



Goldenfields
Water

DELIVERY PROGRAM UPDATE

July – December 2018



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Message from the General Manager

Delivering the community's essential water supply services each day requires a firm commitment to innovative, long-term planning.

The June to December 2018 period represented the first six months of the second Operational plan 2018/2019 of Goldenfields Water's four year Delivery Program covering the period 2017/2021.

Our Delivery Program sets a clear strategic direction focused on supporting the local region's residents, economy, environment and growth with a quality, reliable and value for money water supply.

During the last six months of 2018, significant progress was made toward all key strategic priorities identified within our Delivery Program.

Highlights have included the successful implementation of a new financial software system across the organisation which will assist with the organisations financial sustainability over the coming years, replacing an outdated and unsupported system.

New bulk filling stations identified for installation in strategic locations aim to improve access and fill times for bulk water users ensuring the entire community has access to this essential resource.

We continue to work toward efficient operations with new technologies implemented to assist with water monitoring, such as the trialling of ultrasonic flow meters.

Environmental protection and sustainability is always a high priority. During this period threatened plant species were identified and considered as part of the planning process to avoid impact from planned works in the area.

The Delivery Program report includes further details of the highlights during the June to December 2018 period.

It is my pleasure to present the Delivery Program Progress report as Interim General Manager of Goldenfields Water. I wish to commend the Board, Management and Staff for their contributions during this period, as we all work together to deliver this essential service to our communities.

Graeme Haley
Interim General Manager



Progress Report Explained

As a NSW county council, Goldenfields Water is required as part of the Integrated Planning and Reporting framework for NSW local government to implement a suite of interrelated strategic planning documents.

The documents include a long-term Business Activity Strategic Plan, four-year Delivery Program and annual Operational Plan. These documents are supported by the Resourcing Strategy, which comprises a Long Term Financial Plan, Workforce Management Plan and Asset Management Plan.

At least every six months, a progress report must be produced that provides information to the community about Goldenfields Water's progress towards achieving the objectives set out in its four-year Delivery Program.

This current progress report is for the period from July through to December 2018, which covers the first six months of the second year of Goldenfields Water's Delivery Program for 2017–2021.

Highlights of Goldenfields Water's key achievements for the July–December 2018 period are provided in Section 2 of this progress report.

The detailed progress report in Section 3 uses the icons below to show the status of each project, program or action. A comment is also provided about the specific progress made so far in completing each project, program or action.



Green – Completed



Blue – Progressing



Red – Not yet started



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

This progress report 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.



Highlights and Achievements

The following is a snapshot of some of Goldenfields Water's major achievements for the period July–December 2018.

Strategic Priority 01: Excellence in Service Provision

Currently three bulk water filling stations are being installed in strategic locations (Temora, Barmedman & West Wyalong) that will greatly improve bulk water access and fill times for transportable water. The new filling stations will utilise the Avdata electronic token system that eliminates the need for accessing a key and completing paperwork. The installation of the filling stations close to a major water main will ensure that filling times are kept to a minimum.

Strategic Priority 06: Environmental Protection and Sustainability

As part of the replacement of the Matong bores (supply source for the Coolamon, Ganmain & Grong Grong regions), a Review of Environment Factors (REF) was undertaken due to the presence of the threatened Pine Donkey Orchid and Slender Darling Pea in the area. These threatened species are best identified during September and October after rainfall, the study identified that the proposed works will not affect the threatened plant species.

Strategic Priority 07: Efficient Operations

Goldenfields Water recently purchased and trialed two portable ultrasonic flow meters which are an unobtrusive method for reading flow through water pipes. The ultrasonic flow meters will enable staff to validate and

optimise current operating conditions. The meters are intended to be used for the following projects/applications:

- Validating existing flow meters (particularly production and bulk supply meters) are measuring correctly.
- Calibrating the hydraulic model of our system.
- Auditing pump performance.
- Gathering information for the correct sizing of pumps and valves.

Strategic Priority 09: Financially Sustainable

Commencing 2nd July 2018, Goldenfields Water successfully implemented Civica Authority Financial Software over Payroll, Accounts Payable, Accounts Receivable, On-Line Procurement, Receipting, General Ledger, Assets and Fleet. This also included the installation of an up to date data centre with multiple premises redundancy.

