategic Action Implementation Plan, RAPADWSA have nominated the following 5-year program. The Key Initiatives within this Business Plan will be structured and timed to take advantage of this RAPADWSA Program.

Water and Sewerage Business Plan 2019-2022

Risk	Action	Integrated Water Cycle (IWC) Section	Financial Year (\$,000)						
			16/17	17/18	18/19	19/20	20/21	21/22	22/23
Business Operations	Verification Monitoring Rationalisation	Water Treatment		15					
	Disinfection Feasibility Investigation	Water Treatment		50					
	Reservoir Cleaning and Condition Assessment	Water Distribution	100		110		120		130
	Water Main Air Scouring	Water Distribution	150			160		170	
	Reservoir Maintenance	Water Distribution			500		500		500
	Sewer Cleaning, CCTV & Relining	Waste Water Capture		950		1200		1200	
Capital Planning	Demand Management Investigation/Community Information Campaign	Water Source						100	
	Water Security Plan	Water Source			100				
	Addressing Water Source Issues	Water Source						100	
	Review and update Drought Management Strategies	Water Source				50			
	Water Mains Replacement	Water Distribution			1000		1000		1000
	Water Meter Replacement / Installation Program	Water Distribution				1500			
	Investigate "Water to Support Development"	Water Distribution							75
	Effluent Re-Use Investigation	Sewerage Discharge					50		
Asset Management	Telemetry & SCADA Investigation	Water Treatment			50				
	Telemetry & SCADA Upgrade	Water Treatment				200			
	Assessing Financial Management Risks (relating to asset ages and funding depreciation in the Region)					75			
Legislative Compliance	Disinfection Systems Implementation	Water Treatment		31					
	Sewerage Treatment Plant Regulatory Requirement Investigation	Sewerage Treatment			75				
	Sewerage Treatment Plant Upgrade Feasibility Investigation	Sewerage Treatment				75			
	Sewerage Treatment Plant Upgrade/Installation	Sewerage Treatment					5000	5000	
	SwimLocal Data Display - Barcoo Shire Council Trial	Water Treatment	2	2					
	DWQMP Audits	Water Treatment		55				60	
Human Resources /Capability Issues	Operators Forum for Water & Sewerage	Water & Sewerage Treatment		5		5		5	
	Training/Upskilling for Water & Sewerage (Ongoing)	Water & Sewerage Treatment			15	15	15	15	15
Estimated Annual Project Costs			252	1108	1850	3280	6685	6650	1720

	Action completed
	Action with prerequisite
	Action in progress

Note: Arrows indicate continuation of projects once prerequisites are complete.
Note: Costs are indicative.

Figure 5 - RAPADWSA 5 Year Program

8 Development of the Business Plan

8.1 The Business Planning Process

This Business Plan has been developed using a generic 3-step process, which is typical for most strategic planning exercises. That approach is represented by the following diagram:

