



Goldenfields Water

ANNUAL REPORT

2017 - 2018

INTEGRITY • TRUST • RESPECT • TEAMWORK • CONTINUOUS IMPROVEMENT



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Vision

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



Mission

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.

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.



Chairperson's message

It has been my pleasure to hold the position of Chairperson of Goldenfields Water for the past 12 months. While the role has brought with it many challenges, overwhelmingly solutions to these challenges have been found and there has been a strong sense of Goldenfields Water constantly moving forward.

During this time Goldenfields Water has had three General Managers take the reigns. Each of these General Managers have brought to Goldenfields their own unique skill set, strengths and qualities, and working alongside each of these professionals has been rewarding. Despite the varying methods of delivery, each one has strived toward the vision of Goldenfields Water - to be innovative leaders in the supply and distribution of water through regional efficiency, technical excellence and customer service.

We all recognise ever increasing costs and issues which impact operational costs. While these present significant challenges, I am confident that positive outcomes will be implemented.

Goldenfields Water has adopted and commenced implementation of its first Community Engagement Strategy. The strategy is a vital part of the direction Goldenfields is taking to become a water industry leader focused on the communities we are entrusted to serve.

The hard work of Goldenfields Waters' construction team has resulted in stage one of the long awaited Mandamah Scheme begin to take shape. This is a huge undertaking that will be delivered in four stages over 5 years.

This includes 180km of water mains along with the associated infrastructure of reservoirs and pump stations. The construction team have completed 30km of the water mains, and construction has commenced on two reservoirs with the capacity to store half a million litres of water each.

Goldenfields Water has continued to pursue technical excellence and customer service with MyH2O – the free online service that gives customers the ability to monitor their own water usage. I am very pleased that Goldenfields will now take MyH2O mobile after securing an Australian Government's Smart cities and Suburbs grant to assist in developing the new MyH2O smart phone app.

I extend my gratitude to my fellow Board members and the Goldenfields Water Leadership Team whose foresight, knowledge and guidance over the last 12 months has been invaluable. In addition a sincere thank you to our constituent councils and the community for their continued support of Goldenfields Water and their trust that we will lead them into the future with a continued secure water supply.

Dennis Palmer
Chairperson
Goldenfields Water





General Manager's message

I am extremely pleased to join the Goldenfields Water family and commitment to continuing the work commenced by the outgoing General Manager, Phillip Rudd.

In July 2017, Goldenfields Water started work on our new Delivery Program's key priorities of protecting and enhancing water quality as well as renewing ageing infrastructure.

We continued with our investment in programs to assure the quality of our water from the natural catchments where it is sourced through to our customers' taps. Providing the community with water that meets or exceeds the Australian Drinking Water Guidelines is one of our major Delivery Program commitments. This includes work to improve the aesthetics of our water supply, especially with regards to discoloured water in the area of Coolamon.

We also set about significantly increasing the renewal of key water supply infrastructure including treatment plants, pump stations, pipelines, bores and other vital equipment. This work aims to boost the reliability of the water services customers depend on today as well as meet future performance and capacity demands.

The implementation of our Community Engagement Strategy coincided with the release of our social media campaign, including the use of Facebook, Twitter and Instagram. This has significantly increased our ability to directly engage with our community.

Some of the key results and highlights for the 2017/18 financial year include:

- Development and implementation of the Drinking Water Quality Management System.
- Implementation of the Audit, Risk and Improvement Committee.
- Commencement of stage one of the Mandamah Water Scheme. This included the first 30km of the projected 180 km of water mains.
- Implementation of the CIVICA enterprise resource planning system.
- Improvements to geographic information system with the implementation of the IntraMaps GIS system.
- Implementation of an electronic document management system.
- The introduction of the MyH2O web portal, with commencement of development of a dedicated Mobile App to support the program.

The success of Goldenfields Water in the provision of high quality drinking water to our community is due to the tireless efforts of all staff and I thank them for their ongoing efforts.

Darryl Hancock
General Manager
Goldenfields Water





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 purification process at either of its 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 non-potable water (untreated water for non-drinking purposes) directly to 250 properties as well as water in bulk to Riverina Water County Council.



The Board

The Goldenfields Water Board is the governing body responsible for managing the affairs of Goldenfields Water County Council.

Goldenfields Water's constituent councils elect the Board members from among their councillors. The Board is currently comprised of eight members – one elected from six on the constituent councils and two elected from Hilltops Council.

Ordinary meetings of the Board are currently held six times a year (on the fourth Thursday of every second month). Meetings of a county council are subject to the requirements of the Local Government Act 1993 (NSW).

The Board elects a chairperson from amongst its members. The chairperson holds office for one year and is responsible for presiding at Board meetings as well as exercising other functions of the county council as the Board determines. The Board also elects a deputy chairperson.





Annual 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, a four-year Delivery Program as well as an annual Operational Plan. These documents are supported by the Resourcing Strategy, which comprises a Long Term Financial Plan, Workforce Management Plan and an Asset Management Plan.

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. It also needs to report on the effectiveness of the principal activities Goldenfields Water has undertaken to achieve the objectives in the Business Activity Strategic Plan. These details can be found in Section 2: Delivery Program Progress of this Annual Report.

