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ANNEXURE ITEMS

Page 2

ITEM 1 - APPLICATIONS FOR LEAVE OF ABSENCE

REPORT IN BRIEF

Reason For Report	To allow tendering of apologies for councillors not		
	present.		
Policy Implications	Nil		
Budget Implications	Nil		
IPR Linkage	4.5.1.g - Code of Meeting Practice adopted and		
_	implemented.		
Annexures	Nil		
File Number \OFFICIAL RECORDS LIBRARY\GOVERNANCE\COUN			
	MEETINGS\COUNCIL - COUNCILLORS LEAVE OF		
	ABSENCE - 1410185		

RECOMMENDATION

THAT any apologies tendered be accepted and the necessary leave of absence be granted.

GENERAL MANAGER REPORT

A call for apologies is to be made.

ITEM 2 - DECLARATIONS OF INTEREST

REPORT IN BRIEF

Reason For Report	To allow an opportunity for councillors to declare an interest in any items to be determined at this meeting.		
Policy Implications	Nil		
Budget Implications	Nil		
IPR Linkage	4.5.1.g - Code of Meeting Practice adopted and		
_	implemented.		
Annexures	Nil		
File Number	\OFFICIAL RECORDS LIBRARY\GOVERNANCE\COUNCIL		
	MEETINGS\COUNCIL - COUNCILLORS AND STAFF		
	DECLARATION OF INTEREST - 2021 - 1410187		

RECOMMENDATION

THAT the Declarations of Interest be noted.

GENERAL MANAGER REPORT

Page 3

A call for Declarations of Interest.

ITEM 3 - DECLARATIONS FOR POLITICAL DONATIONS

REPORT IN BRIEF

Reason For Report	To allow an opportunity for Councillors to declare any	
_	Political Donations received.	
Policy Implications	Nil	
Budget Implications	Nil	
IPR Linkage	4.5.1.g - Code of Meeting Practice adopted and	
	implemented.	
Annexures	Nil	
File Number \OFFICIAL RECORDS LIBRARY\GOVERNANCE\COU		
	MEETINGS\COUNCIL - COUNCILLORS DECLARATION OF	
	POLITICAL DONATIONS - 1410188	

RECOMMENDATION

THAT any political donations be noted.

GENERAL MANAGER'S REPORT

A call for declarations of any political donations.

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ANNEXURE ITEMS

ANNEXURE 1.1	20210304 - REGIONAL WATER STRATEGY PHASE
	2 PREMISE VERS MAR 2021.PDF9

ITEM 1 - PROPOSED WATER INFRASTRUCTURE RISK STRATEGY

REPORT IN BRIEF

Reason For Report	To provide Council a brief update on the status of Water Infrastructure Strategy development.		
Policy Implications	ons Nil		
Budget Implications	Nil		
IPR Linkage	2.4.1.2a - Water infrastructure assets maintained in accordance with the Strategic Asset Management Plan (SAMP), Long Term Financial Plan (LTFP) and relevant Department Plans.		
Annexures	1. 20210304 - Regional Water Strategy Phase 2 Premise vers Mar 2021.pdf		
File Number	\OFFICIAL RECORDS LIBRARY\WATER SUPPLY\PLANNING\MANAGEMENT PLAN - 1411699		

DEPUTY GENERAL MANAGER - CABONNE INFRASTRUCTURE'S REPORT

Background

At its Ordinary Meeting dated 22 September 2020, council considered a report for a proposal to develop a regional water strategy across Cabonne Council, Central Tablelands and Orange City Council water supply networks. At this meeting, council resolved to support the development of a strategic water review which would identify opportunities for better integration between the supply networks.

The Strategic Water Review sought to identify;

- all existing key town water supply and treatment infrastructure, (including type, size/operational capacity, asset age)
- future water demand and key water security risks
- potential future water sources and the associated infrastructure required to
 - Create a fully integrated and connected regional water grid
 - Improve the water security and promote economic growth opportunities across the network
 - Provide for potential expansion/interconnection of the network with other Local Water Utilities
- opportunities for potential rationalisation or targeted re-use of existing key water infrastructure

This report identified that the study area lends itself to analysis as three discrete water supply zones, based on existing water supply infrastructure and topography.