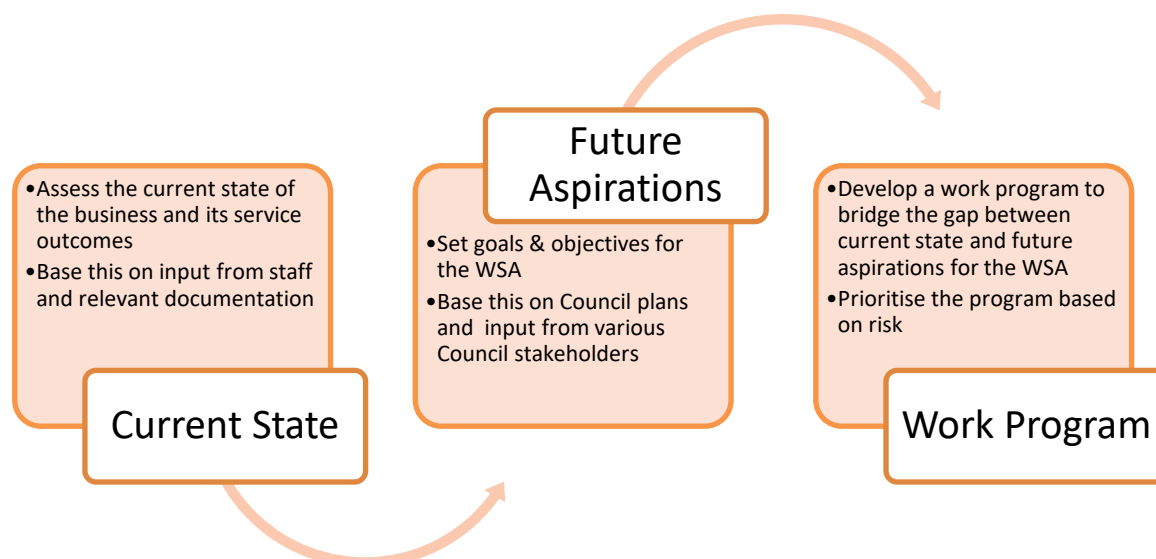


Figure 6 - Business Planning Process

A range of documents have been used as input to the preparation of this Plan including:

- Winton Council's Community Plan 20 20;
- The Corporate Plan 2016 to 2021;
- The Winton 2018 to 2023 Economic Development Strategy;
- The Assets and Services Management Plan;
- The draft Winton Risk Management Guidelines;
- Winton's draft Drinking Water Quality Management Plan;
- Various RAPADWSA Documents.

8.2 Assessment and Prioritisation Process

Council has draft “Enterprise Risk Management Guidelines” for assessing the risks associated with assets and service outcomes across the region. Risk assessments based on these Guidelines have informed the prioritisation of key initiatives within this Business Plan.

To assess risk, Council uses the Likelihood and Consequence Tables outlined in the Guidelines. The resulting risk matrix from such analysis is shown below:

Consequence Likelihood	1- Insignificant	2 - Minor	3 - Moderate	4 - Major	5 - Significant
5 - Almost Certain	Medium	High	High	Extreme	Extreme
4 - Likely	Low	Medium	High	High	Extreme
3 - Possible	Low	Medium	Medium	High	Extreme
2 - Unlikely	Low	Low	Medium	High	High
1 - Rare	Low	Low	Low	Medium	High

Table 4 - Council Risk Matrix

Council’s Enterprise Risk Management Guidelines then recommend the following general risk strategies and actions for the various risk severities:

Severity	Treatment Strategy	Treatment Action & Responsibility
Extreme	Immediate action required. Task is not to be undertaken until preventative measures are implemented.	Detailed planning required in consultation with the Executive Team to prepare a risk management plan.
High	Senior management attention needed in short term.	The attention of the Executive Team is required, and management responsibility specified.
Medium	Management responsibility must be specified, and action required as soon as possible.	Manage by specific monitoring or response procedures.
Low	Manage by routine procedures.	Manage by routine procedures, unlikely to require specific resources allocated.

Table 5 - Winton Risk Treatment Strategies

9 Current and Future Scheme Levels of Service

9.1 Overview

In developing this Business Plan, Council staff undertook a high-level assessment of the current state of the levels of service for the Winton township. This assessment also had regard to the possible future state of these service levels, should there be no intervention over the life of this Business Plan (i.e. in 3 years time). The colour coding indicates the risk severity associated with each service outcome (as per the discussion in section 8).

This assessment helps inform the interventions and key initiatives required over the life of this Business Plan to realise the future aspirations the Council has for its water and sewerage services. The assessment for the Winton township is shown below.

Service Outcome	Winton (Now)	Winton (3 years)
Drinking Water Quality	<ul style="list-style-type: none"> DWQMP in place Given the absence of treatment – there are no Critical Control Points or Limits The Plan does point to the need for regular network and storage maintenance for good hygiene 	<ul style="list-style-type: none"> It would be prudent for the Council to better understand the risk of and improved controls for the possible contamination of water downstream of the bore Such contamination can lead to acute health risks for the Winton community
Service Reliability	<ul style="list-style-type: none"> There is poor documentation of condition data for the water and sewerage assets There is an existing Customer Charter, but it requires renewing It was not based on any customer input 	<ul style="list-style-type: none"> Without reliable condition data, Council cannot develop robust renewals plans for its assets and this will ultimately impact upon service levels
Environmental Management	<ul style="list-style-type: none"> Lack of ownership of environmental compliance and licensing No long-term environmental management plans for waste water No consideration of the impacts of tourism on the system 	<ul style="list-style-type: none"> Without a clear understanding of wastewater treatment performance and capacity there could be a deterioration in environmental outcomes and licence compliance over time
Water Security	<ul style="list-style-type: none"> Minimal plans for ensuring adequate redundancy for critical assets Potential single points of failure (bore head, connecting mains, pump station) 	<ul style="list-style-type: none"> The lack of understanding of critical assets and adequate redundancy could see significant impacts on water security
Recycled Water Management	<ul style="list-style-type: none"> No long-term plans for water recycling Any existing reuse is not covered by agreements (a regulatory requirement) 	<ul style="list-style-type: none"> An opportunity is possibly being lost to improve the overall liveability of the town by further greening of parks and gardens

