



Goldenfields Water

COMBINED DELIVERY PROGRAM

2017 - 2021

OPERATIONAL PLAN

2017 - 2018

Adopted: June 2017

Minute: 17/044



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Introduction

Delivering essential water supply services for over 45,000 people across the local government areas of Bland, Coolamon, Junee, Temora, Cootamundra-Gundagai, Narrandera and Hilltops takes a strong commitment to innovative and long-term planning.

Goldenfields Water's Delivery Program for 2017–2021 sets the strategic direction it will take over the next four years to provide high-quality water supply services to almost 11,000 residential, rural, business and other properties, as well as to tackle the increasing demands on the region's water supply network.

This Delivery Program is Goldenfields Water's commitment to undertake key projects, programs and other actions that will meet the priorities and aspirations for the water supply identified in the Community Strategic Plan of each of its seven constituent councils.



Chairperson's message

On behalf of Goldenfields Water's Board, I am very pleased to present our Delivery Program for 2017–2021.

A clear and strong direction is needed to deliver the community's vital infrastructure and there is none more important than its water supply network. In setting this direction, our four-year Delivery Program provides both certainty and accountability.

The many local communities in the Riverina and South West Slopes that depend on us can be certain they will continue to receive quality, reliable water supply services. A range of essential infrastructure improvements and other initiatives are planned for the next four years to deliver a value for money service and meet the region's water needs well into the future.

Overseeing the management of the region's water supply system means the Goldenfields Water Board is accountable for making sure the Delivery Program is implemented. The projects, programs and other actions in the Delivery Program represent our promise to responsibly manage the community's water resources.

Planning for the water supply network must also respond to many challenges – now and beyond – including ageing infrastructure, population growth and climate conditions. Our latest Delivery Program recognises that successfully dealing with these challenges depends greatly on working closely and collaboratively with our seven constituent councils and almost 11,000 rural, residential, business and other customers.

Importantly, we are committed to ensuring the expansion of the water supply network supports the growth and development each constituent council is expecting. We are also increasing our customer engagement efforts to better understand their needs and experiences as well as give them opportunities to be involved in shaping the decisions that affect their water supply.

My fellow Board members and I are looking forward to a positive four years ahead as we lead the delivery of Goldenfields Water's quality, sustainable and innovative water supply services.

Chris Manchester
Chairperson
Goldenfields Water



General Manager's message

On behalf of the staff at Goldenfields Water, welcome to our Delivery Program for 2017–2021.

The adoption of this Delivery Program signals the start of four years of strategic action to make sure the water supply network supports our region's residents, economy, environment and growth.

Protecting and enhancing water quality as well as renewing ageing infrastructure are key priorities for us during this period.

Planned investment in a range of programs will assure the quality of our water all the way from the pristine, natural water catchments where it is sourced through to the treatment facilities, network of water mains and our customer's taps. Providing the community with top-quality water that meets or exceeds the Australian Drinking Water Guidelines is one of our major Delivery Program commitments.

We are significantly increasing our efforts to renew key pieces of the water supply system including treatment plants, pump stations, pipelines, bores and other essential equipment. This work not only meets the network's future performance and capacity demands but boosts the reliability of the water services customers depend on today.

The Delivery Program also commits to a number of initiatives aimed at securing Goldenfield's Water's long-term financial sustainability. Delivering a secure, sustainable, quality and reliable water supply for many local

communities into the future hinges on our ability to continue funding the projects, programs and activities that are needed.

Working closely alongside Goldenfields Water's staff, I am looking forward to a rewarding and busy next four years providing essential water supply services that are focused on our customers.

Phillip Rudd
General Manager
Goldenfields Water



Delivery Program explained

As part of the Integrated Planning and Reporting framework for NSW local government, Goldenfields Water must produce a Delivery Program every four years to align with the council electoral cycle.

The Delivery Program identifies the key activities Goldenfields Water has committed to undertake to meet the long-term priorities and aspirations outlined in the Community Strategic Plan of each of its seven constituent councils.

This Goldenfields Water Delivery Program for the period 2017/18 – 2020/21 responds to nine key objectives that aim to meet the Priority Community Needs identified from each constituent councils' Community Strategic Plan.

