



Goldenfields
Water

OPERATIONAL PLAN

2019 – 2020



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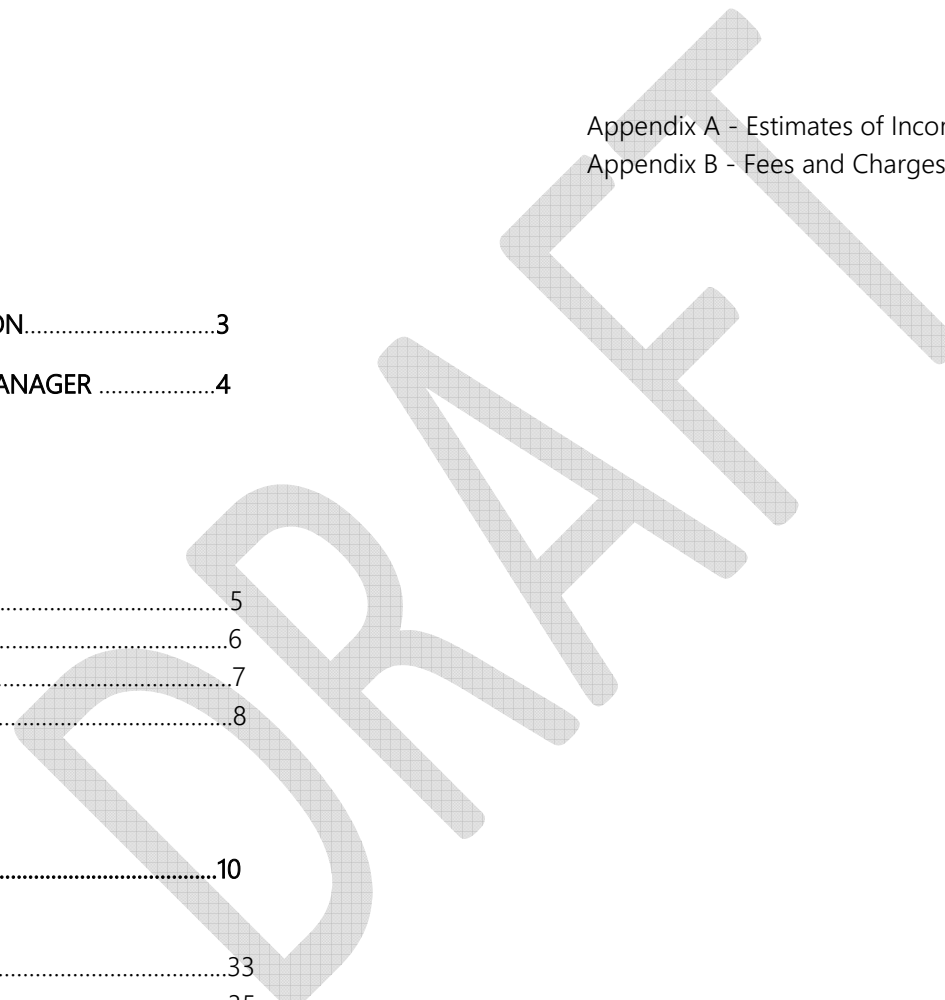
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Message from the Chairperson

On behalf of the Board of Goldenfields Water County Council, I am pleased to present our Operational Plan for 2019-2020 which is a sub set of the Delivery Program for 2017-2021 adopted in June 2017.

In order to put the Boards commitment to its customers into context it is important to understand the application of the Integrated Planning and Reporting Guidelines mandated under the Local Government Act 1993.

The Integrated Planning and Reporting framework is comprehensively explained later in this document.

The provision of a safe, secure and affordable water supply network to the communities in the Riverina and South West Slopes regions is at the center of these commitments.

Building on this center piece are a number of main business activities including;

1. Excellence in service provision
2. Maximizing regional water supply
3. Strategic water management
4. Best practice pricing
5. Proactive customer relations
6. Environmental protection and sustainability
7. Efficient operations
8. Highly skilled and energetic workforce
9. Financially sustainable

In order to make these business activities happen, Goldenfields Water have adopted a mission statement, vision and values which empower its staff to drive and deliver these promises to the community in a transparent and objective manner.

Goldenfields Water undertakes to increase our customer engagement efforts to build a trusting brand relationship within the communities we serve.

My fellow Board members and I urge you to read these documents and provide us with positive feedback as we continue the long term journey of delivering the best possible water supplies to you.

Dennis Palmer
Chairperson



Message from the General Manager

Following on from the Chairpersons message and on behalf of the staff of Goldenfields Water we encourage you to read and analyse these documents.

Goldenfields Water have adopted a ten (10) year Business Activity Strategic Plan for the period 2013-2023. This document is a helicopter view of the journey that we are committed to and it contains all of the individual road maps and required resources to ensure we arrive at the agreed destination in 2023.

The 2019/2020 Operational Plan has a number of components, being;

- A commitment to business as usual with an underlying focus on continuous improvement
- A continued investment in the key assets required to deliver top-quality water that meets or exceeds the Australian Drinking Water Guidelines.
- Attention to growing our water supply system to meet the changing needs of our communities
- Ensuring that these components are affordable and can be supported in a financially sustainable manner

Working closely alongside the Goldenfields Water staff and under the strategic stewardship of the Board we look forward to the journey ahead of us in 2019-20.

Aaron Drenovski
General Manager

Profile

Goldenfields Water is a single-purpose county council that has been responsible for providing water supply services to many communities in the South West Slopes and Riverina regions of NSW since 1997.

Goldenfields Water's supply system covers 22,500 square kilometres between the Lachlan and Murrumbidgee rivers. It services over 46,000 people and includes more than 2,400 kilometres of water mains (the longest in NSW).

