



Goldenfields  
Water

# DELIVERY PROGRAM UPDATE

January – June 2018



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# Message from the General Manager

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

The January to June 2018 period represented the second six months of the first Operational Plan 2017/18 of Goldenfields Water's new four-year Delivery Program covering the period 2017/2021.

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

During the first six months of 2018 we continued work on our Delivery Program's key priorities – protecting and enhancing water quality as well as renewing ageing infrastructure.

Goldenfields Water concluded 2017 with the departure of the General Manager. Phillip Rudd moved to the North Coast of NSW after accepting the General Manager position with Rous County Council.

As a result, the second half of the 2017/18 financial year commenced with the recruitment of a new General Manager. The Board of Goldenfields Water appreciated the efforts of Allan Tonkin in undertaking the role of acting General Manager until a permanent replacement was appointed in April 2018.

Goldenfields Water also commenced implementation of our Community Engagement Strategy, with the release of a social media campaign, including the use of Facebook, Twitter and Instagram. The use of social media has significantly increased our ability to directly engage with our community. The development and implementation of a new Drinking Water Management System has demonstrated our commitment to the provision of safe drinking

water to our customers. Ongoing work is being undertaken to improve the aesthetics of our water supply, especially with regards to discoloured water in the area of Coolamon.

With over 12 months of planning and development, the first stage of the new enterprise resource planning software went live on July 1. The remaining components will be phased in over the next 12 to 18 months with the billing systems set for release in January 2019.

Improvement in Governance.

A significant improvement to our governance processes commenced in the 2017/2018 finance year, with the implementation of the Audit, Risk and Improvement Committee.

One of the first tasks for the committee, was to review risk, governance and internal controls. Key actions resulting from this review included an audit plan that identified the priority areas for the internal audit program.

The Audit, Risk and Improvement Committee will meet at least four times per year, reviewing audit reports and providing guidance to the Board on governance issues.

Further details of our major achievements and highlights during the period January to June 2018 are included in this latest Delivery Program report.

Darryl Hancock  
General Manager



# Progress Report Explained

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

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

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

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

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

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



Green – Completed



Blue – Progressing



Red – Not yet started



# Profile

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

Goldenfields Water's supply system covers 22,500 square kilometres between the Lachlan and Murrumbidgee rivers. It services over 46,000 people and includes more than 2,400 kilometres of water mains (the longest in NSW).

Water is sourced from protected natural catchments at Jugiong, Oura, Mt Arthur, Mt Daylight and Hylands Bridge before undergoing a world-class treatment process at either of Goldenfields Water's two water treatment plants.

As a county council, Goldenfields Water is a unique organisation given it is made up of seven constituent councils that each depend on it to deliver essential drinking water for their communities.

Goldenfields Water's seven constituent councils are:

- Bland Shire Council
- Coolamon Shire Council
- Junee Shire Council
- Temora Shire Council
- Cootamundra-Gundagai Regional Council
- Narrandera Shire Council
- Hilltops Council

Currently, Goldenfields Water supplies all drinking water directly to the almost 11,000 rural, residential, commercial and other properties in the local government areas of Bland, Coolamon, Junee, Temora, and parts of Cootamundra-Gundagai and Narrandera.

Goldenfields Water supplies water in bulk to Cootamundra-Gundagai and Hilltops councils, which then distribute water directly to their residents (except those already supplied directly by Goldenfields Water in parts of Cootamundra-Gundagai).

It also provides water in bulk to Riverina Water County Council as well as non-potable water (untreated water for non-drinking purposes) directly to 250 properties.

## Mission Statement

To provide regional economic opportunity and lifestyle choices through provision of a quality water supply by innovative leadership showing environmental responsibility in cooperation with the community, constituent councils and governments.

## Vision

To be innovative leaders in the supply and distribution of water through regional efficiency, technical excellence and customer service.

## Values

### Integrity

All staff act in the best interest of the communities that we serve, demonstrating and promoting moral and ethical principles in all that we do.

### Trust

Built on from the value of Integrity, mutual trust is established between teams and staff at all levels. Open communication lines and transparency in our operations reflects and further builds on this trust.

### Respect

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

### Teamwork

All staff work together collaboratively and support one another in achieving the operational objectives of GWCC. Our staff understand the importance of working with each other to achieve our objectives.

### Continuous Improvement

Staff feel confident and comfortable to offer ideas and suggestions to ensure that GWCC is continually working to deliver better services to our community and finding more efficient ways of undertaking business.