Three water supply zones have been identified as:

- North Zone -Centred on the Molong Water Supply system
- West Zone the lower end of the Central Tablelands Water network
- East Zone the upper section of the Central Tablelands Water network

Each zone has identified capacity for supply to be diversified and/or augmented by:

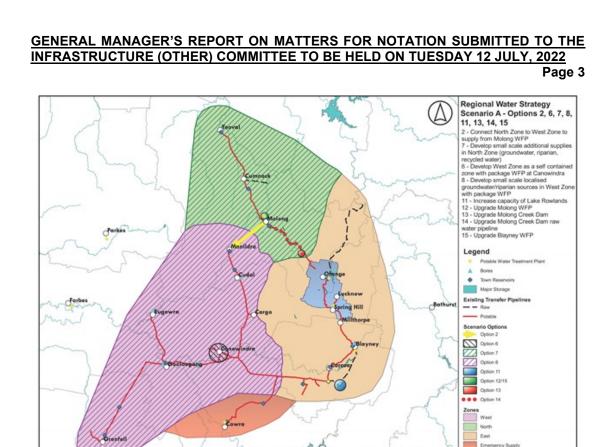
- maximising the use of existing water supplies and associated infrastructure;
- assessing the potential to re-instate existing supplies which are currently not operational; and/or
- exploring options for development of new localised solutions.

A range of options were identified, with scenarios developed from these options. Scenario A is the recommended option to progress through to the next stage of strategy development.

As detailed in the report, Scenario A;

- maximises the use of existing infrastructure across the region;
- decentralises water supply capacity across the network;
- maximises and diversifies water treatment capacity;
- results in the Molong WFP becoming the key potable supply point for the West and North Zones;
- provides for smaller scale water supply options to be progressively developed within the West and North Zones, which are appropriate for the smaller demands and dispersed nature of the demand centres in these zones;
- provides for the development of longer-term, larger scale projects in the East Zone (such as the upgrade to Lake Rowlands) to meet the increased demands within this zone, especially in Orange, and also provide benefits across the entire network; and
- reduces demand on supplies in the East Zone from the North and West Zones to ensure the East Zone can adequately meet future demands.

This scenario provides decentralized water treatment capacity and improves water security for the entirety of the region.



A detailed evaluation of the options outlined in scenario A is required to fully understand the key issues associated with each option, with the aim of developing an overall action plan for delivery of each viable option within Scenario A as a component of an ultimate overall Regional Water Security Strategy.

The Strategic Water Review document has been included as an annexure to this report.

Cabonne Council, on behalf of the other participating Councils, submitted an application for funding under the Safe and Secure Water Program, administered by the Department Planning and Environment (DPE). The department advised Council on 10 August 2021, that the project was eligible, and funding was approved subject to agreement of the project plan being approved.

Update of Progress

The Scope of Works for the project plan has been further defined following consultation with the three members Council, as well as with DPE Water staff. This process took quite some time and resulted in the scope expanding beyond the original DPE Sub Regional Town Water Strategy (SRTWS) template scope of works.

The key reason for this was to broaden the overall scope to include items which originally may have been undertaken as variations to the original scope, once the project was underway and in development. This would enable a better understanding of the cost to undertake the investigation works in a

comprehensive manner, as well as provide valuable background data to each Council for subsequent use in the development of detailed strategies/Integrated Water Catchment Management Plans.

The Sub Regional Town Water Strategy is to be delivered in two phases

<u>Phase 1 Investigation Phase</u> – is to assess and quantify the capacity and capability of the existing water supply schemes, and

<u>Phase 2 Feasibility Level Proof of Concept Assessment Phase</u> – is to develop options and management strategies.

The key objectives are outlined below:

- 1. Establish individually the security of existing headworks of Molong, Orange and Central Tablelands water supply schemes,
- 2. Establish the combined security of interconnected existing headworks of Molong, Orange and Central Tablelands water supply schemes,
- 3. Establish the sustainable yield and the drought resilience of the existing groundwater sources,
- 4. Establish the hydraulic capacity and capability of the interconnected existing bulk distribution system (this to include all strategic mains, reservoirs, pumping facilities and control systems),
- 5. Identify the key constraints and issues with the existing water treatment plants to meet current and future water quality outcomes,
- 6. Identify, develop and assess build and non-build options and sharing arrangement.

