

WATER SERVICES

ATTACHMENT A

**MIDCOAST WATER SIX MONTH PROGRESS
REPORT 1 JANUARY TO 30 JUNE 2017**

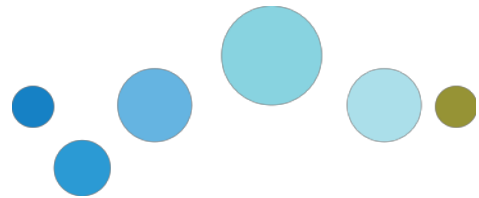
ORDINARY MEETING

23 AUGUST 2017



Six Month Progress Report

1 January – 30 June 2017






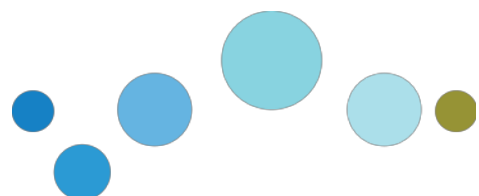
Preface

The purpose of this document is to report to the community on our progress in implementing our four year delivery program. The progress outlined in this report is specifically for the second six months of the fourth year of the 2013-2017 Delivery Program (which is equivalent to the second half of the 2016-2017 Operational Plan)

A 'traffic light' system is used in this progress report as a visual cue to indicate the overall (cost, resource and schedule) status of each activity listed in the above mentioned operational plan.

The traffic light colours are defined as follows:

-  **Green** Implementation of the four year delivery program is on track.
-  **Yellow** Issues are potentially affecting the implementation of the four year delivery program that if unresolved will risk final delivery.
-  **Red** Issues are currently affecting the implementation of the four year delivery program.



Key direction	Objective	Strategy	Delivery Program action	Operational Plan activity	Traffic light status for period 1 January - 30 June 2017	Comments	
1. Service quality and continuity	1.1 Deliver water related services to the community to agreed service levels	1.1.1 Implement a drinking water quality assurance program	Implement drinking water quality management plan in accordance with Australian Drinking Water Guidelines (2011) covering all water supplies	Carry out ongoing drinking water quality monitoring as scheduled	Green	All scheduled drinking water quality monitoring carried out.	
				Ensure that drinking water quality management plan is incorporated into the operation of each water supply system	Green	New critical control points procedure implemented across the organisation with all training completed. New version of DWQMS adopted and implemented. Summaries of CCPs and DWQMS were presented at Joint Strategic Group Meeting with NSW Health and DPI Water in April.	
				Implementation of drinking water quality management plan into network operations	Green	Reservoir works is well advanced to eliminate contamination and vermin entry. Work is ongoing.	
				Report to NSW Health on performance of MidCoast Water's water supply schemes	Green	Scheduled joint strategic and operational meetings held. All reporting carried out to the Department's satisfaction.	
				Review operational testing/sampling program	Green	Drinking Water Quality Monitoring Plan underwent annual review in June. 2017-2018 version now available to begin 1 July 2017.	
				Undertake a review of all critical control points for networks	Green	Critical control points procedures implemented across the organisation, including all relevant training and reporting.	
				Undertake a review of all critical control points for treatment plants	Green	Applied the new critical control points on SCADA system to all water treatment plants. Trained all Catchment and Treatment operators on both new critical control points and standard operating procedures.	
				Undertake a scheduled audit and review of drinking water management plan	Green	Internal review of DWQMS completed. New version has been adopted and implemented across the organisation.	
		1.1.2 Implement a wastewater/recycled water quality assurance program	Development of the efficient monitoring program to assess the performance of existing wastewater systems	Develop program for the monitoring of the performance of sewage treatment plants	Green	Continued implementation of the operational control points to all sewage treatment plants.	
				Implement recycled water quality management plan in accordance with Australian Guidelines for Water Recycling	Carry out required monitoring of recycled water schemes performance	Green	All scheduled monitoring of recycled water schemes performance carried out according to each scheme's management plan.
					Undertake a review of the recycled water quality management plan based on each scheme's performance	Green	A scheduled review of each management plan carried out in line with the annual timetable for reporting on each scheme to DPI Water.
		1.1.3 Deliver our asset management strategy	Develop an understanding of asset performance to improve asset decisions	Develop and implement asset benchmarking program	Red	The progression of this activity is subject to review of the Asset Management Improvement Plan scheduled for publication in October 2017.	
				Deliver our other operational infrastructure capital works program	Complete business case and concept design for Tallwoods telecommunications site and submit development application	Red	No further progress this reporting period. Community consultation is now scheduled for October-December 2017 allowing determination of the review of environmental factors.
					Construct the Tuncurry depot and relocate to the new facility	Red	Project suspended.

