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2016 Annual Performance Report

Dawson Bulk

October 2015

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Introduction

A recommendation from the 2013-17 review of SunWater's irrigation pricing was for SunWater to produce annual Network Service Plans (NSPs) to help keep customers informed throughout the pricing period. SunWater has decided to also produce annual Performance Reports such as this report to show how SunWater has performed against the QCA targets for the year just completed.

SunWater revised the format for 2015 to incorporate customer feedback and to provide more detail on items such as insurance. The new format includes a summary of the annual expenditure and annual revenue to provide a snapshot of scheme performance across the year.

In line with customer feedback 2017 forecast data is also provided and compared with QCA targets.

SunWater values customer feedback and will publish all submissions and SunWater's responses on our website. Customers can provide their feedback via email or post at the following addresses:

Email: nspfeedback@sunwater.com.au

Post: NSP Feedback
PO Box 15536 City East
Brisbane QLD 4002

Table 1 – Operating Revenue Less Spend

Dawson WS		2013	2014	2015	2016	2017
	Table reference	Actual \$000	Actual \$000	Actual \$000	Actual \$000	Budget \$000
Revenue	3	2,124	3,003	3,298	3,471	3,567
Less - Routine Expenditure	4 & 7	858	814	590	767	890
Less - Non-Routine Expenditure						
• Annuity Funded	5, 6 & 7	49	311	298	440	672
• Non Annuity Funded	5	-	4	3	-	-
Surplus (Deficit)		1,217	1,874	2,407	2,264	2,005

Table 1 provides an indication of the annual cash performance of the scheme. Note that the table reports total non-routine spend and does not take into account the smoothing impact of the renewals annuity. Further information is provided below in each section of this report.