The works required under Phase 1 will be undertaken by a Lead Consultant as well as specialist sub-consultants. The selection and engagement of any sub-consultants will be undertaken by the Project Manager in consultation with the Lead Consultant.

The outcome of the Phase 1 will be the delivery of a detailed report comprising the analysis and findings and shall also outline the works required to be undertaken in Phase 2.

A separate procurement process will then be run to undertake Phase 2 of this project. Consultants engaged to undertake the works in Phase 1 will not be excluded from consideration for the works under Phase 2.

Request for Quotation Process

The request for quotation was issued to the two organisations, Premise and Public Works Authority, which all three member Councils as well as DPE staff,

agreed have the capacity and necessary local knowledge to undertake the SRTWS in a cost-effective manner.

The request for quotation closed on 27th May and the responses from both tenderers have been assessed and a preferred tender report prepared. Responses were considered by the SRTWS Working Party at a meeting held 9 June 2022.

This report has been forwarded to DPE Water for their technical review.

The outcome of tender process has resulted in the estimated cost of undertaking Stage 1 including all consultant and sub-consultant costs being within budget expectations. Works are expected to be completed within 6-9 months.

Next steps

DPE Water have provided a draft funding deed for Cabonne Council to review and finalise, in consultation with Orange City Council and Central Tablelands Water, prior to execution with DPE Water.

Following endorsement from DPE Water of the recommendations from the Preferred Tender Report, Cabonne Council will progress the engagement of the preferred tenderer(s) in accordance with their normal procurement processes, subject to the execution of the funding deed with DPE Water. It is hoped that these issues can be completed within the next month, allowing the SRTWS to commence early in the new financial year.

ITEM 2 - INFRASTRUCTURE (OTHER) STRATEGIC ACTIVITIES REPORT

REPORT IN BRIEF

Reason For Report	To provide committee members of updates within the Urban Infrastructure Department	
Policy Implications	Nil	
Budget Implications	Nil	
IPR Linkage	2.1.1.5a - Carry out inspections and maintenance in	
	accordance with agreed levels of service.	
Annexures	Nil	
File Number	\OFFICIAL RECORDS LIBRARY\GOVERNANCE\COUNCIL	
	MEETINGS\COMMITTEES - REPORTS OF 2022 - 1411350	

DEPARTMENT LEADER - URBAN INFRASTRUCTURE'S REPORT

STRATEGIC ACTIVITY ITEM 1 – Sub Regional Town Water Strategy (SRTWS)

Refer to separate report.

STRATEGIC ACTIVITY ITEM 2 – Water – Cumnock / Yeoval potable supply

The disinfection process has been completed and owners. Household connections are continuing. Further work to undertake with some valving, flow measurement and SCADA to ensure flexibility, functionality of the system and reduced resourcing requirements.

STRATEGIC ACTIVITY ITEM 3 – Plant Capacity Report

Council have engaged Hunter H2O to undertake plant capacity reviews on both the Water and Sewerage Treatment Plants. The first draft of these reports has been received and we are awaiting further information and final draft which we are expecting by the date of this meeting.

These reports will guide strategic planning in the water and sewerage businesses, as well as Development Servicing Plans.

STRATEGIC ACTIVITY ITEM 4 – Development Servicing Plan

Council have been in discussions with consultants about a strategy to undertake a Development Servicing Plan (DSP). We are seeking a fee proposal to complete a first pass to help inform discussions about developer contributions for water and sewer with the East Molong proposal.

The longer-term plan will undertake a full DSP to inform developer charges for water and sewer in Molong, Cumnock and Yeoval and sewer for Canowindra, Cudal, Eugowra and Manildra. The Delgany (Mullion Creek) water scheme will be considered separately.

STRATEGIC ACTIVITY ITEM 5 – Pools, potential management model for 22/23 Season

Council staff have commenced the recruitment process of employing a new Aquatics Coordinator and expect this position to be advertised shortly. It is intended that we employ junior and senior lifeguards to staff the pools. The senior lifeguard will take on the responsibilities the previous pool administrator was undertaking as well as being the second lifeguard.

