



BUSINESS ACTIVITY STRATEGIC PLAN

2022-2032

Adopted: April 2022

Resolution Number: 22/042



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

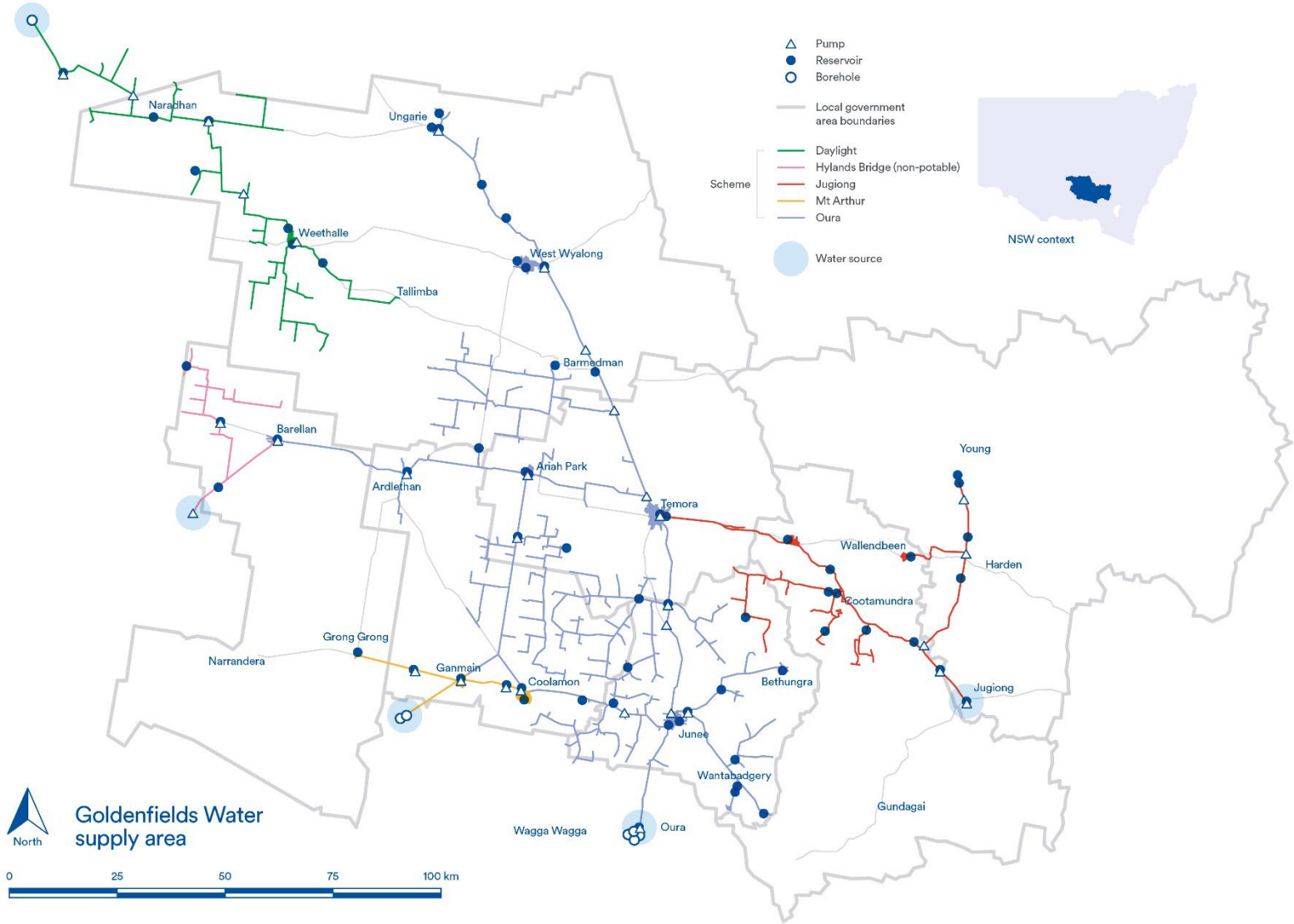
Currently, Goldenfields Water supplies drinking water directly to almost 11,000 rural, residential, commercial, and other properties in the local government areas of Bland, Coolamon, Junee, Temora, and parts of Cootamundra-Gundagai and Narrandera.

