

**AGENDA for the MEETING of GOLDENFIELDS WATER COUNTY COUNCIL to be held
at the TEMORA office on 24 February 2022**

- 1. LEAVE OF ABSENCE/APOLOGIES**
- 2. WEBCASTING OF COUNCIL MEETINGS**
- 3. STATEMENT OF ETHICAL OBLIGATIONS**
- 4. ACKNOWLEDGEMENT OF COUNTRY**
- 5. PRESENTATIONS**
- 6. DECLARATION OF PECUNIARY INTERESTS**
- 7. DECLARATION OF NON PECUNIARY INTERESTS**
- 8. CONFIRMATION OF MINUTES**
- 9. BUSINESS ARISING FROM MINUTES**
- 10. CORRESPONDENCE**
- 11. MATTERS OF URGENCY**
- 12. NOTICES OF MOTION/RESCISSION MOTIONS**
- 13. CHAIRPERSONS MINUTE**
- 14. PUBLIC PARTICIPATION – CONFIDENTIAL SESSION**
- 15. MATTERS TO BE SUBMITTED TO CONFIDENTIAL SESSION**
 - 15.1. MATTERS SUBMITTED BY ENGINEERING MANAGER**
 - 15.1.1. Materials Supply – West Wyalong DN300 Trunk Main
Contract 07/2021**
 - 15.1.2. Coolamon North High Level Reservoir Recoating Tender 06/2021**
 - 15.2. MATTERS SUBMITTED BY PRODUCTION AND SERVICES MANAGER**
 - 15.2.1. Meter Renewal Program**
 - 15.2.2. Electrical Design Tender 05/2021 – Jugiong WTP**
- 16. MATTERS TO BE SUBMITTED TO OPEN COUNCIL**
 - 16.1. MATTERS SUBMITTED BY CORPORATE SERVICES MANAGER**
 - 16.1.1. Progress Report – Capital Works Expenditure**
 - 16.1.2. Quarterly Budget Review 31 December 2021**
 - 16.1.3. Council Cash and Investments**
 - 16.1.4. ARIC Meeting Minutes**

**AGENDA for the MEETING of GOLDENFIELDS WATER COUNTY COUNCIL to be held
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16.2. MATTERS SUBMITTED BY PRODUCTION AND SERVICES MANAGER

16.2.1. Water Production Report

**16.2.2. Relative Efficiencies and Economies of the Reticulation and
Distribution of Water**

16.3. MATTERS SUBMITTED BY THE GENERAL MANAGER

16.3.1. Disclosures By Councillors and Designated Persons Return

16.3.2. Delivery Program Progress Report – July to December 2021

16.3.3. Business Activity Strategic Plan

17. NEXT MEETING

18. CLOSE OF BUSINESS

LEAVE OF ABSENCE/APOLOGIES

At the time of preparation of the business paper no apologies have been received.

WEBCASTING OF COUNCIL MEETINGS

Attendees of this meeting are reminded that;

- a) The meeting is being recorded and made publicly available on Council's website, and
- b) Persons attending the meeting should refrain from making any defamatory statements.

STATEMENT OF ETHICAL OBLIGATIONS

Councillors are reminded of the oath or affirmation of office they have taken under section 233A of the Act.

The governing body of a county council is responsible for managing the affairs of the county council. Each Councillor as a member of the governing body has a responsibility to make considered and well-informed decisions to ensure that the exercise of the functions of Goldenfields Water are performed to benefit the whole of the area of operations of Goldenfields Water.

In addition Councillors are reminded of their obligations under council's code of conduct to disclose and appropriately manage conflicts of interest.

ACKNOWLEDGEMENT OF COUNTRY

I would like to acknowledge the Wiradjuri people who are the Traditional Custodians of the Land. I would also like to pay respect to their people both past and present and extend that respect to other Aboriginal Australians who are present.

PRESENTATIONS

No presentations are scheduled for this meeting.

DECLARATION OF PECUNIARY INTERESTS

Declaration of Interest

Councillors and senior staff are reminded of their obligation to declare their pecuniary interest in any matters listed before them.

Councillors may declare an interest at the commencement of the meeting, or alternatively at any time during the meeting should any issue progress or arise that would warrant a declaration.

Councillors must state their reasons in declaring any type of interest.

DECLARATION OF NON PECUNIARY INTERESTS

Declaration of non Pecuniary Interest

Councillors and senior staff are reminded of their obligation to declare their interest in any matters listed before them.

In considering your interest you are reminded to include non-pecuniary and conflicts of interest as well as any other interest you perceive or may be perceived of you.

Councillors may declare an interest at the commencement of the meeting, or alternatively at any time during the meeting should any issue progress or arise that would warrant a declaration.

Councillors must state their reasons in declaring any type of interest.

CONFIRMATION OF MINUTES

It is recommended that the minutes of the meeting held 27 January 2022 having been circulated to members be confirmed as a true and accurate record.

BUSINESS ARISING FROM MINUTES

At the time of preparation of the business paper no business was arising from minutes.

CORRESPONDENCE

At the time of preparation of the business paper no relevant correspondence had been received for inclusion.

MATTERS OF URGENCY

In accordance with clause 9.3 of Councils Code of Meeting Practice, business may be transacted at a meeting without due notice only if:

- a) A motion is passed to have the business transacted at the meeting, and
- b) The business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.

NOTICES OF MOTION/RESCISSION MOTIONS

At the time of preparation of the Business Paper no Notices of Motion or Rescission Motions have been received.

CHAIRPERSONS MINUTE

At the time of preparation of the Business Paper the Chairperson had not issued a report for publication.

PUBLIC PARTICIPATION - CONFIDENTIAL SESSION

In accordance with the Local Government Act 1993 and the Local Government (General) Regulations 2005, in the opinion of the General Manager the following business is of a kind as referred to in section 10A(2) of the Act and should be dealt with in part of the meeting closed to the media and public.

It is recommended that Council move into CONFIDENTIAL SESSION.

MATERIALS SUPPLY – WEST WYALONG DN300 TRUNK MAIN - CONTRACT 07/2021

*This report is **CONFIDENTIAL** in accordance with Section 10A(2)(d)(i) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to the following:*

- d) Commercial information of a confidential matter that would, if disclosed:*
 - (i) Prejudice the commercial position of the person who supplied it.*

COOLAMON NORTH HIGH LEVEL RESERVOIR RECOATING TENDER 06/2021

*This report is **CONFIDENTIAL** in accordance with Section 10A(2)(d)(i) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to the following:*

- d) Commercial information of a confidential matter that would, if disclosed:
(i) prejudice the commercial position of the person who supplied it.*

METER RENEWAL PROGRAM

*This report is **CONFIDENTIAL** in accordance with Section 10A(2)(d)(i) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to the following:*

- d) Commercial information of a confidential matter that would, if disclosed:
 - (i) prejudice the commercial position of the person who supplied it.**

ELECTRICAL DESIGN TENDER 05/2021 – JUGIONG WTP

*This report is **CONFIDENTIAL** in accordance with Section 10A(2)(d)(i) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to the following:*

- a) *Commercial information of a confidential matter that would, if disclosed:*
 - (i) *prejudice the commercial position of the person who supplied it.*

EXITING CONFIDENTIAL

There being no further confidential items it is recommended that Council revert back to Open Session and that the resolutions made in Confidential Session be made public.

The General Manager is to read out any resolutions made in Confidential Session.

GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

PROGRESS REPORT – CAPITAL WORKS EXPENDITURE

Report prepared by Corporate Services Manager

COUNCIL OFFICER RECOMMENDATION

That the report detailing Council’s Capital Works Program as at 31 January 2022 be received and noted.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

09 Financially Sustainable

BACKGROUND

Capital Works represents a significant part of Councils activities and expenditure. This report details progress year to date on programmed and emergent capital works.

REPORT

This report is presented for information on the Capital Works Program year to date progress as at 31 January 2022.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council’s financial position.

ATTACHMENTS: Capital Works Progress Report as at 31 January 2022

TABLED ITEMS: Nil.

PUBLIC Goldenfields Water County Council Agenda - 24 February 2022 - MATTERS TO BE SUBMITTED TO OPEN COUNCIL

Goldenfields Water County Council CAPITAL WORKS PROGRESS AS AT 31 January 2022										
	ORIGINAL BUDGET 2021/22	2020/21 CARRYOVERS & REVOTES	QBR SEP 2021	QBR DEC 2021	REVISED BUDGET 2021/22	ACTUAL YTD	COMMITTED YTD	TOTAL ACTUAL & COMMITTED YTD	VARIANCE YTD	% ACTUAL & COMMITMENT TO BUDGET
CAPITAL INCOME:	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
Asset Sales	(567,500)	-	-	-	(567,500)	(506,753)	-	(506,753)		89%
Capital Contributions	(1,050,000)	-	-	(450,000)	(1,500,000)	(724,587)	-	(724,587)		48%
TOTAL CAPITAL INCOME:	(1,617,500)	-	-	(450,000)	(2,067,500)	(1,231,339)	-	(1,231,339)	(836,161)	60%
CAPITAL EXPENDITURE										
NEW SYSTEM ASSETS:	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
Land & Buildings	100,000	-	-	-	100,000	8,327	-	8,327	91,674	8%
Mains - Developer Paid	40,000	111,000	-	-	151,000	26,526	-	26,526	124,474	18%
Mains - Trunk	-	-	-	165,000	165,000	98,430	65,540	163,970	1,030	99%
Mains - Reticulation	125,000	-	-	500,000	625,000	343,929	149,827	493,756	131,244	79%
Mains - Rural	1,800,000	-	(1,000,000)	(470,000)	330,000	300,730	3,398	304,128	25,872	92%
Scada	800,000	230,000	-	-	1,030,000	632,012	486,837	1,118,850	(88,850)	109%
TOTAL NEW SYSTEM ASSETS:	2,865,000	341,000	(1,000,000)	195,000	2,401,000	1,409,955	705,602	2,115,557	160,970	88%
RENEWALS:	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
Plant & Equipment	1,445,000	30,000	-	310,000	1,785,000	852,293	224,441	1,076,733	708,267	60%
Information Technology	70,000	-	-	-	70,000	4,608	-	4,608	65,392	7%
Furniture and Office Equipment	5,000	-	-	-	5,000	4,050	-	4,050	950	81%
Land & Buildings	170,000	-	-	-	170,000	70,565	3,800	74,365	95,635	44%
Mains - Trunk	3,880,000	20,000	300,000	-	4,200,000	2,119,256	967,571	3,086,827	1,113,173	73%
Mains - Reticulation	1,000,000	510,000	-	(909,000)	601,000	138,927	2,273	141,199	459,801	23%
Mains - Rural	817,200	-	-	-	817,200	-	-	-	817,200	0%
Pump Stations and Bores	1,830,000	480,000	(880,000)	800,000	2,230,000	1,100,572	416,044	1,516,616	713,384	68%
Reservoir Sites	1,780,000	50,000	(170,000)	(370,000)	1,290,000	95,509	410,553	506,062	783,938	39%
Treatment Plant	6,700,000	30,000	1,750,000	-	8,480,000	4,465,219	4,735,708	9,200,927	(720,927)	109%
Emergency Works	200,000	-	-	-	200,000	-	-	-	200,000	0%
TOTAL RENEWALS ASSETS:	17,897,200	1,120,000	1,000,000	(169,000)	19,848,200	8,850,999	6,760,389	15,611,387	4,236,813	79%
TOTAL CAPITAL EXPENDITURE:	20,762,200	1,461,000	-	26,000	22,249,200	10,260,953	7,465,991	17,726,944	4,522,256	80%

GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

QUARTERLY BUDGET REVIEW 31 DECEMBER 2021

Report prepared by Corporate Services Manager

COUNCIL OFFICER RECOMMENDATION

That the Board receives and adopts the Quarterly Budget Review for the period ended 31 December 2021.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

09 Financially Sustainable

BACKGROUND

The Quarterly Budget Review Statement is presented to Council in accordance with Clause 203(2) of the Local Government (General) Regulation 2021, for the purpose of periodically reviewing and revising estimates of income and expenditure.

REPORT

The Quarterly Review of Council's Budget for the period ended 31 December 2021 is submitted for examination by Council.

The anticipated Operating Result for 2021/22 is a deficit of \$1,823,000. The anticipated Operating Result as originally adopted was a surplus of \$392,000. Proposed adjustments to operating income or expenditure are detailed below.

The Capital Works expenditure is not included in the Operating Result and is an additional outlay. Further detail about capital works can be found in the Capital Works Progress Report item of the business paper.

Proposed December 2021 quarterly review adjustments:

Operational Income

- (\$2,403,000) decrease in Water Sales
- \$450,000 increase in Developer Contributions
- (\$120,000) decrease in Interest Income

Operational Expenditure

- (\$250,000) decrease in Electricity

Capital Expenditure

- (\$470,000) Mandamah Stage 2 - 4
- \$280,000 West Wyalong Pressure Improvement
- \$165,000 Bulk Customer Water Quality Panels
- \$310,000 Containerised Filter Plant
- (\$600,000) Reticulation Renewals
- (\$33,000) Cox St Intersection
- (\$56,000) Junee 50mm Gal Replacement
- \$91,000 Pump Station Renewals
- \$50,000 Critical Valve Renewal

GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

- \$80,000 Temora WPS Upgrade
- \$24,000 North Weethalle Upgrade
- \$20,000 Oura Pump 1 Overhaul
- \$59,000 Lonsdale Pump Overhaul
- \$57,000 Jugiong CWPS1 Pump Overhaul
- \$35,000 Rosehill Pump Overhaul
- \$28,000 Jugiong WPS2 Overhaul
- \$24,000 Weethalle Upgrade
- \$192,000 Oura Bore 4
- \$45,000 Matong Bore 1
- \$95,000 Oura Bore 4 Reline
- \$640,000 Reservoir Renewals
- (\$330,000) Reservoir Full Renewal
- (\$680,000) Oura Reservoir & Aerator
- (\$50,000) Treatment Plant Renewals
- \$50,000 Treatment Plant Pneumatic Upgrade

FINANCIAL IMPACT STATEMENT

The recommendation reduces Council's Operating Result by \$1,823,000 and increases capital works expenditure by \$26,000.

ATTACHMENTS: Quarterly Budget Review 31-12-21.

TABLED ITEMS: Nil.

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/21 to 31/12/21

Table of Contents	page
1. Responsible Accounting Officer's Statement	1
2. Income & Expenses Budget Review Statement's	
Income & Expenses Budget Review	2
Variation Detail	3
3. Capital Budget Review Statement	
Capital Budget Review	4
Variation Detail	5
4. Cash & Investments Budget Review Statement	
Cash & Investments Budget Review	6
Variation Detail	7
5. Key Performance Indicator (KPI) Budget Review Statement	
a. Industry KPI's	8 & 9
6. Contracts & Other Expenses Budget Review Statement	10
7. Additional Statements	
Legal & Consultancy Expenses	11

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/21 to 31/12/21

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for Goldenfields Water County Council for the quarter ended 31/12/21 indicates that Council's projected financial position at 30/6/22 will be Satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:  _____

Date: 7/02/2022

Michele Curran
Corporate Services Manager

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/21 to 31/12/21

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2021

Income & Expenses

(\$000's)	Original Budget	Revised Budget	Variations for this		Notes	Projected Year End	Actual YTD
	2021/22	2021/22	Dec	Qtr		Result	figures
Income							
Rates and Annual Charges	5,585	5,585	-			5,585	2,961
User Charges and Fees	16,750	16,750	(2,403)		2.1	14,347	6,467
Interest and Investment Revenues	540	540	(120)		2.2	420	209
Other Revenues	127	127	-			127	148
Grants & Contributions - Operating	85	85	-			85	41
Grants & Contributions - Capital	1,050	1,050	450		2.3	1,500	667
Total Income from Continuing Operations	24,137	24,137	(2,073)			22,064	10,493
Expenses							
Employee Costs	6,997	6,997	-			6,997	3,819
Materials & Contracts	8,148	8,148	(250)		2.4	7,898	2,902
Depreciation	8,300	8,300	-			8,300	4,150
Other Expenses	300	300	-			300	86
Total Expenses from Continuing Operations	23,745	23,745	(250)			23,495	10,957
Net Operating Result from Continuing Operations	392	392	(1,823)			(1,431)	(464)
Net Operating Result from All Operations	392	392	(1,823)			(1,431)	(464)
Net Operating Result before Capital Items	(658)	(658)	(2,273)			(2,931)	(1,131)

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/21 to 31/12/21

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details	\$000
2.1	Decrease in water sales due to wet weather	(2,403)
2.2	Decrease in interest income due to lower returns than anticipated	(120)
2.3	Increase in developer contributions due to additional developments	450
2.4	Decrease in electricity usage due to lower water production	(250)

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/21 to 31/12/21

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2021

Capital Budget

(\$000's)	Original Budget	Approved Changes	Revised Budget	Variations for this	Notes	Projected Year End	Actual YTD
	2021/22	Carry Forwards	2021/22	Dec Qtr		Result	figures
Capital Expenditure							
New Assets							
- Land & Buildings	100	-	100	-		100	8
- Water Supply Infrastructure	2,765	341	3,106	195	3.1	3,301	1,043
Renewal Assets (Replacement)							
- IT Equipment	70	-	70	-		70	3
- Office Equipment	5	-	5	-		5	4
- Plant & Equipment	1,445	30	1,475	310	3.2	1,785	796
- Land & Buildings	170	90	260	-		260	61
- Water Supply Infrastructure	16,207	1,000	17,207	(479)	3.3	16,728	8,157
Total Capital Expenditure	20,762	1,461	22,223	26		22,249	10,072
Capital Funding							
Fees, Charges & Other Untied Funding	2,937	-	2,937	-		2,937	591
Capital Grants & Contributions	1,050	-	1,050	-		1,050	366
Proceeds from Sale - IPP&E	568	-	568	-		568	506
Internal Restrictions/Reserves	16,207	1,461	17,668	26		17,694	8,609
Total Capital Funding	20,762	1,461	22,223	26		22,249	10,072
Net Capital Funding - Surplus/(Deficit)	-	-	-	-		-	-

Goldenfields Water County Council

Quarterly Budget Review Statement

for the period 01/10/21 to 31/12/21

**Capital Budget Review Statement
Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

Notes	Details	\$000
	Refer to Capital Works Progress report for more detail on Capital Projects	
3.1	Mandamah Stage 2-4	(470)
	West Wyalong Pressure Improvement	500
	Bulk Customer Water Quality Panels	165
3.2	Containerised Filter Plant	310
3.3	Reticulation Renewals	(600)
	Cox St Intersection	(33)
	Junee 50mm Gal Replacement	(56)
	West Wyalong Pressure Improvement (moved to cap new)	(220)
	Pump Station Renewals	91
	Critical Valve Renewal	50
	Temora WPS Upgrade	80
	North Weethalle Upgrade	24
	Oura Pump 1 Overhaul	20
	Lonsdale Pump Overhaul	59
	Jugiong CWPS1 Pump Overhaul	57
	Rosehill Pump Overhaul	35
	Jugiong WPS2 Overhaul	28
	Weethalle Upgrade	24
	Oura Bore 4	192
	Matong Bore 1	45
	Oura Bore 4 Reline	95
	Reservoir Renewals	640
	Reservoir Full Renewal	(330)
	Oura Reservoir & Aerator	(680)
	Treatment Plant Internal Renewals	(50)
	Treatment Plant Pneumatic Valve Upgrade	50

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/21 to 31/12/21

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 December 2021

Cash & Investments

(\$000's)	Original Budget	Variations for this		Notes	Projected Year End	Actual YTD
	2021/22	Dec	Qtr		Result	figures
Internally Restricted ⁽²⁾						
Plant & Vehicle Replacement	1,761	-			1,761	1,998
Infrastructure Replacement	24,482	-			24,482	16,691
Employees Leave Entitlement	2,248	-			2,248	2,248
Sales Fluctuation Reserve	-	-			-	-
Property Reserve	-	-			-	-
Total Internally Restricted	28,491	-			28,491	20,937
(2) Funds that Council has earmarked for a specific purpose						
Unrestricted (ie. available after the above Restrictions)	10,365	(1,849)		4.1	8,516	25,204
Total Cash & Investments	38,856	(1,849)			37,007	46,141

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/21 to 31/12/21

Cash & Investments Budget Review Statement

Investments

Investments have been invested in accordance with Council's Investment Policy.

Cash

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.
The date of completion of this bank reconciliation is 31/12/21

The YTD Cash & Investment figure reconciles to the actual balances held as follows:		\$ 000's
Cash at Bank (as per bank statements)		807
Investments on Hand		45,306
less: Unpresented Cheques	(Timing Difference)	(1)
add: Undeposited Funds	(Timing Difference)	29
Less: receipts not yet updated	(Timing Difference)	-
Reconciled Cash at Bank & Investments		<u>46,141</u>
Balance as per Review Statement:		<u>46,141</u>
Difference:		-

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details	\$000
4.1	Decrease in water sales due to lower demand from Jugiong scheme	(2,403)
	Increase in Developer Contributions	450
	Decrease in Interest Income	(120)
	Decrease in electricity usage due to lower demand from Jugiong scheme	250
	Capital expenditure adjustments	(26)

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/21 to 31/12/21

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 December 2021

(\$000's)	Current Projection		Original Budget 21/22	Actuals Prior Periods	
	Amounts	Indicator		20/21	19/20
	21/22	21/22			

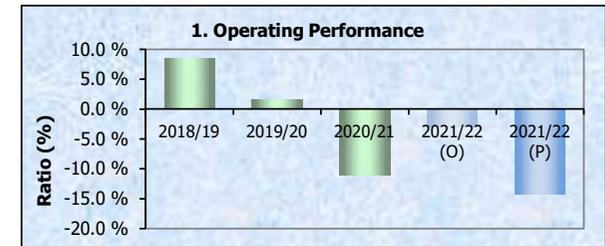
NSW Local Government Industry Key Performance Indicators (OLG):

1. Operating Performance

Operating Revenue (excl Capital) - Operating Expenses	-2,931	-14.3 %	-2.9 %	-11.0 %	1.6 %
Operating Revenue (excl Capital Grants & Contributions)	20,564				

This ratio measures Council's achievement of containing operating expenditure within operating revenue. A positive result indicates a surplus. Operating deficits cannot be sustained in the long term.

Benchmark >0%



2. Own Source Operating Revenue

Operating Revenue (excl all Grants & Contributions)	20,479	92.8 %	95.3 %	89.7 %	94.0 %
Total Continuing Operating Revenue	22,064				

This ratio measures Council's dependence on external funding sources such as operating grants & contributions.

Benchmark >60%



3. Unrestricted Current Ratio

Current Assets less all External Restrictions	38,856	20.47	20.47	23.68	32.03
Current Liabilities less Specific Purpose Liabilities	1,898				

This measures Council's ability to pay existing liabilities in the next 12 months from unrestricted activities of Council.

Benchmark >1.5x



Goldenfields Water County Council

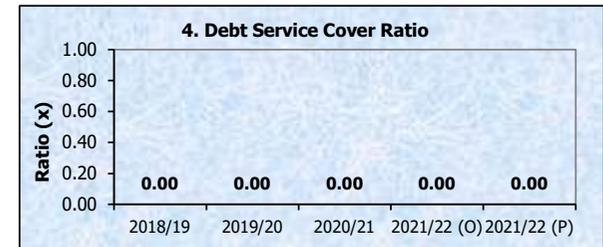
Quarterly Budget Review Statement
for the period 01/10/21 to 31/12/21

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 December 2021

(\$000's)	Current Projection		Original Budget 21/22	Actuals Prior Periods	
	Amounts	Indicator		20/21	19/20
	21/22	21/22			
4. Debt Service Cover Ratio					
Operating Result before Capital (excl Interest & Depn)	5,369	0.00	0.00	0.00	0.00
Principal Repayments + Borrowing Interest Costs	0				

This ratio measures Council's ability to service debt, including interest and principal payments.
Benchmark >2x



5. Cash Expense Cover Ratio					
Current Year's Cash & Cash Equivalents (incl. Term Deposits)	37,007				
Monthly payments from cash flow of operating and financing activities	1,344	27.53	28.91	36.29	36.90
		mths	mths	mths	mths

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.
Benchmark >3mths



Goldenfields Water County Council

Quarterly Budget Review Statement

for the period 01/10/21 to 31/12/21

Contracts Budget Review Statement

Budget review for the quarter ended 31 December 2021

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)	Notes
Schneider Electric (Australia)	HV Equipment Supply - Jugiong Treatment Plant	\$2,001,153	01/12/21	2 years	Y	

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/21 to 31/12/21

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	134,510	Y
Legal Expenses	55,331	Y

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Comments

Expenditure included in the above YTD figure but not budgeted includes:

Details

N/A

GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

COUNCIL CASH AND INVESTMENTS

Report prepared by Corporate Services Manager

COUNCIL OFFICER RECOMMENDATION

That the report detailing Council Cash and Investments as at 31st January 2022 be received and noted.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

09 Financially Sustainable

BACKGROUND

A report on Council's Investments is required to be presented for Council's consideration in accordance with Clause 212 of the Local Government (General) Regulation 2021.