Other related Integrated Planning and Reporting framework documents

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

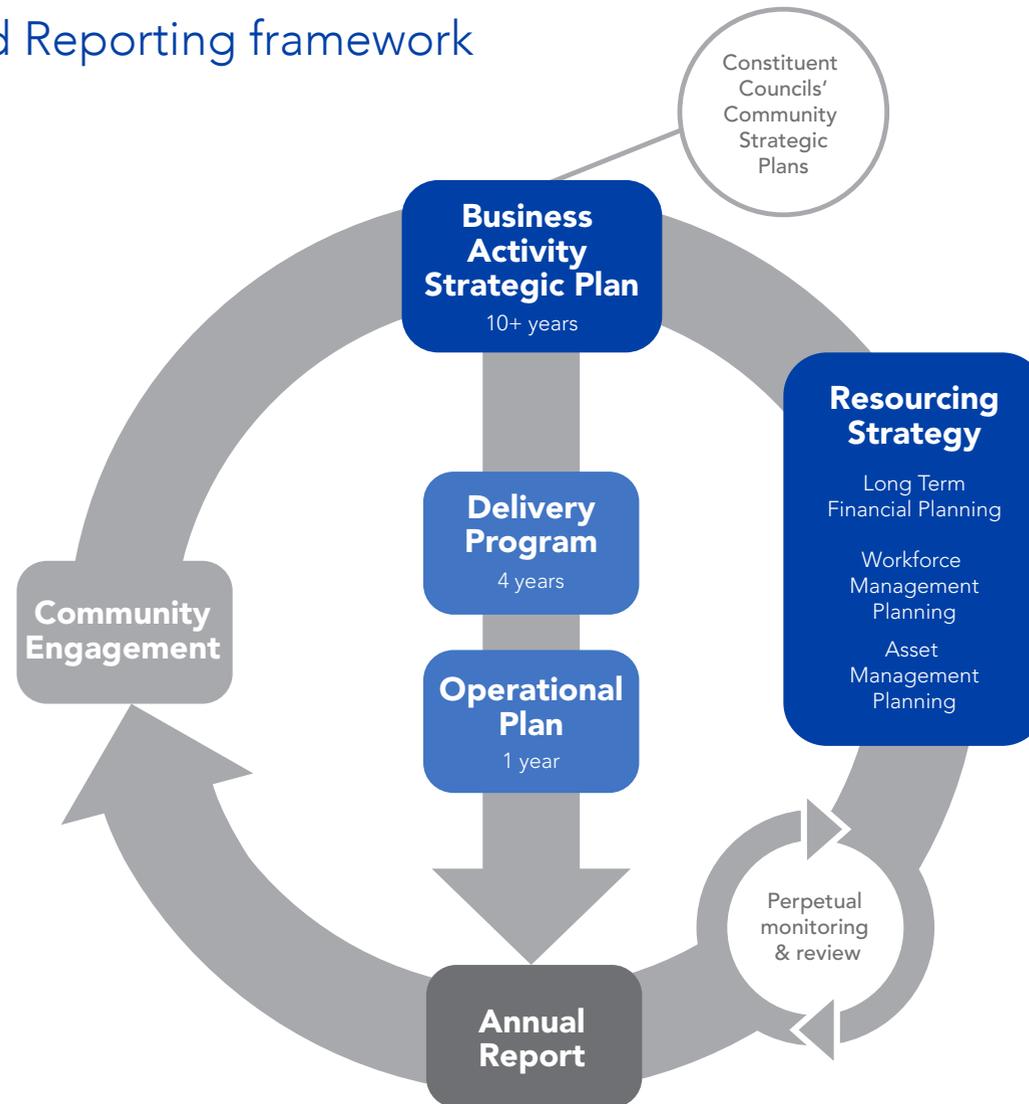
At least every six months, a progress report must be produced that provides information to the community about Goldenfields Water's progress with respect to the principle activities detailed in its Delivery Program.

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 Community Strategic Plan of each of its constituent councils.



Integrated Planning and Reporting framework





Business Activity Strategic Plan

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

THIS IS THE DOCUMENT YOU ARE READING

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.



DELIVERY PROGRAM
2017 - 2021



Objective 1

Excellence in service provision

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

Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
1.1 Monitor and report compliance with regulatory, service and other organisational requirements.					
Monitoring of organisational and operational performance is regular, accessible and understandable	Implement processes and systems to monitor and report the progress of strategic goals.		X		
Increased drinking water assurance	Develop and implement an annual drinking water performance scorecard.			X	
Clearly defined levels of service for our customers	Review, develop and monitor levels of service for residential customers		X		
	Review, develop and monitor levels of service for rural customers		X		
	Review, develop and monitor levels of service for industrial customers		X		
1.2 Provide a reliable and quality drinking water supply.					
Water quality meets or exceeds the Australian Drinking Water Guidelines.	Implement a water quality management plan.	X			X
Assets are managed strategically, across whole of life to improve delivery of services and financial management	Develop an understanding of asset performance to improve decision-making.	X	X	X	X
	Revise asset management plan.	X			



Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
	Deliver capital works program.	X	X	X	X
	Operate, maintain, renew and upgrade water infrastructure to meet defined levels of service.	X	X	X	X
	Undertake strategic reviews of water treatment facilities.	X			
	Valuation of assets.	X		X	
Contamination resulting from backflow is minimised	Develop and implement a backflow prevention program.	X	X	X	X
	Identify strategic locations across the region and install fixed standpipes.	X	X	X	X
Water mains are systematically renewed and extended, based on asset performance data	Develop and implement a water main renewal program	X	X	X	X
	Develop and implement a water main extension program	X	X	X	X
Water Pumping Stations are systematically renewed based on asset performance data	Develop and implement a water pumping station renewal program.	X	X	X	X
Trunk mains are systematically renewed based on asset performance data	Develop and implement a trunk main renewal program.	X	X	X	X
Reservoir relining is planned and programmed based on asset performance data	Develop and implement a reservoir relining program.	X	X	X	X
Telemetry system is systematically renewed and extended, based on asset performance data	Develop and implement a Telemetry renewal program	X	X	X	X



Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
	Develop and implement a Telemetry expansion program	X	X	X	X
Flow meters are systematically renewed and extended, based on asset performance data	Develop and implement a flow meter renewal program	X	X	X	X
	Develop and implement a flow meter expansion program	X	X	X	X
System valves are systematically renewed and extended, based on asset performance data	Develop and implement a air valve, scour, reflux renewal program	X	X	X	X
	Develop and implement a PRV and surge tank renewal program	X	X	X	X
	Develop and implement a PRV expansion program	X	X	X	X
	Develop and implement a control valve renewal program	X	X	X	X
	Develop and implement a control valve expansion program	X	X	X	X
	develop and implement a stop valve renewal program	X	X	X	X
Hydrants are systematically renewed based on asset performance data	Develop and implement a hydrant renewal program.	X	X	X	X
Instrumentation installations are systematically renewed and extended, based on asset performance data	Develop and implement a instrumentation renewal program	X	X	X	X
	Develop and implement a instrumentation expansion program	X	X	X	X



Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
We inform and involve our community about projects, programs and other activities	Maintain and publish information on Council website	X	X	X	X
	Proactively provide project specific information to relevant stakeholders as required	X	X	X	X
	Report financial information internally.	X	X	X	X
	Report financial performance to regulators and the community.	X	X	X	X
	Report compliance information to regulators	X	X	X	X
We have a recognised culture of customer service excellence.	Develop and monitor performance targets for customer enquiries		X		
	Develop and monitor performance targets for customer applications		X		



Objective 2

Maximising regional water supply

Planning of water supply for regional development through network analysis and partnership with constituent councils.

Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
2.1 Plan for the region's future water supply.					
Future water supply options are proactively identified and evaluated.	Investigate additional raw water sources within the region.			X	
	Develop a future water strategy.				X
2.2 Plan for the region's future growth.					
Our water supply network is able to respond to community growth and development	Liaise closely with constituent councils regarding growth and development.	X	X	X	X
	Review and update development servicing plans.	X	X		
Water supply system constraints are identified.	Enhance the system-wide hydraulic model.	X	X	X	X
	Calibrate the hydraulic model with water meter and SCADA data.			X	



Objective 3

Strategic water management

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

Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
3.1 Become an industry leader in the water sector.					
We are open to emerging technology and water cycle management methods	Develop systems and processes to monitor and report on emerging technology and methods related to water cycle management.	X	X	X	X
We have the capacity to influence water industry direction.	Explore opportunities to influence water industry policy and direction through participation in industry groups and bodies	X	X	X	X
We follow best practice strategic planning	Revise the Strategic Business Plan.		X		



Objective 4

Best practice pricing

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

Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
4.1 Ensure water metering is accurate.					
There is a high level of confidence in accuracy of water metering internally and amongst stakeholders	Develop and implement a water meter replacement program.	X	X	X	X
4.2 Levy and collect water charges.					
Water meters are read accurately and water account notices issued correctly.	Read water meters by using the AMR network.	X	X	X	X
	Issue water account notices within agreed timeframes.	X	X	X	X
4.3 Deliver a consistent price path.					
We have a published price path to ensure financial sustainability.	Establish a multi-year price path.		X		X



Objective 5

Proactive customer relations

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

Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
5.1 Improve customer and community engagement.					
Feedback from customers is regularly captured and used in decision-making.	Undertake annual customer survey.	X	X	X	X
	Review and action customer survey feedback.	X	X	X	X
Our community understands what we do and has regular opportunities to be involved with us	Develop and implement a customer engagement strategy.				X
Our customer service goals are contained within a published Customer Service Charter, and we are accountable to them	Establish deliverable service levels in consultation with the community.			X	
	Communicate service levels to the community in plain English.				X
We participate in improving understanding of water management and sustainable water practices in our community	Provide relevant information to the community through a variety of channels.	X	X	X	X
	Public education information about water management and sustainable water practice is developed and published within our community	X	X	X	X



Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
5.2 Develop and maintain strong links with stakeholders.					
We have close relationships with the Riverina Eastern Regional Organisation of Councils (REROC).	Participate in opportunities for resource, expertise and knowledge sharing with REROC.	X	X	X	X
	Work closely with REROC to improve service efficiency and effectiveness and promote matters of common interest.	X	X	X	X
We have close relationships with our constituent councils.	Communicate and engage with constituent councils regularly.	X	X	X	X
	Identify where we can partner with constituent councils to attract growth and new business to the region.	X	X	X	X
We have a positive corporate reputation within our community and wider industry	Keep the community, media and internal and other stakeholders informed with relevant and timely information via the most appropriate channels.	X	X	X	X



Objective 6

Environmental protection and sustainability

Environmental stewardship in carrying out of construction and operational activities.

Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
6.1 Develop social responsibility for the water cycle.					
We provide a water supply that provides the best value for money considering social, environmental and economic considerations	Develop and implement an Integrated Water Cycle Management Plan using established community expectations and asset management information	X			X
6.2 Ensure natural resources are used efficiently.					
We regularly review energy use to proactively identify and implement usage reduction activities to lower costs and reduce carbon foot print	Develop and implement an energy cost reduction strategy.			X	
	Educate operators responsible for sites with highest energy consumption.	X	X	X	X
	Renewable energy sources are utilised where viable	X	X	X	X
	Carbon Footprint is monitored and regularly reported	X	X	X	X
Water use efficiency is increased across the network	Review and implement water demand management plan.			X	
	Provide customer interface to monitor water usage.	X	X	X	X
We have a community-focused drought impact management plan	Review and implement drought management plan.			X	



Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
6.3 Manage the water supply's sustainability and security.					
Risks to the water supply's sustainability and security are identified and monitored.	Continue to monitor the water resource environment.	X	X	X	X
	Educate and provide water efficiency information.	X	X	X	X
We have a multilayered approach to water quality control	Investigate and develop water quality controls.			X	
We gather and use reliable data from water treatment facilities as part of our risk management approach.	Automate and improve the reliability of processes at, and data available from, water treatment facilities.	X			
6.4 Deliver environmental leadership for the region.					
Recognition as an environmental leader in the community through the GWCC500 Wildlife Corridor Project.	Provide environmental education.	X			
	Undertake revegetation works.	X			



Objective 7

Efficient operations

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

Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
7.1 Improve business efficiency.					
We have an efficient corporate structure.	Review corporate structure and align with service levels.				X
Information management is integrated across the organisation.	Develop and implement an information management strategy.		X		
	Continually update and improve the Geographic Information System.	X	X	X	X
Corporate systems are implemented to support improvements in business efficiency	Implement a electronic records system	X			
	Implement a asset management system			X	
	Implement a laboratory management system		X		
	Implement a electronic works management system				X
Corporate systems are integrated where practical to improve data	Integrate SCADA with hydraulic modelling software.			X	
	Integrate MyH2O with hydraulic modelling software.		X		
Fleet management is optimised.	Review fleet requirements annually.	X	X	X	X
	Implement a fleet management system.				X



Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
7.2 Promote responsible and accountable corporate governance.					
Internal audits are regularly conducted and findings reported as appropriate	Formalise audit processes for procurement, stores and contractor management.	X			
	Revise audit processes for governance and compliance management.	X			
7.3 Reduce exposure to business risks.					
We take an integrated approach to risk management	Develop and implement a risk management framework			X	
	Develop and implement a corporate risk register			X	
Environmental management practices are in place to reduce exposure to environmental risk.	Develop and implement an environmental management system.				X
	Review and maintain a register of environmental risks.			X	
Integrated risk management is part of asset management processes.	Embed risk management into asset renewal process.				X
Systems and processes are in place to safeguard business continuity	Develop and implement a business wide continuity plan	X			
	Develop and implement a information technology disaster recovery plan		X		
7.4 Improve the efficiency of operations in the field.					
We have an efficient, mobile workforce	Implement mobile platform for GIS			X	
	Implement mobile platform for works management				X
	Implement mobile platform for Work, Health and Safety		X		



Objective 8

Highly skilled and energetic workforce

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

Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
8.1 Improve the management of human resources.					
Our workforce is motivated, skilled and flexible.	Develop and implement a workforce management strategy.				X
	Provide staff with professional development opportunities that meet future needs.	X	X	X	X
	Undertake an annual employee survey.	X	X	X	X



