Adopted Report
for the
Water Management Committee Meeting
Held on
Wednesday, 22 July 2009
at
9:00 am
G6 Committee Room
Nerang Administration Centre
Nerang Southport Road Nerang

Our positioning statement
Working for our future - today

Our vision
Naturally, the world’s best place to be . . . because we will create a city that is recognised internationally for the quality, diversity and sustainability of its lifestyle, economy and environment. The Gold Coast’s future will be secure as Australia’s most desirable place to live and favourite place to visit.

Our mission
To benefit our local community by sustainably managing the City’s resources and opportunities, and by delivering high-quality, affordable services, in partnership with the community, State and Federal Governments, educational institutions and the private sector.
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### Adopted Report

**Water Management Committee Meeting**  
**Wednesday, 22 July 2009**

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### General Business

**KEY:**

- CEO - Chief Executive Officer
- CG - City Governance
- CMS - Community Services
- EDMP - Economic Development & Major Projects
- ES - Engineering Services
- GCW - Gold Coast Water
- OS - Organisational Services
- PET - Planning Environment & Transport
ATTENDANCE

Cr D McDonald Chairperson
Cr G Pforr
Cr D Crichlow
Cr R La Castra
Cr M Grummitt
Cr J Grew

Mr R Went Director Gold Coast Water
Mr B Lawrence Manager Infrastructure Delivery
Mr B Capati Manager Infrastructure Planning
Ms K O’Brien Manager Commercial Performance
Ms K Howell Manager Stakeholder Services
Ms M Emery Executive Coordinator Governance & Business Planning
Mr P Sangarapillai Coordinator Development Assessment
Ms S Dudic Communications Strategist

APOLOGIES

PRESENTATIONS

ADOPTED BY COUNCIL 27 JULY 2009

RESOLUTION G09.0727.012 moved Cr McDonald seconded Cr Pforr

That the Report of the Water Management Committee Meeting held on Wednesday, 22 July 2009, covered by Recommendations numbered WM09.0722.001 to WM09.0722.003, be received.

CARRIED

RESOLUTION G09.0727.014 moved Cr McDonald seconded Cr Pforr

That the Report of the Water Management Committee’s Recommendations of Wednesday, 22 July 2009, numbered WM09.0722.001 to WM09.0722.003, be adopted with the exception of:-

Recommendation Number WM09.0722.001 which was specifically resolved.

CARRIED
ITEM 1  GOLD COAST WATER
ATTENDANCE OF COUNCIL OFFICERS AT THE 7TH IWA WORLD CONGRESS ON
WATER RECLAMATION AND REUSE, 20-25 SEPTEMBER 2009, BRISBANE
WS790/1117(P1)

1 BASIS FOR CONFIDENTIALITY
Not applicable.

2 EXECUTIVE SUMMARY
Not applicable.

3 PURPOSE OF REPORT
The purpose of this report is to seek Council approval for the attendance of five Gold Coast Water officers who have had papers accepted for either poster or oral presentation at the 7th International Water Association World Congress of Water Reclamation and Reuse to be held in Brisbane from 20-25 September 2009.

4 PREVIOUS RESOLUTIONS
Not applicable.

5 DISCUSSION

5.1 International Water Association
Covering all facets of the water industry, the International Water Association (IWA) is a global water network of professionals with over 10,000 members and aims to span the continuum between research and practice. Known as “the global water reference point”, IWA represents over 130 countries and has over 45 specialist technical networks. IWA Publishing is a leading international publisher on all aspects of the water industry and related environmental fields. Additionally, IWA organise and host events, projects, training and specialists groups to increase global knowledge and share ideas and best practice within the water industry, boundless of borders.

5.2 7th IWA World Congress on Water Reclamation and Reuse
In recent times, the water industry has seen significant paradigm shifts in the way that water is valued and used. Faced with pressures of rapid population growth, drought and an increasing urban footprint, the water industry has had to adapt and evolve from traditional water management practices. With the level of water abstraction reaching its natural limits, the search for alternative water sources became urgent and dramatic changes were required driving a move towards a more “circular society”. The reclamation and reuse of water has been a major part of this shift, and as technology advances the practice of “recycled water” is being more widely applied throughout the world. South East Queensland is a prime example of where this has occurred.
The 7th IWA World Congress on Water Reclamation and Reuse (REUSE09) offers a high quality and diverse technical program to facilitate the sharing of knowledge, best practice, ideas and innovations in the field of water reclamation and reuse from all around the world. The congress themes are as follows:

- Potable reuse
- Public health and environmental impacts
- Emerging pollutants
- Aquifer storage and recharge
- Novel technology developments
- Demand/supply management
- Public perceptions and community engagement
- Water and energy efficiencies
- Environmental flows.

The Manager Infrastructure Planning, Bill Capati, is a member of the REUSE09 Local Organising Committee. Through his involvement in the organisation of this international congress, Gold Coast Water has been provided with considerable opportunities to promote some of its leading recycled water initiatives. These opportunities are discussed below.

5.3 Pimpama Coomera Conference Session and Technical Tour

With Leadership Team approval, a number of Gold Coast Water officers submitted abstracts or full papers to be considered for presentation at the REUSE09 congress given the local opportunity to gain international exposure for recycled water initiatives underway at Gold Coast Water.

The draft program for REUSE09 has been released to members of the Local Organising Committee. The draft program includes an exclusive Pimpama Coomera Waterfuture Technical Session on Day One of the congress (Session Two), immediately following morning tea and the joint opening ceremony for REUSE09 and the River Symposium (which is being held in parallel to REUSE09).

This session is an exceptional opportunity to exhibit Council’s award winning recycled water initiatives being implemented at Pimpama Coomera to an international audience. To not only have four papers been accepted for platform presentation and two for poster presentation on varying aspects of the Pimpama Coomera Waterfuture Master Plan, but to have a dedicated session at an international congress is a truly unique opportunity. This is not only testament to the quality of the papers submitted by the officers, but also to the amount of international interest in initiatives being undertaken through Gold Coast Water.
Session Two (Pimpama Coomera Waterfuture) as proposed in the draft REUSE09 program comprises the following papers:

- Pimpama Coomera Waterfuture Master Plan – Aquifer storage and recovery. **Mike Dudding (SKM)** and Anna Hollingsworth.
- Pimpama Coomera dual reticulation end use study: baseline situational context and post-commission end use prediction. **Rachelle Willis**, Scott Emmonds and Rodney Stewart (Griffith University).

Gold Coast Water has also had two papers accepted for poster presentation:

- Gold Coast Water – getting the business ready for Class A+ recycled water - **Michelle Potts** and Tom Belgrove. Also reserve platform presentation.

Gold Coast is recognised as a leader in water recycling, hence our people are asked to represent the local government/utilities in the industry. In addition to the above paper presentations, Gold Coast Water has been invited to participate as a member of the Water Services Association of Australia (WSAA) Panel of Experts. The panel is titled “Treatment Process Validation – a priority challenge in the implementation of the Australian Recycled Water Guidelines” and will be held in the dedicated WSAA stream at the congress. The panel discussion will include representatives from local government/utilities (including Gold Coast Water and Sydney Water), as well as representatives of the regulators and researchers in the field (to speak on what is to come). Key staff in the field of Recycled Water Product Quality within Gold Coast Water are recognised in the industry for their expertise and contribution to the validation process for our recycled water, and Gold Coast Water’s HACCP system is again highlighted. **Shannon McBride**, Gold Coast Water’s Production Quality Technical Officer has been asked to participate on this panel given her practical experience in recycled water quality.

The presenters for each paper/panel presentation above is represented in bold text.

The Pimpama Coomera Waterfuture Technical Session is further supported by a Pimpama Coomera Waterfuture Master Plan Technical Tour which will take delegates from around the world to key sites within the Pimpama Coomera area to view the ‘on the ground’ implementation of integrated urban water management on a suburb level. Of particular interest to delegates will be the dual reticulated networks.
ITEM 1 CONTINUED
GOLD COAST WATER
ATTENDANCE OF COUNCIL OFFICERS AT THE 7TH IWA WORLD CONGRESS ON
WATER RECLAMATION AND REUSE, 20-25 SEPTEMBER 2009, BRISBANE
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5.4 Council Officer Attendance

As outlined above, a number of Gold Coast Water officers have been accepted for platform or poster presentation at the REUSE09 congress being held in Brisbane from 20-25 September 2009. This report is seeking Council approval for the attendance of five Gold Coast Water officers who would be presenting the accepted papers/panel discussion and include:

- Dick Went – Director Gold Coast Water (Platform Presenter)
- Kirsten Howell – Manager Stakeholder Services (Platform Presenter)
- Kim Evans – Coordinator Land Use and Infrastructure Planning (Poster Presenter)
- Michelle Potts – Coordinator Pimpama Coomera Master Plan (Poster Presenter)
- Shannon McBride – Production Quality Technical Officer (Panel Presenter).

5.5 Outcomes

The proposed dedicated Pimpama Coomera Waterfuture Technical Session provides a truly exclusive opportunity for Gold Coast Water and its officers to exhibit the initiatives being implemented under the Master Plan to an international audience. Participation at this world congress will add to Gold Coast Water’s reputation as a pioneer for recycled water initiatives and facilitate learning of other world best practice technologies, advancements, process and policy for recycled water.

The dual Pimpama Coomera Waterfuture Technical Session and Technical Tour provides significant coverage for Gold Coast Water on an international stage. This is a rare opportunity which should not be missed.

Furthermore, as a member of the WSAA Panel of Experts, Gold Coast Water also has an opportunity to participate in high level discussions surrounding treatment plant validation, a topic highly relevant to Gold Coast Water enabling the sharing of knowledge and experiences to further improve current practice. An additional benefit of the panel discussion is the opportunity to have open discussion with recycled water regulators. The validation of the Pimpama plant and also the B/C class schemes from other Gold Coast Water plants, has been a lengthy and costly process and discussions with the regulators may help to streamline this process in the future.

5.6 Career Development

The REUSE09 congress will provide the above recommended officers with an opportunity to further their professional and career development, providing a rich platform for learning and networking with other industry leaders. The congress provides all five officers with opportunities for professional development through:

- Networking with international technical experts and managers
- Establishment and strengthening of international contacts of benefit to their roles
- Gaining highly relevant technical, research and management level information and knowledge which can be applied within their sections, and
- Advancement of their skills with respect to water reclamation and reuse.

6 STATUTORY MATTERS

Not applicable.
ITEM 1 CONTINUED  

ATTENDANCE OF COUNCIL OFFICERS AT THE 7TH IWA WORLD CONGRESS ON WATER RECLAMATION AND REUSE, 20-25 SEPTEMBER 2009, BRISBANE  

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7 CORPORATE/OPERATIONAL PLAN

Attendance and participation of the aforementioned officers at REUSE09 is consistent with Council’s Corporate Objectives of:

- A city leading by example
- A city loved for its green, gold and blue
- A city shaped by cleaver design
- A city with a thriving economy.

8 COUNCIL POLICIES

This agenda item is in accordance with Council resolution GF09.0527.004 which requires a report be put forward and approved by Council for the attendance of more than one Council officer to attend any conference or seminar.

9 DELEGATIONS

Not applicable.

10 BUDGET/FUNDING

Officer attendance will be funded from the training budgets allocated in the cost centre relevant to the officers Branch. A summary of the funding is provided below.

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<tr>
<td>Travel</td>
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</tr>
<tr>
<td>Accommodation</td>
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<tr>
<td>Early Bird Registration (x 5 @ $1,250 – before 24/07/2009)</td>
<td>$6,250</td>
<td>122 5012 = $1,250</td>
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<td>190 5012 = $2,500</td>
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<td>106 5012 = $2,500</td>
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<tr>
<td>Total</td>
<td>-</td>
<td>$6,250</td>
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</table>

11 COORDINATION & CONSULTATION

Not applicable.

12 TIMING

The 7th IWA World Congress for Water Reclamation and Reuse will be held from 20-25 September 2009.

13 STAKEHOLDER IMPACTS

Not applicable.
14 CONCLUSION

The 7th IWA World Congress on Water Reclamation and Reuse (REUSE09) is being held from 20-25 September 2009 in Brisbane. Gold Coast Water is represented on the REUSE 09 Local Organising Committee by the Manager Infrastructure Planning, Bill Capati.

Gold Coast Water is being offered a dedicated Pimpama Coomera Waterfuture Technical Session on Day One of the conference in addition to a Pimpama Coomera Waterfuture Master Plan Technical Tour.

This Technical Session includes four accepted papers from Gold Coast Water officers on varying aspects of the Pimpama Coomera Waterfuture Master Plan. In addition, Gold Coast Water has also had two papers accepted for poster presentation (and reserve platform presentation). The accepted authors/officers recommended to represent Gold Coast Water include:

- Dick Went – Director Gold Coast Water (Platform Presenter)
- Kirsten Howell – Manager Stakeholder Services (Platform Presenter)
- Kim Evans – Coordinator Land Use and Infrastructure Planning (Poster Presenter)
- Michelle Potts – Coordinator Pimpama Coomera Master Plan (Poster Presenter)
- Shannon McBride – Production Quality Technical Officer (Panel Presenter).

This is an exclusive opportunity to showcase Gold Coast City Council’s recycled water initiatives being implemented under the Pimpama Coomera Waterfuture Master Plan to an international audience.

Moreover, participation in REUSE09 provides the recommended officers with an opportunity to further their career development allowing them to network with other international leaders to collaborate and learn of innovation, developments and advancements in the water reclamation and reuse field adding significant value to our work at Gold Coast Water.
15 RECOMMENDATION

It is recommended that Council resolves as follows:

1 That Council notes that Gold Coast Water has been offered a dedicated Technical Session in the draft program for the 7th IWA World Congress on Water Reclamation and Reuse (2009) entitled ‘Pimpama Coomera Master Plan’ with four papers accepted for platform presentation and two accepted for poster presentation.

2 That Council notes that Gold Coast Water is also hosting a Technical Tour for Congress delegates to the Pimpama Coomera Master Plan area.

3 That Council approves the following officers to participate in the 7th IWA World Congress on Water Reclamation and Reuse to be held in Brisbane from 20-25 September 2009:

   a  Richard Went – Director Gold Coast Water
   b  Kirsten Howell – Manager Stakeholder Services
   c  Kim Evans – Coordinator Land Use and Infrastructure Planning
   d  Michelle Potts – Coordinator Pimpama Coomera Master Plan
   e  Shannon McBride – Production Quality Technical Officer.