REPORT

Council's cash and investment portfolio decreased by \$992,678 from \$46,432,472 as at 30th November 2021 to \$45,439,794 as at 31st January 2022.

Cash and Investment Portfolio

Type	Rating	SP Rating	Issuer	Frequency	Purchase	Maturity	Days	Rate	Benchmark*	Principal
TD	NR	NR	Coastline	At Maturity	9/12/2021	10/03/2022	91	0.90	0.08	\$2,000,000
TD	BBB-	A3	Judo Bank	Annual	30/03/2021	28/04/2022	394	0.87	0.08	\$4,000,000
TD	BBB+	A2	ME Bank	At Maturity	27/05/2021	27/05/2022	365	0.48	0.08	\$4,000,000
TD	NR	NR	Illawarra Credit U	At Maturity	9/06/2021	9/06/2022	365	0.55	0.08	\$1,000,000
TD	BBB+	A2	BOQ	Annual	12/07/2018	12/07/2022	1461	3.50	0.08	\$1,000,000
TD	AA-	A1+	Westpac	Quarterly	13/07/2020	13/07/2022	730	0.96	0.08	\$3,000,000
TD	BBB+	A2	BOQ	Annual	23/06/2020	20/07/2022	757	1.23	0.08	\$1,000,000
TD	AA-	A1+	Westpac	Quarterly	5/08/2020	7/09/2022	763	0.90	0.08	\$3,000,000
TD	BBB+	A2	ME Bank	At Maturity	9/06/2021	12/10/2022	490	0.48	0.08	\$1,000,000
TD	BBB	A2	AMP Bank	At Maturity	29/07/2021	1/11/2022	460	0.55	0.08	\$1,000,000
TD	BBB-	A3	Judo Bank	At Maturity	29/10/2021	2/11/2022	369	1.01	0.08	\$2,000,000
TD	A+	A1	Macquarie Bank	At Maturity	29/10/2021	2/11/2022	369	0.55	0.08	\$1,000,000
TD	BBB	A2	AMP Bank	Annual	17/11/2021	17/11/2022	365	1.00	0.08	\$3,000,000
TD	BBB	A2	AMP Bank	At Maturity	12/01/2021	11/12/2022	698	1.00	0.08	\$2,000,000
TD	BBB	A2	AMP Bank	At Maturity	12/01/2021	11/01/2023	729	1.00	0.08	\$2,050,000
TD	BBB	A2	AMP Bank	At Maturity	16/02/2021	7/02/2023	721	1.00	0.08	\$2,000,000
TD	AA-	NR	NT Treasury	Annual	10/09/2020	15/12/2023	1191	1.00	0.08	\$2,000,000
TD	AA-	NR	NT Treasury	Annual	28/09/2020	15/12/2024	1539	1.10	0.08	\$1,000,000
CASH	A+	A1	Macquarie Bank	Monthly				0.35	0.10	\$5,757,150
CASH	AA-	A1+	CBA	Monthly				0.10	0.10	\$3,000,000
CASH	AA-	A1+	CBA	N/A				0.00	0.10	\$632,644
TOTAL:										\$45,439,794.00

*Benchmarks

On Call - RBA Cash

Floating Rate Deposit - 3m BBSW

Term Deposit - BBSW

Reports to the Goldenfields Water Council meeting to be held on 24 February 2022

GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

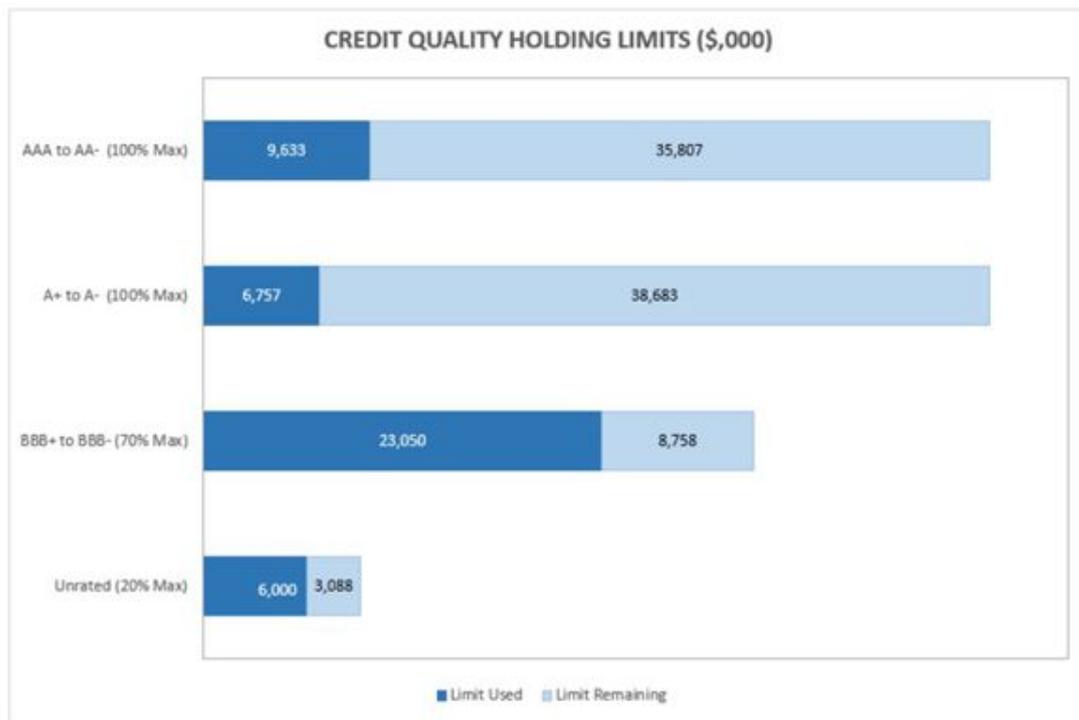
Performance

Goldenfields Water County Council’s investment portfolio outperformed the relevant BBSW Index benchmark by 859%. The average weighted yield for January was 0.80%, over an average weighted term of 150 days, with a benchmark of 0.08%.

Total Cost 45,439,794	Yearly Interest Received 141,212	Weighted Average Term 150 Days
Total Value 45,439,794	Monthly Interest Received 12,014	Weighted Average Yield 0.80%

Credit Quality Compliance

Council’s investment portfolio was compliant with policy in terms of S&P long term rating credit quality limits, as displayed below.

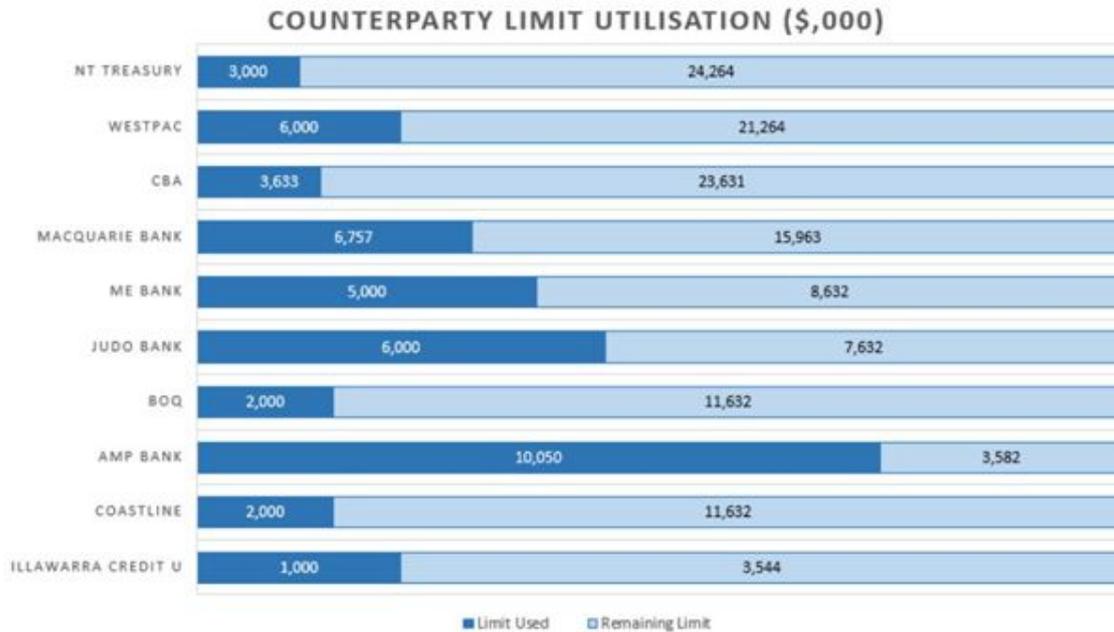


GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

Counter Party Compliance

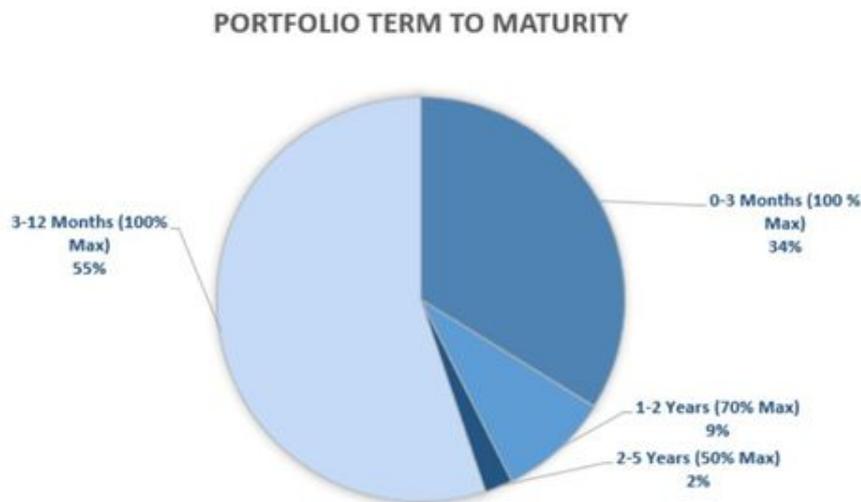
As at the end of January, Council was compliant with policy in terms of individual financial institution capacity limits. It is worth noting that capacity limits are affected by changes in the on-call account balance compared to the total portfolio balance.

Overall, the portfolio is diversified across a variety of credit ratings, including some exposure to unrated ADIs.



Term to Maturity

Council’s investment portfolio maturities shown graphically below were also compliant with policy requirements.



GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

Application of Investment Funds

The table below details the allocation of cash balances in terms of restricted funds, noting restrictions are all internal rather than external.

Restricted Funds:	
Plant & Vehicle Replacement	2,107,175
Infrastructure Replacement	16,691,101
Employee Leave Entitlement	2,248,385
Sales Fluctuation Reserve	0
Property Reserve	0
Unrestricted Funds:	24,393,133
TOTAL	45,439,794

Declaration

I hereby certify that investments listed in the report have been made in accordance with Section 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2021 and Council's Investment Policy PP004.

Signed 

Michele Curran
Responsible Accounting Officer

FINANCIAL IMPACT STATEMENT

Council's cash and investment portfolio decreased by \$992,678 from \$46,432,472 as at 30th November 2021 to \$45,439,794 as at 31st January 2022.

ATTACHMENTS: Nil.

TABLED ITEMS: Nil.

GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

AUDIT RISK AND IMPROVEMENT COMMITTEE

Report prepared by Corporate Services Manager

COUNCIL OFFICER RECOMMENDATION

That the Board receives and notes the minutes of the Audit, Risk and Improvement Committee meeting held on 10 February 2022.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

09 Financially Sustainable

BACKGROUND

Goldenfields Water County Council Audit, Risk and Improvement Committee is an advisory committee in accordance with section 355 of the Local Government Act 1993, and the Local Government (General) Regulation 2021. The Committee was established by Council Res 17/008 on 23 February 2017. In accordance with the Audit, Risk and Improvement Committee Charter, the Committee will report regularly to Council.

REPORT

The Goldenfields Water County Council Audit, Risk and Improvement Committee met on 10 February 2022. Minutes of the meeting are attached for the information of the Board.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: Minutes of ARIC Meeting 10-2-22.

TABLED ITEMS: Nil.

ARIC Meeting Minutes

Meeting Ref. ARIC		Minute taker: Michele Curran
Date: 10 February 2022	Time: 10am	Location: Teams Online Meeting OR 84 Parkes Street, Temora (Board Room)
Attendees: Peter McLean (Chairperson), Geoff Twomey, Cr Bob Callow, Michele Curran (via Teams), Phil Swaffield (National Audits Group) (via Teams)		
Apologies: Aaron Drenovski		

1. Welcome and Apologies

The meeting was opened at 10am. Apology received from Aaron Drenovski.

2. Declarations of Pecuniary and Non-Pecuniary Interests

No pecuniary or non-pecuniary interests were declared.

3. Confirmation of Previous Minutes

RECOMMENDATION on the motion of Geoff Twomey and Cr Bob Callow that the minutes of the meeting held 25 November 2021 having been circulated to members be confirmed as a true and accurate record.

4. Business Arising from Minutes

No business was arising from minutes.

5. Chairperson Report

RECOMMENDATION on the motion of Geoff Twomey and Cr Bob Callow that the Committee received and noted the Chairperson's verbal report.

- **ICAC reports:** no recent reports issued
- **NSW Audit Office reports:**
 - **Internal Controls and Governance 2021:** analyses internal controls and governance of 25 largest agencies in NSW public sector. Findings show that the agencies have similar issues as local government, but on larger scale. Could indicate focus of future audits.
- **Risk Management and Internal Audit Framework for Local Councils:** guidelines not yet issued. Submissions closed 26 November 2021.
- **Work Cover:** case of volunteer death that Work Cover investigated. Volunteer was undertaking work that was not approved by the Council. Case showed that Councils are still partially liable for disobedient or careless staff. Appears that Councils will be liable for Work Cover fines after changes to what is covered by insurance.



6. General Manager Report

RECOMMENDATION on the motion of Geoff Twomey and Cr Bob Callow that the Committee received and noted the General Manager's verbal report.

- Update from General Manager not available due to Aaron Drenovski being an apology.
- **COVID Situation:** discussion about current controls in place, rapid antigen tests available for staff. COVID plan recently reviewed following changes to requirements. There have been some staff shortages due to isolation requirements. No major service disruptions as a result.

7. Review of Internal Audits

RECOMMENDATION on the motion of Geoff Twomey and Cr Bob Callow that the Committee receive and note:

- a) Status of the 2021/22 Internal Audit Annual Work Program;
- b) Final Internal Audit Report – Business Continuity; and
- c) The Committee passed its thanks onto staff for a successful audit.

8. ARIC Forward Meeting Plan

RECOMMENDATION on the motion of Geoff Twomey and Cr Bob Callow that the Committee endorse the ARIC Forward Meeting Plan.

9. Review of Action Items Progress Report

RECOMMENDATION on the motion of Cr Bob Callow and Geoff Twomey that the Committee receive and note the Action Items Progress Report.

NEXT MEETING: 10am Thursday 26 May 2022

There being no further matters requiring the attention of the Committee the meeting was declared closed at 10:40 am.

GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

WATER PRODUCTION REPORT

Report prepared by Production and Services Manager

COUNCIL OFFICER RECOMMENDATION

That the Water Production Report be received and noted.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

03 Strategic Water Management

BACKGROUND

Goldenfields Water provides the essential water requirements of about 40,000 people spread over an area in excess of 20,000 square kilometres between the Lachlan & Murrumbidgee Rivers in the Southwest of NSW.

Goldenfields Waters' supply system consists of five separate water schemes, Jugiong, Oura, Mt Arthur, Mt Daylight and Hylands Bridge. Goldenfields Water carries out water supply functions within the Local Government areas of Bland, Coolamon, Cootamundra, Hilltops, Junee, Temora, and parts of Narrandera and Wagga Wagga.

Hilltops Shire Council, Cootamundra Gundagai Shire Council and Riverina Water County Council are retailers, who purchase bulk water from Goldenfields and supply the water to retail customers in their respective local government areas.

REPORT

Jugiong drinking Water Scheme

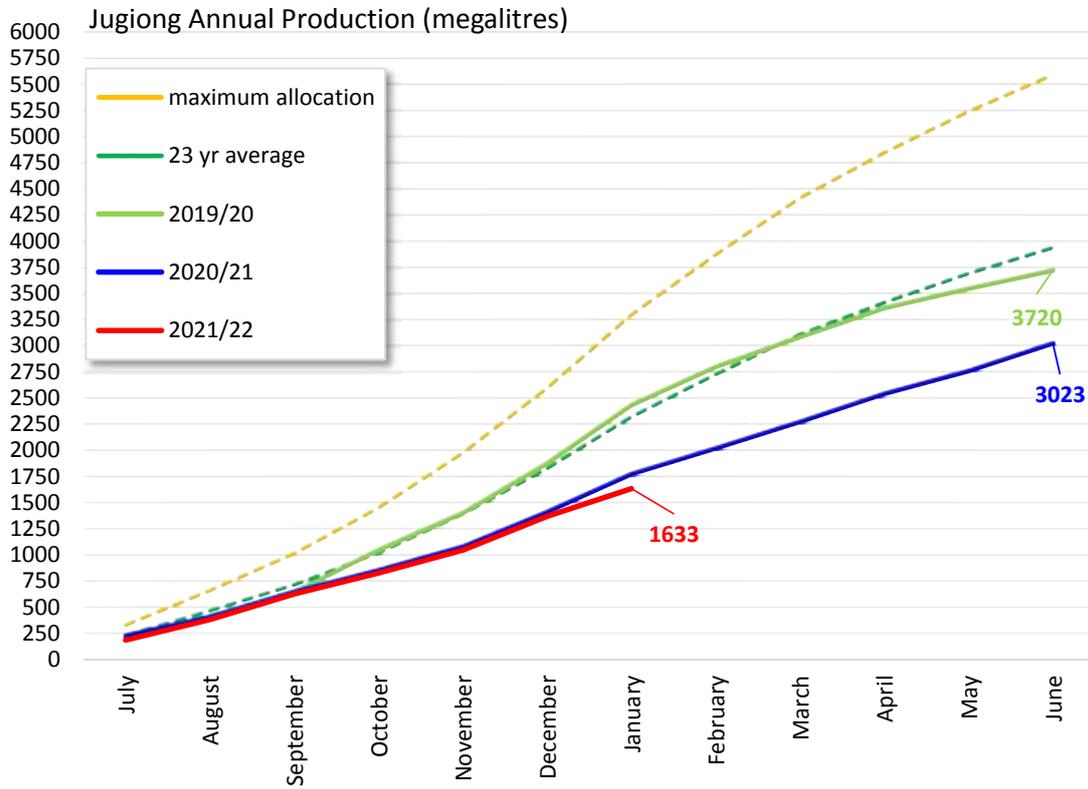
The Jugiong drinking water scheme sources water from the Murrumbidgee River and has an extraction licence entitlement of 5590ML per annum. Water from the Murrumbidgee River is treated through a 40ML/day, conventional Water Treatment Plant that consists of: Coagulation, Flocculation, Clarification, Filtration, Disinfection and Fluoridation.

The Jugiong Scheme has 14 sets of reservoirs and 8 pumping stations. The Jugiong Scheme supplies bulk water to the Hilltops and Cootamundra-Gundagai Regional Councils for supply to the townships of Cootamundra, Harden and Young with a population of approximately 6800, 2200 and 8000 respectively.

Goldenfields Water also provides additional retail supply to approximately 600 customers in the villages of Stockinbingal, Wallendbeen and Springdale.

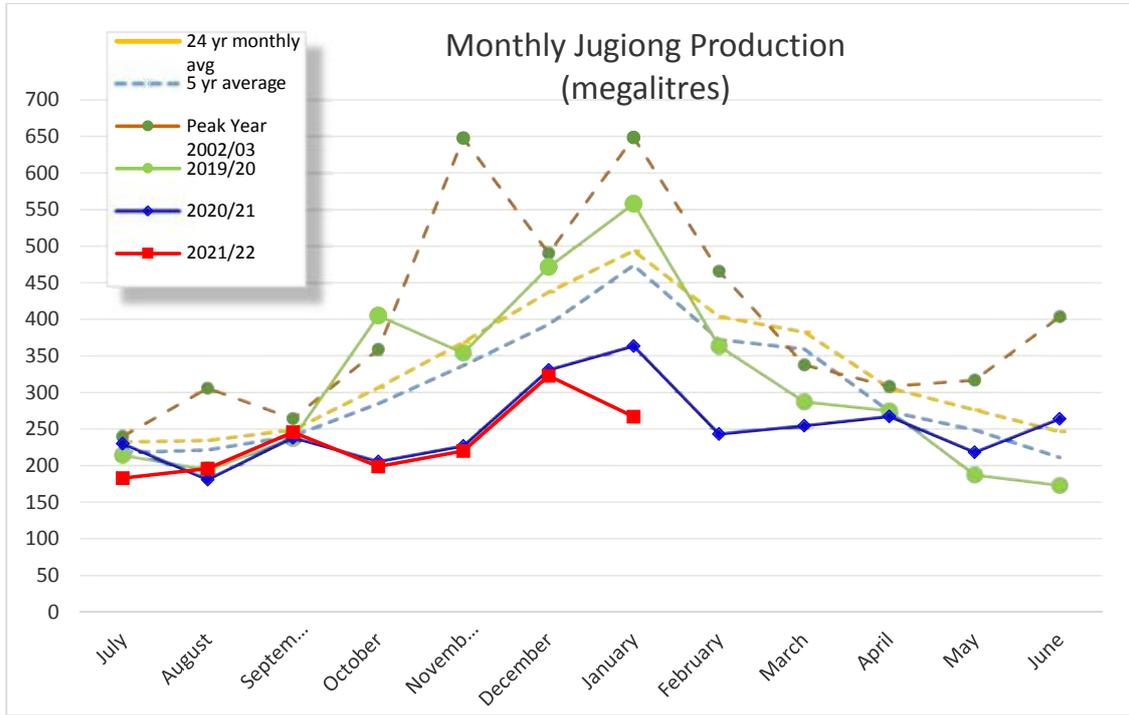
GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

For the first 7 months of the 2021/22 financial year, 1633ML of water had been extracted from the Murrumbidgee River and processed at the Jugiong Water Treatment plant. This is slightly lower than for the same period last FY where 1776ML was extracted. This is illustrated in the graph below.



GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

Jugiong monthly production started slowly in July with only 183ML extracted from the Murrumbidgee River for the month. Production is very similar to the last FY following a similar trend except for January where a decrease of approx. 93ML was recorded. This decrease is a result of the number of wet weather days.