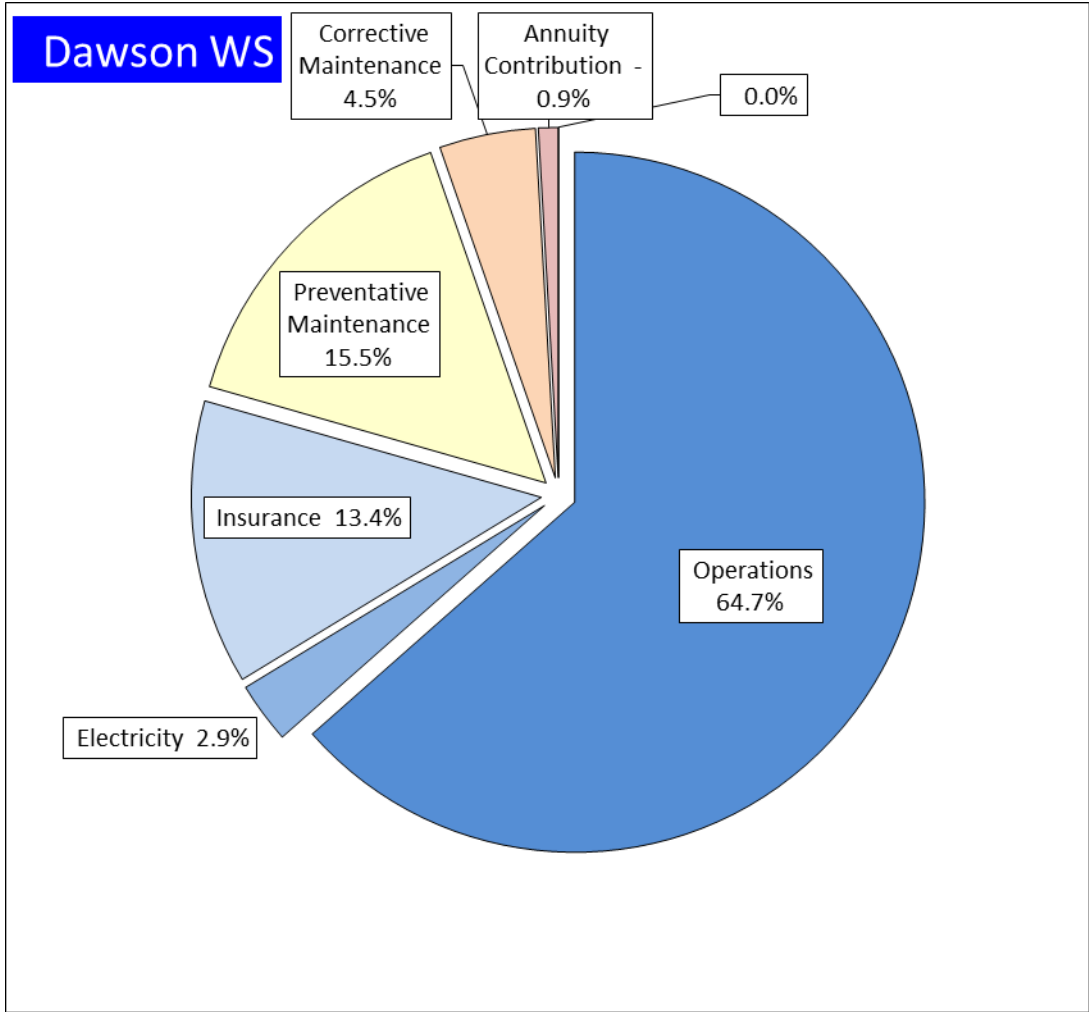


Figure 1: Breakdown of Irrigation Scheme Costs – 2016 Actual

Figure 1 shows a high level summary of scheme costs and provides an indication of where revenue from irrigation water charges is applied. The item “Annuity Contribution” refers to the component of irrigation water charges that is applied toward the renewals annuity each year. The item “Revenue Transfers” refers to the contribution towards the cost of the bulk water scheme.

Water Usage

Table 2 – 2016 Water Usage

Customer Segment	No. of Customers	Water Entitlements (ML)	Available Water (ML)	Available Water (%)	Water Deliveries (ML)	Water Deliveries (%) Against Entitlement	Water Deliveries (%) Against Available Water
1. Industrial		3,718	2,371	64	1,678	45	71
2. Irrigation		51,668	52,315	101	35,115	68	67
3. Urban		2,283	2,040	89	1,011	44	50
4. Other		0	0	0	0	0	0
5. SunWater		4,068	4,356	107	2,015	50	46
	171	61,737	61,082	99	39,818	64	65

QCA Assumed Total Water Usage 70.7%

Total usage was below the QCA assumed total usage.

Table 3 – Revenue

Dawson WS	2013	2014	2015	2016	2017
	Actual	Actual	Actual	Actual	Budget
	\$000	\$000	\$000	\$000	\$000
Irrigation	214	760	528	868	995
Industrial	1,203	1,497	1,663	1,694	1,749
Urban	441	485	561	581	589
Irrigation CSO	1	-	-	-	-
Revenue Transfers	259	220	216	222	229
Drainage	-	-	-	-	-
Other	7	41	7	16	5
Insurance Proceeds - Flood	-	-	323	89	-
Revenue Total	2,124	3,003	3,298	3,471	3,567

* Following feedback from customers, SunWater has unbundled bulk water charges from distribution system charges. This means that revenue figures in past performance reports and NSPs will not match those above.

Revenue Transfers represent the cost of bulk water supplies delivered through the distribution system(s). The revenue accrues to the distribution system before it is transferred to the Bulk Water Supply Scheme as a contribution to the cost of the bulk water service. The QCA established the transfer cost for irrigation supplies at the cost reflective bulk water tariff.

