

NOTICE OF MEETING

Dear Committee Members

You are requested to attend the following meeting of Council.

WATER AND WASTE STANDING COMMITTEE MEETING OF ISAAC REGIONAL COUNCIL

TO BE HELD ON

WEDNESDAY, 12 JANUARY 2025

COMMENCING AT 1.00PM

COUNCIL CHAMBERS - MORANBAH

CALE DENDLE

Chief Executive Officer

SCOTT CASEY

Committee Officer

Director Water and Waste

Committee Members:

Cr Simon West (Chair)

Mayor Kelly Ve'a Ve'a

Cr Vern Russell

Cr Rachel Anderson

Cr Viv Coleman

LOCAL GOVERNMENT ACT 2009

Local Government Regulation 2012

Chapter 8, Part 2 Local Government Meetings and Committees

Division 1A, Requirements for Local Government Meetings Generally

Section 254J Closed meetings

- (1) A local government may resolve that all or part of a meeting of the local government be closed to the public.
- (2) A committee of a local government may resolve that all or part of a meeting of the committee be closed to the public.
- (3) However, a local government or a committee of a local government may make a resolution about a local government meeting under subsection (1) or (2) only if its councillors or members consider it necessary to close the meeting to discuss one or more of the following matters—
 - (a) the appointment, discipline or dismissal of the chief executive officer;
 - (b) industrial matters affecting employees;
 - (c) the local government's budget;
 - (d) rating concessions;
 - (e) legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government;
 - (f) matters that may directly affect the health and safety of an individual or a group of individuals;
 - (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government;
 - (h) negotiations relating to the taking of land by the local government under the [Acquisition of Land Act 1967](#);
 - (i) a matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State.
- (4) However, a local government or a committee of a local government must not resolve that a part of a local government meeting at which a decision mentioned in [section 150ER\(2\)](#), [150ES\(3\)](#) or [150EU\(2\)](#) of the [Act](#) will be considered, discussed, voted on or made be closed.
- (5) A resolution that a local government meeting be closed must—
 - (a) state the matter mentioned in subsection (3) that is to be discussed; and
 - (b) include an overview of what is to be discussed while the meeting is closed.
- (6) A local government or a committee of a local government must not make a resolution (other than a procedural resolution) in a local government meeting, or a part of a local government meeting, that is closed.

Section 254K Participating in meetings by audio link or audio visual link

- (1) A local government may allow a person to take part in a meeting of the local government by audio link or audio visual link.
- (2) A committee of a local government may allow a person to take part in a meeting of the committee by audio link or audio visual link.
- (3) A councillor or committee member who takes part in a local government meeting under subsection (1) or (2) is taken to be present at the meeting if the councillor or member was simultaneously in audio contact with each other person at the meeting.
- (4) In this section—
audio link see the [Evidence Act 1977, section 39C](#).
audio visual link see the [Evidence Act 1977, schedule 3](#).

Conflict of Interest Obligations

Reference is made to Section 150EL of the Local Government Act 2009. Specifically, the obligation of Councillors when they first become aware they have a conflict of interest to make the Chief Executive Officer aware in writing or if in a meeting, ensure they declare immediately.

**WATER AND WASTE
STANDING COMMITTEE MEETING
OF ISAAC REGIONAL COUNCIL
TO BE HELD ON
WEDNESDAY 12 FEBRUARY 2025
COUNCIL CHAMBERS, MORANBAH**

1. OPENING OF THE MEETING
 - 1.1 WELCOME
 - 1.2 ACKNOWLEDGMENT OF TRADITIONAL OWNERS
2. APOLOGIES
3. DECLARATION OF CONFLICTS OF INTEREST
4. CONFIRMATION OF MINUTES
5. OFFICER REPORTS
6. GENERAL BUSINESS
7. CONCLUSION

UNCONFIRMED MINUTES

WATER AND WASTE STANDING COMMITTEE MEETING OF
ISAAC REGIONAL COUNCIL

HELD ON
WEDNESDAY, 20 NOVEMBER 2024
COMMENCING AT 1.00PM

ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
WATER AND WASTE
STANDING COMMITTEE MEETING
HELD IN COUNCIL CHAMBERS, MORANBAH
ON WEDNESDAY 20 NOVEMBER 2024

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ISAAC REGIONAL COUNCIL

UNCONFIRMED MINUTES OF THE

WATER AND WASTE

STANDING COMMITTEE MEETING

HELD IN COUNCIL CHAMBERS, MORANBAH

ON WEDNESDAY 20 NOVEMBER 2024 COMMENCING AT 1.00PM

ATTENDANCE	Cr Rachel Anderson, Division Seven (<i>Chair</i>) Cr Vern Russell, Division Two Cr Viv Coleman, Division Eight
COMMITTEE APOLOGIES	Mayor Kelly Vea Vea Cr Simon West
OBSERVERS	Nil
OFFICERS PRESENT	Mr Scott Casey, Director Water and Waste Mrs Lisa Tonkin, Manager Business Services Mr Jason Grandcourt, Manager Waste Services Mrs Tricia Hughes, Coordinator Executive Support, Office of the Mayor and Chief Executive Officer

1. OPENING

In the absence of the Chair, Director Water and Waste, Mr Scott Casey welcomed all in attendance and declared the meeting open at 2.40pm.

The Director Water and Waste called for nominations for Chair for the November Standing Committee Meeting.

Cr Rachel Anderson was nominated for the position of Chair.

Resolution No.: W&W0528

Moved: Cr Viv Coleman

Seconded: Cr Vern Russell

That the Water and Waste Standing Committee appoint Cr Rachel Anderson as Chair for the November 2024 Standing Committee Meeting.

Carried

The Chair, Cr Rachel Anderson welcomed all in attendance and acknowledged the traditional custodians of the land on which we meet today and paid her respects to their Elders past, present and emerging.

2. APOLOGIES AND LEAVE OF ABSENCES

A request for a leave of absence has been received for Mayor Kelly Vea Vea as she is attending deputations in Canberra with the Greater Whitsunday Alliance on behalf of Council.

Resolution No.: W&W0529

Moved: Cr Vern Russell

Seconded: Cr Viv Coleman

That the Water and Waste Standing Committee grants a leave of absence Mayor Kelly Vea Vea.

Carried

An apology has been received from Cr Simon West.

Resolution No.: W&WI0530

Moved: Cr Vern Russell

Seconded: Cr Viv Coleman

That the Water and Waste Standing Committee accepts the apology received from Cr Simon West.

Carried

3. DECLARATION OF CONFLICTS OF INTEREST

No conflicts of interests declared this meeting.

NOTE:

Council acknowledges that Chapter 5B Councillors' Conflicts of Interest of the Local Government Act 2009 does not apply to a Councillor if the matter to be resolved relates to a corporation or association that arises solely because of a nomination or appointment of the councillor by the local government to be a member of the board of the corporation or association.

4. CONFIRMATION OF MINUTES

Confirmation of minutes from Water and Waste Standing Committee Meeting of Isaac Regional Council held at Council Chambers, Moranbah, commencing at 1.00pm on Wednesday 16 October 2024.

Resolution No.: W&W0531

Moved: Cr Viv Coleman

Seconded: Cr Vern Russell

That the minutes from the Water and Waste Standing Committee meeting held in Council Chambers, Moranbah, commencing at 1.00pm on Wednesday 16 October 2024 are confirmed.

Carried

5. OFFICERS REPORTS

5.1 Water and Waste Directorate 2024/2025 Capital Projects Progress Report

EXECUTIVE SUMMARY

This report is to provide an update to the Water and Waste Standing Committee and Council on the progress of the delivery of the Water and Waste Directorate 2024/2025 Capital Works Program.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Receives and notes the monthly Water and Waste 2024/2025 Capital Projects Progress Summary Report.*

Resolution No.: W&W0532

Moved: Cr Vern Russell

Seconded: Cr Viv Coleman

That the Committee recommends that Council:

1. Receives and notes the monthly Water and Waste 2024/2025 Capital Projects Progress Summary Report.

Carried

5.2 Water Quality Investigation Action Plan Update

EXECUTIVE SUMMARY

The purpose of this report is to update Council on the Water Quality Reliability Investigation Action Plan Deliverables following the 2021/22 Christmas Period water quality incidents.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Receives and notes the Report for the Water Quality Investigation Action Plan Deliverables.*

Resolution No.: W&W0533

Moved: Cr Viv Coleman

Seconded: Cr Vern Russell

That the Committee recommends that Council:

1. Receives and notes the Report for the Water Quality Investigation Action Plan Deliverables.

Carried

5.3 Water Restrictions Policy and Procedure

EXECUTIVE SUMMARY

The purpose of this report is to present the Water Restrictions Policy and Water Restrictions Procedure for review and adoption.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. **Adopt the updated Water Restrictions Policy (STAT-POL-033).**
2. **Adopt the updated Water Restrictions Procedure (WW-PRO-105).**
3. **Repeal the Water Restriction Conditions Guideline (WW-GDS-200).**
4. **Repeal the Water Conservation Measures Guideline (WW-GDS-201).**
5. **Repeal the Water Restriction Trigger Levels (WW-MISC-097).**

Resolution No.: W&W0534

Moved: Cr Vern Russell

Seconded: Cr Viv Coleman

That the Committee recommends that Council:

1. **Adopt the updated Water Restrictions Policy (STAT-POL-033).**
2. **Adopt the updated Water Restrictions Procedure (WW-PRO-105).**
3. **Repeal the Water Restriction Conditions Guideline (WW-GDS-200).**
4. **Repeal the Water Conservation Measures Guideline (WW-GDS-201).**
5. **Repeal the Water Restriction Trigger Levels (WW-MISC-097).**

Carried

5.4 Water and Waste Monthly Departmental Report – Waste Services

EXECUTIVE SUMMARY

The purpose of this report is to provide an update to Council on the Waste Services department within the Water and Waste Directorate.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- Note the content of this report regarding an update of the Waste Services department within the Water and Waste Directorate for October.***

Resolution No.: W&W0535

Moved: Cr Viv Coleman

Seconded: Cr Vern Russell

That the Committee recommends that Council:

- Note the content of this report regarding an update of the Waste Services department within the Water and Waste Directorate for October.**

Carried

5.5 Business Services Department Overview

EXECUTIVE SUMMARY

The purpose of this report is to present an overview of the Business Services Department within the Water and Waste Directorate of Isaac Regional Council.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- Note the content of this report regarding an overview of the Business Services Department within the Water and Waste Directorate of Isaac Regional Council.***

MEETING MINUTES

Resolution No.: W&W0536

Moved: Cr Vern Russell

Seconded: Cr Viv Coleman

That the Committee Recommends that Council:

- Notes the content of this report regarding an overview of the Business Services Department within the Water and Waste Directorate of Isaac Regional Council.**

Carried

6. GENERAL BUSINESS

No general business this meeting.