Objective 9

Financially sustainable

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

Delivery Program 2017 - 2021					
Desired Outcome	Key Activities	17/18	18/19	19/20	20/21
9.1 Deliver responsible financial management.					
Our organisation is financially sustainable	Develop a long-term financial management plan.	X	X	X	X
	Provide a consistent price path.		X		X
	Review schedule of fees and charges in-line with the annual operational plan.	X	X	X	X
	Develop capital works programs in-line with the planned price path.	X	X	X	X
Appropriate developer charges are levied to meet capital and interest expenses for system expansions.	Work with constituent councils to review and implement development servicing plans.		X		
The viability of projects are established through the use of a business cases process.	Develop a business case for any proposed project or other activity to inform decision-making about whether to proceed	X			
9.2 Generate income through diversification.					
Fee for service opportunities identified.	Explore fee for service opportunities within the region	X	X	X	X



OPERATIONAL PLAN
2017 - 2018



Objective 1

Excellence in service provision

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

Operational Plan 2017 - 2018							
OP Task No.	Operational Plan Desired Outcome	Performance Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.1 Monitor and report compliance with regulatory, service and other organisational requirements.							
1.2. Provide a reliable and quality drinking water supply.							
1.2.1	Develop and implement a water quality management plan	Water quality management plan developed and implemented	P&SM			X	
1.2.2	Annually review asset performance data	Asset renewals are reprioritised based on performance data	CSM				
1.2.3	Revise Asset Management Plan	Asset Management Plan adopted	CSM	X	X	X	X
1.2.4	Undertake capital works program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.5	Undertake maintenance program	Achieve greater than 85% of program	OM, P&SM	X	X	X	X
1.2.6	Strategic review of water treatment facilities	30 Year strategic review completed at all water treatment facilities	CSM				X
1.2.7	Undertake valuation of assets	Valuation completed and asset register updated	CSM	X	X		
1.2.8	Develop and implement backflow prevention installation program	Achieve greater than 85% of program	CSM	X	X	X	X
1.2.9	Identify strategic locations with our key stakeholders for fixed standpipes	Fixed standpipe locations identified in each constituent council area	CSM, OM	X	X	X	X



Operational Plan 2017 - 2018

OP Task No.	Operational Plan Desired Outcome	Performance Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.2.10	Develop and implement a water main renewal program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.11	Develop and implement a water main extension program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.12	Develop and implement a water pumping station renewal program.	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.13	Develop and implement a trunk main renewal program.	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.14	Develop and implement a reservoir relining program.	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.15	Develop and implement a telemetry renewal program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.16	Develop and implement a Telemetry expansion program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.17	Develop and implement a flow meter renewal program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.18	Develop and implement a flow meter expansion program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.19	Develop and implement a air valve, scour, reflux renewal program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.20	Develop and implement a PRV and surge tank renewal program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X



Operational Plan 2017 - 2018

OP Task No.	Operational Plan Desired Outcome	Performance Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.2.21	Develop and implement a expansion program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.22	Develop and implement a control valve renewal program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.23	Develop and implement a control valve expansion program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.24	develop and implement a stop valve renewal program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.25	Develop and implement a hydrant renewal program.	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.26	Develop and implement a instrumentation renewal program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.27	Develop and implement a instrumentation expansion program	Achieve greater than 85% of program	CSM, OM, P&SM	X	X	X	X
1.2.28	Maintain and publish information on Council website	Provision of timely, accurate and relevant information	CSM, OM, P&SM	X	X	X	X
1.2.29	Proactively provide project specific information to relevant stakeholders as required	Provision of timely, accurate and relevant information	CSM, OM, P&SM	X	X	X	X
1.2.30	Report financial information internally.	Provision of timely, accurate and relevant information	CSM, OM, P&SM	X	X	X	X
1.2.31	Report financial performance to regulators and the community.	Provision of timely, accurate and relevant information	CSM, OM, P&SM	X	X	X	X
1.2.32	Report compliance information to regulators	Provision of timely, accurate and relevant information	CSM, OM, P&SM	X	X	X	X



Objective 2

Maximising regional water supply

Planning of water supply for regional development through network analysis and partnership with constituent councils.

Operational Plan 2017 - 2018							
OP Task No.	Operational Plan Desired Outcome	Performance Measure	Responsible Officer	Q1	Q2	Q3	Q4
2.1 Plan for the region's future water supply.							
2.2 Plan for the region's future growth.							
2.2.1	Liaise closely with constituent councils regarding growth and development.	Council documents and policies are updated to reflect changes	CSM	X	X	X	X
2.2.2	Review and update development servicing plans.	Developer Servicing Plan revised and adopted	CSM	X	X	X	X
2.2.3	Enhance the system-wide hydraulic model	Enhancements are undertaken to improve model	CSM	X	X	X	X



