Goldenfields Water

OPERATIONAL PLAN

2018 – 2019

Adopted: June 2018

Minute: 18/058

BUSINESS ACTIVITY STRATEGIC PLAN ● DELIVERY PROGRAM ● OPERATIONAL PLAN ● RESOURCING STRATEGY ● FEES & CHARGES

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Message from the Chairperson

On behalf of the Board of Goldenfields Water County Council, I am pleased to present our Operational Plan for 2018-2019 which is a sub set of the Delivery Program for 2017-2021 adopted in June 2017.

In order to put the Boards commitment to its customers into context it is important to understand the application of the Integrated Planning and Reporting Guidelines mandated under the Local Government Act 1993.

The Integrated Planning and Reporting framework is comprehensively explained later in this document.

The provision of a safe, secure and affordable water supply network to the communities in the Riverina and South West Slopes regions is at the center of these commitments.

Building on this center piece are a number of main business activities including;

1. Excellence in service provision
2. Maximizing regional water supply
3. Strategic water management
4. Best practice pricing
5. Proactive customer relations
6. Environmental protection and sustainability
7. Efficient operations
8. Financially sustainable

In order to make these business activities happen, Goldenfields Water have adopted a mission statement, vision and values which empower its staff to drive and deliver these promises to the community in a transparent and objective manner.

On that note it is important to celebrate the achievements of Goldenfields Water during 2017-2018 and foreshadow some of the high level goals and objectives contained in the Operational Plan 2018-2019.

- The Mandamah rural pipeline project is on target, 30 kilometres completed in 2017/18 with stage 2 planned for 2018/19.
- A major investment in integrated business management software will see CIVICA implemented by 30 June 2018.
- An extensive Customer Service strategy will be implemented in 2018/19.
- Adopted a Drinking Water Management System and implemented a comprehensive actions plan to control and improve water quality.

Goldenfields Water undertake to increase our customer engagement efforts to build a trusting brand relationship within the communities we serve.

My fellow Board members and I urge you to read these documents and provide us with positive feedback as we continue the long term journey of delivering the best possible water supplies to you.

Dennis Palmer
Chairperson

Message from the General Manager

Following on from the Chairpersons message and on behalf of the staff of Goldenfields Water we encourage you to read and analyse these documents.

Goldenfields Water have adopted a ten (10) year Business Activity Strategic Plan for the period 2013-2023. This document is a helicopter view of the journey that we are committed to and it contains all of the individual road maps and required resources to ensure we arrive at the agreed destination in 2023.

The 2018/2019 Operational Plan has a number of components, being;

- A commitment to business as usual with an underlying focus on continuous improvement

- A continued investment in the key assets required to deliver top-quality water that meets or exceeds the Australian Drinking Water Guidelines.

- Attention to growing our water supply system to meet the changing needs of our communities

- Ensuring that these components are affordable and can be supported in a financially sustainable manner

Working closely alongside the Goldenfields Water staff and under the strategic stewardship of the Board we look forward to the journey ahead of us in 2018-19.

Allan Tonkin
General Manager

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

The 2018-2019 Operational Plan 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.

Operational Plan Explained

The Operational Plan forms part of a group of plans which supports GWCC's strategic direction

The Operational Plan 2018 – 2019 completes the planning documents and details the activities to be undertaken and the financial requirements to deliver the commitments of the Strategic Business Plan and Delivery Program.

This three tiered process ensures that there are clear links between the long term goals of the community and the activities of Goldenfields Water.

The diagram demonstrates the linkage:

Goldenfields Water will continue to meet its statutory reporting requirements, delivering an accurate and meaningful report on the progress and results each year of its operational plan.

In achieving this management will be responsible for providing quarterly reports to the GWCC Board on the activities and financial statements relating to the Operational Plan.

The Operational Plan has two parts:

Part One – The Activities – detailing how Goldenfields Water will deliver outcomes during this financial/operating year.

Part Two – The Financials – including Fees and Charges detailing the budget and associated financial data for this financial/operating year.