We have also commenced development of a communication strategy to go to the communities and engage them for support in recruitment of lifeguards.

The success of the pool season will be dependent on the input of the community.

STRATEGIC ACTIVITY ITEM 6 – KEY PROJECT UPDATES

a) Sports Lighting Upgrades

Projects are complete apart from receiving works as executed drawings and manuals.

b) Molong Showground Amenities

Project is complete, however there are a few minor cosmetic defects which are required to be completed prior to issuing practical completion certificate.

c) Morris Park Amenities

The project is complete apart from a few basins which are on back order and final clean up.

d) Eugowra Medical Centre

Council will recall at the June general Council meeting that the submissions came in over budget and to enter negotiation with the preferred contractor, Riverpark Constructions to refine the works in the intention to meet budget requirements.

Staff have completed the negotiations and are happy to report that the new Medical Centre and the 2 units will be completed within budget. The Eugowra Medical Centre 355 committee representatives have been made aware of the outcomes and are pleased with the result and look forward to a positive outcome.

Works are expected to commence later in July.

e) Canowindra Sports Ground Change Rooms and Grandstand

The contractor has been informed of the success of their submission and are progressing toward completing the necessary DA documentation which they hope to be completed and submitted by end of July. The site works are not due to commence until October.

f) Cudal Office Refurbishment

DA has been submitted and we are awaiting outcome of this. A hygienist has completed a full assessment of the building. There has been an amount of asbestos and lead based paint identified which was not included in our register. The removal of the items is now being quoted and will be a variation to the contract.

Council staff have commenced the process of moving from the office. Staff will be split between the Molong office and the Cudal medical centre. Communication to the community about the move has commenced. The banking services will be suspended until we move back in. Cudal customers will attend the medical centre for direct contact with admin staff.

g) <u>Yeoval Rec Ground</u>

The storage shed is due for completion week of 11 July. The tennis court resurfacing, fence and hit up wall works where scheduled to be completed in June. However there have been significant delays with the contractor suffering from a large workload, impacts of Covid, flu, wet weather all contributing to the delays. His revised start date is now August and he will keep us informed.

h) <u>Canowindra Hammer Throw</u>

Council will carry forward \$40k for these works and talk to the sports council and community about seeking further funding to complete these works.

i) <u>12 Hill St</u>

Settlement of the property has been completed and ownership now sits with Council. Council staff have engaged a contractor to carry out soil sampling to confirm contamination from the historical gas works. When this report is received consideration of renting the property will occur.

STRATEGIC WATER REVIEW

Stage 2 – Regional Water Security Project Preferred Scenario Development





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Appendix 1 - Stage 1 Report

SECTION 1

INTRODUCTION

Background

Cabonne Council (Cabonne) and Central Tablelands Water (CTW) commissioned an assessment into potential opportunities to develop a more integrated approach to water supply across the footprint of the two organisations. This assessment also recognised that Orange City Council (OCC), as a key regional water supply authority, has water supply connections in place to both the Cabonne and CTW networks, and so was included in considerations relating to a future regional water supply network.

Key Issues

Cabonne are looking at future options for the management and operation of the Molong/Cumnock/Yeoval water supply system. This is a small-scale system with relatively large-scale infrastructure, resulting in high ongoing operational and ownership costs. Options for potentially linking/amalgamating this supply into either the CTW water supply system or the OCC water supply system need to be explored.

CTW is focused on **upgrading Lake Rowlands to increase its long-term supply** capacity. Lake Rowlands is the key water supply source for the whole CTW network, with water treated at the nearby Blayney and Carcoar Water Filtration Plants (WFP). The augmentation of Lake Rowlands offers a potentially significant additional regional water supply option which **needs to be further explored**, not just to supply the CTW network, but also to Orange, which has an existing potable water connection to the CTW network at Carcoar.

The CTW network covers a large area, with many towns connected by a **single supply pipeline**. This presents a **risk to towns at the extremities of this network** should supply be interrupted, especially Cargo, Cudal and Manildra. Options for improving security and resilience of supply to these towns should be explored through the development a strategic interconnection with the Molong Water Supply network, and potentially the Orange Water

Supply network. There are also further regional connections to other neighbouring LWUs, such as Parkes Shire Council, which could be explored.