Author: Bill Capati  Authorised by: Richard Went
Manager Infrastructure Planning  Director Gold Coast Water
10 July 2009

Committee Recommendation Changed at Council 27 July 2009

Changed Recommendation

MOTION  Moved Cr Crichlow  Seconded Cr Grummitt

1 That Council notes that Gold Coast Water has been offered a dedicated Technical Session in the draft program for the 7th IWA World Congress on Water Reclamation and Reuse (2009) entitled ‘Pimpama Coomera Master Plan’ with four papers accepted for platform presentation and two accepted for poster presentation.

2 That Council notes that Gold Coast Water is also hosting a Technical Tour for Congress delegates to the Pimpama Coomera Master Plan area.

3 That Council approves the following officers to participate in the 7th IWA World Congress on Water Reclamation and Reuse to be held in Brisbane from 20-25 September 2009:

   a  Richard Went – Director Gold Coast Water
   b  Kirsten Howell – Manager Stakeholder Services
   c  Kim Evans – Coordinator Land Use and Infrastructure Planning
   d  Michelle Potts – Coordinator Pimpama Coomera Master Plan
   e  Shannon McBride – Production Quality Technical Officer.
ITEM 1 CONTINUED

ATTENDANCE OF COUNCIL OFFICERS AT THE 7TH IWA WORLD CONGRESS ON WATER RECLAMATION AND REUSE, 20-25 SEPTEMBER 2009, BRISBANE
WS790/1117(P1)

AMENDMENT

Moved Cr Pforr  Seconded Cr Grummitt

That Mr Bill Capati also attend the Congress and be added to part 3 of the recommendation. The recommendation to read as follows:

1 That Council notes that Gold Coast Water has been offered a dedicated Technical Session in the draft program for the 7th IWA World Congress on Water Reclamation and Reuse (2009) entitled ‘Pimpama Coomera Master Plan’ with four papers accepted for platform presentation and two accepted for poster presentation.

2 That Council notes that Gold Coast Water is also hosting a Technical Tour for Congress delegates to the Pimpama Coomera Master Plan area.

3 That Council approves the following officers to participate in the 7th IWA World Congress on Water Reclamation and Reuse to be held in Brisbane from 20-25 September 2009:
   a Richard Went – Director Gold Coast Water
   b Kirsten Howell – Manager Stakeholder Services
   c Kim Evans – Coordinator Land Use and Infrastructure Planning
   d Michelle Potts – Coordinator Pimpama Coomera Master Plan
   e Shannon McBride – Production Quality Technical Officer
   f Bill Capati – Manager Infrastructure Planning

The AMENDMENT was CARRIED
The AMENDMENT became the MOTION and was CARRIED

COMMITTEE RECOMMENDATION  WM09.0722.001

1 That Council notes that Gold Coast Water has been offered a dedicated Technical Session in the draft program for the 7th IWA World Congress on Water Reclamation and Reuse (2009) entitled ‘Pimpama Coomera Master Plan’ with four papers accepted for platform presentation and two accepted for poster presentation.

2 That Council notes that Gold Coast Water is also hosting a Technical Tour for Congress delegates to the Pimpama Coomera Master Plan area.

3 That Council approves the following officers to participate in the 7th IWA World Congress on Water Reclamation and Reuse to be held in Brisbane from 20-25 September 2009:
   a Richard Went – Director Gold Coast Water
   b Kirsten Howell – Manager Stakeholder Services
   c Kim Evans – Coordinator Land Use and Infrastructure Planning
   d Michelle Potts – Coordinator Pimpama Coomera Master Plan
   e Shannon McBride – Production Quality Technical Officer
   f Bill Capati – Manager Infrastructure Planning
ITEM 1 CONTINUED

GOLD COAST WATER
ATTENDANCE OF COUNCIL OFFICERS AT THE 7TH IWA WORLD CONGRESS ON
WATER RECLAMATION AND REUSE, 20-25 SEPTEMBER 2009, BRISBANE
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CHANGED AT COUNCIL 27 JULY 2009
RESOLUTION  G09.0727.013  moved Cr Pforr  seconded Cr Gates

That Committee Recommendation WM09.0722.001 be adopted, with the addition of parts
4 and 5 to read as follows:

4. That Council approve the attendance of Cr Pforr, and any other interested
   Councillors, at the 7th IWA World Congress on Water Reclamation and Reuse
   to be held in Brisbane on 20-25 September 2009 during Council recess at the
   Brisbane Convention & Exhibition Centre.

5. That funding for Cr Pforr’s attendance at the World Congress on Water
   Reclamation and Reuse be allocated from Councillors Conference Allocation
   Project No. HE03 7704.

CARRIED
ITEM 2
GOLD COAST WATER PERFORMANCE PLAN 2009/10
WS790/744(P1)

Refer 44 page attachment

1 BASIS FOR CONFIDENTIALITY

Not applicable.

2 EXECUTIVE SUMMARY

Not applicable.

3 PURPOSE OF REPORT

In 1997 Gold Coast City Council (GCCC) resolved to commercialise Gold Coast Water (GCW) by 1 July 1998. Consequently, a Performance Plan is produced annually and reported upon quarterly to Council. The Performance Plan must be adopted with the Operational Plan to satisfy the Local Government Act.

At the Corporate Governance and Finance Committee meeting of the 10th June 2009, a draft version of the GCW Performance Plan for 2009-10 was considered and adopted pending budget approval. Gold Coast Water has now incorporated the adopted budget into their Performance Plan.

The intent of this report is to present the final version of GCW’s 09/10 Performance Plan, which includes the adopted budget information.

4 PREVIOUS RESOLUTIONS

Corporate Governance and Finance Committee Minute No. GF09.0610.001 refers:

2 The 2009-10 Performance Plan for Gold Coast Water is adopted.

Council Minute No. G09.0615.016 refers:

1 That the Report of the Corporate Governance & Finance Committee Meeting held on Wednesday 10 June 2009, covered by Recommendations numbered GF09.0610.001 to GF09.0610.007, be received.

5 DISCUSSION

Gold Coast Water has updated the budget figures where necessary in accordance with the adopted Gold Coast City Council budget.

The Key Performance Indicator target for the Energy Consumption Index has been included since the draft Performance Plan was adopted by Council (G09.0615.016), as the information was not available prior to submission. The target for 2009/10 has been set at 1.11, which is in line with last year’s target.

This Performance Plan has been developed within the context of Council’s Corporate Plan and the mutual strategic focus on the triple bottom line of community, economy and the environment. It continues to have a very strong focus on the sustainable water balance with the city.
6 STATUTORY MATTERS

Local Government Act 1993

Performance plan for commercial business units

580.(1) There must be an annual performance plan for each commercial business unit.

(2) A local government’s operational plan under chapter 7, part 2, must include the annual performance plan for each of its commercial business units.

(3) A performance plan may be amended at any time before the end of the financial year for which it is prepared.

7 CORPORATE/OPERATIONAL PLAN

By detailing our objectives, strategies, projects and performance measures within the Performance Plan, GCW is fulfilling its obligation with regards to Council’s 2009-10 Operational Plan.

8 COUNCIL POLICIES

Not applicable.

9 DELEGATIONS

Not applicable.

10 BUDGET/FUNDING

Not applicable.

11 COORDINATION & CONSULTATION

Not applicable.

12 TIMING

The attached document is GCW’s Performance Plan for the 2009-10 financial year and as such is operational from 1 July 2009 until 30 June 2010.

13 STAKEHOLDER IMPACTS

Not applicable.

14 CONCLUSION

Not applicable.
ITEM 2 CONTINUED
GOLD COAST WATER
GOLD COAST WATER PERFORMANCE PLAN 2009/10
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<td>That Council note the 2009-10 Performance Plan for Gold Coast Water.</td>
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**Author:**
Julia Williams  
Business Performance Officer  
10 July 2009

**Authorised by:**
Chris Owen  
Manager Strategy & Business Improvement  
10 July 2009

**COMMITTEE RECOMMENDATION**  
WM09.0722.002

Moved Cr Crichlow  
Seconded Cr Grummitt

That Council note the 2009-10 Performance Plan for Gold Coast Water.

CARRIED
Performance Plan
2009 - 2010

July 2009
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INTRODUCTION

Gold Coast Water (GCW) has been established as a Directorate within Gold Coast City Council (GCCC) since 1995 and provides water, recycled water and wastewater services to customers throughout the Gold Coast through the management of the city’s water, recycled water and wastewater assets. GCW is also responsible for the creation of new assets for growth and operates a scientific laboratory that provides water analysis services for internal and external customers.

In 1997 Council resolved to commercialise GCW by 1 July 1998. As a result GCW reports to council on both a quarterly and bi-annual basis on the following elements of the Performance Plan;

- Gold Coast Water’s Operational Plan activities (quarterly); and
- Gold Coast Water's Key Performance Indicators (bi-annual)

GCW also produces an annual Sustainability Report which evolved from the previous Environmental Report, first produced in 1999. The Performance Plan and the Sustainability Report form the basis of our annual reporting cycle against GCW’s Strategic Plan.

GCW operates within the context of a rapidly changing business environment and positioning within this environment is important for ongoing business viability. It is vital that GCW has a clear view of the way forward to take full advantage of future business issues and trends. At the same time GCW must not lose sight of our current core business, customers, people, assets and stakeholders.

This Performance Plan has been developed within the context of Council’s Corporate Plan, GCW’s Strategic Plan and the mutual strategic focus on the triple bottom line of community, economy and the environment. It continues to have a very strong focus on the sustainable water balance for the city. The city’s Water future will be one of achieving the right balance between traditional planning and innovative new ways to manage our precious resource – water. Diversity of water sources and sustainable solutions are becoming a way of life and not just aspirations for the future. This diversity and sustainability will ensure water supply is adequate for the needs of the city’s growing population and the environment, while effectively managing demand for water. It’s all about achieving the right balance of supply and demand as the Gold Coast grows as a city.

PURPOSE OF DOCUMENT

This document is GCW’s Performance Plan for the 2009-10 financial year and as such is operational from 1 July 2009 until 30 June 2010.

OPERATIONAL PLAN REQUIREMENTS

By detailing our objectives, strategies, projects and performance measures within this document, GCW is fulfilling its obligation with regards to Council’s 2009-10 Operational Plan.

WATER REFORM

The 2009/10 financial year will be the final year for the SEQ Water Reform process, concluding with the transition of the Gold Coast Water people and assets into the new distribution and retail businesses. Service Level Agreements between the new businesses and Council’s support services will also be established ready for operation by July 2010. Gold Coast City Council will be the major shareholder in the Retailer 3 water business with partner councils Logan, Redland and Scenic Rim and the second largest shareholder in the new SEQ Distribution business. A priority for the new businesses will be the maintenance of the current levels of service and to support this, Gold Coast Water’s strategies have been reviewed and updated to ensure they contain a planning horizon beyond the July 2010 transition date.
Council's Reform Program, established in July 2008 to manage the second phase of reforms, continues to coordinate the reform activities in cooperation with the Council of Mayor's (SEQ) Water Reform Program. Gold Coast Water officers are providing vital input and feedback into established working groups, committees and discussion papers to ensure decisions are robust and well informed. The Reform Program is also working closely with the GCW management team to ensure the people transition process is well planned and executed to minimise the impacts on the employees going through the process.

CONTROL DOCUMENT

The controlled electronic version of this document resides within the Quality and Environmental Management System (QEMS) directory of GCW's G:/-drive under Strategic Planning / Performance Plan and also via Ispot (Information Single Point of Truth) – #25447445.
NATURE AND SCOPE OF ACTIVITIES

NATURE OF ACTIVITIES

Due to South East Queensland (SEQ) Water Reform, Council’s water assets will be transferred to a new legal entity from 1 July 2010 which will assume responsibility for water and wastewater distribution and retailing.

In 2009/2010 GCW will be responsible for the provision of water, recycled water and wastewater services to customers throughout Gold Coast City, inclusive of the following core products and services:

- Reticulated wastewater services including wastewater treatment and by-product release;
- Recycled water and biosolids for reuse purposes;
- Commercial / industrial wastewater services; and
- Planning, design and construction of headworks infrastructure to facilitate the provision of the above products and services.

GCW also provides the following additional products and services directly to external customers:

- Demand management services, including meter testing;
- Water, recycled water and wastewater analytical services;
- Trade waste services;
- Provision of hydraulic information;
- Provision of as-constructed information;
- Installation of new water services;
- Provision of miscellaneous maintenance services; and
- Miscellaneous capital works such as connecting infrastructure to new developments
- Provides water and wastewater services through Service Level Agreements to external bodies.

SCOPE OF SERVICE PROVISION

Standard Service Areas

GCW is required to provide water supply wastewater and recycled water services to customers within the standard service areas, to the defined standards. For the purpose of this plan, the standard service areas are defined as the sewered area and the water area. These areas are defined as follows:

- The sewered area covers those developed properties within the urban areas of the city; and
- The water area covers those developed properties within both the urban areas and the park living domains of the city.

Council’s Planning Scheme defines the urban areas as the built up parts of the city and those locations intended to become part of the built up area. The urban area includes all those parts of the city that are contained within all domains and Local Area Plans (LAP), except for the following:

- Rural domain;
- Park living domain;
- Village domain;
- Conservation domain;
- East Coomera/Yawalpah LAP; and
- Any land in the public open space, private open space, community purposes or local business domains that abuts land in the park living and/or rural domains.
Some land in very large LAP’s (eg Coomera LAP) may be included in precincts with a rural intent. In such cases, that particular precinct is not to be included in the urban areas of the city.

**Non-Standard Service Areas**

Water and wastewater services are also provided to a number of properties outside of the standard service areas. Such properties receive wastewater services, treated water or a combination thereof. GCW is required to continue to provide existing services to these properties, in accordance with the following conditions:

- Customers outside the water area that receive treated water, will do so at a standard below those customers within the water area. The reason for this is that such properties are typically connected via sub-standard infrastructure which is not designed or built to Council’s standards;
- Given the substandard nature of the infrastructure servicing these properties, Council and hence GCW is typically not responsible for its maintenance. However due to historical events, there are some areas where Council does maintain this infrastructure. It will need to be resolved in the future if the maintenance of such systems is a community service obligation and costed accordingly; and
- The standards of service to sewered properties outside the standard service area are the same as those within the standard service area. Sewered properties outside the standard service area are connected with compliant infrastructure.

**Future Connection to Non-Standard Service Areas**

Under the GCW procedure “Application for Water Supply which does not meet Council’s Minimum Standard”, no further properties outside the water area can be connected to the treated water supply network without the express approval of Council. Should Council approve the connection of such properties, it must be in accordance with their planning, design and construction standards for water supply. Under no circumstances are any further connections allowed to the raw water system.