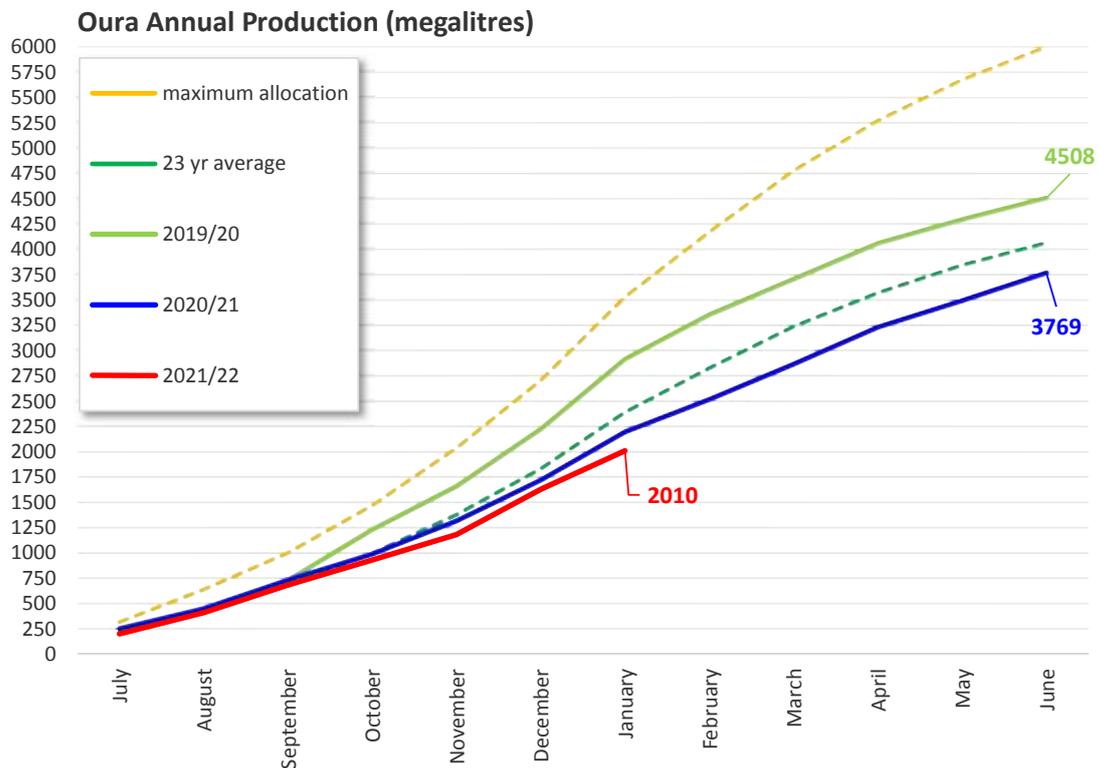
GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

Oura Drinking Water Scheme

The water source at Oura is the Murrumbidgee inland alluvial aquifer, this water is extracted from 4 bores namely: Bores 2, 3, 4 and 6. The raw water then goes through a treatment process at the Oura Water Treatment Plant that includes Aeration, Disinfection and Fluoridation.

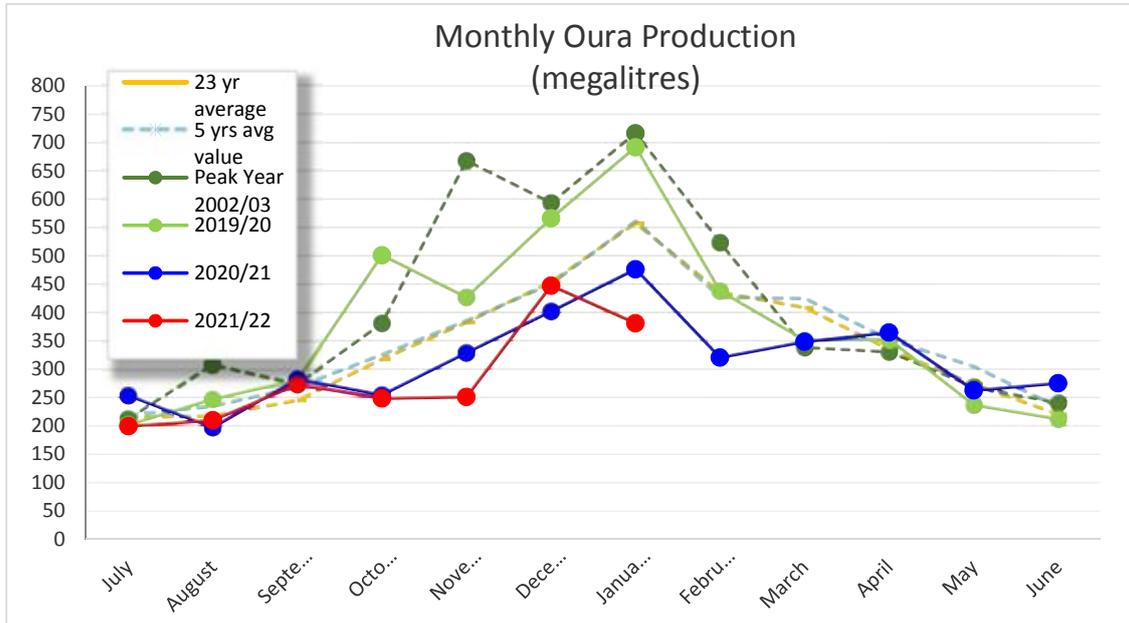
The Oura scheme has 33 sets of reservoirs, 19 pumping stations, and produces drinking water for approximately 14,600 people in the Bland, Coolamon, Junee, Narrandera and Temora Shires. The Oura scheme also supplies bulk water to the Northern catchment of the rural area of Wagga Wagga to Riverina Water County Council.

For the first 7 months of the 2021/22 financial year, 2010ML of water has been extracted from the Oura Borefield and processed at the Oura Water Treatment Plant. This is lower production than for the same period last FY where 2197ML was extracted. This trend is depicted in the graph below.



GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

Oura monthly water production has started slowly due to the wet weather. For July 200ML was extracted from the Oura bores. Production trend has followed a similar trend to last FY with a decrease in production for November 251ML and January 381ML with a slight increase in production in December 447ML compared to last FY.



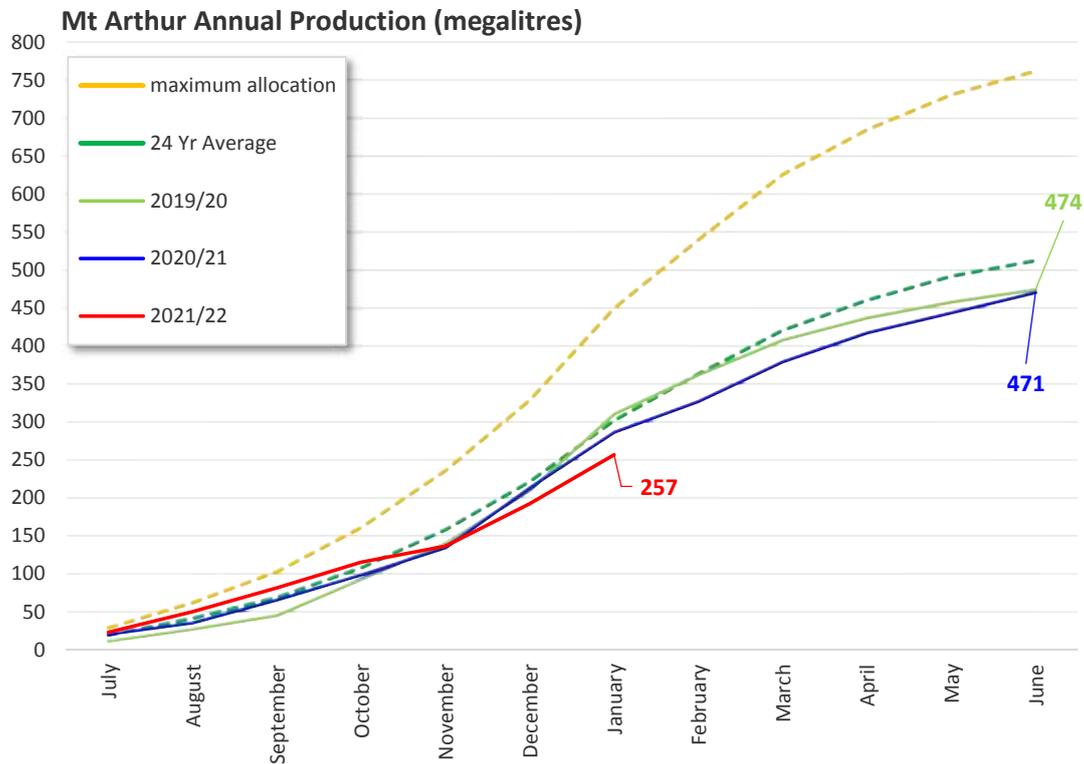
GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

Mount Arthur Drinking Water Scheme

The Mount Arthur Water Source is from the Lachlan Fold belt Aquifer System. The water is extracted via two bores, bores 1 and 2 located in the Wagga Wagga City Council area South of Matong. The water is disinfected before distribution through 9 sets of reservoirs supplying approximately 2400 people with water in the Coolamon shire.

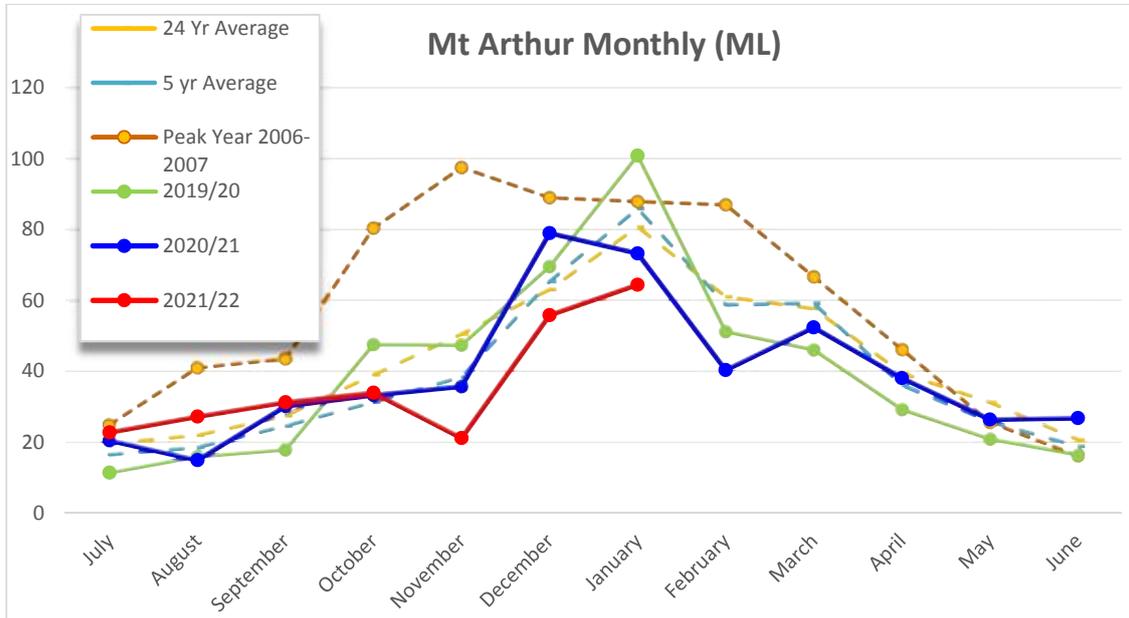
It should be noted that a new Bore 1 has been constructed and is currently being developed to replace the existing Bore site and associated assets. Water quality and hydraulic capacity requirements appear to be positive at this stage; however actual confirmation of this cannot be known until full commissioning and long-term trends of the bore occurs.

For the first 7 months of the 2021/22 financial year, 257ML of water has been extracted from the Mt Arthur Borefield. This is a decrease compared to the same period last year where 287ML was extracted from the Mt Arthur bores. As can be seen in the graph below trending in a similar fashion to historical years, however, demands remain low due to the number of wet days and cooler temperatures.



GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

Mt Arthur monthly water production for the 2021/22 financial year has been consistent with a gradual increase from month to month for the first 4 months as the weather warms up. For July 23ML has been extracted, August seen a slight increase to 27ML and September also seen a slight increase with 31ML and October 34ML being extracted from the Mt Arthur bores. As the graph below illustrates the very wet November seen a decrease in production where only 21ML was extracted. A continued low demand period has followed throughout the summer months.



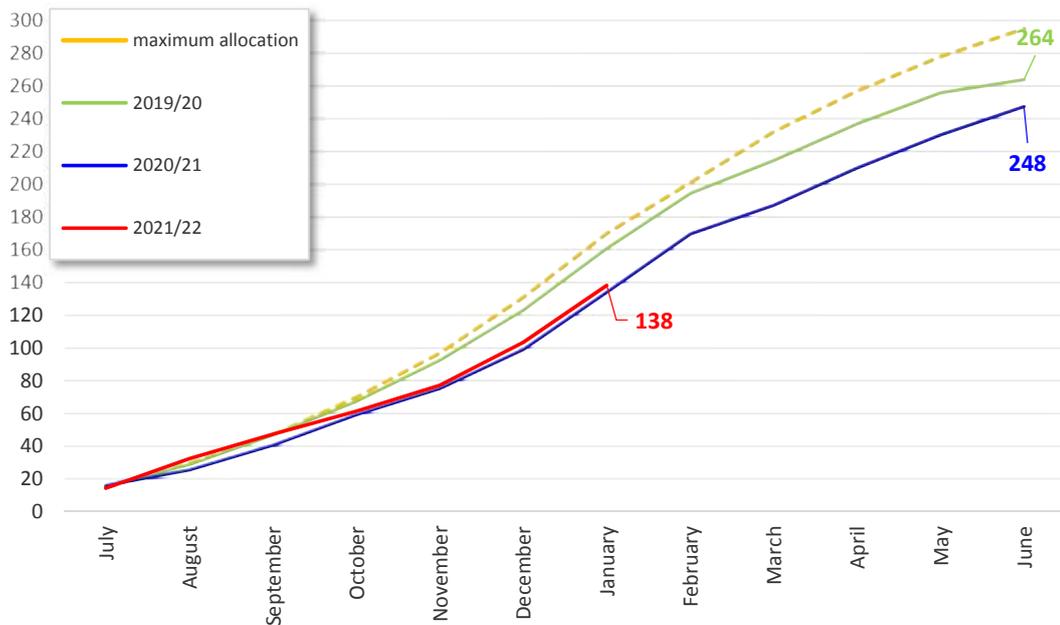
GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

Mount Daylight Drinking Water Scheme

The Mount Daylight water source is from the Lower Lachlan alluvium aquifer. The Mount Daylight bores are jointly operated with Carathool Shire Council. Carathool Shire Council is responsible for bore management. There are 7 sets of reservoirs in the Mt Daylight scheme. Mt Daylight supplies water to approximately 125 people in the villages of Naradhan, Weethalle and Tallimba which is located within the Bland Shire.

For the first 7 months of the 2021/22 financial year, 138ML of water has been extracted from the Mt Daylight Borefield. This is an increase in volume of 4ML compared to the same period for 2020/21 where 134ML was produced. As can be seen in the graph below trending in a similar fashion to historical years.

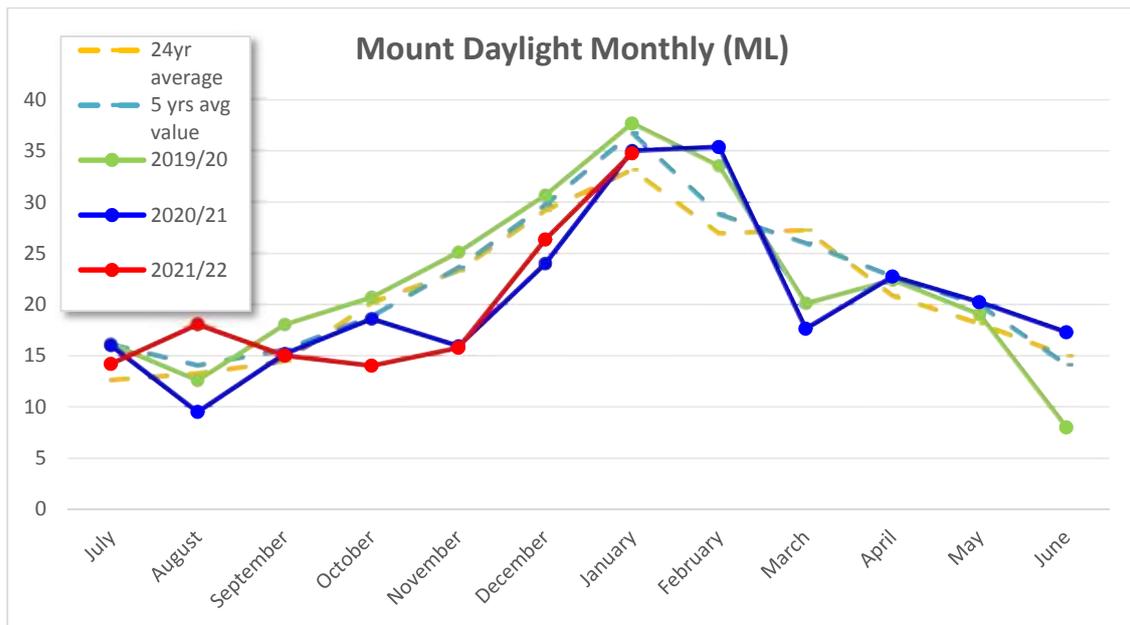
Daylight Annual Volume (megalitres)



GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

The monthly extraction totals for the Mt Daylight bores are not consistent to previous years, this can be seen from the graph below, July was a slow month with only 14ML extracted from the Mt Daylight Bores before a slight increase in August where 18ML was extracted before again reducing production for September to 15ML. This decrease in production continued in October with 14ML extracted, before a slight increase in November 16ML extracted, production then increased as the weather became warmer in December 26ML and January 35ML. production then increased as the weather became warmer in December 26ML and January 35ML.

The increased usage during August correlates with some Bore yield studies being undertaken by Carrathool Shire which may have been the cause for this increased usage compared to previous years. It was also determined that a break in the line during this time added to the increase in production in August

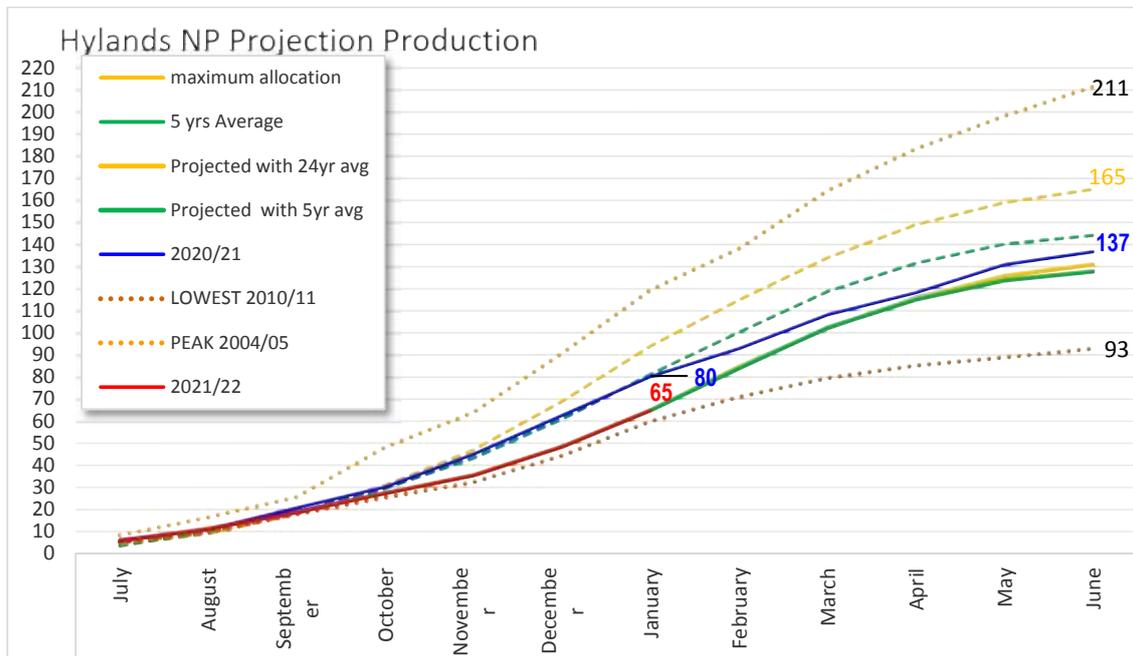


GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

Hylands Bridge - Non-Potable

Hylands Bridge supplies Non-Potable water to Barellan and Binya. The water is sourced through the Murrumbidgee Irrigation Area where Goldenfields Water holds 165ML shareholding for water entitlement.

For the first 7 months of the 2021/22 financial year, 65ML of water has been extracted from the Hylands Bridge Raw Water scheme. As can be seen in the graph below trending in a similar fashion to historical years.



FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: Nil

TABLED ITEMS: Nil

GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

RELATIVE EFFICIENCIES AND ECONOMIES OF THE RETICULATION AND DISTRIBUTION OF WATER

Report prepared by Production & Services Manager

COUNCIL OFFICER RECOMMENDATION

The Board approve the submission to the Minister on the review of “the relative efficiencies and economies of the reticulation and distribution of water of the towns of Cootamundra, Harden and Young compared with reticulation and distribution of water within such areas by the County Council”

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

03 Strategic Water Management

BACKGROUND

In accordance with the Ministerial Proclamation establishing Goldenfields Water, we are required to undertake a review of “the relative efficiencies and economies of the reticulation and distribution of water”. The Proclamation requires Goldenfields Water (GWCC) to undertake a review of the towns of Cootamundra, Harden and Young “compared with reticulation and distribution of water within such areas by the County Council” and report the findings to the Minister.

REPORT

Goldenfields Water engaged Atom Consulting to undertake the review to ensure a level of independence in the review findings. Atom Consulting has previously consulted to all the Councils involved in the review and have an excellent reputation within the Water Industry. Atom Consulting also completed the previous review in 2018.

This efficiency review considered financial aspects, corporate activities and scheme specific activities. In undertaking the review, Atom Consulting met with representatives of Goldenfields Water, Hilltops and Cootamundra-Gundagai Councils. In addition, data was requested to enable comparisons to be undertaken. Gaps in available data or assumptions made during the analysis are noted where relevant in the report. Where data was either insufficient or not provided, no analysis was been presented in this report. Hilltops Council was unavailable for interview dur; publicly available information was instead utilised.

Some of the key findings within the 2021 review, provided an analysis of the pricing structure across the organisations. This showed that GWCC has the lowest typical annual residential bill (usage and access charges combined) and Hilltops Council the highest. In 2019/20, GWCC and Hilltops Council had similar net operating results. It was noted that GWCC has seen a decline in its net operating result due to reduced water demand. This is a significant impact on the operation, with the lowest demand periods for production on record.

In 2018/19 and 2019/20 Cootamundra-Gundagai Regional Council had a negative net operating result, Council advised that this was as a result of mains renewal works.

Issues were noted with minor consumers and island assets associated with backflow risk, ownership and maintenance responsibilities are planned to be addressed in the proposed new service level agreements that are currently being finalised.

GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: Efficiency Review December 2021

TABLED ITEMS: Efficiency Review December 2021 – Draft Submission Letter to The Minister



Goldenfields Water County Council

EFFICIENCY REVIEW

Goldenfields Water County Council

December 2021

2.0

Efficiency Review

Document Status:	Version: 2.0	For issue		
Document History:	<i>Status</i>	<i>Reviewer</i>	<i>Version</i>	<i>Date</i>
	Internal draft	Natalie Crawford	1.0	10-Dec-21
	For issue	Natalie Crawford	2.0	21-Dec-21
Authors:	Lucy Parsons, Shakil Zaman			
Contact:	Annalisa Contos Atom Consulting 65 Cambourne Ave St Ives NSW 2075 annalisa@atomconsulting.com.au 02 9488 7742			
File Name:	GWC2106_Efficiency review report_v2.0.docx			

Executive Summary

Background

Paragraph 16, Schedule C of the Ministerial Proclamation establishing Goldenfields Water County Council requires Council to undertake a review of “the relative efficiencies and economies of the reticulation and distribution of water” by the Councils of the towns of Cootamundra, Harden and Young “compared with reticulation and distribution of water within such areas by the County Council” and report the finding to the Minister.

Goldenfields Water County Council has engaged Atom Consulting to undertake an efficiency review that is evidence-based, assessing and comparing a range of information.

Methodology

The assessment considers the distribution and reticulation of bulk water from GWCC by Hilltops Council and Cootamundra-Gundagai Regional Council compared with the GWCC distribution and reticulation system for the relevant geographical areas.

Data collected as part of this review has been compiled and presented for comparison in this report. This efficiency review considered financial aspects, corporate activities and scheme specific activities. Gaps in available data or assumptions made during the analysis are noted where relevant in the report. Where insufficient data was available no analysis has been presented in this report. Hilltops Council was unavailable for interview; publicly available information was instead utilised.

Discussion

An analysis of the pricing structure across the organisations showed that GWCC has the lowest typical annual residential bill (usage and access charges combined) and Hilltops Council the highest. In 2019/20, GWCC and Hilltops Council had similar net operating results. GWCC has seen a decline in their net operating result due to reduced water demand. In 2018/19 and 2019/20 Cootamundra-Gundagai Regional Council had a negative net operating result, Council advised this was as a result of mains renewal works.

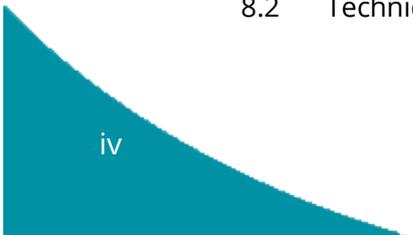
Issues noted with minor consumers and island assets associated with backflow risk, ownership and maintenance responsibilities are planned to be addressed in the service level agreements that are currently being finalised.

