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# 2017 Annual Performance Report

## Mareeba Bulk

October 2017

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## Introduction

This annual Performance Report is to provide to SunWater Mareeba Dimbulah 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:

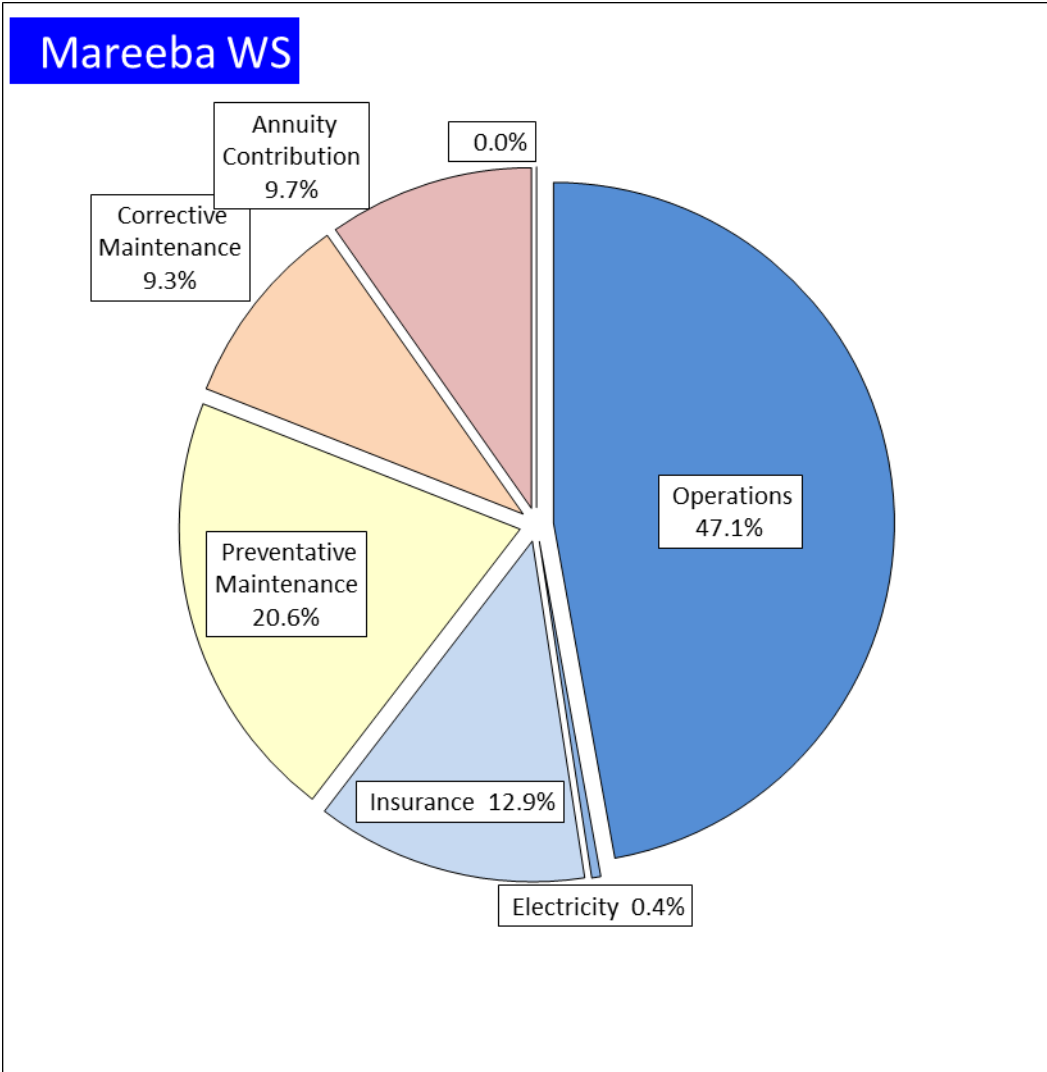
Email: [nspfeedback@sunwater.com.au](mailto:nspfeedback@sunwater.com.au)

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

**Table 1 – Operating Revenue Less Spend**

Mareeba 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	4,019	2,246	2,402	1,667	1,376	11,709
Less - Routine Expenditure	4 & 7	939	1,038	1,223	1,270	1,113	5,583
Less - Non-Routine Expenditure							
• Annuity Funded	5, 6 & 7	250	209	78	474	525	1,536
• Non Annuity Funded	5	(1)	3	0	-	-	2
Surplus (Deficit)		2,832	996	1,100	(78)	(262)	4,588

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		1,561	1,294	52	691	2
2. Irrigation		151,202	152,169	103	109,135	52
3. Urban		6,656	5,959	98	3,784	61
4. Other		0	0	0	0	0
5. SunWater		45,005	45,002	33	25,308	0
<b>Scheme Total</b>	<b>1,097</b>	<b>204,424</b>	<b>204,424</b>	<b>100</b>	<b>138,918</b>	<b>68</b>

QCA Assumed Total Water Usage 69.4%  
 Total water usage was below the QCA assumed target.

