Greater Hume Shire Council Fit for the Future Assessment of Water Supply and Sewerage



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Fit for the Future

Assessment of Water Supply and Sewerage

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Summary and Recommendations

Summary

HydroScience carried out an independent review of the Fit for the Future status of Greater Hume Shire Council's Water Supply and Sewerage Services.

The review was done as two elements.

Current Performance

This element consisted of a review of the current performance of the Water Supply and Sewerage Services against a number of requirements including the Fit for the Future template, the Best-Practice Management requirements, the Integrated Planning and Reporting (IPR) framework, performance against other local water utilities and financial indicators.

The results of this review indicated that the Water Supply and Sewerage Services largely comply with the requirements, with some non-compliance mainly related to documents requiring updating.

The Water Supply Services show negative operating results. The main reason is the high cost of purchase of water from Albury City Council.

The performance Sewerage Services has been improving, and a positive operating result was achieved in 2013/14. Council expects positive operating results in the long term.

In most other parameters GHSC water and sewerage businesses perform well in comparison to other local water utilities in NSW.

Future Performance

This element identified issues that Council will need to address in order to ensure continuing sustainability and acceptable performance. These have been collected from Council's existing planning documents, and the current assessment.

A number of recommendations are included in this section, some originate from Councils existing planning documents and others are the outcomes of this review.

Recommendations

HydroScience recommends that, with respect to the water supply and sewerage businesses, Greater Hume Shire Council:

- 1. Implement the recommendations listed in Section 3 of this report
- 2. Carry out an annual review of implementing the recommendations to ensure that Council remain Fit for the Future.

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1 Introduction

1.1 Background

In September 2014 the NSW Government's Office of Local Government (OLG) began rolling out its 1 billion dollar Fit for the Future program to strengthen NSW Local Councils. This program came about on the basis of recommendations from the Independent Local Government Review Panel (ILGPRP) regarding the attributes of a sustainable council.

As part of this program, NSW councils have been asked to submit a Fit for the Future improvement proposal by 30 June 2015. In submitting this proposal each Council will review its current situation and identify what they need to do to meet the attributes identified by the ILGPRP. The expected process for this is laid out in the OLG Fit for the Future - Guidance Material - Completing Template 2 (October 2014). Introduction

1.2 Greater Humes Water Supply and Sewerage

Greater Hume Shire Council (GHSC) is a general purpose Council, with responsibility for delivery of and Sewerage Services to urban populations across the shire. GHSC provides Water Supply Services in Culcairn, Jindera and villages in the south of the shire. Water to Henty, Holbrook and villages in the north and east of the shire is supplied by Riverina Water.

The Water Supply and Sewerage Services form a significant part of Greater Hume Shire Council's operations. The Water Supply and Sewerage assets represent approximately 15% of all Council's assets (Source: Asset Management Strategy 2012). The income from the Water Supply and Sewerage Services is shown in Table 1.

Business	Income
Water Supply (\$'000)	1,469
Sewerage (\$'000)	1,461
Total GHSC Infrastructure (\$'000)	29,808
% Water Supply and Sewerage	10%

Table 1: Water Supply and Sewerage Income

Source: 2013/14 financial statements

GHSC commissioned HydroScience to assess the Fit for the Future of the Water Supply and Sewerage Services in recognition of the importance of these operations.

1.3 This Report

This report documents the assessment of GHSC's Fit for the Future status and improvement program. The assessment was carried out by HydroScience, working closely with GHSC.

The review, and the report, is broken down into two main elements, as follows.

Current Performance	Review of the current performance of the Water Supply and Sewerage Services. This includes compliance audit against requirements and guidelines.
Future Performance	Review of the systems and plans Council has in place, and assessment of the likelihood of future compliance.

The report includes actions and recommendations identified as part of this assessment as important to ensure compliance adequate performance in the future. These form Council's improvement program.

2 Current Performance

2.1 Scope

This section is assessment of GHSC's Water Supply and Sewerage Services. The assessment was carried out against the following criteria.

- □ Fit for the Future criteria listed in the Council Improvement Program template issued by the NSW Government.
- □ The 19 best-practice management elements, defined by the NSW Government Best-Practice framework
- □ Integrated Planning and Reporting (IPR) requirements
- □ Performance assessment reports published by NSW Office of Water
- □ Financial indicators based on triple bottom line reports and from Council's financial statements.

The outcomes of this assessment are documented in this section.

2.2 Fit for the Future Template

In the OLG Template 2 - Council Improvement Proposal the Fit for the Future Section 2.4 applies to Water Utility Performance. A number of questions are asked, and the response to the questions is summarised in Table 2

No.	Question	Outcomes of this Review		Comments	
1	Does your council currently achieve the requirements of the NSW Government Best Practice Management of Water Supply and Sewerage Framework?	Mostly comply with some exceptions	\bigcirc	Refer to Section 02.3	
1A	If NO, please explain the factors that influence your performance against the Framework.	N/A		02.5	
2	How much is your council's current (2013/14) water and sewerage infrastructure backlog?	No backlog. Only 2% of the assets are in Condition 5 (very poor). Renewals of these are funded.		Investment in renewals in the 30 year capital works program is: Water supply: \$2.7 M, Sewerage: \$4.8 M	

No.	Question	Outcomes of this Review		Commer	nts
3	Identify any significant capital works (>\$1m) proposed for your council's water and sewer operations during the 2016-17 to 2019-20 period and any known grants or external funding to support these works: Proposed Works Timeframe & Cost Grants or external funding	Water supply: Nil Sewerage: Jindera sewage treatment plant and reuse scheme. Time: 2020, Estimated cost: \$4.2 M. Council intends to apply for funding.		Council has 30 year capital works programs for water supply and sewerage, included in Appendix A.	
4	Does your council currently manage its water			Op. results	
	and sewerage operations on at least a break- even basis? (Yes or No)			2014	2013
		Water Supply	0	(\$130k)	(\$30k)
		Sewerage	\bigcirc	\$109k	(\$119k)
4a	If No, please explain the factors that influence your performance	Water supply: High cost of water purchased from Albury City Council (ACC)		GHSC is mitigate Negotiat ACC; de own wat sources, f reducing dependen water pu	the cost: ion with veloping er thus the ncy on
5	Identify some of your council's strategies to improve the performance of its water and sewer operations in the 2016-17 to 2019-20 period: • Strategy • Timeframe • Anticipate Outcome	Refer to Section 3.			

2.3 Best-Practice Compliance

2.3.1 Scope and Methodology

Scope

This assessment was done as an external audit against the requirements of the Best-Practice Management framework.

We audited GHSC's Water Supply and Sewerage Services for compliance with Best-Practice Management for the year ended 30 June 2014. Andrew Fraser, Planning Manager of HydroScience, was the auditor.

The audit focussed on the 19 requirements listed in Table 3. For reference documents refer to Section 2.3.2.

Methodology

We have reviewed the documents and information provided by GHSC for compliance against the requirements, documented in the Reference Documents listed in Section 2.3.2.

Where the requirement is to have a document (e.g. strategic business plan), we have reviewed the contents of the documents, their status, and their validity in terms of meeting the updated requirements.

Where appropriate we have also identified issues and actions identified in reports/ elements.

2.3.2 Reference Documents

The best-practice management (BPM) requirements are defined by the NSW Office of Water (NOW).

The best-practice management framework has been updated recently, with new guidelines and checklists superseding other requirements at various stages. We have audited the best-practice compliance of GHSC's Water Supply and Sewerage Services against the guidelines and other relevant documents that have been in operation in June 2014. These are listed below.

- □ Best-Practice Management of Water Supply and Sewerage Guidelines. NOW, 2007
- □ NSW Best-Practice Framework of Water Supply and Sewerage Framework. NOW (on Web site), May 2014.
- □ 2012-13 NSW Performance Monitoring Report Appendix C: 2012-13 Best-Practice Management Implementation (listing the 19 elements)
- □ NSW Water and Sewerage Strategic Business Planning Guideline. NOW, 2011.
- Developer Charges Guidelines for Water Supply, Sewerage and Stormwater. NOW, December 2002.
- □ IWCM Generic Scope of Works. NOW 2008.

The following have become requirements after June 2014. These are relevant for GHSC when updating any of the best-practice management documents.

- □ Water Supply and Sewerage Strategic Business Planning and Financial Planning Check List. NOW, July 2014.
- □ Integrated Water Cycle Management Check List. NOW, July 2014.
- □ Preparation and implementation of a NSW Health-compliant Drinking Water Management System (DWMS). This has become both a regulatory requirement and best-practice management requirement in September 2014.

2.3.3 Summary of Audit Outcomes

Table 3summarises the outcomes of the audit. The table also shows the compliance as stated in the NSW 2012/13 Performance Monitoring Report.

No. 1 to 19	Element Number	Requirement	Compliance in NOW 2012/13 Performance Monitoring Report	Compliance in 2013/14 – Outcomes of this Audit		Comments		
	Water Supply							
1	1	Strategic Business Plan and financial	Yes	SBP & FP	\bigcirc	Over 4 years old		
		plan (incl. Health DWMS)		DWMS	\bigcirc	Draft, Feb 14		
	2 Pricing a	nd Developer Charges						
2	2a	Full cost recovery minimal cross subsidies	Yes	No	0	Op. Result (\$123,000) No cross subsidies		
3	2b	Appropriate Residential Charges	Yes	Yes	0	Requirement for inclining block tariff removed		
4	2c	Revenue for Residential Usage Charges >=75%	Yes	Yes* (NOW's rating for 70- 75%)	0	2014 was 72%.		
5	2d	Appropriate Non- Residential Charges	Yes	No	0	Access charge is not based on square of meter diameter		
6	2e	Development Servicing Plan with Commercial Developer Charges	Yes	Yes	0	Compliance with DSP guidelines not checked		
7	3	Sound Water Conservation Plan Implemented	Yes	Yes		Commenced 2014.		

Table 3: Best-Practice Management Summary

No. 1 to 19	Element Number	Requirement	Compliance in NOW 2012/13 Performance Monitoring Report	Compliance in 2013/14 – Outcomes of this Audit		Comments
8	4	Sound Drought Management Plan Implemented	Yes	Yes 🧿		Completed in 2014.
9	5	Complete performance Reporting by 15 Sep.	Yes	Yes	0	Advised by GHSC.
10	6	Integrated Water Cycle Management Plan Commenced	Water Igement Yes C Yes O		0	Need for update may be subject to new guidelines
	Sewerage	Services				
11	1	Strategic Business Plan and financial plan	Yes	No	\bigcirc	Over 4 years old
	2 Pricing ar	d Developer Charges (ye	s/No)			
12	2a	Full cost recovery minimal cross subsidies	Yes	Yes	0	Op. Result \$109,000 No cross subsidies
13	2b	Appropriate Residential Charges	Yes	Yes	\bigcirc	
14	2c	Appropriate Non- Residential Charges	Yes	No	9	Access Charge is not based on square of meter diameter
15	2d	Appropriate Trade Waste Fees and Charges	Yes	Yes	\bigcirc	
16	2e	Development Servicing Plan with Commercial Developer Charges	Yes	Yes		Compliance with DSP guidelines not checked

No. 1 to 19	Element Number	Requirement	Compliance in NOW 2012/13 Performance Monitoring Report	Compliance in 2013/14 – Outcomes of this Audit		Comments
17	2f	Liquid Trade Waste regulation policy and approvals implemented	Yes	Yes	0	
18	3	Complete performance Reporting by 15 Sep.	Yes	Yes	0	Advised by GHSC.
19	4	Integrated Water Cycle Management Plan Commenced	Yes C (completed)	Yes	0	Need for update may be subject to new guidelines

2.4 Integrated Planning and Reporting

While the best-practice management, addressed in Section 2.3, has been developed specifically for water supply and sewerage services, the integrated planning and reporting (IPR) framework applies to all Council's activities. The relevant requirements of IPR to the water supply and sewerage businesses, and the compliance, are summarised in Table 4.