Routine Expenditure

Table 4 – Routine Operating Expenditure

Dawson WS	2013			2014			2015			2016			2017			% of target
	SW Actual \$000	QCA Target \$000	Variance \$000	SW Actual \$000	QCA Target \$000	Variance \$000	SW Actual \$000	QCA Target \$000	Variance \$000	SW Actual \$000	QCA Target \$000	Variance \$000	SW Budget \$000	QCA Target \$000	Variance \$000	
Operations	556	601	46	461	626	166	307	627	320	491	621	130	519	626	107	83
Electricity	15	34	19	25	36	11	48	39	(10)	22	42	20	25	45	20	56
Insurance	91	48	(43)	164	49	(115)	111	50	(61)	102	51	(51)	125	52	(74)	242
Operations Total	662	683	21	650	712	62	467	716	249	615	714	99	669	723	53	93
Preventative Maintenance	135	198	63	95	206	111	109	206	97	118	205	87	133	206	73	65
Corrective Maintenance	60	91	30	70	94	24	14	95	81	34	94	60	88	95	7	93
Routine Total	858	972	114	814	1,012	198	590	1,017	427	767	1,013	246	890	1,023	133	87

Operations

Operation activities include the day-to-day costs of the administration and management of the scheme, water delivery and meeting compliance obligations. Specific activities include the direct and non-direct cost of¹:

- Scheduling and delivering water, including processing water orders, releasing water, operating pump stations, regulation and monitoring of channel flows and monitoring of customer deliveries;
- Emergency responses for channel overflows and other emergency events;
- Meter reading;
- Administration of water accounts, billing, and receipting payments;
- Customer management, including enquiries, complaints and maintaining the customer service help desk;
- Scheme management, including licences and permits, rates, land management, planning and reporting;
- Insurance;
- Monitoring the security of infrastructure and unauthorised access and trespass; and
- Managing public relations associated with the scheme.

¹ Activities listed will not apply to all service contracts.

The operations expenditure was below the QCA target.

- Insurance costs were higher than target;
- Electricity costs was below the QCA target.

Preventive Maintenance

Preventive maintenance is maintaining the ongoing operational performance and service capacity of physical assets to designed standard. Preventive maintenance is cyclical in nature with a typical interval of 12 months or less. Preventive maintenance activities are based on the updated work instructions developed for operating the scheme and include an estimate of the resources required to implement that scope of work. Preventive maintenance includes¹:

- Condition monitoring – the inspection, testing or measurement of physical assets to report and record its condition and performance for determination of maintenance requirements. Condition monitoring is carried out on electrical, mechanical and civil assets including pump stations (pumps, electrical motors, valves, switchboards and associated equipment), channels (regulator gates, civil works, signs, structures, etc.), drains (civil works, structures etc.), pipelines (valves, air valves, scours easements etc.), and other infrastructure;
- Servicing – planned maintenance activities normally expected to be carried out routinely on physical assets including valves, cranes, sump pumps and associated equipment; and
- Weed control – which includes the following activities:
 - Slashing channels and drains;
 - Acrolein treatment of channels;
 - Copper Sulphate treatment; and
 - Spraying and other activities to control operational and noxious weeds within channel and drainage reserves and balancing storages.

Preventive maintenance was below the QCA's target.

Corrective Maintenance

Corrective maintenance includes activities to correct unexpected failures or to return an asset to an acceptable level of performance or condition. While these are difficult to forecast with accuracy, history has shown that such events can be expected and need to be factored into expenditure forecasts. Forecasts include provision for labour, materials and plant hire.

The corrective maintenance forecast does not include any costs of damage arising from major unexpected events, such as floods. These costs are categorised as non-routine corrective maintenance which is discussed in the following section.

There are two types of corrective maintenance – scheduled and emergency²:

- Scheduled corrective maintenance is maintenance that can be planned and scheduled, and includes:

² Activities listed will not apply to all service contracts.