Goldenfields Water will roll out Civica's Utility Billing module in the last quarter of 2018-2019 financial year for its 11,000 retail customers. Goldenfields Water is the first Local Water Utility in New South Wales to implement Civica's Utility Billing module which will continue into the first quarter of 2019-2020 financial year, with future implementation to include Capital Value Register, Debt Recovery and Direct Payments.

DELIVERY PROGRAM PROGRESS REPORT

July – December 2018

The following is Goldenfields Water's detailed report on its progress towards achieving the strategic objectives and implementing the strategies in its Delivery Program during the period July–December 2018. Progress is reported under Goldenfields Water's nine strategic priorities.

It also provides the status of Goldenfields Water's key programs, projects and other actions as at December 2018, which signals the completion of the first six months of the second year of the four-year Delivery Program for 2017–2021.



1: Excellence in service provision

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

1.1.1: Monitoring of organisation and operational performance is regular, accessible and understandable

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.1.1.1	Monitoring of organisational and operational performance is regular, accessible and understandable.	Efficient processes implemented to ensure compliance with Local Government regulations.	Corporate Services Manager		50%	Corporate planning and reporting is on target.



1.1.3: Clearly defined levels of service for our customers

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.1.3.1	Ensure levels of service for residential customers are identified within the strategic business plan and are monitored as part of benchmark reporting.	Benchmark reporting completed. Strategic business plan to be reviewed every 4 years.	General Manager		5%	Commenced as part of IWCM Strategy.
1.1.3.2	Ensure levels of service for rural customers are identified within the strategic business plan and are monitored as part of benchmark reporting.	Benchmark reporting completed. Strategic business plan to be reviewed every 4 years.	General Manager		5%	Commenced as part of IWCM Strategy.

1.2: Provide a reliable and quality drinking water supply

1.2.1: Water quality meets or exceeds the Australian Drinking Water Guidelines

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.1.1	Monitor water quality management plan	Water quality management plan developed and implemented	Production & Services Manager		100%	All Public Health water quality results have conformed to the Drinking Water Management System requirements for the current financial year.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.2.1	Annually review asset performance data	Asset renewals are reprioritised based on performance data	Engineering Manager		75%	Prioritisation workshops completed in accordance with our Risk Management Framework.
1.2.2.2	Revise and implement Asset Management Plan	Asset Management Plan adopted	Engineering Manager		10%	Works commenced on establishing Asset Class Structures.
1.2.2.3	Undertake capital works program	Achieve greater than 85% of program	Engineering Manager		40%	Total Budget expenditure is at 39%.
1.2.2.4	Undertake maintenance program	Achieve greater than 85% of program	Operations Manager		50%	Progressing with air valve replacements, Hydrant cleaning and renewal & stop valve replacements.
1.2.2.5	Strategic review of water treatment facilities	30 Year strategic review completed at all water treatment facilities	Production & Services Manager		80%	A new Water Treatment Plant Filter and Media Replacement Investigation was completed for the Jugiong Water Treatment Plant. Additionally a 30 year Strategic Asset Management Plan has been completed to draft stage for the Oura Water Treatment Plant.
1.2.2.6	Review valuation of assets	Valuation completed and asset register updated	Engineering Manager		100%	Completed as part of Financial Statements preparation.



1.2.3: Contamination resulting from backflow is minimised

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.3.1	Develop and implement backflow prevention installation program	Achieve greater than 85% of program	Engineering Manager	●	50%	50% through current financial year program.
1.2.3.2	Identify strategic locations with our key stakeholders for fixed standpipes	Fixed standpipe locations identified in each constituent council area	Engineering Manager	●	50%	3 sites identified - Temora, Barmedman & West Wyalong.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.4.1	Develop and implement a water main renewal program	Achieve greater than 85% of program	Engineering Manager	●	100%	Problem areas prioritised, 3 year program developed.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.5.1	Develop and implement a water pumping station renewal program	Achieve greater than 85% of program	Production & Services Manager	●	50%	Staff are working towards developing a more automated asset reporting system in future years to increase administrative efficiencies and data quality.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.6.1	Develop and implement a trunk main renewal program	Achieve greater than 85% of program	Engineering Manager	●	75%	Renewal program developed, and consultants have completed 75% of Rosehill to Harden design.