Water is sourced from protected natural catchments at Jugiong, Oura, Mt Arthur, Mt Daylight and Hylands Bridge before undergoing a world-class treatment process at either of Goldenfields Water's two water treatment plants.

As a county council, Goldenfields Water is a unique organisation given it is made up of seven constituent councils that each depend on it to deliver essential drinking water for their communities.

Goldenfields Water's seven constituent councils are:

- Bland Shire Council
- Coolamon Shire Council
- Junee Shire Council
- Temora Shire Council
- Cootamundra-Gundagai Regional Council
- Narrandera Shire Council
- Hilltops Council

Currently, Goldenfields Water supplies all drinking water directly to the almost 11,000 rural, residential, commercial and other properties in the local government areas of Bland, Coolamon, Junee, Temora, and parts of Cootamundra-Gundagai and Narrandera.

Goldenfields Water supplies water in bulk to Cootamundra-Gundagai and Hilltops councils, which then distribute water directly to their residents (except those already supplied directly by Goldenfields Water in parts of Cootamundra-Gundagai).

It also provides water in bulk to Riverina Water County Council as well as non-potable water (untreated water for non-drinking purposes) directly to 250 properties.



Mission Statement

To provide regional economic opportunity and lifestyle choices through provision of a quality water supply by innovative leadership showing environmental responsibility in cooperation with the community, constituent councils and governments.

Vision

To be innovative leaders in the supply and distribution of water through regional efficiency, technical excellence and customer service.

Values

Integrity

All staff act in the best interest of the communities that we serve, demonstrating and promoting moral and ethical principles in all that we do.

Trust

Built on from the value of Integrity, mutual trust is established between teams and staff at all levels. Open communication lines and transparency in our operations reflects and further builds on this trust.

Respect

All staff treat others with courtesy, politeness and kindness. Differences in viewpoints and beliefs are recognised and considered, with all people being treated fairly and equally.

Teamwork

All staff work together collaboratively and support one another in achieving the operational objectives of GWCC. Our staff understand the importance of working with each other to achieve our objectives.

Continuous Improvement

Staff feel confident and comfortable to offer ideas and suggestions to ensure that GWCC is continually working to deliver better services to our community and finding more efficient ways of undertaking business.

Strategic Priorities

The 2018-2019 Operational Plan is categorised in-line with the nine strategic priorities established by Goldenfields Water's long-term Business Activity Strategic Plan and the strategic objectives and strategies outlined in its 2017–2021 Delivery Program to achieve those priorities.

Strategic Priority 01: Excellence in Service Provision

Objective: Provision of excellence in delivery of water supply and customer service to all stakeholders.

Strategic Priority 02: Maximising Regional Water Supply

Objective: Planning of water supply for regional development through network analysis and partnerships with constituent councils.

Strategic Priority 03: Strategic Water Management

Objective: Demand management and efficiency improvements through customer awareness and selective asset enhancement.

Strategic Priority 04: Best Practice Pricing

Objective: Generation of income through transparent, equitable and solution driven pricing structures.

Strategic Priority 05: Proactive Customer Relations

Objective: Promotion of customer relations through communication, customer orientation of staff and targeted information delivery.

Strategic Priority 06: Environmental Protection and Sustainability

Objective: Environmental stewardship in carrying out of construction and operational activities.

Strategic Priority 07: Efficient Operations

Objective: Efficiency driven by use of technology, monitoring and performance analysis.

Strategic Priority 08: Highly Skilled and Energetic Workforce

Objective: Highly skilled and driven workforce encouraged by challenging positions and reward for effort and innovation.

Strategic Priority 09: Financially Sustainable

Objective: Financial planning based upon delivery of efficiencies and recovery of costs with growth built upon customer focused solutions.

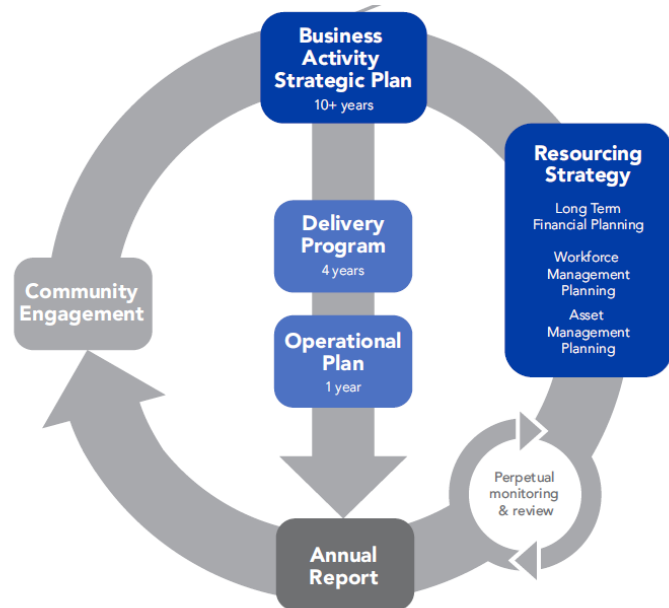
Operational Plan Explained

The Operational Plan forms part of a group of plans which supports GWCC's strategic direction

The Operational Plan 2019 – 2020 completes the planning documents and details the activities to be undertaken and the financial requirements to deliver the commitments of the Strategic Business Plan and Delivery Program.

This three tiered process ensures that there are clear links between the long term goals of the community and the activities of Goldenfields Water.

The diagram demonstrates the linkage:



Goldenfields Water will continue to meet its statutory reporting requirements, delivering an accurate and meaningful report on the progress and results each year of its operational plan.

In achieving this management will be responsible for providing quarterly reports to the Goldenfields Board on the activities and financial statements relating to the Operational Plan.

