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# 2017 Annual Performance Report

## Lower Fitzroy Bulk

October 2017

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## Introduction

This annual Performance Report is to provide to SunWater Lower Fitzroy customers the routine expenditure (opex) and non-routine expenditure for the financial year 2016-2017. The Performance Plan covers:

- past performance for opex and non-routine expenditure for 2017
- summary of past performance for opex and non-routine expenditure for the Price Path period 2013 – 2017.

This is the final Performance Plan for the period 2013 - 2017 comparing SunWater's costs with the Queensland Competition Authority (QCA) targets set in the 2012 price review. The QCA price path expired 30 June 2017.

The Network Service Plan (NSP) for 2018 was published earlier this year and will form the basis for Performance Reports for 2018 and 2019.

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:

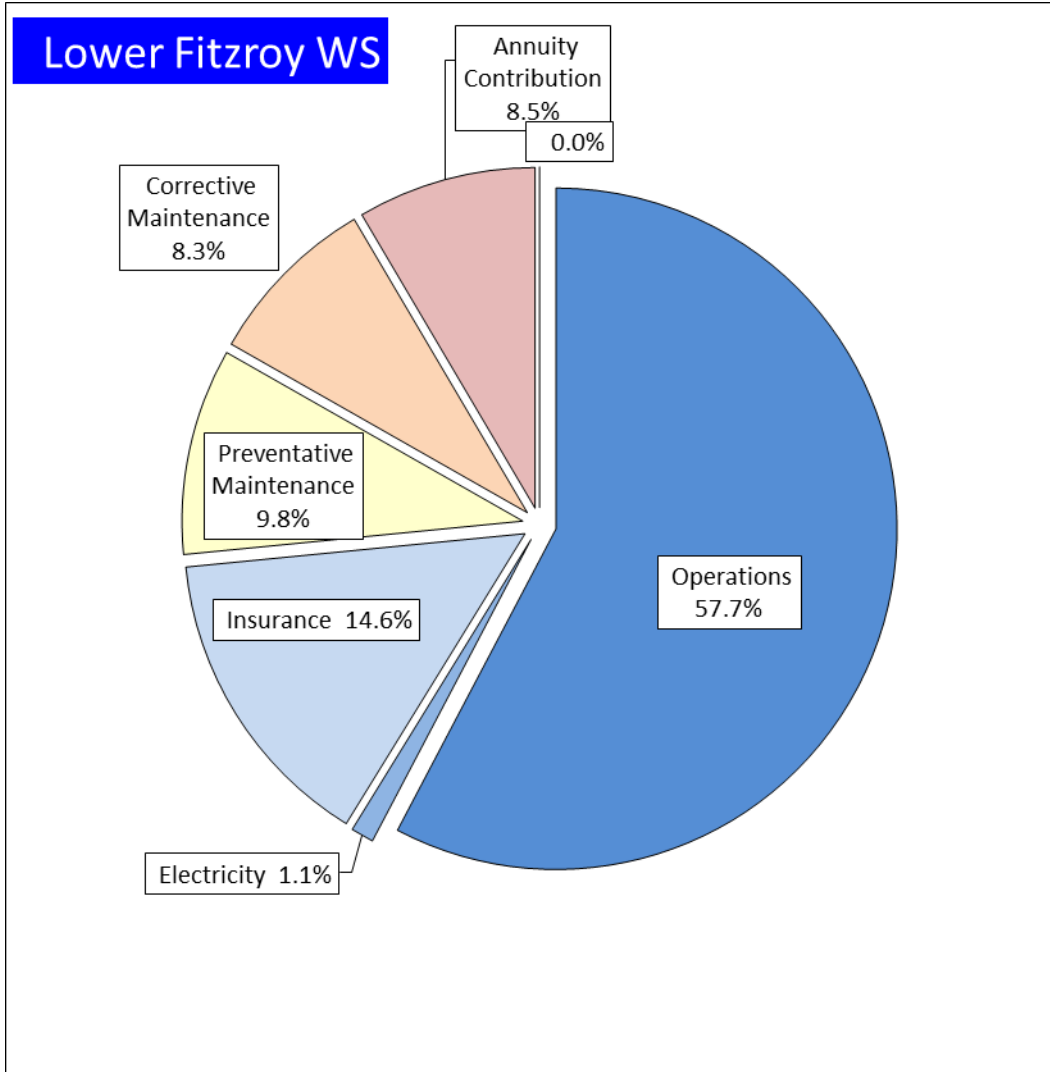
Email: [nspfeedback@sunwater.com.au](mailto:nspfeedback@sunwater.com.au)

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

**Table 1 – Operating Revenue Less Spend**

Lower Fitzroy WS		2013	2014	2015	2016	2017	2013 to 2017
	Table reference	Actual \$000	Actual \$000	Actual \$000	Actual \$000	Actual \$000	Actual \$000
Revenue	3	335	395	919	297	329	2,275
Less - Routine Expenditure	4 & 7	171	207	155	200	143	876
Less - Non-Routine Expenditure							
• Annuity Funded	5, 6 & 7	5	161	652	4	149	972
• Non Annuity Funded	5	-	-	-	-	-	-
Surplus (Deficit)		159	27	111	92	37	427

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 renewals annuity. Further information is provided below in each section of this report.