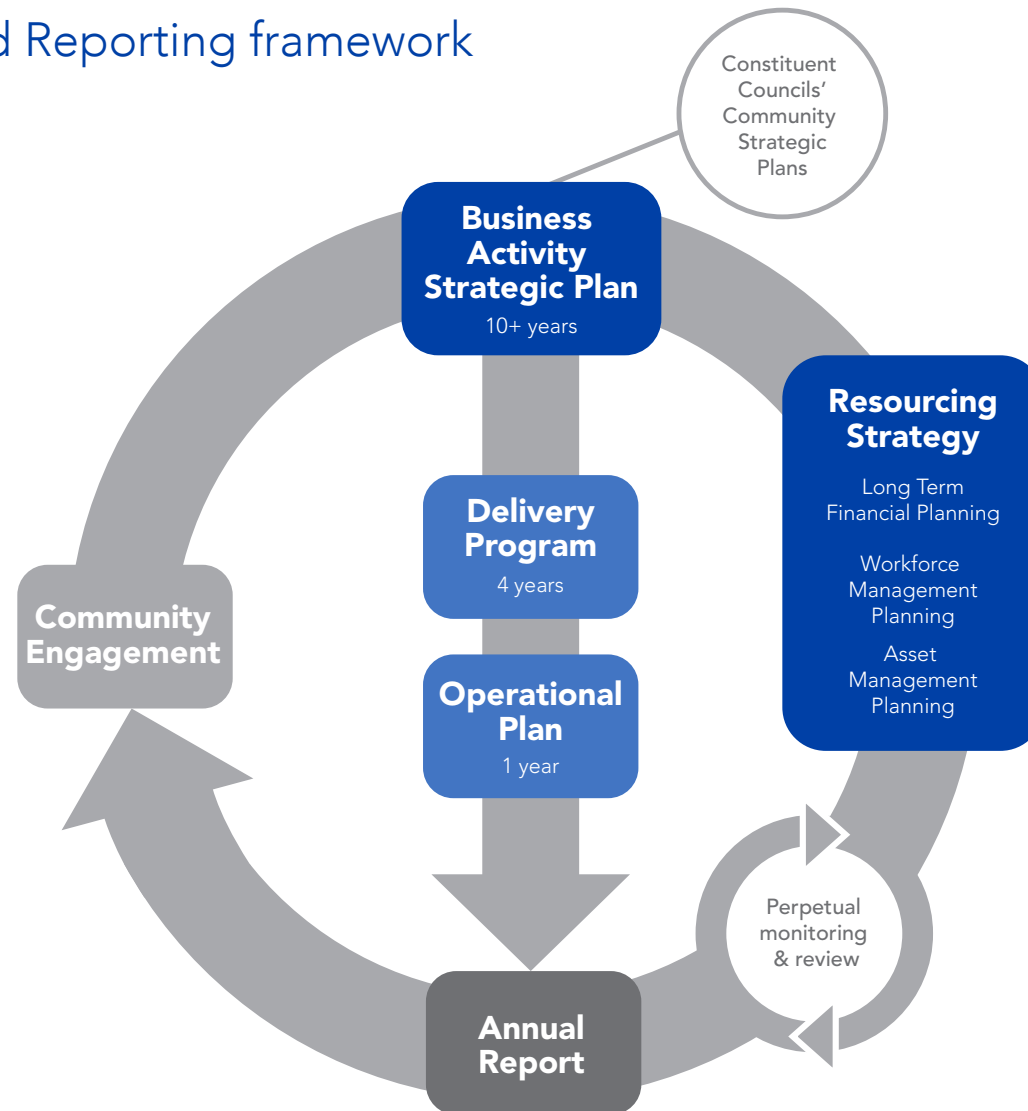
Goldenfields Water's Annual Report must also include financial, asset and other information that is prescribed by the Local Government (General) Regulation 2005 (NSW) and the Integrated Planning and Reporting Guidelines. This information aims to help community members understand how Goldenfields Water has been performing both as a service provider and

a community leader. It can be found in Section 3: Statutory Reporting of this Annual Report.

Goldenfields Water is also required to include a copy of its audited financial reports. These are reported separately in Schedule A: Financial Statements of this Annual Report.