7. CONCLUSION

There being no further business, the Chair declared the meeting closed at 3.15pm.

These minutes will be confirmed by the Committee at the Water and Waste Standing Committee Meeting to be held in February 2025 in Moranbah.

.....
CHAIR

..... / /
DATE

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1. OPENING OF MEETING

2. APOLOGIES

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4. CONFIRMATION OF MINUTES

Water and Waste Standing Committee of Isaac Regional Council held in the Council Chambers, Moranbah, commencing at 1.00pm on Wednesday 20 November 2024.

5. OFFICER REPORTS

5.1 WATER AND WASTE 2024-2025 CAPITAL PROJECTS PROGRESS REPORT

EXECUTIVE SUMMARY

This report aims to update the Water and Waste Standing Committee and Council on the delivery of the Water and Waste 2024/25 Capital Works Program.

5.2 WATER QUALITY INVESTIGATION ACTION PLAN UPDATE

EXECUTIVE SUMMARY

The purpose of this report is to update Council on the Water Quality Reliability Investigation Action Plan Deliverables following the 2021/22 Christmas Period water quality incidents.

5.3 BUSINESS SERVICES DEPARTMENTAL REPORT – COMPLIANCE

EXECUTIVE SUMMARY

The purpose of this report is to provide an overview and status update on the Water and Waste Directorate's recurring and reactive regulatory compliance related activities.

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5.4 PLANNING AND PROJECTS DEPARTMENT OVERVIEW

EXECUTIVE SUMMARY

The purpose of this report is to present an overview of the Planning & Projects Department within the Water and Waste Directorate of Isaac Regional Council.

6. GENERAL BUSINESS

7. CONCLUSION

MEETING DETAILS

Water and Waste Standing Committee Meeting

Wednesday 12 February 2025

AUTHOR

Amal Meegahawattage

AUTHOR POSITION

Manager Planning and Projects

5.1 WATER AND WASTE 2024-25 CAPITAL PROJECTS PROGRESS REPORT

EXECUTIVE SUMMARY

This report aims to update the Water and Waste Standing Committee and Council on the delivery of the Water and Waste 2024/25 Capital Works Program.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Receives and notes the monthly Water and Waste 2024/25 Capital Projects Progress Summary Report.*

BACKGROUND

Regular updates on the financial and physical status of projects within the 2024/25 Water and Waste Capital Works program are crucial to keep Council informed about the program's progress and associated risks.

IMPLICATIONS

The attached Water and Waste 2024/25 Capital Projects Progress Summary provides an overview of the financial and physical status of all projects, with red indicating a projected cost overrun of over 10% or completion after June 2025, yellow indicating a cost overrun of 0-10%, and green indicating no issues. Brief commentary is provided to explain the status of each project. Larger and more complex projects are sometimes delivered over multiple financial years and the exact expenditure in each year may deviate from the annual budget due to variations in the delivery schedule. This can affect expenditure in each year without exceeding the total budgeted amount for the project.

COMPLIANCE

Compliance with the Water and Waste 2024/25 Capital Works Program is essential to meet the identified timeframes of the 2024/25 financial year.

KEY CAPITAL PROJECTS

1. CW222983 – Moranbah Water Treatment Plant Roof Replacement

This project replaces the 5.7ML reservoir roof to ensure long-term structural integrity and reliability. Construction began in March 2023. Key milestones include installation of structural elements, water blasting of external walls, and roof sheeting application. Equipment damaged during the flood and a lightning strike on 15 January 2025 is being replaced.

2. CW233141 – Nebo Water Network Augmentation

This project upgrades Nebo's water supply infrastructure by adding a new water main to improve reliability and capacity, particularly at the truck-fill point.

Practical completion was achieved in August 2024, and the project is now fully complete. Savings of approximately \$225,000 have been identified, with a proposal to reallocate funds to other capital projects requiring additional funding, while the remainder will be transferred to the reserve as part of the ongoing Q2 Budget Review.

3. CW233155 – Clermont Water Treatment Plant Filter Media Replacement and Plant Modernisation

This upgrade ensures compliance with Drinking Water Quality Management Plan standards. The turbidity analyser system was upgraded in mid-September, with new EPA 180.1-compliant analysers installed and calibrated. A control panel upgrade has also been completed.

The chemical dosing upgrade was delayed ensuring optimal integration with the analyser and control panel upgrades. Now that these upgrades are complete, the chemical dosing upgrade is currently out for tender as a Design and Construct (D&C) contract, with tenders closing in early February.

The project is forecast for completion in September 2025 and will carry over to the next financial year. \$500,000 will be carried forward to 2025/26 to facilitate the final stages of project delivery.

The funding agreement deadline extension was approved by the funding agency.

4. CW233151 – St Lawrence Raw Water Storage and Raw Water Main

This project aims to enhance water storage capacity and improve distribution efficiency for the St Lawrence community by expanding raw water storage and upgrading the raw water main.

The raw water main was installed and successfully commissioned in November 2023. Construction of the new water storage facility is now complete. However, a burst water main under the Bruce Highway on 19 January 2025 delayed commissioning. The issue was resolved within a few days.

The subcontractor is scheduled to complete tank installation and commissioning by 31 January 2025.

5. CW243181 – Moranbah Sewer Pump Station Upgrades

This upgrade improves the capacity and operational efficiency of the Moranbah Sewer Pump Station. Following the contract award in July 2024, potholing works were completed, and materials were ordered. The contractor mobilised on-site in late September. Non-return valves have been ordered and will be installed upon delivery in February 2025.

6. CW243205 – Moranbah Rectification of Landfill Cell

Efforts to rectify and stabilise the landfill cell in Moranbah are ongoing, addressing environmental concerns and ensuring regulatory compliance.

A geotechnical specialist conducted several workshops to discuss the options analysis and identify preferred solutions. Council officers plan to finalise the options analysis in early February and will continue engaging GBA Engineers to explore delivery options and methodology.

The project has a total budget of \$4.2 million. According to the consultant's program, the construction contract is expected to be awarded around mid-2025, making it unlikely that significant construction costs will be

incurred within the current financial year. As a result, \$3.0 million is proposed to be carried over to the 2025/26 financial year as part of the ongoing Q2 Budget Review.

7. CW243239/CW243240 – Carmila and Greenhill Landfill Capping

These projects ensure regulatory compliance for landfill capping at the Carmila and Greenhill sites. Design work is progressing, with Aurecon having submitted a draft report.

A pre-lodgement meeting with the Department of Environment, Science and Innovation (DESI) in November 2024 confirmed DESI's agreement with Isaac Regional Council's proposal to manage risks through localised remediation and preventative controls rather than increasing the capping depth from 300mm to 500mm.

As part of the ongoing Q2 Budget Review, funds are proposed to be transferred from the reserve to cover additional costs incurred for design studies, geotechnical testing, and the completion of design and contract documentation.

8. CW253266 – Dysart Waste Management Facility Repurpose to Transfer Station

This project involves converting the Dysart landfill into a modern transfer station.

The Design and Construct (D&C) tender received one compliant bid, which exceeded the budget. A revised alternative bid with a reduced scope was also over budget. Following a re-evaluation in consultation with the Waste Services department, it was decided to complete only the design in FY 2024/25, with construction deferred to FY 2025/26.

The Design RFQ was issued to the market on 9 January 2025. As part of the ongoing Q2 Budget Review, \$525,000 is proposed to be carried forward to fund project completion in FY 2025/26. Overall the deferral of this project will result in a better outcome for the community and a reduction in the whole of life costs for the site.

9. CW253273 / CW253274 – Carmila and St Lawrence Water Treatment Plant Upgrades

These plant upgrades involve enhancing operational efficiency and water quality through improvements to SCADA systems, chemical dosing systems, and control and monitoring infrastructure. Project planning began in July 2024, with initial site investigations completed, and the scope and specifications currently being developed.

The SCADA mimics and chemical dosing system requirements are to be confirmed by the Operations Department before proceeding with the Request for Tender (RFT). To maximise value for money and ensure efficient delivery, both projects will be combined into a single Design and Construct (D&C) contract, with separable portions for each site.

The RFT is expected to go to market in mid to late February, following final confirmation of the project scope by the Operations team. Given this timeline and the likelihood that the majority of construction works for these multi-year projects will take place in the 2025/26 financial year, the ongoing Q2 Budget Review proposes carrying forward funds to align with the revised project schedule. Both projects are still expected to be completed by the end of the 2026 financial year.

10. CW253275 – CORP Sewer Relining 2025

This project involves upgrading the sewer network through CCTV inspections and relining of prioritised sections. Remaining CCTV inspections in Moranbah and Dysart are ongoing, while sewer relining in Moranbah is planned, subject to budget availability.

The Design and Construct (D&C) tender has been awarded, and the project is currently awaiting the contractor's construction program and scheduling of the inception meeting. However, this has been delayed due to the contractor's limited short-term availability, as they are currently engaged with other committed works. It is anticipated that the works will be delivered before the end of the financial year however this cannot be confirmed until the contractor's construction program is received. This project is part of a contract that encompasses a three-year program of works.

11. CW253282 – CORP Water Network Water Meters

This project replaces outdated water meters to improve accuracy in consumption measurement and billing. Approximately 60 of 450 water meters have been replaced. Work will resume after January 2025, following meter reading completion. Procurement of meters is progressing.

12. CW253287 – Glenden Water Treatment Plant Turbidity Analyser on Filters

The installation of turbidity analysers on the filters at the Glenden Water Treatment Plant will enhance water quality monitoring and regulatory compliance.

The RFQ closed on 18 December 2024, receiving one compliant submission, which slightly exceeded the budget. As part of the ongoing Q2 Budget Review, additional funds are being sourced from other projects to enable the contract award.

13. CW253290 – Middlemount Water Network Augmentation

This project installs a new water main in the Middlemount network to improve distribution. A drainage project on Nolan Drive, adjacent to the reservoir, has been included in the same contract as a separable portion. The project has been awarded and is currently pending the return of the signed contract.