1.2.7: Reservoir relining is planned and programmed based on asset performance data

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.7.1	Develop and implement a reservoir relining program	Achieve greater than 85% of the program	Engineering Manager	●	95%	June Steel Reservoir 95% complete & Wyalong Balance tank 100% complete.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.8.1	Develop and implement a telemetry renewal program	Achieve greater than 85% of program	Production & Services Manager		50%	An audit has been completed for the existing telemetry communication network and associated assets. The design of a new network has been completed with four new sites being setup for new tower installations.
1.2.8.2	Develop and implement a Telemetry expansion program	Achieve greater than 85% of program	Production & Services Manager		50%	New Telemetry sites are being installed across the scheme at locations where there is a high risk of failure of water quality parameters.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.9.1	Develop and implement a flow meter renewal program	Achieve greater than 85% of program	Engineering Manager		20%	Commenced accuracy verification of key meters.
1.2.9.2	Develop and implement a flow meter expansion program	Achieve greater than 85% of program	Engineering Manager		0%	Commence in Q3.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.10.1	Develop and implement an air valve, scour, reflux renewal program	Achieve greater than 85% of program	Engineering Manager	●	0%	Commence in Q3.
1.2.10.2	Develop and implement a pressure reducing valve and surge tank renewal program	Achieve greater than 85% of the program	Engineering Manager	●	20%	Problem Valves have been serviced/replaced & forward program will be developed in Q3/Q4.
1.2.10.4	Develop and implement a control valve renewal program	Achieve greater than 85% of program	Engineering Manager	●	0%	Commence in Q4.
1.2.10.6	Develop and implement a stop valve renewal program	Achieve greater than 85% of program	Engineering Manager	●	0%	Commence in Q4.

1.2.11: Hydrants are systematically renewed based on asset performance data

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.11.1	Develop and implement a hydrant renewal program	Achieve greater than 85% of program	Engineering Manager	●	0%	Commence in Q4.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.12.1	Develop and implement an instrumentation renewal program	Achieve greater than 85% of program	Production & Services Manager	●	50%	Instrumentation at the Jugiong and Oura Water Treatment Plants are reviewed and replaced when required on an annual basis. Additional mobile Chlorine analysers for field testing have been purchased this year to replace the old units for field staff.
1.2.12.2	Develop and implement an instrumentation expansion program	Achieve greater than 85% of program	Production & Services Manager	●	50%	The review and identification of new laboratory instrumentation is being undertaken on an ongoing basis.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.13.1	Maintain and publish information on Council website	Provision of timely, accurate and relevant information	General Manager	●	50%	Relevant information is published and updated.
1.2.13.2	Proactively provide project specific information to relevant stakeholders as required	Provision of timely, accurate and relevant information	General Manager	●	50%	Relevant information is published and updated.
1.2.13.3	Report financial information internally	To ensure all internal financial reporting is compliant with the Act and Regulations.	Corporate Services Manager	●	50%	Capital and Operating financial reports provided to management. Work Order reporting under development.
1.2.13.4	Report financial performance to regulators and the community	To ensure all external financial reporting is compliant with the Act and Regulations	Corporate Services Manager	●	50%	All financial reporting requirements have been met.
1.2.13.5	Report compliance information to regulators	Provision of timely, accurate and relevant information	Production & Services Manager	●	50%	All compliance reporting has been completed to date. Thus far, the NSW Benchmark Reporting has been completed and submitted.



1.2.14: We have a recognised culture of customer service excellence

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.14.1	Develop and monitor performance targets for customer enquiries	Develop and implement customer service strategy.	Corporate Services Manager		100%	Customer enquiry service levels set as per Customer Service Charter.
1.2.14.2	Develop and monitor performance targets for customer applications	Develop and implement customer service strategy	Corporate Services Manager		50%	My H2O App under development, completion expected in Q3.