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.

OUR NETWORK





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.

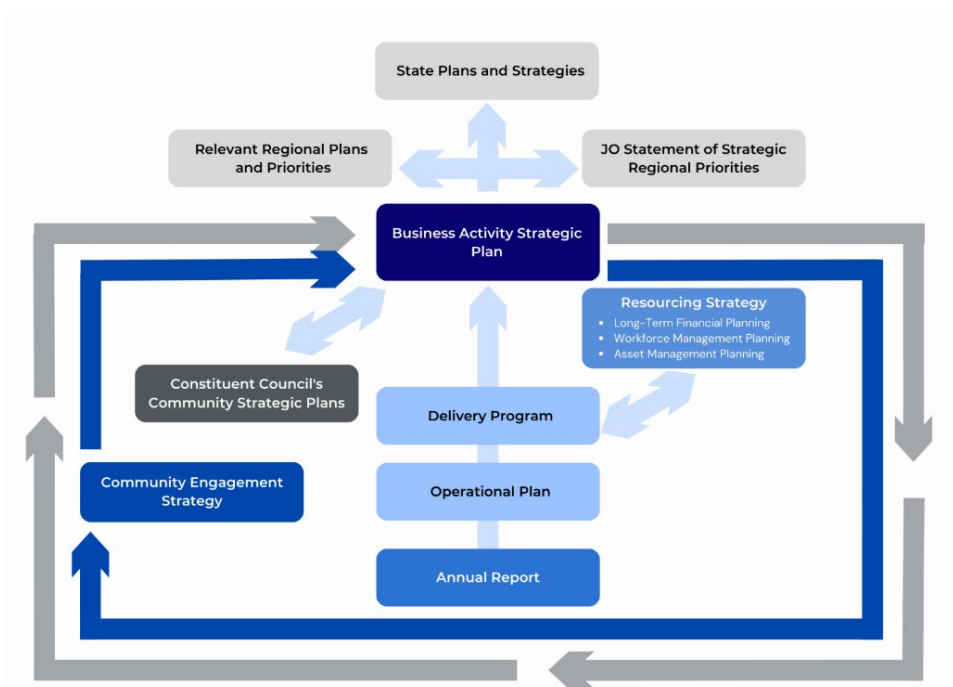
However, Goldenfields Water is not required to prepare a Community Strategic Plan under the framework because this work is already undertaken by each of its seven constituent councils. Instead, it is required to prepare a Business Activity Strategic Plan (BASP).

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.

Council’s previous Business Activity Strategic Plan 2013 – 2023 (reviewed in 2017) was originally adopted in 2013 as a blueprint to guide Goldenfields Water over the 10-year period. As part of the IP&R process ongoing continual improvement is required. With recent consultation with the constituent Councils and results from the Community Surveys the priorities for Council have been directed into a more focussed direction. The priorities developed in the BASP 2022-2023 are set around delivery of quality water service in a cost effective and efficient manner.



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.