Key direction	Objective	Strategy	Delivery Program action	Operational Plan activity	Traffic light status for period 1 January - 30 June 2017	Comments
1. Service quality and continuity	1.1 Deliver water related services to the community to agreed service levels	1.1.3 Deliver our asset management strategy	Deliver our sewerage scheme capital works program	Complete and publish the review of servicing options for small villages	Red	There has been no further progress on the review of servicing options in this quarter. This will be reactivated in the event of favourable external funding opportunities.
				Complete the concept design for the Dawson Sewage Treatment Plant dewatering facility	Red	There has been no further progress on the concept design for the Dawson Sewage Treatment Plant dewatering facility. Progression of this project is subject to revision of risks and allocation of resources across works programs.
				Complete the design of the Hallidays Point Sewage Pump Station 13 and rising main and commence construction when resources permit	Green	Design completed and filed. Implementation will be scheduled when system loads reach a determined threshold.
				Complete the business case and concept design for the Dawson Sewage Treatment Plant sludge lagoon renewal program	Red	There has been no further progress on the business case and concept design for this project. Progression of this project is subject to revision of risks and allocation of resources across works programs.
				Construct and commission the Gloucester Recycled Water Scheme	Green	Project completed and handed over.
				Complete planning for Pacific Palms Sewage Treatment Plant Stage 1 and commence construction when resources permit	Green	The concept report and operational philosophy were completed in July 2017. The project has now progressed to the design stage which is due for completion in October 2017.
				Complete business case and concept design for the Gloucester Sewage Treatment Plant replacement	Yellow	The scope of works for the concept design is being developed. The concept design is due for delivery in the 2017/18 financial year.
				Continue sewerage renewal program as per funding	Green	Scheduled works completed with a minor amount carried over.
			Deliver our water supply scheme capital works program	Complete a SCADA (Supervisory Control Automated Data Acquisition) upgrade for the Manning Water Supply Scheme	Green	Project completed and handed over.
				Bootawa Dam - Piezometer system replacement	Yellow	Tender awarded during reporting period. Work to commence mid August 17.
				Complete concept design and detailed design for Bootawa Dam spillway upgrade	Red	There has been no further progress on this activity in this quarter. The hydrology assessment completed in early 2017 was a prerequisite to assessing the requirements for the spillway design. The design itself is scheduled for delivery in 2017/18.
				Complete necessary planning activities to support major water main renewals	Green	Planning activities continue in line with water main renewal program. This activity is ongoing.
				Construct and commission Gloucester Water Treatment Plant upgrade	Yellow	Work carried over to first quarter of 2017-18 financial year.
				Complete planning and design for Harrington water main	Yellow	The scope of both water mains supplying Harrington is currently under review with the aim of determine an appropriate procurement method.
				Continue water mains renewal program as per funding	Green	Scheduled works completed with a minor amount carried over.
Nabiac Water Supply Scheme - Construct lead-in works and commence construction of Nabiac Water Treatment Plant	Green	lead-in works completed. Handover will occur when entire scheme is completed.				