Table 4: Integrated	l Planning and	Reporting	Compliance
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Ref	Number	Requirement	Compliance in 2013/14 – Outcomes of this Audit		Comments	
	Resourcing	Strategy				
1	RS	Resourcing Strategy	Yes		Requires 4 yearly review in 2016, however IWCM or SBP may suffice	
	Asset Management Plans (AMPs)					
2	Water Supply AMP	IPR Asset Management Policy, Strategy and Plan requirements	Yes		Covers all assets including water supply	
3	Sewerage Services AMP	Ditto	Yes		Covers all assets including sewerage	

2.5 NSW Office of Water Reports

2.5.1 Introduction

The NSW Office of Water collects data and publishes annual reports on the performance of local water utilities in NSW. The data is used to generate two types of reports:

- □ Triple bottom line (TBL) reports for each individual local water utility (LWU)
- □ Performance assessment reports, for all LWUs

The latest available TBL reports are for 2013/14, and performance reports for 2012/13.

2.5.2 TBL Reports

Reports are prepared for water supply and for sewerage. They detail the performance of the LWU on 56 parameters for water supply and 57 parameters for sewerage. Rankings are given in quintiles and range from 1 (in the top 20% of LWUs) to 5 (in the bottom 20%). Two sets of rankings are given: for LWUs of similar size (1500 – 3000 connections) and on a state-wide comparison.

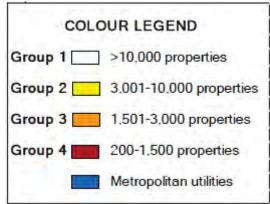
On these reports, GHSC performs well. In the water supply report only six parameters ranked 5 (in the 1500 – 3000 connections group. The sewerage reports shows only one parameter with ranking of 5. On many parameters GHSC achieved ranking of 1 and 2, which is better than median.

The TBL reports are included in Appendix B. Discussion on the financial indicators in the TBL reports is included in Section 2.6.

2.5.3 Performance Assessment Report

This section contains selected charts from the 2012/13 NSW Water Supply and Sewerage Performance Monitoring Report, showing the relative location of GHSC among the 105 regional local water utilities (LWUs) in NSW.

The colours used in the graphs are based on the size of the LWU. The colour legend appears on the right. GHSC is in Group 3.



Typical Residential Bill

The combined customer bill for water supply and sewerage is shown in Figure 1. GHSC customers enjoy relatively low bill, approximately in the lower quartile of water supply and sewerage customers in NSW

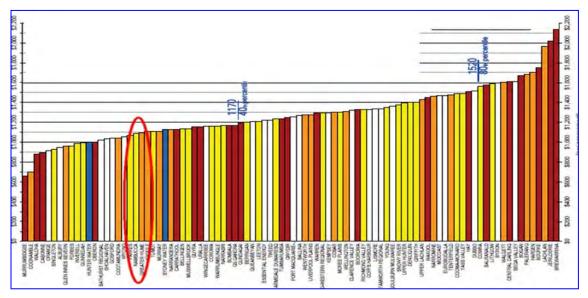


Figure 1: Typical Residential Bill Water Supply and Sewerage

Economic Real Rate of Retrun

Figure 2 shows a negative real rate of return (combined for both Water Supply and Sewerage Services). In 2013/14, Sewerage Services achieve a positive ERRR. The negative rate puts GHSC at the lower end of LWUs in NSW.

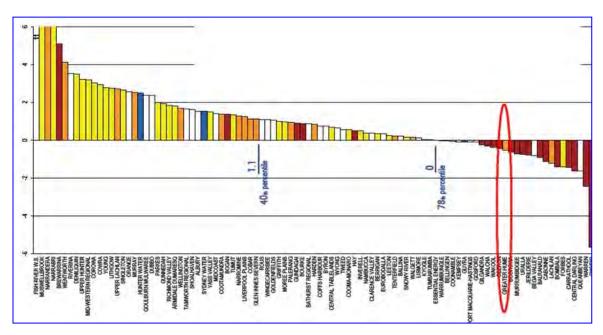


Figure 2: Economic Real Rate of Return

Operating Costs

The operation, maintenance and administration (OMA) costs per property of the water supply and Sewerage businesses are shown in Figure 3 and Figure 4 respectively. GHSC operating costs are in the mid-range of LWUs for the water supply, and at low end for sewerage.

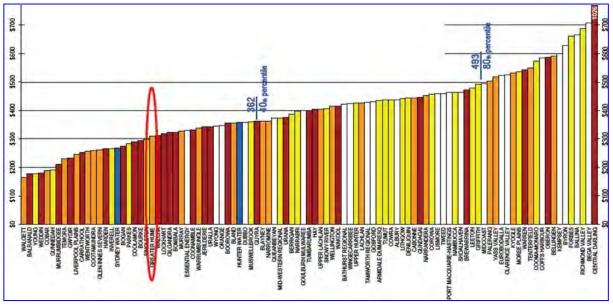
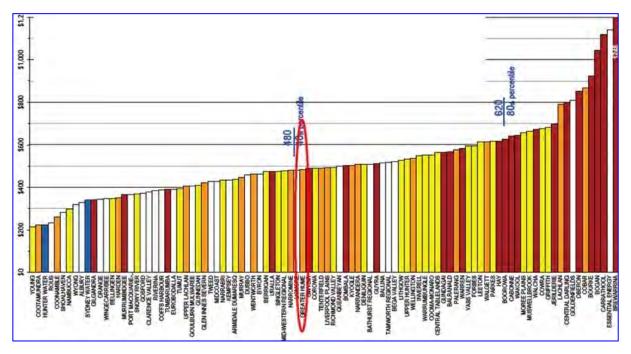


Figure 3: Water Supply OMA Costs per Property





Management Costs

The management costs per property of the water supply and Sewerage businesses are shown in Figure 5 and Figure 6 respectively. GHSC operating costs are in the mid-range of LWUs for water supply, and at the low end for sewerage.

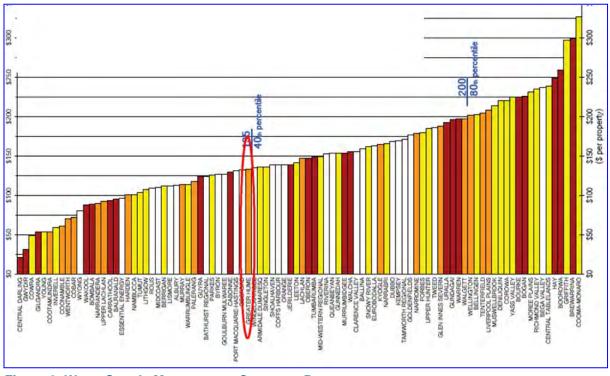
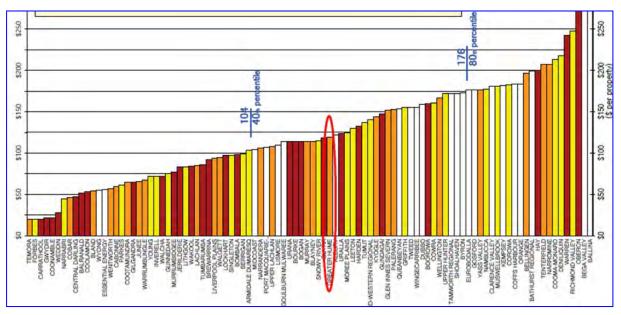


Figure 6: Water Supply Management Costs per Property





Developer Charges

The typical developer charges per equivalent tenement (ET) for the water supply and Sewerage services are shown in Figure 7 and Figure 8 respectively. The developer charges in GHSC are at the low end, compared to other LWUs.

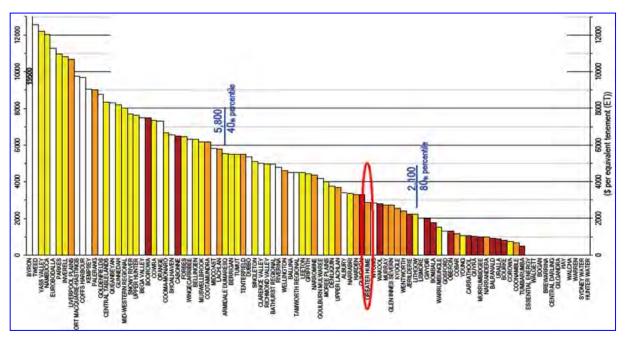
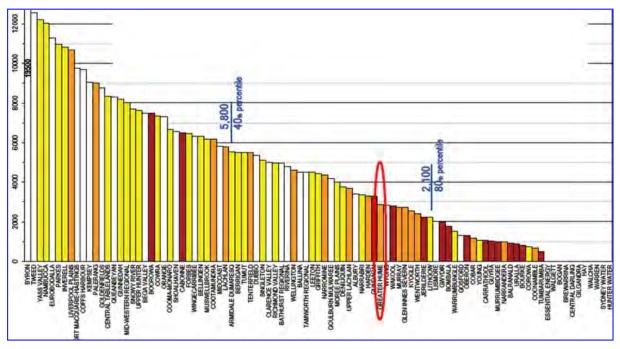


Figure 7: Water Supply Developer Charge per ET





2.6 Financial Indicators

As part of the performance assessment of LWUs, the NSW Office of Water prepares triple bottom line (TBL) reports for each LWU, detailing its performance in relation to other water utilities in the state.

The financial indicators for the 2013/14 financial year are shown in Table 5 and Table 6. In these tables, the rankings are in quintiles and range from 1 (in the top 20% of LWUs) to 5 (in the bottom 20%). As can be seen from these tables, GHSC performance is comparable to other water utilities. In the group of 1500-3000 connections, GHSC has no low ranking (5) ranking on any parameters. With the exception of economic real rate of return (rank of 4), GHSC ranked 3 (mid-range) and better on the financial indicators. The TBL reports are included in Appendix B.