The Operational Plan has two parts:

Part One – The Activities – detailing how Goldenfields Water will deliver outcomes during this financial/operating year.

Part Two – The Financials – including Fees and Charges detailing the budget and associated financial data for this financial/operating year.

OPERATIONAL PLAN
2019 - 2020

1: Excellence in service provision

1.1: Monitor and report compliance with regulatory, service and other organisational requirements

1.1.2: Increased drinking water assurance

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.1.2.1	Develop and implement an annual drinking water performance scorecard	Develop and implement an annual drinking water performance scorecard.	Develop and submit Council's Annual Drinking Water Management Report.	Production & Services Manager				X



1.2: Provide a reliable and quality drinking water supply

1.2.2: Assets are managed strategically, across whole of life to improve delivery of services and financial management

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.2.1	Develop an understanding of asset performance to improve decision-making	Annually review asset performance data. Implementation of an app to capture burst data. Undertake 1 pump station audit each quarter	Implementation of an app to capture burst data. Undertake 1 pump station audit each quarter.	Engineering Manager	X	X	X	X
1.2.2.3	Deliver capital works program	Construct and deliver Mandamah Pipeline Stage 2 as per program. Deliver the Capital Works as per program.	Achieve greater than 85% of program	Operations Manager	X	X	X	X
1.2.2.4	Operate, maintain water infrastructure to meet defined levels of service	Hydrant and valve maintenance/replacement program has been established and resources allocated. Reservoir cleaning/maintenance & inspections is on-going with reports actioned to Engineering department.	Achieve greater than 85% of program	Operations Manager			X	
1.2.2.6	Valuation of assets	Maintain asset data in a register and complete revaluation every 3-5 years. A revaluation is not due in the 19/20 FY.	Maintain asset data register and complete revaluation every 3-5 years. Not due in 2019/2020.	Engineering Manager				X



1.2.3: Contamination resulting from backflow is minimised

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.3.1	Develop and implement a backflow prevention program	Continue with backflow prevention installation program	Achieve greater than 85% of program	Engineering Manager	X	X	X	X
1.2.3.2	Identify strategic locations across the region and install fixed standpipes	Monitor success of new filling stations	Monitor usage of the automated filling stations in comparison to existing standpipes.	Engineering Manager		X		X

1.2.4: Water mains are systematically renewed and extended, based on asset performance data

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.4.1	Develop and implement a water main renewal program	Develop and implement a water main renewal program. For the extended Coursing Park area and Daylight scheme develop a renewal program for the next 5 years.	Renewal programs are developed to inform future capital works.	Engineering Manager	X	X	X	X
1.2.4.2	Develop and implement a water main extension program	Continue with Mandamah water main extension program	Complete 30km of the Mandamah project.	Engineering Manager				X



1.2.5: Water Pumping Stations are systematically renewed based on asset performance data

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.5.1	Develop and implement a water pumping station renewal program	Develop and implement a water pumping station renewal program	Program to be developed and continually updated in accordance with Councils Asset Management Risk Management Framework, Condition Manual and Investment Prioritisation Model.	Production & Services Manager	X			X

1.2.6: Trunk mains are systematically renewed based on asset performance data

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.6.1	Develop and implement a trunk main renewal program	Develop and implement a trunk main renewal program	Complete a minimum of 5km of trunk main renewal.	Engineering Manager	X	X	X	X

1.2.8: Telemetry system is systematically renewed and extended, based on asset performance data

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.8.1	Develop and implement a Telemetry renewal program	Develop and implement a telemetry renewal program	Telemetry and SCADA equipment to be renewed as failures occur.	Production & Services Manager		X		X



1.2.9: Flow meters are systematically renewed and extended, based on asset performance data

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.9.1	Develop and implement a flow meter renewal program	Develop and implement a flow meter renewal program. Validate the calibration of all production flow meters	Validate the calibration of all production flow meters.	Engineering Manager		X		X

1.2.10: System valves are systematically renewed and extended, based on asset performance data

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.10.1	Develop and implement an air valve, scour, reflux renewal program	Develop and implement an air valve, scour and reflux renewal program	Achieve greater than 85% of program	Engineering Manager	X	X	X	X
1.2.10.2	Develop and implement a PRV and surge tank renewal program	Develop and implement a pressure reducing valve and surge tank renewal program	Achieve greater than 85% of the program	Engineering Manager	X	X	X	X
1.2.10.4	Develop and implement a control valve renewal program	Develop and implement a control valve renewal program	Achieve greater than 85% of program	Engineering Manager		X		X
1.2.10.6	Develop and implement a stop valve renewal program	Develop and implement a stop valve renewal program	Achieve greater than 85% of program	Engineering Manager	X	X	X	X

1.2.11: Hydrants are systematically renewed based on asset performance data

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.11.1	Develop and implement a hydrant renewal program	Develop and implement a hydrant renewal program	Achieve greater than 85% of program	Engineering Manager	X	X	X	X

1.2.12: Instrumentation installations are systematically renewed and extended, based on asset performance data

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.12.1	Develop and implement a instrumentation renewal program	Develop and implement an instrumentation renewal program	Undertake renewal of water quality and SCADA instrumentation equipment as required.	Production & Services Manager				X
1.2.12.2	Develop and implement a instrumentation expansion program	Develop and implement an instrumentation expansion program	Expansion of water quality and SCADA instrumentation to occur as required to ensure continuous improvement of water quality and demand data.	Production & Services Manager				X

