

**CORPORATE & BUSINESS SYSTEMS**

**ATTACHMENT B**

**OPERATIONAL PLAN SIX MONTH REVIEW -  
JULY 2017 - DECEMBER 2017**

**ORDINARY MEETING**

**28 FEBRUARY 2018**



**MIDCOAST**  
water services

*Delivery Program 2017-2021  
Six Month Progress Report*

1 July – 31 December 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 first six months of the first year of the Delivery Program 2017-2021 (which is equivalent to the first half of the 2017-18 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.

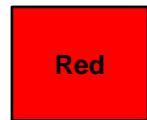
The traffic light colours are defined as follows:



Implementation of the four year delivery program is on track.



Issues are potentially affecting the implementation of the four year delivery program that if unresolved will risk final delivery.



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 July - 31 December 2017	Comments
1: Service quality & continuity	1.1: Deliver water related services to the community to agreed service levels	1.1.1: Deliver and maintain a drinking water quality assurance program	Continue to deliver and maintain drinking water quality management system in accordance with Australian Drinking Water Guidelines 2011 covering all water supplies	Undertake a scheduled review of the "Memorandum of Understanding" with NSW Health	Green	Review of Memorandum of Understanding (MOU) underway with NSW Health. Due to be signed in April 2018.
				Ongoing implementation of the "Memorandum of Understanding" established with NSW Health	Green	All responsibilities in relation to MOU have been met including quarterly meetings.
				Undertake a scheduled third party audit of the drinking water quality management system	Green	External audit will be undertaken in second half of 2018 in consultation with NSW Health who are currently reviewing auditing guidelines.
				Ensure any new water, response and maintenance operators are trained in accordance with MidCoast Water's drinking water quality assurance program	Green	Ongoing.
				Deliver "Boil Water Alert" process when required by NSW Health	Green	Boil water alert process implemented as part of critical control point review and reported to NSW Health March 2017.
				Annual review of the drinking water quality management system	Green	Annual internal review completed 2017. Next review scheduled for May 2018 including updating to MidCoast Council structure.
				Carry out ongoing drinking water quality monitoring as scheduled	Green	All scheduled drinking water quality monitoring carried out.
		1.1.2: Deliver a wastewater/recycled water quality assurance program	Develop and implement recycled water quality management system in accordance with Australian Guidelines for Water Recycling	Undertake a scheduled review of the "Memorandum of Understanding" with NSW Health	Green	Review of Memorandum of Understanding (MOU) underway with NSW Health. Due to be signed in April 2018.
				Ongoing implementation of the "Memorandum of Understanding" established with NSW Health	Green	All responsibilities in relation to MOU have been met including quarterly meetings.
				Develop and adopt a recycled water quality policy	Red	No progress.
				Carry out ongoing recycled water quality monitoring as scheduled	Green	Monitoring completed as per individual recycled water monitoring programs.
			Maintain an efficient monitoring program to assess the performance of existing wastewater systems	Undertake a review and update of the recycled water quality management plans for the individual schemes	Green	Management plans reviewed in line with annual reporting to Department of Primary Industries (DPI).
				Carry out ongoing wastewater monitoring as scheduled	Green	Monitoring completed as scheduled.
