



Goldenfields  
Water

# DELIVERY PROGRAM UPDATE

July – December 2019



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# 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 2019, which covers the first six months of the third year of Goldenfields Water's Delivery Program for 2017–2021.

The detailed progress report in Section 2 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.

# DELIVERY PROGRAM PROGRESS REPORT

## July – December 2019

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 2019. Progress is reported under Goldenfields Water's nine strategic priorities.



## 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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.1.2.1	Develop and implement an annual drinking water performance scorecard.	Develop and submit Council's Annual Drinking Water Management Report.	Production & Services Manager		100%	Goldenfields has developed and implemented a Drinking Water Management System. This system is reviewed October every year and the performance of the management system is provided within an annual report which is provided to the Board for review and adoption. The review and annual performance report was provided to the Board at the December 2019 Council Meeting.

### 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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.2.1	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		60%	Burst data mobile application is in operation. 1 pump station audit has been completed each quarter



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.2.3	<p>Construct and deliver Mandamah Pipeline Stage 2 as per program.</p> <p>Deliver the Capital Works as per program.</p>	Achieve greater than 85% of program	Operations Manager		60%	<p>Mandamah stage 2A - Completion of 13.5 kilometres of 100mm OPVC and 63mm PE pipe. This stage is now commissioned with several landholders connected. Mandamah stage 2B - 7.3 kilometres consisting of 200mm OPVC, 150mm OPVC, 100mm OPVC and 63mm PE pipe and due to commence mid January.</p> <p>Capital works program for 2019 up to 31st December has been completed.</p>
1.2.2.4	<p>Hydrant and valve maintenance/replacement program has been established and resources allocated.</p> <p>Reservoir cleaning/maintenance &amp; inspections is on-going with reports actioned to Engineering department.</p>	Achieve greater than 85% of program	Operations Manager		60%	<p>Hydrant/valve maintenance/replacement program is on target with the township of Temora almost complete (1413 valves). Junee will be next town with approx 934 valves.</p> <p>Reservoir maintenance/inspections etc are on target</p>



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.2.6	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		60%	Piping and instrumentation diagram programs are underway to contribute information to the asset register.

### 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	Continue with backflow prevention installation program	Achieve greater than 85% of program	Engineering Manager		20%	Behind planned program due to technical difficulties and the re recruitment of the Compliance Officer.
1.2.3.2	Monitor success of new filling stations	Monitor usage of the automated filling stations in comparison to existing standpipes.	Engineering Manager		50%	The usage from the new bulk water filling stations is higher than usage in the previous financial year from the old standpipes and is showing an increasing trend at all locations as new customers sign up and dry weather continues



#### 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. 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	●	50%	Water main renewals have been identified and prioritised. Designs are underway
1.2.4.2	Continue with Mandamah water main extension program	Complete 30km of the Mandamah project.	Engineering Manager	●	50%	Mandamah stage 2 is under construction

#### 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	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	●	80%	A renewal program has been developed for the 2019/20 financial year via a registered log of run hours and condition assessments of Councils pump assets. Thus far Oura pump 3, Pump 2 at Jugiong Number 2, Talbingo Lane Pump 2, Temora Transfer pump 3, Junee Reefs, Ganmain Pump 2 and Aria Park 1 & 3 have been completed.



### 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	Complete a minimum of 5km of trunk main renewal.	Engineering Manager	●	50%	Trunk renewals have been identified and prioritised. Designs are underway

### 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	Telemetry and SCADA equipment to be renewed as failures occur.	Production & Services Manager	●	80%	Thus far, Goldenfields Water has installed all new communication towers and associated equipment for the Mt Daylight Scheme. In addition to the communication systems, all new electrical switchboards have been installed at Hannan, Daylight and Naradhan pump stations.

### 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. Validate the calibration of all production flow meters	Validate the calibration of all production flow meters.	Engineering Manager	●	10%	Matong bore 2 flow meter renewed



### 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 and reflux renewal program	Achieve greater than 85% of program	Engineering Manager	●	20%	Program under development. Currently air, scours and reflux's replaced as required
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%	Program under development. Currently PRVs and surge tanks replaced as required
1.2.10.4	Develop and implement a control valve renewal program	Achieve greater than 85% of program	Engineering Manager	●	20%	Program under development. Currently control valves replaced as required
1.2.10.6	Develop and implement a stop valve renewal program	Achieve greater than 85% of program	Engineering Manager	●	20%	Program under development. Currently SVs replaced as required

### 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	●	20%	Program under development. Currently hydrants replaced as required



### 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	Undertake renewal of water quality and SCADA instrumentation equipment as required.	Production & Services Manager	●	50%	Instrumentation is replaced when and where required. In addition to the general replacement program, new Burket chlorine analysers were purchased for Jugiong, Oura, Bradman St and Ganmain. Jugiong has a new Burket systems installed as the initial trial for the new technology.
1.2.12.2	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	●	50%	Staff continually seek opportunities for the expansion of instrumentation that provides greater data capture and control systems to Goldenfields Waters operations. Staff are currently working with Hilltops Council for the potential to install additional analysers at the Prunevale pump station.