Integrated Planning and Reporting framework



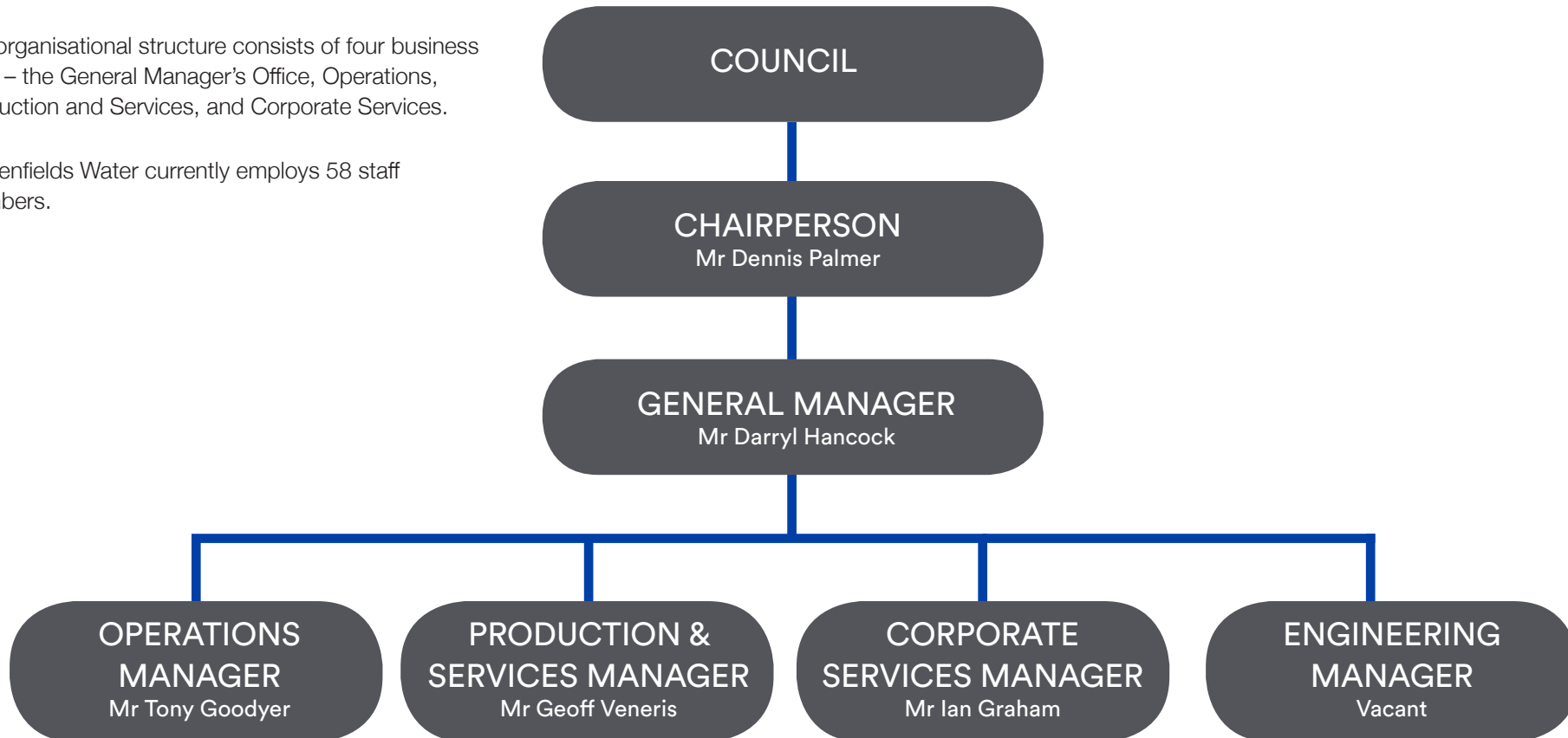


Organisational Structure

Goldenfields Water's organisational structure operates under the direction of its Board. The Board must appoint a General Manager to lead Goldenfields Water's day-to-day operations.

The organisational structure consists of four business units – the General Manager's Office, Operations, Production and Services, and Corporate Services.

Goldenfields Water currently employs 58 staff members.





DELIVERY PROGRAM PROGRESS 2017 - 2021

Reporting on Progress

Under the Integrated Planning and Reporting framework, the main focus of the Annual Report is Goldenfields Water's progress in implementing its four-year Delivery Program and annual Operational Plan.

This section contains the report on Goldenfields Water's Delivery Program progress for 2017/18.

It is categorised in-line with the nine strategic priorities established by its long-term Business Activity Strategic Plan and the strategic objectives, strategies and actions outlined in its 2017/21 Delivery Program and 2017/18 Operational Plan to achieve those priorities.



Green – Complete



Blue – Progressing



Red – Not yet started



Objective 1

Excellence in service provision

OBJECTIVE 1 - EXCELLENCE IN SERVICE PROVISION						
1.2: PROVIDE A RELIABLE AND QUALITY DRINKING WATER SUPPLY						
Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comment
1.2.1: Water quality meets or exceeds the Australian Drinking Water Guidelines						
1.2.1.1	Develop and implement a water quality management plan	Water quality management plan developed and implemented	Production & Services Manager		100%	Drinking Water Management System has been completed, adopted by the Board on 22 February 2018. Implementation has commenced.
1.2.2: Assets are managed strategically, across whole of life to improve delivery of services and financial management						
1.2.2.1	Annually review asset performance data	Asset renewals are reprioritised based on performance data	Engineering Manager		40%	A risk based prioritisation framework based on asset performance data and in accordance with ISO 55000 is being developed.
1.2.2.2	Revise Asset Management Plan	Asset Management Plan adopted	Engineering Manager		75%	Draft Asset Management Procedure to be finalised and adopted.
1.2.2.3	Update Capital Works Program	Achieve greater than 85% of the program	Operations Manager		100%	The Capital Works Plan associated with the mains renewal program has been delivered in accordance with the revised schedule.



OBJECTIVE 1 - EXCELLENCE IN SERVICE PROVISION

1.2.2.4	Undertake maintenance program	Achieve greater than 85% of program	Operations Manager		60%	Asset management programs have been based on reactive maintenance. This has resulted in limited preventative maintenance being undertaken.
1.2.2.5	Strategic review of water treatment facilities	30 Year strategic review completed at all water treatment facilities Production & Services Manager	Production & Services Manager		50%	Oura Strategic Management Plan is nearing draft stage for review.
1.2.2.6	Undertake valuation of assets	Valuation completed and asset register updated	Engineering Manager		100%	The asset valuation was completed in September 2017.
1.2.3: Contamination resulting from backflow is minimised						
1.2.3.1	Develop and implement backflow prevention installation program	Achieve greater than 85% of program	Engineering Manager		100%	The Backflow Prevention Project has achieved 2017/2018 targets.
1.2.3.2	Identify strategic locations with our key stakeholders for fixed standpipes	Fixed standpipe locations identified in each constituent council area	Engineering Manager		100%	Locations were identified in Temora, Junee and Bland Shires. Further locations will be identified within the remaining constituent councils in 2018/2019.