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1. Service quality and continuity	1.1 Deliver water related services to the community to agreed service levels	1.1.3 Deliver our asset management strategy	Implement sewerage scheme asset management plan	Revise asset class management plans for all asset classes	Red	The progression of this activity is subject to review of the Asset Management Improvement Plan scheduled for publication in October 2017.
				Review asset management plan		
			Implement water supply scheme asset management plan	Revise asset class management plans for all asset classes	Green	Minor works now captured in Issues Register.
				Review asset management plan		
				Establishment of minor works programs for all activities at section leader level	Green	Response Operations and Maintenance is developing the retic relining program for this area. Continued planned maintenance for all southern area and Gloucester.
				Planned maintenance - including; scheduled maintenance, inflow and infiltration reduction, valve and fitting maintenance, ancillary maintenance for Bulahdelah, Stroud, Hawks Nest/Tea Gardens, North Karuah, Stroud Road and Gloucester reticulation systems		
				Planned maintenance - including; scheduled maintenance, rewrap program, inflow and infiltration reduction, valve and fitting maintenance, ancillary maintenance	Green	Schedules for water treatment plants, water pump stations, sewer pump stations, pressure return valves and reservoirs are being used. Sewage treatment plant and recycled water treatment plant review is underway. Rewrap has recommenced. Valve actuator and vacuum units fully committed.
				Operate, maintain, renew and upgrade water and sewerage service delivery systems and infrastructure as required to meet established levels of service	Green	Numerous just goes and renewals as they become available.
				Respond to customer service response requests as received and determine appropriate course of action	Green	Via CRM/work order action and follow up as necessary.
				Unplanned maintenance – including; emergency breakdown repairs, safety issue reworks, unforeseen maintenance		
	Unplanned maintenance – including; emergency breakdown repairs, safety issue reworks, unforeseen maintenance for Bulahdelah, Stroud, Hawks Nest/Tea Gardens, North Karuah, Stroud Road and Gloucester reticulation systems	Green	Responded to various water and sewerage main breaks.			
	Water meter replacement - target 20mm meters older than 15 years or having measured greater than 3.5 ML	Green	Day to day and bulk meters replacements being done by Response Operations and Maintenance (ROM) staff. One contractor is underway with the second to start on 3500 in September 2017.			

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1. Service quality and continuity	1.1 Deliver water related services to the community to agreed service levels	1.1.4: Review and implement our development servicing plan	Implement the 2014 Development Servicing Plan, ensuring integration with plans for asset renewal and upgrades, new capital works and development proposals	Finalise and publish servicing strategies for all water supply and sewerage schemes	Green	All servicing strategies have been reviewed and have informed a revised Development Servicing Plan. The revised DSP came into effect on 1 July 2017.	
		1.1.5 Develop a customer service charter	Establish deliverable service levels in consultation with our community	Define achievable service levels following community consultation Monitor success in achieving expected service levels	Yellow	The progression of this activity is subject to review of the Asset Management Improvement Plan scheduled for publication in October 2017.	
	1.2 Provide appropriate access to information	1.2.1 Provide timely, accurate and relevant access	Continued compliance with reporting requirements to regulators		Carry out all required annual reporting to Department of Primary Industries Water, Environment Protection Authority, Office of Local Government, Information and Privacy Commission, NSW Ombudsman and Bureau of Meteorology	Green	All required annual reporting submitted to regulators as required.
					Carry out Environment Protection Authority licence compliance monitoring and reporting	Green	All required monitoring carried out. Annual returns for Gloucester, Bulahdelah, Hallidays Pt, Wingham, Coopernook, Lansdowne, Stroud and Old Bar STPs submitted as required. Audit of Dawson STP licence compliance carried out by EPA.
			Internal reporting on financial performance	Review budget quarterly and provide report to council	Green	Quarter 3 Budget reviewed, updated and approved. FY18 Budget approved by the Board.	
			Provide information and communicate asset management activities across MidCoast Water	Provide report to council quarterly on asset class management plans implementation	Yellow	The progress of the Asset Management Improvement Plans is being reported to council on a quarterly basis. The next report is scheduled for October 2017.	
		Provide project specific information to relevant stakeholders as required	Comply with reporting cycle and project specific communications plans	Green	Project communications processes including periodic reporting have been applied continually throughout the reporting period. This is an ongoing activity.		
		Reporting to regulators and the community on financial performance	Publish annual financial reports	Green	Financial statements are to be audited by October 30.		
		1.2.2 Deliver our community involvement strategy	Engage with community as needed through tours, information sessions, surveys, focus groups etc.	Review preschool education, Water Week and World Toilet Day programs	Green	This activity is now complete and the new program part of annual community education activities.	
			Provide relevant information to community through a range of channels	Develop crisis communications plan Implement external communications strategy	Green Green	Incident and Emergency Management Communications Plan developed, based on organisational Incident and Emergency Management Framework and Plan. Community involvement activities implemented as per program, including advertising, media releases, social media and community interactions such as guest speakers, tours and school visits.	