OPERATIONAL PLAN
2018 - 2019

1: Excellence in service provision

1.1: Monitor and report compliance with regulatory, service and other organisational requirements

1.1.1: Monitoring of organisation and operational performance is regular, accessible and understandable

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.1.1.1	Implement processes and systems to monitor and report the progress of strategic goals	Monitoring of organisational and operational performance is regular, accessible and understandable	Efficient processes implemented to ensure compliance with Local Government regulations	Corporate Services Manager	X	X	X	X

1.1.2: Increased drinking water assurance

1.1.3: Clearly defined levels of service for our customers

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.1.3.1	Review, develop and monitor levels of service for residential customers	Ensure levels of service for residential customers are identified within the strategic business plan and are monitored as part of benchmark reporting	Benchmark reporting completed. Strategic business plan to be reviewed every 4 years	Engineering Manager				X
1.1.3.2	Review, develop and monitor levels of service for rural customers	Ensure levels of service for rural customers are identified within the strategic business plan and are monitored as part of benchmark reporting	Benchmark reporting completed. Strategic business plan to be reviewed every 4 years	Engineering Manager				X

1.2: Provide a reliable and quality drinking water supply

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.1.1	Implement a water quality management plan	Monitor water quality management plan	Water quality management plan developed and implemented	Production & Services Manager	X	X	X	X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.2.1	Develop an understanding of asset performance to improve decision-making	Annually review asset performance data	Asset renewals are reprioritised based on performance data	Engineering Manager				X
1.2.2.2	Revise asset management plan	Revise and implement Asset Management Plan	Asset Management Plan adopted	Engineering Manager				X
1.2.2.3	Deliver capital works program	Undertake capital works program	Achieve greater than 85% of program	Operations Manager	X	X	X	X
1.2.2.4	Operate, maintain water infrastructure to meet defined levels of service	Undertake maintenance program	Achieve greater than 85% of program	Operations Manager	X	X	X	X
1.2.2.5	Undertake strategic reviews of water treatment facilities	Strategic review of water treatment facilities	30 Year strategic review completed at all water treatment facilities	Production & Services Manager				X
1.2.2.6	Valuation of assets	Review valuation of assets	Valuation completed and asset register updated	Engineering Manager				X

1.2.3: Contamination resulting from backflow is minimised

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.3.1	Develop and implement a backflow prevention program	Develop and implement backflow prevention installation program	Achieve greater than 85% of program	Engineering Manager	X	X	X	X
1.2.3.2	Identify strategic locations across the region and install fixed standpipes	Identify strategic locations with our key stakeholders for fixed standpipes	Fixed standpipe locations identified in each constituent council area	Engineering Manager				X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.4.1	Develop and implement a water main renewal program	Develop and implement a water main renewal program	Achieve greater than 85% of program	Engineering Manager				X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.5.1	Develop and implement a water pumping station renewal program	Develop and implement a water pumping station renewal program	Achieve greater than 85% of program	Production & Services Manager	X	X	X	X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.6.1	Develop and implement a trunk main renewal program	Develop and implement a trunk main renewal program	Achieve greater than 85% of program	Engineering Manager	X	X	X	X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.7.1	Develop and implement a reservoir relining program	Develop and implement a reservoir relining program	Achieve greater than 85% of the program	Engineering Manager	X	X	X	X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.8.1	Develop and implement a Telemetry renewal program	Develop and implement a telemetry renewal program	Achieve greater than 85% of program	Production & Services Manager	X	X	X	X
1.2.8.2	Develop and implement a Telemetry expansion program	Develop and implement a Telemetry expansion program	Achieve greater than 85% of program	Production & Services Manager	X	X	X	X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.9.1	Develop and implement a flow meter renewal program	Develop and implement a flow meter renewal program	Achieve greater than 85% of program	Engineering Manager	X	X	X	X

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.9.2	Develop and implement a flow meter expansion program	Develop and implement a flow meter expansion program	Achieve greater than 85% of program	Engineering Manager	X	X	X	X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.10.1	Develop and implement an air valve, scour, reflux renewal program	Develop and implement an air valve, scour, reflux renewal program	Achieve greater than 85% of program	Engineering Manager	X	X	X	X
1.2.10.2	Develop and implement a pressure reducing valve and surge tank renewal program	Develop and implement a pressure reducing valve and surge tank renewal program	Achieve greater than 85% of the program	Engineering Manager	X	X	X	X
1.2.10.4	Develop and implement a control valve renewal program	Develop and implement a control valve renewal program	Achieve greater than 85% of program	Engineering Manager	X	X	X	X
1.2.10.6	Develop and implement a stop valve renewal program	Develop and implement a stop valve renewal program	Achieve greater than 85% of program	Engineering Manager	X	X	X	X

