Post-Audit & Post-Review Implementation Plan – Operational & Asset Management System Audit 2025

Reference (no./year)	System Deficiency	Auditor's recommendation	Management action	Position Responsible (i.e. CEO, EHO etc)	Target Date for Completion
1/2025	**Asset Planning** *1.9 Asset management plan is regularly reviewed and updated.* **Review of Asset Management System** *12.1 A review process is in place to ensure that the asset management plan and the asset management system described therein are kept current.* **Rating: B3** - *Process - requires some improvement/ Performance – corrective action required.* The reviewer was provided with the GWC Cooperative Limited (GWC) Asset Management Plan (AMP) 2023 – 2027 – document number 6A, dated 11 August 2021. The Asset Management Plan has not been reviewed and updated since August 2021 The Asset Management Manual includes a revision history page. The current version was adopted on 3 August 2021.	As planned the Asset Management Plan should be reviewed and updated. The format could be improved by using the Asset Management Manual as the template for the overall plan and referencing supporting documents to replace the Excel format AMP	Management is currently undertaking a review of the Asset Management Plan to ensure it aligns with GWC's long-term strategic objectives. The revised Plan will be presented to the Board at the Strategic Planning Day on 27th November 2025 for strategic input and direction. Following this, the Plan will be further reviewed upon finalisation of the Asset Register to ensure full alignment and consistency between the two documents.	Board, Corporate Services Manager	30th January 2026

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	The reviewer was advised that the AMP is planned to be reviewed by August 2025				
2/2025	**Asset Creation/Acquisition** *2.3 Projects reflect sound engineering and business decisions.* **Rating: C3** - *Process - requires substantial improvement/ Performance – corrective action required.* During the site visit, some of the new and existing bores and the flow-controlled customer supply points were inspected. The installations, including bore control cubicles on elevated platforms, bore headworks and customer flow meter points with SCADA, were observed to be in good condition and of a good standard. The new bores and flow-controlled customer supply points were delivered as part of the GISAM project. While the outcome of the GISAM project appeared to be of a good standard and working well, GWC staff were open about some of the delivery issues involved in the project that led to significant budget exceedance.	For significant value asset creation projects in the future, GWC needs to engage appropriately skilled and experienced resources to manage the project development and delivery. This includes more effective contract management by the new GWC staff, from the project planning to the delivery and commissioning of the project.	GWC has appropriately skilled personnel and experienced Board Members in place to effectively oversee and deliver projects. At this stage, there are no further major asset creation projects planned for the future. GWC continues to engage GHD Engineering to provide technical support and professional engineering services, and RSM Accounting to provide financial management support as required including monthly financial reports to the Board.	Board, Corporate Services Manager.	Ongoing

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	Whilst this review has not undertaken a complete review of the project delivery, a combination of initially underestimating the project cost and the approach to contracting/managing the works are areas that GWC would need to review in taking on a project of this scale in the future. This was acknowledged by GWC staff. It is reiterated that the outcomes of the GISAM project appear to be successful in terms of the assets delivered and the system operation. In terms of the initial cost estimate, the process for requesting funding from the National Water Grid Authority means early cost estimates may need to be made before enough engineering (at a project planning phase) has been undertaken to provide a reliable basis for cost estimation – which has contributed to the budget being exceeded.				
3/2025	**Asset Operations** *5.3 Assets are documented in an Asset Register including asset type, location, material,*	As planned, GWC should complete the consolidation of the Asset Registers into the LogiQC asset register. The information fields should include asset	The review of the Asset Register is currently in progress, with the upload to	Corporate Services	28th February 2026