The *Water Act 2000* refers to the design and installation of wastewater systems. Provided the existing system has the available capacity and the applicant is able to connect by gravity to the prescribed standard, application to connect outside of existing sewered areas will be considered on merit.

**REGULATORY, PLANNING AND POLICY FUNCTIONS**

Regulatory, planning and policy functions that may confer a competitive advantage to GCW do not reside within the business. The following regulatory, planning and policy functions that are necessary for the effective operation of GCW remain within the business:

- Trade (commercial) waste service;
- Testing for illegal wastewater connections;
- Policing of general compliance with Water Act 2000 and local laws;
- Control of bulk and recycled water carriers;
- Marketing, employment and purchasing policies; and
- Business Planning.
GOLD COAST CITY COUNCIL’S RESPONSIBILITIES

Council as owner of GCW will be responsible for setting the strategic direction and broad policy decisions for GCW.

PROVISION OF SUPPORT SERVICES

Council will be responsible for providing the following support services to GCW:

- Corporate financial management;
- Corporate information technology services;
- Billing and revenue services;
- Stores management and purchasing (with the exception of specialist engineering services and materials for asset creation and renewal projects);
- Fleet and plant; and
- Other miscellaneous support services.

GCW will continue to use Council support services over external service providers whilst they maintain their desire to provide value for money services.

SERVICE LEVEL AGREEMENTS

The level of service delivered by internal service providers is to be set out in service level agreements (SLA) between GCW and the relevant directorates.

COUNCIL’S COMMITMENT TO IMPROVE QUALITY OF INTERNAL SERVICE PROVIDERS

In adopting this Performance Plan, Council recognises that the standard of service required of GCW is heavily dependent upon Council’s internal support service providers. Hence there is a strong commitment by Council and its internal support service providers to deliver the quality of service required of them under the service level agreements. Furthermore there is a commitment to continually improve and provide best value by these internal units as stipulated by the service level agreements.
GOLD COAST WATER'S RESPONSIBILITIES

GCW will carry out its undertakings in accordance with the requirements of the following:

- Local Government Act 1993 and other relevant legislation such as;
- Water Act 2000;
- Environmental Protection Act 1994, including compliance with the obligations and activities outlined in Registration Certificate ENRE00155705; Susie to update
- Integrated Planning Act 1997;
- Workplace Health and Safety Act 1995;
- Trade Practices Act 1974;
- Relevant Council Local Laws;
- Council policies and Corporate Plan;
- This Performance Plan; and
- Other water reform legislation as and when passed.

While this plan details GCW's specific responsibilities, the following section outlines the more generic requirements of the business unit.

REPORTING

Organisationally, the Director Gold Coast Water reports directly to the Chief Executive Officer.

Where approval or direction is required that is beyond the delegated authority of the Chief Executive Officer and the Director Gold Coast Water, this shall be sought from Council. In doing so, GCW shall report to Council via the Water Management Committee.

Performance reporting will be undertaken in accordance with section 15 of this plan.

GCW'S MANAGEMENT SYSTEMS

Gold Coast Water operates an Integrated Management System known as QEMS (Quality & Environmental Management System). Initially, Gold Coast Water’s Integrated Management System is comprised of Quality and Environmental Management Systems. As Gold Coast Water proceeded to further integrate Workplace Health and Safety Management System and HACCP (Hazard Analysis and Critical Control Points), QEMS remained the “brand name” of the expanded management systems.

QEMS aims to ensure that management systems, operational controls and improvement processes are in place to:

- Identify external customer’s stated and implied requirements for Gold Coast Water products (water, waste water and recycled water) and services, and have the processes to satisfactorily meet those requirements consistently.
- Manage the aspects of Gold Coast Water’s operations and its impacts to the environment
- Identify workplace health and safety risks in Gold Coast Water’s operations, product quality risks and product safety risks and control these to eliminate or minimise the risks
- Comply with all applicable regulations

QEMS is certified to the following internationally recognised standards:

- ISO AS/NZS 9001 - Quality Management System
- ISO AS/NZS 14001 - Environmental Management System
- AS/NZS 4801 - Workplace Health and Safety Management System
DELEGATED AUTHORITIES

GCW’s overall delegated authorities are in accordance with the Local Government Act 1993 (S472). Delegated authorities for specific GCW staff are set out in Council’s register of delegations.

In considering the issue of delegated authorities, it is recognised that private infrastructure on private property impacts significantly upon GCW’s overall performance.

In light of this and other problems relating to private infrastructure, GCW continues to review the delegated powers needed to ensure the performance requirements set out in this document are maintained. Consideration will also be given to the adequacy of existing arrangements where other Council directorates (such as the Building Services section of Planning, Environment & Transport) assist GCW in dealing with such problems.

RESOURCE ALLOCATION

GCW is responsible for determining the appropriate mix of internal and external resources necessary to carry out its undertakings in accordance with Council’s human resource policies, EEO principles, enterprise bargaining agreement and local area agreements.

GCW is also responsible for recommending the most appropriate organisational structure for carrying out its undertakings. Council shall approve any changes to the structure at branch level.

PURCHASING OF MATERIALS AND SERVICES

GCW can purchase materials and services in accordance with the Local Government Act 1993, the Local Government Finance Standards, Council’s procurement policy and Council’s delegated authorities. GCW will continue to procure materials and services in the following manner:

- Via Council stores which is managed by Corporate Supply, for items which are stocked as part of Council’s inventory;
- From external suppliers as part of daily operation and maintenance routines, under long-term supply contracts and direct charge purchases arranged by Corporate Supply;
- From external suppliers for specific GCW projects. Such work can include the supply of consulting services, supply of materials and contract construction and maintenance work. The contract management of the provision of such services is performed by GCW in coordination with other Directorates, where feasible. In this instance GCW manages the entire contract, including developing specifications and contract administration;
- Directly from internal service providers in accordance with clauses 3.1, 3.2 and 3.3 of this document; and
- Through GCW’s panel of providers, in accordance with the Local Government Act 1993 and Council’s procurement policy.

MEASUREMENT OF WATER CONSUMPTION

- All water consumption is to be measured in accordance with the Local Law No 14 and GCW’s procedure SS-12. Water meters shall be used as a basis for determining consumption. These meters shall be read quarterly and in accordance with the Water Act 2000 Part 2A S973-980.
ACCESSING PRIVATE PROPERTY

All entries on to private property by GCW personnel, or authorised contractors working on behalf of GCW, will be for reasons permitted within the Water Act 2000 and/or the Local Government Act 1993. Such entry includes the right to inspect, maintain, repair or construct works, meter reading, policing of water restrictions and investigating sources of pollution. Employees or contractors are required to carry current identification at all times and must show customers this identification upon entry to the property.

INFORMATION PROVISION

GCW, through its service level agreement with Organisational Services, will provide customers with account history information including water used and payment details. It will also provide information about its services, educational materials, water pricing and water conservation. Information provision and service is planned and coordinated via GCW’s Communications Strategy and Customer Service Strategy.

ASSET RELATIONSHIP

Council is the owner of the water supply, wastewater and recycled water assets and GCW is granted custodianship over these assets, whereby an internal balance sheet inclusive of the water and wastewater infrastructure assets is established and maintained for the business unit. This internal balance sheet is used for internal reporting and management purposes only and is not identified separately in Council's external financial reports.

CONTRIBUTED ASSETS

Council will be responsible for ensuring contributed assets are handed over to GCW in the condition and to a standard specified in Council’s “Land Development Guidelines” and the “Standards and Drawings for Water Reticulation and Wastewater Reticulation”.

Council’s agent responsible for overseeing the planning, design and construction of externally contributed water supply and wastewater assets is Planning, Environment & Transport (PET). PET will continue to work actively with GCW in developing and maintaining procedures and strategies for ensuring the effective hand over of contributed assets that meet the requirements of the above-mentioned drawings and specifications. The Asset Compliance Assimilation Data Specifiers (ACADS) section within GCW's Service Delivery branch facilitates these hand over processes within GCW. The Asset Management section within Service Delivery branch ensures the integrity of the asset registers that are managed by GCW.

Any contributed infrastructure or related asset information that is found to be substandard at the time of hand over to GCW, will be rectified at no cost to GCW.
GCW'S OBJECTIVES

The GCW Strategic Plan has been developed within the context of Council’s Corporate Plan, 2009-2011 and the mutual strategic focus on the triple bottom line of social (including community and our people), economy and the environment. GCW’s Strategic Plan sets out the vision, themes and objectives for the business. The Strategic Plan is a working document for GCW and as such should be read in conjunction with this Performance Plan to put the business’ operations in total context.

VISION

GCW is recognised for creating innovative, sustainable water management solutions through our commitment to our people and our community.

We innovate by:

- Forward and global thinking
- Capitalising on technology opportunities
- Investing in research and development
- Continuous improvement
- Challenging ideas and processes
- An in-depth knowledge of our business and emerging trends and opportunities

We develop solutions through:

- Community engagement/partnering
- Using a triple bottom line approach: ensuring environmental, social, and economic sustainability
- Ensuring appropriate standards are maintained

We demonstrate our commitment through our VALUES of:

- Commitment, pride and passion for our city
- Working as one team with one vision
- 360 degree trust
- Respect for each other
- Getting the job done right
THEMES

GCW has adopted the following five strategic priorities that define our future direction of the business.

1. Supporting our People
2. Engaging with our Customers and the Community
3. Improving our Environmental Performance
4. Sustainably Managing our Service Delivery
5. Building our Organisational Capability

For each strategic priority, one or more strategies with overall aims and key performance indicators have been developed. These strategies also outline key projects and initiatives aimed at improving business performance.

PROPOSED MAJOR INVESTMENTS/PROJECTS

Attachment 4 of this document outlines the major investments / projects to be undertaken by GCW for the 09/10 financial year. These projects contribute towards the achievement of the objectives and targets contained within the strategies outlined following.

These strategies and associated projects are provided to meet GCW’s obligation with respect to its contribution towards Council’s corporate and operational plans.
ENGAGING WITH OUR CUSTOMERS AND THE COMMUNITY

By actively engaging the community GCW will ensure that people who are affected by or interested in a GCW decision are aware of, and given the opportunity to participate in, the decision-making process. The result will be an active and informed forward thinking community with respect to our Waterfuture.

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
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<tbody>
<tr>
<td>• We aim to engage with our customers and the community to ensure the effective development and delivery of quality services which meet their needs.</td>
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<tr>
<th>KPI’S</th>
<th>STRATEGIES</th>
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<tr>
<td>*</td>
<td>• Customer and Communications Strategy</td>
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</table>

* The Customer Satisfaction Index KPI was removed post the announcement of Water Reform. It should be noted that the Customer Satisfaction Index is a business KPI contained within the Customer and Communications Strategy.

Implementation of the following strategy will help ensure GCW effectively engages our community.

CUSTOMER AND COMMUNICATIONS STRATEGY

The Customer and Communications Strategy outlines the strategic direction and priorities for 2009-2012 for engaging with customers and the community to ensure the effective development and delivery of quality services.

Gold Coast Water (GCW) is committed to the principles of high quality customer service and community engagement. The customer is at the core of everything GCW does and our people pride themselves on delivering high standards of customer care. GCW is also committed to community engagement and holds the belief that the community should have the opportunity to have input into activities or decisions that potentially affect their lives. A key focus of this strategy is to ensure GCW continues to build on our reputation for excellence in customer service and community engagement.

*The Customer Satisfaction Index KPI was removed post the announcement of Water Reform. It should be noted, however that customer satisfaction is a business KPI contained within this strategy.
SUSTAINABLY MANAGING OUR SERVICE DELIVERY

This strategic priority focuses on the planning and delivery of products and services to the quality and standard expected by our customers.

<table>
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<tr>
<th>OBJECTIVES</th>
<th>STRATEGIES</th>
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<tbody>
<tr>
<td>• We aim to ensure that GCW has the infrastructure to deliver the required standards of service at the lowest possible costs and an acceptable level of risk.</td>
<td>• Asset Management Strategy</td>
</tr>
<tr>
<td>• We aim to sustainably manage growth through the effective use of our available resources.</td>
<td>• Growth Management Strategy</td>
</tr>
<tr>
<td>• We aim to ensure GCW’s products continously meet high quality standards and comply with all regulatory requirements.</td>
<td>• Product Quality Strategy</td>
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<table>
<thead>
<tr>
<th>KPI'S</th>
<th>STRATEGIES</th>
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<tr>
<td>• Number of odour complaints attributable to GCW assets</td>
<td>• Asset Management Strategy</td>
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<tr>
<td>• Total number of wastewater breaks and blockages</td>
<td>• Growth Management Strategy</td>
</tr>
<tr>
<td>• Total number of water main breaks</td>
<td>• Product Quality Strategy</td>
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<tr>
<td>• Total number of water main breaks to meter breaks</td>
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<tr>
<td>• Total number of lots interrupted</td>
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<tr>
<td>• Average water outage time per property</td>
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<tr>
<td>• Average water interruption duration</td>
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<td>• Number of service requests completed within priority timeframes.</td>
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<td>• Operating costs/property</td>
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<td>• Energy consumption index</td>
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<tr>
<td>• Regulatory rate of return on assets</td>
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<tr>
<td>• Volume of wastewater spilt (dry and wet weather)</td>
<td></td>
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<tr>
<td>• Infrastructure Leakage Index</td>
<td></td>
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<tr>
<td>• Biosolids not beneficially reused</td>
<td></td>
</tr>
<tr>
<td>• % Recycled water reused</td>
<td></td>
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<tr>
<td>• % System water losses</td>
<td></td>
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<tr>
<td>• Total number of water quality complaints</td>
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<tr>
<td>• Percentage test meeting Australian Drinking Water Guidelines – E-coli</td>
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<tr>
<td>• 95th percentile of the % number of Water Zones meeting Australian Drinking Water Guidelines – health chemical criteria</td>
<td></td>
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<tr>
<td>• Microbiological Quality Exceedances</td>
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<tr>
<td>• Physical Quality Exceedances</td>
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ASSET MANAGEMENT STRATEGY

The Asset Management Strategy outlines the strategic direction and priorities for 2009-2012 for the whole of lifecycle management of Gold Coast Water’s infrastructure assets. GCW is an asset intensive business and this strategy is underpinned by the objectives of managing the risk of asset ownership and the delivery of the defined level of service at the lowest whole of life cost.

Two major focuses which guide this strategy are:

- proactive asset management: identification of the optimal intervention point based on establishing a knowledge base of the risk associated with each asset class, and the operation of key assets within that class.
- influencing our supply chain: meaningful engagement with our customers, and improving our suppliers performance through improved specification.