**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	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	Community Engagement Officer	●	50%	Relevant information is published and updated as required.
1.2.13.2	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	●	50%	Information has been provided to our relevant stakeholders through emails, face to face meetings, digital media and community presentations and meetings.
1.2.13.3	Report financial information internally.	Report financial information internally at least monthly.	Corporate Services Manager	●	50%	Monthly reports provided to management. The costing system is being refined during the 2019/20 financial year to enable better reporting and budgeting in future years.
1.2.13.4	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	●	50%	Statutory financial reporting obligations to Council meetings and regulators are being met within required timeframes.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.13.5	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		50%	Staff report to the a number of regulators throughout the financial year. These include NSW Public Health, EPA & DoPIE. Thus far staff have completed and submitted the annual Benchmark Reporting to DoPIE and the Annual DWMS Review to NSW Public Health.



## 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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.1.1.1	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		50%	Staff are continually looking for opportunities to expand Goldenfields Waters access to Raw Water provisions. Staff are currently sourcing any opportunities for the Oura (Gumly Gumly) groundwater source. In addition to this, Staff have met with DoPIE and advised the need to for additional entitlement to the Jugiong Water Treatment Plant if Boorowa was to be serviced from this scheme.

### 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	Meet at least annually with Constituent Councils counterparts.	General Manager		50%	Liaised with staff at Hilltops, Cootamundra-Gundagai, Coolamon and Bland Councils during July to Dec 2019 .



### 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 as opportunities arise.	Engineering Manager		50%	Models completed for Thanowring road and are underway for Wyalong area
2.2.2.2	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		0%	The Water Model is yet to be completed and therefore any integration with SCADA has been postponed until further notice.



### 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.	Investigate any opportunities for continuous improvement of services through emerging technologies.	Production & Services Manager		100%	Staff are continually seeking new technologies to help deliver greater efficiencies and services to its customers. During July and October 2019 Staff engaged No-Des a mobile flushing technology company to trial its flushing system within the Mt Arthur water supply scheme. Around 35km of reticulation main was flushed through the trial at a cost of around \$90,000. The results were very positive and staff will look at a number of options to continue its improvement of the system in future years.



### 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.	1) Represent Goldenfields Water as an elected Executive Committee Member for the NSW Water Directorate.  2) Participate in any opportunities to make submissions or represent the Council when and where appropriate	Production & Services Manager		100%	Production and Services Manager is a current Executive Committee member of the NSW Water Directorate. A number of submissions have been made to the State with the most recent being in relation to the proposed Regional Water Strategies.

## 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		5%	A new program is to be developed in consultation with Engineering and Corporate services



## 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 97% of water meters by using the AMR network	97% of meters are read using the automated meter reading network.	Corporate Services Manager		100%	Consistently achieving 98% of meters being read using the automated meter reading network.
4.2.1.2	Water account notices issued within agreed timeframes	Water account notices are issued within agreed time frames.	Corporate Services Manager		50%	Accounts are being issued within agreed timeframes. Council has commenced offering customers the option to receive notices electronically.



## 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 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.	Community Engagement Officer	●	0%	Not due to start
5.1.1.2	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	Community Engagement Officer	●	0%	Not due to start



### 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	Continue to achieve key actions listed in the four year Community Engagement Strategy and seek opportunities within our communities to further increase our level of community engagement.	Key actions within the Customer Engagement Strategy have been met.	Community Engagement Officer		50%	All key actions are progressing. Action item 3 - Water Refill Stations has been completed for this FY.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.3.1	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		0%	Next Customer Survey to be undertaken in 2020/21 as per Community Engagement Strategy.



#### 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	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	Community Engagement Officer		50%	All channels of communication are regularly utilised to provide information to our customers.
5.1.4.2	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 youths about sustainable water practices.	Educational resources are developed.	Community Engagement Officer		60%	Goldenfields Water delivered a successful National Water Week Campaign in October 2019. Plans for Depth Days 2020 are currently underway to take place in May.



## 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	Goldenfields 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	Goldenfields participates in projects with a joint interest.	General Manager	●	50%	Goldenfields Water attended relevant meetings.

### 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	Meet at least annually with Constituent Council counterparts.	Meet with Constituent Council counterparts at least annually.	General Manager	●	50%	Goldenfields have continued to engage with our constituent councils including presenting at the October workshop of Bland Shire Council.
5.2.2.2	Assist Constituent Councils where possible to attract growth and new business to the region	Joint projects undertaken where viable	General Manager	●	50%	We continue to assist both Hilltops and Cootamundra-Gundagai Council regarding the growth projects of Boorowa and Nangus.