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2. Sustainable resource management	2.1 Develop social responsibility for the water cycle	2.1.1 Engage with community focussing on sustainability and social responsibility for water cycle	Develop regional integrated water cycle management plans	Review the Manning District Water Supply Augmentation Strategy, incorporating options for Bootawa Dam raising, Nabisac Water Supply Scheme and additional storage at Peg Leg Creek	Yellow	The Manning Water Supply Scheme Servicing Strategy has been revised with regard to the outcomes of the 2016 integrated water cycle management strategy. The scope of the revision of the augmentation strategy will be addressed in the 2017/18 financial year.
	2.2 Improve catchment health	2.2.1 Implement our catchment programs	Engage community on catchment health and sustainable land management issues by continuing Waterwatch Program and developing partnerships with other organisations and community groups	Deliver catchment education programs as per the community involvement strategy	Yellow	No catchment education events delivered due to staff leave.
			On farm works for catchment remediation to improve water quality in priority areas	Off river watering, fencing of river, riparian planting and river works in Barrington River and downstream to Manning River and Upper Barnard River	Green	No new projects have been identified in this quarter. Continued monitoring of all past projects.
	2.3 Efficient utilisation of natural resources	2.3.1 Implement our greenhouse gas minimisation strategy	Carbon sequestration on MidCoast Water land	Continue vegetation program to re-establish native species on MidCoast Water land	Green	Undertook some planting on the Barnard.
			Implement energy efficiencies at main sites	Continue to implement energy efficiencies at sewage treatment plants and review savings	Green	Conditions suitable to limit Bootawa raw water pumps to off-peak pumping in all but one month.
		2.3.2 Reduce our carbon footprint	Monitor and report carbon footprint accounting	Include carbon footprint accounting in State of the Environment Report 2016-2017	Green	Carbon footprint accounting to be included in State of Environment Report 2016-17.
		2.3.3 Implement a "reduce, reuse, recycle" philosophy	Continue with the investigation and delivery of further recycled water schemes	Develop effluent management strategies for increasing effluent reuse in the MidCoast Water operating area	Yellow	Effluent management strategies for each sewerage scheme have been addressed in the 2017 servicing strategies. The potential for increasing effluent reuse in the future will be dependant upon cost/benefit analyses.
			Education of operators responsible for sites with highest energy consumption within MidCoast Water	Implement energy management program	Yellow	New energy efficiency opportunity assessment tool and reporting template has been developed and is ready for implementation. An audit tool has been received in draft.
			Implement education for energy management program	Green	Monthly summary of electricity consumption at large sites distributed to coordinators. Review of Bootawa power factor correction commenced.	
	2.4 Manage sustainability and security of supply risks	2.4.1 Identify risks to sustainability and threats to security of supply	Continue monitoring of the water resource environment	Monitoring of broader surface and groundwater catchments (Nabisac borefield and Manning River catchment)	Green	Monitoring underway at Nabisac in conjunction with the University of Technology Sydney (UTS).
			Education, water efficiency and rebate program to minimise usage	Monitor customer consumption and effectiveness of rebate program	Green	Continued to monitor water demand. Review of water consumption at Gloucester as bulk supply is much greater than customer consumption.
		2.4.2 Provide multiple water quality controls	Ensure that new developments to MidCoast Water's systems provide for multiple water quality controls	Further investigate off river storage expansion for the Manning, Gloucester and Bulahdelah water supplies	Red	There has been no further progress on this activity in this quarter. Investigations into the Gloucester off river storage will continue in the 2017/18 financial year.
		2.4.3 Develop and implement risk controls	Automation and improvement of reliability of processes and data availability from MidCoast Water's treatment facilities	Develop interrogated SCADA (Supervisory Control Automated Data Acquisition) dashboards and historian capability to organisational reporting	Yellow	The SCADA historian has been developed and is subject to final configuration. Reporting requirements will be determined in August - October 2017.
	Development of an operational risk and quality framework for all treatment plants			Green	The progression of this activity is subject to review of the Asset Management Improvement Plan scheduled for publication in October 2017.	
	2.5 Reduce asset lifecycle costs and achieve targeted return on investment	2.5.1 Implement and integrate asset lifecycle management system	Ensure continued provision of superior quality developer provided assets and incorporation of best practice construction methodologies and materials	Ensure continued provision of superior quality developer provided assets and incorporation of best practice construction methodologies and materials	Green	Improvements in quality and delivery models for developer provided assets is an ongoing activity.
			Improve long term planning for asset delivery projects through implementation of the Project Management Improvement Plan 2013-2017	Improve the estimating of project benefits and life cycle costs	Yellow	Formal methodologies for estimating benefits and life cycle costs have not progressed in this reporting period, however discrete assessments are undertaken for individual projects on a case-by-case basis.