		State-	Ran	king					
Financial Indicator	GHSC Result	wide Median	LWUs with 1500 – 3000 connections	– 3000 All LWUs					
Typical Residential Bill for 2014/15 (\$)	664	582	2	3					
Economic Real Rate of Return (%)	-0.8	1.2	4	5					
OMA cost per property (\$)	503	400	2	3					
Management Cost per property (\$)	140	140	3	2					
Residential Revenue from Usage Charges (% of residential bills)	60	73	3	4					
Typical Developer Charge for 2014/15 (\$/ET)	3,000	5,500	3	4					

Table 5: Water Supply Financial Indicators (From 2013/14 TBL Reports)

Table 6: Sewerage Current Financial Indicators (From 2013/14 TBL Reports)

		State-	Ran	king
Financial Indicator	GHSC Result	wide Median	LWUs with 1500 – 3000 connections	All LWUs
Typical Residential Bill for 2014/15 (\$)	489	669	3	2
Economic Real Rate of Return (%)	0.1	1.5	4	4
OMA per property (\$)	318	430	2	2
Management Cost per property (\$)	125	161	3	3
Typical Developer Charge for 2014/15 (\$/ET)	4.020	5,100	2	3

3 Future Performance

3.1 Introduction

The future performance was assessed in three sections:

- □ Issues and actions. HydroScience reviewed GHSC planning documents for water supply and sewerage, and identified major issues. Council's response to these issues was evaluated, and where appropriate required actions were recorded.
- □ System asset projections. Assessment of the future condition of the assets based on capital works program and depreciation.
- □ Financial projections. Council's future financial position was assessed based on the long term financial plans.

3.2	Issues and Actio	0115	
No.	Document / Requirement	Issues	Recommended Actions
1	Strategic Busin Management S	ness Plan (Water & Sewerage), Fina ystem	ancial Plan and Drinking Water
1.1	SBP& FP	Plans complied when prepared, but are out of date	Update SBP and FP. (If IWCM needs to be updated, SBP is not required)
1.2	SBP& FP	GHSC did not comply with 100% of the environmental licences and PRP requirements	Operate and maintain the systems in accordance with the sewerage operation and maintenance procedures
1.3	SBP&FP	Operating rules and procedures are not in place	Develop operating rules and procedures
1.4	SBP&FP	Lack of capacity in Jindera STP. Capital works program includes new Jindera STP in 2020.	Implement as per capital works program
1.5	SBP&FP, DWMS	Insufficient residual chlorine level in villages distribution system	Monitor residual chlorine levels and implement chlorine booster stations as required
1.6	SBP&FP	Significant increase to the TRB for water supply	Implement the TRB increase over a number of years in order to reduce the impact on customers
1.7	SBP&FP	Prepare updated financial plans annually	program financial plan updates (See 1.1)
1.8	SBP&FP, Draft IWCM Strategy	Imminent Office of Water GHSC IWCM Strategy review	Prepare revised SBP by 2019 and/or address NOW comments before finalizing IWCM.

3.2 Issues and Actions

No.	Document / Requirement	Issues	Recommended Actions
1.8	DWMS	Requirement to revise DWMS every 4 years	Prepare revised DWMS in 2018
2	Pricing and Dev	veloper Charges	
2.1	2a Full cost recovery , minimal cross subsidies	Water fund not achieving cost recovery (2014 Water fund loss \$123K)	Review expenditure, in particular the cost of bulk water from Albury Review price path (Refer also to Section Error! Reference source not found.3.4)
2.2	2d(Water) Appropriate Non- Residential Charges	Non-residential Water access charge does not increase at the square of the meter size	Implement revised non-residential access charge tariff structure that better addresses best-practice pricing
2.3	2c (Sewerage) Appropriate Non- Residential Charges	Non-residential Sewerage access charge does not increase at the square of the pipe size	Amend non-residential charges or adopt a reasoned position that Council does not intend to comply
2.4	2e DSP	DSP is current	Update by 2019
2.5	2f Sewerage – Liquid Trade Waste policy & approvals	Register of Trade Waste agreements not identified at this stage	Assess implementation of TW policy
3	Sound Water C	onservation Plan Implemented	
3.1	Demand Management Plan	Implementation of Potential Water Conservation Measures Implementation Plan including: Conservation Pricing Community Education Residential Washing Machine Rebate BASIX – Fixture Efficiency with Rainwater Use National Water Efficiency Labelling Scheme Residential Shower Retrofit	Implement demand measures

No.	Document / Requirement	Issues	Recommended Actions
4	Drought Manag	ement Plan	
4.1	Drought Management Plan	Impact of Albury City Council drought restrictions	Council will also investigate and if appropriate develop alternative bore supplies for villages
4.2	Drought Management Plan	Culcairn Bore drought supply security	further develop the bore supply at Culcairn by increasing bore depth
5	Performance R	eporting	
5.1	Water Supply Triple Bottom Line(TBL) report	 In the 2012-13 TBL report Council was in the bottom quintile rankling (for 1501 to 3000 connection councils) for performance against: 8 Peak week to average consumption (237%) 36a net greenhouse emissions (350 net tonnes CO2/property-equivalent per 1000 properties) 43 Economic rate of return (Water - 0.4%) 46 Interest cover WS & Sge (0) 47b Net profit after tax WS & Sge (\$-150,000) 	Review causes of low ranking in performance and address
5.2	Sewerage Services Triple Bottom Line(TBL) report	 In the 2102-13 TBL sewerage services report Council was in the bottom quintile rankling (for 1501 to 3000 connection councils) for performance against: 15 Revenue per property (\$440) 46 Economic real rate of return (-0.6%) 46a Return on assets (-0.4 %) 	Review causes of low ranking in performance and address
6	Integrated Wate	er Cycle Management Plan for Wate	er and Sewerage
6.1	Draft IWCM Strategy	Prepared 4 years ago, new guidelines may require updating.	Clarify with NOW if updating is required, and commence updating if appropriate.

No.	Document / Requirement	Issues	Recommended Actions
7	Integrated Plan	ning and Reporting	
7.1	Resourcing Strategy	Requires 4 yearly Update	Update in 2016
7.2	Water Supply and Sewerage Services Asset Management Plans	The existing AMPs do not include:Asset Management PolicyAsset Management Strategy	Review Asset Management Plans for Water and Sewerage and update to address IPR guidelines Update in 2016

3.3 System Asset Projections

In this section, HydroScience checked that the renewal estimates the condition of the existing system assets, based on depreciation and the projection of renewal investment in the capital works program.

The outcomes are summarised in Table 7.

Table 7: Existing System Assets Projection

No	Item	Water Supply	Sewerage
1	2014 Replacement Cost \$'0001	32,058	45,871
2	2014 Written Down Cost \$'0001	21,232	30,666
3	Value of WDC (2 ÷1)	66%	67%
4	Annual Depreciation \$'0001	368	495
5	Forecast depreciation over 30 years \$'000 (4 * 30)	11,040	14,850
6	30 year renewal Program \$'0002	2,672	4,760
7	Forecast written down cost in 30 years \$'000	12,864	20,576
8	Forecast value in 30 years	40%	45%

Sources:

- 1. Special Schedules 2013/14
- 2. Capital Works Program 2015

Notes:

- 1. The table assumes that new assets built over the next 30 years will not require renewal
- 2. The calculation assumes that the depreciation and the written down values are true representation of the assets conditions.

Based on information provided by GHSC, the renewal investment included in the capital works program is not sufficient to meet the depreciation charges predicted over the next 30 years. Asset condition need to be carefully monitored at 5 yearly intervals as included in Council's Fit for the Future Improvement Action Plan to ensure that existing assets are maintained in their current condition.

Recommended Actions	Monitor asset conditions and update renewal program at 5 yearly intervals.
	Update the financial plan and the long-term price path

3.4 Financial Projections

3.4.1 Water Supply and Sewerage Financial Plans

As part of its Strategic Business Plan, GHSC prepared long-term financial plans for Water Supply and Sewerage Services in 2012. These plans included a 30 year price path and financial projections.

The projected price paths in 2012 are shown in Figure 9 and Figure 10, together with the actual typical residential bill (TRB) in the last two years. The comparison shows that:

- □ Water supply: The actual TRB was higher than the projected price path, yet the water supply fund is under stress, with negative operating results in the last two years.
- □ Sewerage: The actual TRB was as projected in 2012, and the sewerage fund is performing well, with positive operating results in 2014.

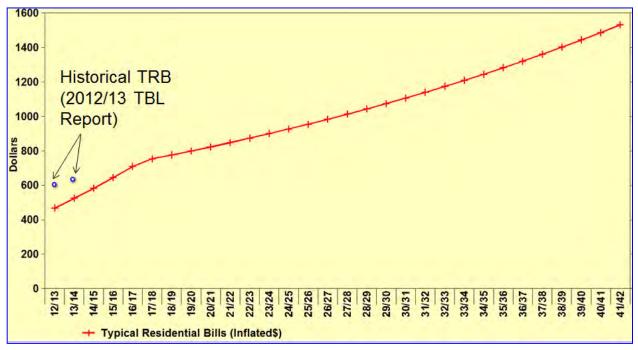


Figure 9: Water Supply Price Path

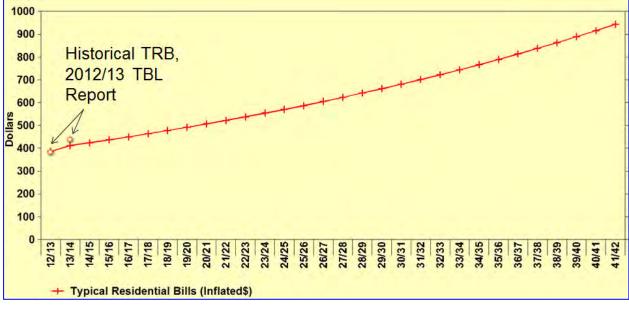


Figure 10: Sewerage Price Path

The projected expenses in the 2012 water supply financial plan for 2013/14 were compared with the actual performance in 2013/14, and the results are summarised in Table 8.

No	Item	Projections in 2012 Fin. Plan	Actual	Actual to Projection
1	Management expenses	272	257	-15
2	Operation expenses	44	55	+11
3	Maintenance expenses	171	186	+15
4	Energy costs	84	83	-1
6	Chemical costs	8	8	-
7	Purchase of water	517	627	+110
8	Depreciation	333	368	+35
9	Other expenses	34	8	-26
10	Total	1,463	1,592	+129

Table 8: Water Supply Forecasts vs Actual Expenses (2013/14 \$'000)

As shown from this comparison, the actual operating expenses were 121,000 (8%) higher than the projections, with most of the increase in the purchase of water from Albury City Council.

When comparing the projected and actual cash transactions (i.e. without depreciation), the total of all the costs that are within the control of GHSC were \$16,000 below the projections, while the cost of purchasing water increased by \$110,000.

It is obvious that the cost of water from Albury City is a major reason for the poor performance of the water supply fund, and the increase in this cost accounts for the loss in the water supply fund in 2013/14, of \$123,000.

Recommended Actions	Update the financial plan, with focus on the water supply fund, using updated cost projections.
	Continue to seek solutions to the high cost of purchase of water

3.4.2 Council Financial Projections

GHSC produced 10 year financial plans for the water supply and sewerage, starting 2015/16. These plans indicate that the water supply fund will achieve positive operating result from 2017/18 onwards, and the sewerage fund will have positive operating results for the for the entire period.