1.2.11: Hydrants are systematically renewed based on asset performance data

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.11.1	Develop and implement a hydrant renewal program	Develop and implement a hydrant renewal program	Achieve greater than 85% of program	Engineering Manager	X	X	X	X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.12.1	Develop and implement a instrumentation renewal program	Develop and implement a instrumentation renewal program	Achieve greater than 85% of program	Production & Services Manager	X	X	X	X
1.2.12.2	Develop and implement a instrumentation expansion program	Develop and implement a instrumentation expansion program	Achieve greater than 85% of program	Production & Services Manager	X	X	X	X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.13.1	Maintain and publish information on Council website	Maintain and publish information on Council website	Provision of timely, accurate and relevant information	General Manager	X	X	X	X
1.2.13.2	Proactively provide project specific information to relevant stakeholders as required	Proactively provide project specific information to relevant stakeholders as required	Provision of timely, accurate and relevant information	General Manager	X	X	X	X
1.2.13.3	Report financial information internally	Report financial information internally	To ensure all internal financial reporting is compliant with the Act and Regulations.	Corporate Services Manager	X	X	X	X
1.2.13.4	Report financial performance to regulators and the community	Report financial performance to regulators and the community	To ensure all external financial reporting is compliant with the Act and Regulations.	Corporate Services Manager	X	X	X	X
1.2.13.5	Report compliance information to regulators	Report compliance information to regulators	Provision of timely, accurate and relevant information	Production & Services Manager	X	X	X	X

1.2.14: We have a recognised culture of customer service excellence

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
1.2.14.1	Develop and monitor performance targets for customer enquiries	Develop and monitor performance targets for customer enquiries	Develop and implement customer service strategy	Corporate Services Manager		X		X
1.2.14.2	Develop and monitor performance targets for customer applications	Develop and monitor performance targets for customer applications	Develop and implement customer service strategy	Corporate Services Manager		X		X

2: Maximising regional water supply

2.1: Plan for the region's future water supply

2.1.1: Future water supply options are proactively identified and evaluated

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
2.2.1.1	Liaise closely with constituent councils regarding growth and development	Liaise closely with constituent councils regarding growth and development	Council documents and policies are updated to reflect changes	General Manager	X	X	X	X
2.2.1.2	Work with constituent councils to review and implement development servicing plans	Review and update development servicing plans	Development servicing plan revised and adopted	Engineering Manager				X

2.2.2: Water supply system constraints are identified

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
2.2.2.1	Enhance the system-wide hydraulic model	Enhance the system-wide hydraulic model	Hydraulic model is enhanced	Engineering Manager				X
2.2.2.2	Calibrate the hydraulic model with water meter and SCADA data	Calibrate the hydraulic model with water meter and SCADA data	Enhancements are made to improve the model	Production & Services Manager				X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
3.1.1.1	Develop systems and processes to monitor and report on emerging technology and methods related to water cycle management	Monitor emerging technology and incorporate into future plans	Viable emerging technologies are incorporated into current and future programs	Production & Services Manager				X

3.1.2: We have the capacity to influence water industry direction

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
3.1.2.1	Explore opportunities to influence water industry policy and direction through participation in industry groups and bodies	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				X

3.1.3: We follow best practice strategic planning

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
3.1.3.1	Revise the Strategic Business Plan	Adopt new Strategic Business Plan	Completed Integrated Water Cycle Management Strategy.	Engineering Manager		X		X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
4.1.1.1	Develop and implement a water meter replacement program	Develop and implement a water meter replacement program	Achieve greater than 85% of program	Operations Manager	X	X	X	X

4.2: Levy and collect water charges

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
4.2.1.1	Read water meters by using the automatic meter reading network	Read water meters by using the automatic meter reading network	Achieve greater than 98% of meter reads through automatic meter readings	Corporate Services Manager	X	X	X	X
4.2.1.2	Issue water account notices within agreed timeframes	Issue water account notices within agreed timeframes	Quarterly accounts are issued within 4 weeks	Corporate Services Manager	X	X	X	X