Objective 3

Strategic water management

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

Operational Plan 2017 - 2018							
OP Task No.	Operational Plan Desired Outcome	Performance Measure	Responsible Officer	Q1	Q2	Q3	Q4
3.1 Become an industry leader in the water sector.							
3.1.1	Attend conferences, exhibitions and emerging technology road shows and incorporate into future plans	Viable emerging technologies are incorporated into current and future programs	CSM, OM, P&SM	X	X	X	X
3.1.2	Explore opportunities to influence water industry policy and direction through participation in industry groups and bodies	Participate in industry groups, bodies and make submissions	CSM, OM, P&SM	X	X	X	X



Objective 4

Best practice pricing

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

Operational Plan 2017 - 2018							
OP Task No.	Operational Plan Desired Outcome	Performance Measure	Responsible Officer	Q1	Q2	Q3	Q4
4.1 Ensure water metering is accurate.							
4.1.1	Develop and implement a water meter replacement program.	Achieve greater than 85% of program	CSM, OM	X	X	X	X
4.2 Levy and collect water charges.							
4.2.1	Read water meters by using the AMR network.	Achieve greater than 98% of meter reads through AMRs	CSM, OM	X	X	X	X
4.2.2	Issue water account notices within agreed timeframes.	Quarterly accounts are issued within 4 weeks	CSM, OM	X	X	X	X
4.3 Deliver a consistent price path.							



Objective 5

Proactive customer relations

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

Operational Plan 2017 - 2018							
OP Task No.	Operational Plan Desired Outcome	Performance Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.1 Improve customer and community engagement.							
5.1.1	Undertake annual customer survey.	Annual Survey undertake and results provided to Council	CSM			X	
5.1.2	Review and action customer survey feedback.	Survey results are incorporated into future Operational Plans	CSM				X
5.1.3	Provide relevant information to the community through a variety of channels.	Variety of channels utilised when communicating to the community	CSM, OM, P&SM	X	X	X	X
5.1.4	Develop public education information about water management and sustainable water practice	A range of educational resources developed	CSM, OM, P&SM	X	X	X	X
5.2 Develop and maintain strong links with stakeholders.							
5.2.1	Participate in opportunities for resource, expertise and knowledge sharing with REROC.	GWCC actively attends REROC meetings	CSM, OM, P&SM	X	X	X	X



Operational Plan 2017 - 2018							
OP Task No.	Operational Plan Desired Outcome	Performance Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.2.2	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	CSM, OM, P&SM	X	X	X	X
5.2.3	Communicate and engage with constituent councils regularly.	Regular meetings between GWCC and constituent councils	CSM, OM, P&SM	X	X	X	X
5.2.4	Identify where we can partner with constituent councils to attract growth and new business to the region.	Joint projects undertaken where viable	CSM, OM, P&SM	X	X	X	X
5.2.5	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	CSM, OM, P&SM	X	X	X	X



Objective 6

Environmental protection and sustainability

Environmental stewardship in carrying out of construction and operational activities.

Operational Plan 2017 - 2018							
OP Task No.	Operational Plan Desired Outcome	Performance Measure	Responsible Officer	Q1	Q2	Q3	Q4
6.1 Develop social responsibility for the water cycle.							
6.1.1	Develop and implement an Integrated Water Cycle Management Plan using established community expectations and asset management information	Integrated Water Cycle Management Plan developed and submitted to DPI	CSM, P&SM	X	X		
6.2 Ensure natural resources are used efficiently.							
6.2.1	Educate operators responsible for sites with highest energy consumption.	Usage in high tariff periods are minimised where possible	OM, P&SM	X	X	X	X
	Renewable energy sources are utilised where viable	Viable renewable energy projects implemented	CSM				X
	Carbon Footprint is monitored and regularly reported	Viable renewable energy projects implemented	CSM, OM, P&SM	X	X	X	X
6.2.2	Provide customer interface to monitor water usage.	Customers have access to data portal	CSM	X	X	X	X



Operational Plan 2017 - 2018							
OP Task No.	Operational Plan Desired Outcome	Performance Measure	Responsible Officer	Q1	Q2	Q3	Q4
6.3 Manage the water supply's sustainability and security.							
6.3.1	Continue to monitor the water resource environment.	Monitor and provide submissions when appropriate	CSM, OM, P&SM	X	X	X	X
6.3.2	Educate and provide water efficiency information.	A range of water efficiency resources are developed	CSM	X	X	X	X
6.3.3	Automate and improve the reliability of processes at, and data available from, water treatment facilities.	Data is utilised in strategic decision making	P&SM	X	X	X	X
6.4 Deliver environmental leadership for the region.							



