



# Goldenfields Water

## **BUSINESS ACTIVITY STRATEGIC PLAN**

**2013 - 2023**

Adopted: April 2017

Minute: 17/031



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# Introduction

As a NSW county council, Goldenfields Water is required to have a Business Activity Strategic Plan (BASP).

The BASP:

- Identifies Goldenfields Water's main business activity priorities over a period of at least 10 years.
- Establishes Goldenfields Water's strategic objectives and the strategies for achieving those objectives.
- Must be developed with due regard to the community strategic plans of Goldenfields Water's constituent councils and in consultation with these councils.

Goldenfields Water's current BASP was endorsed by its Board – made up of representatives from each of its constituent councils – in 2013 and covers the 10-year period up until 2023.

Every four years, following an ordinary election of councillors for its constituent councils, Goldenfields Water must review the BASP. As part of this review, it has the option to endorse the existing BASP, endorse amendments to the existing BASP, or endorse a new BASP.

In September 2016, the latest NSW local government elections were held for most of Goldenfields Water's constituent councils. Earlier in 2016 the NSW Government merged some of Goldenfields Water's constituent councils. The first elections for the newly amalgamated councils will be held in September 2017.

Following the 2016 elections, Goldenfields Water has reviewed its current BASP and made a number of amendments to, amongst other things, reflect these changes to the constituent councils and ensure the BASP is up-to-date.

It is also important to note the current BASP continues to be informed by the community strategic plans of the former constituent councils that have been merged. At this stage, it is expected the newly amalgamated councils will be required to develop new community strategic plans following the 2017 elections.



# Goldenfields Water profile

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

As a county council Goldenfields Water is a unique organisation, especially given it is made up of seven different councils that depend on it to deliver vital drinking water for their communities. Its 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 drinking water directly to 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. It also supplies:

- Non-potable water (untreated water for non-drinking purposes) directly to 250 rural, residential, commercial and other properties from the Hylands Bridge Scheme.
- Water in bulk to Cootamundra-Gundagai and Hilltops councils, which then distribute water directly to their residents (except those supplied directly by Goldenfields Water in parts of Cootamundra-Gundagai).
- Water in bulk to Riverina Water County Council.

Goldenfields Water's supply system sources its water from Jugiong, Oura, Mt Arthur, Mt Daylight and Hylands Bridge. Overall, the supply system – including water mains, pump stations and treatment plants – covers around 22,000 square kilometres and services over 45,000 people.