2: Maximising regional water supply

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.2.1.1	Liaise closely with constituent councils regarding growth and development	Council documents and policies are updated to reflect changes	General Manager		50%	Liaised with staff at Hilltops, Bland, Temora and Junee Councils during January 2019.
2.2.1.2	Review and update development servicing plans	Development servicing plan revised and adopted.	Engineering Manager		0%	Unable to commence until Asset Management Plan is adopted.



2.2.2: Water supply system constraints are identified

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.2.2.1	Enhance the system-wide hydraulic model	Hydraulic model is enhanced.	Engineering Manager	●	0%	Yet to commence enhancement works.
2.2.2.2	Calibrate the hydraulic model with water meter and SCADA data.	Enhancements are made to improve the model.	Production & Services Manager	●	0%	The Water model has been developed; however it requires practical validation before undertaking any additional expansions of its capability. The works for connecting the model to SCADA have been re-allocated to future years.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
3.1.1.1	Monitor emerging technology and incorporate into future plans.	Viable emerging technologies are incorporated into current and future programs	Production & Services Manager	●	100%	Goldenfields Water is currently a leader within the industry for adopting Automated Meter Readers and an operational monitoring software system for water quality operations (WaterOutlook).



3.1.2: We have the capacity to influence water industry direction

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
3.1.2.1	Explore opportunities to influence water industry policy and direction through participation in industry groups and bodies	Participate in industry groups, bodies and make submissions	General Manager	●	50%	Staff member on Board of NSW Water Directorate, AWA and WSAA. General Manager meets with other Water County Council general managers regularly.

3.1.3: We follow best practice strategic planning

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
3.1.3.1	Adopt new Strategic Business Plan	Completed Integrated Water Cycle Management Strategy.	Engineering Manager	●	15%	Issues paper due Feb/March.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
4.1.1.1	Develop and implement a water meter replacement program	Achieve greater than 85% of program	Operations Manager	●	10%	Progressing with bulk meter replacements where identified.

4.2: Levy and collect water charges

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
4.2.1.1	Read water meters by using the AMR network	Achieve greater than 98% of meter reads through AMR's	Corporate Services Manager	●	50%	Targets achieved.
4.2.1.2	Issue water account notices within agreed timeframes	Quarterly accounts are issued within 4 weeks	Corporate Services Manager	●	50%	Targets achieved.



4.3: Deliver a consistent price path

4.3.1: We have a published price path to ensure financial sustainability

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
4.3.1.1	Establish a multi-year price path.	A multi-year price path is adopted	Corporate Services Manager		100%	Goldenfields Waters' Fees and Charges were adopted in June 2018 in accordance with the four year price path set in 2015/16.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.1.1	Undertake customer survey	Undertake customer survey and results provided to Council	Corporate Services Manager		0%	Next Customer Survey to be undertaken in 2020/21 as per Community Engagement Strategy.
5.1.1.2	Review and action customer survey feedback	Survey results are incorporated into future Operational Plans	Corporate Services Manager		0%	Next Customer Survey to be undertaken in 2020/21 as per Community Engagement Strategy.



5.1.2: Our community understands what we do and has regular opportunities to be involved with us

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.2.1	Implement the Community and Engagement Strategy	Community Engagement Strategy is being delivered to the community.	General Manager	●	40%	Certain key actions of the four year Community Engagement Strategy have been implemented and/or planned to commence in 2018/19. Supply of water refill stations have been completed, plans well underway for Goldenfields' first Schools Partnership 'Depth Day' and our social media reach is continuing to increase and reach larger audiences.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.4.1	Provide relevant information to the community through a variety of channels	Variety of channels utilised when communicating to the community	General Manager		70%	Goldenfields' webpage, Facebook, Instagram, Twitter, LinkedIn, Customer Newsletters and local media contacts such as newspapers, radio and local news crews have all been utilised to update and provide relevant information to our customers. The second Customer Newsletter is set to be released in April 2019.
5.1.4.2	Develop public education information about water management and sustainable water practice	A range of educational resources developed	General Manager		50%	Social media and traditional media methods have been utilised as ways of communicating waterwise messages and practices to customers. School Engagement Sessions are confirmed for May 7th and 14th.