Objective 7

Efficient operations

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

Operational Plan 2017 - 2018							
OP Task No.	Operational Plan Desired Outcome	Performance Measure	Responsible Officer	Q1	Q2	Q3	Q4
7.1 Improve business efficiency.							
7.1.1	Continually update and improve the Geographic Information System.	GIS enhancements are implemented	CSM	X	X	X	X
7.1.2	Implement a electronic records system	Electronic records system has been implemented	CSM		X	X	X
7.1.3	Review fleet requirements annually.	Fleet procurement decisions are based on whole of life costing	CSM, OM, P&SM			X	
7.2 Promote responsible and accountable corporate governance.							
7.2.1	Formalise audit processes for procurement, stores and contractor management.	Internal risk and audit committee implemented	CSM	X	X		
7.2.2	Revise audit processes for governance and compliance management.	Internal audit policies revised	CSM			X	X
7.3. Reduce exposure to business risks.							
7.3.1	Develop and implement a business wide continuity plan	Business continuity plan has been developed	CSM, OM, P&SM			X	X
7.4 Improve the efficiency of operations in the field.							



Objective 8

Highly skilled and energetic workforce

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

Operational Plan 2017 - 2018							
OP Task No.	Operational Plan Desired Outcome	Performance Measure	Responsible Officer	Q1	Q2	Q3	Q4
8.1 Improve the management of human resources.							
8.1.1	Provide staff with professional development opportunities that meet future needs.	Annual staff development plans completed, training undertaken for identified gaps	CSM, OM, P&SM	X	X	X	X
8.1.2	Undertake an annual employee survey.	Annual Survey undertake and results reviewed and actioned	CSM, OM, P&SM		X		



Objective 9

Financially sustainable

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

Operational Plan 2017 - 2018							
OP Task No.	Operational Plan Desired Outcome	Performance Measure	Responsible Officer	Q1	Q2	Q3	Q4
9.1 Deliver responsible financial management.							
9.1.1	Develop a long-term financial management plan.	Long term financial plan updated annually	CSM				X
9.1.2	Provide a consistent price path.	Multi year price path developed	CSM				X
9.1.3	Review schedule of fees and charges in-line with the annual operational plan.	Revised scheduled of fees and charges adopted by Council	CSM			X	X
9.1.4	Develop capital works programs in-line with the planned price path.	Capital works program adopted by Council and reflected in LTFP	CSM, OM, P&SM			X	X
9.1.5	Develop a business case for any proposed project or other activity to inform decision-making about whether to proceed	Capital project gateway framework developed	CSM, OM, P&SM	X	X		
9.1.6	Explore fee for service opportunities within the region	Works undertaken as opportunitues present	CSM, OM, P&SM	X	X	X	X
9.2 Generate income through diversification.							



BUDGET SUMMARIES



Budget summary

Goldenfields Water County Council					
2017/18 BUDGET SUMMARY					
	Current Year	Projected Years			
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$	\$
Income from Continuing Operations					
Rates & Annual Charges	4,671,900	4,812,057	4,956,419	5,105,111	5,258,265
User Charges & Fees	13,800,400	14,214,412	14,640,844	15,080,070	15,532,472
Interest & Investment Revenue	1,260,000	1,460,000	1,488,000	1,516,560	1,545,691
Other Revenues	109,800	91,800	91,800	91,800	91,800
Grants & Contributions provided for Operating Purposes	198,000	198,000	198,000	198,000	198,000
Grants & Contributions provided for Capital Purposes	865,000	985,000	1,885,000	1,835,000	985,000
Net gains from the disposal of assets	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-
Total Income from Continuing Operations	20,905,100	21,761,269	23,260,063	23,826,541	23,611,228
Expenses from Continuing Operations					
Employee Benefits & On-Costs	6,477,457	5,940,651	5,999,874	6,121,824	6,246,564
Borrowing Costs	-	-	-	-	-
Materials & Contracts	2,327,557	2,134,665	2,178,348	2,483,947	2,726,984
Depreciation & Amortisation	5,440,000	4,995,600	4,995,600	4,995,600	4,995,600
Impairment	-	-	-	-	-



2017/18 BUDGET SUMMARY					
	Current Year	Projected Years			
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$	\$
Other Expenses	3,791,496	3,477,284	3,477,645	3,554,153	3,677,345
Interest & Investment Losses	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-
Total Expenses from Continuing Operations	18,036,510	16,548,200	16,651,467	17,155,525	17,646,492
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-
Net Operating Profit /(Loss) for the Year	2,868,590	5,213,069	6,608,596	6,671,016	5,964,735
Capital (Balance Sheet) and Reserve Movements					
Capital Expenditure	(8,764,349)	(7,698,600)	(8,633,428)	(7,598,428)	(10,738,428)
Loan Repayments (External)	-	-	-	-	-
Loan Repayments (Internal)	-	-	-	-	-
Finance Lease Repayments	-	-	-	-	-
Deferred Debtors and Advances made (External)	-	-	-	-	-
Internal Loans - New Loan provided (paid to other Funds)	-	-	-	-	-
Bonds & Deposits paid out	-	-	-	-	-
ELE Provisions paid out	-	-	-	-	-
Reinstatement Provisions paid out	-	-	-	-	-
Other Capital Payments	-	-	-	-	-
Non-cash Income Contra Expense	-	-	-	-	-