GWCC has made significant progress in backflow prevention, having audited and installed backflow prevention devices on all non-residential rural connections.

Cootamundra-Gundagai Regional Council is working to improve the distribution system in Cootamundra through their mains renewal program and SCADA update in 2022. These works have led to a decrease in customer complaints, but high iron in 2020/21 was still an issue.

Contents

- 1 Background..... 1
 - 1.1 System description 1
 - 1.2 Connections 2
- 2 Methodology..... 3
 - 2.1 Data analysis approach..... 3
 - 2.2 Data sources 3
 - 2.3 Special schedule data..... 4
- 3 Strategic and operational management 5
 - 3.1 Functional analysis 5
 - 3.2 Asset management..... 6
 - 3.3 Strategic business plan 6
- 4 Pricing structure 7
 - 4.1 Access charges 7
 - 4.2 Usage charges..... 8
 - 4.3 Typical residential bill 9
 - 4.4 Developer charges..... 10
- 5 Financial data..... 11
 - 5.1 Income and expenses 12
 - 5.2 Assets and maintenance 14
- 6 Levels of service 18
 - 6.1 Complaints 18
 - 6.2 Water main breaks 19
 - 6.3 Unplanned interruptions 20
- 7 Water quality compliance..... 22
 - 7.1 Drinking water management system implementation 22
 - 7.1.1 Water quality data compliance..... 22
 - 7.1.2 Online monitoring 23
 - 7.2 NSW Health verification monitoring 23
- 8 Water industry skills and capabilities 25
 - 8.1 Resourcing..... 25
 - 8.2 Technical capabilities..... 25



Efficiency Review

9 Other issues impacting efficiency26

 9.1 Backflow prevention.....26

 9.2 System optimisation.....26

 9.3 Minor customers.....26

 9.4 Regulator feedback.....26

10 Discussion.....27

11 References28

Tables

Table 1-1. Overview of Goldenfields Water Drinking Water Supply Systems..... 1

Table 1-2. Number of connections in the GWCC distribution network (residential and non-residential)2

Table 2-1. Data sources.....3

Table 3-1. Functional analysis – water5

Table 7-1. DWMS implementation22

Table 8-1. Water operations – number of staff resources25

Figures

Figure 4-1. Residential access charges.....7

Figure 4-2. Typical annual residential property usage charge.....8

Figure 4-3. Theoretical annual residential bill (based on 200 kL/year usage)9

Figure 4-4. Annual residential bill based on average potable water supplied9

Figure 5-1. Average annual residential water use11

Figure 5-2. Water supply income and expenses per connection12

Figure 5-3. Water supply net operating result per connection (prior to contributions for capital).....12

Figure 5-4. Breakdown of water supply operations income13

Figure 5-5. Breakdown of water supply operations expenses13

Figure 5-6. Asset gross replacement cost per connection14

Figure 5-7. Proportion of asset condition class for whole water supply network15

Figure 5-8. Reservoirs – proportion of asset condition class15



Efficiency Review

Figure 5-9. Pumping stations - proportion of asset condition class.....16

Figure 5-10. Actual maintenance costs per connection16

Figure 5-11. Estimated cost per connection to bring the assets to satisfactory condition17

Figure 6-1. Water service complaints.....18

Figure 6-2. Water quality complaints19

Figure 6-3. Water main breaks20

Figure 6-4. Incidence of unplanned interruptions21

Figure 6-5. Unplanned supply interruptions - average duration21

Figure 7-1. NSW Health verification data exceptions (proportion of total samples) July 2018 – June 202123

Figure 7-2. NSW Health free chlorine verification data24



1 Background

Goldenfields Water County Council (GWCC) was proclaimed under the *NSW Local Government Act* on 24 April 1997, and, from 1 July 1997, became responsible for water supply functions within the local government areas of Bland, Coolamon, Harden, Junee, Temora, Young and part of Cootamundra and Narrandera.

The NSW Government announced mergers on 12 May 2016 resulting in Harden, Boorowa and Young Councils being merged to form Hilltops Council, and Cootamundra and Gundagai to form Cootamundra-Gundagai Regional Council.

Bulk water is supplied by GWCC via the Jugiong supply system to Hilltops and Cootamundra-Gundagai Regional Councils, which distribute the water directly to customers in Harden, Young and Cootamundra. GWCC supply Riverina Water through the Oura water supply scheme, this function is not included in the review.

Paragraph 16, Schedule C of the Ministerial Proclamation establishing Goldenfields Water County Council requires Council to undertake a review of “the relative efficiencies and economies of the reticulation and distribution of water” by the Councils of the towns of Cootamundra, Harden and Young “compared with reticulation and distribution of water within such areas by the County Council” and report the finding to the Minister.

Goldenfields Water County Council has engaged Atom Consulting to undertake an efficiency review that is evidence based, assessing and comparing a range of information focusing on the reticulation and distribution network. This previous review was undertaken in 2018.

1.1 System description

GWCC’s water supply system consists of five separate water schemes; Jugiong, Oura, Mt Arthur, Mt Daylight and Hylands Bridge. GWCC carries out water supply functions within the Local Government areas of Bland, Coolamon, Cootamundra-Gundagai Regional Council, Junee, Temora, Hilltops Council (previously Harden Shire and Young Shire Councils) and parts of Narrandera.

Hilltops Council purchases bulk water from GWCC and supplies water to retail customers in Harden and Young. Cootamundra-Gundagai Regional Council purchases bulk water from GWCC and retail water to customers in Cootamundra township, with GWCC supplying water to retail customers outside Cootamundra township. Riverina Water also purchases bulk water to support the supply of Wagga Wagga from the Oura water supply system, this was not included in this review.

Details of the GWCC water supply systems are included in Table 1-1, during interviews GWCC advised that the systems were unchanged from the 2018 review.

Table 1-1. Overview of Goldenfields Water Drinking Water Supply Systems

Process	Jugiong	Oura	Mt Arthur	Mt Daylight
Catchment	Murrumbidgee River catchment	Murrumbidgee inland alluvial aquifer	Lachlan Fold Belt aquifer system	Lower Lachlan alluvium aquifer

Efficiency Review

Process	Jugiong	Oura	Mt Arthur	Mt Daylight
Source water	Murrumbidgee River	Oura Borefield - three bores: 3, 4 and 6	Mt Arthur Borefield - two bores: 1 and 2	Mt Daylight Borefield - two bores jointly operated with Carrathool Shire Council. Carrathool Shire Council is responsible for bore management
Water treatment	Jugiong WTP (40 ML/day): Coagulation Flocculation Clarification Filtration Disinfection Fluoridation	Treatment process: Aeration Disinfection Fluoridation	Treatment process: Disinfection	Treatment process: Disinfection
Reservoirs	14 reservoirs	33 reservoirs	9 reservoirs	7 reservoirs
Reticulation	Bulk supply population served: Cootamundra:6,800 Harden:2,200 Young: 8,000 Retail supply to approximately 600 people in the villages of Stockinbingal, Wallendbeen and Springdale	Retail supply to approximately 14,600 people in Bland, Coolamon, Junee, Narranderra and Temora Shire Councils. This system can also supply to the northern side of Wagga Wagga Shire Council, when required	Retail supply to approximately 2,400 people in Coolamon Shire	Retail supply to 125 people in the villages of Naradhan, Weethalle and Tallimba in Bland Shire Council

1.2 Connections

The number and connections of GWCC distribution network, including Harden, Young and Cootamundra are shown in Table 1-2.

Table 1-2. Number of connections in the GWCC distribution network (residential and non-residential)

Meter size (mm)	GWCC	Harden	Young	Cootamundra
20	8,168	1,568	4,404	2,860
25	316	252	91	111
32	96	9	19	34
40	57	11	27	20
50	70	18	29	25
80	5	0	3	2
100	5	1	8	2
Total	8,717	1,859	4,447	3,054

Source: 2022 Bulk Council Connections Calculations (GWCC)

2 Methodology

Data was requested from GWCC, Hilltops Council and Cootamundra-Gundagai Council, where available, for the following financial year periods:

- 2017/2018
- 2018/2019
- 2019/2020
- 2020/2021

2017/18 data was included only if it was unavailable for the 2018 review.

The assessment considers the distribution and reticulation of bulk water from GWCC by Hilltops Council and Cootamundra-Gundagai Councils against the GWCC distribution and reticulation system.

2.1 Data analysis approach

Data collected as part of this review has been compiled and presented for comparison in this report. This efficiency review considered pricing structures and financial data. Gaps in available data or assumptions made during the analysis are noted where relevant in the report. Where insufficient requested data was available no analysis has been presented in this report.

The ministerial proclamation was written prior to the 2016 Council amalgamations. Following the creation of Hilltops Council and Cootamundra-Gundagai Regional Council, business metrics specific to the individual water supplies are now intertwined within each Council's financial data.

Limited data specific to the Young, Harden and Cootamundra water supply systems was available for use in the analysis as a result. Financial data for the whole of Hilltops Council and Cootamundra-Gundagai Regional Council supply systems were therefore used and commentary made on any differences.

2.2 Data sources

A summary of data utilised and their sources is listed in Table 2-1. Interviews were held with staff from GWCC and Cootamundra-Gundagai Shire Council to discuss the topics in Table 2-1. Hilltops Council were unavailable for an interview. Data was utilised from the 2018 review where relevant.

Table 2-1. Data sources

Area	Item	Source
Strategic and operational management	Updates to asset management plans, strategic business plans or levels of service	Interviews
Pricing structure	Developer Charges	Fees and charges from each supplier's website
	Access Charges	
	Usage Charges	
	DPIE Water performance data (including number of connections, water supplied, revenue, operating costs)	DPIE website

Efficiency Review

Area	Item	Source
Financial data	Annual financial statements	Annual financial statements from each supplier's website Direct from GWCC
	DPIE Water performance data (including number of connections, water supplied, revenue, operating costs)	DPIE website Direct from GWCC
Levels of service	Performance Monitoring Data (including number of connections, water supplied, revenue, operating costs)	DPIE website Direct from GWCC and Cootamundra-Gundagai Regional Council
Water quality compliance	NSW Health verification monitoring data	Direct from NSW Health with permission from Council
	CCP monitoring	Interviews
	DWMS annual reports developed	
	Methods and frequency of operational data review	
Water industry skills and capabilities	Details of resourcing and technical capabilities	Interviews
Other issues impacting efficiency	Backflow prevention programs and policies	Interviews
	Details of any other programs that have resulted in operational efficiencies	

2.3 Special schedule data

Special schedule data is collected by the Office of Local Government (OLG) for a variety of purposes and uses. An analysis of available data collated from special schedules 3 and 7, has been utilised in the assessment to supplement the NSW DPIE performance data where available. Special schedule data was sourced from within the publicly available annual financial reports. These schedules, while provided to the OLG, are not audited. A change in requirement for publishing of special schedule 3 data was noted for 2019/2020. For these years other financial totals for were instead utilised where relevant.

Efficiency Review

3 Strategic and operational management

3.1 Functional analysis

A summary of GWCC, Hilltops Council and Cootamundra-Gundagai Regional Council water utility functional areas is in Table 3-1. This data was collected as part of the previous efficiency review (Atom Consulting, 2018).

All GWCC functional areas are managed by the water fund. Hilltops and Cootamundra-Gundagai Regional Councils have similar operating environments to each other, with differences noted in the areas of IT systems and human resources, being either managed and paid for by the general fund or with financial contribution to the general fund for administrative costs associated with water.

Table 3-1. Functional analysis - water

Area	GWCC	Hilltops Council	Cootamundra-Gundagai Regional Council
Billing	W	U	U
Financial services	W	U	U
Customer service	W	U	U
Communications network (Infrastructure)	W	U	U
Development approvals	W	G	G
Strategic planning	W	W	W
Design	W	W	W
Project management	W	W	W
Plumbing and drainage inspections	n/a	G	G
Asset management planning	W	W	W
SCADA	W	W	W
Operations	W	W	W
Maintenance	W	W	W
Human resources	W	G	U
IT systems	W	G	U
Legal services	W	W	G
Trade waste	n/a	W	G
Backflow	W	W	G

Key:



Managed and paid by water fund

Financial contribution to general fund for appropriate administrative costs associated with water

Managed and paid by general fund

3.2 Asset management

GWCC have an Asset Management Plan developed in 2012 that includes current levels of service. Assets are currently managed in an excel spreadsheet. Asset management is migrating to CIVICA program. The Asset Management Plan is being updated as part of the current Integrated Water Cycle Management (IWCM) works.

Hilltops Council developed an integrated Asset Management Strategy including asset valuations (2017) and development of a draft Total Asset Management Plan.

During the interviews with Cootamundra-Gundagai Regional Council it was reported that asset maintenance was generally managed on a reactive basis. The IWCM will inform the future asset management approach. Council noted that the cast iron pipe renewal program in Cootamundra is being implemented with 25 km already upgraded.

3.3 Strategic business plan

Strategic business plans (SBP) address elements of the Best-Practice Management of Water Supply and Sewerage Framework and should be prepared by local water utilities every 8 years (NSW Office of Water 2014).

The GWCC Business Activity Strategic Plan was issued in 2017. In 2018, Hilltops Council had separate SBPs for Young (2013) and Harden (2006). Cootamundra-Gundagai Regional Council do not have a SBP but it will be developed as part of the IWCM process.

4 Pricing structure

The pricing structure used by each of the councils are compared in this section.

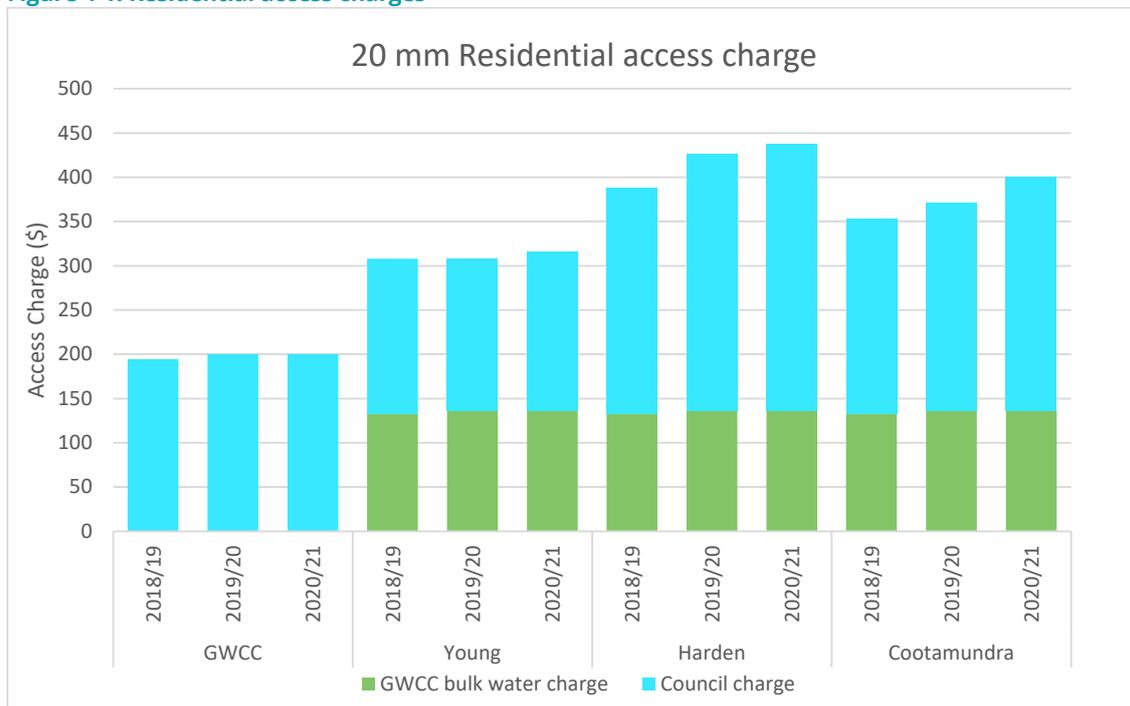
4.1 Access charges

Access charge data was compiled for GWCC, Cootamundra, Young and Harden from 2018/19 to 2020/21. Data sourced from the GWCC, Hilltops Council and Cootamundra-Gundagai Regional Council websites.

Figure 4-1 compares access charges for a residential 20 mm connection, with constituent council data split to include the bulk water access charge. GWCC charges range from 31% - 44% of the equivalent constituent council access charge.

The bulk water charge is calculated by GWCC based on an equivalent number of 20 mm connections. The non-residential 20 mm access charge has not been included in this analysis, as it does not provide a representative comparison across the GWCC water supply system.

Figure 4-1. Residential access charges



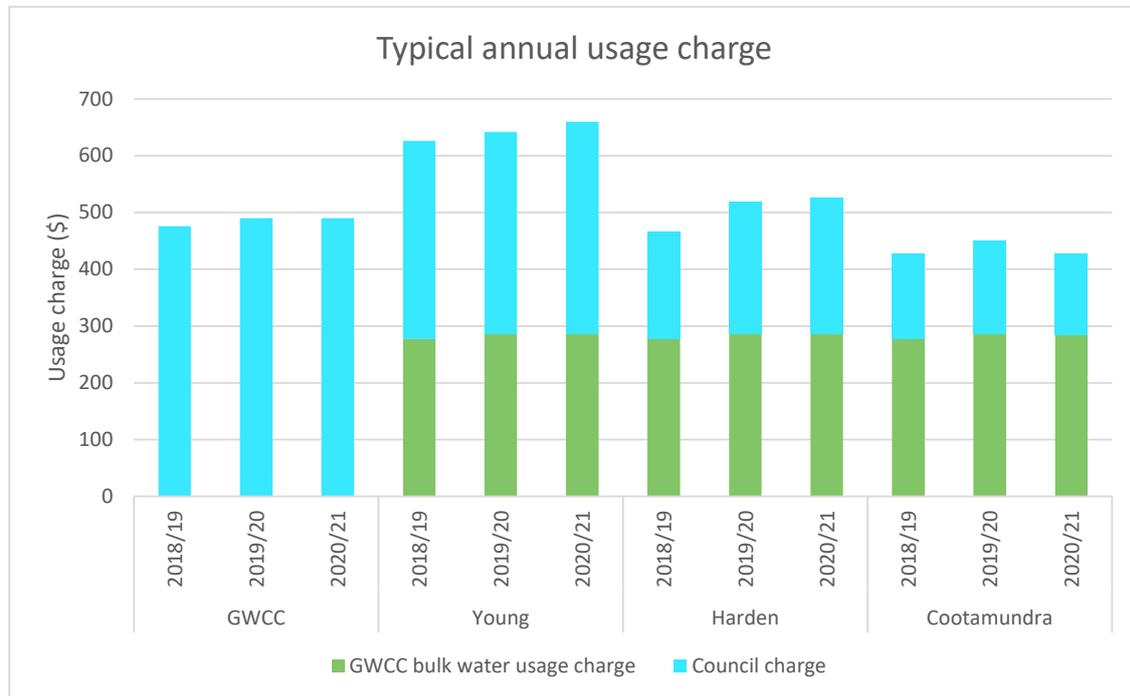
Source: GWCC Fees and Charges 2018/19, 2019/20, 2020/21
 Hilltops Council Fees and Charges 2018/19, 2019/20, 2020/21
 Cootamundra-Gundagai Regional Council Fees and Charges 2018/19, 2019/20, 2020/21



4.2 Usage charges

The typical annual usage charge for a residential property has been calculated using the average annual residential potable water supplied per connected property of 200 kL/property (Figure 4-2). Young has the highest annual usage charge and Cootamundra the lowest.

Figure 4-2. Typical annual residential property usage charge



Source: GWCC Fees and Charges 2018/19, 2019/20, 2020/21
 Hilltops Council Fees and Charges 2018/19, 2019/20, 2020/21
 Cootamundra-Gundagai Regional Council Fees and Charges 2018/19, 2019/20, 2020/21

Note: Calculation based on estimated typical residential usage of 171 kL/year in addition to a 20 mm residential access charge

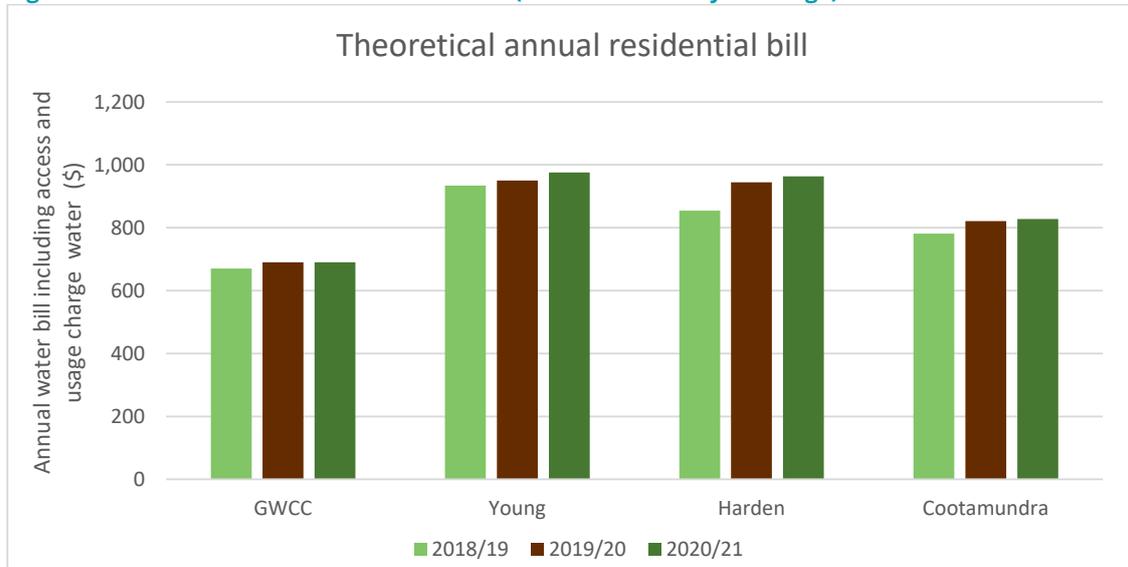


Efficiency Review

4.3 Typical residential bill

The theoretical annual residential bill combining access and usage charges is shown in Figure 4-3. These calculations are based on a standard consumption of 200 kL/property. GWCC has the lowest theoretical residential bill.

Figure 4-3. Theoretical annual residential bill (based on 200 kL/year usage)

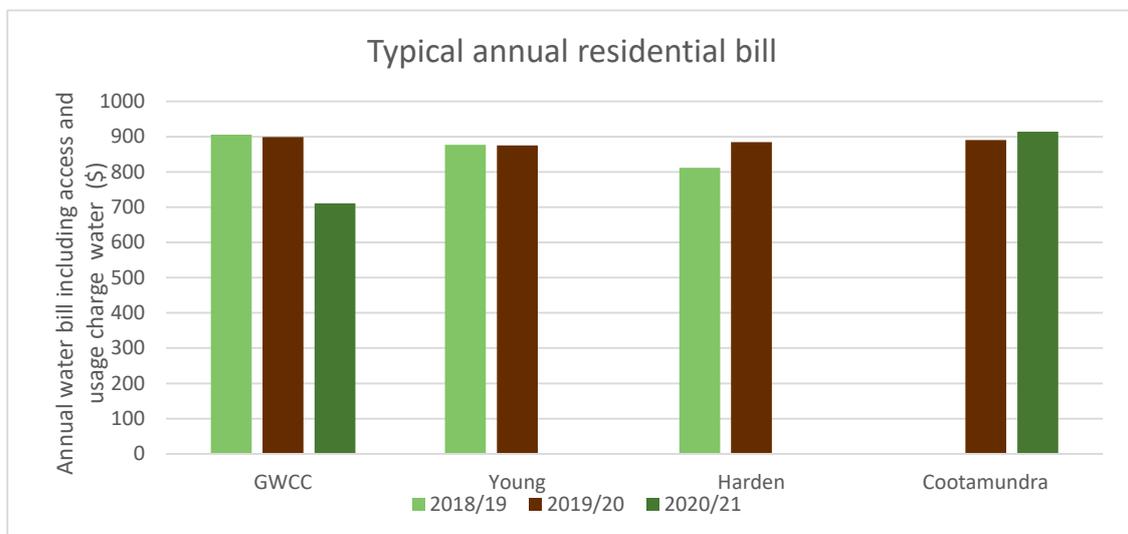


Source: GWCC Fees and Charges 2018/19, 2019/20, 2020/21, Hilltops Council Fees and Charges 2018/19, 2019/20, 2020/21, Cootamundra-Gundagai Regional Council Fees and Charges 2018/19, 2019/20, 2020/21

Note: Calculation based on estimated typical residential usage of 200 kL/year in addition to a 20 mm residential access charge

Figure 4-4 shows the annual residential bill for each water provider based on the annual average consumption. This is based on reported average annual water usage included in the DPIE LWU reporting data. GWCC reported that the wet weather in 2020/21 lead to lower water bills.