GROWTH MANAGEMENT STRATEGY

The Growth Management Strategy (GMS) outlines the strategic direction and priorities for managing growth and for the planning of efficient and timely upgrades of the Gold Coast City’s water, wastewater and recycled water infrastructure for 2009-2012. The focus of the strategy is on projects and programs that involve the provision of new infrastructure, optimisation of the existing systems and non-asset solutions.

A key focus of this strategy is Integrated Water Cycle Management (IWCM) and in particular the implementation of the Priority Infrastructure Plan (PIP) for water cycle infrastructure. Effective infrastructure planning through the PIP will enable Gold Coast City Council (GCCC) and GCW to manage the demands of the rapid population growth of the City as well as ensuring environmental sustainability. Another priority of the strategy is the system optimisation which aims to rationalise and optimise the performance of existing water, wastewater and recycled water systems in line with triple bottom line outcomes.

PRODUCT QUALITY STRATEGY

The Product Quality Strategy outlines the strategic direction and priorities for 2009-2012 for ensuring the high quality of Gold Coast Water’s water and wastewater products. A key focus of this strategy is ensuring the safety and quality of the introduction of new water sources e.g. desalination and Class A+ recycled water into our network. This combined with the loss of control of water supply sources has potential product quality implications. Another ongoing focus will be reinforcing our proactive approach to the management of water and waste water quality issues through the use of HACCP and the National Source Management guidelines. Critical to this will be understanding technical process issues, their underlying causes and the development of innovative technical solutions.
IMPROVING OUR ENVIRONMENTAL PERFORMANCE

Gold Coast Water is one of the largest water utilities in Australia and is respected internationally for its innovative and sustainable approach to water management. With increasing pressure from climate change, significant population growth and increasing community and government expectations on our environmental stewardship and performance. GCW management and staff are acutely aware that, more than ever before, it is important to manage our business sustainability.

<table>
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<tr>
<th>OBJECTIVE</th>
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<tr>
<td>▪ We aim to continually improve our environmental performance across all aspects of our business.</td>
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<tr>
<th>KPI'S</th>
<th>STRATEGIES</th>
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<tbody>
<tr>
<td>▪ Net greenhouse gas emissions</td>
<td></td>
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<tr>
<td>▪ Nitrogen released</td>
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<tr>
<td>▪ Phosphorus released</td>
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<tr>
<td>▪ Wastewater treatment plant licence exceedences</td>
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<tr>
<td>▪ Energy consumption index</td>
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<tr>
<td>▪ Environmental Management Strategy</td>
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</table>

Outlined below are the main strategies that GCW is implementing to improve our environmental performance. Additional initiatives and activities related to continual improvement of environmental management performance are captured within other strategic priorities such as, Sustainably Managing our Service Delivery.

ENVIRONMENTAL MANAGEMENT STRATEGY

The Environmental Management Strategy outlines the strategic direction and priorities for 2009-2012 for Gold Coast Water to continually improve our environmental performance. This strategy provides an overview of the variety of environmental performance initiatives planned or currently being implemented by Gold Coast Water. It describes initiatives developed to:

▪ Build upon the organisational culture that encourages all GCW staff to adopt a proactive approach to environmental management through being aware of the environmental aspects of their activities and performing these activities in an environmentally sound manner
▪ Ensure that suitable systems and procedures are in place to support GCW's approach to environmental management
▪ Examine GCW's carbon footprint and identify opportunities to minimise greenhouse gas emissions as well as ongoing business continuity and emergency response planning activities to enable effective response to future climate related events.
BUILDING OUR ORGANISATIONAL CAPABILITY

Building our Organisational Capability focuses on areas which provide a supportive and enabling role within the business and is delivered via the Business Support and Financial Management strategies. It provides a holistic approach to business support by bringing together key internal services that provide the foundation for all areas of GCW to deliver our strategic objectives.

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
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<tbody>
<tr>
<td>• We aim to ensure our business management systems are key enablers in our drive for innovation and continual business performance management in research and development, information management and governance</td>
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<tr>
<td>• We aim to ensure our long-term financial sustainability through effective and efficient financial and commercial practices.</td>
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<thead>
<tr>
<th>KPI’S</th>
<th>STRATEGIES</th>
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<tbody>
<tr>
<td>• Operating costs per property</td>
<td>• Business Support Strategy</td>
</tr>
<tr>
<td>• Operating revenue per property</td>
<td>• Financial Management Strategy</td>
</tr>
<tr>
<td>• Regulatory rate of return on assets</td>
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BUSINESS SUPPORT STRATEGY

The Business Support Strategy outlines the strategic direction and priorities for 2009-2012 for a number of areas which provide an underlying ‘enabling’ role across Gold Coast Water. The specific areas that this strategy covers include Business Systems, Emergency and Security, Information Management, Governance (Risk Management, Legislative compliance and Reporting) and Research, Development and Innovation.

A key focus for this strategy is to ensure GCW builds on its reputation for innovation and continual business improvement reflected in the priority areas of Research, Development and Innovation, Business Management Systems and Information Management. In addition, it aims to ensure integration across the business through comprehensive and effective governance.

FINANCIAL MANAGEMENT STRATEGY

The Financial Management Strategy outlines the strategic direction and priorities for 2009-2012 to ensure the long-term financial sustainability of Gold Coast Water. The key drivers influencing the outcome of long-term financial sustainability are that sufficient revenue is received through water and wastewater charges and capital contributions, and that expenses are minimised. This is assisted through a thorough budgeting process, prudent use of investments and reserves, and pricing that reflects the full cost of service. The development of three related financial models (Revenue, 10 year and 50 year) will ensure GCW can assess the long-term impact of its decisions, and thus strive to achieve the outcome of financial sustainability.
SUPPORTING OUR PEOPLE

By supporting our people, GCW will ensure a sustainable future through appropriate resources, systems and work environment to create productive and valued people. GCW will be reviewing and implementing activities contained within the following strategies: The People Management Strategy which will focus on the provision of a fulfilling and productive work environment for our people as we operate in a challenging business environment.

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• We aim to continually attract and retain the best people by providing a supportive environment which encourages innovation and capability development.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KPI’S</th>
<th>STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Significant Injury Frequency Rate</td>
<td>• People Management Strategy</td>
</tr>
</tbody>
</table>

PEOPLE MANAGEMENT STRATEGY

The People Management Strategy outlines the strategic direction and priorities for 2009-2012 for Gold Coast Water’s workforce management and development. A key focus for this strategy is the recognition that GCW’s people are our most valued asset. Attraction and retention of motivated and skilled people is critical to delivering GCW’s vision, business outcomes and building on our reputation as an innovative leader. Supporting and developing our people is vital as we move through major institutional change.
FINANCIAL OVERVIEW

OPERATING EXPENDITURE

Gold Coast Water’s 2009-2010 operating expenditure is $187.4m. This is an increase of $44.5m (31%) compared to the 2008-09 Initial Budget.

Significant developments that have impacted on the 2009-10 budget include:

- Operating costs for competitive services work for Logan City Council SLA, SEQ Water, Link Water totalling $8.6m.
- Increase in bulk water purchases from SEQ Water Grid Manager of $29.3m

A breakdown of Gold Coast Water’s operating expenditure is provided in the table and chart below.

<table>
<thead>
<tr>
<th>GCW Operating Expenses</th>
<th>2009-10 $ Million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Costs</td>
<td>40.6</td>
</tr>
<tr>
<td>Materials</td>
<td>7.5</td>
</tr>
<tr>
<td>Services</td>
<td>32.9</td>
</tr>
<tr>
<td>Electricity Charges</td>
<td>8.0</td>
</tr>
<tr>
<td>Chemicals</td>
<td>4.3</td>
</tr>
<tr>
<td>W/W Treatment Beenleigh</td>
<td>2.8</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>3.8</td>
</tr>
<tr>
<td>Service Level Agreement (GCCC)</td>
<td>11.3</td>
</tr>
<tr>
<td>Bulk Water Purchases</td>
<td>76.2</td>
</tr>
<tr>
<td>Operating Total</td>
<td>187.4</td>
</tr>
</tbody>
</table>

Table: GCW 2009/10 Operating Expenditure

Chart: GCW 2009/10 Operating Expenditure
OPERATING REVENUE

Capital Investment Planning
Gold Coast Water’s 2009-10 operating revenue is $328.4m, an increase of $63.4m (24%) from prior year’s initial budget. The majority of this ($291.7m) is received from water and wastewater rates revenue.

Significant developments that have impacted on the 2009-10 budget include:
- Operating revenue for competitive services work performed for Logan City Council, SEQ Water, Link Water under service level agreements, totalling $8.9m.
- Increase in revenue received from passing onto customers increased bulk water purchase costs of $15.9m

A breakdown of Gold Coast Water’s operating revenue is provided in the table below.

<table>
<thead>
<tr>
<th>GCW Operating Revenue</th>
<th>2009-10 $ Million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water and Wastewater Rates</td>
<td>291.7</td>
</tr>
<tr>
<td>SEQ WGM Transportation Charges</td>
<td>4.3</td>
</tr>
<tr>
<td>Service Level Agreements</td>
<td>8.9</td>
</tr>
<tr>
<td>Fees and Charges</td>
<td>3.9</td>
</tr>
<tr>
<td>Community Service Obligations</td>
<td>2.1</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>17.5</td>
</tr>
<tr>
<td>Operating Total</td>
<td>328.4</td>
</tr>
</tbody>
</table>

CAPITAL INVESTMENT PROGRAM

Capital Investment Planning
As an infrastructure based service provider, GCW is a capital intensive business. A 50 year financial planning model has been established to facilitate improved decision-making in capital investment.

The capital works program effectively has three major drivers. These are:

New (growth) : Where the existing network is augmented to accommodate increases in demand.

Enhancements (standards/quality) : Where existing assets are upgraded to accommodate an increase in level of service.

Renewals : Where degradation of an asset’s condition necessitates a capital investment to retain or reinstate its service potential.

Funding Sources
GCW’s capital program is divided into headworks (growth related) and revenue (renewals/replacements) programs. Headworks capital projects are funded by varying sources including State and Commonwealth subsidies, developer contributions or loans serviced by developer contributions. Revenue capital projects are funded either directly from rates revenue cash or by loans serviced by rates revenue cash.
FINANCIAL STATEMENTS

Full Cost Pricing Budget / Operating Statement

The Local Government Finance Standard 2005, Schedule 1 requires that the Council’s commercialised business, in deciding charges in exchange for services, must ensure that the full cost of providing services is covered by projected total revenue.

There are many factors which impact full cost pricing including:

- The extent of dividend paid to Council;
- Depreciation/asset consumption;
- Rates of return achieved;
- Community service obligations;
- Taxation;
- Contributed assets (where applicable); and
- Allocation of corporate overheads to GCW services.

This statement is provided as Attachment 5.
FINANCIAL POLICIES

Gold Coast Water is required to comply with Council’s financial management policies as well as all relevant legislation and industry standards.

ACCOUNTING POLICY

Council is obliged to comply with the relevant accounting provisions of the Local Government Act 1993 and the Local Government Finance Standards 2005. Council has also adopted accrual accounting in line with current Australian Accounting Standards. GCW assists Council in its reporting obligations by preparing the necessary financial information stipulated in the legislation for water and wastewater services.

DIVIDEND POLICY AND PAYMENTS TO COUNCIL

As a commercialised business unit, GCW provides payments to Council in the form of a dividend. This payment recognises the opportunity cost of the equity that GCCC has invested in GCW and should reflect a return that would satisfy commercial arrangements. All retained surpluses and special dividend payments will also be in accordance with this policy. This is detailed in Dividend Policy- Gold Coast Water. The amount of dividend paid also affects decisions on pricing and GCW annual revenue requirements.

To satisfy requirements under the National Competition Policy GCW also provides additional payments in the form of tax equivalents and interest margins for competitive neutrality.

CAPITAL STRUCTURE

GCW seeks to maximise the returns available to Council on its investment in water and wastewater infrastructure. These returns can be sensitive to the Capital Structure of the business (ratio of debt to equity) with an optimal capital structure balancing the risk cost of both funding sources.

Benchmarking of GCW’s capital structure indicates that it has a low level of debt compared to other industry participants. The Dividend Policy has established a target debt funding of 50 per cent. The timing to achieve this level of non-current liability will be considered in line with the future investment needs and cash-flows of GCW.

BORROWING POLICY

Where GCW requires debt financing, Council will raise these funds on its behalf through the Queensland Treasury Corporation (QTC). Council will make explicit the terms and conditions of all funds raised for GCW, having due regard to Council’s determination on the business unit’s target capital structure, borrowing policy and dividend policy. GCW will be responsible for managing this debt and use Council’s services where necessary to assist in this regard. This is set out annually in Council’s Borrowing Policy.

Where Council believes GCW is being advantaged by Council’s borrowing strength, it may charge GCW a debt guarantee premium which fairly reflects GCW’s own borrowing capacity. Where the reverse situation occurs and Council believes that GCW is being disadvantaged due to the regulatory requirements of the QTC and local government accountability, then a credit amount should be encompassed within the full cost pricing calculations to compensate for this (i.e. competitive neutrality adjustment).

Gold Coast Water’s projected Debt Structure is provided as Attachment 6.
NON-CURRENT ASSET ACCOUNTING POLICY

Non-current assets (assets providing economic benefit for greater than a period of one year) will be valued and depreciated in accordance with Council’s Non-Current Asset Accounting Policy. This policy also ensures compliance with Australian Accounting Standards.

ASSET RESTORATION RESERVES

Council has resolved to establish reserves specifically for water and wastewater asset renewals. This reserve enables the accumulation of funds for future capital renewal to either maintain or reinstate the service potential of water and wastewater assets. GCW’s renewal plan is regularly reviewed, and used to determine funding requirements for the reserve.

In accordance with GCW’s Dividend Policy, allocations to this reserve will be considered on a case-by-case basis.

TAXATION POLICY

GCW is required to pay taxes or tax equivalents, to Council or via Council to relevant government agencies. Taxes paid to government agencies include:

- Commonwealth tax, specifically Fringe Benefits tax (FBT) and GST; and
- State taxes, specifically Payroll tax.

All remaining tax equivalents are paid directly to Council. These include income tax, capital gains tax, land tax, and stamp duty.

Federal taxes are assessed in accordance with the Income Tax Assessment Act 1997 and the Fringe Benefits Tax Act 1986. State taxes are assessed in accordance with the State Tax Equivalents Regime through lodgements of the return with the Office of State Revenue.