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3. Business health	3.1 Improve business efficiency	3.1.1: Ensure that our communications processes support the efficient operation of the business and support delivery of the organisational strategic plan	Improve and upgrade communications infrastructure	Ensure wide area network reach and performance over MidCoast Water area	Green	Communication speed on smaller Treatment Plants links was improved by average 1,042% in last 6 months by replacing aged radio communication assets. 84% of sites completed; remaining scheduled for completion by Dec 2017. Used now available NBN connections for interim upgrades until microwave radios can be placed.
				Automate alternative communication paths for any failure on wide area network	Yellow	Completed revision of design of Wide Area Network backbone. WAN Design Implementation project not approved following changes to wider MCW FY 2017-18 capital budget priorities.
				Refresh storage infrastructure	Green	Project completed. New Storage Infrastructure has doubled MCW storage capacity (60Tb to 120.6 TB); 230% longer life cycle; faster performance in core business processes in TechOne (e.g. database optimisation by 70%, timesheets recording by 55%, database backup by 30%).
				Provide mobile access to organisational application and knowledge resources	Green	All MCW staff including field staff can access MCW resources from inside and outside the MCW network, by a choice of methods: on any device (mobile or fixed) with an Internet connection, through VPN connection or VMWare; on any MCW device with MCW wifi connection. Successfully piloted and made available TechOne mobile app providing field staff with Work Order data entry in black spots for auto-upload when back in range.
			Review internal communications processes to ensure current and future needs are met	Deliver internal communications programs	Green	Home page is regularly updated to ensure it remains dynamic and a reliable source of corporate information. Regular updates emailed to all staff advising of important intranet updates.
				Design and implement mobile accessible organisational knowledge portal with home page communicating key workplace messages	Green	Completed Operational Plan activity and achieved goals: replaced Intranet with new mobile accessible Intranet; trained key staff in new Intranet and achieved strong uptake from staff; Communication updates are now daily rather than monthly; new Intranet Home Page opens at staff network login.
		3.1.2 Integrate our business systems where practical	Integrate asset information system across other information systems	Publish and have agreement on broad principles and technologies to be used for effective integration of enterprise software systems	Green	Successfully partnering with divisions over integration principles/methods on projects seeking integration / data transfer between MCW systems: with Service Delivery in integrating ESRI GIS and TechOne Assets for improved field operation processes; with Infrastructure Development in integrating financial data into ID Project/Portfolio Management system for improved project reporting.
				Ensure asset and operational risk management systems are integrated with the Tech 1 Enterprise Business Management System	Yellow	The progression of this activity is subject to review of the Asset Management Improvement Plan scheduled for publication in October 2017.
			Integrate Laboratory Management System across other organisational management systems where possible and practical	Continue integration of Laboratory Information Management System (LIMS) with organisational systems	Yellow	
		3.1.3 Deliver an information management strategy	Continuous updating and improvement of mapping	Maintain Geographic Information System (GIS)	Green	Implementation of the ESRI GIS has concluded. Support agreements are now being negotiated.
				Develop, document and implement an organisation-wide integrated information management strategy	Development of knowledge management systems for all treatment plants	Yellow
			Review and implement a corporate reporting platform able to report across multiple different systems (financial, asset, SCADA, laboratory)		Red	This activity was not completed as priorities changed and resources were not available.
		3.1.3 Deliver an information management strategy	Improvement of records system and access to information	Review end user requirements for document access; deliver on these requirements	Green	Achieved goal of providing all MCW staff, including field staff, with links to Objective documents/records: via a mobile accessible MCW Intranet connected to MCW wifi, as well as via remote access via VPN or VMWare. Quick link to Objective User Training on MCW Intranet Home Page.
		3.1.4 Establish and deliver an innovation program	Develop a system to identify and recognise innovation opportunities	Undertake a large scale trial of automated meter reading	Yellow	The progression of this activity is subject to review of the Asset Management Improvement Plan scheduled for publication in October 2017.
		3.1.5 Monitor and report on our progress towards our strategic goals	Establish and deliver systems and processes for monitoring and reporting on progress towards our strategic goals to meet organisational and legislative requirements	Establishment of key performance indicators, business reporting and benchmarking for all sections of the organisation	Green	Monthly Executive Performance Reporting to the Board occurred throughout the reporting period.
				Monitor MidCoast Water's legislative environment to ensure compliance with reporting requirements	Green	Monitoring of MidCoast Water's legislative environment carried out. MidCoast Water's Compliance and Reporting Requirements Managed by Strategic and Regulatory Compliance Group was reviewed and updated.