### 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	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	Community Engagement Officer		50%	Goldenfields Water distributed a Customer Newsletter in October and will deliver a Customer Newsletter each quarter, starting January 2020. Social and traditional media channels are utilised daily to communicate with our customers and the launch of the 'Who are Goldenfields Water' video series has commenced.



## 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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.2.1.1	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	●	50%	Staff continually seek ways to optimise or include efficiencies for energy usage and associated costs. Staff are currently seeking opportunities with an external contractor to provide Power Purchase Agreements/solar installations across 12 operational sites. The installations will be subject to site suitability and feasibility.
6.2.1.2	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	●	50%	All Water Treatment Plant operators and relevant staff are trained and educated in optimising plant operations.
6.2.1.3	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.	Production & Services Manager	●	50%	12 current sites are being investigated by an external party for the potential to install solar energy systems to help alleviate some of the costs associated with water operations. These sites will be assessed for their suitability in terms of location and access to appropriate space installation.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.2.1.4	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.	Production & Services Manager		50%	<p>Energy use is proactively reviewed when and where possible. Control changes for the West Wyalong Pump Station has seen an annual saving of around \$15k per annum based on projected time of use requirements.</p> <p>Goldenfields Water maintain a cloud based software system that monitors all electrical usage and costs associated with its operations. Carbon footprint activity is also monitored and reported in the Annual NSW Benchmark Report.</p>

#### 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
6.2.2.1	Develop and maintain an Integrated Water Cycle Management strategy.	Develop and Implement a new Drought and Demand management plan.	Production & Services Manager		30%	A draft IWCM Issues Paper has been completed. A Project Reference Group meeting will now be organised for March 2020 with the intention to gain agreement of IWCM Strategy direction by constituent councils and relevant regulators which include DoPIE, EPA and NSW Public Health.
6.2.2.2	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		100%	MyH2O application and web portal fully functional and being used by customers.



### 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
6.3.1.2	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.	Community Engagement Officer		100%	The Goldenfields Water App was successfully launched in June 2019. A marketing campaign ran from June 2019 - December 2019 to promote the App and encourage customers to sign up. Goldenfields Water will continue to promote the App through social and traditional media channels.

#### 6.3.2: We have a multilayered approach to water quality control

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.3.2.1	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		100%	Goldenfields developed and adopted its DWMS in Feb 2018. Since its initial adoption two reviews and an internal audit have been completed, confirming its effectiveness. The most recent review (DWMS Annual Report) was completed and submitted to NSW Public Health in December 2019.



## 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
7.1.2.2	Continually update and improve the Geographic Information System	GIS enhancements are implemented	Engineering Manager		50%	Maintenance, updates and enhancements are continually sought and implemented to improve the functionality of the Geographic Information System.

#### 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
7.1.3.2	Develop an asset register structure and integrate with Civica and GIS.	Develop an asset register structure and integrate with CIVICA and GIS.	Engineering Manager		50%	Staff have developed an asset register template and are in the process of user testing the asset register in civica database prior to relocating the register to civica.

#### 7.1.4: Corporate systems are integrated where practical to improve data

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.4.1	Integrate SCADA with hydraulic modelling software.	SCADA is integrated with hydraulic modelling software.	Production & Services Manager		0%	The Water Model is yet to be completed and therefore any integration with SCADA has been postponed until further notice.



### 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	●	50%	Fleet replacement program underway and being monitored.

### 7.3: Reduce exposure to business risks

#### 7.3.1: We take an integrated approach to risk management

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.3.1.1	Develop and implement a risk management framework and corporate risk register.	Risk management framework and corporate risk register developed and implemented.	Corporate Services Manager	●	70%	Risk Management Framework has been developed. Development of a risk register is underway and almost complete.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.3.2.2	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		50%	Goldenfields has one environmental protection licence associated with the Jugiong Water Treatment Plant operations. This licence is regulated through the EPA. This licence is reviewed annually and submitted to the EPA in around April of every year. Thus far Council has not had any breaches of its licence for the Jugiong Water Treatment Plant.

### 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
7.4.1.1	Mobile platform for GIS developed and implemented.	Mobile GIS platform is developed and implemented.	Engineering Manager		0%	Not due to start



## 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	HR Coordinator		50%	Professional development opportunities provided to staff as required.
8.1.1.3	Undertake an annual employee survey	Annual Survey undertaken and results reviewed and actioned	HR Coordinator		100%	Survey completed in September 2019. Results reported to Council at the December 2019 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		10%	In progress, to be developed during the 2020/21 budget and operational plan process.
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 as part of operational plan	Corporate Services Manager		100%	Fees and Charges were reviewed and adopted in June 2019 in accordance with the four year price path adopted in 2015/16.
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%	Asset Management Plan and forward Capital Work Program to be developed in conjunction with the development of the Long Term Financial Plan.