Orange City Council already has potable water supply connections to both CTW and the Molong Water Supply system, with the latter ensuring Molong's water supply was maintained during the recent drought. Therefore, any long-term investigation into an integrated regional water supply system should also include Orange City Council.

Orange City Council needs to continue to develop additional water supplies to meet future demands. Connection to a regional water supply network, with numerous potential additional water sources, could provide options for Orange to improve its overall future water supply.

Stage 1 Report – Strategic Water Review

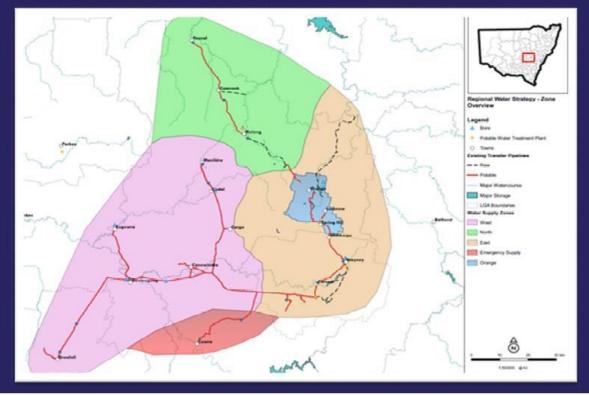
Council engaged Devitt Consulting, in conjunction with Premise, to undertake a Strategic Water Review across the operational areas of the Cabonne Council, Central Tablelands Water and Orange City Council water utilities to identify potential opportunities for better integration of these water supply networks.

Study Approach

This report identified that the study area lends itself to analysis as three discrete water supply zones, based on existing water supply infrastructure and topography.

Three water supply zones have been identified as:

- North Zone centred on the Molong Water Supply system
- West Zone the lower end of the CTW network
- East Zone the upper section of the CTW network



These zones, as well as an emergency supply connection to Cowra and the OCC zone are illustrated overleaf. The approach taken was to examine the capacity of each zone to operate in isolation as well as part of an inter-connected regional network, with any potential water supply excess within one zone capable of being transferred to an adjacent zone which requires additional water.

Each zone has identified capacity for supply to be diversified and/or augmented by:

- maximising the use of existing water supplies and associated infrastructure;
- assessing the potential to re-instate existing supplies which are currently not operational; and/or
- exploring options for development of new localised solutions.

Existing Supply and Demand

The existing 2060 business as usual (BAU) supply and demand situation across the three water supply zones is summarised below.

Zone	Secure Yield (ML/yr)	Demand (ML/yr)	Security Balance (ML/yr)
North	470	592	-122
West	500	1389	-369
East	9,470	8654	+296

Note: The blue arrow represents the proportion of secure yield from Lake Rowlands, located in the East Zone, which is allocated to the West Zone secure yield.

Overall, there is a supply shortfall. In this analysis, some of the supply from Lake Rowlands (CTW) is supplied into the West Zone through the existing CTW network. The balance is used to supply Blayney and Carcoar.

Options and Scenario Development

A range of water supply options were identified within each of the three zones which are outlined below.

- 1. Business as Usual (BAU)
- Connect North Zone to West Zone to supply potable water from Molong WFP to West Zone.
- Connect West Zone to North Zone to supply potable water from Carcoar WFP to North Zone.
- Connect North Zone to East Zone to supply raw water from Molong Creek Dam to OCC system.
- 5. Connect East Zone to North Zone to supply potable water from OCC system to North Zone.
- 6. Develop West Zone as a self-contained Zone based at Canowindra with package WFP.
- Develop North Zone with small scale additional water supplies groundwater, riparian extraction, recycled water.
- Develop West Zone with new small scale localised groundwater/riparian sources Manildra, Cudal, Eugowra, including package WFPs.
- 9. Develop new dam and package WFP at Cudal
- 10. Develop new dam and package WFP at Murga
- 11. Increase capacity of Lake Rowlands
- 12. Upgrade Molong WFP
- 13. Upgrade Molong Creek Dam
- 14. Upgrade Raw Water Pipeline from Molong Creek Dam to Molong
- 15. Upgrade Blayney WFP

Options 9 and 10 were discounted from further consideration due to the size and scale of these projects and the potential difficulties in getting them approved and funded, especially when several other options exist which are more affordable and have significantly greater likelihood of gaining approval.