				Undertake a review and update of the wastewater monitoring program for the individual schemes	Green	Completed and ongoing.
		Minimise risk from trade waste discharges impacting on sewerage systems	Undertake a review and update MidCoast Water's trade waste policy	Yellow	Awaiting review of the NSW Government's Liquid Trade Waste Regulation Guidelines.	
			Ongoing implementation of trade waste management in accordance with the trade waste policy	Green	Ongoing.	
		1.1.3: Deliver our asset management strategy	Deliver an asset management improvement program to align to the organisational asset management framework	Review and update asset class management plans for all asset classes, and establish overall strategic asset management plan	Green	Review scheduled for the first half of 2018. The overall plan is to be developed as part of the development of the Total Asset Management Plan (TAMP) for the Strategic Business Plan (SBP).
				Deliver systems engineering program	Red	Not yet commenced due to lack of resources.
				Commence asset data cleansing and validation	Yellow	Update of content is ongoing. Cleansing and validation to be started following the integration of MC1.
				Commence condition based revaluation of assets	Green	Asset revaluation undertaken for EOFY16. Further revaluation will be undertaken in alignment with council revaluation.
			Deliver our capital works program	Completion of the construction phase of the Nabic Water Treatment Plant	Green	Construction underway with 75% of the civil, electrical and mechanical works completed. Completion expected by June 2018.
				Investigate and design the upgrade for the Gloucester water supply scheme	Yellow	Works continued with the overall upgrade including installation of new dosing systems. Increased scope of works and budget. Schedule extended to June/July 2018.
				Replacement of the Bootawa Water Treatment Plant ozone system	Green	Project completed.
				Complete the design for the Bootawa Dam spillway upgrade	Investigations reveal that the works are not required. Funds to be removed from the budget at the Q3 review.	
				Deliver water mains renewals in accordance with scheduled program	Green	Completion of works as scheduled. Increased scope of works expected and completion by June 2018.
				Investigate and design the replacement of the Gloucester Sewage Treatment Plant	Yellow	The overall scope of works is continuing to be developed. Concept design is scheduled for completion in 2018.
				Investigate and design improvement to the Tea Gardens sewerage network	Yellow	Concept design to be scoped and completed in 2018.
				Complete the design for stage one of the Pacific Palms Sewage Treatment Plant	Green	Overall concept design modified, completion of design is scheduled for completed by June 2018.
			Operate, maintain, renew and upgrade water and sewerage service delivery systems and infrastructure as required to meet established levels of service	Deliver sewer mains renewals in accordance with scheduled program	Green	Completion of works as scheduled. Increased scope of works expected and completion by June 2018.
				Planned and unplanned maintenance for the Gloucester and southern region of MidCoast Water operations	Green	Ongoing.
Provide operational response to customer service requests 24/7 in the Gloucester and southern region of MidCoast Water operations, in accordance with agreed service levels	Green			Ongoing.		
		Planned and unplanned maintenance for the central region of MidCoast Water operations	Green	Scheduled maintenance regime in place for water treatment plant (WTP), water pump station (WPS), sewage treatment plant (STP), sewage pump station (SPS), reservoir and reticulation. Vacuum truck in operation.		