# Strategic Priorities

This progress report is categorised in-line with the nine strategic priorities established by Goldenfields Water's long-term Business Activity Strategic Plan and the strategic objectives and strategies outlined in its 2017–2021 Delivery Program to achieve those priorities.

## Strategic Priority 01: Excellence in Service Provision

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

## Strategic Priority 02: Maximising Regional Water Supply

Objective: Planning of water supply for regional development through network analysis and partnerships with constituent councils.

## Strategic Priority 03: Strategic Water Management

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

## Strategic Priority 04: Best Practice Pricing

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

## Strategic Priority 05: Proactive Customer Relations

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

## Strategic Priority 06: Environmental Protection and Sustainability

Objective: Environmental stewardship in carrying out of construction and operational activities.

## Strategic Priority 07: Efficient Operations

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

## Strategic Priority 08: Highly Skilled and Energetic Workforce

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

## Strategic Priority 09: Financially Sustainable

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



# Highlights and Achievements

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

## Strategic Priority 01: Excellence in Service Provision

### Mandamah Rural Water Supply Scheme underway

Construction has continued on the Mandamah Rural Water Supply Scheme. The scheme will expand the region's water supply network by 180 kilometers to provide essential water services to farmers and residents across more than 90,000 hectares in the Mandamah region west of Barmedman.

The scheme will be delivered in four stages and is expected to take around five years to complete.

Construction work on two new reservoirs off the Wargin Trig Access Road, commenced on 13 June 2018. Each reservoir will have the capability to store half a million litres of water. Construction work on the new reservoirs is expected to take about six months to complete.

During the 2017/18 financial year, Goldenfields Waters' construction team laid approximately 30 kilometers of pipeline, consisting of water supply trunk and reticulation mains.

## Strategic Priority 03: Strategic Water Management

### Drinking Water Management Strategy

Goldenfields Water reviewed, developed and implemented a new Drinking Water Management System (DWMS) during the 2017/18 financial year. The DWMS demonstrates Goldenfields Waters' compliance with the requirement of s25 Public Health Act 2010 which requires a utility to develop a Quality Assurance Program in line with the Framework for Drinking Water Quality Management in the Australian Drinking Water Guidelines 2011 v3.4 (NHMRC 2017). This DWMS and its associated documents act as a roadmap of the activities that Council undertakes to ensure the provision of safe drinking water to its customers. The DWMS is a public document and can be accessed through the following link.

<http://www.gwcc.nsw.gov.au/Plans-policies/Plans-and-reports>



## Strategic Priority 05: Proactive Customer Relations

Increased engagement efforts to better connect with customers

In accordance with the Community Engagement Strategy, Goldenfields Water's social media campaign was enhanced with the launch of our Facebook page and Twitter accounts on the 31<sup>st</sup> January 2018. Instagram was launched mid-February. In the five months to 30 June 2018, we have enjoyed increases in audience response to our content across Facebook, Twitter and Instagram. This reach has seen us significantly increase our ability to directly engage with our community.

Social media in partnership with our website and other traditional forms of engagement, increases our ability to make our content available to our communities 24/7 regardless of their location.

## Strategic Priority 09: Financially Sustainable

Internal Audit function - Audit and Risk Improvement Committee

Internal audit is an essential component of a good governance framework for all Councils.

The internal audit function:

- Supports good internal governance
- Ensures consistency with other levels of Government
- Improves the effectiveness of risk management, control and governance processes

- Instills public confidence in an organisation's ability to operate effectively.

Key components of good governance include the use of audit committees, internal and external audit functions combined with enterprise risk management.

Goldenfields Water established an Audit Risk and Improvement Committee in October 2017.

The Audit Risk and Improvement Committee is comprised of two independent external members and one Goldenfields Water Board member. The inaugural Audit Risk and Improvement Committee meeting was held on the 12<sup>th</sup> October 2017, with a minimum of four (4) meetings to be held annually.

An independent internal audit function was also implemented during the 2017-18 year and a review of risk, governance and internal controls was completed. A report was presented to the Audit Risk and Improvement Committee in March 2018. As a result, the Audit Risk and Improvement Committee has established priorities and an initial plan for ongoing, systematic internal audit throughout the Goldenfields Water organisation.