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)

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.2.1.1	Participate in opportunities for resource, expertise and knowledge sharing with REROC	GWCC actively attends REROC meetings	General Manager	●	50%	Attending REROC and JO meetings as required.
5.2.1.2	Work closely with REROC to improve service efficiency and effectiveness and promote matters of common interest	GWCC participates in all projects with a joint interest	General Manager	●	50%	Attending REROC and JO Meetings as required.

5.2.2: We have close relationships with our constituent councils

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.2.2.1	Communicate and engage with constituent councils regularly	Regular meetings between GWCC and constituent councils	General Manager	●	50%	Ongoing.
5.2.2.2	Identify where we can partner with constituent councils to attract growth and new business to the region	Joint projects undertaken where viable	General Manager	●	50%	Ongoing.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.2.3.1	Keep the community, media and internal and other stakeholders informed with relevant and timely information via the most appropriate channels	Variety of communication channels utilised to ensure stakeholders are informed	General Manager	●	50%	Ongoing.

6: Environmental protection and sustainability

6.1: Develop social responsibility for the water cycle

6.1.1: We provide a water supply that provides the best value for money considering social, environmental and economic considerations

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.1.1.1	Develop and implement an Integrated Water Cycle Management Plan using established community expectations and asset management information	Develop and implement an Integrated Water Cycle Management Plan using established community expectations and asset management information	Production & Services Manager	●	25%	Public Works Advisory has now been engaged to complete the initial issues paper report for approval by Department of Industry & Water. Following the adoption of the issues paper a full IWCM strategy will then be completed. The Strategy is expected to be completed by the end of 2019 which will include a full 30 year long term forecast for water supply and asset management.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.2.1.2	Educate operators responsible for sites with highest energy consumption	Usage in high tariff periods are minimised where possible	Production & Services Manager		100%	Operations for large energy usage sites are continually monitored and adjusted to reflect appropriate tariff charges and off peak operations. All key operational staff are educated in the operating windows for energy use.
6.2.1.3	Renewable energy sources are utilised where viable	Viable renewable energy projects implemented	Corporate Services Manager		50%	Consultants engaged to review and identify renewable energy projects.
6.2.1.4	Carbon Footprint is monitored and regularly reported	Viable renewable energy projects implemented	Corporate Services Manager		50%	Completed as part of the Best Practice Reporting requirements from DPI Water.

6.2.2: Water use efficiency is increased across the network

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.2.2.2	Customers have access to data portal	Customers have access to data portal	Corporate Services Manager		50%	MyH20 web portal has been implemented. Development of MyH20 App will be complete by end of Q3.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.3.1.1	Continue to monitor the water resource environment	Monitor and provide submissions when appropriate	Production & Services Manager		100%	Goldenfields Water staff continually liaise with State Government regulators regarding source water supply risks and opportunities. Staff actively monitor both access and quality of water supply to ensure its levels of service can be maintained for its customers.
6.3.1.2	Educate and provide water efficiency information	A range of water efficiency resources are developed	General Manager		50%	Information provided to the community through digital media about water efficiency.

6.3.3: We gather and use reliable data from water treatment facilities as part of our risk management approach

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.3.3.1	Automate and improve the reliability of processes at, and data available from, water treatment facilities	Data is utilised in strategic decision making	Production & Services Manager		50%	Staff continually seek improvements for automation of its Water Treatment Plants and associated instrumentation. Significant investment through the new ClearSCADA upgrade project will see additional improvements and access to information available for future reporting remotely.