Key direction	Objective	Strategy	Delivery Program action	Operational Plan activity	Traffic light status for period 1 July - 31 December 2017	Comments	
1: Service quality & continuity	1.1: Deliver water related services to the community to agreed service levels	1.1.3: Deliver our asset management strategy	Operate, maintain, renew and upgrade water and sewerage service delivery systems and infrastructure as required to meet established levels of service	Planned and unplanned maintenance for the northern region of MidCoast Water operations	Green	Scheduled maintenance regime in place for WTP,WPS,STP,SPS, reservoir and reticulation. Vacuum truck, rewrap and valve turner in operation.	
				Provide operational response to customer service requests 24/7 in the central region of MidCoast Water operations, in accordance with agreed service levels	Green	24 hour coverage with Customer Request for Maintenance (CRM)/Work order for reaction and follow up as required.	
				Provide operational response to customer service requests 24/7 in the northern region of MidCoast Water operations, in accordance with agreed service levels	Green	25 hour coverage with Customer Request for Maintenance (CRM)/Work order for reaction and follow up as required.	
				Ongoing water meter replacement program - target meters older than 15 years or under reading consumption by greater than 2%	Green	Bulk meter being done in house with 20mm predominately handled via contract.	
				Planned and unplanned electrical work across the whole of MidCoast Water's operations	Yellow	Unplanned/reactive maintenance took precedence over planned work due to resource shortages.	
				Planned and unplanned mechanical work across the whole of MidCoast Water's operations	Yellow	Unplanned/reactive maintenance took precedence over planned work due to resource shortages.	
	1.2: Provide appropriate access to performance information	1.2.1: Provide timely, accurate and relevant access to performance information	Continued compliance with reporting requirements to regulators	Carry out EPA licence compliance monitoring and reporting for each sewerage system	Green	Sewage treatment plant license monitoring results published on website, annual returns submitted as required to the Environment Protection Authority (EPA).	
				Provide "Utility Performance Report" annually to DPI Water within required timeframes	Green	Annual reporting submitted as required.	
				Carry out recycled water system performance reporting to DPI Water	Green	Annual reporting submitted as required.	
				Provide water information to the Bureau of Meteorology	Green	Daily and annual reporting submitted as required.	
				Provide National Pollutant Inventory to the EPA	Green	Completed as required.	
				Report to Safe Work NSW on any reportable incidents		As a result of MidCoast Water's dissolution, this function is now undertaken by MidCoast Council.	
		1.2.2: Deliver our community involvement strategy	Provide relevant information to community through a range of channels	Provide project specific information to relevant regulators and stakeholders as required	Project status reports to be delivered monthly to the MidCoast Water board	Green	Completed as required.
				Engage with community to provide an ongoing understanding of the services we deliver	Engage with community as needed through information sessions, surveys, focus groups etc.	Green	This has occurred as required.
				Maintain our website to enable community access to relevant information	Maintain our website to enable community access to relevant information	Green	Website has been maintained with accurate and relevant information.
				Liaise with the local media to provide positive news and advertising activities with regards to MidCoast Water activities	Liaise with the local media to provide positive news and advertising activities with regards to MidCoast Water activities	Green	Undertaken as required.
				Production of a range of printed material for distribution to customers. These include newsletters, factsheets, brochures and flyers	Production of a range of printed material for distribution to customers. These include newsletters, factsheets, brochures and flyers	Green	Newsletters produced quarterly, and other material as required.
Maintain MidCoast Water's social media presence	Maintain MidCoast Water's social media presence	Green	MidCoast Water's Facebook presence has been maintained.				