# DELIVERY PROGRAM PROGRESS REPORT January – June 2018

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

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



## 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	Develop and implement a water quality management plan	Water quality management plan developed and implemented	Production & Services Manager		100%	Drinking Water Management System has been completed, adopted by the Board on 22 February 2018. Implementation has commenced.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.2.1	Annually review asset performance data	Asset renewals are reprioritised based on performance data	Engineering Manager		40%	Commenced scope on a risk based prioritisation framework.
1.2.2.2	Revise Asset Management Plan	Asset Management Plan adopted	Engineering Manager		75%	Asset Management Policy in place. Draft Asset Management Procedure has been developed and reviewed with organisational stakeholders. The final draft is currently under review prior to adoption by the Board.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.2.3	Undertake capital works program	Achieve greater than 85% of program	Operations Manager		100%	Specific projects completed include:  * Martin Street Stockinbingal (mains replacement/upgrade) * Dudauman Road Stockinbingal (mains replacement/upgrade) * Kingdon Drive Coolamon (mains replacement) * Bygoo Road Ardlethan (mains replacement/upgrade) * Bendee Street Barellan (mains replacement/upgrade) * Mansfield Road Temora (mains replacement) * Crompton Road Wyalong (mains replacement/upgrade) * Spitfire Drive Temora (new mains installation and associated services)
1.2.2.4	Undertake maintenance program	Achieve greater than 85% of program	Operations Manager		60%	Asset management programs have been based on reactive maintenance. This has resulted in limited preventative maintenance being undertaken.
1.2.2.5	Strategic review of water treatment facilities	30 Year strategic review completed at all water treatment facilities	Production & Services Manager		50%	Oura Strategic Management Plan is nearing draft stage for review.
1.2.2.6	Undertake valuation of assets	Valuation completed and asset register updated	Engineering Manager		100%	Completed in Q1 Financial Year 2017/2018



### 1.2.3: Contamination resulting from backflow is minimised

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.3.1	Develop and implement backflow prevention installation program	Achieve greater than 85% of program	Engineering Manager	●	100%	Project has achieved 2017/2018 targets.
1.2.3.2	Identify strategic locations with our key stakeholders for fixed standpipes	Fixed standpipe locations identified in each constituent council area	Engineering Manager	●	100%	Locations were identified in Temora, Junee and Bland Shires.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.4.1	Develop and implement a water main renewal program	Achieve greater than 85% of program	Engineering Manager	●	100%	The planned water mains renewals in the Ardlethan and Coolamon areas have been completed as scheduled.
1.2.4.2	Develop and implement a water main extension program		Engineering Manager	●	0%	This project was placed on hold pending review and financial allocation in line with future growth.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.5.1	Develop and implement a water pumping station renewal program	Achieve greater than 85% of program	Production & Services Manager		100%	Naradhan Pump Station was renewed for the 2017/18 financial year.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.6.1	Develop and implement a trunk main renewal program	Achieve greater than 85% of program	Engineering Manager		75%	Developed the renewal program and engaged consultants for the design of the Rosehill to Harden water main renewal.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.7.1	Develop and implement a reservoir relining program	Develop and implement a reservoir relining program	Engineering Manager		80%	Developed the reservoir relining program. The Board has approved contractors to commence the relining program.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.8.1	Develop and implement a telemetry renewal program	Achieve greater than 85% of program	Production & Services Manager		50%	Communication network audit and design has now been completed. Installation of four new communication sites has been executed for commencement and the development of a priority hardware installation/renewal program is to be completed during the 2018/19 financial year.
1.2.8.2	Develop and implement a Telemetry expansion program	Achieve greater than 85% of program	Production & Services Manager		0%	Expansion of system has yet to be identified. Project to be considered as part of the priority management/delivery program for hardware installation.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.9.1	Develop and implement a flow meter renewal program	Achieve greater than 85% of program	Engineering Manager		100%	Completed within Q2 2018.
1.2.9.2	Develop and implement a flow meter expansion program	Achieve greater than 85% of program	Engineering Manager		10%	The project was placed on hold due to resourcing constraints.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.10.1	Develop and implement an air valve, scour, reflux renewal program	Achieve greater than 85% of program	Engineering Manager		40%	Barellan township completed. Commenced Cartwrights Hill, Mimosa and Temora township.
1.2.10.2	Develop and implement a pressure reducing valve and surge tank renewal program	Achieve greater than 85% of the program	Engineering Manager		40%	Pressure reducing valves have been installed in various locations including: Jenson's Lane Weethalle, Binya town, Naradhan and Nobbys Hill.
1.2.10.4	Develop and implement a control valve renewal program	Achieve greater than 85% of program	Engineering Manager		0%	This project did not commence. The project has been included in the 2018/19 Operational Plan.
1.2.10.5	Develop and implement a control valve expansion program	Achieve greater than 85% of program	Engineering Manager		100%	Action completed in Q2 financial year 2017/2018.
1.2.10.6	Develop and implement a stop valve renewal program	Achieve greater than 85% of program	Engineering Manager		30%	Barellan completed. Works ongoing in West Wyalong, Temora and Junee, however progress has been slowed due to other work programs of higher priority.



