



Goldenfields
Water

DELIVERY PROGRAM UPDATE

July – December 2020



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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 2020, which covers the first six months of Goldenfields 2020/2021 Operational Plan, derived from Goldenfields' 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 2020

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 2020. Progress is reported under Goldenfields Water's nine strategic priorities.



1: Excellence in service provision

1.2: Provide a reliable and quality drinking water supply

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.1.1	Maintain and Review the Drinking Water Management System	Complete DWMS Annual Report	Production & Services Manager		100%	The DWMS and associated documentation has been reviewed and reported to Council at the December 2020 Council meeting. The review of the DWMS commences in August and is completed around October before submission and acknowledgment by the Board and NSW Health in December of every year.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.2.1	Capture asset burst data. Undertake 1 pump station audit each quarter.	Burst data is captured and reported on. One pump station audit has been undertaken each quarter.	Engineering Manager		50%	All burst data captured on mobile platform. Rosehill pump station and Aria Park pump station review are underway
1.2.2.3	Construct and deliver Mandamah Pipeline Stage 2 as per program - approximately 30km. Deliver the Capital Works as per schedule.	Achieve greater than 85% of program	Operations Manager		100%	Stage 2 is fully complete. Overall for stages 2-4, a total of 74,750 metres of pipe has been laid at a total cost of \$2.19M which equates to approx: \$29.36 per metre in the ground. A total of 135 kilometers has been constructed since commencement of the scheme in November 2017. A total of 45 kilometers remains until completion. Initial completion date for the Mandamah scheme is 2022, and this date should be eclipsed by at least 12 months.
1.2.2.4	Continue with the Valve maintenance/replacement program utilising established resources. Reservoir cleaning/maintenance and inspections are ongoing, both planned and re-active. Reports/findings are actioned to the Engineering department.	Achieve greater than 85% of program	Operations Manager		95%	Out of the 9000 valves identified 5500 have been inspected/cleaned and maintenance carried out where required. This program is due to finish November 2021 and is ahead of schedule. Reservoir cleaning and inspection is on-going in conjunction with the Engineering Department.



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	Undertake audit of existing backflows. Continue Backflow installation program.	Audit completed by end of financial year and reported on. Backflow installed in Barellan.	Engineering Manager		50%	Backflow audit of sample size completed. Further investigation into backflow devices and materials underway

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	Utilise issues register and burst data to determine renewals program.	Achieve 90% of mains renewals budget	Engineering Manager		50%	50% of mains renewals completed
1.2.4.2	Continue with Mandamah water main extension program	Achieve greater than 85% of 30km of mains installation.	Engineering Manager		65%	Stage 2 completed. Stage 3 underway

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	One pump station audit undertaken each quarter.	One pump station audit undertaken each quarter.	Production & Services Manager		100%	All pump stations are inspected on a routine basis with all condition criteria provided into GWCC's asset management procedures where investment and criticality determinations are made for each asset as part of Councils Asset Management Framework.



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	Utilise issues register and burst data to determine renewals program	Achieve 90% of mains renewals budget	Engineering Manager	●	70%	Rosehill construction starting January, Thanowring Road detailed design nearly complete

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.8.1	Progressively replace all SCADA across to ClearSCADA	Switch Board Replacements for Oura Bore 6, 3 and 4. Matong Bore 2.	Production & Services Manager	●	50%	This project is to occur over multiple years noting the extent of GWCC's water supply system and electrical assets. A progressive replacement program has been undertaken with the completion of all Mt Daylight Scheme sites completed except for Weethalle and North Weethalle pump stations. They are scheduled to be completed by the end of financial year.
1.2.8.2	Where identified, expand the SCADA system to cover new localities and instrumentation	Bulk Customer offtakes to be included with water quality analysers, flow meters and connected to SCADA. New installations are planned for Galong, Harden and Young Terminal	Production & Services Manager	●	50%	GWCC staff continually investigate opportunities to expand the SCADA control system across our water supply schemes. Additional water quality monitoring sites at Galong, Harden and Young Terminal Storage have been earmarked for installation within the current financial year.