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2: Sustainable resource management	2.1: Develop social responsibility for the water cycle	2.1.1: Engage with our community focussing on sustainability and social responsibility for the water cycle	Deliver programs to educate the community on water and sewer awareness	Deliver water and sewer awareness education programs to local schools and community groups	Green	Water Week 2017 activities were delivered as per program, with the program reaching the largest audience so far. The program delivered 49 preschool visits, 33 primary school sessions and eight library programs.	
				Provide opportunities for local schools and community groups to visit MidCoast Water facilities to learn about the treatment process, and their role in maintaining the health of the water cycle	Green	Schools were again welcomed to MidCoast Water, particularly the Bootawa Water Treatment. Senior chemistry students from three local high schools undertook the day-long program to support their HSC studies.	
	2.2: Improve catchment health	2.2.1: Deliver our catchment programs	On farm works for catchment remediation to improve water quality in priority areas	Deliver MidCoast Water's on farm works program within resources and budget	No longer a function of the Water Services division.		
				Continue water quality monitoring at critical water resource sites	Review the water resource sites to ensure appropriate monitoring is undertaken	Green	Ongoing.
				Engage with the community on catchment health and sustainable land management	Collect water quality sampling from identified sites in accordance with the monitoring schedules	Green	Ongoing.
	2.3: Efficient utilisation of natural resources	2.3.1: Deliver our greenhouse gas minimisation programs	Implement energy efficiencies/greenhouse gas minimisation programs	Continue to investigate and action energy efficiencies within water and sewer operations	Green	Ongoing.	
				Undertake education and promotion activities to engage staff in energy efficiency at work	Green	Ongoing.	
				Continue with vegetation program to re-establish native species on MidCoast Water land	Red	Due to the dissolution of MidCoast Water this policy and responsibility is under review.	
				Utilise renewable energy where viable	Evaluate renewable energy at facilities to assess viability	Red	This policy and responsibility is under review.
		2.3.2: Deliver a "reduce, reuse, recycle" philosophy throughout MidCoast Water	Education of staff to enable the provision of responsible resource management	Where viable, establish renewable energy systems	Red	This policy and responsibility is under review.	
				Continue to beneficially recycle water and biosolids	Undertake education and promotion activities to engage staff in "reduce, reuse, recycle" philosophy	Green	Ongoing.
	2.4: Manage sustainability and security of supply risks	2.4.1: Monitor and treat risks to sustainability and threats to security of supply	Continued monitoring of the water resource environment	Continue to report to the executive on recycled water and biosolids utilisation programs	Green	Ongoing in monthly reports.	
				Managing and reporting on water resource availability in times of high turbidity/high flow and low flow	Green	Ongoing in quarterly reports.	
				Investigate water security provisions for the Gloucester water supply system	Yellow	Investigations into options for water security for Gloucester are underway.	
		2.4.2: Develop and implement risk controls	Continue to manage and deliver against risk based asset management functions	Maintain asset management failure and issues register, report monthly to the executive	Green	The failures and issues register is being maintained, is working well and is reported monthly.	
				Manage and maintain the sustaining works program	Green	The sustaining works program is being managed and maintained.	
	2.5: Reduce asset lifecycle costs and achieve targeted return on investment	2.5.1: Deliver an integrated asset lifecycle management system	Improve long term planning for asset delivery projects through implementation of the Asset Management Improvement Plan	Finalise 0 - 5 year forecast renewals programs	Yellow	Renewals 5 year forecast is underway but not yet complete.	
				Demonstrate long term reduction of asset risk	Green	Long term reduction of risk is captured within the failures and issues process.	
				Deliver end of life strategies for assets	Review asset class renewal strategies	Red	On-hold pending availability of department resources.
				Adjust asset depreciation schedule to align with renewal strategies	Yellow	To be done after revaluation.	