## Revenue

**Table 3 – Revenue**

Mareeba WS	2013	2014	2015	2016	2017	2013 to 2017
	Actual \$000	Actual \$000	Actual \$000	Actual \$000	Actual \$000	Actual \$000
Irrigation	161	132	77	255	283	909
Industrial	1,528	1,245	1,475	484	201	4,933
Urban	338	330	340	345	351	1,704
Irrigation CSO	-	-	-	-	-	-
Revenue Transfers	1,989	532	512	537	540	4,111
Drainage	-	-	-	-	-	-
Other	3	5	4	46	1	59
Insurance Proceeds - Flood	-	-	(6)	-	-	(6)
Revenue Total	4,019	2,246	2,402	1,667	1,376	11,709

\* 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**

Mareeba 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	604	698	94	552	728	177	586	728	142	697	723	26	581	729	148	3,020	3,606	586
Electricity	2	6	4	2	6	5	3	7	3	3	7	4	5	8	2	15	33	19
Insurance	180	83	(97)	321	85	(236)	211	86	(124)	190	88	(103)	159	89	(70)	1,061	432	(629)
Operations Total	787	788	1	874	819	(54)	800	821	21	890	818	(72)	745	826	80	4,096	4,071	(25)
Preventative Maintenance	136	195	59	148	204	56	314	204	(110)	342	201	(140)	254	203	(51)	1,194	1,008	(186)
Corrective Maintenance	16	24	9	16	25	9	109	25	(84)	38	25	(13)	114	25	(89)	294	125	(168)
Routine Total	939	1,007	68	1,038	1,049	11	1,223	1,050	(173)	1,270	1,044	(226)	1,113	1,054	(59)	5,583	5,204	(379)

### 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 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 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;
  - Copper Sulphate treatment; and
  - Spraying and other activities to control operational and noxious weeds within Tinaroo Falls Dam reserves.

Preventive maintenance was above 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>:

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

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

- 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.

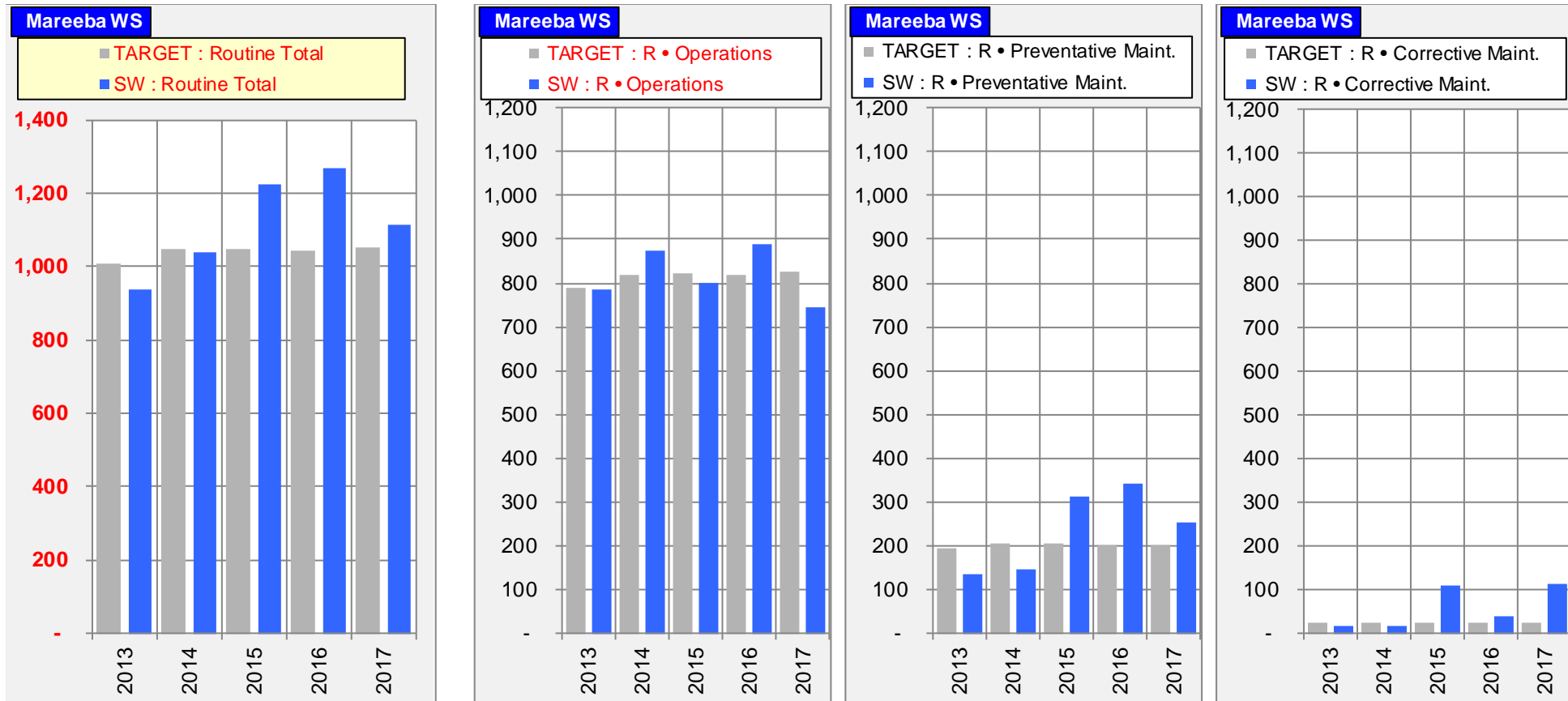
- Emergency corrective maintenance is maintenance that has to be carried out immediately to restore normal operation or supply to customers or to meet regulatory obligations (e.g. rectify a safety hazard) and includes:
  - Repair or correction of pump station faults;
  - Repair or correction of channel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