7: Efficient operations

7.1: Improve business efficiency

7.1.2: Information management is integrated across the organisation

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.2.1	Develop and implement ICT strategy	ICT strategy is developed and implemented.	Corporate Services Manager		90%	Draft ICT Strategy 90% complete. Risk analysis to be undertaken, completion expected by Q3.
7.1.2.2	Continually update and improve the Geographic Information System	GIS enhancements are implemented	Corporate Services Manager		50%	Geographic information system (GIS) had a major update with IntraMaps going live during 2017/18. GIS now being integrated with CIVICA Authority.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.3.1	Implement an electronic records system	Electronic records system has been implemented	General Manager		100%	Completed and being utilised.
7.1.3.3	Complete implementation of WaterOutlook.	Functional water quality database is in use.	Production & Services Manager		100%	The implementation of WaterOutlook has been completed; however continual improvements to the system will be ongoing in order to provide greater access to information and provide automated reporting to gain greater efficiencies in administrative requirements.



7.1.5: Fleet management is optimised

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.5.1	Review fleet requirements annually	Fleet procurement decisions are based on whole of life costing	Corporate Services Manager		100%	Review of annual fleet requirement completed.

7.2: Promote responsible and accountable corporate governance

7.2.1: Internal audits are regularly conducted and findings reported as appropriate

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.2.1.1	Formalise audit processes for procurement, stores and contractor management	Implement adopted internal audit plan	Corporate Services Manager		50%	Stores, procurement and contractor management processes currently under review.
7.2.1.2	Review audit processes for governance and compliance management	Internal audit plan and policies reviewed	Corporate Services Manager		50%	Audit processes for governance and compliance currently under review and action as per Audit and Risk Improvement Committee (ARIC) action items list. Internal audit engagements continuing as per ARIC prioritisation.



7.3: Reduce exposure to business risks

7.3.4: Systems and processes are in place to safeguard business continuity

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.3.4.1	Develop and implement a business wide continuity/disaster recovery plan	Business continuity/disaster recovery plan has been developed	Corporate Services Manager	●	95%	Draft Business Continuity/Disaster Plan 95% complete. Disaster scenario exercise undertaken in December 2018.
7.3.4.2	Develop and implement an information technology strategy	IT strategy developed and implemented	Corporate Services Manager	●	90%	Draft ICT Strategy 90% complete. Risk analysis to be undertaken, completion expected by Q3.

7.4: Improve the efficiency of operations in the field

7.4.1: We have an efficient, mobile workforce

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.4.1.3	Implement mobile platform for Work, Health and Safety	Mobile platform for WHS is developed and implemented.	General Manager	●	75%	WHS information available on intranet, accessible on mobile devices.



8: Highly skilled and energetic workforce

8.1: Improve the management of human resources

8.1.1: Our workforce is motivated, skilled and flexible

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
8.1.1.2	Provide staff with professional development opportunities that meet future needs	Annual staff development plans completed, training undertaken for identified gaps	General Manager		50%	Staff training and development progressing.
8.1.1.3	Undertake an annual employee survey	Annual Survey undertake and results reviewed and actioned	General Manager		100%	Reported to Council's December 2018 meeting.



9: Financially sustainable


9.1: Deliver responsible financial management

9.1.1: Our organisation is financially sustainable

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
9.1.1.1	Develop a long-term financial management plan	Long term financial plan updated annually	Corporate Services Manager		75%	Long Term Financial Plan has been updated, require updated Asset Management Plan and forward capital projects plan to finalise.
9.1.1.3	Review schedule of fees and charges in-line with the annual operational plan	Revised scheduled of fees and charges adopted by Council	Corporate Services Manager		100%	Goldenfields Waters' Fees and Charges were adopted in June 2018 in accordance with the four year price path adopted in 2015/16. Annual fees and charges reviewed in-line with annual operational plan.
9.1.1.4	Develop capital works programs in-line with the planned price path	Capital works program adopted by Council and reflected in LTFP	Corporate Services Manager		0%	Updated Asset Management Plan and forward capital projects plan to be developed.




9.1.3: The viability of projects are established through the use of a business cases process

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
9.1.3.1	Develop a business case for any proposed project or other activity to inform decision-making about whether to proceed	Capital project gateway framework developed	Engineering Manager		100%	Risk based decision making system developed and implemented for assessing and prioritising all proposed capital work projects.

9.2: Generate income through diversification

9.2.1: Fee for service opportunities identified

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
9.2.1.1	Explore fee for service opportunities within the region	Works undertaken as opportunities present	General Manager		50%	Ongoing.