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3: Business health	3.1: Improve business efficiency	3.1.1: Ensure that our information and communication systems and processes support the efficient operation of the business and support delivery of the strategic business plan	Improve and upgrade information and communication technology to provide improved data communications	Deliver information and communication technology solutions to improve efficiency within MidCoast Water's network	Green	Post merger with MidCoast Council (MCC): the broader MCC IT Strategy is to ensure that information and communication technology solutions across MCC serve to improve efficiency across MCC.
				Provide alternate communication paths for business continuity in any failure on a key Wide Area Network site	Green	Post merger with MCC: MCC is conducting a broad review and plan for the MCC network, which includes ensuring Business Continuity.
				Investigate and develop business case for the provision of a smart Wide Area Network (prioritisation of business traffic to ensure quality of service, remote management, monitoring and restore)	Green	Post merger MCC: MCC is conducting a broad review and plan for the MCC network, which includes ensuring QoS, and best options for management, monitoring and continuity.
			Develop and implement a mobility strategy	Identify the mobility requirements of MidCoast Water	Green	Post merger with MCC: MCC Technology Strategy includes an approach to mobility.
				Undertake an analysis to identify the gaps between the current systems and the mobility requirements	Green	Post merger with MCC: MCC Technology Strategy includes an approach to mobility.
				Development of a business case to support the implementation of a mobility strategy	Green	Post merger with MCC: MCC Technology Strategy includes an approach to mobility.
			Develop and implement an ebusiness strategy	Identify the e-business requirements of MidCoast Water	Green	Post merger with MCC: MCC Technology Strategy includes an approach to e-business.
				Undertake an analysis to identify the gaps between the current systems and the e-business requirements	Green	Post merger with MCC: MCC Technology Strategy includes an approach to e-business.
				Investigate options to meet the needs of MidCoast Water	Green	Post merger with MCC: MCC Technology Strategy includes an approach to e-business.
				Development of a business case to support the implementation of an e-business strategy	Green	Post merger with MCC: MCC Technology Strategy includes an approach to e-business.
			Develop data integrity and organisational reporting and analysis systems	Initiate a program of data responsibility to ensure accuracy and consistency across systems	Green	Post merger with MCC: MCC Technology Strategy includes an approach to ensuring data integrity, and organisational reporting and analysis as MCC moves towards through integration.
				Investigate options for efficient organisational reporting and analysis (dashboards)	Green	Post merger with MCC: MCC Technology Strategy includes an approach to ensuring data integrity, and organisational reporting and analysis as MCC moves towards through integration.
				Reduce duplication of water quality data entry and systems through a technical solution	Green	Underway with LIMS (Laboratory Information Management System) provider.
				Review, validate and cleanse asset information data accuracy and consistency to ensure decision making capability	Green	Asset data review commenced as part of MC1 project.
			Deliver internal communication programs	Maintaining MidCoast Water's intranet, ensuring that critical organisational information is provided in a timely manner	Green	The intranet was maintained throughout the reporting period, until mid-November 2017 when a new MidCoast Council wide intranet was introduced to supersede MidCoast Water's intranet.
		Provide communications support to all areas of MidCoast Water to ensure consistency and delivery of organisational messages		Green	Support provided to the Director of Water Services and project areas within the division to ensure delivery of timely organisational messages.	
		3.1.2: Deliver an information management strategy	Develop, document and implement an organisation wide integrated information management strategy	Review organisational wide requirements for access to and use of knowledge and information systems	Green	Post merger with MCC: Organisational requirements for access to and use of knowledge and information systems is part of MCC's Information Management Strategy.
				Prioritise resulting requirements	Green	Post merger with MCC: Organisational requirements for access to and use of knowledge and information systems.
				Development of a business case to support the prioritised requirements	Green	Post merger with MCC: Organisational requirements for access to and use of knowledge and information systems is part of MCC's Information Management Strategy.
		3.1.3: Deliver a organisational development strategy	Develop human resources management plan	Review and update human resource policies and procedures		No longer a function of the Water Services division.
				Develop and deliver a human resources manual		No longer a function of the Water Services division.
			Develop and lead organisation capability to improve business performance	Development and implementation of the capability framework across all positions		No longer a function of the Water Services division.
				Development and implementation of the performance management system		No longer a function of the Water Services division.
			Deliver a learning and development strategy	Deliver compliance training in accordance with the program		No longer a function of the Water Services division.
				Deliver and implement verification of competency training program		No longer a function of the Water Services division.
				Deliver professional leadership program		No longer a function of the Water Services division.
			Ensure treatment plant operators maintain their skills and certification in accordance with the requirements of the National Certification Framework		No longer a function of the Water Services division.	