**Figure 1: Breakdown of Irrigation Scheme Costs – 2017 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.

## Water Usage

**Table 2 – 2017 Water Usage**

Customer Segment	No. of Customers	Water Entitlements (ML)	Available Water (ML)	Available Water (%)	Water Deliveries (ML)	Water Deliveries (%) Against Entitlement
1. Industrial		24,009	24,010	100	18,517	77
2. Irrigation		3,101	3,249	105	472	15
3. Urban		0	0	0	0	0
4. Other		44	82	186	68	153
5. SunWater		1,467	1,280	87	2	0
<b>Scheme Total</b>	<b>27</b>	<b>28,621</b>	<b>28,621</b>	<b>100</b>	<b>19,059</b>	<b>67</b>

QCA Assumed Total Water Usage 69.9%

Total water use was marginally below the QCA assumed usage.

## Revenue

**Table 3 – Revenue**

Lower Fitzroy WS	2013	2014	2015	2016	2017	2013 to 2017
	Actual \$000	Actual \$000	Actual \$000	Actual \$000	Actual \$000	Actual \$000
Irrigation	41	36	37	30	40	183
Industrial	-	-	-	-	0	0
Urban	-	-	-	-	-	-
Irrigation CSO	-	-	-	-	-	-
Revenue Transfers	294	359	802	197	289	1,940
Drainage	-	-	-	-	-	-
Other	0	0	(0)	-	-	1
Insurance Proceeds - Flood	-	-	80	70	-	150
Revenue Total	335	395	919	297	329	2,275

\* 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) ie Stanwell Pipeline. 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**

Lower Fitzroy WS	2013			2014			2015			2016			2017			2013 to 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 Actual \$000	QCA Target \$000	Variance \$000	SW Actual \$000	QCA Target \$000	Variance \$000
Operations	120	139	18	121	145	24	88	144	55	119	140	21	90	143	53	539	711	172
Electricity	1	1	0	1	1	1	1	2	0	1	2	1	2	2	0	6	8	2
Insurance	23	12	(11)	42	13	(30)	27	13	(15)	24	13	(11)	23	13	(10)	140	65	(76)
Operations Total	145	153	8	164	159	(5)	117	158	41	145	155	10	115	158	44	686	784	98
Preventative Maintenance	24	90	67	33	94	61	37	94	57	42	92	50	15	94	78	151	463	313
Corrective Maintenance	2	44	42	11	46	35	1	46	45	12	46	33	13	47	34	39	228	189
Routine Total	171	287	116	207	299	92	155	298	143	200	293	93	143	299	156	876	1,475	600

### 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 of<sup>1</sup>:

- 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.

<sup>1</sup> 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 were in line with the QCA target;
- Operational costs were lower than budget.

### **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 includes<sup>1</sup>:

- 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 emergency<sup>2</sup>:

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<sup>2</sup> Activities listed will not apply to all service contracts.