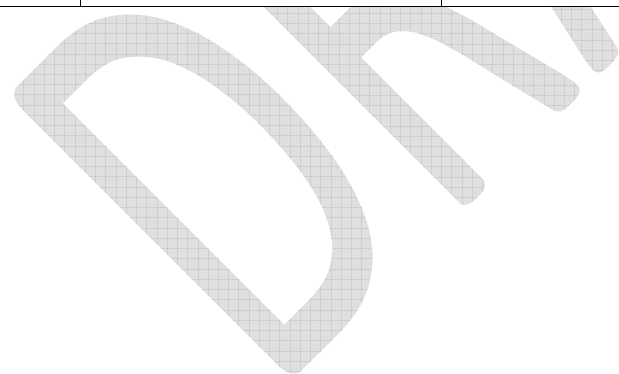


1.2.13: We inform and involve our community about projects, programs and other activities

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.13.1	Maintain and publish information on Council website	Regularly update and publish information on Goldenfields website relating to major projects, water outages, meeting minutes, billing, recent announcements and staffing updates.	Provision of timely, accurate and relevant information	General Manager	X	X	X	X
1.2.13.2	Proactively provide project specific information to relevant stakeholders as required	Proactively provide project specific information to relevant stakeholders as required and respond to any stakeholder requests in a timely manner.	Provision of timely, accurate and relevant information	General Manager		X		X
1.2.13.3	Report financial information internally	Report financial information internally.	Report financial information internally at least monthly.	Corporate Services Manager	X	X	X	X
1.2.13.4	Report financial performance to regulators and the community	Report financial performance to regulators as per compliance and to the community through bi-monthly Council meeting agendas and the Annual Report.	All external financial reporting is compliant with the Act and Regulations	Corporate Services Manager	X	X	X	X



Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
2.13.5	Report compliance information to regulators	Report compliance information to regulators.	<p>1) Report any non-conformance with the Drinking Water Management System to NSW Health.</p> <p>2) Report any non-conformance with the Jugiong Water Treatment Plant's Environmental Protection Licence.</p> <p>3) Develop and submit an Annual Drinking Water Quality Report to NSW Health</p> <p>4) Development and submit the Environmental Protection Licence Annual Return to NSW EPA for the Jugiong Water Treatment Plant.</p>	Production & Services Manager				X



2: Maximising regional water supply

2.1: Plan for the region's future water supply

2.1.1: Future water supply options are proactively identified and evaluated

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
2.1.1.1	Investigate additional raw water sources within the region.	Review, and monitor any opportunities for expansion of raw water sources and associated licenses.	Review, maintain and monitor raw water sources and associated licenses.	Production & Services Manager				X

2.2: Plan for the region's future growth

2.2.1: Our water supply network is able to respond to community growth and development

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
2.2.1.1	Liaise closely with constituent councils regarding growth and development.	Liaise closely with constituent councils regarding growth and development	Meet at least annually with Constituent Councils counterparts.	General Manager	X	X	X	X

2.2.2: Water supply system constraints are identified

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
2.2.2.1	Enhance the system-wide hydraulic model	Enhance the system-wide hydraulic model	Hydraulic model is enhanced as opportunities arise.	Engineering Manager	X	X	X	X
2.2.2.2	Calibrate the hydraulic model with water meter and SCADA data	Calibrate the hydraulic model with water meter and SCADA data.	Progressively calibrate the new water model through the investigation and review of Councils water supply network	Production & Services Manager				X

3: Strategic water management

3.1: Become an industry leader in the water sector

3.1.1: We are open to emerging technology and water cycle management methods

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
3.1.1.1	Develop systems and processes to monitor and report on emerging technology and methods related to water cycle management	Monitor emerging technology and incorporate into future plans.	Investigate any opportunities for continuous improvement of services through emerging technologies.	Production & Services Manager				X

3.1.2: We have the capacity to influence water industry direction

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
3.1.2.1	Explore opportunities to influence water industry policy and direction through participation in industry groups and bodies	Explore opportunities to influence water industry policy and direction through participation in industry groups and bodies.	<p>1) Represent Goldenfields Water as an elected Executive Committee Member for the NSW Water Directorate.</p> <p>2) Participate in any opportunities to make submissions or represent the Council when and where appropriate</p>	Production & Services Manager				X

4: Best practice pricing

4.1: Ensure water metering is accurate

4.1.1: There is a high level of confidence in accuracy of water metering internally and amongst stakeholders

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
4.1.1.1	Develop and implement a water meter replacement program	Develop and implement a water meter replacement program.	Achieve greater than 85% of program	Operations Manager				X

4.2: Levy and collect water charges

4.2.1: Water meters are read accurately and water account notices issued correctly

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
4.2.1.1	Read water meters by using the AMR network	Read 97% of water meters by using the AMR network	97% of meters are read using the automated meter reading network.	Corporate Services Manager	X	X	X	X
4.2.1.2	Issue water account notices within agreed timeframes	Water account notices issued within agreed timeframes	Water account notices are issued within agreed time frames.	Corporate Services Manager	X	X	X	X

5: Proactive customer relations

5.1: Improve customer and community engagement

5.1.1: Feedback from customers is regularly captured and used in decision-making

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
5.1.1.1	Undertake annual customer survey	Undertake customer survey in line with Community Engagement Strategy	The method of delivery and content is considered to undertake the survey in 2021 as per Community Engagement Strategy.	Corporate Services Manager			X	

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
5.1.1.2	Review and action customer survey feedback	As outlined in the Community Engagement Strategy, Goldenfields will conduct a customer survey on the commencement of each four year term of Council. Recommendations from the last customer survey will be reviewed in 19/20 to determine the content and method for the next Customer Survey in 2021.	Survey results are incorporated into future Operational Plans	Corporate Services Manager				X

5.1.3: Our customer service goals are contained within a published Customer Service Charter, and we are accountable to them