14. CW253291 – Nebo Water Network Avdata

An Avdata system will be installed at the Nebo truck fill point to record water volumes used by commercial customers. The D&C contract has been awarded, with design completed and approved. Material procurement has commenced.

15. CW253283 – CORP Switchboards

This project replaces switchboards to reduce service failure risks and ensure regulatory compliance. An RFQ was sent to market. A mandatory pre-submission site briefing was held on 16 January 2025, with no suppliers attending. A second site briefing is scheduled for 21 January 2025.

PROGRESS PHOTOS



Image 1: St Lawrence Raw Water Tank – Installation Complete



Image 2: St Lawrence Raw Water Main – Installation Complete

BENEFITS

Council can see a monthly progress report detailing the progress of projects in the Water and Waste 2024/25 Capital Program. This report communicates risks, failures and delays that have been identified within the Water and Waste 2024/25 Capital Works program.

CONSULTATION

- Director Water and Waste
- Manager Operations and Maintenance
- Manager Waste Services
- Planning and Projects Capital Works Project Managers

BASIS FOR RECOMMENDATION

To provide Council with a clear monitoring tool to track capital works delivery for the Water and Waste Directorate by providing transparent and relevant reporting. This report will help identify and communicate any project delays, overspends and project risks.

ACTION ACCOUNTABILITY

The Managers and the Director of Water and Waste oversee the scoping, procurement, and completion of the projects identified within the 2024/25 Capital Projects Progress Summary spreadsheet. Furthermore, the appropriate Managers and the Director Water and Waste are held accountable for the delivery of the project stages which are completed within the identified timeframes.

KEY MESSAGES

That Council has open communication, oversight, and transparency of the Water and Waste 2024/25 Capital Works Program, to ensure Isaac will have effective and sustainable water and waste infrastructure that supports the needs of the region's communities and economic sectors.

Report prepared by:

AMAL MEEGAHAWATTAGE
Manager Planning and Projects

Date: 31 January 2025

Report authorised by:

SCOTT CASEY
Director Water and Waste

Date: 31 January 2025

ATTACHMENTS

- CONFIDENTIAL Attachment 1 – WW Capital Projects Progress Summary Spreadsheet February 25

REFERENCE DOCUMENT

- Nil.

PAGES 22 TO 23 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

MEETING DETAILS	Water and Waste Standing Committee Meeting Wednesday 12 February 2025
AUTHOR	Scott Casey
AUTHOR POSITION	Director Water and Waste

5.2

WATER QUALITY INVESTIGATION ACTION PLAN UPDATE

EXECUTIVE SUMMARY

The purpose of this report is to update Council on the Water Quality Reliability Investigation Action Plan Deliverables following the 2021/22 Christmas Period water quality incidents.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes the quarterly update report for the Water Quality Investigation Action Plan Deliverables.***

BACKGROUND

Over the Christmas/New Year period 2021/2022 there were water quality incidents in four (4) townships across the Isaac Region, which caused disruption and impacted the water supply service levels experienced by those communities. The Chief Executive Officer (CEO) of Isaac Regional Council (IRC) committed to a thorough investigation into the incidents. The terms of reference (TOR) for the investigation were approved by Council and an internal investigation was conducted which was peer reviewed by an independent third-party consultant.

Arising from the investigation an action plan was prepared and presented to Council. At the November 2022 Ordinary Meeting (refer resolution number 8126) Council received and acknowledged the Water Quality Investigation Report received and endorsed the Water Quality Investigation Report Action Plan and requested that a regular report be presented to Council on the progress against the action plan deliverables.

IMPLICATIONS

The risk of a reoccurrence of the water quality incidents remained after the events had been resolved, and it was clear from the subsequent investigation that there was no single solution which would entirely remove the risk of such water supply failures. The investigation report gave rise to an action plan which set out a suite of actions which will address the root causes of the water quality events.

The action plan contained both short term interventions and actions that form part of a longer-term strategy. Some of the short-term interventions such as the replacement of failed equipment have already had an impact on the likelihood of a reoccurrence but will not eliminate it entirely. Expected delivery dates have been identified in the action plan so that progress may be tracked and effectively managed. It should be noted that implementation of the recommended actions has taken a significant commitment from the Water and Waste management team and Isaac Regional Council.

In the period from October 2024 to January 2025 continued progress has been made on delivery of the Water Quality Action Plan. Progress to date is shown in detail in Attachment 1 - Water Quality Investigations Action Plan - Update – February 2025 but can be summarised as follows:

Status	January 2024	April 2024	July 2024	October 2024	January 2025
Actions Complete	16*	20*	22*	23	26
Previously Completed Actions removed from PLAN	-	-	-	21	23
Action On - Track	16**	17**	15**	14	10
Action Needs Improvement	2	0	0	0	0
Action Yet to Commence	0	0	0	0	0
Ongoing	3	0	0	0	1

* Where actions have become embedded as business-as-usual activities they have been considered as complete.

** Some of the identified actions are scheduled to be delivered over several years.

CONSULTATION

- Director Water and Waste
- Manager Operations and Maintenance
- Program Leader Compliance and IMS
- Water and Waste Process Engineer

BASIS FOR RECOMMENDATION

The Action Plan in Attachment 1 forms the basis of future risk mitigation measures, and its implementation significantly reduces the likelihood of similar water quality incidents occurring in the future. This report shows that progress has been made against all actions; 26 actions are now complete, 10 are on track for successful delivery and one is progressing but requires an extension of time. Of the completed actions 23 have now been removed from the attachment for ease of reporting. The continuing implementation of this action plan will further reduce the risk of future water quality events occurring.

The scope and nature of many of the actions in the plan are multi-year initiatives which will embed a culture of continuous improvement in the Water and Waste directorate. These continuous improvement actions are incorporated into the Water and Waste Integrated Management System where appropriate, to secure the improvements in future operations. Funding relating to some of the actions has been included in the budget submissions for the 2024/25 Financial Year.

The action plan is one mechanism being used to improve water quality in response to specific water quality events. It is complimented by broader activities such as the Water and Waste Integrated Management System (IMS) and the Drinking Water Quality Management Plan (DWQMP) which was reviewed in December 2023.

The review of the DWQMP included a targeted improvement plan Risk Management Improvement Plan (RMIP) which has informed the 2024/25 Financial Year investment strategy for the Water and Waste Directorate.

The IMS continues to evolve and expand and includes quarterly management reviews to track progress and will undergo an external audit for recertification.

Although the continued delivery of the action plan in Attachment 1 will result in a more robust and sustainable water services it represents the actions identified at a point in time and will be complemented by further initiatives which have commenced subsequently.

ACTION ACCOUNTABILITY

The Director of Water and Waste will continue to lead the improvement in reliability of the water supply schemes across the Region.

KEY MESSAGES

The management team of Water and Waste are committed to improving performance and implementing change to minimise the risk of water quality failures in the future, both in a focused way in response to specifically identified risks and more systemically through continuous process improvement mechanisms.

Since the water quality events in December 2021/22 that triggered this investigation and action plan, the improvements made to date have enhanced the resilience of the water treatment process. Subsequent events have been identified and resolved before they have compromised water quality or the continuity of water supply to the community. These practical examples demonstrate that the initiatives captured in this action plan along with increased asset maintenance and additional staff training have led to more sustainable services.

There are several inter-related initiatives encompassed by this action plan and in complimentary business improvement frameworks. The ultimate success in preventing future water quality events will be dependent upon delivering them all, so that they complement each other.

Report prepared by:	Report authorised by:
SCOTT CASEY	SCOTT CASEY
Director Water and Waste	Director Water and Waste
Date: 31 January 2025	Date: 31 January 2025

ATTACHMENTS

- Attachment 1 - Water Quality Investigations Action Plan - Update – February 2025

REFERENCE DOCUMENT

- Drinking Water Quality Management Plan

WATER QUALITY INVESTIGATIONS – ACTION PLAN

Q3 UPDATE – FEBRUARY 2025

Key

Lead – Is the resource identified to lead and co-ordinate the implementation of an action.

Support – Is a resource that will be required to contribute to the delivery of an action but will support the Lead.

Input - Is a resource that will be required to contribute to achieve the successful delivery of an action but will only contribute as required.

BAU – Business as Usual

CAPEX – Capital Expenditure

DWQMP – Drinking Water Quality Management Plan

IMS – Integrated Management System

OPEX – Operational Expenditure

RMIP - Risk Management Improvement Program

SWIMS – Statewide Information Management System

WWILT – Water and Waste Influencers and Leadership Team

WTP – Water Treatment Plant

WWTP – Wastewater Treatment Plant

NO	FACTORS	ACTION	TIMELINE	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025
1.	System Documentation / Knowledge Management	Review existing operational documentation to identify gaps.	4 months per site (across all 8 water treatment plants) Start Jan 2023 End Dec 2024 Time extension to June 2025 to finalise documentation.	Ongoing with no significant change in the preceding period. ON TRACK	Technical Standard for documentation partially completed. This shall be presented to the Capital Projects team to obtain feedback and improve. Investigate utilising the IMS document Management protocols to ensure Engineering documentation is relevant and remains current. Integration of operational documentation into the IMS is ongoing and will eventually form a complete operating system. ON TRACK	This is an ongoing issue. Ideally suitable documentation for all plants will encompass historical assets and the project delivery process will require contractors to update engineer documentation when providing improvements or replacements on treatment facilities. Project delivery guidelines are currently being drafted. ON TRACK	Will be considered in the project delivery work flow document that is being compiled. ON TRACK	Integrate engineering document requirements into Capital Projects IMS procedures and framework. ONGOING
1A.	System Documentation / Knowledge Management	Develop specific SOPs for lab testing procedures (specific to the instrumentation)	2 months per site (across all 8 water treatment plants following on from action 1A)	Ongoing with no significant change in the preceding period. ON TRACK	Waiting for draft work instructions to be finalised in IMS. ON TRACK	Operators using new Hach equipment, using the Hach test methods until the	All activities commenced in the previous quarters are ongoing and yet to reach a conclusion.	Work instructions awaiting IMS approvals. COMPLETE –