Key direction	Objective	Strategy	Delivery Program action	Operational Plan activity	Traffic light status for period 1 July - 31 December 2017	Comments	
3: Business health	3.2: Promote good governance and ethical conduct	3.2.1: Deliver governance programs	Deliver internal audits in accordance with program schedule	Undertake internal audit in accordance with the scheduled program, providing reports to the internal audit committee and completing audit actions		No longer a function of the Water Services division.	
				Undertake at least four internal audit committee meetings per annum		No longer a function of the Water Services division.	
			Monitor and report on compliance with regulatory program	Report on governance and compliance activities to the board monthly		No longer a function of the Water Services division.	
				Integrate the compliance calendar into Technology One		No longer a function of the Water Services division.	
		3.2.2: Promote transparency of decision making	Deliver the Project Management Improvement Plan	Develop capital works processes integrating with Technology One	Green	Interface between Mariner portfolio management software and TechnologyOne is complete.	
				Comply with gateway process in delivery of projects	Green	Completed as required.	
			Deliver the Development Management Improvement Plan	Revision of development management processes	Green	Ongoing. Currently reviewing the internal referrals process within MCC as part of the DA Referrals project.	
				Analyse and develop policies to support the development management functions	Green	Reviewing current processes for further integration into MCC. Integration has placed some reviews on hold. Development of policies is ongoing. Currently investigating and drafting Backflow Policy.	
		3.3: Manage business risks to reduce overall risk exposure	3.3.1: Deliver a risk and quality management program to align with ISO31000 & ISO9001	Deliver a risk management framework	Deliver training to key staff on risk management		No longer a function of the Water Services division.
					Undertake a gap analysis against the risk management framework		No longer a function of the Water Services division.
	Report quarterly to the executive on risk management activities					No longer a function of the Water Services division.	
	Manage an integrated risk register			Establish a register that integrates all areas of risk into the one register		No longer a function of the Water Services division.	
				Populate the register with identified risks		No longer a function of the Water Services division.	
				Report on risk mitigation on a monthly basis		No longer a function of the Water Services division.	
	Maintain IT Systems and equipment to ensure reliability and availability			Implement agreed technology governance processes to enable IT infrastructure	Green	Post merger with MCC: Water Services Technology governance processes integrated into MCC IT governance.	
				Ensure security of MidCoast Water technology environment	Green	Post merger with MCC: security of Water Services technology environment being integrated into security of MCC technology environment.	
				Maintain IT Systems and equipment to ensure reliability and availability	Green	Post merger with MCC: review of Water Services IT systems equipment to align with a broader MCC strategy.	
	Develop organisation-wide integrated risk and business continuity program			Undertake a gap analysis of MidCoast Water's business continuity plan		No longer a function of the Water Services division.	
				Develop a project improvement plan for business continuity		No longer a function of the Water Services division.	
				Deliver an information system disaster recovery plan, include risk scenarios, to ensure minimal disruption during an unplanned event	Green	Post merger with MCC: Water Services Disaster Recovery (DR) Planning to be integrated into the broader MCC DR Planning.	
	Develop a quality management system to align with ISO 9001			Maintain Laboratory Accreditation with NATA (National Association of Testing Laboratories)	Green	Ongoing.	
				Development of an overarching framework for the establishment of a quality management system		No longer a function of the Water Services division.	
				Undertake a gap analysis to determine improvement priorities		No longer a function of the Water Services division.	
	3.3.2: Deliver an environmental management system			Deliver an environmental management system to align with ISO14000	Undertake a gap analysis of current system to identify areas of environmental risk	Yellow	Risk assessment is ongoing through asset condition assessment in the absence of a gap analysis.
					Develop a project plan for the integration of environmental activities into one concise environmental management system align to the ISO14000 framework	Red	No progress.
					Maintain environmental performance against current standards	Green	Ongoing monitoring of environmental performance completed associated with licenced activities and operational management plans.
	3.3.3: Deliver a work health and safety management system		Deliver a work health and safety (WHS) management system to align with ISO45000	Undertake an audit of current system to identify priority areas of WHS risk	Green	Ongoing. Currently reviewing the internal referrals process within MCC as part of the DA Referrals project.	
				Deliver the WHS culture change program across the organisation through roadshows and workshops	Green	Program carried out across the MidCoast Council area. Completed.	
				Review and update WHS risk guides with the program schedule	Green	Ongoing, due for completion on the next reporting period.	
				Deliver WHS compliance training in accordance with the training program	Green	Ongoing.	
				Deliver an injury management program to reduce lost time and promote employee wellbeing	Deliver injury management program that reduces lost time and minimises workers compensation premiums		No longer a function of the Water Services division.