Figure 4-4. Annual residential bill based on average potable water supplied



Source: DPIE LWU performance monitoring data 2018/19, 2019/20, 2020/21

GWCC Fees and Charges 2018/19, 2019/20, 2020/21; Hilltops Council Fees and Charges 2018/19, 2019/20, 2020/21
Cootamundra-Gundagai Regional Council Fees and Charges 2018/19, 2019/20, 2020/21

4.4 Developer charges

For residential developments, the constituent councils charge the developer and remit to GWCC. The processes for capturing developer charges is being reviewed as part of the service level agreement development. Developer notification and information sharing will be included as a condition in the new agreements. This is expected to improve the lack of clarity around determination of developer services charges for non-standard residential properties

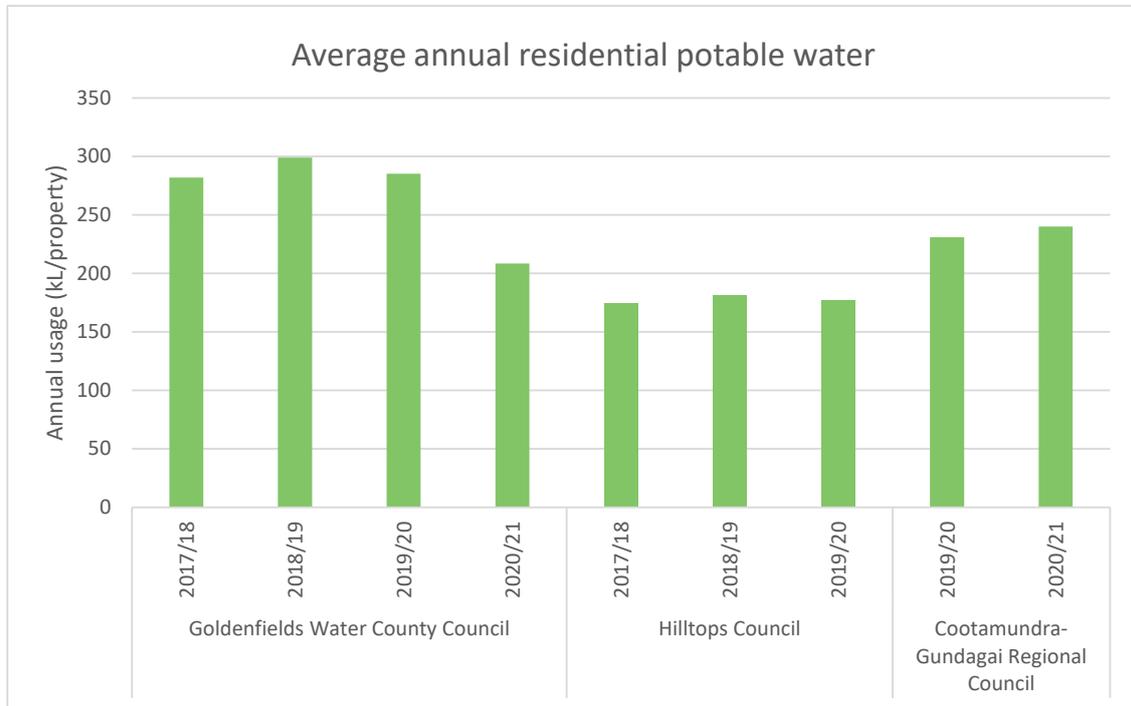
Efficiency Review

5 Financial data

Financial data for GWCC, Hilltops Council and Cootamundra-Gundagai Regional Council has been analysed in this section. Any discrepancies observed in the data are discussed in the relevant section.

The annual average potable water supplied by each supplier is provided for reference in Figure 5-1.

Figure 5-1. Average annual residential water use

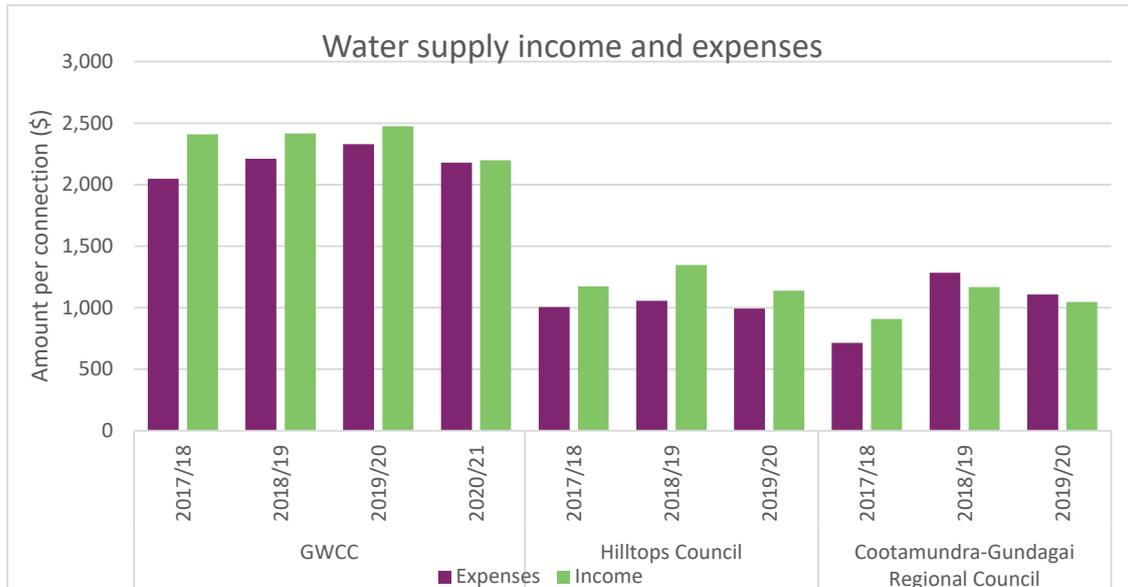


Source: DPIE LWU reporting data 2017/18, 2018/19, 2019/20, 2020/21
 GWCC Performance Monitoring Data 2020/21
 Cootamundra-Gundagai Regional Council Performance Monitoring Data 2020/21

5.1 Income and expenses

A comparison of water supply operations expenses per connection over time is shown in Figure 5-2. GWCC has the greatest income and expenses.

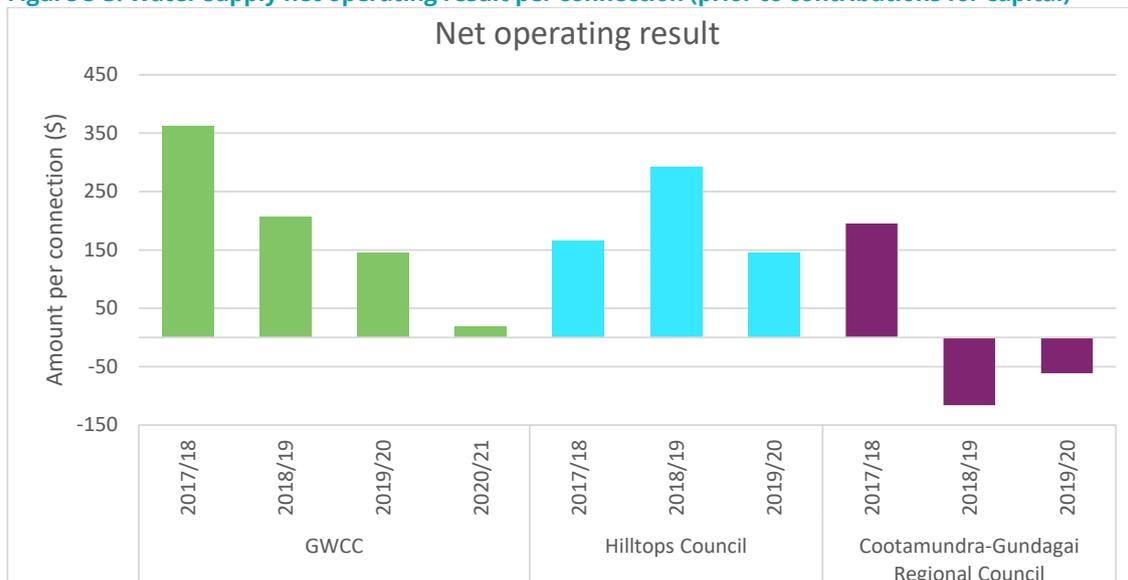
Figure 5-2. Water supply income and expenses per connection



Source: DPIE LWU reporting data 2017/18, 2018/19, 2019/20, GWCC financial data return 2017/18, 2018/19, 2019/20, Hilltops Council Annual Financial Statement 2017/18, 2018/19, 2019/20, Cootamundra-Gundagai Regional Council Annual Financial Statement 2017/18, 2018/19, 2019/20

The net water operating result (prior to capital contributions) per connection is shown in Figure 5-3. In 2019/20, GWCC and Hilltops Council had similar net operating results. GWCC has seen a decline in net operating results. In 2018/19 and 2019/20 Cootamundra-Gundagai Regional Council had a negative net operating result, Council advised this was due to the mains renewal.

Figure 5-3. Water supply net operating result per connection (prior to contributions for capital)

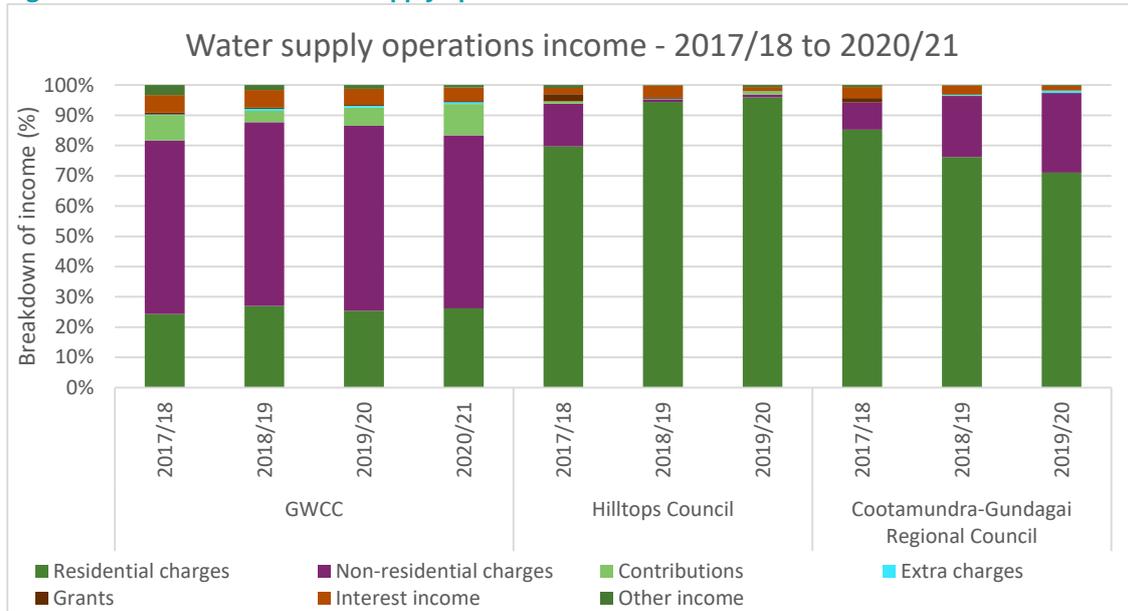


Source: DPIE LWU reporting data 2017/18, 2018/19, 2019/20, GWCC financial data return 2017/18, 2018/19, 2019/20, Hilltops Council Annual Financial Statement 2017/18, 2018/19, 2019/20, Cootamundra-Gundagai Regional Council Annual Financial Statement 2017/18, 2018/19, 2019/20

Efficiency Review

A breakdown of the water supply income is shown in Figure 5-4. Non-residential charges are the highest contributor to GWCC income, which includes bulk water charges. The highest contributor to income in Hilltops Council and Cootamundra-Gundagai is residential charges (2017/18) and total usage charges (2018/19, 2019/20).

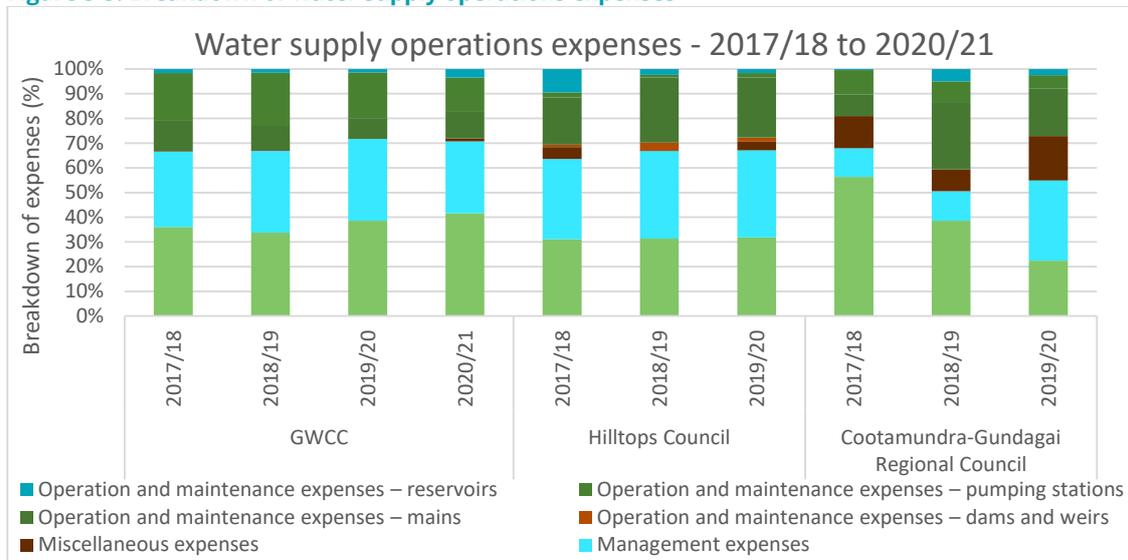
Figure 5-4. Breakdown of water supply operations income



Source: DPIE LWU reporting data 2017/18, 2018/19, 2019/20, GWCC financial data return 2017/18, 2018/19, 2019/20, Hilltops Council Annual Financial Statement 2017/18, Cootamundra-Gundagai Regional Council Annual Financial Statement 2017/18

Figure 5-5 breaks down the water supply operational expenses into categories. The greatest spending categories for all suppliers are depreciation expenses and management expenses. Treatment data has been excluded from this analysis.

Figure 5-5. Breakdown of water supply operations expenses



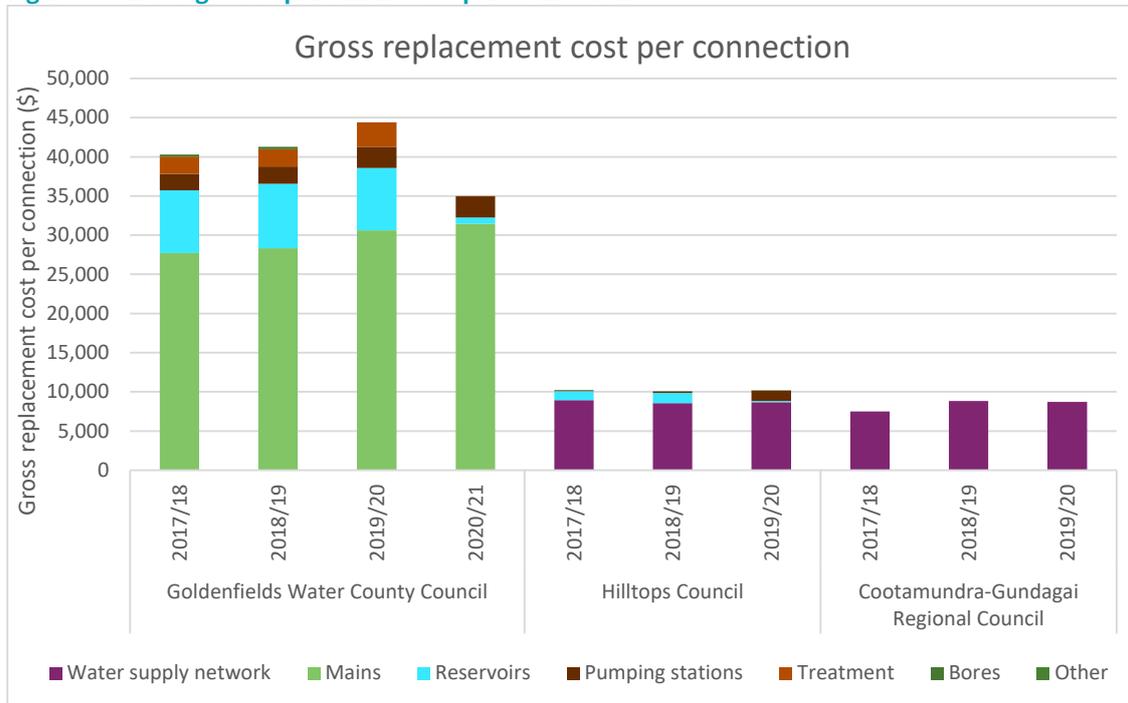
Source: DPIE LWU reporting data 2017/18, 2018/19, 2019/20, GWCC financial data return 2017/18, 2018/19, 2019/20, Hilltops Council Annual Financial Statement 2017/18, Cootamundra-Gundagai Regional Council Annual Financial Statement 2017/18

Note: Treatment was removed from all suppliers in this graph as Boorowa WTP and Gundagai WTP are included within the Council financial data

5.2 Assets and maintenance

A breakdown of the gross replacement costs of water supply assets (mains, reservoirs and pumping stations) held for GWCC, Hilltops Council and Cootamundra-Gundagai is shown in Figure 5-6. Mains replacement costs are the highest percentage of assets for GWCC. For both Hilltops Council and Cootamundra-Gundagai, the water supply network replacement costs (including mains) are the highest percentage of assets. The Hilltops Council and Cootamundra-Gundagai Regional Council data include the Boorowa and Gundagai water supply systems which were unable to be separated.

Figure 5-6. Asset gross replacement cost per connection



Source: GWCC financial data return 2017/18, 2018/19, 2019/20
 Hilltops Council Annual Financial Statement 2017/18, 2018/19, 2019/20
 Cootamundra-Gundagai Regional Council Annual Financial Statement 2017/18, 2018/19, 2019/20

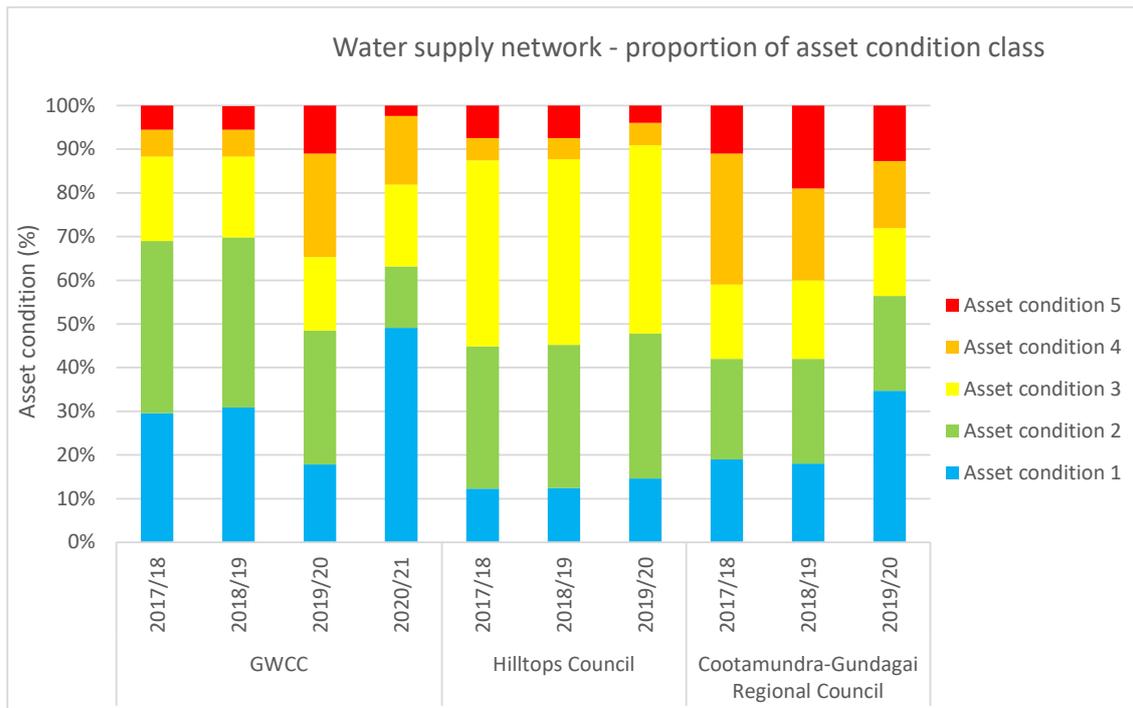
Figure 5-7 shows the asset condition ratings for the whole of the water supply network. Asset condition ratings for reservoirs and pumping stations are shown in Figure 5-8 and Figure 5-9. Assets condition data for Cootamundra-Gundagai was not available for the individual asset classes.