NO	FACTORS	ACTION	TIMELINE	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025
		that is at the sites).	Start Jan 2023 End April 2024			new IRC WIs are approved. ON TRACK	ON TRACK	Remove from future reports
1C.	Process Robustness (previously action 19)	Review processes, identify gaps or processes that would provide more robust response to variability in raw water quality (e.g. the use of a coated media processes rather than potassium permanganate). Consider what additional monitoring (including on-line) to provide early warning or automated process changes. For example, pH and DO monitoring to provide early warning that coated media manganese	5 months (across all 8 water treatment plants following on from action 1B) May need to prioritise in high-risk sites. Start Jan 2023 End December 2026	The DWQMP review and process audits have identified areas for improvement, and these have been input into the FY2425 budget preparation process for future investment. ON TRACK	DWQMP and RMIP COMPLETE Next step to produce a WTP Process Standard against which each treatment plant is audited to identify improvements. ON TRACK	Draft for WTP Process Audit template nearing completion. General technical specification for Isaac Chemical Dosing Requirements is underway with an expected delivery date of August 2024. ON TRACK	Ongoing work in aligning process audits with RMIP for implementation by Capital Projects. Current focus on CLM, STL and CAR. ON TRACK	Priorities managed through the RMIP and through Operations involvement in User requirement spec for upgrades. Process audits template to be circulated for comments. ON TRACK

NO	FACTORS	ACTION	TIMELINE	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025
		removal might be compromised. Also, raw water turbidity monitoring with automated step change to the coagulant dose rate. Consider using on-line manages analyser results with alarms and also feed forward change to the potassium permanganate dose rate. The changes to dose rates would be based on information gathered from previous events and jar testing.						
2.	System Documentation / Knowledge Management	Ensure one updated operation and maintenance manual exists for each plant with the manuals all being consistent in format to enable	3-year project (average 4 months per site) Start 1 July 2023 End June 2026	Lucidity action 6978. Contractor has been engaged to complete the manuals. MMT and DYS water treatment plants and	Contractor has been engaged to complete the manuals. ON TRACK	Middlemount and Dysart Water Treatment Plant Manuals have been drafted and awaiting checking with operational team. Once this has been completed these documents will be	Order placed for MBH WTP manual. Review of MMT and DYS in progress. ON TRACK	Staged delivery of the operations and maintenance manuals continues. ON TRACK

NO	FACTORS	ACTION	TIMELINE	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025
		operators from other plants to easily find information.		wastewater treatment plants will be completed this year. ON TRACK		registered. Moranbah and Nebo Water Treatment Plants are the next sites to have these documents developed. ON TRACK		
6C.	SCADA	For sites that do not have SCADA – how do we get those sites accessible	2.5 years Start Jan 2023 End July 25	The first element of the revised SCADA project has been to the market and is in the evaluation stage. Award to technical advisor expected February 2024. NEEDS IMPROVEMENT	SCADA Technical Advisor contract has been awarded and initial meetings have been held at Glenden and Nebo. ON TRACK	The initial contractor has not fulfilled their obligations and developed the documentation as required. A second contractor is being engaged to start this process with Clermont WTP. ON TRACK	Clermont WTP SCADA will be implemented in November 2024. Glenden, Carmila and St Lawrence WTP SCADA Scopes are being developed presently and will be including into Capital Upgrade Projects over the next 18 months. ON TRACK	SCADA project implementation is proceeding in line with the implementation schedule and has been integrated into the upgrades of treatment plants where appropriate. ON TRACK
7.	SCADA	Ensure the SCADA system has the capability to put logic to alert discrepancies when variance between actual and recorded information is detected. (eg if	3.5 years Start July 2022 End Dec 25	The first element of the revised SCADA project has been to the market and is in the evaluation stage. Award to technical advisor expected February 2024.	SCADA Technical Advisor contract has been awarded and initial meetings have been held at Glenden and Nebo. ON TRACK	The initial contractor has not fulfilled their obligations and developed the documentation as required. A second contractor is being engaged to start	This action has been included in the SCADA development that will be implemented at Clermont WTP. This will be a standard feature on all SCADA project moving forward.	This aspect of the SCADA system design has been incorporated into the scope and will be replicated across all sites as part of the SCADA project roll out.

NO	FACTORS	ACTION	TIMELINE	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025
		X filters on-line then expected flow is Y ML, have a discrepancy alarm)		NEEDS IMPROVEMENT		this process with Clermont WTP. ON TRACK	ON TRACK	COMPLETE – Remove from future reports
8.	SCADA	As part of the strategy development review systems and processes to identify gaps in monitoring and control. Ensure there is sufficient on-line instrumentation for monitoring key water quality parameters including Critical Control Points (CCPs). Related to this, there is a need to ensure there is sufficient control of the plant, such as plant shutdowns on breaches of CCP limits.	3.5 years Start July 2022 End Dec 25	Risk assessments completed for 8x WTPs. 2023 Risk management improvement program (RMIP) produced as an output of the DWQMP review. ON TRACK	DWQMP Review and RMIP complete. Next step to produce a WTP Process Standard against which each treatment plant is audited to identify improvements. ON TRACK	Draft for WTP Process Audit template nearing completion. General technical spec for Chemical dosing requirements is underway. ON TRACK	General technical spec for Chemical dosing requirements completed and provided to the Capital Team. Work has started on specific requirements for STL and CAR. Delivery of online monitoring according to RMIP. ON TRACK	Specific requirements for Clermont WTP completed. Specific requirements for STL WTP close to completion. Specific requirements for CAR WTP are in progress. General chemical dosing requirement developed for Clermont will form the basis of monitoring and control specification for future plant upgrades. COMPLETE – Remove from future reports

NO	FACTORS	ACTION	TIMELINE	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025
9.	SCADA	The strategy should consider installing instrumentation to monitor raw and treated water quality, production and delivery with trends being monitored to alert operators in advance of the need to start adjusting their plant operation.	3.5 years Start July 2022 End Dec 25	Risk assessments completed for 8x WTPs. 2023 Risk management improvement program (RMIP) produced as an output of the DWQMP review. ON TRACK	DWQMP Review and RMIP complete. Next step to produce a WTP Process Standard against which each treatment plant is audited to identify improvements. ON TRACK	Draft for WTP Process Audit template nearing completion. ON TRACK	These improvements are being included with the improvements being rolled out. ON TRACK	Process audits template to be circulated for comments. ON TRACK
11B.	Ineffective Alarms to Identify Problems and then Escalation (H2O action item 15)	Implement Critical Operating Point (COP) limits in the water supply network, covering low and high limits for free chlorine.	3.5 years – phased implementation based on risk Start July 2022 End Dec 25	Evaluation of drinking water quality at MMT as part of the DWQMP review highlighted elevated risk around Chlorine contact time. This is being managed operationally but has prompted the re-submission of the capital project for the MMT reservoir main for FY2425 budget consideration. ON TRACK	PAG submission has been included for the MMT reservoir main for FY2425 budget consideration. ON TRACK	Middlemount Reservoir Main duplication SOW has been completed and tender being released to market in August 2024. \$1.4M committed in the FY24/25 budget. ON TRACK	Review of CCP's within the DWQMP review and training of staff of these CCP's has uplifted the knowledge of the team to identify a non-compliance CCP. This action has been included in the SCADA development that will be implemented at Clermont WTP. This will be a standard feature on all SCADA project moving forward. The development of online SWMS	Online SWMS reporting is being rolled out and the MMT reservoir main contract has been awarded. ON TRACK

NO	FACTORS	ACTION	TIMELINE	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025
							reporting through Qld Water dashboard has the capability to alarm to supervisors if a CCP has been entered that is out of scope. ON TRACK	
14.	Ineffective Alarms to Identify Problems and then Escalation	Trends should also be automatically calculated to alert before critical levels are reached.	3.5 years - SWIMS Project NOTE - SWIMS will become the daily data log NOTE – links to SCADA implementation. Start July 2022 End Dec 25	The award of the SCADA project failed to conclude due to issue with the preferred contractor. Project has been reviewed, the scope adjusted and has been re-issued to the market. The first element of the revised SCADA project has been to the market and is in the evaluation stage. Award to technical advisor expected February 2024. ON TRACK	SCADA Technical Advisor contract has been awarded and initial meetings have been held at Glenden and Nebo. ON TRACK	The initial contractor has not fulfilled their obligations and developed the documentation as required. A second contractor is being engaged to start this process with Clermont WTP. ON TRACK	Review of CCP's within the DWQMP review and training of staff of these CCP's has uplifted the knowledge of the team to identify a non-compliance CCP. This action has been included in the SCADA development that will be implemented at Clermont WTP. This will be a standard feature on all SCADA project moving forward. The development of online SWMS reporting through Qld Water dashboard has the capability to alarm to supervisors if a	Continued roll out of the SCADA project and implementation of the online SWMS reporting are proceeding. ON TRACK

NO	FACTORS	ACTION	TIMELINE	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025
							CCP has been entered that is out of scope. ON TRACK	
16b.		Ensure there is sufficient information available for staff who are not fully conversant with the plant to be able to effectively complete the tasks on the worksheets.	Ongoing action Start Jan 2023 End BAU	All activities commenced in the previous quarter are ongoing and yet to reach a conclusion. ON TRACK	Workshop between W&W and P&C occurred to investigate options for recruitment and retention. Operations and Maintenance team have developed an onboarding pack for new staff. This has been shared across the directorate. ON TRACK	Recruitment and retention strategy is being developed. ON TRACK	All activities commenced in the previous quarter are ongoing and yet to reach a conclusion. Development of plant manuals will assist with this action. Dysart and Middlemount manuals have been completed in draft form and Moranbah WTP will be developed this FY. ON TRACK	Recruitment and retention strategy is progressing with IRC setting up as a sponsorship organisation for operators and exploration of alternative recruitment avenues. Improvements to staff onboarding are a complete for the O&M team. O&M manuals continue to be written in line with budgetary constraints. ON TRACK
17.	Loss of Long-Term Historical Knowledge – Staff Turnover	Ensure one updated operation and maintenance manual exists for each plant with the manuals all	3-year project (average 4 months per site) Start Jan 2023	The presentation of the Process Engineer to Council was suspended prior to Christmas but will be reinitiated.	An operational project to prepare operation and maintenance manuals is underway.	An operational project to prepare operation and maintenance manuals is underway.	Development of plant manuals will assist with this action. Dysart and Middlemount manuals have been completed in draft	O&M manuals continue to be written in line with budgetary constraints. ON TRACK