4.3: Deliver a consistent price path

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
4.3.1.1	Establish a multi-year price path	Establish a multi-year price path	A multi-year price path is adopted	Corporate Services Manager		X		

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
5.1.1.1	Undertake annual customer survey	Undertake customer survey	Undertake customer survey and results provided to Council	Corporate Services Manager			X	
5.1.1.2	Review and action customer survey feedback	Review and action customer survey feedback	Survey results are incorporated into future Operational Plans	Corporate Services Manager				X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
5.1.2.1	Develop and implement a Customer Engagement Strategy	Implement the Community and Engagement Strategy	Community Engagement Strategy is being delivered to the community.	General Manager	X	X	X	X

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

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
5.1.4.1	Provide relevant information to the community through a variety of channels	Provide relevant information to the community through a variety of channels	Variety of channels utilised when communicating to the community	General Manager	X	X	X	X
5.1.4.2	Public education information about water management and sustainable water practice is developed and published within our community	Develop public education information about water management and sustainable water practice	A range of educational resources developed	General Manager	X	X	X	X

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)

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
5.2.1.1	Participate in opportunities for resource, expertise and knowledge sharing with REROC	Participate in opportunities for resource, expertise and knowledge sharing with REROC	GWCC actively attends REROC meetings	General Manager	X	X	X	X
5.2.1.2	Work closely with REROC to improve service efficiency and effectiveness and promote matters of common interest	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	X	X	X	X

5.2.2: We have close relationships with our constituent councils

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
5.2.2.1	Communicate and engage with constituent councils regularly	Communicate and engage with constituent councils regularly	Regular meetings between GWCC and constituent councils	General Manager	X	X	X	X
5.2.2.2	Identify where we can partner with constituent councils to attract growth and new business to the region	Identify where we can partner with constituent councils to attract growth and new business to the region	Joint projects undertaken where viable	General Manager	X	X	X	X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
5.2.3.1	Keep the community, media and internal and other stakeholders informed with relevant and timely information via the most appropriate channels	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	X	X	X	X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
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	Develop and implement an Integrated Water Cycle Management Plan using established community expectations and asset management information	Production & Services Manager	X	X		

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
6.2.1.2	Educate operators responsible for sites with highest energy consumption	Educate operators responsible for sites with highest energy consumption	Usage in high tariff periods are minimised where possible	Production & Services Manager	X	X	X	X
6.2.1.3	Renewable energy sources are utilised where viable	Renewable energy sources are utilised where viable	Viable renewable energy projects implemented	Corporate Services Manager				X
6.2.1.4	Carbon Footprint is monitored and regularly reported	Carbon Footprint is monitored and regularly reported	Viable renewable energy projects implemented	Corporate Services Manager	X	X	X	X

6.2.2: Water use efficiency is increased across the network

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
6.2.2.2	Provide customer interface to monitor water usage	Customers have access to data portal	Customers have access to data portal	Corporate Services Manager	X	X	X	X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
6.3.1.1	Continue to monitor the water resource environment	Continue to monitor the water resource environment	Monitor and provide submissions when appropriate	Production & Services Manager	X	X	X	X
6.3.1.2	Educate and provide water efficiency information	Educate and provide water efficiency information	A range of water efficiency resources are developed	General Manager	X	X	X	X

6.3.2: We have a multilayered approach to water quality control

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
6.3.3.1	Automate and improve the reliability of processes at, and data available from, water treatment facilities	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	X	X	X	X

7: Efficient operations

7.1: Improve business efficiency

7.1.1: We have an efficient corporate structure

7.1.2: Information management is integrated across the organisation

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
7.1.2.1	Develop and implement an information management strategy	Develop and implement ICT strategy	ICT strategy is developed and implemented	Corporate Services Manager		X		X
7.1.2.2	Continually update and improve the Geographic Information System	Continually update and improve the Geographic Information System	GIS enhancements are implemented	Corporate Services Manager	X	X	X	X

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
7.1.3.1	Implement an electronic records system	Implement an electronic records system	Electronic records system has been implemented	Corporate Services Manager		X		
7.1.3.3	Implement a laboratory management system	Complete implementation of WaterOutlook	Functional water quality database is in use	Production & Services Manager	X			

7.1.4: Corporate systems are integrated where practical to improve data

7.1.5: Fleet management is optimised

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
7.1.5.1	Review fleet requirements annually	Review fleet requirements annually	Fleet procurement decisions are based on whole of life costing	Corporate Services Manager	X	X	X	X