OBJECTIVE 1 - EXCELLENCE IN SERVICE PROVISION

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

1.2.4.1	Develop and implement a water main renewal program	Achieve greater than 85% of program	Engineering Manager		100%	The planned water mains renewals in the Ardlethan and Coolamon areas have been completed as scheduled
1.2.4.2	Develop and implement a water main extension program		Engineering Manager		0%	This project was placed on hold pending review and financial allocation in line with future growth.

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

1.2.5.1	Develop and implement a water pumping station renewal program	Achieve greater than 85% of program	Production & Services Manager		100%	Naradhan Pump Station was renewed for the 2017/18 financial year.
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1.2.6: Trunk mains are systematically renewed based on asset performance data

1.2.6.1	Develop and implement a trunk main renewal program	Achieve greater than 85% of program	Engineering Manager		75%	An overall trunk main renewal program has been developed to identify the areas of highest risk.
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1.2.7: Reservoir relining is planned and programmed based on asset performance data

1.2.7.1	Develop and implement a reservoir relining program	Develop and implement a reservoir relining program	Engineering Manager		80%	The works on the Junee and Wyalong reservoirs has commenced and is scheduled for completion by December 2018.
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OBJECTIVE 1 - EXCELLENCE IN SERVICE PROVISION

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

1.2.8.1	Develop and implement a telemetry renewal program	Achieve greater than 85% of program	Production & Services Manager		50%	Communication network audit and design has now been completed. Installation of 4 new communication sites has been executed for commencement and the development of a priority hardware installation/renewal program is to be completed during the 2018/19 financial year.
1.2.8.2	Develop and implement a Telemetry expansion program	Achieve greater than 85% of program	Production & Services Manager		0%	Expansion of system has yet to be identified. Project to be considered as part of the priority management/delivery program for hardware installation.

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

1.2.9.1	Develop and implement a flow meter renewal program	Achieve greater than 85% of program	Engineering Manager		100%	The Clear Water flowmeters have been renewed at Rosehill and Jugiong.
1.2.9.2	Develop and implement a flow meter expansion program	Achieve greater than 85% of program	Engineering Manager		10%	Flow meters were installed for production water at Rosehill and Jugiong. Further progress on this project was placed on hold due to resourcing constraints.



OBJECTIVE 1 - EXCELLENCE IN SERVICE PROVISION

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

1.2.10.1	Develop and implement a air valve, scour, reflux renewal program	Achieve greater than 85% of program	Engineering Manager		40%	Barellan township completed. Commenced Cartwrights Hill, Mimosa and Temora township.
1.2.10.2	Develop and implement a pressure reducing valve and surge tank renewal program		Engineering Manager		40%	The program has been established identifying the initial list of pressure reducing valves, however this program of works increases as new areas are identified. Approximately 40% have been completed in the 2017/18 financial year.
1.2.10.4	Develop and implement a control valve renewal program	Achieve greater than 85% of program	Engineering Manager		0%	This project did not commence. The project has been included in the 2018/19 Operational Plan.
1.2.10.5	Develop and implement a control valve expansion program	Achieve greater than 85% of program	Engineering Manager		100%	Completed as part of Naradhan pump station renewal.
1.2.10.6	Develop and implement a stop valve renewal program	Achieve greater than 85% of program	Engineering Manager		30%	Barellan completed. Works ongoing in West Wyalong, Temora and Junee, however progress has been slowed due to other work programs of higher priority.



OBJECTIVE 1 - EXCELLENCE IN SERVICE PROVISION

1.2.11: Hydrants are systematically renewed based on asset performance data

1.2.11.1	Develop and implement a hydrant renewal program	Achieve greater than 85% of program	Engineering Manager		50%	The hydrant renewals have been identified. The renewal program has commenced however limited progress in this has been achieved, due to competing priorities.
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1.2.12: Instrumentation installations are systematically renewed and extended, based on asset performance data

1.2.12.1	Develop and implement a instrumentation renewal program	Achieve greater than 85% of program	Production & Services Manager		100%	Bradman Street and Jugiong Water Treatment Plant chlorine analysers have been installed.
1.2.12.2	Develop and implement a instrumentation expansion program	Achieve greater than 85% of program	Production & Services Manager		100%	New Installations have been completed at Ganmain and Oura Water Treatment Plant.

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

1.2.13.1	Maintain and publish information on Council website	Provision of timely, accurate and relevant information	General Manager		100%	Information with regards to Goldenfields Water's activities, agendas and minutes were maintained and published on our website
1.2.13.2	Proactively provide project specific information to relevant stakeholders as required	Provision of timely, accurate and relevant information	General Manager		100%	Information has been provided to our relevant stakeholders through emails, face to face meetings, digital media and community presentations and meetings.



OBJECTIVE 1 - EXCELLENCE IN SERVICE PROVISION

1.2.13.3	Report financial information internally		Corporate Services Manager		50%	There has been limited internal financial reporting. This has been primarily a summary of capital works expenditure and some high level information with regards to operational performance. The implementation of CIVICA Authority on 1st July 2018 should result in more detailed internal financial reporting as the system and data is refined.
1.2.13.4	Report financial performance to regulators and the community	Provision of timely, accurate and relevant information	Corporate Services Manager		100%	All financial reporting requirements have been met. The 2017 financial audit was completed and submitted in accordance with regulator requirements.
1.2.13.5	Report compliance information to regulators	Provision of timely, accurate and relevant information	Corporate Services Manager		100%	Goldenfields Water has complied with our compliance obligations to our regulators.