Based on the Long Term Financial Plans provided by Council, Sewerage Services income indexed to CPI (2.5%) will be sufficient to fund the capital works over this period. In relation to the Water Supply Services, if Council is unable to develop solutions to the high cost of water purchase then user charges will need to continue to increase at a rate higher than CPI in the short term.



30 Years Capital Works Programs

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Total Improved LOS 673,750 27500 7500 1000 8750 2500 13750 2500 13750 2500 13750 2500 1250 2500 2500 1250 2500 1250 2500	100mm x 220m Ortilp KG Glenellen water main replacement 50mm to 100mm x 340m New meter readers for new water billing software WWS Pump 1 replacement (1994 - 25 yrs.) WWS Pump 2 replacement (2002 - 25 yrs.) Switch Board Jindera Gap Upgrade (2006 - 20 yrs.) Switch Board Jindera Gap Upgrade (2006 - 20 yrs.) Telemetry Luther's Koad Loop Main (to Cotonial Drive) Molkentin Loop Main Other Watermain Extension/Loop Mains/Replacements Investigate Chlorine Dosing System Chlorine Booster Station Jindera Gap Reservoir Chlorine Booster Station Jindera Gap Reservoir (3) Cut In New Valves (Trunk Mains) WWS reservoirs - replace faded water level indicators on all reservoirs Water Meter Replacement (25 yrs.) Upgrade Access Covers VWS PS (OH&S) 5 - WWS Reservoir Upgrades/Replacements Roofs (1983-Soyrs) WVS PS Building Upgrade (1983-35yrs) Other Minor Works	50% 100% 75% 75% 50% 100% 100% 100%	25% 75' 100 100 100 50' 25% 25% 25% 25% 25% 25% 25% 25% 25% 25%	% 1005 % 1005 % 1005 % 1005 % 1005 % 1005 % 1005 1005 1005 1005 1005 1005 1005 1005 1005 1005 1005 1005 1005 % 1005 % 1005 % 1005 % 1005 % 1005	6 25,000 6 25,000 6 4,000 5 25,000 6 30,000 6 30,000 6 30,000 6 30,000 6 30,000 6 30,000 6 20,000 6 20,000 6 40,000 6 25,000 6 30,000 6 30,000 6 30,000 6 30,000	25000 25000 4000 150000 20000 60000 10000	25000 5000	0 40000 0 0 0 10000	0 1000	50000			10000	10000	10000			25000						100000											10000	
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			Financial year endir Projects Cost >\$1M hig	ghlighted in R	Red																					
Revised 15/4/2015				1	2	3	4	5 6	7	8 9	10	11 12	13	14 15	16	17	18	19	20	21 22	23	24 25	26	27 2	3 29	30
Burrumbuttock Sewerage Scheme	Improve LOS Growth	Renewals Check	Total estimate	2015 2	2016	2017	2018	2019 2020	2021	2022 2023	2024	2025 2026	2027	2028 2029	2030	2031	2032	2033	2034 2	035 2036	2037	2038 2039	2040	2041 20	12 2043	2044
Desludge tanks	100%	100					10000				10000				10000	0				100	00				0000	
Install underground power at STW	100%	100		35000																						
Install new pump & controls at STW Pump Replacement		100% 100			10000										10000											
			0												10000	·										
		Sub Tota	al \$105,000	\$35,000	\$10,000	\$0	\$10,000	\$0	\$0 \$0	\$0	\$0 \$10,000	\$0 \$0	\$0	\$0 \$	\$0 \$20,000	D \$0	\$0	\$0	\$0	\$0 \$10,0	00 \$	0 \$0	\$0 \$1	\$0 \$1	0,000	\$0
Culcairn Sewerage Scheme	25%	% 50% 100 [°]	% 40000									1	1	r		40000		1				T T	-	r r		
Replace PLC & Switch Board Upgrade (2011-20yrs) Air Stones upgrade STW pasveer channel	25% 25				50000											40000										
Sewer Main Relining/Replacement (1971-60yrs)		100% 100		7500	00000	20000	20000									40000	40000	50000	50000	50000 500	00 5000	0 50000 500	5000	50000	0000 50	0000 500
Switchboard Upgrade/Replacement (SPS 1,2,3,4,5,6) 2011-30yrs	50%	50% 100																						60000		
Culcairn STW - overhaul gearbox on rotor 1	4000/	100% 100			6000																					
SPS 1,2,3,4,5,6 Backflow Prevention Upgrade SPS valve pit lids to comply with WHS	100%	100% 100		13000																						
Replace tanks on aerators STW pasveer channel		100% 100		10000		25000																				
STP Overhaul/Renewals (1971-50yrs)		100% 100							294000																	ĺ
SPS Pump Replacement PS No 1 - Pump 1 (1991-25yrs)		100% 100			15000																			15000		
SPS Pump Replacement PS No 1 - Pump 2 (1991-25yrs) SPS Pump Replacement PS No 2 - Pump 1 (1991-25yrs) B/F 2012		100% 100 100% 100			15000																1250	0		15000		
SPS Pump Replacement PS No 2 - Pump 2 (1991-25yrs) B/F 2012		100% 100		6000																	1250					
SPS Pump Replacement PS No 3 - Pump 1 (1997-25yrs)		100% 100	% 8000							8000																
SPS Pump Replacement PS No 3 - Pump 2 (1997-25yrs)		100% 100								8000																
SPS Pump Replacement PS No 4 - Pump 1 (2003-25yrs) SPS Pump Replacement PS No 4 - Pump 2 (2007-25yrs)		100% 100												6000		++	(000							<u>├</u>		
SPS Pump Replacement PS No 4 - Pump 2 (2007-25yrs) SPS Pump Replacement PS No 5 - Pump 1 (1994-20yrs)		100% 100 100% 100														++	6000		6000			+		<u>├</u>		
SPS Pump Replacement PS No 5 - Pump 2 (1994-20yrs)		100% 100													-	+ +			6000		-	+		<u> </u>		
SPS Pump Replacement PS No 6 - Pump 1 (1998-15yrs)		100% 100	% 3000											3000												
SPS Pump Replacement PS No 6 - Pump 2 (1998-15yrs)		100% 100												3000												
Re-use Scheme Delivery Pumps Replacement (2008-25yrs) Re-use Scheme Dosing Pumps Replacement (2008-10yrs)		100% 100 100% 100					6000							6000		++		30000				6000		<u>├</u>		
Re-use Scheme Dosing Pumps Replacement (2008-10yrs) Re-use Scheme Storage Dam Rock Beaching	100%	100% 100		25000			6000					<u>├</u>		6000		++						6000		<u>├</u>		
Re-use Scheme Analyser Replacement (2008-15yrs)		100% 100								80	100		1									8000		t – – † – –		
STP Sludge Dam Mono Pump Replacement (1971-45yrs) then every 25yrs		100% 100	% 20000		10000																			10000		
STP Blower Replacement (1996-25yrs)		100% 100							5000																	
Telemetry Other Minor Works	100%	100	% 50000	<u> </u>				50	000																	
			0																							
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Honty Soworage Scheme		Sub Tota	al \$1,531,500	\$66,500 5	\$96,000	\$45,000	\$26,000	\$0 \$50,	,000 \$299,000	\$16,000 \$8,0	\$0	\$0 \$0	\$0	\$18,000 \$	\$0 \$0	\$80,000	\$46,000	\$80,000	\$62,000	50,000 \$50,0	00 \$75,00	0 \$64,000 \$50,0	\$50,00	\$150,000 \$5	0,000 \$50,	,000 \$50,0
Henty Sewerage Scheme STW replace chain mesh security fence damaged by flooding		100% 100	% 10000	10000				1								<u> </u>						<u> </u>				
SPS 1 Pump Station Replacements (ladder & discharge bends)		100% 100		12000									1		-	++						+		<u> </u>		
New sewer point Crn Lyne & Comer St Henty	100	100	% 1000	1000																						
Henty STW -replace badly corroded acid dosing shed		100% 100			15000																					
Henty STW -replace bearing assembly on rotors Replace tanks on aerators STW pasveer channel		100% 100 100% 100			18000	05000																				
Switchboard Upgrade/Replacement (SPS 1) 2010-30yrs	50%	50% 100				25000							-			· · · ·		-					1000			
Replace PLC & Switch Board Upgrade (2003-20yrs)	50%	50% 100								400	00												10001			
STP Overhaul/Renewals (1971-50yrs)		100% 100							267000																	
Sewer Main Relining/Replacement (1971-60yrs)		100% 100		24000	20000	20000										50000	50000	50000	50000	50000 500	00 5000	0 50000 500	5000	50000	0000 50	0000 500
SPS Pump Replacement PS No 1 - Pump 1 (1996-25yrs) SPS Pump Replacement PS No 1 - Pump 2 (1996-25yrs)		100% 100							10000																	
Re-use Scheme Delivery Pumps Replacement (2000-25yrs)		100% 100							10000			15000														
Re-use Scheme Dosing Pumps Replacement (2008-10yrs)		100% 100	% 18000				6000							6000								6000				
Re-use Scheme Analyser Replacement (2008-15yrs)		100% 100								80	00											8000				
STP Sludge Dam Mono Pump Replacement (2008-25yrs)	100%	100% 100																10000								
Telemetry Other Minor Works	100%	100	% 20000 0					20	000				+	<u>├──</u>		+ +						+	-	<u> </u>		
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		Sub Tota	al \$1,261,000	\$47,000	\$53,000	\$45,000	\$6,000	\$0 \$20,	,000 \$287,000	\$0 \$48,0	VU \$0	\$15,000 \$0	\$0	\$6,000 \$	50 \$C	\$50,000	\$50,000	\$60,000	\$50,000	\$50,000 \$50,0	\$50,00	0 \$64,000 \$50,0	00,00\$ 000	\$50,000 \$5	0,000 \$50,	,000 \$50,0
Holbrook Sewerage Scheme																		50000	50000	50000 500	00 5000	0 50000 500	000 50000	50000	0000 50	0000 500
Holbrook Sewerage Scheme Sewer Main Relining/Replacement (1969-60vrs)		100% 100	830000	20000	20000	20000	20000				1	1	1		50000	50000	50000							33300		
Holbrook Sewerage Scheme Sewer Main Relining/Replacement (1969-60yrs) STW outfall line install manholes for rodding purposes.	100%	100% 100 100		20000 25000	20000	20000	20000								50000	50000	50000		50000							
Sewer Main Relining/Replacement (1969-60yrs) STW outfall line install manholes for rodding purposes. Spray pump for inlet screens	100% 100%	100	% 25000 % 18000	20000 25000 18000	20000	20000	20000								50000	50000	50000		30000							
Sewer Main Relining/Replacement (1969-60yrs) STW outfal line install manholes for rodding purposes. Spray pump for inlet screens SP\$1 P ump Refutbishment for pump 1.2.3	100%	100 100 100% 100	% 25000 % 18000 % 12000	20000 25000 18000 12000		20000	20000								50000	50000	50000									
Sewer Main Relining/Replacement (1969-60yrs) STW outfall line install manholes for rodding purposes. Spray pump for inlet screens SPS 1 Pump Refurbishment for pump 1.2.3 Holbrook STW - Install white water drop pipe from digester		100 100 100% 100 100% 100	% 25000 % 18000 % 12000 % 6000	25000 18000 12000	6000	20000	20000								50000	D 50000	50000									