7.2: Promote responsible and accountable corporate governance

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
7.2.1.1	Conduct internal audit as per risk analysis and Audit and Risk Improvement Committee recommendations	Formalise audit processes for procurement, stores and contractor management	Implement adopted internal audit plan	Corporate Services Manager	X	X	X	X
7.2.1.2	Review audit processes for governance and compliance management	Review audit processes for governance and compliance management	Internal audit plan and policies revised	Corporate Services Manager	X	X	X	X

7.3: Reduce exposure to business risks

7.3.1: We take an integrated approach to risk management

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

7.3.3: Integrated risk management is part of asset management processes

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
7.3.4.1	Develop and implement a business wide continuity/disaster recovery plan	Develop and implement a business wide continuity/disaster recovery plan	Business continuity/disaster recovery plan has been developed	Corporate Services Manager		X		
7.3.4.2	Develop and implement an information technology strategy	Develop and implement an information technology strategy	IT Strategy is developed and implemented	Corporate Services Manager		X		X

7.4: Improve the efficiency of operations in the field

7.4.1: We have an efficient, mobile workforce

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
7.4.1.3	Implement mobile platform for Work, Health and Safety	Implement mobile platform for Work, Health and Safety	Mobile platform for Work, Health and Safety is developed and implemented	General Manager				X

8: Highly skilled and energetic workforce

8.1: Improve the management of human resources

8.1.1: Our workforce is motivated, skilled and flexible

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
8.1.1.2	Provide staff with professional development opportunities that meet future needs	Provide staff with professional development opportunities that meet future needs	Annual staff development plans completed, training undertaken for identified gaps	General Manager	X	X	X	X
8.1.1.3	Undertake an annual employee survey	Undertake an annual employee survey	Annual Survey undertake and results reviewed and actioned	General Manager		X		

9: Financially sustainable

9.1: Deliver responsible financial management

9.1.1: Our organisation is financially sustainable

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
9.1.1.1	Develop a long-term financial management plan	Develop a long-term financial management plan	Long term financial plan updated annually	Corporate Services Manager				X
9.1.1.3	Review schedule of fees and charges in-line with the annual operational plan	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				X
9.1.1.4	Develop capital works programs in-line with the planned price path	Develop capital works programs in-line with the planned price path	Capital works program adopted by Council and reflected in Long Term Financial Plan	Corporate Services Manager				X

9.1.2: Appropriate developer charges are levied to meet capital and interest expenses for system expansions

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

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
9.1.3.1	Develop a business case for any proposed project or other activity to inform decision-making about whether to proceed	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				X

9.2: Generate income through diversification

9.2.1: Fee for service opportunities identified

Key Activity Code	Key Activity	Action Name	Performance Measure	Responsible Officer Position	Q1	Q2	Q3	Q4
9.2.1.1	Explore fee for service opportunities within the region	Explore fee for service opportunities within the region	Works undertaken as opportunities present	General Manager	X	X	X	X

Statement of Revenue Policy

Council obtains its income from the following sources:

Water Access and User Charges
Council has adopted a two-part water charge for each of its customer categories, consisting of an access charge based on service connection sizing and a user charge based on the water consumed. As part of its Delivery Program, Council has set its access and usage charges for the 2018/2019 year.

Council levies interest on overdue charges. The interest rate is maximum allowable – 7.5% for 2018/2019.

Interest on Investments
Council invests surplus funds in accordance with its Investment Policy.

Fees
Council charges appropriate fees for service. These fees are based on actual costs and ensure that those who benefit from the service pay for it.

Private works
Occasionally Council carries out private works. Any such works are undertaken at a cost to the applicant.

Grants and subsidies
Council will receive the Pensioner Rebate Subsidy provided by the State Government in 2018/2019. This subsidy offsets 55% of the total rebate provided.

Developer Contributions

Developers are required to pay the cost of providing the assets that they require. These costs usually fall into two categories:

The reticulated pipes which a developer is required to pay in full; and

A contribution towards the provision of infrastructure (headworks-e.g. treatment plants, major pipelines etc)

Loan Borrowings
New capital infrastructure projects can be funded from borrowings. Council would normally expect that such borrowing approvals to be granted.