Table 6 - Current & Future Assessment of Service Levels

10 Current and Future State of Key Business Functions

10.1 Overview

The following table provides a high-level summary of the current state of key business functions and systems across the WSA. The assessment also shows the possible future state of these key business functions and systems, should there be no intervention over the life of the Business Plan. The colour coding indicates the risk severity associated with each business function (as per the discussion in section 8). The following sections provide a more detailed discussion on the current and possible future state of some of these key business functions.

Business Function	Now	3 Years
Drinking Water Quality Management System	<ul style="list-style-type: none"> Council is preparing its second generation of the DWQMP Given the absence of treatment – there are no Critical Control Points or Limits The Plan does point to the need for regular network and storage maintenance for good hygiene 	<ul style="list-style-type: none"> Council should improve its understanding and hence the possible management of potential microbial contamination in the network and private properties – given it does not have chlorination
Customer Service Management	<ul style="list-style-type: none"> A Customer Charter has been approved but is not publicly available Customer engagement is via the Council 	<ul style="list-style-type: none"> No change over time There may be a future requirement to engage the community on water quality
Asset Management	<ul style="list-style-type: none"> Robust registers and financial information that have been developed corporately There is reasonable anecdotal condition data that requires loading into the Asset registers There is possibly a need to undertake some planning reports to better understand the future state of some of the key assets 	<ul style="list-style-type: none"> Without intervention, there will be sub-optimal investment in water and sewerage assets and a deterioration in the levels of service
Financial Management	<ul style="list-style-type: none"> The focus is primarily on operating and capital costs There is a healthy depreciation reserve set aside for the water and sewerage renewals activity 	<ul style="list-style-type: none"> The overall financial management could be further optimised to help achieve Council's strategic program objective of financial viability
Capital Planning & Delivery	<ul style="list-style-type: none"> Council struggles to deliver upon its water and sewerage capital program It does rely in part upon the RAPADWSA initiative for the delivery of certain capital works such as sewer relining and mains replacement 	<ul style="list-style-type: none"> Council may need to consider either additional resourcing or greater leverage of the RAPADWSA initiative to deliver upon its capital program

Business Function	Now	3 Years
People Management	<ul style="list-style-type: none"> There are no succession plans for key positions relating to the water and sewerage activity Furthermore, there is limited documentation relating to a number of key operating procedures and processes 	<ul style="list-style-type: none"> The development of this Business Plan will help improve documentation relating to the WSA Without intervention, the current capability will not match the future needs of the business

Table 7 - Current & Future State of Key Business Functions

10.2 Drinking Water Quality Management System

Council is currently preparing its second generation of a DWQMP for the Winton scheme. This plan identifies a number of issues:

- Council has had microbial water quality incidents in the past, along with positive e-coli detections. This suggests there are real risks associated with microbial hazards in the Winton scheme;
- It is noted that the water comes from the supply source (Bore No 4) at 80 degrees and so would be effectively sterile. The microbial risks come from hazardous events that can lead to contamination of the water downstream of the supply point. This can include main breaks and repairs, storage breaches and contamination within the customer's properties (it is noted that many properties in Winton have their own water storages);
- A common treatment barrier in other jurisdictions for such risks, is continuous chlorine disinfection. For various reasons, this has not been adopted as yet at Winton; and
- The draft Plan recommends Winton increasing its maintenance regimes which are focussed at improving the overall network hygiene.

Both nationally and internationally, there is a more contemporary understanding of microbial risks associated with drinking water supplies. As a consequence, Council should undertake a more detailed assessment of the potential risks to its drinking water supply, associated with microbial hazards. This will help inform improved controls for ensuring safe water supplies to the Winton township.

10.3 Customer Service Management

The Council has an approved Customer Charter, but it hasn't been made available for public display. The opportunity exists to update the Charter as part of this business planning process. Furthermore, the above risk assessment suggests there is an opportunity to improve customer education in terms of managing water on their properties (particularly given most properties store water in tanks on their properties).