Sewer Main Relining/Replacement (1969-60yrs) STW outfall line install manholes for rodding purposes. Spray pump for inlet screens SPS 1. Pump Refurbishment for pump 1,2,3 Holbrook STW - Install white water drop pipe from digester Holbrook SPS 1. Replace old switch controller for pumps	100%	100 100 100% 100 100% 100 100% 100	% 25000 % 18000 % 12000 % 6000 % 12000	25000 18000 12000	6000 12000	20000	20000								50000	D 50000	50000									
Sewer Main Relining/Replacement (1969-60yrs) STW outfal line install manholes for rodding purposes. Spray pump for inlet screens SPS 1 Pump Refurbishment for pump 1,2,3 Holbrook STW - Install white water drop pipe from digester Holbrook STS 1- Replace old switch controller for pumps Holbrook STW - install new level sensor on mono pump	100%	100 100 100% 100% 100 100% 100%	% 25000 % 18000 % 12000 % 6000 % 12000 % 20000 % 2500	25000 18000 12000	6000	20000	20000								50000	D 50000										
Sewer Main Relining/Replacement (1969-60yrs) STW outfal line install manholes for rodding purposes. Spray pump for inlet screens SPS 1. Pump Refurbishment for pump 1.2.3 Holbrook STV - Install white water drop pipe from digester Holbrook STS 1. Replace old switch controller for pumps Holbrook STV - repair leaking effluent pond Holbrook STW - install new level sensor on mono pump Switchboard Upgrade (SPS 1.2.3.) 2003/2009/2011-30yrs	100%	100 100% 100% 100% 100% 100% 100% 100 50% 100	% 25000 % 18000 % 12000 % 6000 % 2000 % 2000 % 2500 % 2500 % 30000	25000 18000 12000	6000 12000 20000	20000									50000	0 50000	50000	10000				100	2000	10000		
Sewer Main Relining/Replacement (1969-60yrs) STW outfal line install manholes for rodding purposes. Spray pump for inlet screens SPS 1 Pump Refurbishment for pump 1.2,3 Holbrook STW - Install white water drop pipe from digester Holbrook STN - Insplace old switch controller for pumps Holbrook STW - repair leaking effluent pond Holbrook STW - Insplat new level sensor on mono pump Switchboard Upgrade (SPS 1.2,3.) 2003/2009/2011-30yrs STP Overhau/Renewals (1969-50yrs)	100% 100%	100 100% 100% 100% 100% 100% 100% 100 50% 100 100%	% 25000 % 18000 % 12000 % 6000 % 20000 % 20000 % 25000 % 30000 % 257500	25000 18000 12000	6000 12000 20000	20000		257500							50000	0 50000						100	2000	10000		
Sewer Main Relining/Replacement (1969-60yrs) STW outfal line install manholes for rodding purposes. Spray pump for inlet screens SPS1 Pump Refurbishment for pump 1.2,3 Holbrook STW - Install white water drop pipe from digester Holbrook STW - Install white water drop pipe for pumps Holbrook STW - repair leaking effluent pond Holbrook STW - install new level sensor on mono pump Switchboard Upgrade (SPS 1.2,3) 2003/2009/2011-30yrs STP Overhaul/Renewals (1969-50yrs) SPS Pump Replacement PS No 1 - Pump 1 (1993-25yrs)	100% 100%	100 100% 100% 100% 100% 100% 100% 100 50% 100% 10	% 25000 % 18000 % 12000 % 6000 % 22000 % 22000 % 22000 % 22000 % 2500 % 30000 % 257500 % 36000	25000 18000 12000	6000 12000 20000	20000	18000	257500							50000	0 50000						100	000	10000		3000
Sewer Main Relining/Replacement (1969-60yrs) STW outfal line install manholes for rodding purposes. Spray pump for inlet screens SPS 1 Pump Refurbishment for pump 1.2,3 Holbrook STN - Install white water drop pipe from digester Holbrook STN - Insplace old switch controller for pumps Holbrook STW - repair leaking effluent pond Holbrook STW - install new level sensor on mono pump Switchboard Upgrade (SPS 1.2,3.) 2003/2009/2011-30yrs STP Overhau/Renewals (1969-50yrs)	100% 100%	100 100% 100% 100% 100% 100% 100% 100 50% 100 100%	% 25000 % 18000 % 12000 % 20000 % 20000 % 20000 % 2500 % 30000 % 257500 % 36000 % 36000	25000 18000 12000	6000 12000 20000	20000		257500							50000	0 50000				60		100	200	10000		3000 3000
Sewer Main Relining/Replacement (1969-60yrs) STW outfal line install manholes for rodding purposes. Spray pump for inlet screens SPS1 Pump Refurbishment for pump 1.2.3 Holbrook STW - Install white water drop pipe from digester Holbrook STW - Install new level sensor on mono pump Holbrook STW - Install new level sensor on mono pump Switchboard Upgrade (SPS 1.2.3.) 2003/2009/2011-30yrs STP Overhau/Menewak (1969-50yrs) SPS Pump Replacement PS No 1 - Pump 1 (1993-25yrs) SPS Pump Replacement PS No 1 - Pump 2 (1993-25yrs) SPS Pump Replacement PS No 2 - Pump 2 (2003-25yrs) SPS P	100% 100%	100 100% 100% 100% 100% 100% 100% 100%	% 25000 % 18000 % 12000 % 6000 % 22000 % 22000 % 2500 % 2500 % 30000 % 257500 % 36000 % 36000 % 36000 % 6000 % 6000	25000 18000 12000	6000 12000 20000	20000	18000	257500							50000	50000										
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Sewer Main Relining/Replacement (1969-60yrs) STW outfall line install manholes for rodding purposes. Spray pump for inlet screens SP5 1. Pump Refurbishment for pump 1.2.3 Holbrook STN - Install white water drop pipe from digester Holbrook STN - Insplace old switch controller for pumps Holbrook STN - repair leaking effluent pond Holbrook STN - insplat leaking effluent pond Holbrook STW - install new level sensor on mono pump Switchboard Upgrade (SP5 1.2.3.) 2003/2009/2011.30yrs STP Overhaul/Renewals (1969-50yrs) SP5 Pump Replacement PS No 1 - Pump 2 (1993-25yrs) SP5 Pump Replacement PS No 2 - Pump 1 (2011-25yrs) SP5 Pump Replacement PS No 2 - Pump 1 (2012-25yrs) SP5 Pump Replacement PS No 3 - Pump 1 (1995-25yrs) Bi/ 2013 SP5 Pump Replacement PS No 3 - Pump 2 (2012-25yrs) SP5 Pump Replacement PS No 3 - Pump 2 (2012-25yrs) SP5 Pump Replacement PS No 4 - Pump 2 (2012-25yrs) SP5 Pump Replacement PS No 4 - Pump 1 (2012-25yrs) SP5 Pump Replacement PS No 4 - Pump 2 (2012-25yrs) SUdge Digester Mixer Replacement (2010-10yrs) Sudge Dam Pump Replacement (2006-10yrs) Humas Tank Mono Pump Replacement (2013-25yrs)	100% 100%	100 100% 100 100% 100 100% 100 100% 100 50% 100 100% 100% 100% 100% 100% 100% 10	% 25000 % 18000 % 12000 % 6000 % 20000 % 20000 % 20000 % 20000 % 2500 % 36000 % 36000 % 36000 % 36000 % 46000 % 12000 % 6000 % 6000 % 6000 % 6000 % 6000 % 6000 % 6000 % 6000 % 6000 % 6000 % 42000 % 6000 % 6000 % 6000	25000 18000 12000	6000 12000 2500 2500	6000	18000					2000								60	000 600 600	6000			6000	
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Sewer Main Relining/Replacement (1969-60yrs) STW outfall line install manholes for rodding purposes. Spray pump for inlet screens SPS 1. Pump Refurbibment for pump 1.2,3 Holbrook STW - Install white water drop pipe from digester Holbrook STW - Install white water drop pipe from digester Holbrook STW - Install new level sensor on mono pumps Witchboard Upgrade (SPS 1.2,3) 2003/2009/2011-30yrs STP Overhau/Kenewals (1969-50yrs) SPS Pump Replacement PS No 1 - Pump 1 (1993-25yrs) SPS Pump Replacement PS No 1 - Pump 1 (1993-25yrs) SPS Pump Replacement PS No 2 - Pump 2 (2003-25yrs) B/F 2017 SPS Pump Replacement PS No 2 - Pump 2 (2003-25yrs) B/F 2017 SPS Pump Replacement PS No 3 - Pump 1 (1995-25yrs) B/F 2017 SPS Pump Replacement PS No 3 - Pump 1 (1995-25yrs) B/F 2017 SPS Pump Replacement PS No 4 - Pump 1 (2012-25yrs) SPS Pump Replacement PS No 4 - Pump 1 (2012-25yrs) SPS Pump Replacement PS No 4 - Pump 1 (2012-25yrs) SPS Pump Replacement PS No 4 - Pump 1 (2012-25yrs) SUdge Digester Mixer Replacement (2006-10yrs) Sludge Dam Pump Replacement (2006-10yrs) Humas Tank Mono Pump Replacement (2013-15yrs) Upgrade/Replacement Hickling Filter Central Column Asembly	100% 100% 50% 50% 50% 50% 50%	100 100% 100	% 25000 % 18000 % 12000 % 6000 % 22000 % 22000 % 22000 % 22000 % 2500 % 2500 % 36000 % 36000 % 6000 % 6000 % 12000 % 6000 % 6000 % 6000 % 6000 % 6000 % 6000 % 6000 % 6000 % 42000 % 10000 % 10000 % 4000 % 16000	25000 18000 12000	6000 12000 2500 2500	6000	18000	14						2000						60	000 600 600	6000 0 0			6000	
Sewer Main Relining/Replacement (1969-60yrs) STW outfall line install manholes for rodding purposes. Spray pump for inlet screens SP5 1. Pump Refurbishment for pump 1.2.3 Holbrook STW - Install white water drop pipe from digester Holbrook STM - Install white water drop pipe from digester Holbrook STM - Install white water drop pipe from digester Holbrook STM - Install new level sensor on mono pump Switchboard Uograde (SP5 1.2.3.) 2003/2009/2011.30yrs STP Overhau/Renewals (1969-50yrs) SP5 Pump Replacement PS No 1 - Pump 2 (1993-25yrs) SP5 Pump Replacement PS No 1 - Pump 2 (2003-25yrs) SP5 Pump Replacement PS No 2 - Pump 1 (2012-25yrs) SP5 Pump Replacement PS No 3 - Pump 1 (1995-25yrs) B/F 2017 SP5 Pump Replacement PS No 3 - Pump 1 (2012-25yrs) SP5 Pump Replacement PS No 3 - Pump 1 (2012-25yrs) SP5 Pump Replacement PS No 4 - Pump 2 (2012-25yrs) SP5 Pump Replacement PS No 4 - Pump 2 (2012-25yrs) SUdge Digester Mixer Replacement (2010-10yrs) Sludge Dam Pump Replacement (2015-10yrs) Humas Tank Submersible Pump Replacement (2013-15yrs) Liggrade/Replacement Trickling Filter Central Column Assembly Telemetry	100% 100% 50% 50% 50% 50% 50%	100 100% 100	% 25000 % 18000 % 12000 % 6000 % 22000 % 22000 % 22000 % 2500 % 2500 % 2500 % 36000 % 36000 % 6000 % 6000 % 6000 % 6000 % 42000 % 42000 % 42000 % 42000 % 40000 % 40000 % 40000 % 40000 % 40000 % 40000		6000 12000 2500 2500 2500 2500	6000	18000	14	1000	S0	50 \$50				14000			10000		60 	000 600 600 00	6000 0 0	14000		6000 6000 21 21	