- Channels
 - De-silting channels and catch drains;
 - Erosion control and repair of rock protection works;
 - Repair fencing;
 - Repair concrete structures; and
 - Repair regulator gates, control valves, etc.
- Drains
 - De-silting drains;
 - Erosion control and repair of rock protection works;
 - Repair fencing; and
 - Repair concrete structures.
- Pipelines
 - Pipe breaks
 - Repair air valves, scour valves, etc.;
 - Erosion control and repair of rock protection works; and
 - Repair concrete structures.
- Scheme Roads
 - Repair pot holes;
 - Grade roads; and
 - Repair, replace and paint guide posts and signs.
- Pump stations
 - Repair pumps and motors;
 - De-silt intake structures;
 - Repair concrete structure; and
 - Repair control building.
- Storages (balancing storages and reservoirs)
 - Repair control gates and valves;
 - Repair walls, embankments and spillways; and
 - Repair concrete structures.
- Meters
 - Repair bulk water meters; and

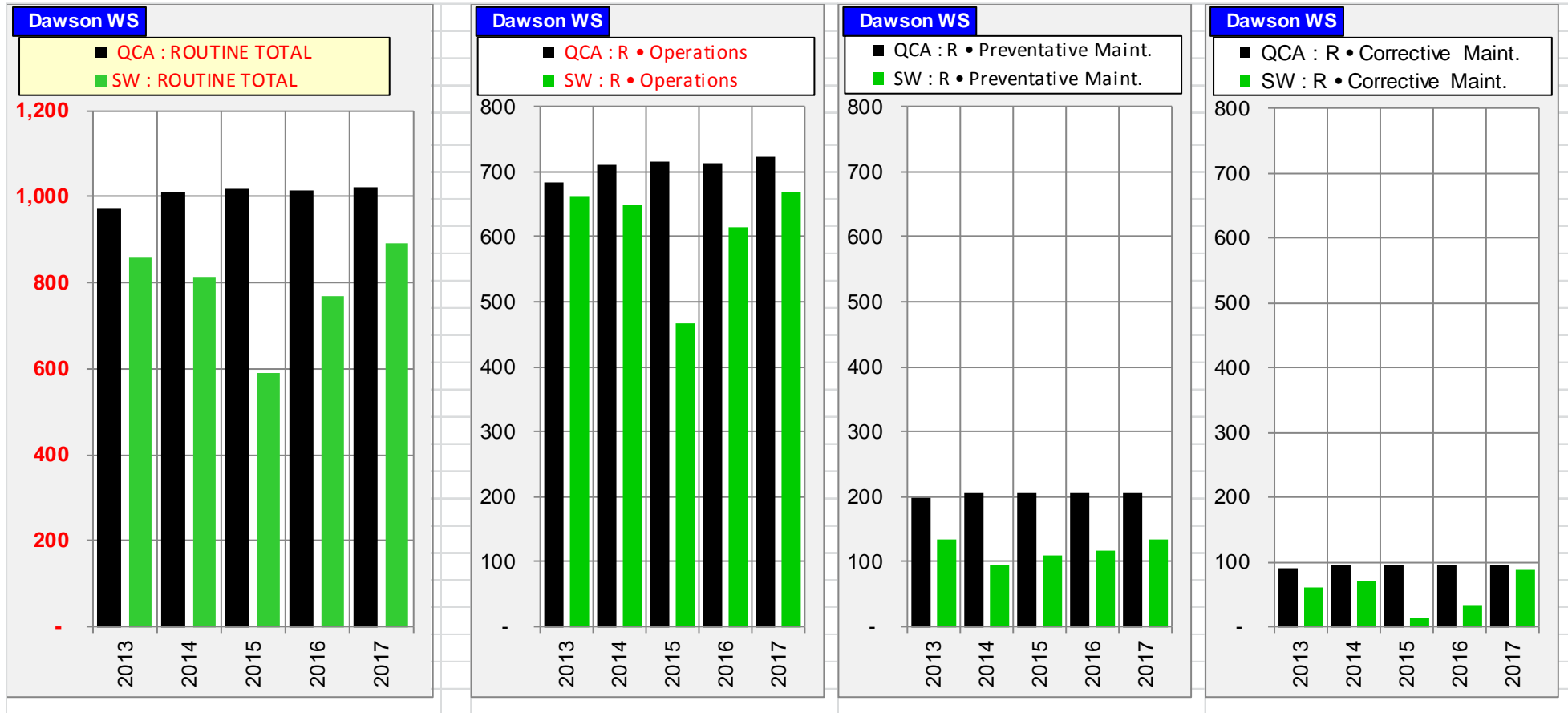
- Repair customer meters.
- Emergency corrective maintenance is maintenance that has to be carried out immediately to restore normal operation or supply to customers or to meet regulatory obligations (e.g. rectify a safety hazard) and includes:
 - Repair or correction of pump station faults;
 - Repair or correction of channel faults;
 - Repair or correction of pipeline faults; and
 - Response to theft or vandalism associated with scheme assets.