# Mission

## 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

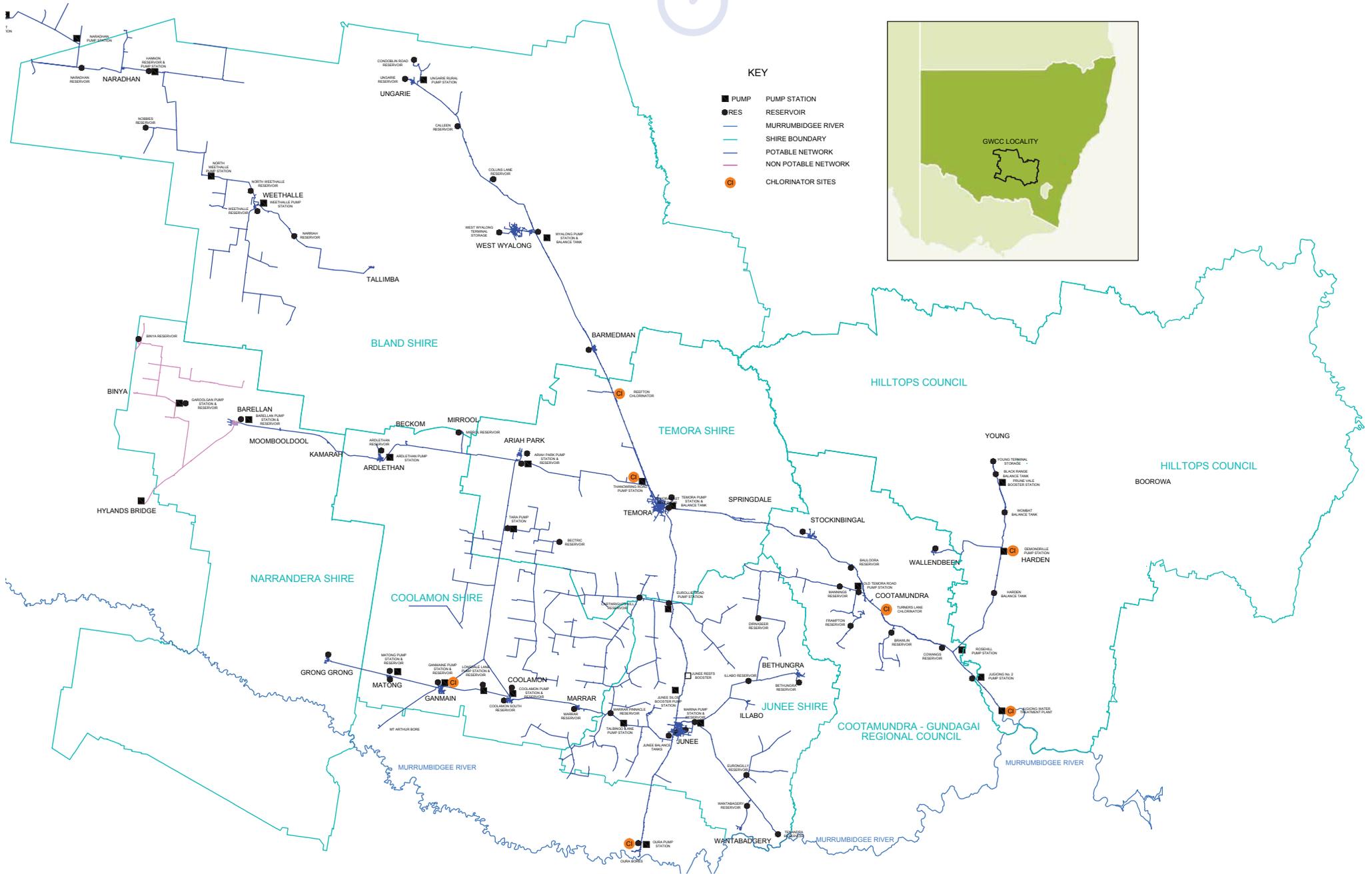
All staff treat others with courtesy, politeness and kindness. Differences in viewpoints and beliefs are recognised and considered, with all people being treated fairly and equally.

## 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.



- KEY**
- PUMP PUMP STATION
  - RES RESERVOIR
  - MURRUMBIDGEE RIVER
  - SHIRE BOUNDARY
  - POTABLE NETWORK
  - NON POTABLE NETWORK
  - C CHLORINATOR SITES

# Integrated planning and reporting framework



As a NSW county council, the Integrated Planning and Reporting framework for NSW local government applies to Goldenfields Water.

However, Goldenfields Water is not required to prepare a Community Strategic Plan under the framework because this work is already undertaken by each of its seven constituent councils. Instead, it is required to prepare a Business Activity Strategic Plan (BASP).

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Every four years, following an ordinary election of councillors for its constituent councils, Goldenfields Water must review the BASP. As part of this review, it has the option to endorse the existing BASP, endorse amendments to the existing BASP, or endorse a new BASP.

Goldenfields Water's BASP should be read in conjunction with the other Integrated Planning and Reporting documents outlined below.

## Community Strategic Plan

Each of Goldenfields Water's seven constituent councils must produce a Community Strategic Plan that identifies the main, long-term priorities and aspirations of their communities.

## Resourcing Strategy

Goldenfields Water's Resourcing Strategy is its long-term strategy for providing the resources required to implement the strategies established by the BASP. It includes long-term financial, workforce management and asset management planning.

## Delivery Program

Every four years, to align with the council electoral cycle, Goldenfields Water must produce a Delivery Program. The Delivery Program identifies the key activities Goldenfields Water has committed to undertake to meet the objectives of the BASP and community strategic plans of each of its seven constituent councils.



## Operational Plan

Each year Goldenfields Water must produce an Operational Plan. It identifies the individual projects, programs and actions that Goldenfields Water will complete in a specific year to achieve the commitments in its Delivery Program.

## Progress Report

At least every six months, a progress report must be produced that provides information to the community about Goldenfields Water's progress with respect to the principle activities detailed in its Delivery Program.