The infrastructure asset condition ratings are based on the following assessment:

- Asset condition 1: Excellent - No work required (normal maintenance)
- Asset condition 2: Good - Only minor maintenance work required
- Asset condition 3: Average - Maintenance work required
- Asset condition 4: Poor - Renewal required
- Asset condition 5: Very Poor - Urgent renewal/upgrading required

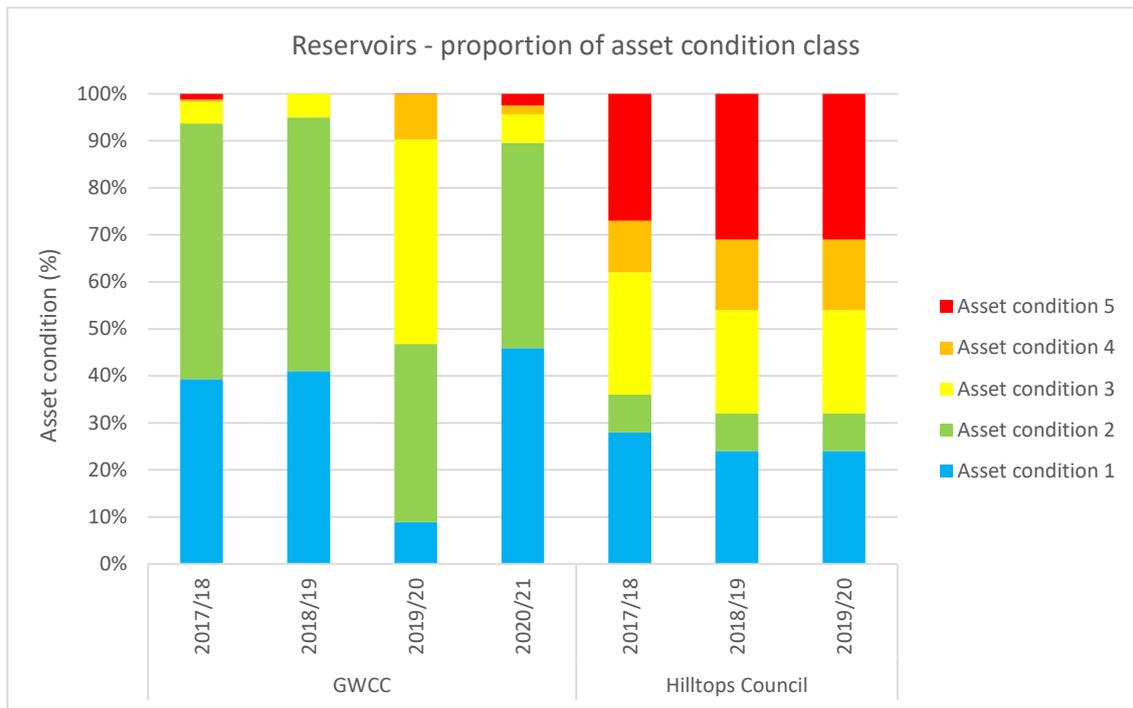
Efficiency Review

Figure 5-7. Proportion of asset condition class for whole water supply network



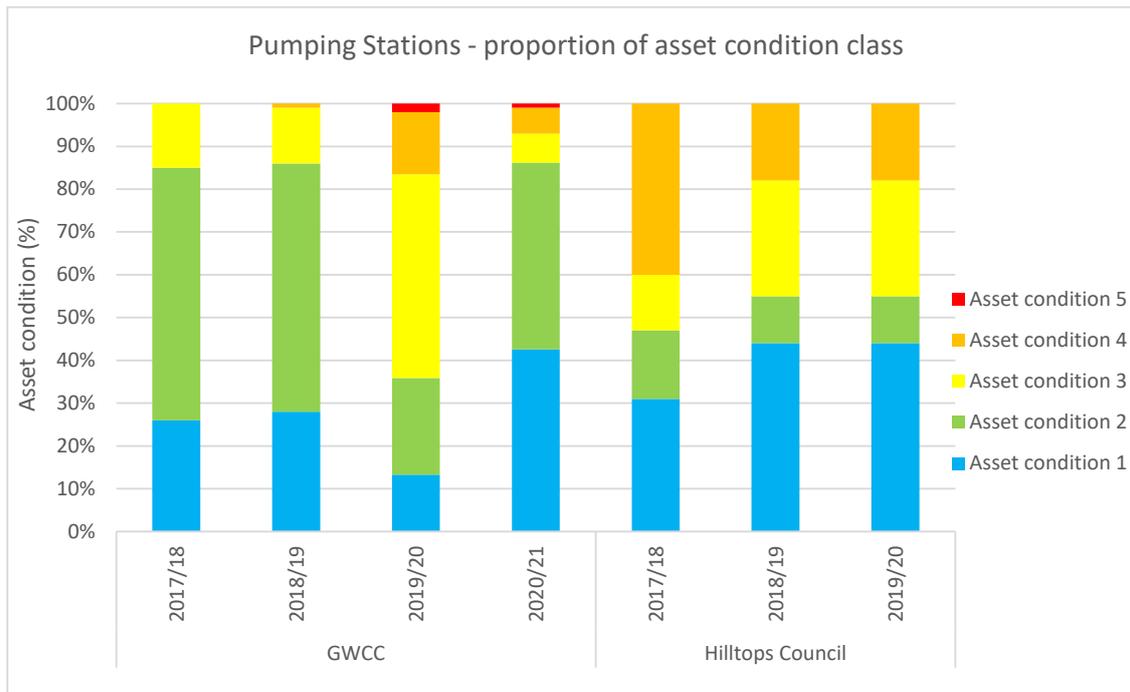
Source: GWCC financial data return 2017/18, 2018/19, 2019/20
 Hilltops Council Annual Financial Statement 2017/18, 2018/19, 2019/20
 Cootamundra-Gundagai Regional Council Annual Financial Statement 2017/18, 2018/19, 2019/20

Figure 5-8. Reservoirs - proportion of asset condition class



Source: GWCC financial data return 2017/18, 2018/19, 2019/20
 Hilltops Council Annual Financial Statement 2017/18, 2018/19, 2019/20
 Cootamundra-Gundagai Regional Council Annual Financial Statement 2017/18, 2018/19, 2019/20

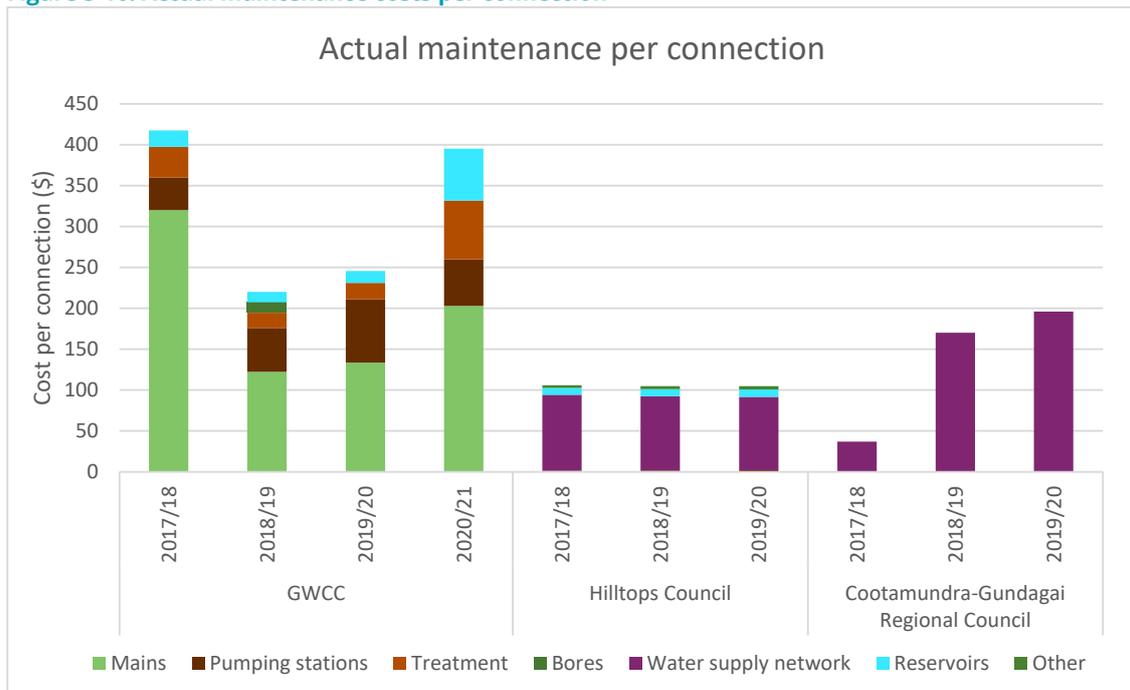
Figure 5-9. Pumping stations - proportion of asset condition class



Source: GWCC financial data return 2017/18, 2018/19, 2019/20
 Hilltops Council Annual Financial Statement 2017/18, 2018/19, 2019/20
 Cootamundra-Gundagai Regional Council Annual Financial Statement 2017/18, 2018/19, 2019/20

A breakdown of maintenance costs per connection is shown in Figure 5-10, with the mains/water supply network contributing the greatest cost across organisations, followed by pumping stations for GWCC.

Figure 5-10. Actual maintenance costs per connection

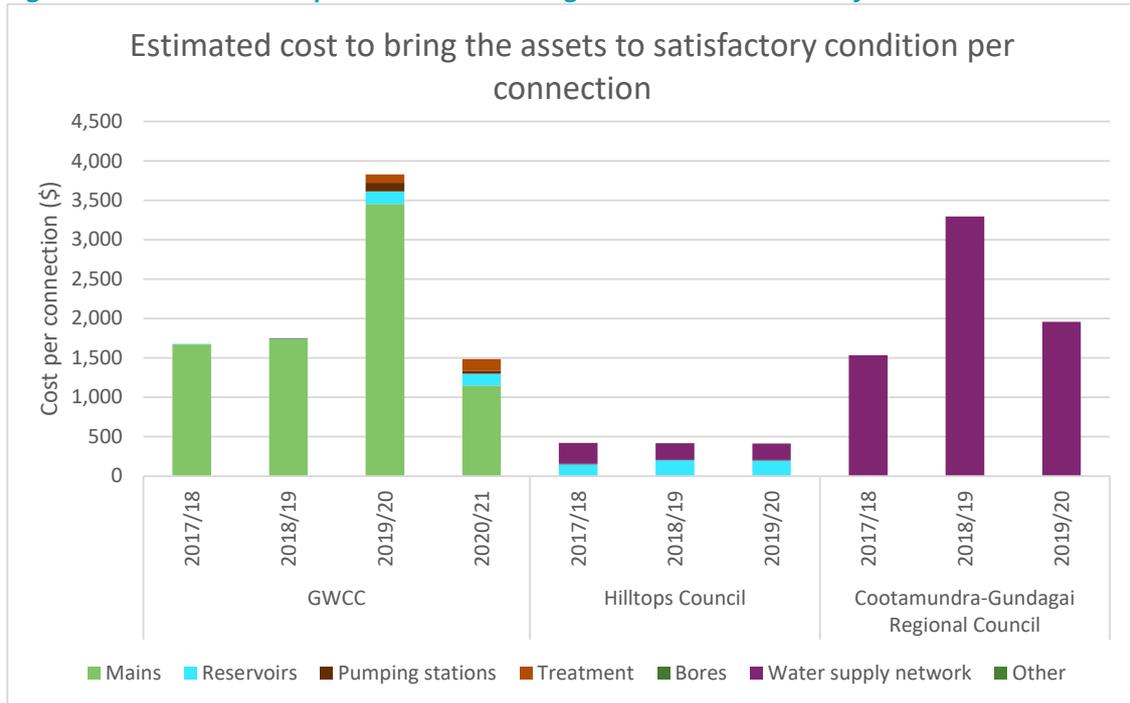


Source: GWCC financial data return 2017/18, 2018/19, 2019/20
 Hilltops Council Annual Financial Statement 2017/18, 2018/19, 2019/20
 Cootamundra-Gundagai Regional Council Annual Financial Statement 2017/18, 2018/19, 2019/20

Efficiency Review

A breakdown of estimated costs to bring assets to a satisfactory condition is shown in Figure 5-11. Hilltops Council and Cootamundra-Gundagai Regional Council categorise all network costs together, this was the largest category for both of the Councils. Mains are the highest contributing cost for GWCC.

Figure 5-11. Estimated cost per connection to bring the assets to satisfactory condition



Source: GWCC financial data return 2017/18, 2018/19, 2019/20
 Hilltops Council Annual Financial Statement 2017/18, 2018/19, 2019/20
 Cootamundra-Gundagai Regional Council Annual Financial Statement 2017/18, 2018/19, 2019/20



6 Levels of service

Documented levels of services for GWCC and its constituted councils include:

- GWCC levels of service are documented in their Asset Management Plan
- In 2018, Hilltops Council advised that levels of service are referenced to be developed as part of the Asset Management Strategy. Existing levels of service are specific to each individual system and linked to customer relation management (CRM)
- Cootamundra-Gundagai Regional Council levels of service are included in their customer service charter.

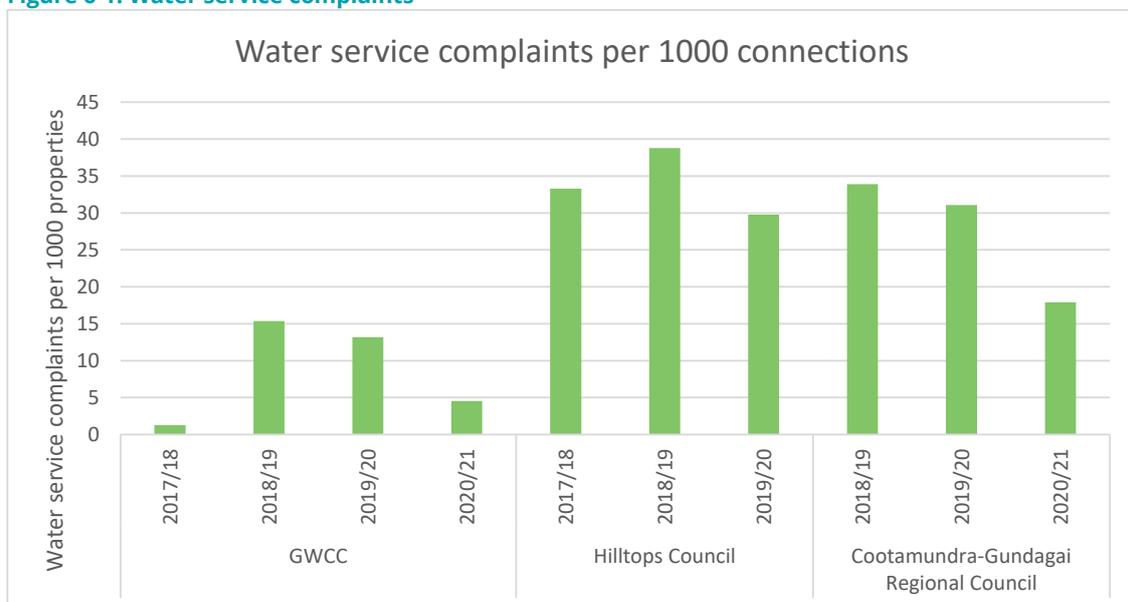
The principal data set used for the following comparative analysis was sourced from the 2017/18 – 2020/21 NSW DPIE LWU performance reporting. Additional data was sourced directly from GWCC and Cootamundra-Gundagai Regional Council and collected using publicly available information for Hilltops Council.

6.1 Complaints

Customer complaints relating to the water service per 1000 customers is shown in Figure 6-1 and water quality specific complaint data is shown in Figure 6-2. Columns with no data had zero reported complaints.

Hilltops Council had the highest number of water service complaints / 1000 properties in the performance reporting data, they reported no water quality complaints in 2017/18 and 2018/19. GWCC had the fewest supply complaints but the most quality complaints recorded. During the interview Cootamundra-Gundagai Regional Council advised that complaints had been going down since the mains renewal program started in 2018/19.

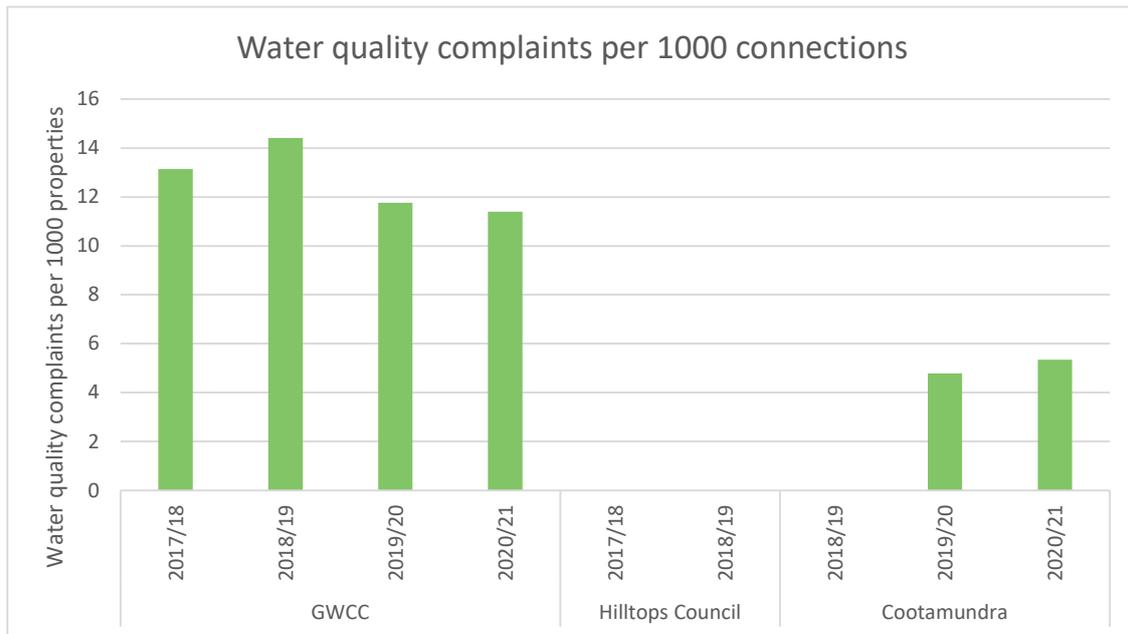
Figure 6-1. Water service complaints



Source: DPIE LWU reporting data 2017/18, 2018/19, 2019/20
 GWCC Performance Monitoring Data 2020/21
 Cootamundra-Gundagai Regional Council Performance Monitoring Data 2019/20, 2020/21

Efficiency Review

Figure 6-2. Water quality complaints

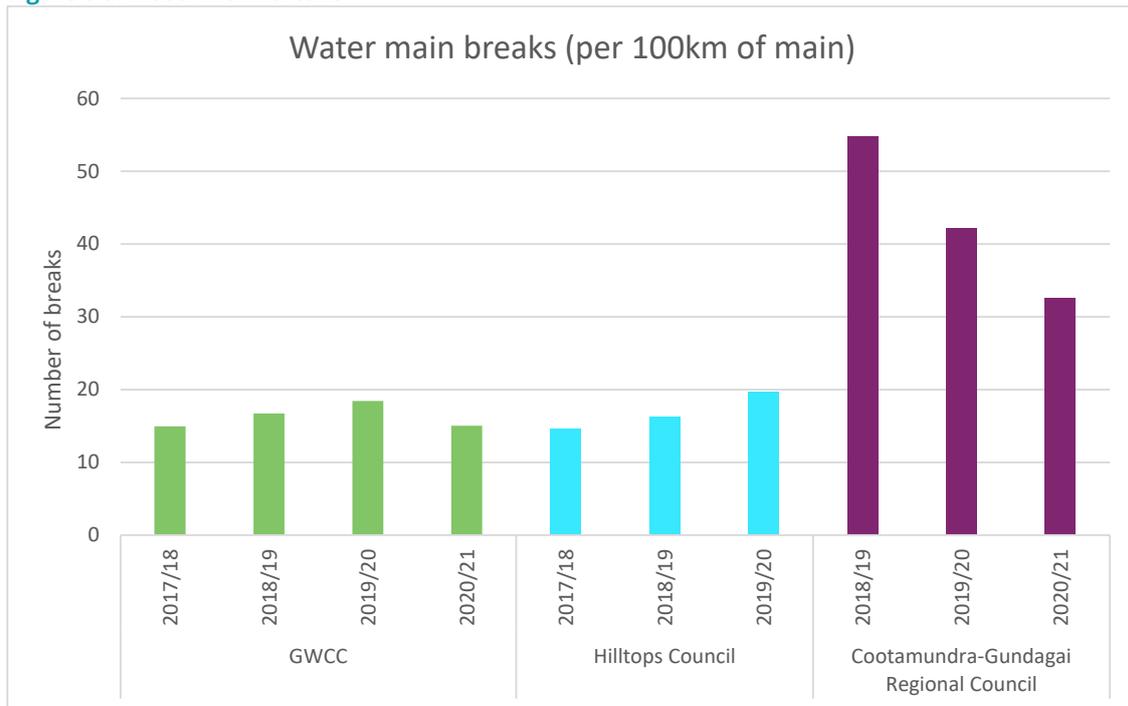


Source: DPIE LWU reporting data 2017/18, 2018/19, 2019/20
 GWCC Performance Monitoring Data 2020/21
 Cootamundra-Gundagai Regional Council Performance Monitoring Data 2019/20, 2020/21

6.2 Water main breaks

A breakdown of water main breaks is shown in Figure 6-3. Cootamundra-Gundagai Regional Council have a significantly greater rate of mains breaks than GWCC or Hilltops Council. This is likely due to their aging reticulation system which is currently being upgraded. Effects of the replacement program can be seen with the decline in mains breaks. During interviews Cootamundra-Gundagai Regional Council advised that the renewal program is scheduled to finish in 2023/24.

Figure 6-3. Water main breaks



Source: DPIE LWU reporting data 2017/18, 2018/19, 2019/20
 GWCC Performance Monitoring Data 2020/21
 Cootamundra-Gundagai Regional Council Performance Monitoring Data 2019/20, 2020/21

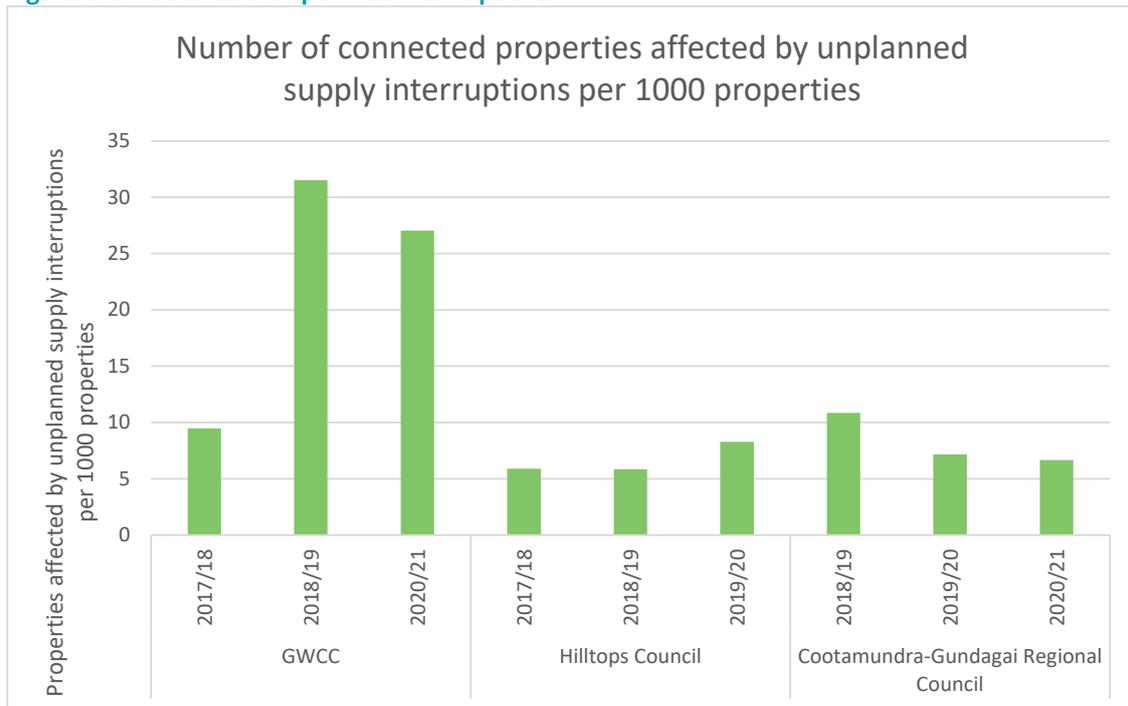
6.3 Unplanned interruptions

A breakdown of unplanned interruptions is shown in Figure 6-4 and duration in Figure 6-5, GWCC had the highest rates of unplanned interruptions in all years reviewed excluding 2019/21. The longest average duration of supply interruption was for Hilltops Council in 2019/20. Accuracy of data may vary due to tracking systems in place, with data being unaudited.



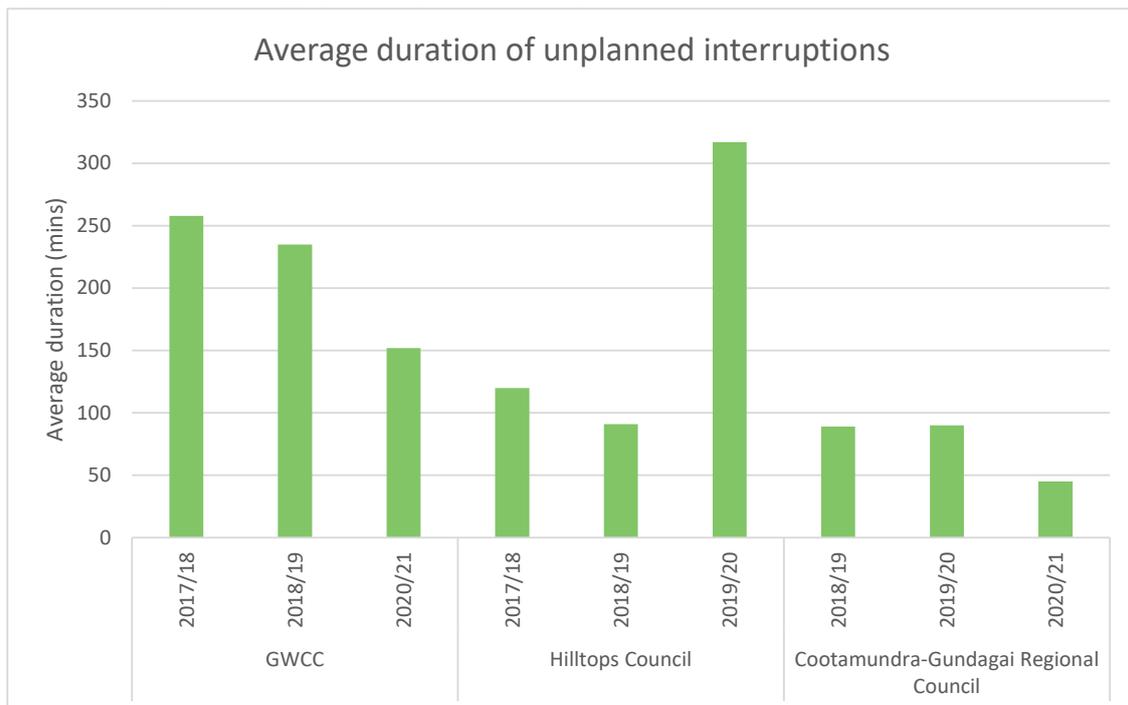
Efficiency Review

Figure 6-4. Incidence of unplanned interruptions



Source: DPIE LWU reporting data 2017/18, 2018/19, 2019/20
 GWCC Performance Monitoring Data 2020/21
 Cootamundra-Gundagai Regional Council Performance Monitoring Data 2019/20, 2020/21

Figure 6-5. Unplanned supply interruptions - average duration



Source: DPIE LWU reporting data 2017/18, 2018/19, 2019/20
 GWCC Performance Monitoring Data 2020/21
 Cootamundra-Gundagai Regional Council Performance Monitoring Data 2019/20, 2020/21

7 Water quality compliance

7.1 Drinking water management system implementation

Development and implementation of a Drinking Water Management System (DWMS) is required under the NSW *Public Health Act 2010* (the Act) which includes the requirement for water suppliers to produce a *Quality Assurance Program*. Requirements for a DWMS are outlined in the Australian Drinking Water Guidelines 2011 (National Health and Medical Research Council, 2011).