Tax equivalents are paid in accordance with the Queensland Treasury’s Local Government Tax Equivalent Manual (Revised March 2008). In respect of this manual, Option 1 under the Local Government Income Tax Ruling (LITER) 98/19 “Adoption of Current Cost Accounting”, is to be utilised for GCW. This option allows for contributed assets to be treated as “revenue neutral” for taxation purposes.

BUDGET REVIEW POLICY

GCW’s operational budget and capital works program is adopted by Council annually in June. If variations occur which are considered to impact on the financial performance of Council, then the budget and program may change through the course of the financial year through the Quarterly budget review process. Council then considers and determine such changes to the adopted budget. This is consistent with Council’s Budget Review Policy.

STATE GOVERNMENT SUBSIDIES

Certain water and wastewater capital works have the capacity to attract State Government subsidies. The guidelines for attracting such subsidies are set out in the Department of Local Government, Sport and Recreation Guidelines for Local Government Grant and Subsidy Programs. It is Council’s objective to maximise the amount of subsidies it is able to obtain from the State Government, and GCW will manage the process of obtaining such subsidies. This shall include the establishment and maintenance of Total Management Plans for water and wastewater services.
COMMUNITY SERVICE OBLIGATIONS

The *Local Government Act 1993 (S577)* defines community service obligations (CSO’s) of a commercial business unit as obligations to do anything where the local government is satisfied:

- They are not in the unit’s commercial interest to perform;
- Arise because of a direction by the local government; and
- Do not arise because of the application of the key principles of commercialisation, being accountability for performance, and competitive neutrality.

The CSO’s are to be treated as revenue for the activity of an amount equivalent to the cost of carrying out the obligation less any revenue arising from carrying out the obligation.

CSO’s include:

- Donations on water and wastewater charges, with full list of donation categories provided in the Rates Donation Policy and Resolution of Rates and Charges;
- Rebates for water leakage, detailed in the Water and Wastewater leakage relief policy;
- Fire fighting detailed in the Water Usage for Genuine fire Emergencies Policy
- Dialysis patients detailed in Concession for Water Consumption Charges Due to Renal Dialysis Patients at Home policy.

In addition to these identified CSO’s, Council will fund those CSO’s that arise from a direction of Council during the course of the year.
PRICING AND REVENUE COLLECTION

RESPONSIBILITIES FOR PRICE SETTING

Council will be responsible for setting the price for water, wastewater and recycled water services on an annual basis. GCW will consult with other Directorates and the community to:

- Recommend to Council revenue targets for water and wastewater services;
- Recommend price structures and price paths to achieve these targets; and
- Actively communicate to customers, Council’s decisions with respect to pricing.

PRICES OVERSIGHT

Gold Coast Water operates as a monopoly thus pricing is not set in a competitive environment. To provide oversight of monopolies the Queensland Competition Authority (QCA) was established to discourage monopoly price setting. GCW must however ensure that its prices do not contribute to going over its Maximum Allowable Revenue (MAR). This infers that the revenues generated by charges should not exceed the costs of providing the service. In assessing MAR to be earned by GCW three “building blocks” are totalled. These are:

- Operating Costs;
- Depreciation; and
- An appropriate return on assets.

The return on assets should reflect the investment risk of the business. Independent advice provided to Gold Coast Water indicates that this return should be in the range of 10.5% – 11.5% (nominal pre-tax). Historically, Gold Coast Water has achieved rates of return around 9%, and for 2009/10 pricing purposes utilised a WACC of 8.84%.

While there is scope for Gold Coast Water to increase prices further and remain within appropriate investment returns, due to the effect on revenue of ongoing water restrictions and the institutional reforms being undertaken in the region, these are unlikely to be acceptable to both Council or the community. Instead, Gold Coast Water has commenced the development of a medium term pricing strategy that will seek to address these issues and, over time, appropriately compensate Council for its investment.

Gold Coast Water is also required to annually submit to the QCA information on pricing, revenue, and expenditure. This is in order to assess the impact of increases in the price of bulk water on the retail price, and that this impact is consistent with Council’s public statements. In the future the QCA could be more involved in pricing and regulation, taking an interest in items such as GCW’s Maximum Allowable Revenue.

REVENUE TARGET

Consideration is given to the following principles when setting the revenue targets for the financial year:

- Full cost recovery based on the building blocks approach;
- Identification and reporting or elimination of cross subsidies;
- Economic and ecological sustainability; and
- Full funding of community service obligations.
WATER AND WASTEWATER PRICING STRUCTURE

Summary of Prices 2009-10

<table>
<thead>
<tr>
<th></th>
<th>2007-08</th>
<th>Budget 2008-09</th>
<th>Budget 2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Average Consumption (kL)</td>
<td>144</td>
<td>144</td>
<td>178</td>
</tr>
<tr>
<td>Water Service – Residential</td>
<td>$ 140.00</td>
<td>$ 152.00</td>
<td>$ 160.00</td>
</tr>
<tr>
<td>Water Service – Non Residential (20mm Equivalent)</td>
<td>$ 250.00</td>
<td>$ 271.00</td>
<td>$ 285.00</td>
</tr>
<tr>
<td>Water Consumption $ / kL (including State Bulk water pass through)</td>
<td>$ 1.45</td>
<td>$ 1.87</td>
<td>$ 2.24</td>
</tr>
<tr>
<td>Wastewater Service – Residential</td>
<td>$ 480.00</td>
<td>$ 520.00</td>
<td>$ 547.00</td>
</tr>
<tr>
<td>Wastewater Service – Non Residential</td>
<td>$ 480.00</td>
<td>$ 520.00</td>
<td>$ 547.00</td>
</tr>
<tr>
<td>Wastewater Volumetric $ / kL – non residential only</td>
<td>$ 2.95</td>
<td>$ 3.20</td>
<td>$ 3.37</td>
</tr>
<tr>
<td>Class A+ Recycled Water Consumption $ / kL</td>
<td>$ -</td>
<td>$ 1.10</td>
<td>$ 1.34</td>
</tr>
</tbody>
</table>

INFRASTRUCTURE CHARGES

Developer contributions provide a funding source for capital investment in infrastructure required for growth. Council currently collects funds annually from water and wastewater developer contributions in accordance with IPA legislation, infrastructure charges plans (ICP's) and market conditions.

GENERAL FEES AND CHARGES FOR ADDITIONAL SERVICES

In addition to the primary services of water supply and wastewater, GCW also provides a number of additional services directly to customers and for other organisations via Service Level Agreements.

GCW will be responsible for recommending appropriate general fees and charges for such services to Council. Where there are monopoly services, the basis for price setting will be full cost recovery. Where the services are provided into a competitive market, prices will be set having regard to the sustainability of the business activity and the market price for the services.

REVENUE COLLECTION

GCW has the overall responsibility for revenue collection related to providing water, recycled water and wastewater services. The actual levying of charges, recovery of revenue and management of associated enquiries for water, recycled water and wastewater charges will be undertaken on GCW's behalf by Council's Organisational Services directorate. The standards of service for this activity are specified via a Service Level Agreement (SLA).

Organisational Services also carry out debt recovery on behalf of GCW. This shall be carried out in accordance with Council’s Rate Recovery Policy.

RECOVERY FOR DAMAGE TO INFRASTRUCTURE

GCW shall be entitled to recover compensation for third party damage to water and wastewater infrastructure.
PERFORMANCE REPORTING

GCW will report business performance in accordance with the provisions outlined below.

REPORTING WITHIN COUNCIL

Bi-annual reporting
GCW will provide a bi-annual report on performance against non-financial performance targets (as per attachment 3), and provide a detailed quarterly update on projects outlined in attachment 4. The reports will be submitted to Council via the Water Management Committee.

ANNUAL REPORTING TO CUSTOMERS

The Local Government Act 1993 requires that an annual statement on the operations of the commercialised business unit for the preceding financial year is given to the local government and included in their annual report. GCW will provide the following information to Council on its annual performance.

- Information to enable an informed assessment of the operations of GCW including a comparison with the annual Performance Plan;
- Particulars of any amendments made to the annual Performance Plan in the financial year;
- Particulars of any directions to GCW during the financial year (including directions about any community service obligations to be carried out); and
- Particulars of the impact that any changes to the annual Performance Plan may have had on GCW’s financial position and operating surplus/deficit.

Council will be required to satisfy the requirements set out in the Local Government Finance Standards and other Accounting Standards. Information to be contained in the Annual Report will be prepared within two months of the end of the financial year. GCW will provide Council with the necessary information pertaining to the water supply and wastewater undertaking to enable it to comply with this requirement.

NATIONAL BENCHMARKING SURVEYS

All water utilities, including GCW, are given the opportunity by the National Water Commission to participate in the annual national benchmarking survey. GCW will be required to collate all data relating to the nominated National Performance Framework (NPF) Indicators and submit this information to the Department of Natural Resources and Water.

SUSTAINABILITY REPORTING

GCW produces a sustainability report that is made available to both internal and external stakeholders, on its environmental, social and economic performance for each financial year.

TOTAL MANAGEMENT PLAN REPORTING

GCW manages its business operations consistently with the Total Management Plan (TMP) guidelines produced by the Queensland Department of Natural Resources and Water for Queensland local government water-related functions. The peak GCW document that overviews these operations is GCW’s Business Management Manual. This manual forms a core component of GCW’s strategic planning documentation. The manual plays a pivotal role in ensuring the effective implementation of GCW’s strategies and planned actions necessary to achieve GCW’s vision and strategic objectives. Operating within the requirements of the TMP
guidelines also enables eligibility for capital works subsidies for water and sewerage infrastructure coordinated by the Department of Natural Resources and Water.

STRATEGIC ASSET MANAGEMENT PLAN REPORTING

In addition to the TMP, GCW's Business Management Manual also satisfies the requirements of the Water Act 2000 with regards to the Strategic Asset Management Plan (SAMP). Under the Water Act 2000, water service providers are required to publish their asset management and customer service standards and then demonstrate how the organisation proposes to meet those standards in a sustainable fashion. The SAMP focuses particular attention on the asset related aspects of the business including operations, maintenance and asset replacement.

GCW is required to submit a SAMP annual report to the regulator. This report outlines GCW's performance in meeting the stated asset management and customer service standards. The report describes what actions were taken during the year to achieve the targets and the financial expenditure associated with those actions. It also looks ahead to the following year's proposed actions and expenditures.
REVIEW OF PERFORMANCE PLAN

The Local Government Act 1993 (S580), allows for a performance plan to be amended at any time before the end of the financial year for which it is prepared.

The plan is to be reviewed and amendments made where necessary on a bi-annual basis. Such a review or amendment of the plan should be as a result of the following:

- Reviewing GCW’s actual performance and the reasonableness of the performance targets or standards set as part of the plan;
- Resolution of any of the matters referred to in the plan as being unresolved; and
- Any new direction of Council in relation to the overall strategic direction of GCW.

Proposed changes to the performance plan are to be initially agreed upon by Council’s agents (City Governance) and GCW. The modifications are then to be incorporated in a full report to Council for its consideration and approval.
### Attachment 1 – Customer Service Standards

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>SERVICE STANDARD</th>
<th>CUSTOMER CATEGORIES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Within the Standard Service Areas</td>
</tr>
<tr>
<td>GENERAL STANDARDS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Verbal Service Requests</td>
<td>GCW operates a 24/7 Customer Service Centre. We aim to answer all calls on first contact and without referral to other areas. Complaints received on GCW Water &amp; Wastewater assets are actioned in accordance with nominated priorities – RS-06.</td>
<td>✓</td>
</tr>
<tr>
<td>Written enquiries</td>
<td>GCW will send the customer a written response within ten (10) working days of the relevant officer receiving a written enquiry.</td>
<td>✓</td>
</tr>
<tr>
<td>Water &amp; Wastewater Accounts</td>
<td>GCW will bill all water &amp; wastewater customers bi-annually (January &amp; July) with Council’s other rate charges.</td>
<td>✓</td>
</tr>
<tr>
<td>Service reliability</td>
<td>Water and wastewater services will be supplied on a continuous basis unless circumstances necessitate planned and unplanned interruptions. Such interruptions will be managed in the manner indicated below.</td>
<td>✓</td>
</tr>
<tr>
<td>Service Interruptions</td>
<td>Water service interruptions will be managed in the following manner: They will be restricted where possible to a maximum of five (5) hours duration per event. Written notice will be given at least 48 hours prior to planned service interruptions. Where possible either face to face or loud speaker notification will be given prior to unplanned service interruptions. Emergency alternative services will be supplied where demanded and possible.</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Note:**  
✓ Indicates standard applies  
X Indicates standard does not apply
<table>
<thead>
<tr>
<th>SERVICE</th>
<th>SERVICE STANDARD</th>
<th>CUSTOMER CATEGORIES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Within the Standard Service Areas</td>
</tr>
<tr>
<td>WATER SUPPLY STANDARDS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flow rates and pressure</td>
<td>Minimum and maximum flow rates and pressure will be in accordance with Council’s Land Development Guidelines.</td>
<td>✓</td>
</tr>
<tr>
<td>Water quality</td>
<td>Drinking water quality shall comply with the NHMRC Australian Drinking Water Guidelines – 2004.</td>
<td>✓</td>
</tr>
<tr>
<td>Meter accuracy</td>
<td>GCW will provide an accurate water meter for each property that reads within plus or minus five percent of the actual consumption. Where the consumer is of the belief the water meter is not registering accurately, the matter will be dealt with as per GCCC Local Law No. 14 (Water Supply) and the Procedure for “Testing of Water Meters” – RS-13.</td>
<td>✓</td>
</tr>
<tr>
<td>Meter Readings</td>
<td>GCW reads water meters every quarter over a 10 week meter reading cycle. Readings commence in July, October, January, and April.</td>
<td>✓</td>
</tr>
<tr>
<td>New water meter installations</td>
<td>New water meters will be installed within 10 working days from date of payment of a standard fee and 3 working days from date of payment of a fast track installation fee.</td>
<td>✓</td>
</tr>
<tr>
<td>WASTEWATER STANDARDS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occurrence of spillages</td>
<td>GCW will make every reasonable effort to minimise wastewater spillages from the collection system, onto customer’s properties and to the environment in general.</td>
<td>✓</td>
</tr>
<tr>
<td>Clean up of spillages</td>
<td>If a spillage does occur, GCW will ensure that damage and inconvenience is monitored and minimised and the areas are cleaned up and disinfected as soon as possible.</td>
<td>✓</td>
</tr>
</tbody>
</table>