10.4 Asset Management

The Council has a Corporate Asset Management function that provides asset management services to the WSA. This includes assistance with setting up AM processes, establishing and maintaining registers and associated financial information and drafting Asset Management Plans. This is a successful model for ensuring consistency and robustness of Asset Management across Council's assets, including water and sewerage. Council is building an asset management system based around the principles of ISO55000.

To help understand the maturity of Asset Management for water and sewerage assets, an assessment of Council's performance against the key elements of ISO55000 (the ISO Standard for Asset Management as represented in the diagram below). This assessment specifically relates to water and sewerage assets. The assessment is summarised in the table below.

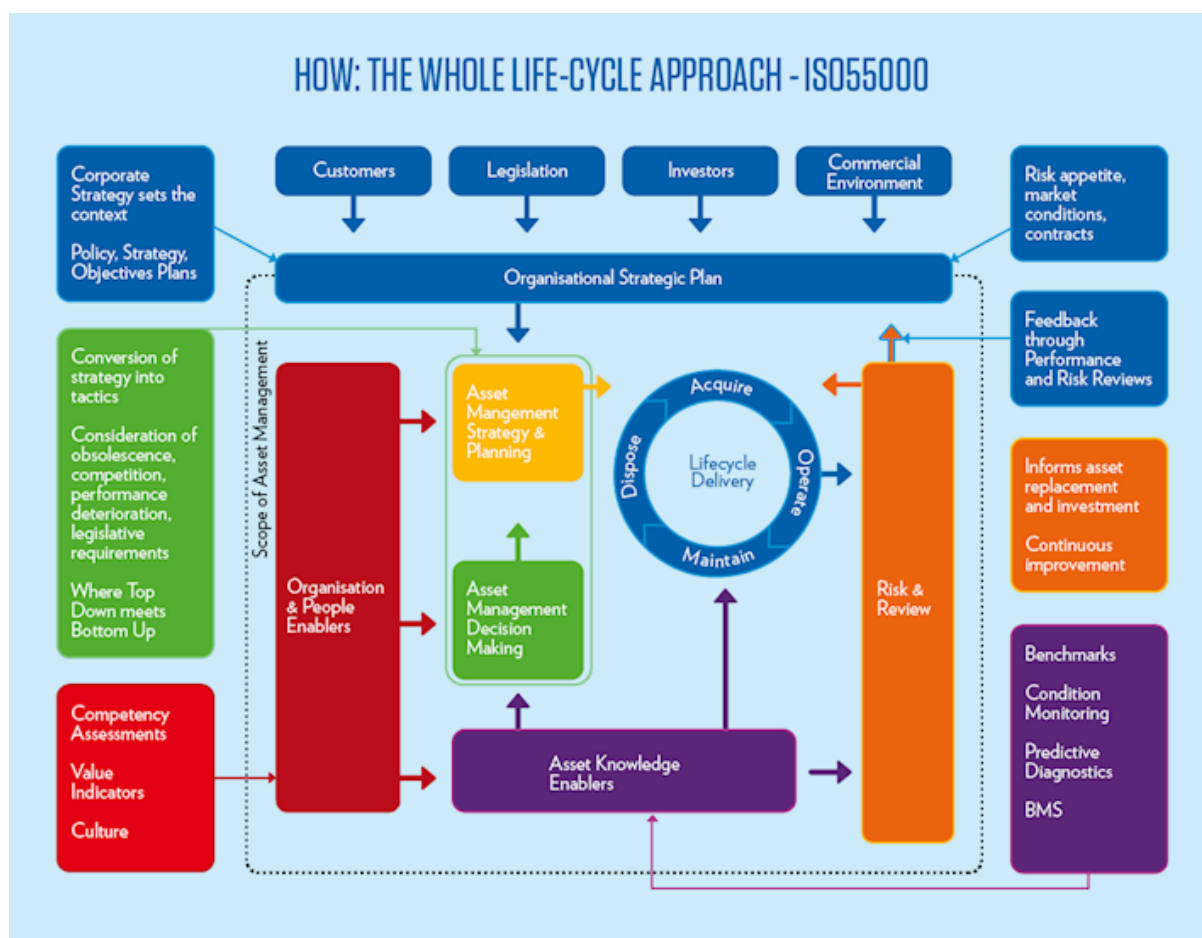


Figure 7 - The ISO55000 Asset Management Framework

AM Element	Current State
Organisational Strategic Plan	<ul style="list-style-type: none"> Asset Management Policy has been adopted. The Strategic Plan is in draft format. The Asset Management System is in development
Organisation & People	<ul style="list-style-type: none"> Organisational asset management cultural shift in progress. Limited human resources dedicated to AM and no backup or redundancy
Asset Knowledge	<ul style="list-style-type: none"> High degree of AM knowledge and Winton specific knowledge. Distributed network of consultants for knowledge and support in development High degree of data quality
Asset Decision Making	<ul style="list-style-type: none"> Councillors and Management have had training in robust project selection However many decisions regarding the WSA not made with long term strategic considerations
Risk & Review	<ul style="list-style-type: none"> Limited organisational risk register. Limited risk management culture
Lifecycle Delivery	<ul style="list-style-type: none"> Limited focus on operational costs and delivery standards

Table 8 - High Level Assessment Against ISO55000

10.5 People Management

The lack of succession planning is a key risk for the Council. Council has a number of people in key positions that sustain the delivery of water supply and sewerage services to the community. These include:

- The Director of Works;
- The Asset Manager; and
- The Water Supply and Sewerage Manager.

The key attributes for some of these roles are not clearly defined and there are no succession plans in the event of one or more of the incumbents leaving Council. This is a likely risk, given the current incumbent for the Water Supply and Sewerage Manager role has indicated he may retire in the near future.

Council also currently owns and is planning for a number of ancillary assets that are related to the provision of water supply and sewerage services within Winton:

- A geothermal energy plant;
- An Aquatic Park;
- The new Waltzing Matilda Centre treatment plant;
- The town swimming pool;