Key direction	Objective	Strategy	Delivery Program action	Operational Plan activity	Traffic light status for period 1 July - 31 December 2017	Comments
3: Business health	3.4: Ensure responsible financial management	3.4.1: Deliver a long-term financial management plan	Deliver a financial sustainability long term financial plan (LTFF)	Deliver a 10 year LTFF in accordance the Office of Local Government guidelines		No longer a function of the Water Services division.
				Deliver a 30 year LTFF in accordance the DPI Water guidelines	Green	Scheduled for next period.
				Review and update MidCoast Water Revenue Policy, ensuring public display and board approval by 30 June 2018	Green	Scheduled for next period.
				Deliver an annual operational and capital expenditure budgets aligned to the LTFF, ensuring public display and board approval by 30 June 2018	Green	Scheduled for next period.
		3.4.2: Report on financial performance	Internal reporting on financial performance	Provide monthly executive performance report to the board	Green	Completed as required.
				Investment reports are provided to the board monthly		No longer a function of the Water Services division.
				Prepare and provide to the board a quarterly budget report	Green	Completed as required.
			Reporting to regulators and the community on financial performance	Provide financial results in our annual report		No longer a function of the Water Services division.
				Preparation of general purpose financial statement, special purpose financial statement and special schedules for the board and public display		No longer a function of the Water Services division.
				Ensure that our financial statements are audited and submitted to the Office of Local Government by 31 October		No longer a function of the Water Services division.
4: Community leadership	4.1: Influence the future of the water industry	4.1.1: Develop an industry involvement plan	Pursue involvement with local schools regarding career opportunities and skills development, in the water industry	Continue to support school based programs such as science week and engineering challenge	Green	Science and engineering challenge has continued support.
				Participate in career days within the local community promoting the water industry	Green	Undertaken as required by community invitation.
				Deliver graduate and traineeship programs	Green	Traineeship program is due to be updated in the next period.
	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	Provide important information to our community to enable the protection of public health in the event of water and sewer incidents	Optimise communication methods to provide information to the public of water quality incidents in a timely manner	Green	A water quality communications plan, and supporting templates were developed to support the timely delivery of water quality incidents to the community.
				Provide accurate and timely information to the community with regards to environmental impact of sewer incidents	Green	The development of a communications plan for sewer incidents is scheduled for the third quarter.
				Deliver the communications activities in accordance with MidCoast Water's Emergency and Incident Management Plan	Green	Communications plan and templates finalised and implemented as part of business as usual communications practices.
	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	Maintain representation at the county council general managers' meetings		As a result of MidCoast Water's dissolution, this activity is no longer required.
				Continue to investigate alliances and partnerships with local councils, county councils and water industry bodies	Green	Membership of the NSW Water Directorate continues.
				Maintain an industry presence at water industry forums and conferences	Green	Undertaken through NSW Water Directorate membership and attendance at the LG NSW Water Management Conference in September 2017.
				Continue support of international aid and community sponsorship programs	Green	Participated in a Young Water Professionals workshop in August.
		4.3.2: Deliver our Aboriginal and Torres Strait Islander Strategy	MidCoast water will support the Worimi and Biripi People as well as other Aboriginal communities residing within our boundaries	Maintain strong relationships with the Worimi and Biripi communities	Green	Ongoing dialogue between Director Water Services and CEO of Forster Local Aboriginal Land Council.
				Continue to respect Aboriginal and Torres Strait Islander traditions		As a result of MidCoast Water's dissolution, this activity is now undertaken at the opening of MidCoast Council meetings.
				MidCoast Water will strive to achieve greater awareness and respect of the Aboriginal culture in the workplace		As a result of MidCoast Water's dissolution, this activity will need to be undertaken with a whole-of-Council approach.
	5: Readiness for change	5.1: Preparing for a change in the governance structure of MidCoast Water	5.1.1: Provide maximum benefit to the community by reduced organisation overheads through a joint organisational structure	Work cooperatively with MidCoast Council to enable a smooth transition into the new organisation	Engage with the management of MidCoast Council to facilitate a positive transition into the new structure	Green
Provision of clear communication to staff at all stages of the integration to ensure a positive transition					Green	Communications undertaken as part of business as usual communications practices.
5.1.2: 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	Identify key personnel to drive change within MidCoast Water, provide appropriate training in change management techniques		No longer a function of the Water Services division.
				Delivery of MidCoast Water traineeship programs	Green	Traineeship program is due to be updated in the next period.
				Delivery of learning and development program	Green	Program is being implemented to schedule.