Objective 2

Maximising regional water supply

OBJECTIVE 2 - MAXIMISING REGIONAL WATER SUPPLY						
2.2: PLAN FOR THE REGION'S FUTURE GROWTH						
Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comment
2.2.1: Our water supply network is able to respond to community growth and development						
2.2.1.1	Liaise closely with constituent councils regarding growth and development	Council documents and policies are updated to reflect changes	General Manager		50%	Commenced our issues paper for the integrated water cycle management plan. A full review of our developer servicing plan will be undertaken once this is complete.
2.2.1.2	Review and update development servicing plans		Engineering Manager		0%	The Asset Management Plan has yet to be adopted as a result the Development Servicing Plan cannot commence until this has occurred.
2.2.2: Water supply system constraints are identified						
2.2.2.1	Enhance the system-wide hydraulic model		Engineering Manager		100%	The enhancement of the hydraulic modelling system has been completed however calibration is required to make sure it is an accurate representation of our system.



Objective 3

Strategic water management

OBJECTIVE 3 - STRATEGIC WATER MANAGEMENT						
3.1: BECOME AN INDUSTRY LEADER IN THE WATER SECTOR						
Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comment
3.1.1: We are open to emerging technology and water cycle management methods						
3.1.1.1	Attend conferences, exhibitions and emerging technology road shows and incorporate into future plans	Viable emerging technologies are incorporated into current and future programs	Production & Services Manager		100%	Staff were provided opportunity to attend relevant training, workshops and conferences to enable the identification of emerging technology.
3.1.2: We have the capacity to influence water industry direction						
3.1.2.1	Explore opportunities to influence water industry policy and direction through participation in industry groups and bodies	Participate in industry groups, bodies and make submissions	General Manager		100%	Goldenfields Water was represented at a number of policy and industry forums during 2017/18, this included REROC and the Water Directorate.



Objective 4

Best practice pricing

OBJECTIVE 4 - BEST PRACTICE PRICING						
4.1: ENSURE WATER METERING IS ACCURATE						
Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comment
4.1.1: There is a high level of confidence in accuracy of water metering internally and amongst stakeholders						
4.1.1.1	Develop and implement a water meter replacement program	Achieve greater than 85% of program	Operations Manager		0%	Water meters are replaced as required, however a water meter replacement program is to be established.
4.2: LEVY AND COLLECT WATER CHARGES						
4.2.1: Water meters are read accurately and water account notices issued correctly						
4.2.1.1	Read water meters by using the AMR network		Corporate Services Manager		100%	Achieved. An internal policy and procedure for the systematic audit of automatic meter readings were developed during 2017/18.
4.2.1.2	Issue water account notices within agreed timeframes	Quarterly accounts are issued within 4 weeks	Corporate Services Manager		100%	Water account notices for each Quarter of 2017/18 were issued within agreed time frames.



Objective 5

Proactive customer relations

OBJECTIVE 5 - PROACTIVE CUSTOMER RELATIONS						
5.1: IMPROVE CUSTOMER AND COMMUNITY ENGAGEMENT						
Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comment
5.1.1: Feedback from customers is regularly captured and used in decision-making						
5.1.1.1	Undertake annual customer survey	Annual Survey undertake and results provided to Council	Corporate Services Manager		0%	As per the Goldenfields Water County Council Community Engagement Strategy, a Customer Survey will be undertaken every four (4) years. Based on this, the next Customer Survey is due in 2020/21.
5.1.1.2	Review and action customer survey feedback	Survey results are incorporated into future Operational Plans	Corporate Services Manager		0%	Not applicable as the survey was not undertaken in 2017/18.
5.1.4: We participate in improving understanding of water management and sustainable water practices in our community						
5.1.4.1	Provide relevant information to the community through a variety of channels	Variety of channels utilised when communicating to the community	General Manager		100%	Goldenfields Waters webpage, Facebook, Instagram, twitter, customer newsletters and local newspapers were all utilised to provide relevant information to the community.



OBJECTIVE 5 - PROACTIVE CUSTOMER RELATIONS

5.1.4.2	Develop public education information about water management and sustainable water practice	A range of educational resources developed	General Manager		50%	A range of activities were undertaken during 2017/18 this included information disseminated to the community through digital media about water management and sustainable water practices. Development on school and public education commenced in May 2018.
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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)

5.2.1.1	Participate in opportunities for resource, expertise and knowledge sharing with REROC	GWCC actively attends REROC meetings	General Manager		100%	Goldenfields Water continued to participate with REROC, including attending Board and technical committee meetings.
5.2.1.2	Work closely with REROC to improve service efficiency and effectiveness and promote matters of common interest	GWCC participates in all projects with a joint interest	General Manager		50%	Goldenfields Water attended relevant meetings.

5.2.2: We have close relationships with our constituent councils

5.2.2.1	Communicate and engage with constituent councils regularly	Regular meetings between GWCC and constituent councils	General Manager		50%	Goldenfields have continued to engage with our constituent councils including supporting their water management strategies.
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OBJECTIVE 5 - PROACTIVE CUSTOMER RELATIONS

5.2.2.2	Identify where we can partner with constituent councils to attract growth and new business to the region	Joint projects undertaken where viable	General Manager		80%	Discussions with Hilltops and Cootamundra-Gundagai Council have occurred for both Boorowa and Nangus projects.
5.2.3: We have a positive corporate reputation within our community and wider industry						
5.2.3.1	Keep the community, media and internal and other stakeholders informed with relevant and timely information via the most appropriate channels	Variety of communication channels utilised to ensure stakeholders are informed	General Manager		100%	Information is continuing to be provided to stakeholders via social media, customer newsletters, Goldenfields Water webpage and other appropriate mediums.