A summary of key items of DWMS implementation relating to water quality compliance for GWCC, Hilltops and Cootamundra-Gundagai Regional Council is shown in Table 7-1.

GWCC, Hilltops and Cootamundra-Gundagai Regional Councils have previously had support from NSW Health with projects assisting with DWMS implementation.

Table 7-1. DWMS implementation

Item	GWCC	Hilltops Council*	Cootamundra-Gundagai Regional Council
DWMS in place	✓	✓*	+
Water quality monitoring database	✓	✓*	+
Exceedance tracking and reporting	✓	✓*	+
CCPs online / alarmed	✓	x*	x
DWMS annual review report (submitted to NSW Health)	✓ 2020/21 Draft report produced internally	Unknown, advised in 2018 that 2017 report was produced and submitted to NSW Health	+
			Report produced by consultant, Council noted that improvement in implementation is needed

Key: ✓ Completed or implemented; + In progress, x Not implemented

* Updated Hilltops Council implementation data was unable to be sourced, the 2018 data is included in this review.

7.1.1 Water quality data compliance

GWCC use the water quality operational monitoring software WaterOutlook across their water supply systems.

Data is entered by the operators directly into the WaterOutlook database. Automated reports are generated and emailed to the operators and management:

- Daily email of results, with results highlighted amber or red if there are adjustment or critical limit exceedance
- Monthly report for each system showing exceedances, operator comments and CCP graphs (for example, included in the Jugiong report are graph for chlorine and fluoride, including target, adjustment and critical limits)

Process to improve data accessibility was discussed as part of the Service Level Agreement workshops in 2021.

Efficiency Review

In 2018, Hilltops Council and Cootamundra-Gundagai Regional Council used water quality operational monitoring spreadsheets. These spreadsheets included automatic trending and formatting of data exceedances.

7.1.2 Online monitoring

GWCC have alarmed or online monitoring of CCPs at Jugiong WTP (free chlorine and individual filter turbidity) and prior to handover points at Young and Cootamundra. The Harden handover point does not have online monitoring.

Cootamundra-Gundagai Regional Council reported that they have no functional online monitoring. A program to put in telemetry in Cootamundra (and Gundagai) is scheduled for 2022.

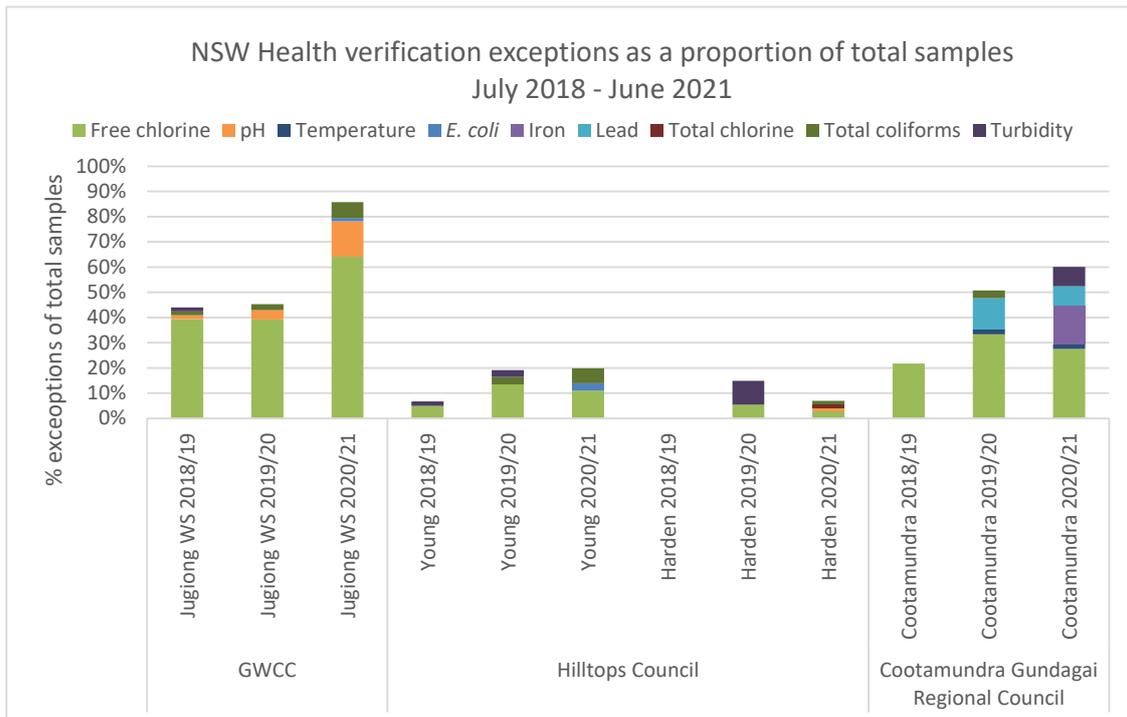
Hilltops Council have online free chlorine online monitoring at Young (town reservoir outlet) and at Harden (Galong Reservoir, Demondrille reservoir, Bobbara Reservoir and the Harden Office).

Online water quality monitoring was installed by GWCC at one of the two Cootamundra handover points and at the Young handover point.

7.2 NSW Health verification monitoring

NSW Health verification exceptions in the GWCC Jugiong, Cootamundra, Young and Harden systems from July 2018 to June 2021 are plotted in Figure 7-1. GWCC saw a significant increase in free chlorine exceptions during the 2020/21 period. During the interviews it was explained that this is likely due to decreased demand leading to higher water age in the reticulation. Cootamundra had an increase in exceptions in 2019/20 and 2020/21, particularly for iron and lead.

Figure 7-1. NSW Health verification data exceptions (proportion of total samples) July 2018 – June 2021

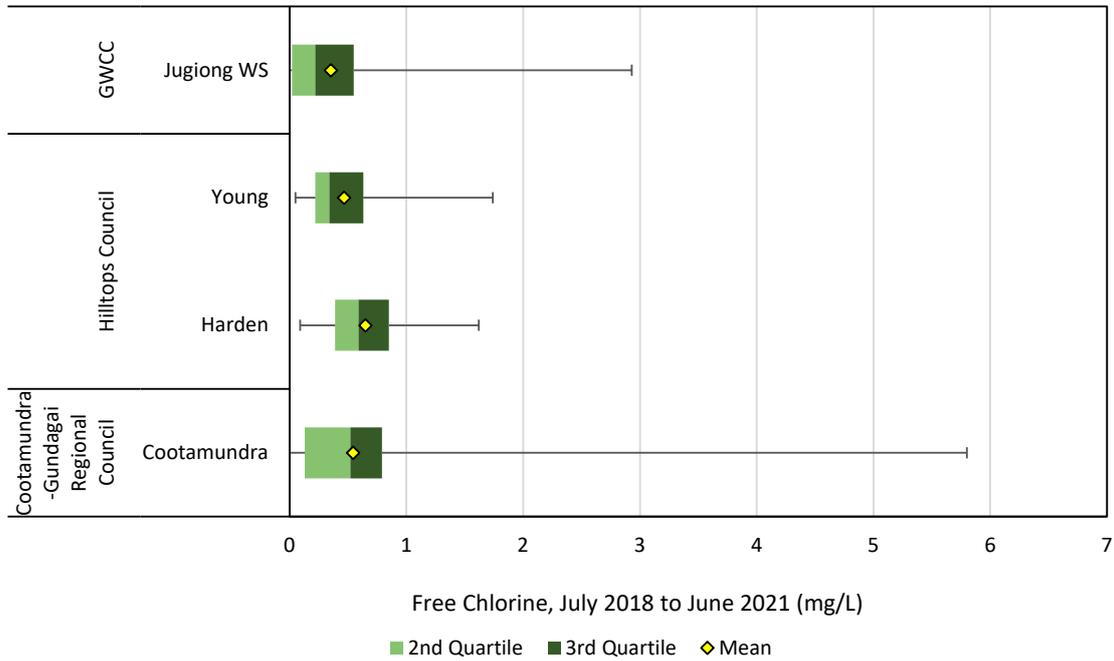


Source: NSW Health Drinking Water Database 2018-2021

Atom Consulting for Goldenfields Water County Council

NSW Health verification data free chlorine results from Jugiong, Young, Harden and Cootamundra between July 2018 to June 2021 have been analysed and presented in a box and whisker plot (Figure 7-2). The systems have similar interquartile ranges and means, with Harden having the highest mean free chlorine value.

Figure 7-2. NSW Health free chlorine verification data



Source: NSW Health Drinking Water Database 2018-2021



8 Water industry skills and capabilities

A summary of key water industry skills and capabilities at each Council is discussed in the following section, with data primarily sourced through the interview held with each Council representative.

8.1 Resourcing

A summary of staff assigned to each council's water supply operations is shown in Table 8-1. Cootamundra-Gundagai Regional Council resourcing numbers include sewer operations. The Manager - Water and Sewer left Hilltops Council during this project and staff resource data for Hilltops Council was unable to be sourced.

All GWCC operational staff are required to hold a Certificate III in Water Operations. Hilltops Council team leader operations and the water and sewer operators and supervisor hold a Certificate III in Water Operations. Cootamundra-Gundagai Regional Council Water and Sewer Supervisor holds a Certificate III in Water Operations (based on 2018 interviews).

Table 8-1. Water operations – number of staff resources

Allocated resource	GWCC	Hilltops Council ^{1 2}	Cootamundra-Gundagai Regional Council ¹
Engineering	Engineering (9)	Water and Sewer Systems Engineer (1) Water and Sewer Engineer (1) Water and Sewer Project Engineer (1)	Asset Manager (1)
Operator	Treatment (4) Distribution (16)	Team Leader Operations (Harden 1, Young 1) Water and sewer operators & labourers (Harden 1, Young 5)	Supervisor water and sewer (Cootamundra 1) Water and Sewer Attendant (Cootamundra 4)
Other	Administration (9) Other (32)	GIS & Assets Technical Officer (1) Water and Sewer Administration Technical Officer (1)	

Note: ¹Includes sewer operations ²Based on 2018 interviews; recent data not able to be sourced

Source: Council interviews

8.2 Technical capabilities

Other technical capabilities that can affect operational efficiency include SCADA and GIS software and processes. GWCC are currently upgrading SCADA across their water supply system and undertaking a development of a microwave link communications network which will improve connection issues, allow more data to be transferred and improve speeds.

During the interviews Cootamundra-Gundagai Council noted that the Cootamundra reservoir telemetry was not working. There is a program of works to install a new SCADA system in Cootamundra that is expected to be delivered in 2022. It was noted that the accuracy of GIS data for Cootamundra varied, with no formal data standard.

We were unable to schedule an interview with Hilltops Council. In 2018 we reported that Hilltops Council utilises MapInfo and reported varying levels of accuracy of data in GIS across assets and no formal information standard.

9 Other issues impacting efficiency

9.1 Backflow prevention

GWCC have a backflow prevention policy in place. In 2016, a review found that a number of existing customers were non-compliant with their backflow prevention policy. To ensure compliance with the policy GWCC took a proactive approach to take over ownership of all high-risk backflow prevention devices. In 2017/18 GWCC established a Rural Backflow Prevention tender and engaged a panel of licenced plumbers with certified backflow accreditation to undertake the installation of a backflow prevention devices in accordance with the GWCC Backflow Prevention Policy. GWCC has undertaken an audit of all of the 2,200 non-residential rural connections and installed backflow prevention devices. All of these sites are listed on a Backflow Prevention database.

Cootamundra-Gundagai Regional Council advised that backflow prevention is managed in accordance with AS3500 but there is no formal policy publicly available.

During the 2018 interview with Hilltops Council, it was noted that they have a backflow prevention policy in place, with limited progression since implementation.

9.2 System optimisation

Agreements between GWCC and its constituent councils are out of date and previously only specified the quantity of water that would be supplied and did not consider water quality. The handover component of the service level agreements between GWCC, Hilltops Council and Cootamundra-Gundagai Regional Council was workshopped as part of a project supported by NSW Health. The project also included a workshop to carry out desktop incident scenario testing and development of incident communications protocols. GWCC has since drafted service level agreements which are still being finalised.

9.3 Minor customers

A number of issues have been noted with minor consumers and island assets associated with backflow risk, ownership and maintenance responsibilities. For example, minor consumers on the Wallendbeen line were identified as presenting a backflow risk with unclear maintenance responsibilities. During the interviews, GWCC advised that these customers would be included in the service level agreements that are currently being finalised.

9.4 Regulator feedback

Requests were submitted to both NSW Health and NSW Department of Industry for feedback on this efficiency review. Neither agency responded.

10 Discussion

Data collected as part of this review has been compiled and presented for comparison. An analysis of the pricing structure across the organisations showed that GWCC has the lowest typical annual residential bill (usage and access charges combined) and Hilltops Council the highest.

GWCC reported a decline in demand in 2020/21 due to the wetter than usual conditions. This led to issues with water age and an increase in low free chlorine results. The decreased demand contributed to the low net operating result per connection recorded in 2020/21.

GWCC has made significant progress in backflow prevention, having audited and installed backflow prevention devices on all non-residential rural connections.

Cootamundra-Gundagai Regional Council is working to improve the distribution system in Cootamundra through the mains renewal program and SCADA update in 2022. These works have led to a decrease in customer complaints, but high iron in 2020/21 was still an issue.

Hilltops Council was unavailable to be interviewed for this review. A combination of the information from the 2018 review and publicly available data was instead utilised.

From the analysis of the financial data, GWCC had both the highest income and the highest expenses. In 2019/20, GWCC and Hilltops Council had similar net operating results. GWCC has seen a decline in their net operating results due to reduced water demand. In 2018/19 and 2019/20 Cootamundra-Gundagai Regional Council had a negative net operating result, Council advised this was due to the mains renewal work undertaken.

Issues noted with minor consumers and island assets associated with backflow risk, ownership and maintenance responsibilities and planned to be addressed in the service level agreements that are currently being finalised.

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Efficiency Review

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GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

DISCLOSURES BY COUNCILLORS AND DESIGNATED PERSONS' RETURN

Report prepared by General Manager

COUNCIL OFFICER RECOMMENDATION

That Council note the tabling of the Disclosures by Councillors and Designated Persons' Return described within the report.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

07 Efficient Operations

BACKGROUND

Under section 6.21 of Goldenfields' Code of Conduct, councillors and designated persons must make and lodge with the general manager a return disclosing the councillor's or designated person's interests as specified in schedule 1 of the code within 3 months of the following:

- a) becoming a councillor or designated person, and*
- b) 30 June of each year, and*
- c) the councillor or designated person becoming aware of an interest they are required to disclose under schedule 1 that has not been previously disclosed in a return lodged under paragraphs (a) or (b).*

REPORT

All Councillors have now lodged a Disclosure Return with the General Manager under paragraph (a).

The returns are now tabled as per item 6.26 of Goldenfields' Code of Conduct.

Information contained in returns made and lodged under clause 6.21 is to be made publicly available in accordance with the requirements of the Government Information (Public Access) Act 2009, the Government Information (Public Access) Regulation 2009 and any guidelines issued by the Information Commissioner.

Councillors and staff are reminded that it is imperative their honesty and transparency is maintained at all times. A pecuniary interest return may be lodged at any time during the year should circumstances deem it necessary.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: Nil

TABLED ITEMS: Councillors Disclosure of Interest Returns

GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

DELIVERY PROGRAM PROGRESS REPORT – JULY TO DECEMBER 2021

Report prepared by General Manager

COUNCIL OFFICER RECOMMENDATION

That Council's July to December 2021 Delivery Program Progress Report be received and noted.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

07 Efficient Operations

BACKGROUND

Section 404 of the Local Government Act 1993 - *Delivery Program*, stipulates that regular progress reports (at least 6 monthly) be provided to Council to report on progress toward the principal activities detailed in the Delivery Program.

REPORT

Council's July to December 2021 Delivery Program Progress Report has been created, measuring the organisations progress toward the Delivery Program. The report is attached for Council's information.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: Delivery Program Progress Report July to December 2021

TABLED ITEMS: Nil



DELIVERY PROGRAM PROGRESS UPDATE

July – December 2021



Contents

SECTION 1:

INTRODUCTION

1.1 Progress Report Explained	3
1.2 Profile	4
1.3 Mission, Vision and Values	5
1.4 Strategic Priorities	6

SECTION 2:

PROGRESS REPORT	7
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Progress Report Explained

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

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

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

This current progress report is for the period from July through to December 2017, which covers the first six months of Goldenfields Water's Delivery Program for 2017–2021.

This current progress report is for the period from July through to December 2021, which covers the first six months of Goldenfields 2021/2022 Operational Plan, derived from Goldenfields Delivery Program for 2017-2022.

The detailed progress report in Section 2 uses the icons below to show the status of each project, program or action. A comment is also provided about the specific progress made so far in completing each project, program or action.



Green – Completed



Blue – Progressing



Red – Not yet started



Profile

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

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

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

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

Goldenfields Water's seven constituent councils are:

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

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

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

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



Mission Statement

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

Vision

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

Values

Integrity

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

Trust

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

Respect

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

Teamwork

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

Continuous Improvement

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



Strategic Priorities

This progress report is categorised in-line with the nine strategic priorities established by Goldenfields Water’s long-term Business Activity Strategic Plan and the strategic objectives and strategies outlined in its 2017–2022 Delivery Program to achieve those priorities.

Strategic Priority 01: Excellence in Service Provision

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

Strategic Priority 02: Maximising Regional Water Supply

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

Strategic Priority 03: Strategic Water Management

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

Strategic Priority 04: Best Practice Pricing

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

Strategic Priority 05: Proactive Customer Relations

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

Strategic Priority 06: Environmental Protection and Sustainability

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

Strategic Priority 07: Efficient Operations

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

Strategic Priority 08: Highly Skilled and Energetic Workforce

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

Strategic Priority 09: Financially Sustainable

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

DELIVERY PROGRAM PROGRESS REPORT July – December 2021

The following is Goldenfields Water's detailed report on its progress towards achieving the strategic objectives and implementing the strategies in its Delivery Program during the period July–December 2021. Progress is reported under Goldenfields Water's nine strategic priorities.



1: Excellence in service provision

1.2: Provide a reliable and quality drinking water supply

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.1.1	Maintain and Review the Drinking Water Management System	Complete DWMS Annual Report	Production & Services Manager		50%	Council have developed and maintain a DWMS. The system is reviewed annually for its effectiveness in managing Councils water quality obligations in relation to the Australian Drinking Water Guidelines. An annual review is undertaken and reported to the Council every October/December Council meeting.

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
1.2.2.3	Commence and complete Talbingo Lane Junee pipeline replacement of approximately 10km.	Commence and complete Talbingo Lane Junee pipeline replacement of approximately 10km.	Operations Manager		0%	Council is awaiting landholder agreements regarding the pipeline route
1.2.2.3	Commence and complete urban pipeline renewal at Beach and Pretoria Street Junee.	Commence and complete urban pipeline renewal at Beach and Pretoria Street Junee.	Operations Manager		0%	This construction project is due to start May/June 2022



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.2.3	Commence Thanowring Road pipeline replacement.	Commence Thanowring Rd Pipeline Replacement	Operations Manager		5%	Construction of Thanowring rd pipeline commenced in December 2021
1.2.2.3	Complete and Commission Mandamah pipeline construction Stage 3, and commence Stage 4.	Complete and Commission Mandamah pipeline construction Stage 3, and commence Stage 4.	Operations Manager		100%	Completed and commissioned Mandamah Pipeline Construction on 12th December 2021 8 months ahead of schedule and under budget
1.2.2.3	Installation of an organisational wide microwave communication system for SCADA is complete	Installation of an organisational wide microwave communication system for SCADA is complete	Production & Services Manager		100%	Council has designed and commenced the roll out of a new Microwave communications network. Phase 1 with a total of 9 sites was to be completed within the 2021/22 financial year which is now complete. Phase 2 will commence with an additional 10 sites to be completed within the 2022/23 financial year.
1.2.2.3	Jugiong No1 High Voltage Upgrade - Detailed design contract to be completed.	Jugiong No1 High Voltage Upgrade - Detailed design contract to be completed.	Production & Services Manager		50%	Tenders have been awarded for the design and construction of the Civil and Hardware contracts for the project. Council will look to resolve an electrical design contractor at its February Council meeting. Designs are expected to be completed by end of financial year.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.2.3	Jugiong Programmable Logic Controller (PLC) is completed.	Jugiong Programmable Logic Controller (PLC) is completed.	Production & Services Manager		40%	Project is progressing, however is behind schedule noting additional pneumatic valve controls required for the water treatment plants filter system. Delay has occurred due to additional design, manufacturing and supply of new control valves.
1.2.2.3	Oura High Voltage Upgrade - Civil Construction is complete and commissioned	Oura High Voltage Upgrade - Civil Construction is complete and commissioned	Production & Services Manager		100%	Civil construction works have been completed with Practical Completion being granted to Gongues Construction in November 2021.
1.2.2.3	Plan for a new workshop facility to support Urban Reticulation renewals as per Capital Works forecast.	Detailed design completed for proposed new workshop	General Manager		25%	Quotations are being sought for design services for workshop design.
1.2.2.4	Valve maintenance and replacement will be completed by October 2021.	Achieve greater than 85% of program	Operations Manager		100%	Completed inspection/maintenance of approx 9001 valves (hydrants, stop valves, air valves, scour valves)



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.4.1	Utilise issues register and burst data to determine renewals program.	Achieve 90% of mains renewals budget	Engineering Manager		45%	5 year list of pipeline renewals has been developed based on burst data and information from the issues register.
1.2.4.3	Implement the water main renewal program for 21/22	Achieve 85% of mains renewals budget	Engineering Manager		45%	To date 42% of mains renewal budget expended
1.2.4.4	Continue with Mandamah water main extension program	Achieve greater than 85% of 30km of mains installation.	Engineering Manager		100%	Mandamah construction has been completed under budget and ahead of schedule. Stage 4 will be live once the upgrade of Thanowring road has been completed.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.8.1	Progressively replace all SCADA across to ClearSCADA	Progressively replace all SCADA across to ClearSCADA	Production & Services Manager		50%	Council has completed a majority of its SCADA upgrade system. All further upgrades will be undertaken as part of Councils asset renewal program or new capital works program.