Revised 15/4/2015				1	2	3	4	5 6	/	ъ 9 	10	11 12	13	14 15	16	1/	18 1	1	20 21	22	23	24	25	26	2/	28 2	/9
Burrumbuttock Sewerage Scheme	LOS Growth	Renewals Chec	k Total estimate	2015	2016	2017	2018	2019 2020	2021	2022 2023	2024	2025 2026	2027	2028 2029	2030	2031	2032 20	33 2	2034 2035	2036	2037	2038	2039	2040	2041	2042 20	043
Jindera Sewerage Scheme																											
Install New Inlet Works (screening & fencing)	100%	1	00% 110	00 1100	00																						
Distribution pit modifications at STW ponds		100% 1	00% 15	100 150	00																						
Stock proof fence replacement western side STW		100% 1	00% 8	00 80	00																						
Extend sewer main to Jindera Preschool	100%	1	00% 15	100 150	00																						
Supply & install MH Adjacent Jindera Preschool	100%	1	00% 4	00	400	0																					
Jindera STW - replace irrigation valves on evaporation ponds		100% 1	00% 10	00	1000	0																					
Option 4-Build New 1700 EP Activated Sludge Plant/Effluent Reuse Scheme	25% 75%	1	00% 4,175,0	00				417500	0																		
SPS Pump Replacement PS No 1 - Pump 1 (2014-25yrs)		100% 1	00% 18	00																			18000				
SPS Pump Replacement PS No 1 - Pump 2 (2014-25yrs)		100% 1	00% 18	00																			18000				
SPS Pump Replacement PS No 2 - Pump 1 (2014-25yrs)		100% 1	00% 6	00																			6000				
SPS Pump Replacement PS No 2 - Pump 2 (2014-25yrs)		100% 1	00% 6	00																			6000				
SPS Pump Replacement PS No 3 - Pump 1 (1995-25yrs)		100% 1		00																			6000				
SPS Pump Replacement PS No 3 - Pump 2 (1995-25yrs)		100% 1		00																			6000				ĺ
SPS Pump Replacement PS No 4 - Pump 1 (1995-25yrs)		100% 1		00																			6000				
SPS Pump Replacement PS No 4 - Pump 2 (1995-25yrs)		100% 1		00																			6000				
SPS Pump Replacement PS No 5 - Pump 1 (2006-15yrs)		100% 1	00% 6	00					3000											300	0						
SPS Pump Replacement PS No 5 - Pump 2 (2006-15yrs)		100% 1	00% 6	00					3000											300	0						
SPS Pump Replacement PS No 6 - Pump 1 (2011-15yrs)		100% 1	00% 6	00					1 1			31	00			1 1						·			3000		
SPS Pump Replacement PS No 6 - Pump 2 (2011-15yrs)		100% 1	00% 6	00								31	00								1				3000		
Switchboard Upgrade/Replacement (SPS 1,2,3,4) 1986-40yrs	50%	50% 1	00% 40	00								40	00			1											
Switchboard Upgrade/Replacement (SPS 5,6) 2006/2011-30yrs	50%	50% 1	00% 20	00																1000	0				10000		
Telemetry	100%	1	00% 40	00				4000	0																		
Other Minor Works				0																							
				0																							
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		Sub 1	otal \$4,533,	000 \$148,0	00 \$14,00	0 \$0	\$0	\$0 \$4,215,00	0 \$6,000	\$0 \$I	0 \$0	\$0 \$46,	00 \$0	\$0	\$0 \$	D \$0	\$0	\$0	\$0	\$0 \$16,00	0 \$0	\$0	\$72,000	\$0	\$16,000	\$0	\$0
Walla Sewerage Scheme																											
SPS 1,2,3,4 &STW Backflow Prevention	100%	1	00% 11	00 110	00																						
Upgrade SPS valve pit lids to comply with WHS	20%	80% 1	00% 15	00 150	00																						
Deplece DLC & Switch Depend Up grands (2002-201gs)																											
Replace PLC & Switch Board Upgrade (2003-20yrs)	50%	50% 1	00% 40	00		-				4000	0																
Replace PLC & Switch Board Upgrade (2003-20yrs) STP Overhaul/Renewals (1981-50yrs)	50%		00% 40 00% 300							4000	0					300000											
	50%	100% 1		00	00	20000	20000			4000	0					300000									30000	50000	50000
STP Overhaul/Renewals (1981-50yrs)	50%	100% 1 100% 1	00% 300 00% 230	00	00	20000	20000			4000	0					300000							11000		30000	50000	50000
STP Overhaul/Renewals (1981-50yrs) Sewer Main Relining/Replacement (1981-60yrs)	50%	100% 1 100% 1 100% 1	00% 300 00% 230 00% 11	100 100 100	00	20000	20000			4000	0					300000							11000 11000		30000	50000	50000
STP Overhaul/Renewals (1981-50yrs) Sewer Main Relining/Replacement (1981-60yrs) SPS Pump Replacement PS No 1 - Pump 1 (2014-25yrs)	50%	100% 1 100% 1 100% 1 100% 1	00% 300 00% 230 00% 111 00% 111	100 100 100 100		20000	20000			4000	0					300000									30000	50000	50000
STP Overhaul/Renewals (1981-50yrs) Sewer Main Relining/Replacement (1981-60yrs) SPS Pump Replacement PS No 1 - Pump 1 (2014-25yrs) SPS Pump Replacement PS No 1 - Pump 2 (2014-25yrs)	50%	100% 1 100% 1 100% 1 100% 1 100% 1	00% 300 00% 230 00% 111 00% 111 00% 66	100 100 100 100 100	00	20000	20000			4000						300000							11000		30000	50000	50000
STP Overhaul/Renewals (1981-50yrs) Sewer Main Relining/Replacement (1981-60yrs) SPS Pump Replacement PS No 1 - Pump 1 (2014-25yrs) SPS Pump Replacement PS No 2 - Pump 2 (2014-25yrs) SPS Pump Replacement PS No 2 - Pump 1 (2014-25yrs)		100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1	00% 300 00% 230 00% 111 00% 111 00% 66	100 100 100 100 100	00	20000	20000	800	0	4000						300000							11000 6000		30000	50000	50000
STP Overhaul/Renewals (1981-50yrs) Sewer Main Relining/Replacement (1981-60yrs) SPS Pump Replacement PS No 1 - Pump 1 (2014-25yrs) SPS Pump Replacement PS No 1 - Pump 2 (2014-25yrs) SPS Pump Replacement PS No 2 - Pump 1 (2014-25yrs) SPS Pump Replacement PS No 2 - Pump 2 (2014-25yrs)		100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1	00% 300 00% 230 00% 11 00% 11 00% 6 00% 6 00% 6 00% 8	100 100 100 100 100 100		20000	20000	800		4000						300000							11000 6000		30000	50000	50000
STP Overhaul/Renewals (1981-50yrs) Sewer Main Reining/Replacement (1981-60yrs) SPS Pump Replacement PS No 1 - Pump 1 (2014-25yrs) SPS Pump Replacement PS No 2 - Pump 1 (2014-25yrs) SPS Pump Replacement PS No 2 - Pump 1 (2014-25yrs) SPS Pump Replacement PS No 2 - Pump 1 (2014-25yrs) SPS Pump Replacement PS No 3 - Pump 1 (2014-25yrs) SPS Pump Replacement PS No 3 - Pump 1 (2014-25yrs) SPS Pump Replacement PS No 3 - Pump 1 (1995-25yrs)		100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1	00% 300 00% 230 00% 111 00% 111 00% 66 00% 68 00% 88	000 000 1000 000 000 000 000 000		20000	20000			4000				8000		300000							11000 6000		30000	50000	50000
STP Overhaul/Renewals (1981-50yrs) Sewer Main Reihing/Replacement (1981-60yrs) SPS Pump Replacement PS No 1 - Pump 1 (2014-25yrs) SPS Pump Replacement PS No 2 - Pump 1 (2014-25yrs) SPS Pump Replacement PS No 2 - Pump 1 (2014-25yrs) SPS Pump Replacement PS No 2 - Pump 2 (2014-25yrs) SPS Pump Replacement PS No 3 - Pump 2 (2014-25yrs) SPS Pump Replacement PS No 3 - Pump 2 (2014-25yrs) SPS Pump Replacement PS No 3 - Pump 2 (2014-25yrs) SPS Pump Replacement PS No 3 - Pump 1 (1995-25yrs) SPS Pump Replacement PS No 3 - Pump 2 (1995-25yrs)		100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1 100% 1	00% 300 00% 230 00% 111 00% 64 00% 64 00% 68 00% 88 00% 88 00% 88 00% 88 00% 88	000 1000 1000 1000 1000 1000 1000		20000	20000			4000				8000		300000							11000 6000		30000	50000	50000
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Appendix B

Triple Bottom Line (TBL) reports

TBL Water Supply Performance

ANNEXLIRE 2013-14

WATER SUPPLY SYSTEM - Greater Hume Shire Council serves a population of 4,800 (1,840 connected properties). Greater Hume Shire Council is mostly a reticulator serving the Hume Villages with a fully treated bulk supply provided by Albury City Council and from 2 bores (4ML/d) which provides potable water supply for Culcairn. The water supply network comprises 1 aerator and chlorinator for Culcairn (2.7 ML/d), 7 service reservoirs (6 ML), 2 pumping stations, 7.2 ML/d delivery capacity into the distribution system, 80 km of transfer and trunk mains and 72 km of reticulation. The water supply is partly treated (Culcairn) and partly unfiltered (chlorinated).

PERFORMANCE - Greater Hume Shire Council achieved 100% implementation of the NSW BPM requirements. The 2014-15 typical residential bill was \$664 which was above the statewide median of \$582 (Indicator 14). However, the economic real rate of return was negative (Indicator 43). The operating cost (OMA) per property was \$503 which was above the statewide median of \$400 (Indicator 49). Water quality complaints were negligible compared to the statewide median of 3 (Indicator 25). Compliance was achieved for microbiological water quality (100% of the population, 2 of 2 zones compliant), chemical water quality and physical water quality. There were no failures of the chlorination system or the treatment system. Greater Hume Shire Council reported no water supply public health incidents. Current replacement cost of system assets was \$32M (\$16,500 per assessment). Cash and investments were \$1M, debt was nil and revenue was \$1.4M (excluding capital works grants).