Objective 6

Environmental protection and sustainability

OBJECTIVE 6 - ENVIRONMENTAL PROTECTION AND SUSTAINABILITY						
6.1: DEVELOP SOCIAL RESPONSIBILITY FOR THE WATER CYCLE						
Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comment
6.1.1: We provide a water supply that provides the best value for money considering social, environmental and economic considerations						
6.1.1.1	Develop and implement an Integrated Water Cycle Management Plan using established community expectations and asset management information	Develop and implement an Integrated Water Cycle Management Plan using established community expectations and asset management information	Production & Services Manager		40%	Draft Issues Paper was issued to Department of Industry Water for review. Additional hydraulic and demand modelling is required for input into the Paper prior to any acceptance being provided to proceed to the development of the strategy stage. A quotation has been sought from Public Works Advisory to complete the required demand modelling.



OBJECTIVE 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

6.2.1.2	Educate operators responsible for sites with highest energy consumption	Usage in high tariff periods are minimised where possible	Production & Services Manager		100%	All operations and controls of the water treatment plants and associated pump stations have been reviewed and updated where possible. Operators seek to only operate assets within off-peak timeframes where possible. A review of the electricity consumption for 2017/18 show a significant increase in costs due to new contract tariffs and higher demands; however operations were still maintained in a majority of off-peak operation where possible.
6.2.1.3	Renewable energy sources are utilised where viable	Viable renewable energy projects implemented	Corporate Services Manager		100%	Solar photovoltaic system was installed on the administration office during 2017/18. Further opportunities for renewable energy utilisation will be considered during 2018/19 and ongoing.
6.2.1.4	Carbon Footprint is monitored and regularly reported	Viable renewable energy projects implemented	Corporate Services Manager		50%	Completed as part of the Best Practice Reporting requirements from DPI Water.

6.2.2: Water use efficiency is increased across the network

6.2.2.2	Customers have access to data portal	Customers have access to data portal	Corporate Services Manager		75%	The MyH2O web portal has been implemented. Development of MyH2O App commenced during 2017/18.
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OBJECTIVE 6 - ENVIRONMENTAL PROTECTION AND SUSTAINABILITY

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

6.3.1.1	Continue to monitor the water resource environment	Monitor and provide submissions when appropriate	Production & Services Manager		100%	All raw water sources are monitored regularly for both capacity and water quality. Additional PFAS/PFOS testing has been undertaken at the Oura borefield site due to the Forrest Hill RAAF base investigation being undertaken by Department of Defence and Environmental Protection Authority. All monitoring programs have demonstrated compliance in accordance with the Australian Drinking Water Guidelines with no evidence of PFAS/PFOS being identified within the Oura source.
6.3.1.2	Educate and provide water efficiency information	A range of water efficiency resources are developed	General Manager		50%	Information provided to the community through digital media about water management and sustainable water practices.

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

6.3.3.1	Automate and improve the reliability of processes at, and data available from, water treatment facilities	Data is utilised in strategic decision making	Production & Services Manager		100%	Ongoing improvements and development of Functional Design Specifications have been undertaken as an ongoing improvement program. This program will continue year to year. It is anticipated that WaterOutlook will be fully utilised during 2018/19 to enable strategic decision making from the data collected.
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Objective 7

Efficient operations

OBJECTIVE 7 - EFFICIENT OPERATIONS						
7.1: IMPROVE BUSINESS EFFICIENCY						
Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comment
7.1.2: Information management is integrated across the organisation						
7.1.2.2	Continually update and improve the Geographic Information System	GIS enhancements are implemented	Corporate Services Manager		100%	Geographic information system has been updated with IntraMaps going live during 2017/18. Further refinements planned for 2018/19 include the development of additional maps and integration with CIVICA Authority.
7.1.3: Corporate systems are implemented to support improvements in business efficiency						
7.1.3.1	Implement an electronic records system	Electronic records system has been implemented	General Manager		100%	HPE Content Manager 9 (CM9) electronic records keeping system was implemented in June 2018. The conversion of existing documents to digital format will occur during 2018/19 year



OBJECTIVE 7 - EFFICIENT OPERATIONS

7.1.5: Fleet management is optimised

7.1.5.1	Review fleet requirements annually	Fleet procurement decisions are based on whole of life costing	Corporate Services Manager		100%	Whole of life costing implemented. Fleet requirements currently under review.
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7.2: PROMOTE RESPONSIBLE AND ACCOUNTABLE CORPORATE GOVERNANCE

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

7.2.1.1	Formalise audit processes for procurement, stores and contractor management	Internal risk and audit committee implemented	Corporate Services Manager		100%	Internal auditors engaged and Audit and Risk Improvement Committee established during 2017/18. Internal audit programme for 2018/19 under development.
7.2.1.2	Revise audit processes for governance and compliance management	Internal audit policies revised	Corporate Services Manager		75%	Internal Auditors appointed. Internal audit program and plan under development, internal audit of tendering process commenced during 2017/18.

7.3: REDUCE EXPOSURE TO BUSINESS RISKS

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

7.3.4.1	Develop and implement a business wide continuity plan	Business continuity plan has been developed	Corporate Services Manager		75%	Consultant appointed, progress to business impact analysis review stage completed. Completion of plan and scenario exercise program scheduled for early 2018/19.
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Objective 8

Highly skilled and energetic workforce

OBJECTIVE 8 - HIGHLY SKILLED AND ENERGETIC WORKFORCE						
8.1: IMPROVE THE MANAGEMENT OF HUMAN RESOURCES						
Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comment
8.1.1: Our workforce is motivated, skilled and flexible						
8.1.1.2	Provide staff with professional development opportunities that meet future needs	Annual staff development plans completed, training undertaken for identified gaps	General Manager		75%	Staff development plans were completed in accordance with the required time frames. Opportunities for training and professional development has been provided based on the Staff development plans.
8.1.1.3	Undertake an annual employee survey	Annual Survey undertake and results reviewed and actioned	General Manager		100%	Annual employee survey completed and reported to the Board at the August 2017 Council Meeting.