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3. Business health	3.1 Improve business efficiency	3.1.6 Develop and implement a human resources strategy and workforce management plan	Continuous improvement of human resources management system encompassing employees lifecycle	Review performance management system to ensure that performance measures are linked to organisational objectives and strategies	Green	Managing for Performance Guide implemented, tools accessible through MCW intranet.		
			Professional development of staff to meet future needs	Ongoing delivery of leadership program across MidCoast Water	Green	Monthly management forums commenced providing an opportunity for management team collaboration and leadership development.		
			Review and update workforce management plan	Review workforce management plan to identify what resources required to complete the activities detailed in the operational plan	Red	Due to dissolution of MCW this did not take place.		
	3.2 Promote good governance and ethical conduct	3.2.1 Develop and implement internal audit processes	Develop audit processes for governance and compliance management	Undertake internal audits and report to the Audit Committee Executive	Green	Audit plan implemented as scheduled.		
			Develop audit processes for procurement and contractor management	Undertake internal audits and report to the Audit Committee Executive	Green	Laboratory and Procurement audits undertaken as per schedule. Due to revised priorities, the contractor management internal audit was postponed.		
		3.2.2 Promote transparency of decision making	Establish portfolio management system and process through implementation of the Project Management Improvement Plan 2013-2017	Continue implementation of the Project Management Improvement Plan 2015-17	Yellow	Portfolio management capability has progressed with enhancement of portfolio application Mariner. These enhancements are due to be implemented in September 2017.		
			Implement development policies and procedures that promote MidCoast Water's principles & values of equity, fairness & reasonableness	Conduct comprehensive review of MidCoast Water's Equivalent Tenement Policy, associated approvals and appeals processes and consider subsidy options on developer charges	Green	The revised Equivalent Tenement Policy and Development Servicing Plan came into effect on 1 July 2017.		
		3.3 Manage business risks to reduce overall risk exposure	3.3.1 Deliver an integrated risk management system	Develop integrated risk database	Implement corporate risk register	Yellow	The reviewed risk management framework was adopted by the board. Input of risks into risk management database will commence during implementation of the new risk management framework.	
				Develop integrated risk management framework	Adopt and implement revised corporate risk management framework in accordance ISO31000 guidelines	Green	The reviewed risk management framework was adopted by the board.	
	3.3.1 Deliver an integrated risk management system	Identify commonalities between different systems	Development of an operational risk and quality framework for all treatment plants	Continued implementation of management process and oversight for all treatment activities	Yellow	The progression of this activity is subject to review of the Asset Management Improvement Plan scheduled for publication in October 2017.		
			Identify elements of systems to be integrated	Develop a quality management system to align with new ISO9001 standard	Green	Chemical dosing system has been reviewed and design is underway. Minor operational review of specific treatment plants.		
			Identify elements of systems to be integrated	Develop integrated site management plans for all MidCoast Water sites	Red	The project was on hold due to resignation of the Risk & Quality Systems officer.		
							Yellow	The progression of this activity is subject to review of the Asset Management Improvement Plan scheduled for publication in October 2017.