To identify potential regional water supply solutions, the options were bundled into a number of scenarios, with a **preferred scenario**, **Scenario** A, being identified.

Stage 1 Report Recommendation – Scenario A

Maximises the diversity of supply options across the network

Options included: 2 + (6) + 7 + 8 + 11 + 12 + 13 + 14 + 15

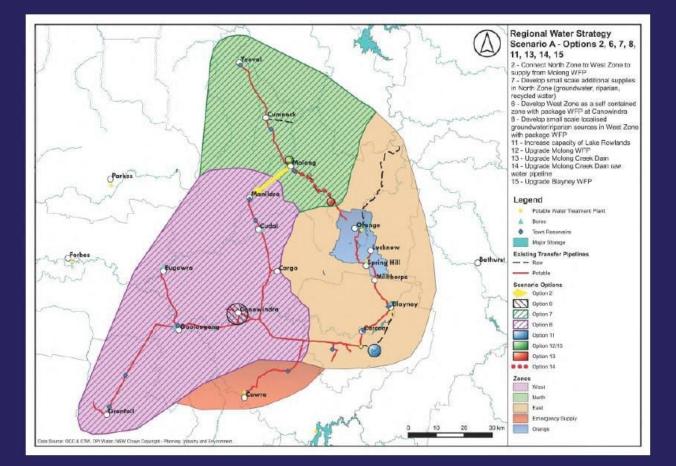
This scenario:

- maximises the use of existing infrastructure across the region;
- decentralises water supply capacity across the network;
- maximises and diversifies water treatment capacity;
- results in the Molong WFP becoming the key potable supply point for the West and North Zones;
- provides for smaller scale water supply options to be progressively developed within the West and North Zones, which are appropriate for the smaller demands and dispersed nature of the demand centres in these zones;
- provides for the development of longer-term, larger scale projects in the East Zone (such as the upgrade to Lake Rowlands) to meet the increased demands within this zone, especially in Orange, and also provide benefits across the entire network; and
- reduces demand on supplies in the East Zone from the North and West Zones to ensure the East Zone can adequately meet future demands.

This scenario provides **decentralised water treatment capacity** across the region, ensuring the Molong WFP continues to play a key local role in supplying water to the North Zone, as well as having additional capacity to also supply potable water to the West Zone, especially Manildra, Cudal and possibly Cargo. This will also **improve the water security** of towns in the West Zone and **improve supply reliability** due to the relatively short distance between the Molong WFP and these towns. This would justify the cost of upgrading and potentially expanding its treatment capacity.

Raw water supplies in the North Zone will need to be enhanced by the development of additional water sources as well as undertaking necessary dam safety/upgrade works at Molong Creek Dam to ensure it can continue to play a key role as the main water supply for the North and West Zones. Upgrade of the raw water pipeline from Molong Creek Dam to Molong would be required.

The upgrading of Lake Rowlands can focus on the benefits this project brings to the major population areas in the East Zone, especially Orange. In addition, it also has the capacity to enhance the reliability of supply to the West Zone and act as a region-wide back-up to the entire network through the interconnection between the existing CTW and Molong/Cumnock/Yeoval networks.



Scenario A is illustrated below.

SECTION 2

DETAILED SCENARIO DEVELOPMENT

Project Scope

A detailed evaluation of the options outlined in Scenario A is required to fully understand the key issues associated with each option, with the aim of developing an overall action plan for delivery of each viable option within Scenario A as a component of an ultimate overall Regional Water Security Strategy. In addition key strategic and organisational issues associated with the development of this network need to be assessed to ensure all parties involved are fully informed prior to considering any long term commitment to this initiative.