NO	FACTORS	ACTION	TIMELINE	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025
		being consistent in format to enable operators from other plants to easily find information.	End June 24	An operational project to prepare operation and maintenance manuals is underway. ON TRACK	ON TRACK	ON TRACK	form and Moranbah WTP will be developed this FY. ON TRACK	
21a	Asset Management	An asset management system needs to be implemented to identify asset condition and replacement schedules.	2 years Start July 2023? End July 25?	The draft asset management plan has been reviewed. Work on the water and waste investment strategy has commenced. Preparation of the 10-year capital programs has been done. All sources of recommended investment have been collated into a comprehensive list of identified need. ON TRACK	A position description has been prepared for a new asset management position within W&W. Recruitment for this position will be progressed. Work continues with the asset management team to consolidate and rationalise the asset registers. ON TRACK	Work continues with the development of this asset management position. Condition assessments are being collated at the end of each preventative maintenance program. These condition assessments are being uploaded into the Asset Management System. Draft asset management plans have been reviewed and updated.	All activities commenced in the previous quarters are ongoing and yet to reach a conclusion. ON TRACK	An Asset Management and Investment Program Leader was recruited and then withdrew, the position is being readvertised. ON TRACK

NO	FACTORS	ACTION	TIMELINE	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024	PROGRESS OCTOBER 2024	PROGRESS JANUARY 2025
						ON TRACK		
21b.	Asset Management	Amend the draft AMPs with focus on the improvement plan	12 months from engagement of resource Start June 23 End June 24	The review of the asset management plan is complete and is just awaiting approval. Dedicated asset management resources have been identified and will be implemented over the coming periods if approved. In the meantime, existing resources are focusing on the continued development of the asset register and 10 year investment programs. ON TRACK	10-year investment programs are now complete in draft for water wastewater and waste functions ON TRACK	Finalisation of the AMP's and the update of the 10-year investment program is near completion. Once completed this will be submitted for approval. ON TRACK	All activities commenced in the previous quarters are ongoing and yet to reach a conclusion. Dedicated Assets resources is presently being finalised with recruitment to start on this position in November 2024. ON TRACK	An Asset Management and Investment Program Leader was recruited and then withdrew, the position is being readvertised. ON TRACK

MEETING DETAILS

Water and Waste Standing Committee Meeting

Wednesday 12 February 2025

AUTHOR

Tait Suridge

AUTHOR POSITION

Program Leader – Compliance and IMS

5.3

BUSINESS SERVICES DEPARTMENTAL REPORT - COMPLIANCE

SUMMARY

The purpose of this report is to provide an overview and status update on the Water and Waste Directorate's recurring and reactive regulatory compliance related activities.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes this report outlining the compliance related activities in the Water and Waste Directorate.**

BACKGROUND

The Compliance and IMS Team within the Business Services Department of Water and Waste is responsible for supporting the operational water, wastewater and waste departments to meet all statutory and regulatory compliance reporting obligations.

Water and Waste (W&W) has over 40 recurring statutory and regulatory reporting requirements in any given financial year (as attached) including quarterly fluoridation reporting, 4-monthly water security reporting, annual water license, State Wide Information Management (SWIM) reporting, Theresa Creek Dam safety statement and Emergency Action Plan (EAP) review, Drinking Water Quality Management Plan (DWQMP) review and report, and Receiving Environmental Monitoring Program (REMP) reports. These ongoing and annual requirements are captured as reoccurring actions through Council's Lucidity system for awareness, planning and oversight of upcoming requirements and to ensure reporting timeframes are met.

In addition to the scheduled tasks, W&W must also notify, investigate and provide final reports for:

- any drinking water non-compliances to the Australian Drinking Water Guidelines (ADWG) or it's DWQMP through to the Water Supply Regulation, Department of Local Government, Water and Volunteers (DLGWV);
- any wastewater or waste management facility non-compliances to Council's Environmental Authorities (EA) EPPR00791913 or BRID0015 through to the Department of Environment, Tourism, Science and Innovation (DETSI);
- any sewage non-compliances to Environmentally Relevant Activity (ERA) 63 to DETSI; and
- any weighbridge malfunctions of more than three (3) days to Levy Services, DETSI.

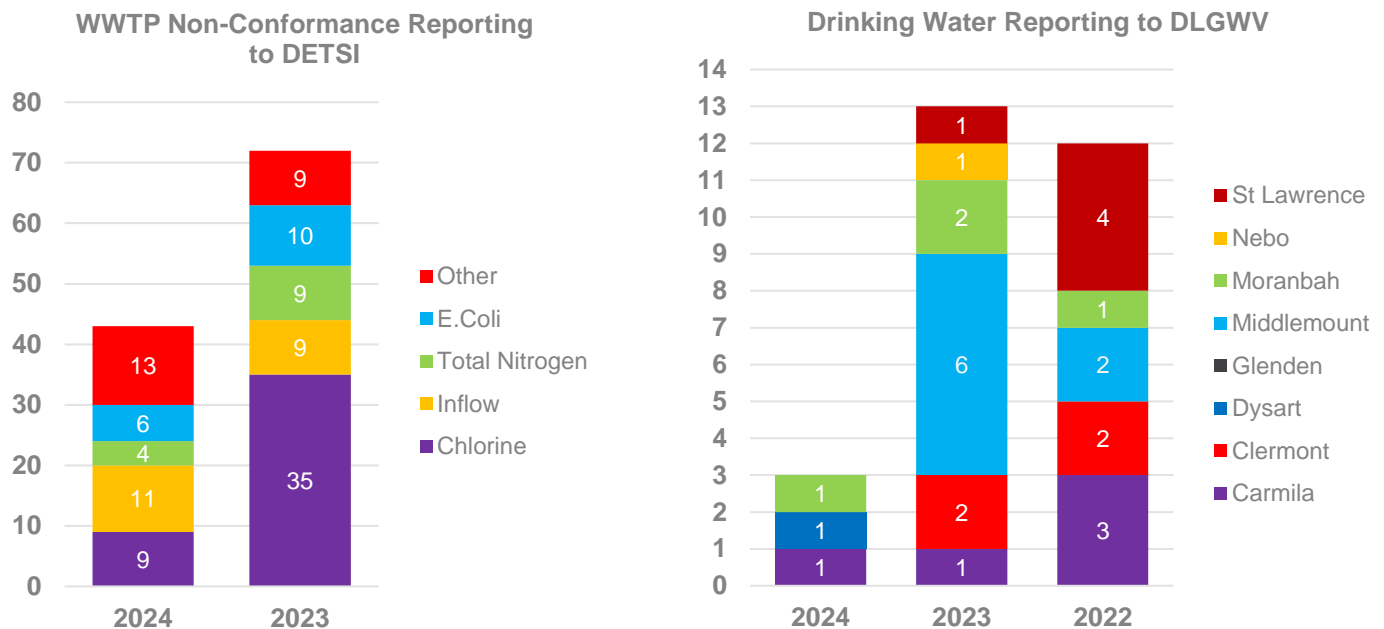
The Compliance and IMS Team is involved from the initial notification of the event to the appropriate regulatory body, part of or the lead in investigations into an event, and they prepare and submit the final reports through to the Regulator. All communication to and from the regulator is centralised through the Compliance and IMS

Team. This ensures all conditions are being met and has allowed positive relationship building to occur between the Regulators and the W&W Directorate of Isaac Regional Council.

PREVIOUS 12 MONTHS

Highlights

As seen below, in the 2024 calendar year there was an overall reduction in reportable non-compliance events for water and wastewater with three (3) drinking water non-compliance's reported to DLGWV and 43 wastewater non-compliances of EA EPPR00791913 to DETSI compared to 13 drinking water and 72 wastewater non-compliances reported in 2023.



The reduction in reportable events for water and wastewater is due to several factors, including:

- the preventative maintenance program has led to less failures and breakdowns of equipment;
- the Moranbah sewer relining project has reduced the reportable inflow exceedances for Moranbah Wastewater Treatment Plant (WWTP), with none made to date for this wet weather period;
- the administrative EA amendment which resulted in the removal of the requirement for a NATA accredited laboratory to complete testing for Residual Chlorine and pH. This had a significant impact in reducing residual chlorine exceedances which were being reported to DETSI every month.

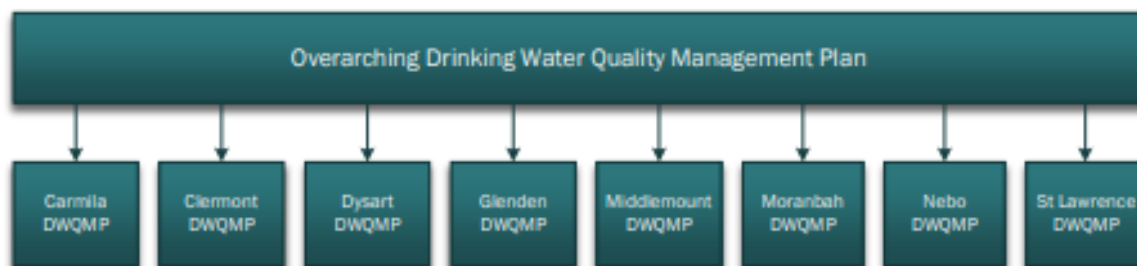
Two (2) EA amendments underwent pre-lodgement with DETSI assessments prior to formal applications to amend EA EPPR00791913 being completed and accepted by DETSI. The successful amendments to the EA were as follows:

1. Increase the Ammonia Limit described in Table 7.3 of Condition 7-WT1 from 20µg to 250µg when releasing treated effluent to Grosvenor Creek. The ammonia limit is now an achievable parameter to meet when the required flow for release is met at Grosvenor Creek in Moranbah.
2. The removal of Regulated Dam Status of the two (2) Effluent Storage Dams (ESDs) and the Overflow Storage Dam (OSD) at Moranbah WWTP. There is no longer a requirement for an annual regulated

dams inspection report to be completed by a suitably qualified person resulting in a cost saving and a reduction in the regulatory reporting demand.

A thorough review of the Drinking Water Quality Management Plan (DWQMP) was completed in December 2023 with all water treatment plant operators from the region involved in the risk assessment workshops, and plant-based consultation on the changes and updates to the DWQMP. The feedback received after the DWQMP was submitted to DLGWV for approval was very positive with them complementing IRC on the new layout of the plan.