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 bulk meter audit and renewal program.	Develop a 5 year program. Validate or renew a minimum of 2 bulk meters.	Production & Services Manager	●	70%	Staff have undertaken a review of all bulk meters within the Jugiong scheme. Additional Taggle metering has been investigated for installation to commence the retrieval of interval data. It has been identified that the Wallendbeen and Wombat meters require replacement.

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	Undertake renewals as per program.	Achieve 85% of program	Operations Manager	●	40%	Progressing but due to reactive works this program has stalled temporarily
1.2.10.2	Undertake renewals as per program	Achieve 85% of the program	Engineering Manager	●	50%	PRV renewals are progressing as required. Surge tanks are being investigated for removal
1.2.10.4	Undertake renewals as per program.	Achieve 85% of program	Engineering Manager	●	65%	Critical control valves tender has been awarded, designs and methodology is underway and construction is due for completion prior to the end of the financial year
1.2.10.6	Undertake renewals as per program	Achieve 85% of program	Operations Manager	●	50%	Progressing but due to reactive works this program has stalled temporarily



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	Undertake renewals as per program	Achieve 85% of program	Operations Manager	●	50%	This renewal program has temporarily stalled due to the amount of reactive works staff have been responding to. This is due to change of season (summer) and change in pumping operations

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	Replace aged water quality instrumentation where required.	Prunevale analyser has been replaced.	Production & Services Manager	●	50%	GWCC staff progressively renew water quality instrumentation when and where required. The replacement of the Prunevale Pump station online monitoring system has been replaced this year.
1.2.12.2	Expand the installation of water quality instrumentation across the schemes in key locations.	Bulk Customer offtakes to be included with water quality analysers, flow meters and connected to SCADA. New installations are planned for Galong, Harden and Young Terminal.	Production & Services Manager	●	50%	This indicator is aligned with item 1.2.8.2, the expansion of SCADA. Three sites have been identified within this financial year for expansion, those being, Galong offtake, Harden offtake and Terminal Storage.



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.	Our website is regularly updated with relevant and timely 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.	Accurate and relevant information is provided to stakeholders in a timely manner.	General Manager		50%	Goldenfields stakeholders have been provided relevant information through quarterly customer newsletters, website updates, media and social media engagement. Stakeholder requests are responded to in line with the customer service charter.
1.2.13.3	Distribute monthly management reports to responsible officers.	Distribute monthly reports within 5 days of month end	Corporate Services Manager		50%	Reports are being issued on a monthly basis within 5 days of month end.
1.2.13.4	Prepare statutory financial reports within required timeframes - including Quarterly Budget Reviews, Annual Financial Statements.	Quarterly Budget Reviews presented at the Council meeting following quarter end. Annual Financial Statements submitted to Office of Local Government by statutory due date.	Corporate Services Manager		50%	2019/2020 financial statements submitted to Office of Local Government prior to due date. Quarterly Budget Reviews are being presented to Council within required timeframe.



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
1.2.13.5	Notify any non-conformance as required. Complete annual reporting to NSW Public Health, DPIE, and EPA.	Complete DWMS Annual Report, EPA Annual Return and the Annual Benchmark Report. Notify any non-conformances to the relevant Authority as required.	Production & Services Manager		50%	All annual reporting has been completed for the current financial year to DPIE, and NSW Health. EPA annual return will occur towards the end of financial year. Any non-conformances that are identified throughout the year are reported in accordance with GWCC's DWMS protocols.

2: Maximising regional water supply

2.1: Plan for the regions 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
2.1.1.2	Complete Integrated Water Cycle Management Strategy	Complete the IWCM	Production & Services Manager		30%	The finalisation of GWCC's IWCM Issues Paper has been completed. The development of a scope of works from the Issues Paper has been completed and submitted to DPIE for funding. GWCC is entitled to only 25% funding for the IWCM strategy; however staff are seeking an increase noting the significant amount of additional works required for a County Council to be undertaken in comparison to a General Purpose Councils.