Corrective maintenance was above 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**

Mareeba 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	-	-	-	-	-	-	-	-	-	1	-	(1)	13	3	(10)	14	3	(12)
Preventative Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corrective Maintenance (Flood)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
R&E	250	-	(250)	209	89	(120)	78	-	(78)	473	106	(367)	512	237	(275)	1,522	432	(1,091)
Non-routine Total	250	-	(250)	209	89	(120)	78	-	(78)	474	106	(368)	525	240	(285)	1,536	434	(1,102)
<b>Non Annuity Funded</b>	(1)			3			0			-			-			2		

## R&E – Annuity Funded

The annuity funded R&E Projects undertaken included:

R&E Annuity Funded	17TIN04 Testing of Post Tensioning Permanent Strand Anchors - Tinaroo Falls Dam	245,183
	17TIN10 Refurbish the bulkhead gate guides - opp	78,550
	12MDA57 Replace lighting system at the Tinaroo Falls Dam Gallery	70,337
	17TIN08 Study: Dam Safety Hydrology and Dam Break Review - Tinaroo Falls Dam	50,400
	17TIN07 Update O&M Manuals & SOPs for Mareeba Supply	28,008
	17TIN09 Replace Staff Gauges - Tinaroo Dam HW & TW	14,382
	16TIN03 Study Extreme Hazard Mapping for EAP and Community Engagment - Tinaroo	13,469
	16TIN01 Refurbish Gearbox & Replace the Gate Bottom Seal, Fixings, Protection Steel Painting - Irrigation Outlet, Radial Gate, Tinaroo	3,082
	17TIN05 Replace Vertical Lift Gate and Seal - Compensator Outlet - Tinaroo Falls Dam	2,863
	ADSCOPE-MBM Asset Delivery Scoping - Mareeba Supply	2,481
	17TIN06 Develop Crane Strategy - Tinaroo Headworks	1,655
	15TIN06 Tinaroo Falls Dam-Clean/repair External Conduit Surface - Left (Channel) and Right (Hydro) Conduits - Irrigation Outlet	1,542
	15TIN01 Refurbish Gate - Paint, Seals, Fixings - Bulkhead Gate - Irrigation Inlet - Tinaroo Falls Dam	0
<b>R&amp;E Annuity Funded Total</b>	<b>511,952</b>	

## Corrective Maintenance

There was no expenditure categorised as “Corrective Maintenance”.