## Annual Report

At the end of each financial year, an annual report must be produced that provides information to the community about Goldenfields Water's achievements in implementing its Delivery Program and the effectiveness of the principal activities in meeting the objectives of the BASP and community strategic plans of each of its constituent councils.





## Business Activity Strategic Plan

THIS IS THE DOCUMENT YOU ARE READING

### Description

- Council’s main business activity priorities.
- Strategic objectives and strategies for achieving those objectives.
- *Endorsed by Council.*
- Covers a period of at least 10 years.

### Review

Every 4 years



## Delivery Program

### Description

- Activities to be undertaken to implement the Business Activity Strategic Plan.
- *Adopted by Council.*
- Covers a period of 4 years.

### Review

Every 4 years



## Operational Plan

### Description

- Actions to be completed to achieve the commitments in the Delivery Program.
- *Adopted by Council.*
- Covers a period of 1 year.

### Review

Every year



## Resourcing Strategy

### Description

#### Part 1

#### LONG TERM FINANCIAL PLAN

Modelled on a 30 year timeframe.

Includes projected income and expenditure, balance sheet and cash flow statement; planning assumptions used to develop the Plan; sensitivity analysis; financial modelling for different scenarios; methods of monitoring financial performance.

#### Part 2

#### WORKFORCE MANAGEMENT PLAN

Modelled on a minimum 4 year timeframe.

Includes the human resourcing requirements to act on the Delivery Program.

#### Part 3

#### ASSET MANAGEMENT STRATEGY AND PLAN

Modelled on a 20 year timeframe.

Includes an Asset Management Policy; Asset Management Strategy identifying assets that are critical to Council operations and the risk management strategies for these assets, specific actions required to improve Council’s asset management capability and projected resource requirements and timeframes; Asset Management Plan that encompasses all the assets under Council’s control and identifies asset service standards, long term asset maintenance projects, rehabilitation and replacement costs.

### Review

Reviewed in detail every 4 years in conjunction with the Business Activity Strategic Plan. Updated annually when developing the Operational Plan.



# Constituent council community priorities

As required, Goldenfields Water's BASP has been developed with due regard to the community strategic plans of its constituent councils. Based on consultation with their local communities, the main priorities listed in the following table were identified via the community strategic plans of each constituent council.

Constituent Council	Community Strategic Plan Priorities
Bland Shire Council	Opportunity, Facilities, Lifestyle, Partnership, Quality, Engagement, Economy, Environment.
Coolamon Shire Council	Economy, Environment, Close-Knit Community.
Cootamundra Shire Council (former) <sup>3</sup>	Services, Opportunity, Economic Development, Environment.
Harden Shire Council (former) <sup>4</sup>	Community, Economic, Environment, Leadership, Action.
Junee Shire Council	Growing, Liveable, Informed, Working Together.
Temora Shire Council	Innovation, Teamwork, Growth, Environment.
Young Shire Council (former) <sup>5</sup>	Natural and Built Environment, Leadership, Economic, Innovative, Well Served.
Narrandera Shire Council	Economy, Community, Environment.

<sup>3</sup>The former Cootamundra Shire Council was a constituent council of Goldenfields Water. In 2016, the NSW Government merged Cootamundra Shire Council and Gundagai Shire Council. The Cootamundra-Gundagai Regional Council is now a constituent council of Goldenfields Water. Goldenfields Water's current BASP continues to be informed by the community strategic plan of the former Cootamundra Shire Council. It is expected the newly amalgamated Cootamundra-Gundagai Regional Council will be required to develop a new community strategic plan following its first ordinary election of councillors in September 2017.

<sup>4</sup>The former Harden Shire Council was a constituent council of Goldenfields Water. In 2016, the NSW Government merged Harden Shire Council, Young Shire Council and Boorowa Council. The Hilltops Council is now a constituent council of Goldenfields Water. Goldenfields Water's current BASP continues to be informed by the community strategic plan of the former Harden Shire Council. It is expected the newly amalgamated Hilltops Council will be required to develop a new community strategic plan following its first ordinary election of councillors in September 2017.

<sup>5</sup>Please see note 4 above.