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	Engage with Constituent Councils regularly	General Manager		50%	Management met with Coolamon Shire Council in July and September regarding water supply to development growth areas, Temora Shire Council in August regarding the Temora Airport Expansion and Bland Shire Council in September regarding trunk main upgrades.

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	Engineering staff are to undertake hydraulic modelling training.	Engineering staff have undertaken hydraulic modelling training.	Engineering Manager		100%	Hydraulic model training completed. Hydraulic model to be updated as part of IWCM



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	Continue to source and research new technologies that may assist Council in gaining efficiencies of operations, storage and access to data or automated control of operations.	Continue to develop Wateroutlook. Source and review new technologies when and where appropriate.	Production & Services Manager		50%	Staff continually investigate any opportunities for new technologies that may provide greater control, redundancy or efficiency in council operations. The commencement of a new Software system for Artificial Intelligence (AI) has commenced for the Jugiong scheme. This AI product will seek to optimize Councils water treatment plant and pump station assets to meet its required demands as an advisory system.

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	Council to maintain a committee member role on the NSW Water Directorate. Undertake submissions to State and Federal Governments when and where required.	Production & Services Manager to maintain position as an executive committee member on the NSW Water Directorate	Production & Services Manager		50%	Production & Services Manager is currently an executive committee member for the NSW Water Directorate and the Chair of the Digital Utilities Sub-Committee.



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 a water meter replacement program.	A program for future meter replacements has been developed.	Operations Manager	●	10%	This program has stalled due to resourcing issues and a focus on reactive and capital works.

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 at least 97% of meters by automated meter reading network.	Minimum of 97% meters read through AMR network.	Corporate Services Manager	●	50%	Meeting performance measure of 97% of meters being ready through AMR network.
4.2.1.2	Water Accounts issued within 3 weeks of quarter end	Water accounts issued within 3 weeks of quarter end.	Corporate Services Manager	●	50%	Water accounts are being issued within agreed timeframe of 3 weeks following quarter end.



4.3: Deliver a consistent price path

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
4.3.1.1	Determine scheduled fees and charges consistent with the long term financial plan.	Review LTFP to determine fees and charges schedule for inclusion in operational plan - maintaining financial sustainability (surplus operating results and cash reserves throughout 10 year plan).	Corporate Services Manager		100%	Fees and charges established within 2020/2021 operational plan as part of the LTFP review.



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	Goldenfields 4 yearly customer survey will be conducted in the 2020/21 Financial Year as outlined in the 2017 - 2021 Community Engagement Strategy.	Customer survey is undertaken	Community Engagement Officer		100%	Goldenfields Water collaborated with Iris Research to conduct their Customer Satisfaction Survey in August 2020. The survey will help determine Goldenfields immediate and longer-term priorities to ensure improved service delivery to our customer and wider community expectations.
5.1.1.2	Goldenfields 4 yearly customer survey will be conducted in the 2020/21 Financial Year as outlined in the 2017 - 2021 Community Engagement Strategy. Insights from this survey will be utilised to improve our engagement with customers and the community.	Insights from the survey are considered when formulating the 2021-25 Community Engagement Strategy.	Community Engagement Officer		100%	The Customer Satisfaction Survey was completed in August 2020 which will assist the newly elected board in October 2021 to formulate the 2022 - 26 Community Engagement Strategy.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.2.1	Goldenfields 4 year community engagement strategy is developed utilising information gathered from the community including the customer survey.	Goldenfields Water 2021-25 Community Engagement Strategy is developed.	Community Engagement Officer		0%	Due to the unprecedented circumstances surrounding COVID -19, the current Community Engagement Strategy has been extended for 12 months. The next Community Engagement Strategy will be developed for 2022 - 26.

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
5.1.3.2	Levels of service identified within the IWCM are communicated to our customers.	Our customers are made aware of the levels of service identified within the Integrated Water Cycle Management Plan.	Community Engagement Officer		0%	The IWCM is still being developed however we currently provide commentary on our levels of service within the Drinking Water Management System and Policy which is available for customers to view on our website.