Council has not provided for any specific borrowings for 2018/2019.

Access and Usage Charges Statement
The following is a brief explanation of how Council categorises its customer base.

Residential
Customers are categorised as residential if:

The connection is within the Council's urbanized areas serviced by a reservoir via a reticulated distribution network and the main use is for residential accommodation (but not as a hotel, motel, guest-house, boarding house, lodging house or nursing home).

It is a vacant land within this Council's urbanized areas serviced by a reservoir via a reticulated distribution network.

Non Residential Rural
Customers are categorised as non-residential rural if:

The connection is located outside this Council urbanized areas, is serviced directly from a main and the main use is for stock and domestic.

Non-residential Other
Customers are categorised as non-residential other if:

The connection is within this Council's urbanized areas serviced by a reservoir via a reticulated distribution network and the main use is for commercial, industrial, community or institutional.

Other remote and direct connections to mains outside of this Council's urbanized areas where there is no commercial rural activity.

Non-Residential High Volume Monthly
Customers are categorised as non-residential high volume monthly if:

The main use is for commercial, industrial, community or institutional and the customer uses over 50,000kl pa.

Non-Residential Bulk Councils
Hilltops Council and Cootamundra Gundagai Regional Council together with water supplied to Riverina Water consumers are categorised as non-residential Bulk Councils.

Council's Annual Access and Usage charges, Interest, Fees, Private Works, and/or Developer Contributions are levied and or charged under various sections on the NSW Local Government Act including but not limited to sections 501, 502, 552, 566 section 64 and its cross reference to water Management Act section 305-307 and NSW Local Government Act Chapter 15, Part 10 Division 3.

Projected Yield

In 2018/19 water charges are proposed under the following categories, with the total forecast yield and percentage of total projected yield to be raised from each category as follows:

Customer Categories	$000'	% Within Category	% of Total
Residential	5,461		28.30%
Access Charges	1,262	23.11%	
Usage Charges	4,199	76.89%	
Non-Residential Rural	4,007		20.76%
Access Charges	1,370	34.19%	
Usage Charges	2,637	65.81%	
Non-Residential Other	2,437		12.63%
Access Charges	890	36.52%	
Usage Charges	1,547	63.48%	
Non-Residential High Volume Monthly	1,734		8.98%
Access Charges	43	2.48%	
Usage Charges	1,691	97.52%	
Non-Residential Bulk Councils	5,660		29.33%
Access Charges	1,348	23.82%	
Usage Charges	4,312	76.18%	
TOTAL PROJECTED YIELD	19,299		100%

Appendix A - Budget Summaries 2018/19

Goldenfields Water County Council		Current Year	Year End
2018/19 BUDGET SUMMARY			
		2017/18	2018/19
		$	$
Income Statement			
Income from Continuing Operations			
Rates & Annual Charges		4,812,057	4,961,981
User Charges & Fees		14,304,412	14,735,578
Interest & Investment Revenue		1,460,000	1,488,000
Other Revenues		91,800	106,300
Grants & Contributions provided for Operating Purposes		198,000	202,000
Grants & Contributions provided for Capital Purposes		1,085,000	1,885,000
Total Income from Continuing Operations		21,951,269	23,378,859
Expenses from Continuing Operations			
Employee Benefits & On-Costs		5,940,651	5,903,647
Materials & Contracts		2,274,665	2,874,105
Depreciation & Amortisation		4,995,600	6,251,000
Other Expenses		3,517,284	4,238,878
Total Expenses from Continuing Operations		16,728,200	19,267,630
Net Operating Result from Continuing Operations		5,223,069	4,111,229
Net Operating Result before Capital Items		4,138,069	3,338,069

Goldenfields Water County Council		
2018/19 BUDGET SUMMARY		
	Current Year	Year End
	2017/18	2018/19
	$	$
Reconcilliation of Cash Position		
Change in net assets from continuing operations	5,223,069	4,111,229
Add back Non Cash Expenses		
Depreciation	4,995,600	6,251,000
Add cashflows from Financing Activities		
Proceeds from sale of Assets	690,000	1,066,000
Less Cashflows from Investing Activities		
Purchase of Infrastructure, Property, Plant & Equipment	(12,788,600)	(11,046,000)
Cash Surplus/ (Deficit)	(1,879,931)	382,229
Equity Movements		
Reserve Funds - Increase / (Decrease)	(1,879,931)	382,229