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	Air, Scour and Stop Valves and Hydrants are reviewed and replaced as required in Temora, Wyalong and Ungarie. Junee, Coolamon and Ganmain are reviewed for future replacement.	Air, Scour and Stop Valves and Hydrants are reviewed and replaced as required in Temora, Wyalong and Ungarie. Junee, Coolamon and Ganmain are reviewed for future replacement.	Operations Manager		55%	Progressing on schedule

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.12.1	Replace aged water quality instrumentation where required.	Replace aged water quality instrumentation where required.	Production & Services Manager		50%	GWCC staff progressively renew water quality instrumentation when and where required. There is no planned renewal site to be completed this financial year.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.13.1	Regularly update and publish information on Goldenfields website relating to major projects, water outages, meeting minutes, billing, recent announcements and staffing updates.	Our website is regularly updated with relevant and timely information.	Community Engagement Officer		50%	Website is updated weekly with all relevant information.
1.2.13.2	Proactively provide project specific information to relevant stakeholders as required and respond to any stakeholder requests in a timely manner.	Accurate and relevant information is provided to stakeholders in a timely manner.	General Manager		50%	Goldenfields stakeholders are provided relevant information through quarterly customer newsletters, website updates, media and social media engagement. Stakeholder requests are responded to in line with the customer service charter
1.2.13.4	Prepare statutory financial reports within required timeframes - including Quarterly Budget Reviews, Annual Financial Statements.	Quarterly Budget Reviews presented at the Council meeting following quarter end. Annual Financial Statements submitted to Office of Local Government by statutory due date.	Corporate Services Manager		50%	2020/21 financial statements submitted by due date. Quarterly budget reviews prepared and presented by due dates. Audit plan for 2021/22 financial statements has been finalised along with preparation timetable.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.13.5	Notify any non-conformance as required. Complete annual reporting to NSW Public Health, DPIE, and EPA.	Complete DWMS Annual Report, EPA Annual Return and the Annual Benchmark Report. Notify any non-conformances to the relevant Authority as required.	Production & Services Manager		75%	Council has completed its DWMS Annual report and Annual Performance Benchmark Report. The Jugiong Water Treatment Plant Annual Return for its Environmental Protection Licence will be completed in May 2022.

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	Engage with Constituent Councils regularly	General Manager		50%	Goldenfields has engaged with each constituent council as part of the process to develop the next Business Activity Strategic Plan, and specifically each Councils anticipated population and housing growth. Goldenfields and Bland Shire Council worked closely together to successfully obtain funding to support the West Wyalong Water Security Project.



2.2.2: Water supply system constraints are identified

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.2.2.3	Consultant is engaged to complete IWCM Strategy inclusive of hydraulic model and financial plan.	Works are on track for completion in the 2022/23 financial year	Engineering Manager		100%	Consultant has been engaged and delivery is underway with the expectation it will be finalised in the 2022/23 financial year

3: Strategic water management

3.1: Become an industry leader in the water sector

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
3.1.3.1	Complete the Integrated Water Cycle Management Plan	IWCM is adopted	Production & Services Manager		50%	Council has completed and adopted an IWCM 'Issues Paper'. Public Works Advisory has been engaged to undertake the development of the IWCM Strategy. Works are not expected to be completed until late 2022.



4: Best practice pricing

4.2: Levy and collect water charges

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
4.2.1.1	Read at least 97% of meters by automated meter reading network.	Minimum of 97% meters read through AMR network.	Corporate Services Manager	●	50%	AMR meter reading target of 97% being met each billing cycle.
4.2.1.2	Water Accounts issued within 3 weeks of quarter end	Water accounts issued within 3 weeks of quarter end.	Corporate Services Manager	●	50%	Water accounts issued within specified timeframe.



4.3: Deliver a consistent price path

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
4.3.1.1	Determine scheduled fees and charges consistent with the long term financial plan.	LTFP reviewed to determine fees and charges schedule for inclusion in operational plan - maintaining financial sustainability (surplus operating results and cash reserves throughout 10 year plan)	Corporate Services Manager		0%	Future year's budgeting process to be finalised later in year.

5: Proactive customer relations

5.1: Improve customer and community engagement

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.2.1	Goldenfields 3 year community engagement strategy is developed utilising information gathered from the community including the customer survey.	Goldenfields Water 2021-25 Community Engagement Strategy is developed.	Community Engagement Officer		80%	Community Engagement Strategy almost complete ready for February Council meeting.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.4.1	Information regarding water management and sustainable water practices is delivered to our community through a variety of advertising mediums and community activities.	Our community is provided information on water management and sustainable water practices.	Community Engagement Officer		50%	Information provided via ongoing regular social media posts, customer newsletters, and media releases.
5.1.4.2	Educate local students and customers about the region's drinking water supply and water cycle, water efficiency and sustainability, and benefits of choosing tap water. This will be achieved by offering Depth Days to local students, developing a school program targeted at Stage 5 students and actively promoting National Water Week to schools and the community through interactive and engaging sustainable water themed resources.	Goldenfields hosts 'Depth Days', develops Stage 4 educational program and engages with local schools and preschools during Water Week to provide sustainable water themed resources.	Community Engagement Officer		30%	Education for students to occur via - Stage 5 School Depths Days commenced planning for May. Years 7-10 NTC Programs details have been sent to schools to run in March. Promoted national Water Week via social media giveaway. Educating the community about water wise practices and benefits of choosing tap via ongoing social media posts.



5.1.5: Customer Service Experience is enhanced

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.5.1	Customer service initiatives of emailed water accounts, mywater and direct debit payment arrangements are promoted through staff engagement and targeted advertising	The percentage of customers using mywater, direct debit and receiving emailed accounts has increased	Corporate Services Manager		50%	Advertising and promotion for customer service initiatives undertaken on a regular basis through promotions, newsletters and social media.

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
5.2.1.2	Work closely with REROC and the Joint Organisation to improve service efficiency and effectiveness and promote matters of common interest	Goldenfields participates in projects with a joint interest.	General Manager		50%	Goldenfields has engaged with REROC to improve service efficiency by entering into a REROC facilitated contract for the supply of Liquid Alum. This resulted in cost savings and reduced delivery lead times.



5.2.2: We have close relationships with our constituent councils

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.2.2.1	Engage with our Constituent Councils regularly.	We have regularly engaged with our Constituent Councils	General Manager		50%	Goldenfields continued engagement with Constituent Councils, including meeting with each Council to discuss core priorities in relation to their community's water supply expectations in order to develop Goldenfields' Business Activity Strategic Plan.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.2.3.1	Information regarding Goldenfields' current works, major upcoming works, educational programs and general updates are provided through traditional and modern media platforms, including our quarterly customer newsletters, social media platforms, website and media releases.	Goldenfields Customer Newsletter is circulated in January, April, July and October. Information is regularly provided through various media platforms.	Community Engagement Officer		55%	Customer Newsletter posted for July, October and January. Social media & website used to provide ongoing information. Regular media releases provided to news outlets.



6: Environmental protection and sustainability

6.2: Ensure natural resources are used efficiently

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.2.1.4	Maintain an energy usage and cost data base.	Maintain the population of Azility cloud base systems to actively monitor our energy usage and costs.	Production & Services Manager		50%	Council currently maintain systems for monitoring its energy and greenhouse gas production. This system is designed to highlight any anomalies and to provide historical trends of councils energy usage.

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
6.2.2.3	Support the Customer Service Team to provide customers with a seamless and simplified interaction. Promoting digital engagement such as the Goldenfields Water App, direct debit payments and online accounts will be an integral part of enabling simplified interaction.	Customer registration to the Goldenfields App, online accounts and direct debit increases.	Community Engagement Officer		50%	Advertising via social media platforms & print media for the Goldenfields Water App & online accounts. Online forms in the process of being developed to make sign up to direct debits & other requests easier for customers & customer service team.



6.3: Manage the water supply's sustainability and security

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.3.1.1	Actively monitor our raw water source via both hydrological and water quality parameters	Undertake monthly sampling and testing of raw water quality samples. Monitor councils access entitlements to source water and ensure restrictions are utilised when and where required.	Production & Services Manager	●	50%	GWCC staff undertake routine monitoring, sampling and testing of all raw water sources. Additional SCADA monitoring systems have been installed on some groundwater bores to trend levels.



7: Efficient operations

7.1: Improve business efficiency

7.1.1: We have an efficient corporate structure

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.1.1	Goldenfields Corporate structure is reviewed within 12 months of the ordinary election of council to best meet the organisations requirements.	Goldenfields Corporate structure is efficiently aligned to meet organisational requirements, having been reviewed within 12 months of the ordinary election of council.	General Manager	●	0%	Goldenfields corporate structure will be reviewed within 12 months of ordinary council elections in line with the Local Government Act.

7.1.2: Information management is integrated across the organisation

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.2.2	Continually update and improve the Geographic Information System	GIS enhancements are implemented	Engineering Manager	●	50%	Updates have been made to improve accessibility to asset information. Further improvements are underway



7.1.5: Fleet management is optimised

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.5.1	Prepare annual fleet replacement budget and review quarterly.	Prepare annual fleet budget for inclusion in Capital Works Program. Review progress quarterly during Quarterly Budget Reviews.	Corporate Services Manager		50%	Fleet budget monitored during quarterly budget review process. Future year's replacement program to be finalised later in year.

7.3: Reduce exposure to business risks

7.3.1: We take an integrated approach to risk management

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.3.1.3	ARIC function complies with Framework. ARIC Meetings are regularly held. Internal audits are conducted in accordance with Strategic Internal Audit Plan	ARIC is compliant with framework. ARIC meetings are held quarterly. 3 internal audits conducted in financial year.	Corporate Services Manager		50%	ARIC Charter has been reviewed by committee. New guidelines to be released in future. Meetings being held quarterly. Internal audits progressing as planned.



7.3.5: Capital Works Program reduces business risk through prioritisation of critical renewals

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.3.5.1	Implement the capital works program for 2021/22 Financial year	85% of capital works program is completed	Engineering Manager		45%	Capital works program is 45% spent. The program is 90% renewals and includes renewals of critical infrastructure such as high voltage electrical equipment, reservoirs, and pipelines.

7.4: Improve the efficiency of operations in the field

7.4.1: We have an efficient, mobile workforce

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.4.1.2	Rollout O365 across Council to improve availability, lessen demand on infrastructure, workforce collaboraton and mobility	Email service migrated to the cloud. O365 operational for staff. Collaboration tools being utilised as scoped for Council requirements.	Corporate Services Manager		50%	O365 project progressing as planned. Email service migration to cloud finalised. Additional collaboration functionality to be rolled out in second half of year.
7.4.1.4	Investigate, source and implement an electronic timesheet system	System successfully implemented and operationally compliant	Corporate Services Manager		80%	Implementation project has commenced. Indoor staff have commenced use of the program. Outdoor staff scheduled to be onboarded.



8: Highly skilled and energetic workforce

8.1: Improve the management of human resources

8.1.1: Our workforce is motivated, skilled and flexible

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
8.1.1.1	Goldenfields Workforce Management Plan is developed to meet the organisational requirements identified within the four year Delivery Program for 2021/25.	Goldenfields Workforce Management Plan has been developed and adopted by the Board.	HR Coordinator		20%	The draft Workforce Plan will be presented to the Board at the April Council meeting.
8.1.1.2	Provide staff with professional development opportunities that meet organisational future needs	Annual staff development plans completed, training undertaken for identified gaps	HR Coordinator		50%	Staff are provided professional development opportunities in accordance with Training Plan and Education Assistance Policy. Staff Development Plans due to be undertaken in March 2022 to assist in determining gaps.
8.1.1.3	An annual staff survey is undertaken to identify areas that are going well, areas that could be improved and how staff are best supported to effectively perform their roles.	Annual staff survey is undertaken and results considered to enhance organisational functions.	HR Coordinator		0%	NA - At the April 2021 Council meeting, the Board resolved to complete employee surveys every two (2) years. The next employee survey is due to be completed in 2022.



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	Long Term Financial Plan updated annually	The LTFP has been reviewed annually in conjunction with Operational Plan Preparation	Corporate Services Manager		0%	Future year's budgeting process to be finalised later in year.
9.1.1.5	Total Asset Management Plan and Financial Plan is developed as part of IWCM	Documents completed by June 2022	Engineering Manager		50%	Draft Asset Management strategy is being developed for adoption with IP&R. Consultant engaged to complete IWCM strategy including Total Asset Management Plan

GOLDENFIELDS WATER COUNTY COUNCIL – FEBRUARY 2022

BUSINESS ACTIVITY STRATEGIC PLAN

Report prepared by interim Engineering Projects Officer

COUNCIL OFFICER RECOMMENDATION

That Council endorses the Business Activity Strategic Plan and place the plan on public exhibition for 28 days.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

01 Excellence in Service Provision

BACKGROUND

In accordance with Section 402 of the Local Government Act 1993 and Section 219 of the Local Government (General) Regulation 2021, Goldenfields Water County Council is required to have a Business Activity Strategic Plan (BASP) that identifies the main priorities for the Council for a period of at least 10 years from endorsement.

REPORT

In accordance with the legislative requirements the Business Activity Strategic Plan 2022 to 2032 is presented for Council's consideration.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: Draft - 2022 – 2032 Business Activity Strategic Plan.

TABLED ITEMS: Nil



BUSINESS ACTIVITY STRATEGIC PLAN

2022-2032



INTRODUCTION

PROFILE

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

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

Its seven constituent councils are:

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

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

It also supplies:

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

Goldenfields Water's supply system sources its water from Jugiong, Oura, Mt Arthur, Mt Daylight and Hylands Bridge. Overall, the supply system – including water mains, pump stations and treatment plants – covers around 22,000 square kilometres and services over 45,000 people and includes more than 2400 kilometres of water main.



MISSION & VISION

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.

OUR VALUES

INTEGRITY



- We act in the best interest of the communities we serve.
- We promote equality and apply rules consistently.
- We are honest, ethical and take ownership of our actions by learning from our mistakes.

TRUST



- We rely on each other to work towards success.
- We support open discussions and are transparent in the process of making decisions.
- We value each other and empower one another to succeed.

RESPECT



- We listen, consider and value the views of others.
- We treat others with courtesy, empathy, professionalism politeness, and kindness.
- We recognise the contributions of all staff.

TEAMWORK



- We work collaboratively and support each other to achieve our goals.
- We communicate openly and positively.
- We build strong teams who are proactive, share their knowledge, skills, and experience.

CONTINUOUS IMPROVEMENT



- We actively monitor and review our operations.
- We are open and acknowledge our shortfalls.
- We make ourselves accountable and share ideas to develop better ways of doing things.

IP&R FRAMEWORK

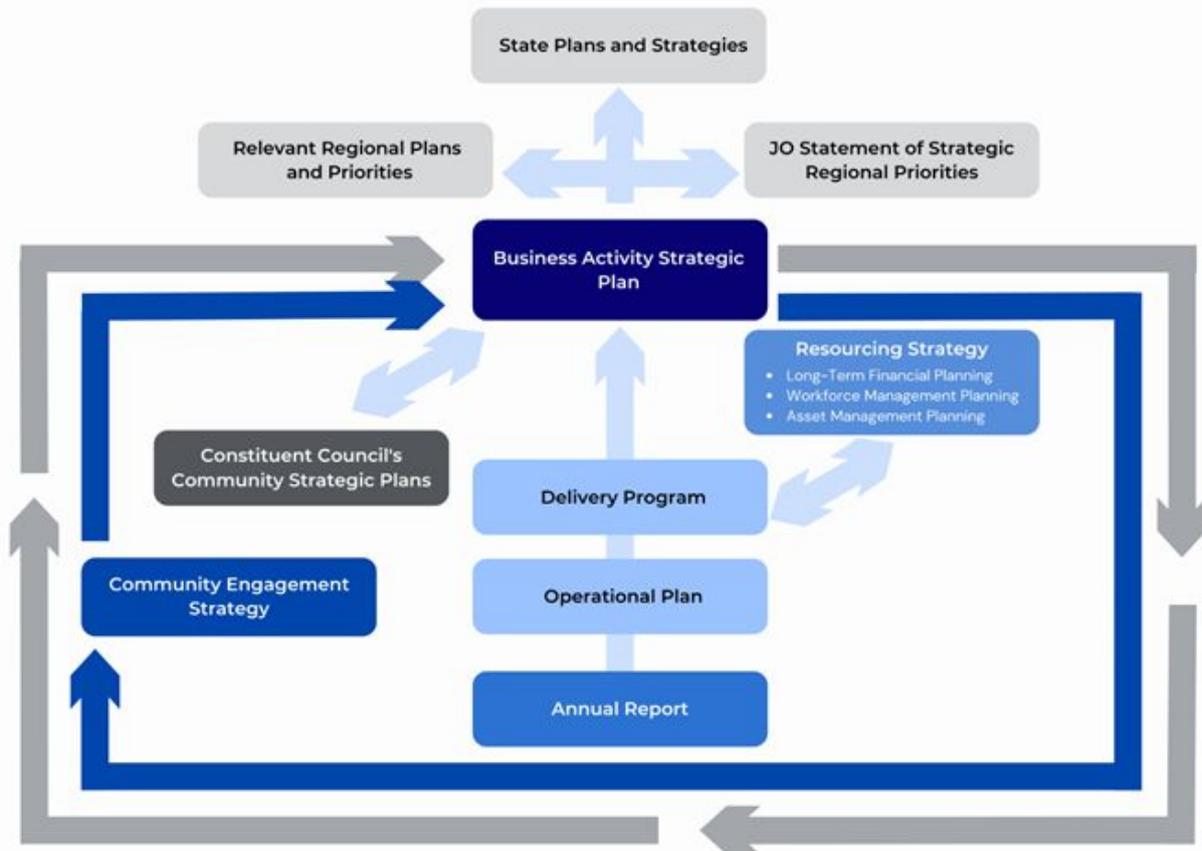
As a NSW county council, the Integrated Planning and Reporting framework for NSW local Government applies to Goldenfields Water.

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

The BASP:

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

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



ADDITIONAL IP&R DOCUMENTS

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

COMMUNITY STRATEGIC PLAN

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

RESOURCING STRATEGY

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

DELIVERY PROGRAM

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

OPERATIONAL PLAN

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

PROGRESS REPORT

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

ANNUAL REPORT

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

CONSTITUENT COUNCIL PRIORITIES

As required, Goldenfields Water's BASP has been developed with due regard to priorities of its constituent councils.

Following consultation between Goldenfields water and its constituent councils, the following general themes were highlights from their preliminary work and community engagement as part of the development of their new BASP suite.

CONSTITUENT COUNCIL	PRIORITIES	PRIORITIES THAT CONNECT US
Bland Shire Council	<ul style="list-style-type: none"> Rectification of low pressure in parts of West Wyalong Future water security to accommodate projected growth 	Priority 1 High Quality, Secure and Efficient Water Supplies
Coolamon Shire Council	<ul style="list-style-type: none"> Critical water infrastructure to support expected significant growth 	Priority 1 High Quality, Secure and Efficient Water Supplies
Cootamundra – Gundagai Regional Council	<ul style="list-style-type: none"> Increased population due to new abattoir and Inland Rail Nangus Water Supply 	Priority 1 High Quality, Secure and Efficient Water Supplies
Hilltops Council	<ul style="list-style-type: none"> Boorowa Water Security Potential future development and associated increase in water demand 	Priority 1 High Quality, Secure and Efficient Water Supplies
Junee Shire Council	<ul style="list-style-type: none"> Pressure improvements to new development growth areas 	Priority 1 High Quality, Secure and Efficient Water Supplies
Temora Shire Council	<ul style="list-style-type: none"> Water availability for predicted residential growth 	Priority 1 High Quality, Secure and Efficient Water Supplies
Narrandera Shire Council	<ul style="list-style-type: none"> Increased water usage in Barellan due to mains sewer connection Potential increased industrial usage 	Priority 1 High Quality, Secure and Efficient Water Supplies



PLANNING PRINCIPLES

The BASP is based on the guiding principles of social justice and sustainability.

SOCIAL JUSTICE PRINCIPLES

EQUITY



There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

ACCESS



Everyone should have fair access to services, resources, and opportunities to improve their quality of life.

PARTICIPATION



Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

RIGHTS



Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

SUSTAINABILITY PRINCIPLES

SOCIAL



Infrastructure and policies should improve quality of life, access and well-being to create an inclusive and society.

ECONOMIC



Infrastructure and policies should grow productivity, the Australian economy and allow equitable access to economic and growth opportunities, while efficiently using financial resources.

ENVIRONMENTAL



Infrastructure and policies should protect environmental outcomes by reducing pollution, balancing resource consumption, conserving natural ecosystems and resources, and supporting climate mitigation and adaptation.

GOVERNANCE



Infrastructure and policies should build trust in governance and institutions through transparent, accountable, and inclusive decision making.



BUSINESS ACTIVITY PRIORITIES

Main business activity priorities, strategic objectives, and strategies.

Priority 1 High Quality, Secure & Efficient Water Supplies

CSP No	Strategic Outcome
1.1	Potable Water Supplies Meet Australian Drinking Water Guidelines and Public Health requirements
1.2	Future Growth is planned for and managed
1.3	Water Supply is reliable and efficient
1.4	Our Assets are managed & renewed in accordance with Council's Asset management systems

Performance measures:

- Water supplies available for future growth
- Compliance with Australian drinking water standards
- Drinking water management system reviewed
- Planned and unplanned outages managed and public notifications
- Asset management system developed, monitored and utilised to inform capital works program
- Maintenance management system developed and implemented
- Network extensions assessed utilising feasibility modelling and business case analysis.
- NSW Best practice Management Framework implemented and utilised to inform pricing and developer charging regimes
- Annual consumption usage trends monitored
- Project completion timeframes and budgets

Priority 2 Customer Service Focus

CSP No	Strategic Outcome
2.1	Well trained highly motivated workforce
2.2	Safe healthy and risk managed working environment exists for staff and the community
2.3	Community satisfaction is built and maintained through provision of services and information
2.4	Financial Management
2.5	Improving Performance and Managing Risk
2.6	Regional collaboration

Performance Measures:

- WHS Statistics
- Staff training
- Employee turnover
- Customer complaints trends and responsiveness

- Customer satisfaction surveys
- Fees and charges equitable across the region developed according to Best practice
- Membership RivJO
- Efficient organisation structure

Priority 3 A Healthy Natural Environment

CSP No	Strategic Outcome
3.1	Energy costs and usage are monitored and reduced through utilisation of alternative technologies and system innovations
3.2	Environmentally adverse consequences are minimised from operations including water extraction, capital works and day to day operations
3.3	Potential effect of climate change on water supply is identified, planned, and managed
3.4	Water is used wisely with system losses minimised and accounted for

Performance Measures:

- Water leakage monitoring / reduction
- Energy use and costs monitoring / reduction
- Drought management plan
- Environmental initiatives/ compliance

QUADRUPLE BOTTOM LINE

The BASP needs to adequately address Social, Environmental, Economic and Civic Leadership.

The following table shows the relationship of the strategic priorities to the quadruple bottom line framework.

Future Direction	Social	Environmental	Economic	Civic Leadership
Priority 1 High Quality, Secure and Efficient Water Supplies	X		X	
Priority 2 Customer Service Focus	X		X	X
Priority 3 A Healthy Natural Environment		X		X

STATE & REGIONAL PLANS

This Plan has been prepared considering the broader State & Regional Strategic Plans.

RELATED DOCUMENT	PRIORITIES	PRIORITIES THAT CONNECT US
NSW 2021 Strategies	<ul style="list-style-type: none"> • Rebuild the economy • Return Quality Services • Renovate Infrastructure • Strengthen our Local Environment & communities • Restore accountability to Government 	<ul style="list-style-type: none"> • Priority 1 High Quality, Secure and Efficient Water Supplies • Priority 3 A Healthy Natural Environment • Priority 2 Customer Service Focus
State Infrastructure Strategy 2018-2038	<ul style="list-style-type: none"> • Ensure water supply & wastewater treatment to enable industry & population growth • Support the growth, productivity, & liveability of metro & regional communities by ensuring that water security, quality & wastewater services protect public health & the environment 	<ul style="list-style-type: none"> • Priority 1 High Quality, Secure and Efficient Water Supplies
NSW Water Strategy	<ul style="list-style-type: none"> • Priority 5 Support economic growth & resilient industries within a capped system • Priority 6 Support resilient, prosperous & liveable towns • Priority 7 Enable a future-focused, capable & innovative water sector 	<ul style="list-style-type: none"> • Priority 1 High Quality, Secure and Efficient Water Supplies
Riverina Murray Regional Plan	<ul style="list-style-type: none"> • Direction 10 Sustainably managed water resources for economic opportunity • Direction 21 Align & protect utility infrastructure investment 	<ul style="list-style-type: none"> • Priority 1 High Quality, Secure and Efficient Water Supplies
Net Zero Plan Stage 1		<ul style="list-style-type: none"> • Priority 3 A Healthy Natural Environment
Riverina Joint Organisation Strategic Priorities	<ul style="list-style-type: none"> • Support planning for upgrades to water & sewer infrastructure to meet identified future demand 	<ul style="list-style-type: none"> • Priority 1 High Quality, Secure and Efficient Water Supplies

Version: DRAFT
Created: 03.02.2022
Review Year: 2022
Adopted: TBC



NEXT MEETING

The next ordinary meeting of Council is scheduled to be held on Thursday 28 April 2022
10.00am

CLOSE OF BUSINESS

There being no further business requiring the attention of Council the meeting may be declared closed.