- SCADA for water and sewerage;
- A water tower; and
- Sewerage pump stations.

There is an opportunity to review the responsibilities of the WSA to determine if there would be synergies in including some or all of the above functions as part of its overall accountability. This in turn might lead to the need for re-skilling members of the water and sewerage team such as acquiring certified water treatment operator training.

There may also be a need for additional resources and skills in the form of a Technical Officer to assist the water and sewerage activity into the future. This would assist with management and oversight of assets.

11 3 Year Program

The Program for this Business Plan is set out in Appendix A. It provides a high-level summary of the key actions for achieving Council's objectives for its WSA and mitigating scheme risks. The Program is aligned to the objectives set out in the **Plan on a Page** in section 1 of the plan. The Program sets out high level actions over the next 3 financial years, and includes any immediate tasks requiring completion this financial year (18/19).

Each year, Council will prepare its annual budget having regard to the key initiatives proposed in this Business Plan. This will be the means by which the Business Plan will be implemented. Council will also receive periodic reports on the progress against the plan's key initiatives.

Appendix B of the Strategy provides a more detailed description of each initiative, along with the desired outcome sought from its implementation.

12 Governance and Review

12.1 Responsibilities

The following table reflects the responsibilities for preparing, approving and overseeing the delivery of this Business Plan.

Role / title	Requirement
Council	Accountable: <ul style="list-style-type: none"> • Approve the Business Plan • Oversee the implementation of the Business Plan
Director of Works	Manage: <ul style="list-style-type: none"> • Endorse this document for Council approval • Oversee implementation of the Plan and associated key initiatives • Allocation of resources to deliver upon the Plan
Asset Manager	Responsible: <ul style="list-style-type: none"> • Prepare the Business Plan • Contribute to the Plan's delivery • Report on the Plan's implementation
Operational Staff	Deliver: <ul style="list-style-type: none"> • Understand, adopt and implement the Business Plan
All Staff	Input: <ul style="list-style-type: none"> • Provide input to the development of the Business Plan • Be kept informed of implementation progress

12.2 Implementation & Reporting

To execute this Business Plan, the WSA will prepare annual budgets which shall be derived from information within this Plan, along with any emerging issues that may arise over the life of the Plan.

A reporting calendar has also been developed for the WSA. This calendar is shown in Appendix D of this Business Plan. This reporting covers the organisations Statutory reporting as well as general Performance reporting on the progress of implementing this Plan.