IMPLE	MENTA	TION OF	REQUIREMENTS OF NSW BEST-PRACTICE MANAGEMENT (BPM) FRA	MEWORK						
(2) (2) (2) (2)	a) Prici	ng - Full ricing - ng -	Strategic Business Plan & Financial Plan Cost Recovery, without significant cross subsidies Appropriate Residential Charges Appropriate Non-residential Charges DSP with Commercial Developer Charges	Yes (4) Sound drought manager Yes (5) Complete performance r Yes (6) Integrated water cycle m	(4) Sound drought management implemented (5) Complete performance reporting (by 15 September) (6) Integrated water cycle management strategy					
TRIPLE	BOTT	OM LINE	(TBL) PERFORMANCE INDICATORS		LWU RESULT	RANK	All LWUs	MEDI	ANS	
		NWI No			RESULT	1,501 to 3,000		Statewide	National	
		C1 1 C4 2		Number of assessments: 1940	Col 1	Note 1 Col 2	Note 2 Col 3	Note 3 Col 4	Note 4 Col 5	
È	CHARACTERISTICS	3 4 A3 5	Residential connected properties (% of total) New residences connected to water supply (%) Properties served per kilometre of water main	% % Prop/km	81 2.5 12	1	1	91 0.9 32	35	
UTILITY	HARACT	6 W11 7	Rainfall (% of median annual rainfall) Total urban water supplied at master meters (ML)	% ML	93 650	2	2	77 6,800	10,280	
	0	8 9	Peak week to average consumption (%) Renewals expenditure (% of current replacement cost of system assets)	% % per 1,000 prop	259 0.1 1.4	5 5 1	5 5 2	152 0.5		
		P1	Employees per 1000 properties Residential tariff structure for 2014-15: inclining block; independent of		1.4		2	1.5		
	rs		Residential water usage charge for 2013-14 for usage <200 kL (c/kL) Residential water usage charge for 2014-15 for usage <200 kL (c/kL)	c/kL (2013-14) c/kL (2014-15)	140 140	3	4	208	185	
	CHARGES & BILLS		Typical residential bill for 2013-14 (\$/assessment)	\$ (2013-14)	636	3 2	4 3	213 550	567	
	ARGE		Typical residential bill for 2014-15 (\$/assessment) Typical developer charge for 2014-15 (\$/equivalent tenement)	\$ (2014-15) \$ (2014-15)	664 3,000	2 3	3 4	582 5,500		
	Ċ	F4 16	Residential revenue from usage charges (% of residential bills)	%	60	3	4	73	68	
		F5 17 18	Revenue per property - water (\$/property) Water Supply Coverage (% of Urban Population with reticulated WS)	\$/prop % of population	770 100	4	4	795 99.6	849	
Å		H6 18a	Risk based drinking water quality plan? Physical compliance achieved? Note 10		No Yes	1	1			
SOCIAL	HEALTH		Chemical compliance achieved? Note10		Yes	1	1			
	Ŧ		% population with chemical compliance Microbiological (E. coli) compliance achieved? Note 10		70 Yes	5 1	1	100		
			% population with microbiological compliance	% of population	100	1	1	100	100	
			Water quality complaints per 1000 properties	per 1,000 prop	0	1 5	1 5	3	2 1	
	EVELS		Water service complaints per 1000 properties Incidence of unplanned interruptions per 1000 properties	per 1,000 prop per 1,000 prop	36 11	3	3	6 50	96	
	SERVICE LEVELS		Average duration of interruption (min) Number of water main breaks per 100 km of water main	min per 100km	90 13	3 3	1 3	150 10	113 13	
	SER		Drought water restrictions (% of time)	% of time	0	1	1	0	15	
			Total days lost (%)	%	3.5 235	5	4	2.9 173	185	
ITAL	SCE		Average annual residential water supplied - STATEWIDE (kL/property) Average annual residential water supplied - COASTAL LWUS (kL/prop		230	3	3	173	105	
NMEN	ATURAL RESOURCE MANAGEMENT	33t A10 34	Average annual residential water supplied - INLAND LWUs (kL/proper Real losses (leakage) (L/service connection/day)	ty) kL/prop L/connection/day	235 100	2 4	2 4	263 70	79	
ENVIRONMENTAL	NATURAL MANA	35	Energy consumption per Megalitre (kiloWatt hours)	kWh %	375	1	2	620 0		
ũ		36 E12 36a	Renewable energy consumption (% of total energy consumption) Net greenhouse gas emissions - WS & Sge (net tonnes CO2 - equivale		340	4	3	370	390	
			Current replacement cost per assessment (\$) Economic real rate of return - Water (%)	\$	16,500 -0.8	3 4	3 5	16,500 1.2	1.9	
	ш	44	Return on assets - Water (%)	%	-0.5	5	5	1.1		
	FINANCE		Net Debt to equity - WS&Sge (%) Interest cover - WS&Sge	%	-6 0	2 5	3 5	1 4	11 2	
	-		Loan payment per property - Water (\$)	\$	0	4	4	64		
OMIC	-		Net profit after tax - WS & Sge (\$'000) Operating cost (OMA) per 100km of main (\$'000)	\$'000	-10 388	4	4	1180 1,290	5345	
ECONOMI		F11 49	Operating cost (OMA) per property (\$/prop) Note 8	\$/prop	503	2	3	400	439	
ш	S		Operating cost (OMA) per kilolitre (cents) Management cost (\$/prop)	c/kL \$/prop	90 140	2 3	2 2	126 140		
	EFFICIENCY		Treatment cost (\$/prop)	\$/prop \$/prop	16	1	1	58		
	EFF	53 54	Pumping cost (\$/prop) Energy cost (\$/prop)	\$/prop \$/prop	74 45	2 2	3 3	43 25		
		55	Water main cost (\$/prop)	\$/prop	73	3	3	74		
		F28 56	Capital Expenditure (\$/prop)	\$/prop	133	3	3	181	175	

NOTES :

Col 2 rankings are on a % of LWUs basis - best reveals performance compared to similar sized LWUs (ie. Col 1 is compared with LWUs with 1,501 to 3,000).

2 Col 3 rankings are on a % of LWUs basis - best reveals performance compared to all LWUs (ie. Col 1 is compared with all LWUs).

3 Col 4 (Statewide Median) is on a % of connected properties basis- best reveals statewide performance (gives due weight to larger LWUs & reduces effect of smaller LWUs).

Col 5 (National Median) is the median value for the 67 utilities reporting water supply performance in the National Performance Report 2013-14 (www.bom.gov.au). 4

5 LWUs are required to annually review key projections & actions in the later of their IWCM Strategy and financial plan and their Strategic Business Plan and to annually 'roll forward', review and update their 30-year total asset management plan (TAMP) and 30-year financial plan.

2014-15 Non-residential Tariff: Access Charge based on Service Connection Size (40mm: \$448), Inclining Block ; Usage up to 200kL, Usage Charge is 140 c/kL; Usage >200kL = 220 c/kL. 6 7 Non-residential water supplied was 27% of potable water supplied excluding non-revenue water.

Non-residential revenue was 22% of annual rates and charges, indicating fair pricing of services between the residential and non-residential sectors.

Operating cost (OMA) per property was \$503, including \$183 for bulk supply. Other components were: management (\$140), operation (\$30), maintenance (\$101), energy (\$45) & chemical 9 Rehabilitations included 1.09% of service connections and 6.5% of water meters. Renewals expenditure was \$20,000/100km of main.

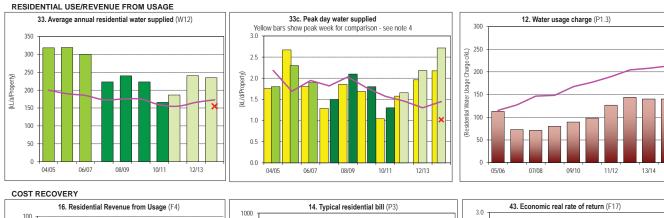
10 Compliance with ADWG 2011 for drinking water guality is shown as "Yes" if compliance has been achieved (indicators 19, 19a & 20).

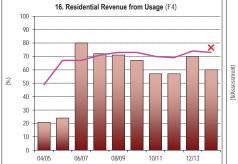
11 Greater Hume Shire Council has 2 fully qualified water treatment operators who meet the requirements of the National Certification Framework.

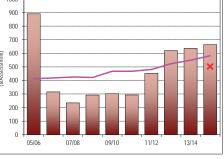
TBL Water Supply Performance (page 2)

ANNEXURE 72013-14

(Results shown for 10 years together with 2013-14 Statewide Median and Top 20%)

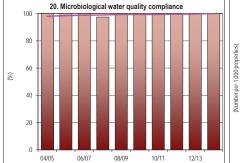


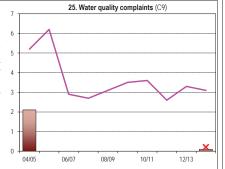


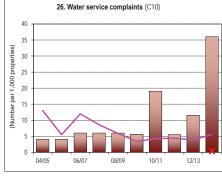


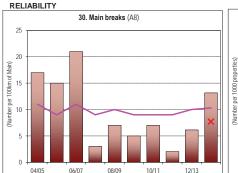


WATER QUALITY/CUSTOMER SERVICE



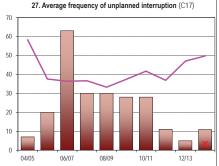


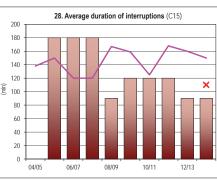


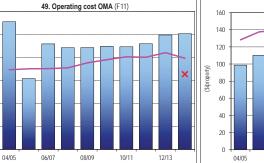


10. Employees

08/09









NOTES:

EFFICIENCY

1.6 1.4

1.2

1.0

0.8

0.6

0.4

0.2

. 04/05 06/07

(Number per 1000 properties)

1. Costs are in Jan 2014\$ except for graphs 12 and 14, which are in Jan 2015\$.

10/11

12/13

 Microbiological water quality compliance 1999-00 to 2003-04 was on the basis of 1996 NHMRC/ARMCANZ Australian Drinking Water Guidelines for E. coli; from 2004-05 to 2010-11 compliance was on the basis of the 2004 NHMRC/NRMMC Australian Drinking Water Guidelines (ADWG) and for 2011-12 to 2013-14 compliance was on the basis of the 2011 ADWG.
 Indicators 33 and 33c - Green shading of bars shows % of time Drought Water Restrictions applied in each year:

600

500

400

300

200

100

Λ

(\$/property)

4. Indicator 33c - Yellow bars show Peak Week Water Supplied for comparison with Peak Day Water Supplied shown in green.

 LEGEND

 State Median for all years

 Top 20% for 2013-14

 0 - 30%

 30-50%

TBL Sewerage Performance

ANNEXURE **2013-14**

SEWERAGE SYSTEM - Greater Hume Shire Council serves a population of 6,000 (2,610 connected properties) and has 6 sewage treatment works providing tertiary treatment. The system comprises 6,100 EP treatment capacity (Intermittent Extended Aeration (Activated Sludge), Common Effluent Disposal, Trickling Filter and Oxidation Pond), 21 pumping stations (10 ML/d), 8 km of rising mains and 69 km of gravity trunk mains and reticulation. 13% of effluent was recycled (Indicator 27) and the treated effluent is discharged to land and river.