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3. Business health	3.3 Manage business risks to reduce overall risk exposure	3.3.2 Deliver an environmental management system	Coordinate the delivery of the environmental management system	Develop and implement an environmental management system to meet new ISO14001 requirements	Red	While ongoing monitoring of environmental performance was undertaken to maintain current standards, an environmental management system to meet new ISO14001 requirements was not developed.	
			Improve existing system to meet requirements of new legislation and meet current and future needs	Review and update existing environmental management system documentation	Yellow	Development of a project plan for integration of environmental documentation was commenced.	
			Review and maintain register of environmental risks	Incorporate environmental risk register into corporate risk register	Yellow	Review of existing register of environmental risks and reassessment of the risk level has commenced following the final sign off of the new risk management framework.	
		3.3.3 Review our Work Health and Safety Management System	Develop WHS Management System to meet new ISO standard	Review and update work health and safety management system to align with the new ISO standard	Green	A revised WHS Management Framework has been developed and is being implemented. The updated Safety manual roll out has been piloted and ongoing.	
		3.3.4 Reduce our risk profile	Develop organisation-wide integrated risk and business continuity program	Develop an organisational wide disaster recovery plan, include risk scenarios	Yellow	The development is under way.	
				Establishment of a business continuity and disaster management plan for all plants	Yellow	The progression of this activity is subject to review of the Asset Management Improvement Plan scheduled for publication in October 2017.	
				Establishment of internal controls and processes for all activities and integrate into the Technology 1 Enterprise Business Management System			
		3.3.4 Reduce our risk profile	Maintain IT Systems and equipment to ensure reliability and availability	Embed systematic risk management into the asset renewal planning	Commence to embed risk management into renewal planning	Green	This process is now subject to ongoing improvement.
				Implement Enterprise Business Management Systems software	Green	The project team continue to handover the business as usual functions, we are now past the expected closure date of the 30th of June 2017, however business as usual operation is functioning well.	
					Implement agreed governance processes to enable IT infrastructure (storage, network, compute) planning for additional software systems	Green	Continued to maintain IT stakeholder representation on MCW Projects with technology implications to ensure IT storage, compute and network infrastructure meet MCW needs for reliability and availability: TechOne, ESRI, Mariner Project Reporting. MCW compute servers overdue for replacement, a replacement held to allow alignment with MCC standards. Risk to MCW temporarily reduced by adding RAM. Loss of IT staff and impending dissolution/merger led to a hold on significant software upgrade projects that should have been completed. These will be managed early in the newly merged organisation.
					Mapping out the Asset Management System for integration into the Technology 1 Enterprise Business Management System	Yellow	The progression of this activity is subject to review of the Asset Management Improvement Plan scheduled for publication in October 2017.
				Maintain Laboratory Accreditation with NATA (National Association of Testing Laboratories)	Maintain management system in accordance with AS ISO/IEC 17025 standard	Green	NATA accreditation completed October 2016.
				Maintain Memorandum of Understanding with NSW Health	Ongoing implementation of Memorandum of Understanding with NSW Health	Green	Scheduled joint strategic and operational meetings held in February and April 2017. All required reporting carried out to the Department's satisfaction. Required water quality sampling and testing undertaken.
				3.4 Ensure responsible financial management	3.4.1 Deliver a long-term financial management plan	Ensure development of capital works program in line with planned price path	Establish a process for quarterly reviews of future capital works program based on a risk priority basis
	Provide a consistent price path while promoting financial sustainability	Maintain budgets in accordance with approved Long Term Financial Plan (LTFFP)	Yellow			The MidCoast Water Long Term Financial Plan (LTFFP) to be incorporated into MCC's LTFFP due to the dissolution of MCW.	
Review schedule of fees and charges in line with annual operational plan	Review schedule of fees and charges for 2017-2018 in line with annual operational plan	Green	Fees and charges implemented as per the adopted Operational Plan.				