12.3 Business Plan Review

This Business Plan has a 3-year outlook and will be reviewed at least every 3 years or when there is a major change in the assumptions underpinning this Plan.

Furthermore, the aspiration is that Council will develop 10-year capital and renewals plans for water supply and sewerage.

13 Appendix A – 3 Year Program

Note: this high-level Program is to be read in conjunction with Appendix 2, which provides the detail of each key initiative along with the outcome being sought from that initiative. Each key initiative is uniquely numbered to allow a cross-correlation between the two appendices.

Water and Sewerage Business Plan 2019-2022

Key Initiative		Task	Timeline			
			18/19	Y 1	Y 2	Y3
Objective: Deliver and sustain appropriate levels of service						
L1	Asset Renewals Programs	<i>Develop a Water Main Replacement Program</i> <i>Develop a Manhole Renewal Program</i>				
L2	Water Security	<i>Meter unmetered Parks and Gardens</i> <i>Develop a network sub-metering program</i> <i>Install network sub-meters</i> <i>Undertake a water security risk assessment</i> <i>Develop a water security improvement plan</i> <i>Implement the water security improvement plan</i>				
L3	Drinking Water Quality	<i>Implement the DWQMP Improvement Plan</i> <i>Undertake a microbial risk assessment</i> <i>Develop an improvement plan from this assessment</i> <i>Implement the improvement plan</i>				
L4	Operations & Maintenance	<i>Develop relevant procedures</i> <i>Develop an Audit Program</i> <i>Undertake an O&M Audit</i> <i>Develop an incident response procedure</i> <i>Develop & document maintenance regimes for key assets</i>				
L5	Environmental Management	<i>Undertake a Planning Review of wastewater treatment</i> <i>Implement a WW Treatment Improvement Plan</i> <i>Develop a Trade Waste Policy & maintenance program</i> <i>Implement the Trade Waste Policy</i>				

Water and Sewerage Business Plan 2019-2022

Key Initiative		Task	Timeline			
			18/19	Y 1	Y 2	Y3
Objective: Provide robust support systems						
S1	Customer Service	Update the W&S Customer Charter				
		Develop a Water Quality Education Program				
		Implement the Water Quality Education Program				
S2	Asset Management	Prepare a W&S AMP				
		Validate core WSA asset data				
		Procedure & program for updating & maintaining data				
		Merge GIS and Financial data				
		Condition Assess Imhoff Tank & Water Tower				
		Condition Assess Manholes				
		Condition Assess DICL Pipes				
S3	People Management	Review W&S Accountabilities				
		Engage additional personnel if necessary				
		Undertake core skills analysis				
		Develop a training and development plan				
		Prepare a Succession Plan				
		Implement Plans				
S4	Continuous Improvement	Review Business Plan				
		Develop a WSA reporting regime & procedures				
		Implement the reporting regime				
S5	Regional Collaboration	Determine involvement in RAPADWSA Program				
		Implement RAPADWSA Program				
Objective: Ensure financial viability of the WSA						
F1	Financial Management	Update 3 to 5-year budget based on improved asset data				
		Develop a 5 to 10-year budget for W&S				
		Review water and sewerage charges				
		Develop a W&S Reserves Policy				

14 Appendix B – Description of Key Initiatives

Water and Sewerage Business Plan 2019-2022

	Key Initiative	Description	Outcome
Objective: Deliver and sustain appropriate levels of service			
L1	Assets Renewals Program	<ul style="list-style-type: none"> Develop more robust asset renewals programs based on the condition assessment work undertaken in year 1 of the plan Progressively implement the plan – balancing financial and delivery capacity Actively engage with RAPADWSA to leverage regional opportunities to deliver the renewals program. This should lead to savings and the ability to attract specialist contractors to undertake the work 	<ul style="list-style-type: none"> Maintain the desired Levels of Service for water supply and sewerage Minimise the risk of catastrophic asset failure which would have a combined financial and service level impact
L2	Water Security	<ul style="list-style-type: none"> Winton has adequate water supplies from the Great Artesian Basin However critical asset failure (e.g. the Bores) could significantly disrupt water supplies – particularly if no appropriate redundancy is built into the system It is also important for Winton to know its consumption, so it can meet future demands from tourism and new facilities such as the proposed aquatic centre This key initiative involves metering any outstanding properties that are unmetered (such as parks and gardens) and installing any necessary network sub-metering to know where demand is occurring across the township The task also involves undertaking a detailed water security risk assessment to understand the critical assets for maintaining water security to Winton (this could be done using a method such as HAZOP or FMECA) An improvement plan is then to be developed and implemented This should include consideration of connecting Bores 2 and 3 as a backup to the main Bore number 4 	<ul style="list-style-type: none"> To minimise the risk of asset failure impacting on water security to the Winton township To ensure Council is capable of meeting current and future demands throughout the town