Figure 1 Plan Structure



The Compliance and IMS Team successfully recruited the Data Integrity and Compliance Officer role with the officer starting at the end of August 2024. This role has focussed on setting up all eight (8) Water Treatment Plants (WTP) on SWIMLocal, a program maintained by the Queensland Water Directorate for capturing and reporting drinking water, sewage and recycled water information. With all WTP's entering data directly into SWIMLocal, annual reporting and 4-monthly quarterly reporting will be quicker and easier to complete. SWIMLocal also allows for alerts and notifications to be sent to required personnel upon entry of non-compliant results allowing early notification to further reduce reportable events. This is a significant step towards streamlining some of the regulatory reporting requirements.



In April 2023 the Safety and Resilience Team conducted a photographic audit of all of Council's permanent facilities and produced a report for the Executive Leadership Team. Upon receipt of the report W&W reviewed all photos and commentary relating to its nine (9) Waste Management Facilities (WMF) and 14 treatment plants (WTP and WWTP) and determined appropriate actions which were then entered into Lucidity and allocated to responsible staff. W&W reviewed the status of these actions on a quarterly basis with the final action being closed out in August 2024.

Challenges

While reportable events have decreased in water and wastewater, the waste management facilities experienced increased reportable events from three (3) in 2023 to seven (7) in 2024 with four (4) of these being fires at Moranbah Waste Management Facility (WMF).



The fires at Moranbah WMF, along with a community complainant have required the Compliance and IMS Team to work with the Waste Management Team to respond to Matters of Concern (MOC) raised by DETSI. This has included tracking actions through Lucidity and updating DETSI on the progress. The MOC was closed with a formal warning letter in November 2024 and DETSI requesting to visit the site in February 2025. The team meets fortnightly to review actions to ensure the facility visit in February with DETSI has a positive outcome.



Effluent storage dams (ESD) overtopping in Moranbah, Middlemount and Dysart continues to be a topic of discussion between W&W and DETSI with 6 monthly meetings held to discuss IRC's progress in stopping the uncontrolled release of treated effluent over the spillways into the environment. The Compliance and IMS

Team provides DETSI with a weekly update on the overtopping status of the ESD Spillways along with flow and water quality monitoring data, photos of the environment the treated effluent is spilling to, the total recycled water used in each town each week, the total recycled water irrigated at each WWTP (to demonstrate attempts to limit uncontrolled release), and any verification monitoring results from spillway samples received from the NATA accredited laboratory.

Wastewater Treatment Plant ESD	Status
Moranbah	Overtopping
Clermont	Not Overtopping (Ceased on 12/12/2023)
Dysart	Not Overtopping (Ceased on 22/01/2025)
Middlemount	Overtopping

An Effluent Reuse Strategy report was completed by a consultant in June 2023 to provide W&W with options on managing the excess recycled water and preventing the overtopping of the ESD spillways. W&W has taken a hybrid approach to the recommendations from the report and is currently working on projects with the focus on preventing spillway overtopping in Moranbah, Dysart and Middlemount to be compliant with the EA as detailed below:

Moranbah:

- Extension of the recycled water main along Sarchedon Drive with the opportunity for the community and sporting clubs along Sarchedon drive to connect to the recycled water network as well as irrigation being installed in a parcel of State Government land which is under W&W control. This will allow W&W to irrigate and stop potential ESD spillway overtopping when other 3rd party users are not using the amount of recycled water required to maintain compliance.
- Grosvenor Creek Flow Monitoring Device installation to assist with maintaining compliance during releases to Grosvenor Creek.

Dysart:

- Investigating expanding the irrigation at the WWTP and WMF. The impact to matters of state environmental significance such as endangered wildlife habit are currently being researched before this can progress.

Middlemount:

- The recycled water main was extended last year with the primary school connecting to the recycled water network and started using water in August 2024.
- The purchase of a fit for purpose evaporator is being scoped, with DETSI assessment team offering to provide W&W with feedback on the evaporators being explored to ensure it will not have any other environmental impacts and any required EA amendments will be approved. This is an extension of the collaborative relationship that IRC has built with the Regulators.



Moranbah Spillway Overtopping



Middlemount Spillway Flow Area

NEXT 12 MONTHS

In addition to preparing and submitting the recurring statutory and regulatory reporting, the Compliance and IMS Team is assisting the W&W Projects and Planning Team with an EA amendment for Carmila and Greenhill WMF's to transition to ERA threshold 60(4) to operate as decommissioned landfills.

Assistance with an EA amendment to the peak inflow design for Nebo WWTP is also being developed with pre-lodgement and feedback from DETSI on additional requirements prior to an EA amendment being completed.

Minor amendments to improve the useability of the DWQMP have been identified with final consultation being completed with the operational team prior to sending to DLGWV for approval. DLGWV has encouraged W&W to update and submit smaller amendments to the DWQMP more regularly rather than completing a large review every 2 years.

The Drinking Water Blue Green Algae (BGA) Management Plan is expected to be finalised in the next month with a submission and approval required by DLGWV to confirm the plan meets requirements.

The six (6) WWTP's will all be set up in SWIMLocal with alerts and notifications similar to the WTP's for early detection of any treatment process issues.

With the addition of the Data Integrity and Compliance Officer to the team, it is anticipated that more annual reporting requirements can be completed within W&W rather than needing to outsource to contractors. This includes the DWQMP annual report and review of the Theresa Creek Dam Emergency Action Plan review. This growth in embedded expertise improves the speed and quality of our compliance activities, reduces costs and also allows us to share the knowledge and capability across the Directorate.

KEY MESSAGES

The Compliance and IMS Team is the conduit between the operational teams and regulatory bodies ensuring there is an additional level of oversight and accountability for both proactive and reactive regulatory and statutory reporting.

Providing this support structure allows the directorate to increase the focus and reliability of the compliance activities and ensures that Councils performance continues to improve.

WATER AND WASTE

Report prepared by: TAIT SURIDGE Program Leader – Compliance and IMS Date: 31 January 2025	Report authorised by: SCOTT CASEY Director Water and Waste Date: 31 January 2025
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ATTACHMENTS

- Attachment 1 – W&W Compliance Submission Summary Calendar

REFERENCE DOCUMENT

- Nil

W&W COMPLIANCE SUBMISSION SUMMARY

JANUARY

DEPARTMENT	REQUIREMENT	DUE DATE
Waste	Monthly Waste Detailed Data Return and Waste Summary Return (QWDS)	28 th
Water	Fluoridation Report Q4 (Oct-Dec)	30 th

FEBRUARY

DEPARTMENT	REQUIREMENT	DUE DATE
Waste	Monthly Waste Detailed Data Return and Waste Summary Return (QWDS)	28 th

MARCH

DEPARTMENT	REQUIREMENT	DUE DATE
Water	4 Monthly Water Security (and Drought) Reporting (Nov-Feb)	7 th
Waste	Monthly Waste Detailed Data Return and Waste Summary Return (QWDS)	28 th

APRIL

DEPARTMENT	REQUIREMENT	DUE DATE
Waste	Environmental Authority BRID0015 License Renewal	4 th
Waste	Monthly Waste Detailed Data Return and Waste Summary Return (QWDS)	28 th
Water	Fluoridation Report Q1 (Jan-Mar)	30 th

MAY

DEPARTMENT	REQUIREMENT	DUE DATE
Water	TCD Safety Review Report – Every 20 Years (next due 2032)	1 st
Waste	Monthly Waste Detailed Data Return and Waste Summary Return (QWDS)	28 th

JUNE

DEPARTMENT	REQUIREMENT	DUE DATE
Business Services	Customer Service Standards – 5 Yearly (next due 2026)	1 st
Waste	Monthly Waste Detailed Data Return and Waste Summary Return (QWDS)	28 th

JULY

DEPARTMENT	REQUIREMENT	DUE DATE
Water	4 Monthly Water Security (and Drought) Reporting (Mar-Jun)	7 th
Water	Water Level Measurements for Nebo Bore Water License 625480	21 st
Waste	Monthly Waste Detailed Data Return and Waste Summary Return (QWDS)	28 th
Water	Fluoridation Report Q2 (Apr-Jun)	30 th
Water	Carmila Water License 622775 Water Records	30 th
Waste	Landfill Volumetric Surveys for Moranbah, Glenden, Clermont and Dysart	31 st

AUGUST

DEPARTMENT	REQUIREMENT	DUE DATE
Water	TCD Annual Safety Statement and Emergency Action Plan	1 st (for 2025)
Water	Registration Details Review for Water Supply Regulator	11 th
Waste	Monthly Waste Detailed Data Return and Waste Summary Return (QWDS)	28 th
Waste	Annual Waste Local Government Survey (QWDS)	31 st

SEPTEMBER

DEPARTMENT	REQUIREMENT	DUE DATE
Waste	Monthly Waste Detailed Data Return and Waste Summary Return (QWDS)	28 th
Wastewater	Annual Sewage Releases Report	30 th

OCTOBER

DEPARTMENT	REQUIREMENT	DUE DATE
Water	TCD Comprehensive Inspection Report – 5 Yearly (Next due 2027)	1 st
Water & Wastewater	SWIM Annual Report	4 th
Water	TCD Dam Failure Impact Assessment (Next due 2031)	7 th
Waste	Monthly Waste Detailed Data Return and Waste Summary Return (QWDS)	28 th
Water	Fluoridation Report Q3 (Jul-Sept)	30 th
Wastewater	Review of REMP's and IMP' for Nebo, Clermont, Glenden, Middlemount, Dysart, Moranbah WWTP's – 2 Yearly (Even Years)	30 th

NOVEMBER

DEPARTMENT	REQUIREMENT	DUE DATE
Water	4 Monthly Water Security (and Drought) Reporting (Jul-Aug)	7 th
Water	DWQMP Review – 2 Yearly (Odd Years)	11 th - then 30 days to amend plan and submit to regulator
Water	DWQMP Audit – 4 Yearly (Next due 2026)	11 th
Waste	Monthly Waste Detailed Data Return and Waste Summary Return (QWDS)	28 th
Wastewater	REMP Annual Reports for Nebo, Clermont, Glenden, Middlemount, Dysart Moranbah	30 th

DECEMBER

DEPARTMENT	REQUIREMENT	DUE DATE
Water	DWQMP Annual Report	18 th
All	Environmental Authority EPPR00791913 License Renewal	18 th
Water	DWQMP Review Submitted to Regulator – 2 Yearly (Odd Years)	22 nd
Waste	Monthly Waste Detailed Data Return and Waste Summary Return (QWDS)	28 th

MEETING DETAILS

Water and Waste Standing Committee Meeting

Wednesday 12 February 2025

AUTHOR

Amal Meegahawattage

AUTHOR POSITION

Manager Planning and Projects

5.4**PLANNING AND PROJECTS DEPARTMENT OVERVIEW**

EXECUTIVE SUMMARY

The purpose of this report is to present an overview of the Planning and Projects Department within the Water and Waste Directorate of Isaac Regional Council.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Note the content of this report regarding an overview of the Planning & Projects Department within the Water and Waste Directorate of Isaac Regional Council.**
- 2. Receives and notes the Planning and Projects Department presentation.**

BACKGROUND

The Planning and Projects Department (P&P) leads the delivery of capital works and infrastructure planning for the Water and Waste Directorate. The department is integral to ensuring service delivery levels by assisting in the planning and delivery of water, wastewater, and waste management infrastructure, helping to improve infrastructure sustainability, operational reliability, and service delivery levels in alignment with council's strategic objectives. The P&P undertakes key functions in two main areas:

- Infrastructure planning; and
- Delivery of Capital Projects

Infrastructure is vital to both the community and council operations, and P&P plays a critical role in ensuring projects are well-planned, adequately funded, and efficiently delivered. By integrating structured project governance, financial oversight, and stakeholder engagement, P&P ensures infrastructure investments align with the region's long-term growth and service needs.