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
5.1.3.1	Establish deliverable service levels in consultation with the community	Consultation with the community regarding deliverable service levels will be held in conjunction with the customer survey due in 2021 to ensure financial synergy.	Method of delivery and content is considered in preparation for the 2021 customer survey.	Corporate Services Manager				X



5.1.4: We participate in improving understanding of water management and sustainable water practices in our community

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
5.1.4.1	Provide relevant information to the community through a variety of channels	Engage with the community and stakeholders through traditional media methods, social media, website, community presentations, educational programs, media launches, branding at community events and face to face meetings.	Variety of channels utilised when communicating to the community	General Manager	X	X	X	X
5.1.4.2	Public education information about water management and sustainable water practice is developed and published within our community	Schools within our supply scheme will be offered to attend Goldenfields Waters 'Depth Day' program at the Jugiong Water Treatment Plant, to learn more about the water treatment process. During National Water Week, Goldenfields will work with local schools and preschools to encourage and educate youth and children about sustainable water practices.	Educational resources are developed.	General Manager		X		X



5.2: Develop and maintain strong links with stakeholders

5.2.1: We have close relationships with the Riverina Eastern Regional Organisation of Councils (REROC)

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
5.2.1.1	Participate in opportunities for resource, expertise and knowledge sharing with REROC	Participate in opportunities for resource, expertise and knowledge sharing with REROC	Goldenfields actively attends REROC meetings	General Manager	X	X	X	X
5.2.1.2	Work closely with REROC to improve service efficiency and effectiveness and promote matters of common interest	Work closely with REROC to improve service efficiency and effectiveness and promote matters of common interest	Goldenfields participates in projects with a joint interest.	General Manager	X	X	X	X

5.2.2: We have close relationships with our constituent councils

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
5.2.2.1	Communicate and engage with constituent councils regularly	Meet at least annually with Constituent Council counterparts.	Meet with Constituent Council counterparts at least annually.	General Manager	X	X	X	X
5.2.2.2	Identify where we can partner with constituent councils to attract growth and new business to the region	Assist Constituent Councils where possible to attract growth and new business to the region	Joint projects undertaken where viable	General Manager		X		X



5.2.3: We have a positive corporate reputation within our community and wider industry

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
5.2.3.1	Keep the community, media and internal and other stakeholders informed with relevant and timely information via the most appropriate channels	Customers, stakeholders and Constituent Councils will be updated with Goldenfields Waters' current works, upcoming major works, educational programs and general updates through the distribution of the Customer Newsletter every October and April. Customers and stakeholders will regularly be updated with announcements via Goldenfields Waters social media platforms and traditional media. The development of a video series highlighting the service provided by Goldenfields Water will be rolled out in 19/20.	Variety of communication channels utilised to ensure stakeholders are informed	General Manager		X		X

6: Environmental protection and sustainability

6.2: Ensure natural resources are used efficiently

6.2.1: We regularly review energy use to proactively identify and implement usage reduction activities to lower costs and reduce carbon foot print

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
6.2.1.1	Develop and implement an energy cost reduction strategy	Investigate opportunities for energy cost reductions.	1) Investigate and manage energy contracts 2) identify any opportunities where energy consumption can be reduced	Production & Services Manager				X
6.2.1.2	Educate operators responsible for sites with highest energy consumption	Educate operators responsible for sites with highest energy consumption.	Update and educate staff where operational control measures will be modified to investigate potential savings in energy consumption.	Production & Services Manager				X
6.2.1.3	Renewable energy sources are utilised where viable	As per item 6.2.1.2 operators will be encouraged to identify and implement savings. Consider suitable areas for onsite renewable energy.	Suitable areas for onsite renewable energy are identified.	Corporate Services Manager				X

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
6.2.1.4	Carbon Footprint is monitored and regularly reported	As per item 6.2.1.3 efficiencies are encouraged to reduce usage and renewable options will be considered.	Efficiencies are identified to reduce energy.	Corporate Services Manager	X	X	X	X

6.2.2: Water use efficiency is increased across the network

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
6.2.2.1	Review and implement water demand and drought management plan	Develop and maintain an Integrated Water Cycle Management strategy.	Develop and Implement a new Drought and Demand management plan.	Production & Services Manager				X
6.2.2.2	Provide customer interface to monitor water usage	Customers have access to data portal and the MyH2O app to monitor their usage.	The MyH2O app is fully functioning and customers are encouraged to access and monitor their usage.	Corporate Services Manager	X	X	X	X

6.3: Manage the water supply's sustainability and security

6.3.1: Risks to the water supply's sustainability and security are identified and monitored

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
6.3.1.2	Educate and provide water efficiency information	Launch the MyH2O app and continue to encourage customers to sign up to MyH2O website to effectively monitor their water usage. Provide and educate customers about water efficient practices.	The percentage of customers using MyH2O has increased.	General Manager		X		X

6.3.2: We have a multi-layered approach to water quality control

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
6.3.2.1	Investigate and develop water quality controls	Develop, Implement and Maintain an approved Drinking Water Management System.	Maintain and update Councils Drinking Water Management System when and where required.	Production & Services Manager				X

7: Efficient operations

7.1: Improve business efficiency

7.1.2: Information management is integrated across the organisation

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
7.1.2.2	Continually update and improve the Geographic Information System	Continually update and improve the Geographic Information System	GIS enhancements are implemented	Corporate Services Manager	X	X	X	X

7.1.3: Corporate systems are implemented to support improvements in business efficiency

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
7.1.3.2	Implement an asset management system	Develop an asset register structure and integrate with Civica and GIS.	Develop an asset register structure and integrate with CIVICA and GIS.	Engineering Manager				X

7.1.4: Corporate systems are integrated where practical to improve data

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
7.1.4.1	Integrate SCADA with hydraulic modelling software	Integrate SCADA with hydraulic modelling software.	SCADA is integrated with hydraulic modelling software.	Corporate Services Manager				X