Note: ✓ Indicates standard applies  
X Indicates standard does not apply

Gold Coast Water Performance Plan 2008-2009
<table>
<thead>
<tr>
<th>WATER PERFORMANCE STANDARDS OPERATIONS &amp; MAINTENANCE</th>
<th>PRIORITY 1</th>
<th>PRIORITY 2</th>
<th>PRIORITY 3</th>
<th>PRIORITY 4</th>
<th>PRIORITY 5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Definition</strong></td>
<td>A complete failure to maintain continuity or quality of supply to a customer</td>
<td>Partial failure to maintain continuity of supply to a group of customers at a non-critical time</td>
<td>Non urgent fault, but significant in the belief of the customer of GCW</td>
<td>Known fault, non urgent Preventative Maintenance</td>
<td></td>
</tr>
<tr>
<td><strong>Possible Issue</strong></td>
<td>Broken water main or service</td>
<td>Dirty water / colour</td>
<td>Water leak (not causing safety/traffic issue)</td>
<td>Faulty meter</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jammed hydrant</td>
<td>Dirty water taste / odour</td>
<td>Install temporary service</td>
<td>Damaged meter (Unable to read)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No water</td>
<td>Poor pressure</td>
<td>Partial failure of connections</td>
<td>Missing/faulty stop tap (no work being carried out)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Weir/lock access</td>
<td>Reservoir pumps/alarms</td>
<td>Water hammer (stops when taps turned off)</td>
<td>Service disconnection</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Missing lid (meter/hydrant etc)</td>
<td>Leak creating a safety/traffic issue</td>
<td>Water illegal use (under Level 1 restrictions)</td>
<td>Faulty valve/ hydrant</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Stop cock faulty (flooding house - urgent shutdown required)</td>
<td>Leak with major water loss (eg pouring out)</td>
<td>Asset locations – no plans or machinery</td>
<td>Known fault Not critical to supply or customers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Shutdown required (where meter/valve not isolating/found or key required)</td>
<td>Stop cock faulty (need to shut off supply today)</td>
<td>Water hammer (where only turning off stop cock stops hammer)</td>
<td>Planned work</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Water Treatment Plant critical alarms</td>
<td>Water Treatment Plant critical alarms</td>
<td>Asset location – plan and machinery on site</td>
<td>Capital works</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Illness</td>
<td>Illness</td>
<td>Illness</td>
<td>Missing hydrant</td>
<td></td>
</tr>
<tr>
<td><strong>Response time</strong></td>
<td>Within 1 hour</td>
<td>Within 4 hours</td>
<td>Within 36 hours</td>
<td>Within 5 working days</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>(Agreed timeframe (1 week default))</em></td>
<td><em>(Agreed timeframe (1 week default))</em></td>
<td><em>(Agreed timeframe (1 week default))</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Repairs to commence</strong></td>
<td>Within 1 hour</td>
<td>Within 16 hours</td>
<td>Within 48 hours</td>
<td>Within 5 working days</td>
<td></td>
</tr>
<tr>
<td><em>(Agreed timeframe (1 week default))</em></td>
<td><em>(Agreed timeframe (1 week default))</em></td>
<td><em>(Agreed timeframe (1 week default))</em></td>
<td><em>(Agreed timeframe (1 week default))</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fault repaired</strong> (i.e. asset functioning and back in service)</td>
<td>Within 5 hours</td>
<td>Within 24 hours</td>
<td>Within 48 hours</td>
<td>Within 5 working days</td>
<td></td>
</tr>
<tr>
<td><em>(Agreed timeframe (1 week default))</em></td>
<td><em>(Agreed timeframe (1 week default))</em></td>
<td><em>(Agreed timeframe (1 week default))</em></td>
<td><em>(Agreed timeframe (1 week default))</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Surface restoration and clean up completed</strong></td>
<td>Within 5 working days</td>
<td>Within 5 working days</td>
<td>Within 5 working days</td>
<td>Within 5 working days</td>
<td></td>
</tr>
<tr>
<td><em>(Notify customer if not at time of repair)</em></td>
<td><em>(Notify customer if not at time of repair)</em></td>
<td><em>(Notify customer if not at time of repair)</em></td>
<td><em>(Notify customer if not at time of repair)</em></td>
<td><em>(Notify customer if not at time of repair)</em></td>
<td></td>
</tr>
<tr>
<td><strong>Compliance</strong></td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
</tbody>
</table>
## Wastewater Performance Standards Operations & Maintenance

<table>
<thead>
<tr>
<th>Priority</th>
<th>Definition</th>
<th>Possible Issue</th>
<th>Response Time</th>
<th>Repairs to Commence</th>
<th>Fault Repaired</th>
<th>Surface Restoration and Clean Up Completed</th>
<th>Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1</td>
<td>A complete failure to contain sewerage within the Sewer System or any problem affecting customers Safety/traffic hazard</td>
<td>Blockage Overflowing Sewer System Manhole Overflowing Pump Station Red Light Broken Gravity/Rising Main Missing Manhole Lid Wastewater odour occurring now Sewer blockage – locator (camera) on site Subsidence causing immediate danger</td>
<td>Within 1 Hour</td>
<td>Within 1 hour</td>
<td>Within 5 hours</td>
<td>Within 5 working days (if not, notify customer at time of repair)</td>
<td>95%</td>
</tr>
<tr>
<td>P2</td>
<td>Minor failure within the Sewer System or any problem affecting customers</td>
<td>Cracked Sewer Pipe Pump Station Fault Partial Sewer Blockage Subsidence causing danger Asset location – plan and machinery on site</td>
<td>Within 4 hours</td>
<td>Within 16 hours</td>
<td>Within 48 hours</td>
<td>Within 5 working days (if not, notify customer at time of repair)</td>
<td>95%</td>
</tr>
<tr>
<td>P3</td>
<td>Non urgent fault but significant in the belief of the customer of GCW</td>
<td>Minor subsidence Jet rodding Wastewater odour – not occurring now Asset locations – no plans or machinery Noisy manhole (interfering with customers peace &amp; quiet) Pump station noisy (resulting in interference to customer peace &amp; quiet)</td>
<td>Within 36 hours</td>
<td>Within 48 hours</td>
<td>Within 5 days</td>
<td>Within 5 working days (if not, notify customer at time of repair)</td>
<td>95%</td>
</tr>
<tr>
<td>P4</td>
<td>Known Fault non urgent</td>
<td>Restoration System investigation Pump station/ manhole noisy (not causing major concern to customers’ peace and quiet)</td>
<td>Within 5 Days</td>
<td>Within 5 days</td>
<td>Within 5 days</td>
<td>Within 5 working days (if not, notify customer at time of repair)</td>
<td>95%</td>
</tr>
<tr>
<td>P5</td>
<td>Preventative Maintenance</td>
<td>Known fault - not critical to supply or customers Planned work Capital works Video surveillance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Response Time
- **Within 1 Hour**
- **Within 4 hours**
- **Within 36 hours**
- **Within 5 Days**
- **Within agreed timeframe (1 week default)**

### Repairs to Commence
- **Within 1 hour**
- **Within 16 hours**
- **Within 48 hours**
- **Within 5 days**
- **Within agreed timeframe (1 week default)**

### Fault Repaired (i.e. asset functioning and back in service)
- **Within 5 hours**
- **Within 24 hours**
- **Within 48 hours**
- **Within 5 days**
- **Within agreed timeframe (1 week default)**

### Surface Restoration and Clean Up Completed
- **Within 5 working days (if not, notify customer at time of repair)**
- **Within 5 working days (if not, notify customer at time of repair)**
- **Within 5 working days (if not, notify customer at time of repair)**
- **Within 5 working days (if not, notify customer at time of repair)**
- **Within agreed timeframe**

### Compliance
- **95%**
- **95%**
- **95%**
- **95%**
- **95%**
## Attachment 3 – Strategic Key Performance Targets

<table>
<thead>
<tr>
<th>STRATEGIC PRIORITIES</th>
<th>KPI NO.</th>
<th>PERFORMANCE MEASURE</th>
<th>TARGET 07/08</th>
<th>TARGET 08/09</th>
<th>TARGET 09/10</th>
<th>RESPONSIBLE BRANCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>EM1 (a)</td>
<td>VOLUME OF WASTEWATER SPILT (KL) – Dry Weather</td>
<td>7,500</td>
<td>5,000</td>
<td>3,500</td>
<td>SERVICE DELIVERY</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>EM1 (b)</td>
<td>VOLUME OF WASTEWATER SPILT (KL) – Wet Weather</td>
<td>75,000</td>
<td>50,000</td>
<td>30,000</td>
<td>SERVICE DELIVERY</td>
</tr>
<tr>
<td>IMPROVING OUR ENVIRONMENTAL PERFORMANCE</td>
<td>EM3</td>
<td>ENERGY CONSUMPTION INDEX</td>
<td>1.0</td>
<td>1.11</td>
<td>1.11</td>
<td>SERVICE DELIVERY</td>
</tr>
<tr>
<td>IMPROVING OUR ENVIRONMENTAL PERFORMANCE</td>
<td>EM4</td>
<td>NITROGEN RELEASE TO THE ENVIRONMENT FROM WWTP’s (Tonnes)</td>
<td>175.00</td>
<td>165.00</td>
<td>165.00</td>
<td>OPERATIONS &amp; MAINTENANCE</td>
</tr>
<tr>
<td>IMPROVING OUR ENVIRONMENTAL PERFORMANCE</td>
<td>EM5</td>
<td>PHOSPHOROUS RELEASE TO THE ENVIRONMENT FROM WWTP’s (Tonnes)</td>
<td>124.00</td>
<td>124.00</td>
<td>124.00</td>
<td>OPERATIONS &amp; MAINTENANCE</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>EM6</td>
<td>BIOSOLIDS NOT BENEFICIALLY REUSED (Tonnes)</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>OPERATIONS &amp; MAINTENANCE</td>
</tr>
<tr>
<td>IMPROVING OUR ENVIRONMENTAL PERFORMANCE</td>
<td>EM7</td>
<td>NUMBER OF ENVIRONMENTAL LICENCE (Tonnes) PARAMETER EXCURSIONS (including pumping out of hours and lagoon overflows)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>OPERATIONS &amp; MAINTENANCE</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>EM8</td>
<td>RECYCLED WATER REUSED AS A PERCENTAGE (%)</td>
<td>19.00%</td>
<td>19.00%</td>
<td>20.00%</td>
<td>STAKEHOLDER SERVICES</td>
</tr>
<tr>
<td>BUILDING OUR ORGANISATIONAL CAPABILITY</td>
<td>OC1</td>
<td>OPERATING COSTS ($) PER PROPERTY</td>
<td>$396.29</td>
<td>$553.16</td>
<td>$765.46</td>
<td>COMMERCIAL PERFORMANCE</td>
</tr>
<tr>
<td>BUILDING OUR ORGANISATIONAL CAPABILITY</td>
<td>OC3</td>
<td>SIGNIFICANT INJURY FREQUENCY RATE</td>
<td>-</td>
<td>40</td>
<td>40</td>
<td>STRATEGY &amp; BUSINESS IMPROVEMENT</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>OQP1</td>
<td>PERCENTAGE TEST MEETING AUSTRALIAN DRINKING WATER GUIDELINES – E-COLI</td>
<td>99.00%</td>
<td>99.00%</td>
<td>99.00%</td>
<td>STRATEGY &amp; BUSINESS IMPROVEMENT</td>
</tr>
<tr>
<td>STRATEGIC PRIORITIES</td>
<td>KPI NO.</td>
<td>PERFORMANCE MEASURE</td>
<td>TARGET 07/08</td>
<td>TARGET 08/09</td>
<td>TARGET 09/10</td>
<td>RESPONSIBLE BRANCH</td>
</tr>
<tr>
<td>----------------------</td>
<td>---------</td>
<td>---------------------</td>
<td>--------------</td>
<td>--------------</td>
<td>--------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>QSP5</td>
<td>TOTAL NUMBER OF WATER QUALITY COMPLAINTS</td>
<td>720</td>
<td>630</td>
<td>720</td>
<td>STRATEGY &amp; BUSINESS IMPROVEMENT</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>QSP6</td>
<td>TOTAL NUMBER OF WASTEWATER BREAKS &amp; BLOCKAGES</td>
<td>836</td>
<td>485</td>
<td>485</td>
<td>SERVICE DELIVERY</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Main Blockages</td>
<td>120</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Main Breaks</td>
<td>44</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rising Breaks</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>QSP7</td>
<td>NUMBER OF ODOUR COMPLAINTS ATTRIBUTABLE TO GCW ASSETS</td>
<td>230</td>
<td>207</td>
<td>150</td>
<td>SERVICE DELIVERY</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>QSP8</td>
<td>TOTAL NUMBER OF WATER MAIN BREAKS (includes A+ recycled water main breaks)</td>
<td>415</td>
<td>415</td>
<td>497</td>
<td>SERVICE DELIVERY</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GCW Breaks</td>
<td>365</td>
<td></td>
<td>485</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A+ Recycled Breaks</td>
<td>-</td>
<td></td>
<td>12</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3rd Party Breaks</td>
<td>50</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>QSP9</td>
<td>TOTAL NUMBER OF WATER MAIN TO METER BREAKS (includes 3rd party breaks and A+ recycled main to meter breaks)</td>
<td>4,150</td>
<td>4,150</td>
<td>4,950</td>
<td>SERVICE DELIVERY</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GCW Breaks</td>
<td></td>
<td></td>
<td>4,800</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A+ Recycled Breaks</td>
<td></td>
<td></td>
<td>150</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3rd Party Breaks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>QSP10</td>
<td>TOTAL NUMBER OF WATER LOTS INTERRUPTED (includes Class A+ Recycled water lots interrupted)</td>
<td>20,000</td>
<td>20,000</td>
<td>12,000</td>
<td>SERVICE DELIVERY</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Planned Interruptions</td>
<td>35,000</td>
<td>30,000</td>
<td>33,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Unplanned Interruptions</td>
<td></td>
<td></td>
<td>2,500</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A+ Recycled Water Lots Interruptions</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>QSP11</td>
<td>PERCENTAGE (%) OF SERVICE REQUESTS ATTENDED WITHIN TARGET RESPONSE TIME</td>
<td>95.00%</td>
<td>95.00%</td>
<td>95.00%</td>
<td>OPERATIONS &amp; MAINTENANCE</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>QSP12</td>
<td>95TH PERCENTILE OF THE % NUMBER OF WATER ZONES MEETING AUSTRALIAN DRINKING WATER GUIDELINES – HEALTH CHEMICAL CRITERIA</td>
<td>-</td>
<td>15 out of 15</td>
<td>16 out of 16</td>
<td>STRATEGY &amp; BUSINESS IMPROVEMENT</td>
</tr>
<tr>
<td>STRATEGIC PRIORITIES</td>
<td>KPI NO.</td>
<td>PERFORMANCE MEASURE</td>
<td>TARGET 07/08</td>
<td>TARGET 08/09</td>
<td>TARGET 09/10</td>
<td>RESPONSIBLE BRANCH</td>
</tr>
<tr>
<td>----------------------</td>
<td>--------</td>
<td>---------------------</td>
<td>--------------</td>
<td>--------------</td>
<td>--------------</td>
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</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>QSP13 (a)</td>
<td>MICROBIOLOGICAL QUALITY EXCEEDANCES (A+ Recycled Water - Pimpama) No value exceedance of Public Health Regulation</td>
<td>-</td>
<td>-</td>
<td>0</td>
<td>STRATEGY &amp; BUSINESS IMPROVEMENT</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>QSP13(b)</td>
<td>MICROBIOLOGICAL QUALITY EXCEEDANCES (A+ Recycled Water - Pimpama) No annual value exceedance of micro parameters (C.perfringens, E.coli, F-RNA bacteriophages, somatic coliphages)</td>
<td>-</td>
<td>-</td>
<td>95% of samples</td>
<td>STRATEGY &amp; BUSINESS IMPROVEMENT</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>QSP14</td>
<td>PHYSICAL QUALITY EXCEEDANCES (A+ Recycled Water - Pimpama) Chlorine (annual value) Turbidity (annual value)</td>
<td>-</td>
<td>-</td>
<td>95% of samples</td>
<td>STRATEGY &amp; BUSINESS IMPROVEMENT</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>QSP20</td>
<td>REGULATORY RATE OF RETURN ON TOTAL ASSETS (%)</td>
<td>5.4%</td>
<td>11.40%</td>
<td>5.80%</td>
<td>COMMERCIAL PERFORMANCE</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>QSP21</td>
<td>AVERAGE WATER OUTAGE TIME (MINUTES) PER PROPERTY (Planned &amp; Unplanned) (includes A+ Recycled Water)</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>SERVICE DELIVERY</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>QSP22</td>
<td>AVERAGE WATER INTERRUPTION DURATION (Minutes) (Includes A+ Recycled Water)</td>
<td>120.00</td>
<td>120.00</td>
<td>165.00</td>
<td>SERVICE DELIVERY</td>
</tr>
<tr>
<td>IMPROVING OUR ENVIRONMENTAL PERFORMANCE</td>
<td>WRM20</td>
<td>PERCENTAGE (%) OF SYSTEM WATER LOSSES</td>
<td>8.70%</td>
<td>8.70%</td>
<td>8.30%</td>
<td>SERVICE DELIVERY</td>
</tr>
<tr>
<td>IMPROVING OUR ENVIRONMENTAL PERFORMANCE</td>
<td>WRM21</td>
<td>INFRASTRUCTURE LEAKAGE INDEX</td>
<td>1.60</td>
<td>1.48</td>
<td>1.20</td>
<td>SERVICE DELIVERY</td>
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### 2009 - 2010 PERFORMANCE PLAN PROJECTS