Water and Sewerage Business Plan 2019-2022

	Key Initiative	Description	Outcome
L3	Drinking Water Quality	<ul style="list-style-type: none"> The latest draft DWQMP includes an improvement plan containing a recommendation for improving the overall network hygiene. It is important these are implemented, particularly given Winton has had a history of contamination events Furthermore, there is more contemporary understanding of certain microbial hazards which have been detected in Winton's water supply and in surrounding regions Hence this key initiative includes undertaking a detailed microbial risk assessment to better understand any residual risks to drinking water quality in Winton and how these can be better managed This is also important as Winton does not have, for various reasons, the benefit of a chlorine disinfection treatment barrier, which would go a long way to addressing the microbial risks the water could be exposed to 	<ul style="list-style-type: none"> To ensure the supply of safe water to the Winton township
L4	Operations & Maintenance	<ul style="list-style-type: none"> Council has few operating procedures for its water and sewerage activities This impacts upon the sustainability of these services as it is reliant on a small team of staff, who could move on from Council at any point in time It is intended to develop procedures for the following activities. These procedures can be built upon over time <ul style="list-style-type: none"> Network Isolation Mains Repair Mains Flushing / Scouring post work or repairs Dead end flushing Periodic Mains Cleaning (via mechanisms such as air scouring) Sampling and Testing Pump station and sewer maintenance. Incident response procedure and documentation Develop, document and implement maintenance regimes for key assets 	<ul style="list-style-type: none"> To ensure the sustainable provision of services, irrespective of changing circumstances or personnel

Water and Sewerage Business Plan 2019-2022

	Key Initiative	Description	Outcome
L5	Environmental Management	<ul style="list-style-type: none"> • Council's wastewater treatment plant was constructed in the 1950's (an Imhoff Tank) and a planning study is now required to determine if the plant can continue to meet the town's needs and if not, what might be the alternative approaches. The scope of the study would include: <ul style="list-style-type: none"> • Consideration of changes in load on the plant from tourism or different wastewater characteristics; • The current and possible future performance of the plant against its licence; • The suitability of current biosolids management practices; • The adequacy of the effluent lagoons; and • Opportunities for additional recycled water use within town. • There is strong evidence that the increase in tourism is leading to an increase in blockages from fat and general trade waste from the town's restaurants and commercial premises • It is necessary to develop a Trade Waste Policy and associated maintenance regimes for grease traps and treatment devices. Council may need to facilitate the provision of such services as has been the case in other small regional communities 	<ul style="list-style-type: none"> • Ensure Winton's sewerage system (treatment and transport) meets the requirements of the township now and into the future • Ensure the sewerage system is compliant with necessary environmental licences

Water and Sewerage Business Plan 2019-2022

	Key Initiative	Description	Outcome
Objective: Provide robust support systems			
S1	Customer Service	<ul style="list-style-type: none"> This task involves updating and gaining Council approval for the Water and Sewerage Customer Charter, including the Levels of Service It is also proposed to develop and implement an education program for the community about their role in ensuring safe water supplies to their properties. This is particularly important given most properties contain on-site storages which should be periodically cleaned and maintained 	<ul style="list-style-type: none"> To actively engage the community in the provision of safe water to the Winton Township
S2	Asset Management	<ul style="list-style-type: none"> Council has an Assets and Services Management Plan for all of its assets and the intention is to develop Asset Management Plans beneath that overarching plan – for the various asset groups such as water and sewerage In conjunction with the preparation of this plan, Council is wanting to further validate its water and sewerage assets and develop procedures and protocols for ensuring those registers remain current There is also a requirement to merge the GIS asset information, with the financial asset register, to allow Council to maintain contemporary asset valuations and depreciation register 	<ul style="list-style-type: none"> To develop the necessary support systems to allow the effective and efficient management of Council's water and sewerage assets