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	plans of components, and an assessment of assets' physical/structural condition and accounting data. *5.4 Accounting data is documented for assets.* **Rating: B3** - *Process - requires some improvement/ Performance – corrective action required.*	type, location, material, plans of components, and an assessment of assets' physical/structural condition, life expectancy, estimated replacement cost and accounting data. How the location and reference to plans is included in the asset register also needs to be addressed.	QMS LogiQC scheduled for completion by 22nd December. GHD Engineering is undertaking this review to streamline the existing Asset Register, ensuring clear and efficient identification of all pipeline and borefield assets.	Manager, GHD Engineering	
4/2025	**Contingency Planning** *9.1 Contingency plans are documented, understood and tested to confirm their operability and to cover higher risks.* **Rating: B3** - *Process - requires some improvement/ Performance – corrective action required.* For the production, collection and distribution system, the Contingency Plan for Emergency Operation and Disaster Recovery (reviewed May 2025) details the policy and processes used for the management of emergencies and disasters. Scenarios exist within this plan, with detailed actions to be taken and accountabilities identified. The risks and disaster recovery plans are also	In accordance with the Contingency Plan for Emergency Operation and Disaster Recovery, there should be at least annual testing of the contingency plan with a desktop scenario and interaction with supporting agencies relevant to the incident scenario, such as DWER. The test should be included in the Business Calendar and the results documented with an action plan for any improvements identified.	A contingency planning exercise was conducted on 12 August 2025, simulating a spur line burst on the main distribution line. Annual contingency planning exercises are scheduled in the LogiQC Compliance Register to occur each June.	Corporate Services Manager, Operations Officer	Ongoing

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	documented in the GWC IT Security and Continuity Tactical Plan (reviewed May 2025). The contingency control measures detailed in the Contingency Planning Procedures (reviewed May 2025) relate to the Risks identified in the Risk Register. The Asset Management Manual (Section 7.8 – Contingency Planning) sets out the requirement for the business to have a contingency plan that is regularly reviewed and tested. However, there was no evidence of testing of the contingency plan in the review period of 3 years.				
5/2025	**Financial Planning** • 10.1 The financial plan states the financial objectives and strategies and actions to achieve the objectives. • 10.2 The financial plan identifies the source of funds for capital expenditure and recurrent costs. • 10.3 The financial plan provides projections of operating statements (profit and loss) and statement of	With the completion of the major project, Gascoyne Irrigation System Augmentation and Modernisation (GISAM), the GWC Financial Plan needs to be updated for at least the next 5 years, including any capital and operating costs, revenue, funding sources and any actions to achieve GWC's financial objectives.	A Strategic Planning Day has been scheduled for 27th November 2025, which will include a review and update of GWC's Financial Plan for the next five years. A five-year budget was adopted by the Board on the 9th June 2025, and the planning day will build on that foundation to refine projected capital and operating costs, revenue forecasts, funding sources, and actions	GWC Board, RSM Accounting, Corporate Services Manager	28th February 2026

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	financial position (balance sheets). • *10.4 The financial plan provides firm predictions on income for the next five years and reasonable indicative predictions beyond this period.* • *10.5 The financial plan provides for the operations and maintenance, administration and capital expenditure requirements of the services.* **Rating: B3** - *Process - requires some improvement/ Performance – corrective action required.*		required to achieve GWC's financial objectives. The workshop will be attended by the GWC Board and the Co-operative's accountant to ensure alignment of strategic and financial priorities.		
6/2025	Capital Expenditure Planning 11.1 There is a capital expenditure plan that covers issues to be addressed, actions proposed, responsibilities and dates. 11.2 The plan provides reasons for capital expenditure and timing of expenditure. 11.3 The capital expenditure plan is consistent with the asset life and condition	With the completion of the major project, Gascoyne Irrigation System Augmentation and Modernisation (GISAM), a Capital Expenditure Plan for the next 10 years needs to be developed, approved by the Board and reviewed on an annual basis. The Plan should cover: • issues to be addressed, actions proposed, responsibilities and dates; • reasons for capital expenditure and timing of expenditure;	Management in collaboration with RSM Accounting are working to develop a draft Capital Expenditure Plan aligned with GWC's strategic and financial objectives. The development of this plan will be incorporated into the Strategic Planning Day scheduled for 27 November 2025, which will be attended by the GWC Board,	Corporate Services Manager, Board, RSM Accounting	28th February 2026

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	identified in the asset management plan.	• asset life and condition assessments; and • annual review and update process.	Management, and RSM Accounting. Once completed, the Capital Expenditure Plan will include defined priorities, justifications, timing, and funding requirements for proposed works. A process for annual review and reforecasting will be implemented and scheduled in LogiQC QMS.		