Objective 9

Financially sustainable

OBJECTIVE 9 - FINANCIALLY SUSTAINABLE						
9.1: DELIVER RESPONSIBLE FINANCIAL MANAGEMENT						
Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comment
9.1.1: Our organisation is financially sustainable						
9.1.1.1	Develop a long-term financial management plan	Long term financial plan updated annually	Corporate Services Manager		10%	The Long Term Financial Plan has been reviewed. A full review will be undertaken during 2018/19 to accurately reflect future infrastructure asset renewal program and the impact of utilisation infrastructure reserve funds.
9.1.1.2	Provide a consistent price path	Multi year price path developed	Corporate Services Manager		100%	Three (3) year price path was adopted by the Board.



OBJECTIVE 9 - FINANCIALLY SUSTAINABLE

9.1.1.3	Review schedule of fees and charges in-line with the annual operational plan	Revised scheduled of fees and charges adopted by Council	Corporate Services Manager		100%	Goldenfields Waters' Fees and Charges were adopted in June 2018 in accordance with the three year price path
9.1.1.4	Develop capital works programs in-line with the planned price path	Capital works program adopted by Council and reflected in LTFP	Corporate Services Manager		50%	The 2018/19 capital works program was adopted by the Board in June 2018. The long term financial plan will be reviewed and updated in accordance with the revised capital works program.
9.1.3: The viability of projects are established through the use of a business cases process						
9.1.3.5	Develop a business case for any proposed project or other activity to inform decision-making about whether to proceed	Capital project gateway framework developed	Engineering Manager		0%	The project has not been completed however all capital works projects must be justified and Board approved.



OBJECTIVE 9 - FINANCIALLY SUSTAINABLE

9.2: GENERATE INCOME THROUGH DIVERSIFICATION

9.2.1: Fee for service opportunities identified

9.2.1.1	Explore fee for service opportunities within the region	Works undertaken as opportunities present	General Manager		50%	<p>In the first half of the 2017/18 financial year Goldenfields Water undertook some fee for service work for Cootamundra Gundagai Regional Council.</p> <p>In the second half on 2017/18 financial year the focus was on completion of capital works renewals for Goldenfields Water.</p>
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STATUTORY REPORTING

Financial, asset and other reporting requirements

Under the Local Government Act 1993 (NSW), Goldenfields Water's Annual Report must contain:

- A copy of its audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting published by the NSW Government's Office of Local Government.
- Such other information or material as the Local Government (General) Regulation 2005 (NSW) or the Integrated Planning and Reporting Guidelines may require.

This section contains information about those items that Goldenfields Water as a single-purpose county council is statutorily obligated to report on.

Financial Statements

Goldenfields' audited financial reports for the year 2017/18 are reported separately in the Financial Statements as Schedule A, which is available from Council's web page:

www.gwcc.nsw.gov.au under Plans-policies/Plans-and-reports.



Total rates and charges written off

Clause 132 Local Government (General) Regulation 2005

During the 2017/18 year, Goldenfields water County Council wrote off a total of \$3,394.46.

Overseas visits by Goldenfields Water representatives

Clause 217(1) (a) Local Government (General) Regulation 2005

During the 2017/18 year, no overseas visits were undertaken by Goldenfields Water representatives.

Councillor remuneration, expenses and provision of facilities

Clause 217(1)(a1) Local Government (General) Regulation 2005

Chairpersons fees	\$16,649.16
Members fees	\$78,004.49
Total	\$94,653.65

Provision of dedicated office equipment	\$122.00
Telephone call allowance	\$700.00
Attendance of councillors at conferences and seminars	\$5946.98
Travel expenses	\$7604.92
Total	\$14,373.90

Contracts awarded with a value of \$150,000 or more

Clause 217(1)(a2) Local Government (General) Regulation 2005

Contractor Name	Name of goods/ services provided	Total amount payable under the contract
Origin Energy	Electricity	\$339,460.31
ERM Pty Ltd	Electricity	\$2,991,317.00
Palmer Ford	Supply of Vehicles	\$709,092.04
WEARS Australia	Supply & Install Reservoirs mixers	\$161,446.00
Caltex Australia Petroleum	Fuel	\$224,269.35
SAFEgroup Automation Pty Ltd	Provision of SCADA Hardware Radios and RTUs and Provision of Consultancy (Integrator) service agreement	\$998,356.60
Hornick Constructions	Mandamah Design & Construction	\$197,401.40
Total		\$6,429,646.80



Legal Proceedings: Expenses & Progress

Clause 217(1)(a3) Local Government (General) Regulation 2005

During the 2017/18 year Goldenfields Water incurred \$132,231.47 in legal fees for general legal issues and debt recovery.

Section 67 Works on private land

Clause 217(1)(a4) Local Government (General) Regulation 2005

During the 2017/18 year Goldenfields Water did not carry out any works on private land.

Section 356 contributions

Clause 217(1)(a5) Local Government (General) Regulation 2005

Section 365 of the Local Government Act 1993 enables a council to contribute money to persons for the purpose of exercising its functions. Goldenfields Water grants concessions and donations to Schools, Community Groups and Service Organisations located within its distribution area.