Corrective maintenance was below the QCA's target.

Routine Cost – Summary and Charts

The information in Table 4 above is re-presented in the charts below to graphically show SunWater’s performance against the QCA targets. In summary the key challenges in managing routine cost lie with reigning in input cost like insurance. Emergency Event Management costs are also an impact on the scheme, but have not been distributed at the scheme level.

Figure 2: Routine Expenditure by Activity compared to QCA Target (\$'000)



Non-Routine Expenditure

SunWater has developed a whole of life strategy around the replacement and maintenance of its asset portfolio which is based on the concept of optimised life. The key drivers in this approach are the risk and condition of each asset. The current condition of an asset drives an estimate of the future work required to ensure an asset continues to be able to provide the required level of service into the future. SunWater maintains a program of asset inspections and condition assessments which continually updates our knowledge of asset condition. This information feeds into the annual review of the renewals program, the most recent of which was completed in February 2015; items requiring immediate maintenance or replacement are included in the budget for the following year.

While the immediate program for the next year's budget is well defined; the further into the planning timeline, the more uncertain the estimates become. Consequently, the program of works is not a specific forecast of when individual projects are expected to be executed but rather it is portfolio level estimate of works based on the best-available risk and condition information for the service contract as a whole. This information feeds into calculation of the annuity to fund renewals. Having an annuity funding arrangement acknowledges that a long-term view of renewals spend is required to ensure adequate funding and to address issues such as inter-generational equity.

The QCA targets were set against an estimated program of works from the 2010-11 year. While this was the best estimate of expected work at the time, there has been significant project churn in the three years since this estimate was made. This can mean that, in some cases, the QCA's funding allowance for renewals work does not cover the total expenditure required to maintain asset condition to the required standard. In addition, there have been unexpected events, such as floods, that were not allowed for in the QCA's annuity funding allowance.

Table 5 – Non-Routine Expenditure

Dawson WS	2013			2014			2015			2016			2017			
	SW Actual \$000	QCA Target \$000	Variance \$000	SW Actual \$000	QCA Target \$000	Variance \$000	SW Actual \$000	QCA Target \$000	Variance \$000	SW Actual \$000	QCA Target \$000	Variance \$000	SW Budget \$000	QCA Target \$000	Variance \$000	% of target
Annuity Funded																
Operations	-	-	-	-	-	-	-	15	15	4	-	(4)	31	-	(31)	-
Preventative Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corrective Maintenance (Flood)	81	-	(81)	130	-	(130)	-	-	-	-	-	-	-	-	-	-
R&E	(31)	144	175	181	190	8	298	130	(168)	437	82	(355)	641	623	(19)	103
Non-routine Total	49	144	94	311	190	(122)	298	144	(154)	440	82	(359)	672	623	(49)	108
Non Annuity Funded	-			4			3			-			-			

R&E – Annuity Funded

The annuity funded R&E Projects undertaken included:

PROJECT	SPEND 2016
14DVA08 Neville Hewitt - Upgrade Computer for SCADA Network	114109
15DAW01 Upgrade PLC and SCADA System - MOSS Pump Station (Drawings/Spec/Cost Estimate 2015, Supply/Install/Commissioning)	98825
15DAW06 Options Analysis Study to Reinstate Weir to Operational Condition - Orange Creek Weir (SunWater response to Customer)	90367
16DAW01 Design and Manufacture Bulkhead Gates, Refurbish the Regulating Gates 1 & 2 - Theodore Weir	55729
15DAW11 MOSS Pump Station Pump1 refurbishment	34312
16DAW03 Improve the Communication System - Gyrenda Weir	21767
16DAW02 Install Closing Panel in Grating Cover on top Fishlock Holding Chamber	17992
16DAW05 Asset Revaluation - LBD - Dawson	14887
15DAW04 Update EAP - Moura Offstream Storage (Statutory Requirement)	4292

Corrective Maintenance

There was no expenditure categorised as “Annuity-funded Corrective Maintenance”.

Other

The “Annuity-funded Other” Projects undertaken:

PROJECT	SPEND 2016
16DAW07 Create Material & Asset Hierarchy Standard & Task Lists - LBD	3613

R&E – Non Annuity

There was no expenditure categorised as “Non-annuity funded R&E”.

Annuity Balance

The 2016 annuity balance is shown below.

Table 6 – Annuity Balance

Dawson WS		2013	2014	2015	2016	2017
	Table reference	Actual \$000	Actual \$000	Actual \$000	Actual \$000	Budget \$000
Annuity						
Opening Balance		1,875	1,919	1,706	2,024	1,817
Net Spend	See below	(49)	(311)	210	(351)	(672)
Annuity Contribution		(47)	(45)	(20)	(7)	16
Interest		140	144	128	152	136
SunWater - Closing Balance		1,919	1,706	2,024	1,817	1,297
QCA - Closing Balance		2,885	2,867	2,917	3,047	2,668
Difference		(966)	(1,161)	(894)	(1,230)	(1,372)
Net Spend Analysis						
Spend	5 & 7	(49)	(311)	(298)	(440)	(672)
Insurance Proceeds Receipts						
• Prior Year		-	-	185	-	-
• Current Year		-	-	323	89	-
Net Spend		(49)	(311)	210	(351)	(672)

* 2017 figures are subject to change once actual spend is known.