Goldenfields Water County Council			
2018/19 BUDGET SUMMARY			
		Current Year	Year End
		2017/18	2018/19
		$	$
Capital Budget			
Income			
Capital Funding			
Capital Grants & Contributions		1,085,000	1,885,000
Proceeds from sale - Infrastructure, Property Plant & Equipment		690,000	1,066,000
Internal Restrictions		1,879,931	-
Operating Revenue		9,133,669	8,095,000
Total Capital Funding		12,788,600	11,046,000
Capital Expenditure			
New Assets			
Water Supply Infrastrucure		6,782,000	4,155,000
Plant & Equipment		1,765,000	170,000
Intangibles		1,044,000	100,000
Land & Buildings		700,000	-
Renewal Assets			
Water Supply Infrastructure		2,353,000	4,955,000
Plant & Equipment		-	1,616,000
Land & Buildings		144,600	50,000
Total Capital Expenditure		12,788,600	11,046,000

Appendix B - Fees and Charges

Service	Fee ($)		
	2017/18	2018/19	2018/19 Quarterly Charge
Access Charges (Annual)			
Residential			
20mm Connection	188.80	194.40	48.60
25mm Connection	295.00	303.80	75.95
32mm Connection	483.40	497.80	124.45
40mm Connection	755.60	777.80	194.45
50mm Connection	1,180.60	1,216.00	304.00
80mm Connection	3,022.40	3,111.40	777.85
Non-Residential-Rural			
20mm Connection	599.87	617.80	154.45
25mm Connection	937.20	965.20	241.30
32mm Connection	1,535.60	1,581.60	395.40
40mm Connection	2,399.40	2,471.40	617.85
50mm Connection	3,749.20	3,861.60	965.40
80mm Connection	9,597.80	9,885.80	2,471.45

Service	Fee ($)		
	2017/18	2018/19	2018/19 Quarterly Charge
Non-Residential-Other (Includes:- Commercial, Industrial, Institutional, Community, Direct and Remote)			
20mm Connection	331.00	340.80	85.20
25mm Connection	517.20	532.60	133.15
32mm Connection	847.40	872.80	218.20
40mm Connection	1,324.00	1,363.60	340.90
50mm Connection	2,069.00	2,130.80	532.70
80mm Connection	5,296.60	5,454.80	1,363.70
100mm Connection	8,276.00	8,523.20	2,130.80
Non-Residential-High Volume Monthly			
20mm Connection	280.20	288.60	72.15
25mm Connection	438.00	450.80	112.70
32mm Connection	718.20	738.80	184.70
40mm Connection	1,122.00	1,154.40	288.60
50mm Connection	1,753.20	1,803.60	450.90
80mm Connection	4,488.60	4,617.60	1,154.40
100mm Connection	7,014.00	7,215.00	1,803.75
150mm Connection	15,781.80	16,234.00	4,058.50

Service	Fee ($)		
	2017/18	2018/19	2018/19 Quarterly Charge
Non-Residential Bulk Councils			
68% of 20mm Res charge (X equivalent no. of 20mm connections)	128.40	132.24	33.06
Vacant Unconnected Properties			
20mm Connection (applicable to new subdivisions after 1/07/11)	188.80	194.40	48.60
Consumption Charges (per kilolitre)			
Residential Charge all consumption	2.31	2.38	
Non-Residential Rural all consumption	1.59	1.64	
Non-Residential Other all consumption	1.92	1.98	
Non-Residential High Volume Monthly all consumption	2.08	2.14	
Non-Residential Bulk Council all consumption	1.57	1.62	
Standpipe Water Sales (Commercial, Portable, & Temporary)	4.61	4.75	
Maximum Retail Charge for Standpipe Water Sales	6.10	6.28	
Temporary Portable Metered Hydrant Charges			
Deposit for Non Local Customer	1,000.00	1,000.00	
Short Term Hire - each week or part thereof	73.00	75.00	
Annual Hire per annum of part thereof (nil consumption allow)	310.00	319.00	
All Portable Standpipe Water Sales per kilolitre	4.61	4.75	