Water and Sewerage Business Plan 2019-2022

	Key Initiative	Description	Outcome
S3	People Management	<ul style="list-style-type: none"> The Council has at least two key positions in relation to its Water and Sewerage Activity being the Asset Manager and the Water and Sewerage Manager. The individual filling the later position has indicated he may retire in the near future Furthermore, Council is inheriting additional assets which might benefit from oversight by the WSA This task therefore involves reviewing the responsibilities and hence capabilities of the WSA personnel From this review, Council needs to develop a Training Plan and a Succession Plan. Considerations for both plans might include: <ul style="list-style-type: none"> The need for a Certified Operator given Council will be inheriting water treatment plants in the future; The addition of a Technical Officer to manage and oversee asset management plans Identify key roles associated with the WSA and ensure there are succession plans for those key roles; Promoting Council activities within the school to attract locals to join the organisation; Considering periodic secondments of key staff to other organisations, to broaden the skills and knowledge to the benefit of Winton Council 	<ul style="list-style-type: none"> To ensure the sustainable delivery of water supply and sewerage services irrespective of staff or circumstance changes
S4	Continuous Improvement	<ul style="list-style-type: none"> This key initiative relates to keeping the Business Plan current and ensuring its progress against implementation is reported upon; Council also has a range of Statutory reporting obligations and a clear reporting regime and set of procedures is to be developed This would also include consideration of automating the capture of data for reporting 	<ul style="list-style-type: none"> To ensure the Business Plan is effectively delivered and services are continuously improved

Water and Sewerage Business Plan 2019-2022

	Key Initiative	Description	Outcome
S5	Regional Collaboration	<ul style="list-style-type: none"> Winton Shire Council is a member of the RAPADWSA regional alliance. Winton have arguably not fully benefited from its participation in this alliance. This task involves Council more actively engaging with RAPADWSA and dictating its requirements from this Business Plan to the alliance. This will allow Council to maximise the value it receives from its participation in the Alliance. Council needs to be across the RAPADWSA program and determine which projects it needs to be involved in and which it can opt out of Council needs to also build its scheduled maintenance regimes around a number of the periodic contracts RAPADWSA runs such as mains and reservoir cleaning This task aligns with the Council objective to support and participate in the regional organisations that promote and address the programs and activities of the Winton Shire Council 	<ul style="list-style-type: none"> To maximise the benefits Council can gain from participating in the RAPADWSA program

Water and Sewerage Business Plan 2019-2022

	Key Initiative	Description	Outcome
Objective: Ensure financial viability of the WSA			
F1	Financial Management	<ul style="list-style-type: none"> • Council have an overarching objective of providing the wider community with confidence by effectively managing revenues and expenditure to ensure the financial viability of the Shire and to ensure the ongoing sustainability of the organisation • The tasks within this key initiative are aimed at realising the objective. This includes building a robust condition and risk-based renewals program for the WSA. This program would initially have a 5-year outlook and ultimately 10 years • This initiative would also involve reviewing the reserves policy as Council has now built substantial reserves for water and sewerage renewals (approximately \$10m). The effective use of these reserves will help with the overall financial viability of the Council and mitigate any pressure on water and sewerage charges • It also may be necessary in due course to review the water and sewerage charges of Council. Council will still pursue grants for key and major capital works and renewals activities 	<ul style="list-style-type: none"> • To ensure the financial viability and on-going sustainability of the Council with respect to its water and sewerage activities

15 Appendix C – Financial Forecasts

16 Appendix D – Business Reporting Program

Water and Sewerage Business Plan 2019-2022

Reporting Requirement	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	Comment
Business Plan Performance													
Business Plan Approval													
Quarterly Progress Reporting													
Year End Performance Report													
Financial Performance													
Annual Budget Approval													
Quarterly Financial Reports													
Year End Report													
Business Performance Reporting													
SWIM Database													Due 1 October
Environmental Licence													
Annual Return													Not sure if you have to report on the EA?
Site Inspections													
Drinking Water Quality Management													
Submit Renewed DWQMP													
Annual DWQ Performance Report													Due 16 December
DWQMP Audit													Every 4 years from 2018 onwards
Customer Charter													
Submit Renewed Customer Charter		2019											Performance reporting as part of SWIM
Ground Water Licence													
Quarterly bore usage & level report													



Denotes Internal Council Reporting



Denotes External Reporting Requirement

Table 9 - Annual Reporting Calendar