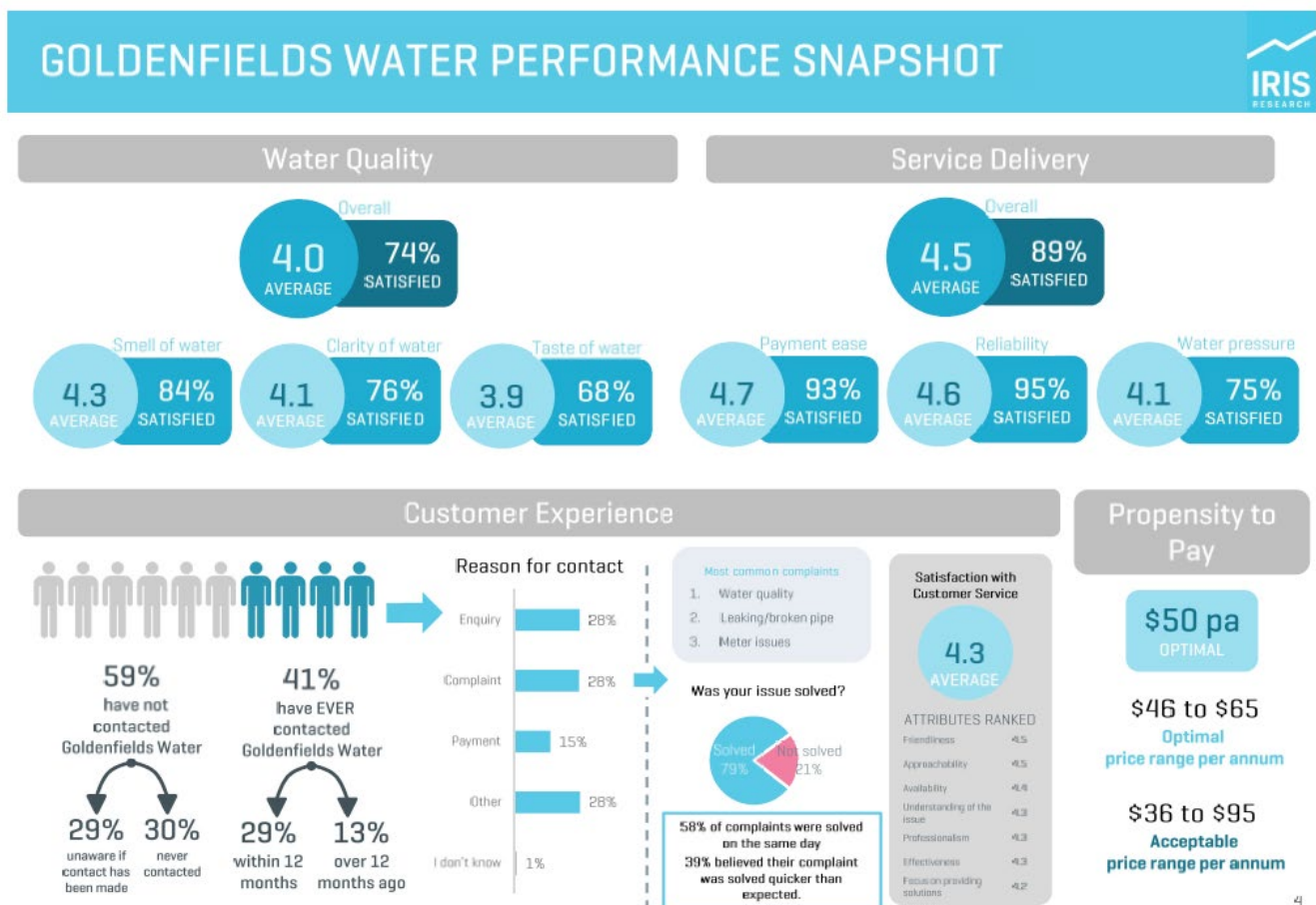
CONSTITUENT COUNCIL	PRIORITIES	PRIORITIES THAT CONNECT US
Bland Shire Council	<ul style="list-style-type: none"> Rectification of low pressure in parts of West Wyalong Future water security to accommodate projected growth 	Priority 1 High Quality, Secure and Efficient Water Supplies
Coolamon Shire Council	<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

ANNUAL CUSTOMER SURVEY

Goldenfields also undertakes an annual customer survey of its users. In 2020 GWCC engaged Iris research to identify Goldenfields Water's Priorities for the future and gauge customer expectations.

Major themes that have come out of this survey are related to provision of quality water being

- Taste
- Colour
- Pressure





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 adaption.

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

BASP 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

Priority 2 Customer Service Focus

BASP 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 monitored
- Active and responsive ARIC committee

- 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

BASP 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 update
- Environmental initiatives/ compliance
- Annual consumption usage trends monitored

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 • Strength 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



Goldenfields
Water