PERFORMANCE - Residential growth for 2013-14 was 0.4% which is lower than the statewide median. Greater Hume Shire Council achieved 100% implementation of the NSW BPM requirements. The 2014-15 typical residential bill was \$489 which was much less than the statewide median of \$669 (Indicator 12). The economic real rate of return was 0.1% which was less than the statewide median (Indicator 46). The operating cost per property (OMA) was \$318 which was much less than the statewide median of \$430 (Indicator 50). Sewage odour complaints were less than the statewide median of 1 (Indicator 21). Greater Hume Council reported no public health incidents. Council complied with the requirements of the environmental regulator for effluent discharge. The current replacement cost of system assets was \$46M (\$16,700 per assessment), cash and investments were \$2M, debt was nil and revenue was \$1.4M (excluding capital works grants).

IMPLE	MENT	ATIC	N O	F REQUIREMENTS OF NSW BEST-PRACTICE MANAGEMEN	IT (BPI	M) FRAMEWORK						
					YES	(2e) Pricing - DSP				es		Yes
(2)				I Cost Recovery without significant cross subsidies propriate Residential Charges	Yes Yes	(2f) Pricing - Liquid (3) Complete perform				ar)		Yes (ES
				propriate Non-Residential Charges		(4) Integrated water				,,,,		(ESE
				propriate Trade Waste Fees and Charges	Yes			TION OF AL		EMENTS		100%
TRIPLE BOTTOM LINE (TBL) PERFORMANCE INDICATORS												
	NWI No. LWU RANKING										MED	IANS
		C5	1	Population served: 6,000				RESULT	1,500 to	All LWUs	Statewide	National
	S	C8	2	•	mber of	assessments: 2,740			3,000 Note 1	Note 2	Note 3	Note 4
~	STIC	C6	3	Number of residential connected properties: 2,250		assessments. 2,740		Col 1	Col 2	Col 3	Col 4	Col 5
ΠΤΙΓΙΤΥ	TERI		4	New residences connected to sewerage (%)			%	0.4	3	4	1.0	
5	CHARACTERISTICS	A6		Properties served per kilometre of main			Prop/km	34			38	41
	CHA	W18	6 7	Volume of sewage collected (ML)	te)		ML %	448 0.4	2	2	4,600	5,723
				Renewals expenditure (% of current replacement cost of system asse Employees per 1000 properties	:(5)	per	70 1,000 prop	1.3	3 2	3 2	0.5 1.6	
		P4			a. Indana		1,000 prop	1.5	2	2	1.0	
			11a	Description of residential tariff structure: access charge/prop Residential access charge for 2013-14 (\$/assessment)	; indepe		\$ 2013-14	445	2	2	625	573
	ILLS			Residential access charge for 2014-15 (\$/assessment)			\$ 2014-15	489	3	2	669	
	8 8 8	P6		Typical residential bill for 2013-14 (\$/assessment)		:	\$ 2013-14	445	2	2	625	683
	CHARGES & BILLS			Typical residential bill for 2014-15 (\$/assessment)			\$ 2014-15	489	3	2	669	
	CHA			Typical developer charge for 2014-15 (\$/equivalent tenement)		:	\$ 2014-15	4,020	2	3	5,100	
	-	E/		Non-residential sewer usage charge (c/kL)			c/kL	132	2	3	136	000
SOCIAL		F6		Revenue per property - Sge (\$)	• 、		\$	530	3	4	846	938
so	Ŧ	E2		Severage Coverage (% of Urban Population with Reticulated Sge Ser	vice)		% %	90.0	3 3	4	97.9 98	91
	HEALTH	E3 E4		Percent of sewage treated to a tertiary level (%) Percent of sewage volume treated that was compliant (%)			%	100 100	3 1	2	100	100
	Ξ	E5		Number of sewage treatment works compliant at all times			70	6 of 6			100	100
				Odour complaints per 1000 properties		ner	1,000 prop	0.0	1	1	1.0	
	SERVICE LEVELS	C11		Service complaints - sewerage per 1000 properties			1,000 prop	4	1	2	8	1
		C16		Average sewerage interruption (minutes)		1.	min	100	4	3	109	105
	0, -		25	Total days lost (%)			%	2.6	5	4	2.9	
		W19	26	Volume of sewage collected per property (kL)			kL	172	2	2	221	204
	URCE	W26		Total recycled water supplied (ML)			ML	60	4	4	630	1,638
	EME P	W27 E8		Recycled water (% of effluent recycled)			% %	13	3	3	12	17
	NATURAL RESOURCE MANAGEMENT	Eð		Biosolids reuse (%) Energy consumption - sewerage (kWh/ML)			% kWh	522	3	2	100 770	100
ITA	MATU			Renewable energy consumption (% of total energy consumption)			%	0	1	1	0	
MEN		E12		Net greenhouse gas emissions - WS & Sge (net tonnes CO2 equival	lents pe	r 1000 properties)		340	4	3	370	390
ENVIRONMENTAL			33	90 th Percentile licence limits for effluent discharge: BO	D 20 n	ng/L; SS 30 mg/L					-	
K	물망			Compliance with BOD in licence (%)			%	100	1	1	100	
E	AANG			Compliance with SS in licence (%)			%	100	1	1	100	
	ENVIRONMENTAL	A14		Sewer main breaks and chokes (per 100 km of main)			00km main	14	1	2	37	20
	PERI	E12		Sever overflows (per 100 km of main)	f main)	per 1	00km main	0 0.0	1	1	13 0.8	0.4
	ш —	E13		Sewer overflows reported to environmental regulator (per 100km o Non res & trade waste % of total sge volume	i main)		%	15	2	3	0.8 21	0.4
-							·					
				Revenue from non-residential plus trade waste charges (% of total Revenue from trade waste charges (% of total revenue)	revenue	e)	% %	25 4.2	1	2 1	18 2.0	
	VCE	F18		Economic real rate of return - Sge (%)			%	0.1	4	4	1.5	2.6
	FINANCE			Return on assets - Sge (%)			%	0.4	4	4	1.3	
				Loan payment per property - Sge (\$)			\$	1	3	3	90	
ပ		F24		Net profit after tax - WS & Sge (\$'000)			\$'000	-14	4	4	1180	5,345
ECONOMIC				Operating cost (OMA) per 100 km of main (\$'000)			\$'000	1,080	2	2	1,730	10-
S		F12		Operating cost (OMA) per property (\$) (Note 9)			\$	318	2	2	430	405
8	ζ			Operating cost (OMA) per kL (cents) Management cost per property (\$)			c/kL \$	185 125	3 3	3 3	206 161	
	EFFICIENCY			Treatment cost per property (\$)			\$	129	2	2	155	
	EF FI(Pumping cost per property (\$)			\$	43	2	2	68	
				Energy cost per property (\$)			\$	22	1	2	42	
				Sewer main cost per property (\$)			\$	18	2	1	47	
NOTES		F29	57	Capital Expenditure per property - Sewerage (\$)			\$	110	1	3	193	227

NOTES :

1 Col 2 rankings are on a % of LWUs basis - best reveals performance compared to similar sized LWUs (ie. Col 1 is compared with LWUs with 1,500 to 3,000).

2 Col 3 rankings are on a % of LWUs basis - best reveals performance compared to all LWUs (ie. Col 1 is compared with all LWUs). - see attachment.

3 Col 4 (Statewide Median) is on a % of connected properties basis- best reveals statewide performance (gives due weight to larger LWUs & reduces effect of smaller LWUs).

4 Col 5 (National Median) is the median value for the 66 utilities reporting sewerage performance in the National Performance Report 2013-14 (www.bom.gov.au).

5 LWUs are required to annually review key projections & actions in the later of their IWCM Strategy and financial plan and their Strategic Business Plan and to annually 'roll forward',

review and update their 30-year total asset management plan (TAMP) and 30-year financial plan.

6 Non-residential access charge - \$247, proportional to square of size of service connection. Sewer usage charge - 132 c/kL.

7 Non-residential and trade waste volume was 15% of total sewage collected.

Non-residential revenue was 25% of revenue from access, usage & trade waste charges, indicating fair pricing of services between the residential and non-residential sectors. 8 Compliance with Total N in Licence was 100%. Compliance with Total P in Licence was 100%.

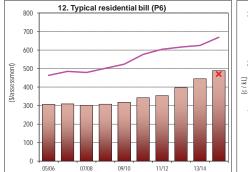
9 Operating cost (OMA)/property was \$318. Components were: management (\$125), operation and maintenance (\$157), energy (\$22), chemical (\$5) & effluent/biosolids (\$10).

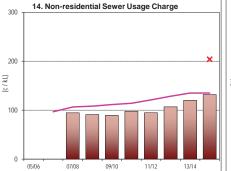
10 Greater Hume Shire Council rehabilitations included 0.1% of its service connections. Renewals expenditure was \$225,000/100km of main.

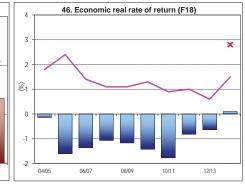
TBL Sewerage Performance

(Results shown for 10 years together with 2013-14 Statewide Median and Top 20%)

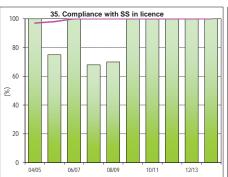
COST RECOVERY

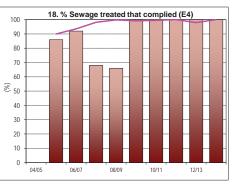




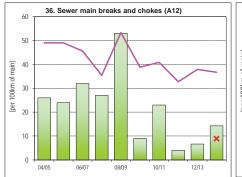


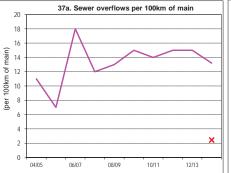


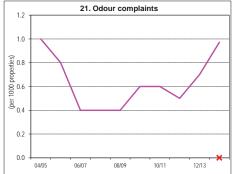




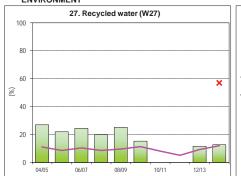
CUSTOMER SERVICE/RELIABILITY

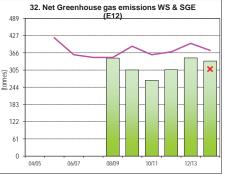


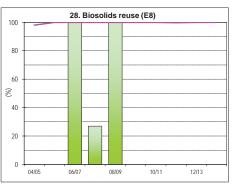




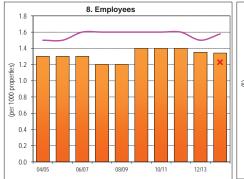
ENVIRONMENT







EFFICIENCY







NOTES:

1. Costs are in Jan 2014\$ except for graphs 12 and 14, which are in Jan 2015\$.



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