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	Information regarding water management and sustainable water practices is delivered to our community through a variety of advertising mediums.	Our community is provided information on water management and sustainable water practices.	Community Engagement Officer		50%	Goldenfields continues to promote sustainable water practices to customers via social media channels and the Goldenfields Water App. In October we participate and host competitions for National Water Week, which aims to inspire customers, communities and students to build awareness around the value of water.
5.1.4.2	Goldenfields Water will host 'Depth Days' at the Jugiong Water Treatment Plant for schools within our supply area. During Water Week, Goldenfields will work with local schools and pre-schools to provide interactive sustainable water themed resources.	Goldenfields hosts 'Depth Days' and engages with local schools and preschools during Water Week to provide sustainable water themed resources.	Community Engagement Officer		50%	Depth Days will look to take place in May/June 2021. National Water Week was held in October 2020, in which we hosted a water wise competition for schools with students aged from K - 6 within our supply area.



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%	REROC and RIVJO meetings have been regularly attended.
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 has engaged in the REROC Workforce Management Group regarding the JO Capacity Building Project.



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	Engage with our Constituent Councils regularly, including annual meetings or as necessary.	We have regularly engaged with our Constituent Councils	General Manager	●	50%	The General Manager and Engineering Manager presented Goldenfields Asset Strategy Update to Temora, Junee, Bland and Coolamon Shire Councils. The three remaining Councils are scheduled for the first quarter of 2021.
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%	Goldenfields continues to support Hilltops Council with Boorowa investigations and Cootamundra Gundagai Council with 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	Information regarding Goldenfields' current works, major upcoming works, educational programs and general updates are provided through our bi-annual Customer Newsletter. Goldenfields stakeholders will be consistently be updated with information through a variety of traditional and modern media platforms.	Goldenfields Customer Newsletter is circulated in April and October and informaton is regularly provided through various media platforms.	Community Engagement Officer	●	50%	Goldenfields Water issue a customer newsletter every billing period. Traditional methods of media including TV, radio, newspapers and flyers are used and regular social media updates to provide customers and stakeholders with the latest news and happenings of GWCC.



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
6.2.1.2	Provide access to information to operators of large energy usage sites.	Review control operations of all large energy usage sites and educate operators in managing time of use recommendations.	Production & Services Manager		100%	GWCC utilises a cloud based energy Software system called Azility, that monitors energy usage information for every asset and also provides an automated billing review system for identification of anomalies. Access to this system and associated information has been made available to all necessary staff whom manage energy requirements for council.
6.2.1.3	Investigate and review any renewable projects where viable.	Review Solar options for small sites and investigate alternative renewable energy projects for reducing Councils long term costs of energy.	Production & Services Manager		100%	GWCC staff has undertaken an audit of all energy usage sites and has determined that no viable options are currently available to commence. This is mainly due to the significant volume of land required to be purchased to facilitate renewable energy projects. The purchase and costs of land make the projects unviable. Staff are continuing investigations into better management of existing systems through projects such as the Jugiong Artificial Intelligence system Emagine.



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
6.2.1.4	Maintain an energy usage and cost data base.	Maintain the population of Azility cloud base systems to actively monitor our energy usage and costs.	Production & Services Manager		100%	GWCC has developed and utilises a software system called Azility to monitor and track all energy usage sites.

6.2.2: Water use efficiency is increased across the network

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.2.2.2	Customers are encouraged to sign up to the Goldenfields Water App. The Goldenfields Water App is utilised to provide customers with updates.	Customer registration to the Goldenfields App has increased	Community Engagement Officer		45%	Customers are encouraged to utilise this free service through regular advertising - both traditional and modern.