7.1.5: Fleet management is optimised

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
7.1.5.1	Review fleet requirements annually	Review fleet requirements annually.	Fleet procurement decisions are based on whole of life costing	Corporate Services Manager	X	X	X	X

7.3: Reduce exposure to business risks

7.3.1: We take an integrated approach to risk management

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
7.3.1.1	Continue to implement the risk management framework and develop a corporate risk register	Develop and implement a risk management framework and corporate risk register.	Risk management framework and corporate risk register developed and implemented.	Corporate Services Manager				X

7.3.2: Environmental management practices are in place to reduce exposure to environmental risk

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
7.3.2.2	Review and maintain a register of environmental risks	Review and maintain Councils compliance with environmental risks.	Council will maintain compliance with their Environmental Protection Licence and will develop and maintain a Pollution Incident Response Management Plan (PIRMP).	Production & Services Manager				X

7.4: Improve the efficiency of operations in the field

7.4.1: We have an efficient, mobile workforce

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
7.4.1.1	Implement mobile platform for GIS	Mobile platform for GIS developed and implemented.	Mobile GIS platform is developed and implemented.	Corporate Services Manager				X

8: Highly skilled and energetic workforce

8.1: Improve the management of human resources

8.1.1: Our workforce is motivated, skilled and flexible

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
8.1.1.2	Provide staff with professional development opportunities that meet future needs	Provide staff with professional development opportunities that meet future needs	Annual staff development plans completed, training undertaken for identified gaps	General Manager		X		
8.1.1.3	Undertake an annual employee survey	Undertake an annual employee survey	Annual Survey undertaken and results reviewed and actioned	General Manager			X	

9: Financially sustainable

9.1: Deliver responsible financial management

9.1.1: Our organisation is financially sustainable

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
9.1.1.1	Develop a long-term financial management plan	Develop a long-term financial management plan	Long term financial plan updated annually	Corporate Services Manager			X	X
9.1.1.3	Review schedule of fees and charges in-line with the annual operational plan	Review schedule of fees and charges in-line with the annual operational plan	Revised scheduled of fees and charges adopted by Council as part of operational plan	Corporate Services Manager			X	X
9.1.1.4	Develop capital works programs in-line with the planned price path	Develop capital works programs in-line with the planned price path.	Capital works program adopted by Council and reflected in LTFP	Corporate Services Manager				X

Statement of Revenue Policy

Council obtains its income from the following sources:

Water Access and User Charges

Council has adopted a two-part water charge for each of its customer categories, consisting of an access charge based on service connection sizing and a user charge based on the water consumed. As part of its Delivery Program, Council has set its access and usage charges for the 2018/2019 year.

Council levies interest on overdue charges. The interest rate is maximum allowable for 2019/20

Interest on Investments

Council invests surplus funds in accordance with its Investment Policy.

Fees

Council charges appropriate fees for service. These fees are based on actual costs and ensure that those who benefit from the service pay for it.

Private works

Occasionally Council carries out private works. Any such works are undertaken at a cost to the applicant.

Grants and subsidies

Council will receive the Pensioner Rebate Subsidy provided by the State Government in 2019/2020. This subsidy offsets 55% of the total rebate provided.

Developer Contributions

Developers are required to pay the cost of providing the assets that they require. These costs usually fall into two categories:

The reticulated pipes which a developer is required to pay in full; and

A contribution towards the provision of infrastructure (headworks-e.g. treatment plants, major pipelines etc)

Loan Borrowings

New capital infrastructure projects can be funded from borrowings. Council would normally expect that such borrowing approvals to be granted.

Council has not provided for any specific borrowings for 2019/2020.

Access and Usage Charges Statement

The following is a brief explanation of how Council categorises its customer base.

Residential

Customers are categorised as residential if:

The connection is within the Council's urbanized areas serviced by a reservoir via a reticulated distribution network and the main use is for residential accommodation (but not as a hotel, motel, guest-house, boarding house, lodging house or nursing home).

It is a vacant land within this Council's urbanized areas serviced by a reservoir via a reticulated distribution network.

Non Residential Rural

Customers are categorised as non-residential rural if:

The connection is located outside this Council urbanized areas, is serviced directly from a main and the main use is for stock and domestic.

Non-residential Other

Customers are categorised as non-residential other if:

The connection is within this Council's urbanised areas serviced by a reservoir via a reticulated distribution network and the main use is for commercial, industrial, community or institutional.

Other remote and direct connections to mains outside of this Council's urbanized areas where there is no commercial rural activity.

Non-Residential High Volume Monthly

Customers are categorised as non-residential high volume monthly if:

The main use is for commercial, industrial, community or institutional and the customer uses over 50,000kl pa.

Non-Residential Bulk Councils

Hilltops Council and Cootamundra Gundagai Regional Council together with water supplied to Riverina Water consumers are categorised as non-residential Bulk Councils.

Council's Annual Access and Usage charges, Interest, Fees, Private Works, and/or Developer Contributions are levied and or charged under various sections on the NSW Local Government Act including but not limited to sections 501, 502, 552, 566 section 64 and its cross reference to water Management Act section 305-307 and NSW Local Government Act Chapter 15, Part 10 Division 3.