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4. Community leadership	4.1 Influence the future of the water industry	4.1.1 Develop an industry involvement plan	Provide industry involvement information for contractors, suppliers and other relevant stakeholders	Undertake a review of existing information and education programs	Yellow	Limited activity has occurred in the review period. The impending dissolution of MidCoast Water and merger with MidCoast Council has reduced our industry involvement.	
			Pursue involvement with local schools regarding career opportunities and skills development for the water industry	Establish long term plan for traineeships including school based options	Green	Traineeship program continues to be successful.	
	4.2 Be open and transparent in our dealings with the community	4.2.1 Work with our community in accordance with our Community Involvement Strategy	Deliver our Community Involvement Strategy	Undertake biennial customer survey		Yellow	Currently under review.
				Develop primary and high school education programs		Green	Choose Tap messages are now integrated into the primary school education program, which is delivered as part of the annual Water Week program. The high school program has been structured to include visits to Bootawa WTP and the Lab for senior students. Both programs are being delivered to the capacity of the organisation's resources and skill base.
	4.3 Deliver balanced outcomes for our community	4.3.1 Pursue alliances and partnerships with local councils and other industry groups	Continue to pursue and maintain alliances and partnerships with local councils, county councils and other industry bodies	Continue to investigate alliances and partnerships with local councils, water authorities and industry groups		Green	MidCoast Water's General Manager continued to meet with other County Council water utility General Managers.
				Involvement in industry based partnerships through Water Services Association of Australia, NSW Water Directorate, Water Industry Operators Association of Australia and Australian Water Association		Green	Partnerships with industry bodies have been established and maintained according to organisational need. Current relationships include WSAA, AWA networks.
				Continue sustainable financial support of international aid programs and various local community groups and initiatives	Continue support of Twinning Program with Samoa Water Authority, Tonga Water Board and Samoa Independent Water Supplies Association	Green	MidCoast Water has continued support of the twinning program. Through its membership with the Australian Water Partnership, a representative of MidCoast Water will be attending the 2017 Pacific Water Conference to present on our experience of the Twinning program in Tonga and Samoa.
		4.3.2: Establish a quadruple bottom line framework for measuring business performance (social, financial, environmental and civic leadership)	Establish a QBL system to forecast and measure the benefits/costs for infrastructure development projects	Establish templates and procedures for life cycle cost estimation and benefits measurement		Yellow	Formal methodologies for estimating benefits and life cycle costs have not progressed in this reporting period, however discrete assessments are undertaken for individual projects on a case-by-case basis.
		4.3.3 Deliver our Aboriginal and Torres Strait Islander Strategy	MidCoast Water will strive to achieve greater awareness and respect of the Aboriginal culture in the workplace	Deliver our Equal Employment Opportunity and Diversity Management Plan		Green	We continue to support our Aboriginal and Torres Strait Islander employees who currently working with MCW including our recent intake of trainees.
				MidCoast Water will support the Worimi and Biripi People as well as other Aboriginal communities residing within our boundaries	Provide sponsorship of Aboriginal cultural events in the region		Green

Key direction	Objective	Strategy	Delivery Program action	Operational Plan activity	Traffic light status for period 1 January - 30 June 2017	Comments
5. Readiness for change	5.1 Develop a capacity to prepare for change	5.1.1: Monitor and investigate our internal and external environment for indicators of change and opportunities for improvement	Develop and implement systems and processes for the monitoring and investigation of our internal and external environment for indicators of change and opportunities for improvement	Conduct a review of industry trends and benchmarking data and scope the development of a monitoring system	Green	2015/16 NSW Water utility performance report published showing good overall performance in water quality & high sewerage typical bill.
			Review and update technical and regulatory systems for development and provision of assets	Establish operational reporting and benchmarking program	Yellow	The progression of this activity is subject to review of the Asset Management Improvement Plan scheduled for publication in October 2017.
				Prepare industry environmental review and impact analysis	Yellow	A preliminary review of the Pressure Sewerage Code published by the Water Services Association of Australia has been undertaken. Completion of this review will be subject to a review of the Asset Management Improvement Plan in October 2017.
		5.1.2 Monitor emerging technologies and methods related to water cycle management	Develop and implement systems and processes for the monitoring of emerging technologies and methods related to water cycle management	Participate in Water Services Association Technology Approvals Group & other technical groups	Green	MidCoast Water has continued its participation in networks facilitated by the Water Services Association of Australia, Australian Water Association and the NSW Water Directorate. The progression of this activity is subject to review of the Asset Management Improvement Plan scheduled for publication in October 2017.
		5.1.3 Develop a scenario assessment process and program (risk based)	Develop and implement a framework for risk based scenario assessment processes and programs	Commence development of framework in conjunction with the review of the corporate risk management framework	Green	The reviewed risk management framework was adopted by the board. Development of framework for risk based scenario assessment processes will commence during implementation of the new risk management framework.
		5.1.4 Influence water industry direction and policy	Develop and implement systems and processes that allow us to influence water industry direction and policy	Develop and deliver industry involvement program	Yellow	The progression of this activity is subject to review of the Asset Management Improvement Plan scheduled for publication in October 2017.
		5.1.5 Provide employees with knowledge and skills required to manage change	Develop and implement systems and processes that allow us to provide employees with knowledge and skills required to manage change	Develop innovation and continual improvement program	Green	Change management support in accordance with MidCoast Water's Change Management Guidelines has continued to be provided across the organisation.
				Develop and implement formalised change management awareness program to support the implementation of the change management guideline	Green	
				Undertake competency assessment of all field-based staff	Red	There has been no progress on this activity in the reporting period. The progression of this activity is subject to review of the Asset Management Improvement Plan scheduled for publication in October 2017.