6.3: Manage the water supply's sustainability and security

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.3.1.1	Actively monitor our raw water source via both hydrological and water quality parameters	Undertake monthly sampling and testing of raw water quality samples. Monitor councils access entitlements to source water and ensure restrictions are utilised when and where required.	Production & Services Manager		50%	GWCC staff undertake routine monitoring, sampling and testing of all raw water sources. Additional SCADA monitoring systems have been installed on some groundwater bores to trend levels. Staff are also currently developing visual monitoring system of groundwater levels for the Oura borefield through the WaterOutlook software system.
6.3.1.2	Council staff are informed and educated of the risks to water supply sustainability, and policies and practices are reviewed in line with this information.	Goldenfields policies and practices are aligned with water supply sustainability.	General Manager		50%	Policies and Procedures are progressively being reviewed.



7: Efficient operations

7.1: Improve business efficiency

7.1.1: We have an efficient corporate structure

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.1.1	Goldenfields Corporate structure is reviewed within 12 months of the ordinary election of council to best meet the organisations requirements.	Goldenfields Corporate structure is efficiently aligned to meet organisational requirements, having been reviewed within 12 months of the ordinary election of council.	General Manager		0%	This item will be included in the 2021-2022 Operational Plan to coincide with local government elections.

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%	GIS is being systematically updated



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
7.1.3.4	Contract management module added to authority suite	Contract management module added to authority suite	Engineering Manager		20%	Investigating different options for a contract management system appropriate for Council's needs

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	Prepare annual fleet replacement budget and review quarterly.	Prepare annual fleet budget for inclusion in Capital Works Program. Review progress quarterly during Quarterly Budget Reviews.	Corporate Services Manager		50%	Fleet replacement budget adopted in operational plan and is being reviewed during Quarterly Budget Review process.
7.1.5.2	To be considered when the corporate structure is reviewed.	Considered as part of the corporate structure review.	General Manager		0%	This item will be included in the 2021-2022 Operational Plan to coincide with local government elections.



7.3: Reduce exposure to business risks

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
7.3.2.1	Consideration is to be given to the development of an environmental management system during 2020/21.	Consideration has been given to the development of an environmental management system.	Production & Services Manager	●	0%	No resources have been made available to undertake this work within the current financial year.

7.3.3: Integrated risk management is part of asset management processes

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.3.3.1	Asset renewals are prioritised based on investment prioritisation model.	Prioritisation reported to MANEX	Engineering Manager	●	75%	Significant progress has been made to update asset data and to improve asset management to develop renewals programs based on risk



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
7.4.1.2	The current Customer Service Calls application is to be further utilised to streamline operations in the field.	The utilisation of the Customer Service Call application has been expanded to streamline operations in the field.	Corporate Services Manager		50%	Customer Service Call application is being utilised by field staff. Additional functionality and reporting is being developed.

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
8.1.1.1	Goldenfields Workforce Management Plan is developed to meet the organisational requirements identified within the four year Delivery Program for 2021/25.	Goldenfields Workforce Management Plan has been developed and adopted by the Board.	HR Coordinator		0%	This action is not yet due to start.



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 organisational future needs	Annual staff development plans completed, training undertaken for identified gaps	HR Coordinator		40%	Staff were provided with training and education in accordance with Goldenfields Water's Training Plan 2019-2021.
8.1.1.3	An annual staff survey is undertaken to identify areas that are going well, areas that could be improved and how staff are best supported to effectively perform their roles.	Annual staff survey is undertaken and results considered to enhance organisational functions.	HR Coordinator		100%	Goldenfields Water's staff survey was undertaken in September 2020. Results have been collated and provided to the Board. The General Manager and Human Resources Coordinator have met with staff groups to present results and gain further information in regards to areas for improvement. This information has been used to drive organisational goals and priorities for 2021.



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 and undertake annual review of long term financial plan.	Review long term financial plan annually in conjunction with operational plan preparation.	Corporate Services Manager		50%	LTFP reviewed and adopted for 2020/2021. Will be reviewed in conjunction with 2021/2022 budget preparation process.
9.1.1.4	Capital works program is developed in accordance with Council's asset management and investment frameworks and is achievable within Council's long term financial plan.	Capital works program is developed in accordance with Council's asset management and investment frameworks and is achievable within Council's long term financial plan.	Engineering Manager		75%	30 year capital works program has been developed. Next FY capital works budget is undergoing development for Board review