2017/18 BUDGET SUMMARY					
	Current Year	Projected Years			
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$	\$
New Loan Borrowings (External)	-	-	-	-	-
New Loan Borrowings (Internal)	-	-	-	-	-
New Finance Leases	-	-	-	-	-
Proceeds from Sale of intangible & tangible Assets	580,000	630,000	630,000	630,000	630,000
Deferred Debtors and Advances received (External)	-	-	-	-	-
Internal Loans - Principal Receipt (rec'd from other Funds)	-	-	-	-	-
Bonds & Deposits received	-	-	-	-	-
ELE Provisions received (from other Councils)	-	-	-	-	-
Other Capital Receipts	-	-	-	-	-
Non-cash Expense Contra Income	-	-	-	-	-
Net Transfers (to)/from Reserves	-	-	-	-	-
Total Capital (Balance Sheet) and Reserve Movements	(8,184,349)	(7,068,600)	(8,003,428)	(6,968,428)	(10,108,428)
Net Result (including Depreciation & Other non-cash items)	(5,315,759)	(1,855,531)	(1,394,832)	(297,412)	(4,143,693)
Add back Depreciation Expense (non-cash)	5,440,000	4,995,600	4,995,600	4,995,600	4,995,600
Add back ELE Expense (non-cash)					
Add back Other Expenses (non-cash)		-	-	-	-
Less Other Income (non-cash)		-	-	-	-
Cash Budget Surplus/(Deficit)	124,241	3,140,069	3,600,768	4,698,188	851,907



Capital works summary

Goldenfields Water County Council				
CAPITAL WORKS SUMMARY	Projected Years			
	2017/18	2018/19	2019/20	2020/21
Income				
Capital Grants & Contributions				
Grants & Contributions provided for Capital Purposes (funded in CAPEX)	985,000	1,885,000	1,835,000	985,000
Total Capital Grants & Contributions	985,000	1,885,000	1,835,000	985,000
Transfer from Reserves				
Transfer from Reserves (Internal & External)	-	-	-	-
Total Transfer from Reserves	-	-	-	-
Proceeds Funding				
Proceeds from Sale of I,PP&E	630,000	630,000	630,000	630,000
Total Proceeds Funding	630,000	630,000	630,000	630,000
Loan Funding				
New loans raised	-	-	-	-
Total Loan Funding	-	-	-	-
General Revenue				



CAPITAL WORKS SUMMARY	Projected Years			
	2017/18	2018/19	2019/20	2020/21
General Revenue	6,083,600	6,118,428	5,133,428	9,123,428
Total General Revenue	6,083,600	6,118,428	5,133,428	9,123,428
Total Income	7,698,600	8,633,428	7,598,428	10,738,428
Expenditure				
Capital Expenses				
New System Assets				
Investigations	100,000	-	-	100,000
Developer Paid	40,000	40,000	40,000	40,000
Mains	2,570,000	3,020,000	1,820,000	1,820,000
Reservoirs	-	-	-	-
Pumping Stations	1,100,000	1,244,828	1,694,828	344,828
Treatment	25,000	110,000	25,000	25,000
Bores	170,000	300,000	-	-
Service Meters	200,000	125,000	125,000	125,000
Backflow Devices	750,000	750,000	750,000	-
Plant & Equipment	755,000	755,000	755,000	755,000
Intangibles	790,000	-	-	-
Land & Buildings	80,000	-	-	-
Total New System Assets	6,580,000	6,344,828	5,209,828	3,209,828



CAPITAL WORKS SUMMARY	Projected Years			
	2017/18	2018/19	2019/20	2020/21
Renewals				
Mains	200,000	375,000	375,000	5,375,000
Reservoirs	360,000	460,000	1,060,000	550,000
Pumping Stations	288,600	788,600	788,600	1,438,600
Treatment	40,000	500,000	-	-
Bores	-	-	-	-
Service Meters	145,000	145,000	145,000	145,000
Plant & Equipment	-	-	-	-
Land & Buildings	85,000	20,000	20,000	20,000
Total Renewals	1,118,600	2,288,600	2,388,600	7,528,600
Total Capital Expenditure	7,698,600	8,633,428	7,598,428	10,738,428
Total Expenditure	7,698,600	8,633,428	7,598,428	10,738,428
Net Funding	-	-	-	-



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