### 1.2.11: Hydrants are systematically renewed based on asset performance data

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.11.1	Develop and implement a hydrant renewal program	Achieve greater than 85% of program	Engineering Manager		50%	The hydrant renewals have been identified. The renewal program has commenced however limited progress in this has been achieved.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.12.1	Develop and implement a instrumentation renewal program	Achieve greater than 85% of program	Production & Services Manager		100%	Bradman Street and Jugiong Water Treatment Plant chlorine analysers have been installed.
1.2.12.2	Develop and implement a instrumentation expansion program	Achieve greater than 85% of program	Production & Services Manager		100%	New installations have commenced at Ganmain and Oura Water Treatment Plant.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.13.1	Maintain and publish information on Council website	Provision of timely, accurate and relevant information	General Manager		100%	Goldenfields Water utilises the internet, Facebook, Instagram and twitter to disseminate information to our community.
1.2.13.2	Proactively provide project specific information to relevant stakeholders as required	Provision of timely, accurate and relevant information	General Manager		100%	Information has been provided to our relevant stakeholders through emails, face to face meetings, digital media and community presentations and meetings.
1.2.13.3	Report financial information internally	Provision of timely, accurate and relevant information	Corporate Services Manager		50%	There has been limited internal financial reporting. This has been primarily summary of capital works expenditure and some high level operating information.
1.2.13.4	Report financial performance to regulators and the community	Provision of timely, accurate and relevant information	Corporate Services Manager		100%	All reporting requirements have been met.
1.2.13.5	Report compliance information to regulators	Provision of timely, accurate and relevant information	Corporate Services Manager		100%	All reporting requirements have been met.



## 2: Maximising regional water supply

### 2.2: Plan for the region's future growth

#### 2.2.1: Our water supply network is able to respond to community growth and development

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.2.1.1	Liaise closely with constituent councils regarding growth and development	Council documents and policies are updated to reflect changes	General Manager		50%	Commenced our issues paper for the integrated water cycle management plan. A full review of our developer servicing plan will be undertaken once this is complete.
2.2.1.2	Review and update development servicing plans	Developer Servicing Plan revised and adopted.	Engineering Manager		0%	The Asset Management Plan has yet to be adopted as a result the Development Servicing Plan cannot commence until this has occurred.

#### 2.2.2: Water supply system constraints are identified

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.2.2.1	Enhance the system-wide hydraulic model	Enhancements are undertaken to improve model	Engineering Manager		100%	Completed within the first half of Financial Year 2017/2018.



### 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	Attend conferences, exhibitions and emerging technology road shows and incorporate into future plans	Viable emerging technologies are incorporated into current and future programs	Production & Services Manager		100%	Staff were provided opportunity to attend relevant training, workshops and conferences to enable the identification of emerging technology.

##### 3.1.2: We have the capacity to influence water industry direction

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
3.1.2.1	Explore opportunities to influence water industry policy and direction through participation in industry groups and bodies	Participate in industry groups, bodies and make submissions	General Manager		100%	Goldenfields Water was represented at a number of policy and industry forums during 2017/18. This included REROC and the Water Directorate.



## 4: Best practice pricing

### 4.1: Ensure water metering is accurate

4.1.1: There is a high level of confidence in accuracy of water metering internally and amongst stakeholders

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
4.1.1.1	Develop and implement a water meter replacement program	Achieve greater than 85% of program	Operations Manager		0%	Water meters are replaced as required, however a water meter replacement program is to be established.

### 4.2: Levy and collect water charges

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
4.2.1.1	Read water meters by using the AMR network	Achieve greater than 85% of the program	Corporate Services Manager		100%	Achieved.
4.2.1.2	Issue water account notices within agreed timeframes	Quarterly accounts are issued within 4 weeks	Corporate Services Manager		100%	Water account notices for each Quarter of 2017/18 were issued within agreed time frames.