## Other

The “Annuity-funded Other” Projects included:

Other	16TIN08 Create Material & Asset Hierarchy Standard & Task Lists - MBM	12,857
<b>Other Total</b>		<b>12,857</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**

Mareeba 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	1,007	940	910	1,016	734	1,007
Net Spend		(250)	(209)	(78)	(474)	(525)	(1,536)
Annuity Contribution		108	108	116	117	120	569
Interest		75	70	68	76	55	345
SunWater - Closing Balance		940	910	1,016	734	385	385
QCA - Closing Balance		706	778	952	1,034	992	992
Difference		235	132	63	(300)	(608)	(608)
<b>Net Spend Analysis</b>							
Spend	5 & 7	(250)	(209)	(78)	(474)	(525)	(1,536)
Insurance Proceeds Receipts							
• Prior Year		-	-	6	-	-	6
• Current Year		-	-	(6)	-	-	(6)
Net Spend		(250)	(209)	(78)	(474)	(525)	(1,536)

The negative figure in 2015 year insurance proceeds indicates an insurance allocation adjustment.

## Appendix – Total Expenditure by Expense Type

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

Mareeba 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	4,019			2,246			2,402			1,667			1,376			11,709		
<b>Routine Spend</b>																		
<b>Operations</b>																		
Labour	143	188	45	147	194	47	141	200	60	166	207	41	148	213	66	744	1,002	258
Contractors	7	16	9	7	16	10	14	17	3	8	17	9	7	18	10	43	83	40
Materials	7	3	(4)	5	3	(2)	2	3	1	1	3	2	2	3	1	16	14	(2)
Electricity	2	6	4	2	6	5	3	7	3	3	7	4	5	8	2	15	33	19
Insurance	180	83	(97)	321	85	(236)	211	86	(124)	190	88	(103)	159	89	(70)	1,061	432	(629)
Other	138	78	(60)	92	79	(13)	134	80	(54)	141	82	(59)	140	83	(57)	645	402	(243)
Non-directs	310	414	104	301	436	135	295	428	133	381	414	33	284	412	128	1,571	2,104	533
	787	788	1	874	819	(54)	800	821	21	890	818	(72)	745	826	80	4,096	4,071	(25)
<b>Preventative Maintenance</b>																		
Labour	38	60	22	52	62	11	93	64	(29)	90	66	(23)	81	69	(12)	354	322	(32)
Contractors	1	1	(0)	2	1	(1)	11	1	(10)	24	1	(23)	25	1	(24)	64	5	(58)
Materials	1	3	2	2	3	0	1	3	2	3	3	0	2	3	0	9	14	5
Other	24	4	(21)	0	4	3	33	4	(30)	36	4	(32)	3	4	1	97	19	(78)
Non-directs	72	128	56	91	134	43	175	132	(43)	189	127	(62)	142	126	(16)	669	647	(22)
	136	195	59	148	204	56	314	204	(110)	342	201	(140)	254	203	(51)	1,194	1,008	(186)
<b>Corrective Maintenance</b>																		
Labour	3	6	3	2	6	4	11	7	(4)	3	7	4	13	7	(6)	32	33	1
Contractors	2	1	(1)	7	1	(6)	70	1	(69)	25	1	(24)	73	1	(72)	178	5	(172)
Materials	2	2	0	2	2	(0)	3	2	(1)	2	2	1	1	2	1	10	11	1
Other	2	2	(0)	-	2	2	1	2	1	1	2	1	1	2	1	5	9	4
Non-directs	7	13	6	4	14	9	24	14	(10)	8	13	5	26	13	(13)	69	67	(2)
	16	24	9	16	25	9	109	25	(84)	38	25	(13)	114	25	(89)	294	125	(168)
Routine - total	939	1,007	68	1,038	1,049	11	1,223	1,050	(173)	1,270	1,044	(226)	1,113	1,054	(59)	5,583	5,204	(379)
<b>Non-Routine Spend</b>																		
Labour	14	-	(14)	56	13	(42)	14	-	(14)	48	19	(29)	75	40	(35)	206	72	(134)
Contractors	187	-	(187)	25	14	(11)	37	-	(37)	310	21	(288)	279	43	(236)	838	78	(759)
Materials	6	-	(6)	2	14	12	-	-	-	0	21	21	7	43	36	15	78	63
Other	7	-	(7)	19	8	(11)	0	-	(0)	8	12	3	19	23	5	52	43	(9)
Non-directs	36	-	(36)	107	39	(69)	28	-	(28)	109	33	(76)	145	91	(55)	425	162	(263)
Non-Routine - Total	250	-	(250)	209	89	(120)	78	-	(78)	474	106	(368)	525	240	(285)	1,536	434	(1,102)
<b>Total Regulated Spend</b>	1,189	1,007	(181)	1,247	1,138	(109)	1,301	1,050	(251)	1,745	1,150	(594)	1,638	1,294	(345)	7,120	5,639	(1,481)
<b>Non Annuity Funded Spend</b>	(1)			3			0			-			-			2		
Surplus (Deficit)	2,832			996			1,100			(78)			(262)			4,588		



## **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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