Projected Yield

In 2019/20 water charges are proposed under the following categories, with the total forecast yield and percentage of total projected yield to be raised from each category as follows:

Customer Categories	\$000'	% Within Category	% of Total
Residential	6,292		31%
Access Charges	1,462	23%	
Usage Charges	4,830	77%	
Non-Residential Rural	4,554		22%
Access Charges	1,457	32%	
Usage Charges	3,097	68%	
Non-Residential Other	2,297		11%
Access Charges	932	41%	
Usage Charges	1,365	59%	
Non-Residential High Volume Monthly	1,555		7%
Access Charges	45	3%	
Usage Charges	1,510	97%	
Non-Residential Bulk Councils	5,846		28%
Access Charges	1,437	25%	
Usage Charges	4,409	75%	
Non-Residential Standpipes	236		1%
Access Charges	2	1%	
Usage Charges	234	99%	
TOTAL PROJECTED YIELD	20,780		100%

Appendix A - Budget Summaries 2019/20

Goldenfields Water County Council			
2019/20 BUDGET SUMMARY			
		Current Year	Year End
		2018/19	2019/20
		\$	\$
Income Statement			
Income from Continuing Operations			
Rates & Annual Charges		4,961,981	5,335,000
User Charges & Fees		14,735,578	15,717,100
Interest & Investment Revenue		1,488,000	1,247,500
Other Revenues		106,300	210,400
Grants & Contributions provided for Operating Purposes		202,000	218,800
Grants & Contributions provided for Capital Purposes		1,885,000	800,000
Total Income from Continuing Operations		23,378,859	23,528,800
Expenses from Continuing Operations			
Employee Benefits & On-Costs		5,903,647	7,627,300
Materials & Contracts		2,874,105	3,180,500
Depreciation & Amortisation		6,251,000	6,914,100
Other Expenses		4,238,878	4,284,900
Total Expenses from Continuing Operations		19,267,630	22,006,800
Net Operating Result from Continuing Operations		4,111,229	1,522,000
Net Operating Result before Capital Items		2,226,229	722,000

Goldenfields Water County Council		
2019/20 BUDGET SUMMARY		
	Current Year	Year End
	2018/19	2019/20
	\$	\$
Reconcillation of Cash Position		
Change in net assets from continuing operations	4,111,229	1,522,000
Add back Non Cash Expenses		
Depreciation	6,251,000	6,914,100
Add cashflows from Financing Activities		
Proceeds from sale of Assets	1,066,000	473,700
Less Cashflows from Investing Activities		
Purchase of Infrastructure, Property, Plant & Equipment	(11,046,000)	(12,886,000)
Cash Surplus/ (Deficit)	382,229	(3,976,200)
Equity Movements		
Reserve Funds - Increase / (Decrease)	382,229	(3,976,200)

Goldenfields Water County Council			
2019/20 BUDGET SUMMARY			
		Current Year	Year End
		2018/19	2019/20
		\$	\$
Capital Budget			
Income			
Capital Funding			
Capital Grants & Contributions		1,885,000	800,000
Proceeds from sale - Infrastructure, Property Plant & Equipment		1,066,000	473,700
Internal Restrictions		-	10,890,300
Operating Revenue		8,095,000	722,000
Total Capital Funding		11,046,000	12,886,000
Capital Expenditure			
New Assets			
Water Supply Infrastructure		4,155,000	3,740,000
Plant & Equipment		170,000	243,000
Intangibles		100,000	100,000
Land & Buildings		-	150,000
Office Equipment		-	100,000
Renewal Assets			
Water Supply Infrastructure		4,955,000	7,405,000
Plant & Equipment		1,616,000	888,000
Office Equipment		-	50,000
Furniture & Fittings		-	10,000
Land & Buildings		50,000	150,000
Intangibles		-	50,000
Total Capital Expenditure		11,046,000	12,886,000

Appendix B - Fees and Charges

Service	Fee (\$)		
	2018/19	2019/20	2019/20 Quarterly Charge
Access Charges (Annual)			
Residential			
20mm Connection	194.40	200.00	50.00
25mm Connection	303.80	312.00	78.00
32mm Connection	497.80	512.00	128.00
40mm Connection	777.80	800.00	200.00
50mm Connection	1,216.00	1,252.00	313.00
80mm Connection	3,111.40	3,200.00	800.00
Non-Residential-Rural			
20mm Connection	617.80	640.00	160.00
25mm Connection	965.20	1,000.00	250.00
32mm Connection	1,581.60	1,640.00	410.00
40mm Connection	2,471.40	2,560.00	640.00
50mm Connection	3,861.60	4,000.00	1,000.00
80mm Connection	9,885.80	10,240.00	2,560.00

Service	Fee (\$)		
	2018/19	2019/20	2019/20 Quarterly Charge
Non-Residential-Other (Includes:- Commercial, Industrial, Institutional, Community, Direct and Remote)			
20mm Connection	340.80	352.00	88.00
25mm Connection	532.60	548.00	137.00
32mm Connection	872.80	900.00	225.00
40mm Connection	1,363.60	1,400.00	350.00
50mm Connection	2,130.80	2,200.00	550.00
80mm Connection	5,454.80	5,640.00	1,410.00
100mm Connection	8,523.20	8,800.00	2,200.00
Non-Residential-High Volume Monthly			Monthly Charge
20mm Connection	288.60	300.00	25.00
25mm Connection	450.80	468.00	39.00
32mm Connection	738.80	768.00	64.00
40mm Connection	1,154.40	1,200.00	100.00
50mm Connection	1,803.60	1,872.00	156.00
80mm Connection	4,617.60	4,800.00	400.00
100mm Connection	7,215.00	7,500.00	625.00
150mm Connection	16,234.00	16,872.00	1,406.00