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

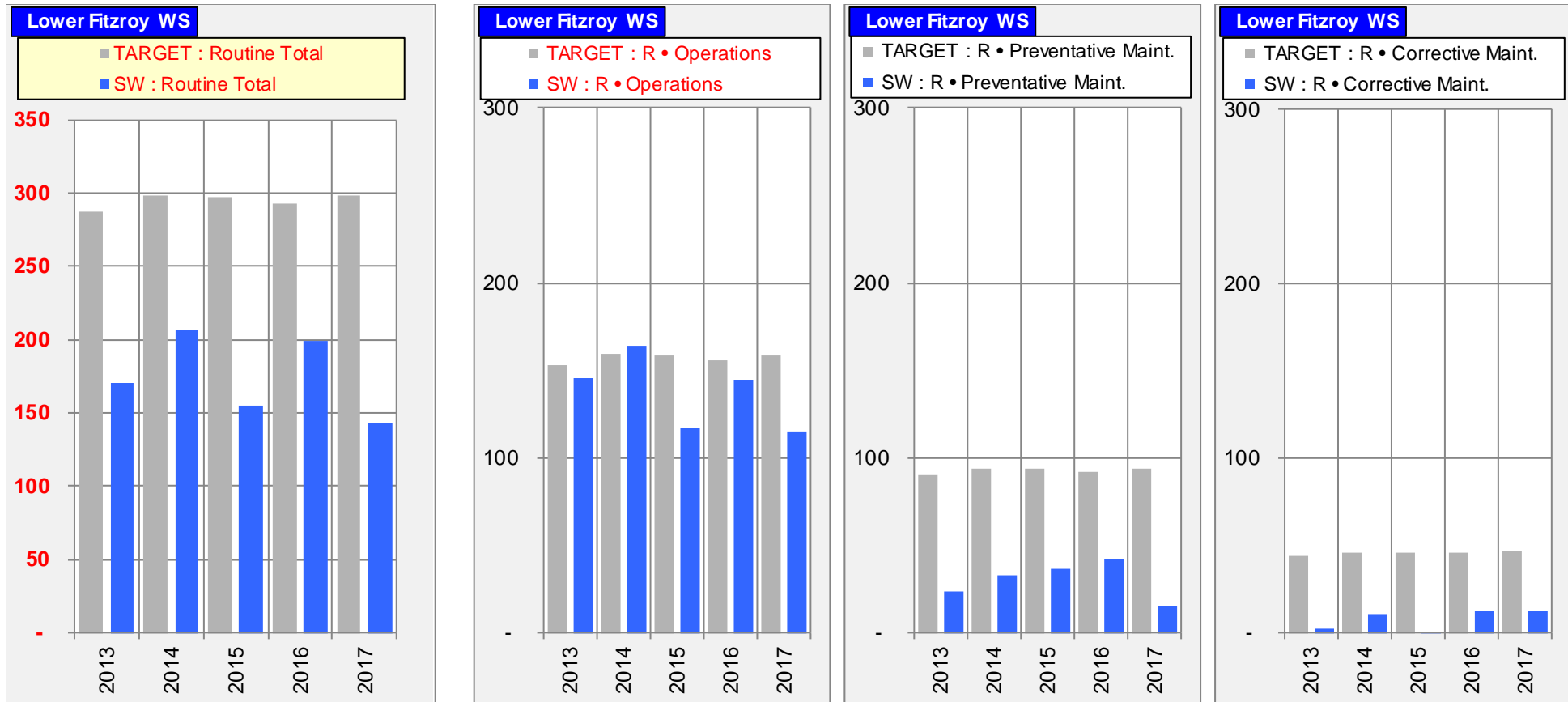
- Repair bulk water meters; and
- Repair customer meters.
- Emergency corrective maintenance is maintenance that has to be carried out immediately to restore normal operation or supply to customers or to meet regulatory obligations (e.g. rectify a safety hazard) and includes:
  - Repair or correction 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**

Lower Fitzroy WS	2013			2014			2015			2016			2017			2013 to 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 Actual \$000	QCA Forecast \$000	Variance \$000	SW Actual \$000	QCA Target \$000	Variance \$000
<b>Annuity Funded</b>																		
Operations	-	-	-	-	33	33	-	12	12	1	-	(1)	4	-	(4)	5	45	40
Preventative Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corrective Maintenance (Flood)	4	-	(4)	137	-	(137)	486	-	(486)	-	-	-	-	-	-	627	-	(627)
R&E	1	22	21	24	25	1	166	0	(166)	4	43	39	145	16	(129)	341	107	(234)
Non-routine Total	5	22	17	161	58	(103)	652	12	(641)	4	43	39	149	16	(133)	972	152	(821)
<b>Non Annuity Funded</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

### R&E – Annuity Funded

The annuity funded R&E Projects undertaken included:

R&E Annuity Funded	17LFZ04 Upgrade Site Office and Storage - Eden Bann Weir	91,887
	17LFZ01 Eden Bann 5 yearly Inspection and Inspect Repaired Concrete (Repaired in 2014)	37,038
	ADSCOPE-LBF Asset Delivery Scoping - Lower Fitzroy Supply	11,162
	17LFZ02 2 Yearly Condition Assessment - Electrical - Eden Bann Weir	3,244
	17LFZ03 Develop Crane Strategy - Lower Fitzroy	1,560
<b>R&amp;E Annuity Funded Total</b>		<b>144,891</b>

### Corrective Maintenance

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

### Other

There was one project categorised as “Annuity-funded Other”.

Other	16LFZ02 Create Material & Asset Hierarchy Standard & Task Lists - LBF	4,286
<b>Other Total</b>		<b>4,286</b>

### R&E – Non Annuity

There was no expenditure categorised as “Non Annuity”.

## Annuity Balance

The 2017 annuity balance is shown below.