The following groups and service organisations are eligible to be granted the following concessions:

- Constituent General Purpose Councils - a donation equal to the value of access charges levied on the first connection to "community" land, together with any connections within road reserves (where such connection is used for public beautification) and crown reserves (where such reserves are not leased or otherwise subject to restrictions on public access);
- All Schools (State and Church), colleges and pre-schools within Council's service area - on application, a donation of \$200 per annum each, to be applied towards the cost of prizes and/or awards to students or any other approved purpose;

- Premises owned by recognised Churches - a donation equal to the value of access charges for any connection which serves, in whole or part, a place of public worship, residence occupied by a minister of religion and/or member of a recognised religious order, and/or welfare facility operated by that church (not including commercial operations);
- Premises owned (or held in trust) and used by the following community organisations, together with others which may be accepted from time to time - a donation equal to the value of access charges for any connection which serves premises primarily utilised to further the objectives of such organisation:
 - Scouting & Guiding movement
 - Rescue and disaster response groups
 - Masonic Lodge meeting places
 - Community halls / recreation facilities
 - Country Women's Association
 - Red Cross
 - Local history societies / museums
 - Local senior citizens' groups
 - Agricultural showgrounds
 - Unlicensed RSL halls or similar premises

During 2017/18, Goldenfields Water provided the following donations:

- Access Charge Donation - \$150,564.80
- Donation of Water re-fill stations - \$51,215.99
- Traineeship Scheme - \$62,500.00
- Schools - \$13,800.07



Goldenfields Water functions delegated to external bodies

Clause 217(1)(a6) Local Government (General) Regulation 2005.

During the 2017/18 year, Goldenfields Water has delegated building inspections related to onsite water functions to retail councils: Bland, Coolamon, Junee and Temora.

Goldenfields Water's controlling interest in corporations, partnerships, trusts, joint ventures, syndicates or other bodies

Clause 217(1)(a7) Local Government (General) Regulation.

During the 2017/18 year, Goldenfields Water held no controlling interests under this section.

Participation in partnerships, trusts, joint ventures, syndicates or other bodies

Clause 217(1)(a8) Local Government (General) Regulation

Goldenfields Water was a party to the following partnerships, co-operatives or joint ventures during the 2017/18 financial year:

- Statewide Mutual - a self-insurance mutual providing public liability and professional indemnity cover for Council.
- Statewide Property Mutual - a self-insurance mutual providing property insurance for Council.
- StateCover - a self-insurance mutual providing workers compensation insurance for Council.
- Riverina Eastern Regional Organisation of Councils (REROC) - a collective of 13 General Purpose Councils and 2 Water County Councils whose objectives are as follows:
 - To participate in activities which promote effective regional development.

- To enhance the collective status of Local Government within the eastern Riverina.

- MOU with Riverina Water – Goldenfields Water developed MOU to encourage resource and technical advice sharing.

Equal Employment Opportunity Statement of Activities

Clause 217(1)(a9) Local Government (General) Regulation 2005

It is Council's policy to provide equal employment opportunity for all persons in accordance with relevant legislation. An Equal Employment Opportunity policy and accompanying Management Plan has been established which provides a comprehensive overview of EEO while outlining the actions Goldenfields Water will undertake to ensure compliance.

Through staff training and awareness, policy development and implementation, key messaging has been provided to reinforce Council's position against discrimination and harassment in any form.

Total remuneration for general managers and senior staff

Clause 217(1)(b) & (c) Local Government (General) Regulation 2005

During the 2017/18 financial year the general manager was the only position on a senior staff contract. During the year there was a resignation, an acting role and appointment of new General Manager. The remuneration total includes salaries paid, employer superannuation contributions, fringe benefits tax and termination payments for exiting general managers.

General Manager	\$284,000
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Compliance with the Australian Drinking Water Guidelines (ADWG)

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

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

Government Information (Public Access) Act 2009

Section 125 of the Government Information (Public Access) Act 2009 & clause 7 of the Government Information (Public Access) Regulation 2009.

Review of proactive release program - Clause 7(a)

Under section 7 of the GIPA Act, Council must review its program for the release of government information to identify the kinds of information that can be made public. This must be undertaken every year.

Council's program for the release of information is on a case by case basis as little information is discretionally unavailable.

Number of access applications received - Clause 7(b)

During the reporting period, Council did not receive any formal access application.

Number of refused applications for Schedule 1 information - Clause 7(c)

During the reporting period, Council did not refuse any formal access applications.

Statistical information about access applications - Clause 7(d) and Schedule 2

Table A: Number of applications by type of applicant and outcome*								
	Access granted in full	Access granted in part	Access re-refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.



Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	0	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual). The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0



Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

**More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.*

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	0
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0



Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Public interest disclosures

Section 31 of the Public Interest Disclosures Act 1994 (PID Act) & clause 4 of the Public Interest Disclosures Regulation 2011

Goldenfields Water is required to report annually on statistical information in accordance with the Public Interest Disclosures Act 1994 (PID Act).

Statistical information for 2017/18 can be found in the following table:

1 July 2017 - 30 June 2018	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
Number of public officials who made PIDs directly	0	0	0
Number of PIDs received	0	0	0
Of PIDs received, number primarily about: Corrupt conduct	N/A	N/A	N/A
Maladministration	N/A	N/A	N/A
Serious and substantial waste	N/A	N/A	N/A
Government information contravention	N/A	N/A	N/A
Local government pecuniary interest contravention	N/A	N/A	N/A
Number of PIDs finalised	0		



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