Service	Fee (\$)		
	2018/19	2019/20	2019/20 Quarterly Charge
Non-Residential Bulk Councils			
68% of 20mm Res charge (X equivalent no. of 20mm connections)	132.24	136.00	
Vacant Unconnected Properties			
20mm Connection (applicable to new subdivisions after 1/07/11)	194.40	200.00	50.00
Consumption Charges (per kilolitre)			
Residential Charge all consumption	2.38	2.45	
Non-Residential Rural all consumption*	1.64	1.69	
Non-Residential Rural -Mandamah consumption*	N/A	2.45	
Non-Residential Other all consumption*	1.98	2.04	
Non-Residential High Volume Monthly consumption*	2.14	2.21	
Non-Residential Bulk Council all consumption	1.62	1.67	
Standpipe Water Sales (Commercial, Portable, & Temporary)	4.75	4.50	
Maximum Retail Charge for Standpipe Water Sales	6.28	6.00	
AvData Key Charge	50.00	50.00	
Minimum AvData Purchase at Goldenfields Water (10 kilolitres)	50.00	60.00	
*Excess Charges apply at Standpipe Water Sales Rates			
Temporary Portable Metered Hydrant Charges			
Deposit for Non Local Customer	1,000.00	1,000.00	
Short Term Hire - each week or part thereof	75.00	80.00	
Annual Hire per annum of part thereof (nil consumption allow)	319.00	330.00	
All Portable Standpipe Water Sales per kilolitre	4.75	4.50	

Service	Fee (\$)		
	2018/19	2019/20	2019/20 Quarterly Charge
Water Connection Application (New or reconnection)			
Water Connection Application Fee (including Site Inspection)	275.00	285.00	
Development Proposals			
Assess development proposals (incl subdivision, strata & community/neighbourhood plans - per connection):			
Up to 5 connections	225.00	230.00	
6 to 15 connections	200.00	205.00	
16 to 30 connections	170.00	175.00	
> 30 connections	POA	POA	
Infrastructure Charges			
Retail DSP areas - per equivalent tenement	7,800.00	7,800.00	
Bulk Council DSP areas - per equivalent tenement	7,134.00	7,134.00	
Equivalent Tenement (ET) = 250 Kilolitres per annum			
Augmentation Charges - Tapping, Service and Meter Charges			
20mm Connection	1,700.00	1,750.00	
25mm Connection	1,880.00	1,950.00	
32mm Connection	2,380.00	2,550.00	

Service	Fee (\$)		
	2018/19	2019/20	2019/20 Quarterly Charge
40mm Connection	2,850.00	2,950.00	
50mm Connection	3,360.00	3,450.00	
> 50mm Connection	At Cost	At Cost	
20mm Connection where service pipe has already been laid	345.00	350.00	
Downsizing a Connection: half the regular cost of the resultant connection size			
NR Rural - Mandamah Annual Augmentation Charge (per Entity)	N/A	500.00	125.00
Pipe Locations			
Locate Only (Minimum 1 Hour)	At Cost (min \$141/hr)	At Cost (min \$145/hr)	
Locate & Expose (min 24 hours notice) (Minimum 1 Hour)	At Cost (min \$141)	At Cost (min \$145/hr)	
Backflow Prevention			
Installation of RPZD device (plus cost of device) For 2019/20 including cost of device.	645.00	950.00	
Inspection & Testing of Backflow Prevention Device (per device) plus additional hourly charges may apply	\$175 + \$141/hr	325.00	
Installation of Double Check Valve	260.00	260.00	
Yearly Servicing of Double Check Valve	63.00	63.00	
Engineering Services			
Site Inspections (per visit)	280.00	290.00	
Pressure Testing of New Mains	705.00	725.00	

Service	Fee (\$)		
	2018/19	2019/20	2019/20 Quarterly Charge
Chlorination / Disinfection of New Mains - Per Service	705.00	725.00	
Cutting in of New Mains	At Cost	At Cost	
Site Survey (per day)	850.00	875.00	
Design and Drafting including Plans (per day)	960.00	975.00	
Private Works Hire			
Private Works Admin Fee	10% (Max \$500)	10% (Max \$500)	
Hire rates for Labour, Plant & Equipment	POA	POA	
Administrative Fees			
Search Inquiry Certificate Fee - s603 (per property)	80.00	85.00	
Urgent Certificates - fee for provision of s603 certificate required in less than three working days after receipt of both a properly completed application form and the necessary payment (includes statutory State Govt fee)	160.00	170.00	
Disconnection Attendance Fee - Permanent or Temporary (Non-payment of account or at Customer Request)	141.00	145.00	
Reconnection Fee after Temporary Disconnection	141.00	145.00	
Debt Recovery Attendance Fee	141.00	145.00	
Meter Test Deposit (non-refundable if meter registers less than 4% more than the correct quantity):-			
20 or 25mm meter	141.00	145.00	
32 or 40mm meter	212.00	220.00	
50 or 80mm meter	281.00	290.00	
> 80mm meter	At Cost	At Cost	

Service	Fee (\$)		
	2018/19	2019/20	2019/20 Quarterly Charge
Special Meter Reading (refundable if routine reading by Council proven to be in error):			
Routine service - minimum 48 hours notice	84.00	85.00	
Same day service	141.00	145.00	
Special Inquiry/Certificate/Attendance Fee per hour (min 1hr)	141.00	145.00	
Installation of Remote Meter Reading Device	At Cost	At Cost	
Interest on Overdue accounts (unpaid > 28 days from posting)	7.5%	7.5%	
Processing of Dishonoured Cheques	55.00	55.00	
Processing of Dishonoured Direct Debit, initial \$0, each subsequent dishonour	N/A	25.00	
Copy of documents (per copy) freely available from website	33.00	33.00	
Request for information under the Government Information (Public Access) Act 2009:-			
Access to records concerning personal affairs:-			
Application Fee	30.00	30.00	
Processing Charge (/hr after first 20hrs)	30.00	30.00	
Internal review	40.00	40.00	
Amendment of records	No Cost	No Cost	
As advised by Office of Local Government, not available at time of printing			