Service	Fee ($)		
	2017/18	2018/19	2018/19 Quarterly Charge
Water Connection Application (New or reconnection)			
Water Connection Application Fee (including Site Inspection)	265.00	275.00	
Development Proposals			
Assess development proposals (incl subdivision, strata & community/neighbourhood plans - per connection):			
Up to 5 connections	220.00	225.00	
6 to 15 connections	193.00	200.00	
16 to 30 connections	164.00	170.00	
> 30 connections	POA	POA	
Infrastructure Charges			
Retail DSP areas - per equivalent tenement	7,800.00	7,800.00	
Bulk Council DSP areas - per equivalent tenement	7,134.00	7,134.00	
Equivalent Tenement (ET) = 250 Kilolitres per annum			
Tapping, Service and Meter Charges			
20mm Connection	1,660.00	1,700.00	
25mm Connection	1,825.00	1,880.00	
32mm Connection	2,315.00	2,380.00	

Service	Fee ($)		
	2017/18	2018/19	2018/19 Quarterly Charge
40mm Connection	2,765.00	2,850.00	
50mm Connection	3,265.00	3,360.00	
> 50mm Connection	At Cost	At Cost	
20mm Connection where service pipe has already been laid	335.00	345.00	
Downsizing a Connection: half the regular cost of the resultant connection size			
Pipe Locations			
Locate Only (Minimum 1 Hour)	At Cost (min $137/hr)	At Cost (min $141/hr)	
Locate & Expose (min 24 hours notice) (Minimum 1 Hour)	At Cost (min $137)	At Cost (min $141)	
Backflow Prevention			
Installation of RPZD device (plus cost of device)	628.00	645.00	
Inspection & Testing of Backflow Prevention Device (per device)	$170 + $137/hr	$175 + $141/hr	
Installation of Double Check Valve	252.00	260.00	
Yearly Servicing of Double Check Valve	61.50	63.00	
Engineering Services			
Site Inspections (per visit)	272.00	280.00	
Pressure Testing of New Mains	685.00	705.00	

Service	Fee ($)		
	2017/18	2018/19	2018/19 Quarterly Charge
Chlorination/Disinfection of New Mains	685.00	705.00	
Cuttting in of New Mains	At Cost	At Cost	
Site Survey (per day)	825.00	850.00	
Design and Drafting including Plans (per day)	930.00	960.00	
Private Works Hire			
Private Works Admin Fee	10% (Max $500)	10% (Max $500)	
Hire rates for Labour, Plant & Equipment	POA	POA	
Administrative Fees			
Search Inquiry Certificate Fee - s603 (per property)	State Govt Fee	State Govt Fee	
Urgent Certificates - fee for provision of s603 certificate required in less than three working days after receipt of both a properly completed application form and the necessary payment (includes statutory State Govt fee)	State Govt Fee (x2)	State Govt Fee (x2)	
Disconnection Attendance Fee - Permanent or Temporary (Non-payment of account or at Customer Request)	137.00	141.00	
Reconnection Fee after Temporary Disconnection	137.00	141.00	
Debt Recovery Attendance Fee	137.00	141.00	
Meter Test Deposit (non-refundable if meter registers less than 3% more than the correct quantity):-			
20 or 25mm meter	137.00	141.00	
32 or 40mm meter	206.00	212.00	
50 or 80mm meter	273.00	281.00	
> 80mm meter	At Cost	At Cost	

Service	Fee ($)		
	2017/18	2018/19	2018/19 Quarterly Charge
Special Meter Reading (refundable if routine reading by Council proven to be in error):			
Routine service - minimum 48 hours notice	82.00	84.00	
Same day service	137.00	141.00	
Special Inquiry/Certificate/Attendance Fee per hour (min 1hr)	137.00	141.00	
Installation of Remote Meter Reading Device	At Cost	At Cost	
Interest on Overdue accounts (unpaid > 28 days from posting)	Max % Allowable	Max % Allowable	
Processing of Dishonoured Cheques	55.00	55.00	
Copy of documents (per copy) freely available from website	33.00	33.00	
Request for information under the Government Information (Public Access) Act 2009:-			
Access to records concerning personal affairs:-			
Application Fee	30.00	30.00	
Processing Charge (/hr after first 20hrs)	30.00	30.00	
Internal review	40.00	40.00	
Amendment of records	No Cost	No Cost	
As advised by Office of Local Government, not available at time of printing			