The following sections outline P&P's core functions, team structure, budget allocations, and the broader implications of its work in delivering essential infrastructure services.

INFRASTRUCTURE PLANNING

- Coordination of the Project Accountability Gateway (PAG) process for short-term project delivery.
- Development and management of long-term (10–30 year) and annual project delivery plans.
- Conducting engineering studies and network modelling to evaluate infrastructure feasibility and support future planning and project delivery.

- Providing expert advice to internal and external stakeholders to ensure alignment with council's strategic goals.
- Ensuring infrastructure projects comply with relevant legislation, council policies, and industry standards.
- Incorporating preventative maintenance plans and asset replacement strategies into project scopes.
- Aligning long-term capital projects with demographic trends, technological advancements, and environmental considerations.

CAPITAL PROJECT DELIVERY

- Coordination and management of design, procurement, and construction processes for water, wastewater, and waste infrastructure projects.
- Managing consultants, contractors, and suppliers in the planning, design, and delivery of capital projects.
- Ensuring compliance with relevant legislation, council policies, and industry standards.
- Engaging in stakeholder consultation and fostering alignment with community needs and expectations.
- Developing and overseeing project budgets, financial plans, and funding applications to optimise resource allocation.
- Monitoring risks, conducting quality assurance, and ensuring effective reporting to support successful project delivery.

TEAM STRUCTURE & RESPONSIBILITIES

The P&P consists of a multidisciplinary team, including the Manager Planning and Projects, project managers, planning engineers, and technical support officers, who collectively manage the lifecycle of capital projects.

Manager Planning & Projects

- Overseeing the development and management of the Capital Works Program, including short and long-term planning.
- Budgeting, reporting, and facilitating approvals for project budgets, scope, and variations.
- Identifying and managing resource requirements and risks throughout the project lifecycle.
- Ensuring efficient project delivery within allocated budgets and timelines.

Project Managers

- Conducting project scoping, cost estimation, and design coordination.
- Managing procurement processes, including tender evaluations and contract administration.
- Providing construction project management and overseeing project handovers.
- Coordinating and reviewing design processes with external consultants and contractors.
- Communicating with stakeholders to ensure alignment and progress.

Planning Engineer

- Conducting planning studies and providing data-driven insights to support infrastructure planning and project prioritisation.
- Assessing project feasibility and scoping requirements based on long-term strategic goals.
- Integrating ongoing project delivery into mid to long-term infrastructure planning.
- Evaluating regulatory requirements and ensuring projects align with council's strategic and operational objectives.
- Collaborating with other departments to optimise resource allocation and achieve infrastructure sustainability.

Technical Support Officer

- Providing administrative support for project delivery tasks.
- Assisting in meeting contract inspection requirements and documentation.
- Liaising with contractors to resolve issues and ensure smooth project execution.
- Supporting funding applications and reporting for project activities.

KEY 2024/25 CAPITAL PROJECTS

Moranbah Water Treatment Plant Roof Replacement – \$1.2M

- Replacement of 5.7ML reservoir roof for structural integrity and reliability.
- 75% complete.

Nebo Water Network Augmentation – \$1M

- Infrastructure upgrades to improve supply capacity and reliability.
- Completed (Aug 2024), **\$225K savings**.

Clermont Water Treatment Plant Modernisation – \$1M

- Compliance with Drinking Water Quality Management Plan.
- Chemical dosing upgrade in tender phase, project to carry into FY 25/26.

St Lawrence Raw Water Storage and Main – \$1.8M

- Enhancing storage and distribution efficiency.
- Construction complete, commissioning done.

SCADA Upgrades (Nebo, Glenden and CORP SCADA)

- Multi-year project aligned with IRC SCADA strategy.
- In progress.

Moranbah 400ML Dam Remediation – \$2.2M

- Completed, nearly \$200K saved.

Moranbah Landfill Cell 2 – \$8M

- New landfill cell expanding waste management capacity.
- Completed, \$500K savings.

Moranbah Recycled Water Network – \$1.7M

- Multi-year project under Recycled Water Strategy.
- Sarchedon Drive irrigation, evaporator installation, community consultation.
- Consultant engaged for project management.

Carmila / St Lawrence Water Treatment Plant Upgrades – \$3.6M

- SCADA and chemical dosing system upgrades.
- Scoping complete, procurement commencing, construction next FY.

Middlemount Water Network Augmentation – \$1M

- New water main installation for improved distribution.
- Contract awarded, pending execution.

Moranbah Landfill Rectification – \$4.2M

- Rectification of landfill cell to ensure environmental compliance.
- Options analysis in progress, construction contract expected mid-2025.

Note: Total project costs are approximated and will be finalised upon project closeout for ongoing works.

REPORTING AND OVERSIGHT

The department has implemented a structured reporting framework to monitor progress, financial performance, and compliance.

- **Capital Peer Review Meetings:** Conducted regularly to review project status, challenges, and financial control.
- **Monthly Capital Reports to Standing Committee:** Provide updates on project milestones, expenditure, and delivery risks.
- **Internal Dashboard and Microsoft Project Tracking:** Allows real-time updates and monitoring.
- **Risk and Audit Reports:** Ensures identification of financial, regulatory, and operational risks.

INTERACTION WITH STAKEHOLDERS

Internal Stakeholders

- **Operations and Maintenance Teams:** Coordination for asset integration, lifecycle planning, and infrastructure handover.

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- **Finance and Procurement Teams:** Ensuring budget alignment, securing funding, and managing procurement processes.
 - **Governance and Risk Teams:** Compliance oversight, reporting, and regulatory adherence.
 - **Community Engagement Team:** Communication with residents and businesses regarding project impacts.
 - **Business Services Team:** Supporting financial reporting and process improvement.

External Stakeholders

- **Regulatory Agencies:** Ensuring compliance with legislative and environmental regulations.
- **Funding Bodies:** Securing external grants and providing financial accountability.
- **Consultants & Contractors:** Partnering for feasibility studies, design, and construction services.
- **Community and Industry Groups:** Stakeholder engagement for project alignment with community needs.

FUTURE PLANS FOR THE TEAM

The department is focused on enhancing internal capability, growing the workforce, and strengthening project delivery expertise.

- **Leadership Development:** Providing career growth pathways within project management roles.
- **Technical Officer Expansion:** Increasing technical support capacity for program maintenance and inspections.
- **Planning Engineer Role Evolution:** Greater involvement in network modelling and strategic asset planning.
- **Long-Term Workforce Planning:** Expanding project management roles to ensure future delivery needs are met.

IMPLICATIONS

In 2024/25, the Planning & Projects Department is responsible for short-term and long-term planning, investigations, and delivering 51 capital projects across the region. These initiatives are essential to ensuring reliable, sustainable, and future-proofed infrastructure that meets community needs and regulatory requirements.

2024/25 Budget:

- Operational Budget: \$544,105 (revised)
- Capital Budget: \$17.6M total
 - \$12.6M Water & Wastewater projects
 - \$5M Waste Management projects

Why This Matters?

- **Ensures the delivery of critical infrastructure projects**, addressing community needs and growth demands.
- **Supports regulatory compliance and operational reliability**, reducing risks associated with aging or inadequate infrastructure.
- **Mitigates service disruptions and delays**, preventing potential impacts on residents and businesses.
- **Without adequate resourcing, project timelines may be delayed**, leading to increased costs and inefficiencies.

A 20-minute presentation will accompany this report, showcasing the department's organisational structure, core functions and services.

CONSULTATION

- Director Water and Waste

BASIS FOR RECOMMENDATION

The Planning and Projects Department underpins the strategic and operational success of the Water and Waste Directorate by ensuring the timely delivery of high-quality infrastructure projects aligned with council objectives.

ACTION ACCOUNTABILITY

The Manager Planning and Projects is responsible for ensuring the department's objectives and functions are fulfilled, supported by the Planning and Projects team and external resources as required.

KEY MESSAGES

The Planning and Projects Department is committed to:

- **Delivering high-quality infrastructure projects** that meet the needs of the community and future-proof the region.
- **Driving efficiency, cost-effectiveness, and sustainability** in project delivery.
- **Fostering strong stakeholder relationships** and ensuring compliance with council policies and legislative requirements.