<table>
<thead>
<tr>
<th>GCW STRATEGIC PRIORITIES</th>
<th>STRATEGY</th>
<th>No.</th>
<th>PROJECT/MILESTONE</th>
<th>COMPLETION DATE</th>
<th>BUDGET 09/10</th>
<th>RELATED KPI</th>
<th>RESPONSIBLE BRANCH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</strong></td>
<td>Growth Management Strategy</td>
<td>1</td>
<td>COOMBABAH RECYCLED WATER RELEASE SYSTEM UPGRADE – Continuation of Seaway Smart Release project to optimise recycled water release from the Coombabah Wastewater Treatment Plant. This is a condition of the extended release granted by the EPA under the amended Coombabah DA which has led to the deferment of the pipeline duplication.</td>
<td>Mar-10</td>
<td>$473K</td>
<td>EM8</td>
<td>Infrastructure Planning</td>
</tr>
<tr>
<td><strong>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</strong></td>
<td>Growth Management Strategy</td>
<td>2</td>
<td>COOMBABAH WWTP STAGE 5 UPGRADE – As a result of deferral of construction of any facility in the short term under the Regional Biosolids Strategy, additional treatment capacity is required at Coombabah WWTP to accommodate growth and compliance with Development Approval conditions whilst the existing Stage 4A infrastructure is retained as an aerobic digestor facility. The additional treatment Stage 5 capacity is required as soon as possible to minimise the potential for non compliance under wet weather loading conditions.</td>
<td>Aug-10</td>
<td>$9.50M</td>
<td>EM6, EM8, WRM20</td>
<td>Infrastructure Delivery</td>
</tr>
<tr>
<td><strong>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</strong></td>
<td>Asset Management Strategy</td>
<td>3</td>
<td>ELANORA WASTEWATER TREATMENT PLANT ENHANCEMENTS – Remediation work to mitigate odour problems identified at the Elanora WWTP</td>
<td>Aug-09</td>
<td>$5.61M</td>
<td>QSP7</td>
<td>Service Delivery</td>
</tr>
</tbody>
</table>
## SUSTAINABLY MANAGING OUR SERVICE DELIVERY

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
<th>Budget Year</th>
<th>Budget Amount</th>
<th>Project Code(s)</th>
<th>Infrastructure Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>MERRIMAC WEST WW NETWORK – STAGE 2 – Construction of Stage 2 of the Merrimac West Catchment wastewater network upgrade is required by end 2011 to accommodate growth and maintain Desired Standards of Service.</td>
<td>Dec-11</td>
<td>$15.0M</td>
<td>EM1, EM3, EM4, EM5, EM6, EM7, EM8, EM20, QSP7, OC1</td>
<td>Infrastructure Delivery</td>
</tr>
</tbody>
</table>
### GCW Strategic Theme

<table>
<thead>
<tr>
<th>GCW STRATEGIC THEME</th>
<th>STRATEGY</th>
<th>No.</th>
<th>PROJECT/MILESTONE</th>
<th>COMPLETION DATE</th>
<th>BUDGET 09/10</th>
<th>RELATED KPI</th>
<th>RESPONSIBLE BRANCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>Growth Management Strategy</td>
<td>5</td>
<td>MERRIMAC EAST WW NETWORK AUGMENTATION – Completion of ongoing project for the upgrade of Merrimac East Wastewater Network by the BMP Alliance. Key components under construction comprise major tunnelled gravity sewers along Bermuda and Makeri Streets, regional Pump Station and rising main augmentation to Merrimac WWTP. Required to satisfy catchment growth and rationalisation of existing aging infrastructure.</td>
<td>Aug-09</td>
<td>$8.90M</td>
<td>EM1, EM3, EM4, EM5, EM6, EM7, EM8, EM20, QSP7, OC1</td>
<td>Infrastructure Delivery</td>
</tr>
<tr>
<td></td>
<td>Growth Management Strategy</td>
<td>6</td>
<td>PCWMPI - RECYCLED WATER NETWORK (PACKAGE D) – Completion of construction of the recycled water network for development within the Pimpama Coomera Region. This includes reservoirs, mains and all required network pipes. This is a sub project of the Pimpama Coomera Waterfuture Implementation Program.</td>
<td>Jun-10</td>
<td>$3.1M</td>
<td>EM1, EM3, EM20, QSP7, OC1</td>
<td>Infrastructure Delivery</td>
</tr>
<tr>
<td></td>
<td>Growth Management Strategy</td>
<td>7</td>
<td>PCWMPI - WASTEWATER NETWORK (PACKAGE D) – Completion of construction of the wastewater network for development with the Pimpama Coomera Region. This includes major gravity sewers to Pimpama WWTP. This is a sub project of the Pimpama Coomera Waterfuture Implementation Program.</td>
<td>Jun-10</td>
<td>$20.0M</td>
<td>EM1, EM3, EM20, QSP7, OC1</td>
<td>Infrastructure Delivery</td>
</tr>
<tr>
<td></td>
<td>Growth Management Strategy</td>
<td>8</td>
<td>PIMPAMA REGIONAL SEWAGE PUMP STATION – Construction of the permanent influent pump station for the Pimpama WWTP to accommodate future growth for the overall wastewater catchment.</td>
<td>Dec-10</td>
<td>$18.0M</td>
<td>EM1, EM3, EM20, QSP7, OC1</td>
<td>Infrastructure Delivery</td>
</tr>
</tbody>
</table>

**2009 - 2010 PERFORMANCE PLAN PROJECTS**
<p>| SUSTAINABLY MANAGING OUR SERVICE DELIVERY | Growth Management Strategy | 9 | STAPYLTON WATERFUTURE – This project addresses demand from population growth at Stapylton and services the catchment south of Beenleigh and north of Ormeau. Key construction requirements include: Wastewater Treatment Plant, Recycled Water Treatment Plant, Recycled Water Release System and Trunk Sewer connection. | Dec-11 | $16.5M | EM1, EM3, EM4, EM5, EM6, EM7, EM8, EM20, QSP7, OC1 | Infrastructure Delivery |</p>
<table>
<thead>
<tr>
<th>GCW STRATEGIC THEME</th>
<th>STRATEGY</th>
<th>No.</th>
<th>PROJECT/MILESTONE</th>
<th>COMPLETION DATE</th>
<th>BUDGET 09/10</th>
<th>RELATED KPI</th>
<th>RESPONSIBLE BRANCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>Growth Management Strategy</td>
<td>10</td>
<td>PCWMPI - POTABLE WATER NETWORK (PACKAGE D) – Completion of construction of the potable water network for development within the Pimpama Coomera Region. This includes reservoirs, mains and all required network pipes. This is a sub project of the Pimpama Coomera Waterfuture Implementation Program.</td>
<td>Jun-10</td>
<td>$200K</td>
<td>EM1, EM3, EM20, QSP7, OC1</td>
<td>Infrastructure Delivery</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>Growth Management Strategy</td>
<td>11</td>
<td>MERRIMAC RECYCLED WATER MANAGEMENT SYSTEM UPGRADE – Completion of the augmentation of the recycled water management system infrastructure for the Merrimac WWTP. This project includes the construction of a second storage lagoon, along with a wet weather pumping station and duplication of the pipeline to Bermuda Street.</td>
<td>Aug-09</td>
<td>$1.0M</td>
<td>EM1, EM3, EM4, EM5, EM6, EM7, EM8, EM20, QSP7, OC1</td>
<td>Infrastructure Delivery</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>Asset Management Strategy</td>
<td>13</td>
<td>LIFECYCLE ASSET MANAGEMENT PLAN – The Lifecycle Asset Management Program (LAMP) will be responsible for facilitating the coordinated identification, initiation and delivery of GCW’s infrastructure programs for Head Works, Renewals, Major Programs and Emergent Development Works.</td>
<td>Jun-10</td>
<td>$3.38M</td>
<td>EM1, EM3, QSP6, QSP7, QSP8, QSP9, QSP10, QSP11, QSP22, WRM20, WRM21</td>
<td>Service Delivery</td>
</tr>
<tr>
<td>GCW STRATEGIC THEME</td>
<td>STRATEGY</td>
<td>No.</td>
<td>PROJECT/MILESTONE</td>
<td>COMPLETION DATE</td>
<td>BUDGET 09/10</td>
<td>RELATED KPI</td>
<td>RESPONSIBLE BRANCH</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------</td>
<td>-----</td>
<td>----------------------------------------------------</td>
<td>----------------</td>
<td>--------------</td>
<td>-------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>Growth Management Strategy</td>
<td>14</td>
<td>PRESSURE &amp; LEAKAGE MANAGEMENT PROJECT – Reduce water loss from the water supply system across the GCW Supply area through processes which include the location of Demand Management Areas (DMA), the installation of pressure reducing valves and flow meters in the supply lines feeding each DMA. Completion of program comprising commissioning of outstanding DMA’s following rationalisation of fire fighting systems.</td>
<td>June-10</td>
<td>$300K</td>
<td>WRM20, WRM21, QSP8, QSP9 &amp; QSP10</td>
<td>Infrastructure Delivery</td>
</tr>
<tr>
<td>SUSTAINABLY MANAGING OUR SERVICE DELIVERY</td>
<td>Asset Management Strategy</td>
<td>15</td>
<td>MANHOLE ASSESSMENT PROGRAM – The aim of this project is to assure the operational status of the GCW fleet of 70,000 manholes. Condition assessment will be carried out in an annual program that will see each manhole inspected once over the next 7 years. Maintenance and renewal works will be undertaken in response to the conditional assessment findings.</td>
<td>June-10</td>
<td>$2.0M</td>
<td>QSP6</td>
<td>Service Delivery</td>
</tr>
</tbody>
</table>
## Attachment 5 – Full Cost Pricing Operating Statement