**Table 6 – Annuity Balance**

Lower Fitzroy WS		2013	2014	2015	2016	2017	2013 to 2017
	Table reference	Actual \$000	Actual \$000	Actual \$000	Actual \$000	Actual \$000	Actual \$000
<b>Annuity</b>							
Opening Balance	See below	362	393	270	(226)	(166)	362
Net Spend		(5)	(161)	(527)	66	(149)	(777)
Annuity Contribution		9	9	11	11	13	54
Interest		27	29	20	(17)	(12)	47
SunWater - Closing Balance		393	270	(226)	(166)	(314)	(314)
QCA - Closing Balance		482	469	503	509	544	544
Difference		(89)	(198)	(729)	(674)	(858)	(858)
<b>Net Spend Analysis</b>							
Spend	5 & 7	(5)	(161)	(652)	(4)	(149)	(972)
Insurance Proceeds Receipts							
• Prior Year		-	-	45	-	-	45
• Current Year		-	-	80	70	-	150
Net Spend		(5)	(161)	(527)	66	(149)	(777)

## Appendix – Total Expenditure by Expense Type

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

Lower Fitzroy WS	2013			2014			2015			2016			2017			2013 to 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 Actual \$000	QCA Target \$000	Variance \$000	SW Actual \$000	QCA Target \$000	Variance \$000
Revenue	335			395			919			297			329			2,275		
<b>Routine Spend</b>																		
<b>Operations</b>																		
Labour	40	42	2	39	44	4	26	45	19	36	47	11	30	48	18	171	226	55
Contractors	-	1	1	3	1	(2)	9	1	(8)	3	1	(2)	4	1	(3)	18	5	(13)
Materials	1	0	(1)	1	1	(1)	0	1	0	0	1	0	-	1	1	3	3	(0)
Electricity	1	1	0	1	1	1	1	2	0	1	2	1	2	2	0	6	8	2
Insurance	23	12	(11)	42	13	(30)	27	13	(15)	24	13	(11)	23	13	(10)	140	65	(76)
Other	2	2	0	5	2	(3)	3	2	(0)	5	2	(3)	3	2	(1)	18	11	(7)
Non-directs	77	93	15	72	97	25	50	95	44	75	90	15	53	91	38	328	466	138
	145	153	8	164	159	(5)	117	158	41	145	155	10	115	158	44	686	784	98
<b>Preventative Maintenance</b>																		
Labour	7	26	19	11	27	16	13	28	15	13	29	16	6	30	24	50	140	91
Contractors	1	5	4	-	5	5	-	5	5	-	5	5	-	5	5	1	26	25
Materials	3	3	0	1	4	2	0	4	4	0	4	4	-	4	4	4	18	14
Other	0	-	(0)	1	-	(1)	1	-	(1)	1	-	(1)	0	-	(0)	3	-	(3)
Non-directs	13	56	43	20	58	39	23	57	33	28	54	26	10	55	45	93	279	186
	24	90	67	33	94	61	37	94	57	42	92	50	15	94	78	151	463	313
<b>Corrective Maintenance</b>																		
Labour	1	11	10	3	11	8	-	11	11	2	12	10	2	12	10	7	57	50
Contractors	-	4	4	-	4	4	-	4	4	6	4	(2)	7	4	(3)	13	21	7
Materials	1	4	4	2	4	2	1	4	4	0	4	4	-	5	5	4	22	18
Other	-	2	2	1	3	2	-	3	3	-	3	3	0	3	3	1	13	12
Non-directs	1	23	22	5	24	19	0	24	24	4	22	18	4	23	19	14	116	102
	2	44	42	11	46	35	1	46	45	12	46	33	13	47	34	39	228	189
Routine - total	171	287	116	207	299	92	155	298	143	200	293	93	143	299	156	876	1,475	600
<b>Non-Routine Spend</b>																		
Labour	2	3	1	24	10	(15)	79	2	(77)	0	3	2	18	3	(16)	124	20	(104)
Contractors	-	10	10	89	7	(81)	375	0	(374)	3	31	28	85	3	(82)	551	52	(499)
Materials	-	-	-	-	12	12	3	3	(0)	-	1	1	7	3	(4)	10	18	8
Other	-	1	1	2	4	2	31	1	(29)	-	2	2	2	2	(0)	35	9	(26)
Non-directs	3	8	5	46	26	(20)	165	5	(161)	1	7	6	37	6	(31)	253	52	(201)
Non-Routine - Total	5	22	17	161	58	(103)	652	12	(641)	4	43	39	149	16	(133)	972	152	(821)
<b>Total Regulated Spend</b>	176	309	133	368	357	(11)	807	309	(498)	204	336	132	292	315	23	1,848	1,627	(221)
<b>Non Annuity Funded Spend</b>	-			-			-			-			-			-		
Surplus (Deficit)	159			27			111			92			37			427		



## **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 below 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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