## 5: Proactive customer relations

### 5.1: Improve customer and community engagement

#### 5.1.1: Feedback from customers is regularly captured and used in decision-making

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.1.1	Undertake annual customer survey	Annual Survey undertake and results provided to Council	Corporate Services Manager		0%	As per the Goldenfields Water County Council Community Engagement Strategy, a Customer Survey will be undertaken every four (4) years. Based on this, the next Customer Survey is due in 2020/21.
5.1.1.2	Review and action customer survey feedback	Survey results are incorporated into future Operational Plans	Corporate Services Manager		0%	Not applicable as the survey was not undertaken in 2017/18.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.4.1	Provide relevant information to the community through a variety of channels	Variety of channels utilised when communicating to the community	General Manager		100%	Goldenfields Waters webpage, Facebook, Instagram, twitter, customer newsletters and local newspapers were all utilised to provide relevant information to the community.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.4.2	Develop public education information about water management and sustainable water practice	A range of educational resources developed	General Manager		50%	Development on school and public education commenced in May 2018.

## 5.2: Develop and maintain strong links with stakeholders

### 5.2.1: We have close relationships with the Riverina Eastern Regional Organisation of Councils (REROC)

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.2.1.1	Participate in opportunities for resource, expertise and knowledge sharing with REROC	GWCC actively attends REROC meetings	General Manager		100%	Goldenfields Water continued to participate with REROC, including attending Board and technical committee meetings.
5.2.1.2	Work closely with REROC to improve service efficiency and effectiveness and promote matters of common interest	GWCC participates in all projects with a joint interest	General Manager		50%	Goldenfields Water attended relevant meetings.



### 5.2.2: We have close relationships with our constituent councils

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.2.2.1	Communicate and engage with constituent councils regularly	Regular meetings between GWCC and constituent councils	General Manager	●	50%	Goldenfields have continued to engage with our constituent councils including supporting their water management strategies.
5.2.2.2	Identify where we can partner with constituent councils to attract growth and new business to the region	Joint projects undertaken where viable	General Manager	●	80%	Discussions with Hilltops and Cootamundra-Gundagai Council have occurred for both Boorowa and Nangus projects.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.2.3.1	Keep the community, media and internal and other stakeholders informed with relevant and timely information via the most appropriate channels	Variety of communication channels utilised to ensure stakeholders are informed	General Manager	●	100%	Information is continued to be provided to stakeholders via social media, customer newsletters, Goldenfields Water webpage and other appropriate mediums.



## 6: Environmental protection and sustainability

### 6.1: Develop social responsibility for the water cycle

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.1.1.1	Develop and implement an Integrated Water Cycle Management Plan using established community expectations and asset management information	Develop and implement an Integrated Water Cycle Management Plan using established community expectations and asset management information	Production & Services Manager		40%	Draft Issues Paper was issued to Department of Industry Water for review. Additional hydraulic and demand modelling is required for input into the Paper prior to any acceptance being provided to proceed to the development of the strategy stage. A quotation has been sought from Public Works Advisory to complete the required demand modelling.



## 6.2: Ensure natural resources are used efficiently

6.2.1: We regularly review energy use to proactively identify and implement usage reduction activities to lower costs and reduce carbon foot print

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.2.1.2	Educate operators responsible for sites with highest energy consumption	Usage in high tariff periods are minimised where possible	Production & Services Manager		100%	All operations and controls of the water treatment plants and associated pump stations have been reviewed and updated where possible. Operators seek to only operate assets within off-peak timeframes where possible. A review of the electricity consumption for 2017/18 show a significant increase in costs due to new contract tariffs and higher demands; however operations were still maintained in a majority of off-peak operation where possible.
6.2.1.3	Renewable energy sources are utilised where viable	Viable renewable energy projects implemented	Corporate Services Manager		100%	Administration Office solar photovoltaic system was installed during 2017/18.
6.2.1.4	Carbon Footprint is monitored and regularly reported	Viable renewable energy projects implemented	Corporate Services Manager		50%	Completed as part of the Best Practice Reporting requirements from DPI Water.



### 6.2.2: Water use efficiency is increased across the network

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.2.2.2	Customers have access to data portal	Customers have access to data portal	Corporate Services Manager		75%	MyH20 web portal has been implemented. Development of MyH20 App commenced during 2017/18.