Appendix – Total Expenditure by Expense Type

**Table 7 – Detailed Financial Summary
(Including Expenditure for Activity by Type)**

Dawson WS	2013			2014			2015			2016			2017		
	SW Actual \$000	QCA Target \$000	Variance \$000	SW Actual \$000	QCA Target \$000	Variance \$000	SW Actual \$000	QCA Target \$000	Variance \$000	SW Actual \$000	QCA Target \$000	Variance \$000	SW Budget \$000	QCA Target \$000	Variance \$000
Revenue	2,124			3,003			3,298			3,471			3,567		
Routine Spend															
Operations															
Labour	178	184	6	152	190	38	97	196	99	150	203	53	150	209	59
Contractors	6	5	(0)	5	5	(0)	30	6	(24)	8	6	(2)	50	6	(44)
Materials	1	2	0	2	2	(0)	0	2	2	1	2	1	10	2	(8)
Electricity	15	34	19	25	36	11	48	39	(10)	22	42	20	25	45	20
Insurance	91	48	(43)	164	49	(115)	111	50	(61)	102	51	(51)	125	52	(74)
Other	20	25	5	23	26	3	20	26	6	24	27	2	36	27	(9)
Non-directs	350	385	35	278	403	125	160	397	238	309	384	75	272	382	110
	662	683	21	650	712	62	467	716	249	615	714	99	669	723	53
Preventative Maintenance															
Labour	45	59	14	31	61	30	35	63	29	35	65	30	36	67	32
Contractors	3	4	1	-	4	4	3	4	1	0	4	4	25	4	(21)
Materials	4	6	2	3	6	3	1	6	5	1	6	6	1	7	5
Other	(1)	8	9	3	8	5	7	9	2	8	9	1	7	9	2
Non-directs	84	120	36	57	126	69	64	124	60	74	120	46	64	118	55
	135	198	63	95	206	111	109	206	97	118	205	87	133	206	73
Corrective Maintenance															
Labour	15	26	11	16	27	11	3	28	25	7	29	21	18	30	12
Contractors	5	2	(4)	15	2	(14)	-	2	2	5	2	(3)	25	2	(23)
Materials	8	8	0	8	8	0	6	9	3	5	9	4	7	9	2
Other	0	2	1	1	2	1	0	2	2	1	2	0	5	2	(3)
Non-directs	32	53	22	30	56	25	5	55	50	16	53	37	33	52	19
	60	91	30	70	94	24	14	95	81	34	94	60	88	95	7
Routine - total	858	972	114	814	1,012	198	590	1,017	427	767	1,013	246	890	1,023	133
Non-Routine Spend															
Labour	57	19	(38)	46	30	(16)	46	23	(23)	89	10	(79)	127	110	(17)
Contractors	5	48	43	131	33	(98)	115	29	(87)	158	27	(131)	155	109	(46)
Materials	(112)	17	129	31	33	2	13	24	11	12	17	5	124	109	(15)
Other	5	9	4	10	18	8	32	13	(19)	(1)	4	5	31	59	28
Non-directs	94	50	(44)	93	74	(19)	92	56	(36)	183	24	(159)	235	235	0
Non-Routine - Total	49	144	94	311	190	(122)	298	144	(154)	440	82	(359)	672	623	(49)
Total Regulated Spend	907	1,115	208	1,126	1,201	76	888	1,161	273	1,207	1,094	(113)	1,562	1,645	83
Non Annuity Funded Spend	-			4			3			-			-		
Surplus (Deficit)	1,217			1,874			2,407			2,264			2,005		

Non-Direct Costs Explained

Non-direct costs reflect SunWater's methodology for distributing indirect costs, local overheads and corporate overheads to each service contract. Wherever practicable labour and other costs are booked direct to service contracts, however, where this is not possible the costs accumulate in either indirect or overhead accounting cost pools and are then distributed to service contracts.

Indirect cost pools capture costs such as billing and customer support, irrigation pricing regulation, asset management (including dam safety, asset systems, channels and drainage) that have not been directly charged. They also include flood room operations including the IGEM emergency management program, water planning, hydrographic services, environmental support costs and GM Operations. These indirect costs are shared between SunWater's lines of business ie Bulk Water, Irrigation Distribution Systems, Industrial Pipeline and Facilities Management where appropriate. For example service contracts without a dam are not apportioned dam safety costs.

Local overheads are spread across service contracts managed in each locality. They include regional accommodation costs, vehicle costs, local admin support and other local labour not directly booked to activities within service contracts.

Corporate overhead costs are more generic than indirect cost and local overheads and are spread across all service contracts based on direct labour. They include the cost of HR and payroll, ICT, communications, legal and property, finance, internal audit, plus the costs of the CEO, GM Corporate and the SunWater Board of Directors, where these costs are not directly charged to activities within service contracts.

SunWater's methodology was reviewed and accepted by the QCA during the 2012 pricing review.

Notes

All financial figures in this report are presented in nominal dollars.

Although the QCA set cost targets based on assumed inflation of 2.5%, most of the financial figures in the QCA's final report on SunWater's irrigation pricing were presented in real dollars (2011\$). To convert the QCA reported real dollars to nominal dollars, multiply by the following factors; these are based on the QCA's assumed inflation rate of 2.5% p.a. For comparison, the QCA conversion factors based on assumed inflation of 2.5% are compared with conversion factors based on actual inflation as measured by the Brisbane All Groups Consumer Price Index taken in March each year.

Table 8 – Conversion Factors for real \$2011 to Nominal Dollars

	2013	2014	2015	2016	2017
QCA Conversion Factor	1.051	1.077	1.104	1.131	1.16
Accumulative March Quarter CPI	1.0494	1.0714	1.105	1.1208	1.1397

Disclaimer

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