Objectives

- A. The evaluation of options within scenario A will include an investigation of the key technical, approval and cost issues associated with each infrastructure option including, but not limited to:
 - Water security benefits
 - Long term viability
 - Whole-of-life costing
 - Compliance and approval requirements/pathways
 - Construction and operational aspects
 - Water quality, especially at the extremities of a regional network
 - Standard operating procedures
 - Existing Systems e.g. Telemetry, treatment processes, preferred plant/equipment etc.
- **B.** The development of an overall regional water security strategy also involves the investigation of the following strategic and organisational issues for each LWU:
 - Financial issues, including
 - > Operating and capital budgets
 - > Existing fees and charges
 - > Status of loans, reserves
 - > Appetite for borrowing vs increasing fees and charges
 - > Opportunities for external funding

- Asset management planning issues including
 - > Status of AMPs
 - > Condition of key assets
 - > Levels of service
- Committed projects/initiatives
- Workforce capacity/planning
- WHS compliance
- Corporate risk appetite
- Corporate culture
- Community engagement/communications
- Political environment, including councillor representation
- Potential future Governance arrangements
- C. Implementation Plan

In order to understand the full range of issues involved in establishing a Regional Water Security Strategy it is essential that a preliminary implementation plan is developed. This plan needs to include:

- a full outline of the scope of the strategy;
- a detailed economic/social/environmental analysis of the long-term benefit and costs;
- the expected timeframe required to implement the Strategy;
- identify potential alternatives available; and
- identify the key risks associated with implementing such an ambitious project.

Deliverables

- Undertake a detailed concept level assessment of all options identified in Scenario A, including, but not limited to:
 - a) Secure yield analysis/update for:
 - i. Molong Ck Dam
 - ii. Suma/Spring Ck
 - iii. Lake Rowlands
 - b) High level groundwater, riparian extraction and recycled water investigation plus localised water treatment option assessment for:
 - i. Molong,
 - ii. Cudal,
 - iii. Manildra,
 - iv. Eugowra
 - c) Canowindra bores groundwater investigation.
 - d) Review upgrade options for Lake Rowlands with high level cost estimates, including assessment of the Lake Rowlands to Carcoar Dam pipeline project.
 - e) Review pipeline designs and cost estimates for
 - i. Molong to West Zone (option 2)
 - ii. Raw Water Pipeline from Molong Ck Dam to Molong
 - f) Review of Molong Ck Dam capacity/safety (review previous report)
 - g) Review of Molong WFP (Hunter H2O report as background)
 - h) Review of Blayney WFP (Check if CTW have any background reports)



- Undertake a detailed assessment, including identifying potential network integration opportunities, across all three LWUs of the following:
 - a) Water quality issues, including reservoir integrity, disinfection levels etc.
 - b) Telemetry systems
 - c) SOPs, systems, preferred equipment/suppliers
- Review population and water demand projections across all urban centres within the study area.
- 4. Develop a high-level computer model of the potential regional water supply network to assist with optimisation of key infrastructure.
- Develop a concept-level cost estimate for all items identified in 1-3 above, including capital, annual O&M as well as NPV cost assessments.
- Undertake a detailed assessment of key organizational issues associated with the management and operation of a future Regional Water Supply Network, including, but not limited to:
 - a) Financial issues, including:
 - i. Operating and capital budget
 - ii. Existing fees and charges
 - iii. Status of loans, reserves
 - iv. Appetite for borrowing vs increasing fees and charges
 - v. Opportunities for external funding
 - b) Asset management planning issues including:
 - i. Status of AMPs
 - ii. Condition of key assets
 - iii. Levels of service
 - c) Status of committed projects/contracts/initiatives
 - d) Relationship with IWCMs

- e) Workforce capacity/planning
- f) WHS systems/compliance
- g) Risk management plans
- h) Corporate culture
- i) Community engagement/communications
- j) Political environment, including councillor representation
- k) Potential future Organisational/Governance arrangements

7. Develop a comprehensive Implementation Plan of all key components identified in sections 1-6 above, which includes:

- An outline of all the stages of the strategy, including key issues to be addressed, and a logical delivery sequence
- A triple bottom line assessment of the strategy and its regional impacts
- The time and resources required to implement the strategy
- A preliminary cost estimate
- Identification of any alternative options/pathways
- A detailed risk assessment
- A community engagement/communications plan

Order of Cost

The estimated order of cost of this project is \$400,000.

Cabonne Council and Central Tablelands Water would be prepared to meet 50% of the total cost, with the other 50% being sought from the NSW Government under SSWP stream 2.

Appendix I Stage I Report