Report prepared by:

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Manager Planning & Projects

Date: 28 January 2025

Report authorised by:

SCOTT CASEY
Director Water and Waste

Date: 4 February 2025

ATTACHMENTS

- Attachment 1 – Planning & Projects Presentation

PLANNING & PROJECTS DEPARTMENT

Standing Committee Presentation

February 2025

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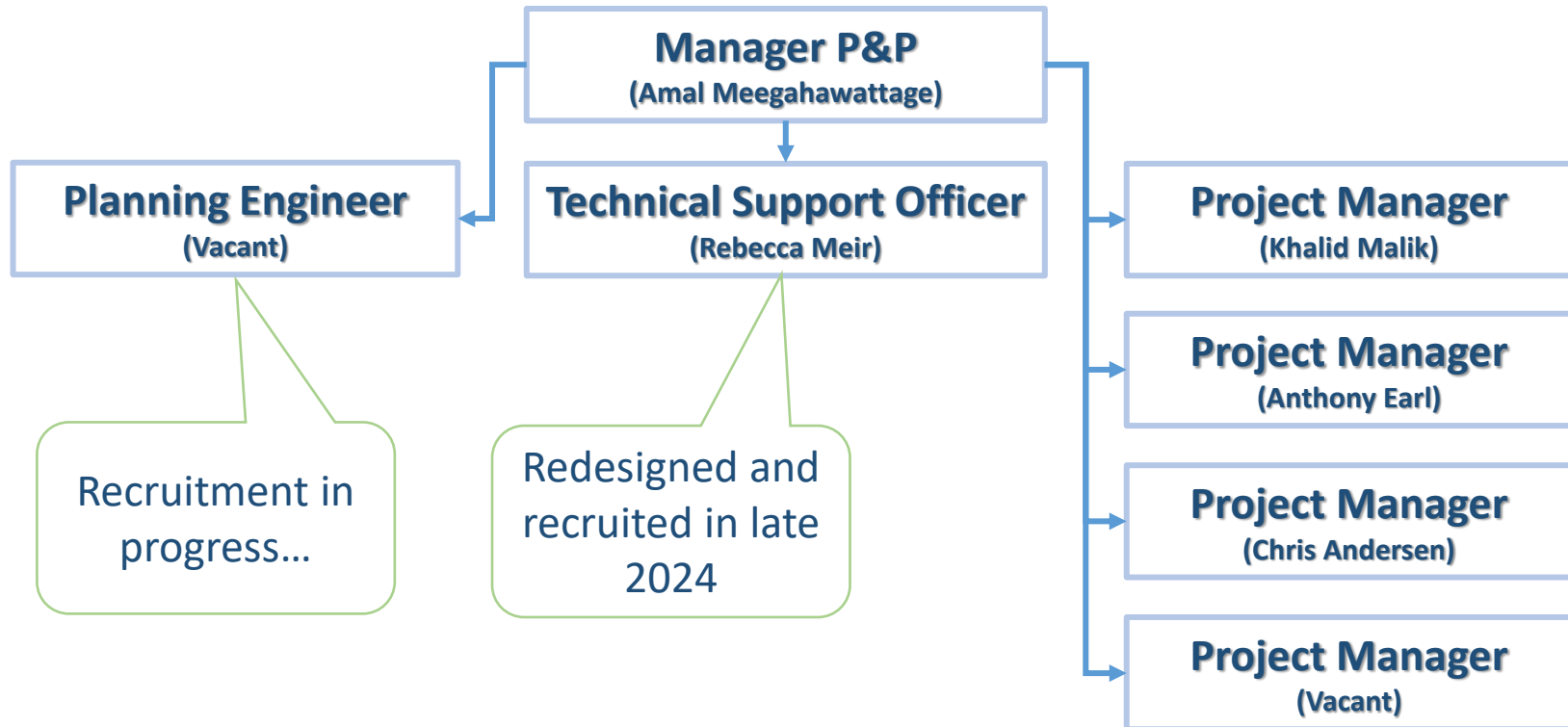
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HELPING TO ENERGISE THE WORLD

DEPARTMENT OVERVIEW

Water & Waste Directorate → Planning & Projects Department



KEY FUNCTIONS

Our role:

Ensuring effective infrastructure planning and capital project delivery

Infrastructure Planning

-  Long-term (10–30 year) capital planning
-  Annual capital works planning
-  Regulatory & legislative compliance
-  Stakeholder engagement

Capital Project Delivery

-  Scoping, estimation and delivery
-  Budgeting, funding & resource allocation
-  Design, procurement & construction management
-  Risk management & reporting

TEAM ROLES & RESPONSIBILITIES

Manager P&P: Oversees strategic planning and manages capital program execution

Project Managers: Lead individual projects, coordinate procurement, construction, and reporting

Planning Engineer: Conducts feasibility studies, develops infrastructure plans, and ensures regulatory compliance

Technical Support Officer: Supports documentation, compliance, administration and reporting

External Consultants: Assist in design and project management by supplementing small internal project management labour force.

External Contractors: Delivery of Construction / Design & Construct projects

CAPITAL WORKS PLANNING PROCESS

Overview : Ensures investment prioritisation and aligns projects with long-term strategic planning.

Who is Involved?

Planning & Projects Team – Identifies and scopes projects

Other W&W Departments – Provide inputs and review scopes

Asset Management & Finance Teams – Assesses funding and risk

Executive Leadership & Council – Reviews and approves investment priorities

CAPITAL WORKS PLANNING PROCESS

Process & Timeline

Project Identification (Q1-Q2) – Sourced from 10-year & 30-year capital plans, asset renewal needs, and urgent works.

Prioritisation & Review (Q3-Q4) – Assessed via the Project Accountability Gateway (PAG) process.

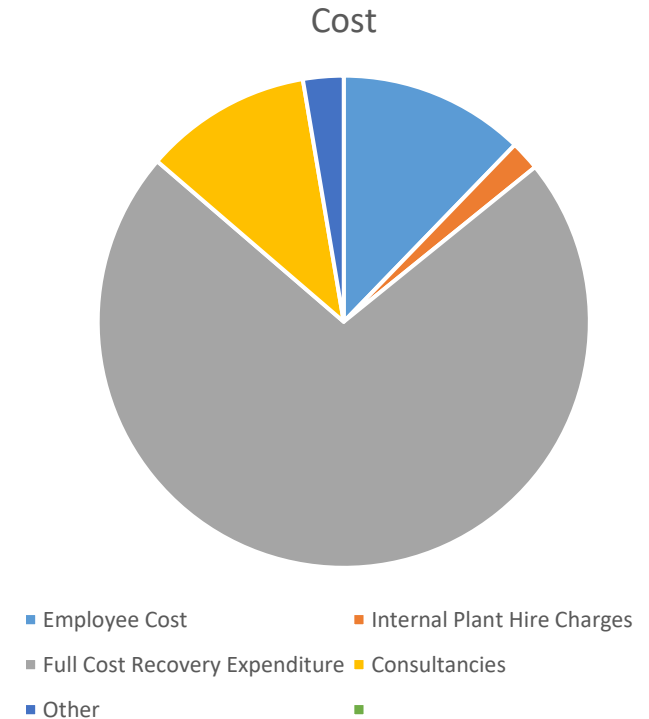
Budget Finalisation (Q4) – Council approval ensures projects align with available funding and strategic objectives.

2024/25 P&P OPERATIONAL BUDGET

Total \$544,105 (revised 24/25)

How Our Budget is Spent

Category	Cost (\$)	Cost(%)
Employee Cost	66,560	12%
Internal Plant Hire Charges	10,598	2%
Full Cost Rec. Expenditure	392,447	72%
Consultancies	60,000	11%
Other	14,500	3%
Total	544,105	100%



- *Operational cost is low as most team costs are capitalised under the capital budget*
- *95-100% of Capital Project Managers' costs are capitalised*
- *Planning Engineer, Technical Support Officer, and Manager – capitalised based on project involvement*

2024/25 W&W CAPITAL BUDGET

\$12.6M



Water and Wastewater

\$5M

Waste



76%

Resources
Planning & Projects

**This funding supports
51 W&W projects across the region,
ensuring reliable infrastructure.**

KEY 2024/25 CAPITAL PROJECTS

MBH WTP Roof Replacement – \$1.2M

Goal : Ensure reliable and high-quality water supply by maintaining structural integrity of the reservoir.

Outcome: Water quality protected; storage capacity restored.



KEY 2024/25 CAPITAL PROJECTS

STL Raw Water Storage & Main – \$1.8M

Goal : Improve water quality and security for the region

Outcome: Reduces raw water variable; provides emergency storage



KEY 2024/25 CAPITAL PROJECTS

MBH Landfill Cell 2 – \$8M

Goal: Expand waste management capacity and ensure environmental compliance

Outcome: Capacity secured for 9-10 years; \$500K savings achieved



REPORTING & OVERSIGHT

How we track & report project progress:

Capital Peer Review Meetings

Ensures governance & budget control

Monthly Capital Reports to Standing Committee

Financial & project updates

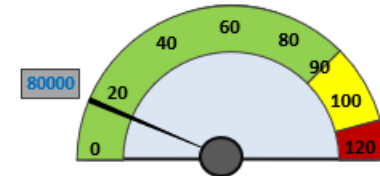
Internal Dashboard & Microsoft Project Program

Progress tracking and reporting

Audit & Risk Reports

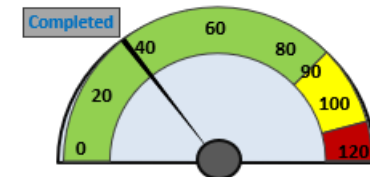
Monitoring and reporting financial and compliance risks

15.5 Percent of Budget Spent -
February (Excluding
Commitments)



14,804,649 of YTD Budget
Remaining - February (Excluding
Commitments)

34.96 Percent of Budget Spent -
February (Including Commitments)



11,395,840 of YTD Budget
Remaining - February (Including
Commitments)

INTERNAL STAKEHOLDERS

W&W Operations & Maintenance / Waste - Collaborate on planning, capital scoping, and infrastructure handover

Business Services - Ensure report compliance and assist with improvement

Finance & Budgeting - Manage budgets, grants, and cost optimisation

Procurement - Support and facilitate procurement processes

Community Engagement - Coordinate stakeholder communication and feedback

Governance & Accounts – Oversee project-related payments, record-keeping, and corporate compliance

Other Directorates – Ensure project integration and resource optimisation

EXTERNAL STAKEHOLDERS

W&W Operations & Maintenance / Waste – Collaborate on planning, capital scoping, and infrastructure handover.

Regulatory Agencies – Manage project approvals and environmental compliance

Funding Agencies – Secure funding, variations, extensions, and reporting

Consultants – Provide studies, investigations, design, and construction management

Contractors & Suppliers – Deliver infrastructure projects

WHY IS P&P NEEDED?

Impact on Council & Community Services


- P&P does not directly serve the community but enables other departments to maintain essential services.
- Infrastructure projects directly support:
 - Continuous high-quality water supply
 - Reliable wastewater management
 - Efficient waste management

Ensuring Cost-Effective & High-Quality Delivery

- Projects must be delivered on time, within budget, and to required standards.
- Investment ensures services meets Council and community expectations.

P&P Engineering and Management Resources Are Essential...

- Project management resources directly impact capital and planning delivery.
- Ensuring quality, efficiency, and timely delivery depends on maintaining optimal staffing levels.



Any Questions