Following further consultation between Goldenfields Water and its constituent councils, these community strategic plan priorities were summarised into the five priority community needs listed in the following table.

<b>Priority Community Need</b>	<b>Description</b>
Economic Development	Sustainable economic development in the region providing jobs and lifestyle options.
Quality Service Provision	Provision of excellence in delivery of water supply and customer service to all stakeholders.
Innovation	Provision of novel and efficient solutions geared through superior use of technology and skills development.
Environment	Protection of built and natural environments in construction and operational activities.
Partnerships	Regional efficiency and cooperation built through clear, meaningful and sincere communication



# Main business activity priorities, strategic objectives & strategies

Based on the priority community needs that were developed in consultation with its constituent councils, Goldenfields Water has identified nine main business activity priorities for the period 2013–2023. It has also established strategic objectives, and strategies for achieving those objectives, as part of those business activity priorities.

## Main Business Activity Priority 01: Excellence in Service Provision

Strategic Objective	Provision of excellence in delivery of water supply and customer service to all stakeholders.
Strategies	1.1.1 Monitor and report compliance with regulatory, service and other organisational requirements. 1.1.2 Provide a reliable and quality drinking water supply. 1.1.3 Inform stakeholders about projects, programs and other activities. 1.1.4 Deliver professional and timely customer service.

## Main Business Activity Priority 02: Maximising Regional Water Supply

Strategic Objective	Planning of water supply for regional development through network analysis and partnership with constituent councils.
Strategies	2.1.1 Plan for the region's future water supply. 2.2.1 Plan for the region's future growth.



### Main Business Activity Priority 03: Strategic Water Management

Strategic Objective	Demand management and efficiency improvements through customer awareness and selective asset enhancement.
Strategies	3.1.1 Become an industry leader in the water sector.

### Main Business Activity Priority 04: Best Practice Pricing

Strategic Objective	Generation of income through transparent, equitable and solution driven pricing structures.
Strategies	4.1.1 Ensure water metering is accurate. 4.2.1 Levy and collect water charges. 4.3.1 Deliver a consistent price path.

### Main Business Activity Priority 05: Proactive Customer Relations

Strategic Objective	Promotion of customer relations through communication, customer orientation of staff and targeted information delivery.
Strategies	5.1.1 Improve customer and community engagement. 5.2.1 Develop and maintain strong links with stakeholders.



### Main Business Activity Priority 06: Environmental Protection and Sustainability

Strategic Objective	Environmental stewardship in carrying out of construction and operational activities.
Strategies	6.1.1 Develop social responsibility for the water cycle. 6.2.1 Ensure natural resources are used efficiently. 6.3.1 Manage the water supply's sustainability and security. 6.4.1 Deliver environmental leadership for the region.

### Main Business Activity Priority 07: Efficient Operations

Strategic Objective	Efficiency driven by use of technology, monitoring and performance analysis.
Strategies	7.1.1 Improve business efficiency. 7.2.1 Promote responsible and accountable corporate governance. 7.3.1 Reduce exposure to business risks. 7.4.1 Improve the efficiency of operations in the field.



### Main Business Activity Priority 08: Highly Skilled and Energetic Workforce

Strategic Objective	Highly skilled and driven workforce encouraged by challenging positions and reward for effort and innovation.
Strategies	8.1.1 Improve the management of human resources.

### Main Business Activity Priority 09: Financially Sustainable

Strategic Objective	Financial planning based upon delivery of efficiencies and recovery of costs with growth built upon customer focused solutions.
Strategies	9.1.1 Deliver responsible financial management. 9.1.2 Generate income through diversification.

The table on the next page demonstrates the link between the priority community needs and Goldenfields Water's BASP.



**Priority Community Needs and Corresponding Main Business Activity Priority**

	Economic Development	Quality Service Provision	Innovation	Environment	Partnerships
Excellence in Service Provision	√	√			
Maximising Regional Water Supply	√	√	√		
Strategic Water Management	√	√	√	√	√
Best Practice Pricing	√	√		√	
Proactive Customer Relations		√			
Environmental Protection and Sustainability			√	√	√
Efficient Operations		√	√	√	
Highly Skilled and Energetic Workforce		√	√		√
Financially Sustainable	√	√	√		

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