### GCW Operating Statement 2009-10

<table>
<thead>
<tr>
<th>Operating Revenues:</th>
<th>2009-10 Water Budget</th>
<th>2009-10 Wastewater Budget</th>
<th>2009-10 Competitive Services Budget</th>
<th>Total Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water &amp; Sewerage Rates</td>
<td>152,303,900</td>
<td>141,516,900</td>
<td>0</td>
<td>293,820,800</td>
</tr>
<tr>
<td>Less Discounts</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Less Contributions &amp; Donations</td>
<td>-2,100,500</td>
<td>0</td>
<td>0</td>
<td>-2,100,500</td>
</tr>
<tr>
<td>Logan SLA</td>
<td>0</td>
<td>0</td>
<td>5,941,200</td>
<td>5,941,200</td>
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<tr>
<td>SEQ Water SLA</td>
<td>0</td>
<td>0</td>
<td>2,868,600</td>
<td>2,868,600</td>
</tr>
<tr>
<td>Link Water SLA</td>
<td>0</td>
<td>0</td>
<td>134,900</td>
<td>134,900</td>
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<tr>
<td>Transportation Revenue</td>
<td>4,293,700</td>
<td>0</td>
<td>0</td>
<td>4,293,700</td>
</tr>
<tr>
<td>Fees &amp; Charges</td>
<td>2,238,600</td>
<td>1,606,100</td>
<td>0</td>
<td>3,844,700</td>
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<tr>
<td>Interest Income</td>
<td>310,500</td>
<td>253,700</td>
<td>0</td>
<td>564,200</td>
</tr>
<tr>
<td>Internal Revenue</td>
<td>3,050,700</td>
<td>135,500</td>
<td>0</td>
<td>3,186,200</td>
</tr>
<tr>
<td>Internal Rates</td>
<td>2,473,200</td>
<td>1,263,000</td>
<td>0</td>
<td>3,736,200</td>
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<tr>
<td>Other Revenue (incl Hwks Funding)</td>
<td>4,087,400</td>
<td>5,933,300</td>
<td>0</td>
<td>10,020,700</td>
</tr>
<tr>
<td>Community Service Obligations</td>
<td>1,712,800</td>
<td>387,700</td>
<td>0</td>
<td>2,100,500</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>168,370,300</strong></td>
<td><strong>151,096,200</strong></td>
<td><strong>8,944,700</strong></td>
<td><strong>328,411,200</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses:</th>
<th>2009-10 Water Budget</th>
<th>2009-10 Wastewater Budget</th>
<th>2009-10 Competitive Services Budget</th>
<th>Total Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour</td>
<td>14,845,200</td>
<td>22,977,400</td>
<td>2,738,100</td>
<td>40,560,700</td>
</tr>
<tr>
<td>Materials</td>
<td>3,542,500</td>
<td>6,023,700</td>
<td>2,145,500</td>
<td>11,711,700</td>
</tr>
<tr>
<td>Services</td>
<td>12,504,370</td>
<td>27,980,961</td>
<td>3,296,600</td>
<td>43,781,931</td>
</tr>
<tr>
<td>Bulk Water Purchase</td>
<td>76,242,400</td>
<td>0</td>
<td>0</td>
<td>76,242,400</td>
</tr>
<tr>
<td>Service Level Agreement (GCC)</td>
<td>5,641,200</td>
<td>5,641,200</td>
<td>0</td>
<td>11,282,400</td>
</tr>
<tr>
<td>Internal Expenses</td>
<td>1,188,900</td>
<td>1,528,300</td>
<td>443,500</td>
<td>3,160,700</td>
</tr>
<tr>
<td>Write offs/Bad Debts</td>
<td>635,600</td>
<td>5,900</td>
<td>0</td>
<td>641,500</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING EXPENSES</strong></td>
<td><strong>114,600,170</strong></td>
<td><strong>64,157,461</strong></td>
<td><strong>8,623,700</strong></td>
<td><strong>187,381,331</strong></td>
</tr>
<tr>
<td><strong>OPERATING SURPLUS</strong></td>
<td><strong>53,777,130</strong></td>
<td><strong>86,938,739</strong></td>
<td><strong>321,000</strong></td>
<td><strong>141,029,869</strong></td>
</tr>
<tr>
<td>Dividend</td>
<td>42,819,900</td>
<td>42,819,900</td>
<td>0</td>
<td>85,639,800</td>
</tr>
<tr>
<td>Debt Servicing (net)</td>
<td>14,816,811</td>
<td>34,365,010</td>
<td>0</td>
<td>49,181,821</td>
</tr>
<tr>
<td>Comp Neutrality - Interest</td>
<td>8,324</td>
<td>8,324</td>
<td>0</td>
<td>16,648</td>
</tr>
<tr>
<td>Comp Neutrality - Superannuation</td>
<td>-439,200</td>
<td>-439,200</td>
<td>0</td>
<td>-878,400</td>
</tr>
<tr>
<td>Tax</td>
<td>3,500,000</td>
<td>3,500,000</td>
<td>0</td>
<td>7,000,000</td>
</tr>
<tr>
<td><strong>CONTRIBUTIONS TO COUNCIL</strong></td>
<td><strong>60,705,835</strong></td>
<td><strong>80,254,034</strong></td>
<td>0</td>
<td><strong>140,959,869</strong></td>
</tr>
<tr>
<td></td>
<td>175,306,005</td>
<td>144,411,495</td>
<td>8,623,700</td>
<td>328,341,200</td>
</tr>
<tr>
<td>----------------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>-------------</td>
</tr>
<tr>
<td>Operating Surplus</td>
<td>-6,935,705</td>
<td>6,684,705</td>
<td>321,000</td>
<td>70,000</td>
</tr>
</tbody>
</table>
## Attachment 6 – Debt Structure

<table>
<thead>
<tr>
<th></th>
<th>2007-08 Projected B Fwd</th>
<th>2008-09 Projected B Fwd</th>
<th>Principal Repayment</th>
<th>New Borrowings</th>
<th>Total non-current liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wastewater Headworks</strong></td>
<td>144,163,796</td>
<td>91,010,828</td>
<td>25,000,000</td>
<td>16,023,138</td>
<td>82,033,966</td>
</tr>
<tr>
<td><strong>Wastewater Revenue</strong></td>
<td>98,595,346</td>
<td>50,430,088</td>
<td>20,361,000</td>
<td>22,769,500</td>
<td>52,838,588</td>
</tr>
<tr>
<td><strong>Water Headworks</strong></td>
<td>13,096,597</td>
<td>-</td>
<td>10,000,000</td>
<td>14,700,000</td>
<td>4,700,000</td>
</tr>
<tr>
<td><strong>Scientific Services</strong></td>
<td>86,192</td>
<td>2,081,041</td>
<td>57,538</td>
<td>2,000,000</td>
<td>4,023,503</td>
</tr>
<tr>
<td><strong>Water Revenue</strong></td>
<td>27,199,750</td>
<td>-</td>
<td>10,878,000</td>
<td>12,100,195</td>
<td>1,222,195</td>
</tr>
<tr>
<td><strong>Water Logan Revenue</strong></td>
<td>6,045,176</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$289,186,857</td>
<td>$143,521,957</td>
<td>$66,296,538</td>
<td>$67,592,833</td>
<td>$144,818,252</td>
</tr>
</tbody>
</table>

**Notes:**
- New Borrowings are external QTC borrowings only.
ITEM 3 INFRASTRUCTURE DELIVERY

CONTRACT NO. GCW 178/03/04/02 - MERRIMAC WASTEWATER TREATMENT PLANT UPGRADE – REPROVISION OF UNEXPENDED FUNDS TO 2009/10

178/2003/04/(P55)

1 BASIS FOR CONFIDENTIALITY

Not applicable.

2 EXECUTIVE SUMMARY

Not applicable

3 PURPOSE OF REPORT

The purpose of this report is to request Council approval for the reprovision of unexpended funds from 2008/09 to 2009/10 to facilitate completion of the Phase 3 Recycled Water Release System Upgrade at the Merrimac WWTP.

4 PREVIOUS RESOLUTIONS

Ex Council Minute No. WS06.1102.004 Refers

“1 That the overall strategy for upgrading of the Merrimac WWTP Recycled Water Release infrastructure as outlined in this report be endorsed and approval be given to proceed with the short term works pending finalization of the Recycled Water Strategy Advisory Committee process.

2 That approval be given to proceed with Stages 1 to 3 of the Strategy as defined in the body of this report, with procurement being undertaken through the following existing contractual arrangements:

- All works within the WWTP site be undertaken as scope changes to the current Merrimac Waterfuture Alliance with John Holland Pty Ltd.
- The pressure main from the Merrimac WWTP to Bermuda Street be undertaken as a scope change to the current BMP Alliance with Tenix Pty Ltd and GHD.”

Ex Council Minute WS07.0913.003 (In Part Only) Refers

“1 That Delegated Authority be given to the Chief Executive Officer to approve Scope Change No. 3 for the Merrimac WWTP Recycled Water Release System Upgrade Project works within the WWTP site (Scope Change 3) to the Merrimac WWTP Waterfuture Alliance Contract No. 178/03/04/02 providing the final Scope Change price does not exceed $27.87m.”
5 DISCUSSION

5.1 Project Scope and Status

The scope of the Merrimac WWTP Waterfuture Alliance entails:

- Augmentation of the plant to increase its capacity from 35.1 ML/d to 57.5 ML/d. This is equivalent to increasing the servicing capability of the plant from approximately 47,000 households to 77,000 households. This is referred to as Phase 1 of the project;
- Improved odour management as a critical project objective. This is referred to as Phase 2 of the project, and;
- The upgrade of the Merrimac WWTP Recycled Water Release System to mitigate the risk and frequency of local overflows from the plant and ensuring legislative compliance. This is referred to as Phase 3 of the project.

Phases 1 and 2 of the works has been completed and only minor defect rectification issues which have arisen during the contractual Proving Periods remain outstanding.

The scope of the Phase 3 work involves:

1. The construction of a second recycled water storage lagoon at Merrimac WWTP,
2. An augmentation of existing Recycled Water Pumping Station No 1,
3. The construction of a second separate wet weather pumping station at Merrimac WWTP, and
4. A pipeline augmentation between Merrimac WWTP and the existing recycled water pipeline at the intersection of Markeri Street and Bermuda Street to the Benowa Repump Facility.

As at February 2009 when the March Budget Review was prepared, the Phase 3 completion program was as follows:

1. Major works (lagoon, pump station and piping) complete by 30 June 2009.
2. Minor works (siteworks, existing structures rehab, landscaping, etc) complete by end September 2009.

However, delays over the last 4 months have resulted in this program being behind schedule with a number of the major works activities still outstanding and the overall completion delayed until the end of October 2009. The delays were mainly caused by wet weather but also by a number of technical issues, such as pipe pressure tests failing due to leaking valve glands and incorrectly supplied equipment (flange gaskets and poor quality RCP pipework). These technical issues have taken a number of weeks to either resolve or to be supplied with new equipment.

As a result of these delays the project cashflow has also been delayed with approximately $3.655m of expenditure previously estimated to be completed by 30 June still outstanding. As the majority of these costs will be expended in the July/August period, approval is sought for reprovision of the unexpended 2008/09 funds in advance of the formal reprovision process to ensure approved budgeted funds are available to complete the works. The specifics of the reprovision amount and funding sources are discussed in detail in Section 10.
6  STATUTORY MATTERS

The appointment of the Alliance Contractor to undertake the Merrimac WWTP Waterfuture Alliance Project has been undertaken in accordance with the contracts and tendering principles of the Local Government Act 1993.

7  CORPORATE/OPERATIONAL PLAN

The works contribute to Council’s “Strategic Priorities” identified in the Corporate Plan 2005-2009 as follows:

- **9 – City Assets**
  - The planned creation, management and appropriate funding of public assets that meet community expectations and defined levels of service at the lowest possible whole of life costs

- **13 – Land Use and Development Control**
  - Integrating land use, infrastructure, environmental, social and economic planning so as to create and maintain a vibrant and sustainable community.

The project also contributes to the following “Strategic Priorities” of Gold Coast Water’s Strategic Plan:

- Quality Service Provision;
- Environmental Management;
- Community Driven;
- Organisational Capability.

8  COUNCIL POLICIES

Council’s Purchasing Policy is applicable to the engagement of an Alliance Contractor to undertake the Merrimac WWTP Waterfuture Alliance Project.

9  DELEGATIONS

Not applicable.

10  BUDGET/FUNDING

This project commenced in 2006/07 and is funded via a combination of headworks, subsidy and GCCC Investment Reserve sources. The project is ACSH under Cost Centre Function 184 8900. The 2008/09 and 2009/10 approved budget funding details are outlined in the following table:

<table>
<thead>
<tr>
<th>Year</th>
<th>2008/09</th>
<th>2009/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headworks</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Subsidy</td>
<td>$15,750,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>GCCC Investment Reserve</td>
<td>$9,050,000</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>$24,800,000</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>
ITEM 3 CONTINUED INFRASTRUCTURE DELIVERY

CONTRACT NO. GCW 178/03/04/02 - MERRIMAC WASTEWATER TREATMENT PLANT UPGRADE – REPROVISION OF UNEXPENDED FUNDS TO 2009/10

178/2003/04(P55)

The overall project cost has not increased from that previously budgeted for, namely $42,156,519 however due to the delays in project completion, the cashflow requirements have changed. The actual expenditure in 2008/09 was approximately $21,145,000 leaving an unexpended balance of $3,655,000 which is proposed to be re-provided into 2009/10 for completion of the works.

Details of the actual funding sources in 2008/09 and proposed funding sources in 2009/10 following the reprovision are set out in the table below.

<table>
<thead>
<tr>
<th>Year</th>
<th>2008/09</th>
<th>2009/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headworks</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Subsidy</td>
<td>$17,340,625</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>GCCC Investment Reserve</td>
<td>$3,804,375</td>
<td>$3,655,000</td>
</tr>
<tr>
<td>Total</td>
<td>$21,145,000</td>
<td>$4,655,000</td>
</tr>
</tbody>
</table>

The additional subsidy received in 2008/09 over that originally budgeted is the result of the payment on a pro rata basis at the end of the financial year in lieu of the normal process of waiting until project completion.

11 COORDINATION & CONSULTATION

The funding of this project has been discussed with Corporate Finance.

12 TIMING

Completion of the Phase 3 works is currently programmed for 23 October 2009.

13 STAKEHOLDER IMPACTS

The commissioning of the recycled water release system upgrade at the Merrimac WWTP will minimise the potential for overflows to occur during periods of extreme wet weather and hence reduce the impact on the nearby floodplain environment.

14 CONCLUSION

Completion of the Phase 3 works of the Merrimac WWTP Waterfuture Alliance have been delayed until October 2009 as a result of wet weather and a number of technical issues. As a consequence, the unexpended funding of $3,655m originally allocated in 2008/09 needs to be re-provided into 2009/10 so that sufficient funds are available to complete the works.
ITEM 3 CONTINUED

INFRASTRUCTURE DELIVERY

CONTRACT NO. GCW 178/03/04/02 - MERRIMAC WASTEWATER TREATMENT PLANT UPGRADE – REPROVISION OF UNEXPENDED FUNDS TO 2009/10

178/2003/04(P55)

15 RECOMMENDATION

It is recommended that Council resolves as follows:

1 That the Water Management Committee endorses the following recommendations to be referred to the Finance and Internal Services Committee to be held on 22 July, 2009 for its consideration:

   a That reprovision of unexpended 2008/09 funds of $3.655m under Cost Centre Function 184 8900 Project ACSH to 2009/10 to facilitate completion of the Phase 3 works of the Merrimac WWTP Waterfuture Alliance be approved.
   b That it be noted that the overall Budget for the project has not increased.

Author: Brett Lawrence
Manager Infrastructure Delivery
16 July 2009

Authorised by: Dick Went
Director Gold Coast Water

COMMITTEE RECOMMENDATION WM09.0722.003

Moved Cr La Castra  Seconded Cr Pforr

That the Water Management Committee endorses the following recommendations to be referred to the Finance and Internal Services Committee to be held on 22 July, 2009 for its consideration:

   a That reprovision of unexpended 2008/09 funds of $3.655m under Cost Centre Function 184 8900 Project ACSH to 2009/10 to facilitate completion of the Phase 3 works of the Merrimac WWTP Waterfuture Alliance be approved.
   b That it be noted that the overall Budget for the project has not increased.

CARRIED

There being no further business the meeting closed at 9.13am.
These Pages Numbered 1 to 68
Constitute The Adopted Report of The Meeting
Of The Water Management Committee