## 6.3: Manage the water supply's sustainability and security

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.3.1.1	Continue to monitor the water resource environment	Monitor and provide submissions when appropriate	Production & Services Manager		100%	All raw water sources are monitored regularly for both capacity and water quality. Additional PFAS/PFOS testing has been undertaken at the Oura borefield site due to the Forrest Hill RAAF base investigation being undertaken by Department of Defence and Environmental Protection Authority. All monitoring programs have demonstrated compliance in accordance with the Australian Drinking Water Guidelines with no evidence of PFAS/PFOS being identified within the Oura source.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.3.1.2	Educate and provide water efficiency information	A range of water efficiency resources are developed	General Manager		50%	Information provided to the community through digital media about water management and sustainable water practices.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.3.3.1	Automate and improve the reliability of processes at, and data available from, water treatment facilities	Data is utilised in strategic decision making	Production & Services Manager		100%	Ongoing improvements and development of Functional Design Specifications have been undertaken as an ongoing improvement program. This program will continue year to year. Both Jugiong and Oura are now operating with WaterOutlook.



## 7: Efficient operations

### 7.1: Improve business efficiency

#### 7.1.2: Information management is integrated across the organisation

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.2.2	Continually update and improve the Geographic Information System	GIS enhancements are implemented	Corporate Services Manager		100%	Geographic information system has been updated with IntraMaps going live during 2017/18.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.3.1	Implement an electronic records system	Electronic records system has been implemented	General Manager		100%	HPE Content Manager 9 (CM9) electronic records keeping system was implemented in June 2018.

#### 7.1.5: Fleet management is optimised

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



## 7.2: Promote responsible and accountable corporate governance

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.2.1.1	Formalise audit processes for procurement, stores and contractor management	Internal risk and audit committee implemented	Corporate Services Manager		100%	Internal auditors engaged and Audit and Risk Improvement Committee established during 2017/18.
7.2.1.2	Revise audit processes for governance and compliance management	Internal audit policies revised	Corporate Services Manager		75%	Internal Auditors appointed. Internal audit program and plan under development, internal audit of tendering process commenced during 2017/18.

## 7.3: Reduce exposure to business risks

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.3.4.1	Develop and implement a business wide continuity plan	Business continuity plan has been developed	Corporate Services Manager		75%	Consultant appointed, progress to business impact analysis review stage completed.



## 8: Highly skilled and energetic workforce

### 8.1: Improve the management of human resources

#### 8.1.1: Our workforce is motivated, skilled and flexible

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
8.1.1.2	Provide staff with professional development opportunities that meet future needs	Annual staff development plans completed, training undertaken for identified gaps	General Manager		75%	Opportunities for training and professional development has been provided based on the Staff development plans.
8.1.1.3	Undertake an annual employee survey	Annual Survey undertake and results reviewed and actioned	General Manager		100%	Annual employee survey completed and reported to the Board at the August 2017 Council Meeting.



## 9: Financially sustainable

### 9.1: Deliver responsible financial management

#### 9.1.1: Our organisation is financially sustainable

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
9.1.1.1	Develop a long-term financial management plan	Long term financial plan updated annually	Corporate Services Manager		10%	Long Term Financial Plan has been reviewed, requires new Asset Management Plan to complete update.
9.1.1.2	Provide a consistent price path	Multi year price path developed	Corporate Services Manager		100%	Three (3) year price path adopted.
9.1.1.3	Review schedule of fees and charges in-line with the annual operational plan	Revised scheduled of fees and charges adopted by Council	Corporate Services Manager		100%	Goldenfields Waters' Fees and Charges were adopted in June 2018 in accordance with the three year price path.
9.1.1.4	Develop capital works programs in-line with the planned price path	Capital works program adopted by Council and reflected in LTFP	Corporate Services Manager		50%	The 2018/19 capital works program was adopted by the Board in June 2018.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
9.1.3.5	Develop a business case for any proposed project or other activity to inform decision-making about whether to proceed	Capital project gateway framework developed	Engineering Manager		0%	This project has not been completed.

## 9.2: Generate income through diversification

### 9.2.1: Fee for service opportunities identified

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
9.2.1.1	Explore fee for service opportunities within the region	Works undertaken as opportunities present	General Manager		50%	In the second half on 2017/18 financial year the focus was on completion of capital works renewals for GWCC.