



January to June 2023

DELIVERY PROGRAM Progress Report



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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 January through to June 2023, which covers the second (2nd) six months of Goldenfields 2022/2023 Operational Plan, derived from Goldenfields Delivery Program for 2022-2026.

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 11,600 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, Vision and Values

Mission

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 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 better deliver services to our community and finding more efficient ways of undertaking business.



Strategic Priorities

This progress report is categorised in line with the three strategic priorities established by Goldenfields Water’s Business Activity Strategic Plan and the strategic objectives and strategies outlined in its 2022-2026 Delivery Program to achieve those objectives.

Priority 1 High Quality, Secure & Efficient Water Supplies

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

Priority 2 Customer Service Focus

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

Priority 3 A Healthy Natural Environment

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



Delivery Program Progress Report – January to June 2023

The following is Goldenfields Water’s detailed report on its progress towards achieving the strategic objectives and implementing the strategies in its Delivery Program during the period January to June 2023. Progress is reported under Goldenfields Water’s three strategic priorities.



1: High Quality, Secure & Efficient Water Supplies

1.1: Potable water supplies meet Australian Drinking Water Guidelines and Public Health requirements

1.1.1: Drinking Water Management System is implemented

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.1.1.1	Drinking Water Management System annual reporting	Annual report developed and submitted to council by December prior to submission to NSW health	Production & Services Manager		100%	Annual reporting for Councils Drinking Water Management system is finalised in October to December. The Annual report is a comprehensive analysis of Councils performance in accordance with the Australian Drinking Water Guidelines. The report includes a list of actions and implementation requirements for continual improvement. The report is submitted for review to NSW Health and adopted by the Board.

1.1.2: Backflow prevention is in place for high risk connections

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.1.2.1	Backflow Prevention is in place for high risk connections	Low Pressure Areas - investigate and develop options for effective backflow prevention	Engineering Manager		20%	Backflow audit to occur over the current calendar year.



1.1.3: Goldenfields adheres to NSW Government Best Practice Management

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.1.3.1	Goldenfields Water adheres to NSW Government Best Practice Management	IWCM Strategy developed to 80%	Engineering Manager	●	80%	Hydraulic modelling of the system is currently being finalised. Strategy to follow

1.2: Future growth is planned for and managed

1.2.1: Growth opportunities are considered through business planning

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.1.1	Rosehill to Young strategy is implemented to improve operation and allow for future growth (including supply to Boorowa)	Rosehill Pump Station Pipeline section construction completed	Engineering Manager	●	20%	Rosehill Pump Station pipeline designs are finalised - project on hold during landholder negotiations. Detailed design of Kingsvale to Young 12km pipeline upgrade is underway.
1.2.1.1	West Wyalong Water Reliability Project	70% construction completed	Engineering Manager	●	90%	Pipelines and reservoir contractors are progressing in line with anticipated budget and schedule. On track for completion by the end of the Calendar year



1.3: Water supply is reliable and efficient

1.3.1: Disruptions to supply are planned for and managed

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.3.1.1	Disruptions to supply are planned for and managed	Report on number of planned and unplanned disruptions for quarter	Operations Manager		100%	All planned works where supply disruptions are envisaged, consumers receive a minimum of 10 days' notice via mail, letter drop and/or social media outlets. All unplanned/emergent outages are dealt with by way of communication through social media channels and/or radio TV if the disruption is deemed major. Approx: 16 unplanned outages and 8 planned outages occurred during the last quarter.

1.3.2: New Temora Depot to support reticulation renewals and construction program

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.3.2.1	New Temora Depot to support reticulation renewals and construction program	Capital Expenditure Review developed	Engineering Manager		15%	Development application has been submitted for preliminary designs. Detailed designs are currently underway



1.4: Our assets are managed and renewed in accordance with Council's Asset management systems

1.4.1: Strategic asset management documents and systems are adopted and updated to maintain validity and relevance

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.4.1.1	Water network asset class plans developed	Water network asset class plans developed	Engineering Manager		50%	Water network asset class plan is under development with consultant. Currently seeking quotes for pipeline asset condition rating inspections to improve asset data

1.4.2: Assets are renewed in accordance with the requirements of the Asset Management Plans


Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.4.2.1	Assets are renewed in accordance with the requirements of the asset management plans	Capital works program is generated from the asset management system	Engineering Manager		75%	Asset management system has been used to identify renewals and scored for prioritisation. Next FY capital works budget to be determined over following few months
1.4.2.2	Minimum 10km of rural renewals completed	Km undertaken	Operations Manager		100%	Total rural mains replacement over the last six months equates to 18 kilometres
1.4.2.2	Minimum 10km of urban reticulation renewals completed	Km undertaken	Operations Manager		80%	Approximately five kilometers of urban mains replaced during the last six months.
1.4.2.2	Minimum 5km trunk renewals completed (excluding Thanowring Road)	Progress report	Operations Manager		20%	Approximately five kilometers of trunk main renewals completed. The weather was a dominant factor in the hold up of these works.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.4.2.2	Thanowring Road pipeline upgrade minimum 10km constructed	Progress report	Operations Manager		100%	10 kilometers of pipeline has been constructed along Thanowring rd. 8 kilometres of this section of pipeline has been charged and pressure tested.
1.4.2.3	Jugiong high voltage electrical renewal	Completion of new switch room, electrical design and installation and HV install	Production & Services Manager		80%	The civil construction contract was awarded to Van Mal with Practical Completion achieved in March 2023. Outstanding works for this project are for the Electrical installation works. The RFT was released in August and is expected to be awarded at the October Board meeting.
1.4.2.3	Oura bore 4 relining and pump upgrade	Completed and bore operational	Engineering Manager		100%	Complete
1.4.2.3	Oura reservoir and aerator renewal construction commences this 2022/23 FY due for completion 2023/24 FY	Commence construction with 50% completed	Engineering Manager		30%	Contract awarded.
1.4.2.3	Oura Water Plant HV Upgrade	Completion and commissioning	Production & Services Manager		100%	Oura HV project has been completed and currently operational. Minor contractual works continue as part of the practical completion phase of the works.



1.4.3: Maintenance programs are developed and implemented

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.4.3.1	Routine Mains Maintenance Program	Minimum 30km of mains flushing undertaken	Operations Manager		100%	Routine Water mains flushing has occurred in the townships of, Coolamon, Ganmain, Matong, Grong Grong, Junee, Temora, Wyalong and Wallendbeen, approx 35 kilometers of pipeline.



2: Customer Service Focus

2.1: Well trained and highly motivated workforce

2.1.2: Staff professional development opportunities

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.1.2.1	Staff professional development opportunities	Staff Development Plan process incorporates employee development through informal and formal professional development and training opportunities	HR Coordinator		75%	Staff Development is a living & on-going process.

2.1.3: Build a diverse workforce

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.1.3.1	Build a diverse workforce	Action items from Goldenfields Water's EEO Management 2021-2025 implemented.	HR Coordinator		75%	Policies are currently being reviewed to ensure inclusion of EEO principles. Staff Survey 2023 is completed. IWD activities completed. Policies reviewed to ensure that EEO principles are adhered to.



2.1.4: Measure and improve employee engagement

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.1.4.1	Measure and improve employee engagement	Staff survey undertaken	HR Coordinator		80%	2023 Staff Engagement Survey completed. Results populated and discussed with all staff.
		Develop, implement and monitor organisation-wide training plan to ensure available funds for required training focusing on skills gaps and leadership				

2.2: Safe, healthy, and risk managed working environment exists for staff and the community

2.2.1: Integrated approach to safety risk management in the workplace

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.2.1.1	Integrated approach to risk management in the workplace	MANEX team informed of WHS performance and accountable for continual improvement in workplace safety	WHS Coordinator		50%	Monthly WHS report is tabled at MANEX by the WHS Coordinator detailing incident and hazard statistics for preceding month and financial year. Additionally, an update is provided to MANEX on the Health and Safety Committee including action items, training and general requests and status of safety documentation under review/endorsed



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
		Review of safe working practices and procedures				documents to ensure visibility and continual improvement of WHS matters

2.2.2: Implement WHS Program

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.2.2.1	Implement WHS Program	Health and Wellbeing Strategy implemented	HR Coordinator		75%	WH & S programs and activities are on-going and developing as legislation changes. Health & Wellbeing activities implemented. Drug & Alcohol testing is on-going.

2.3: Community satisfaction is built and maintained through provision of services and information

2.3.1: Inform our customers about projects, programs, issues etc

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.3.1.1	Social Media utilised for promotion of projects, outages and upcoming works	Social media statistics Social media posts, subscribers change, visitors to website, social media pages.	Community Engagement Officer		100%	Social media and Councils website is used continuously to inform and engage with our customers and stakeholders about relevant upcoming works, major projects, education programs etc.



2.3.2: Undertake Customer Survey

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.3.2.1	Customer survey undertaken	Results reported to Board	Community Engagement Officer		100%	Customer Survey was completed in October 2022.

2.4: Financial Management

2.4.1: Long term financial plan reviewed and updated regularly

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.4.1.1	Review and update Long Term Financial Plan	Review and update Long Term Financial Plan	Corporate Services Manager		100%	Long Term Financial Plan was updated in conjunction with the budget preparation adopted in June 2023.

2.4.2: Review and determine fees and charges consistent with the Long Term Financial Plan

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.4.2.1	Develop a long term pricing path. Review and determine fees and charges annually	Review and determine fees and charges annually	Corporate Services Manager		100%	Fees & Charges were determined in conjunction with the Budget Process.



2.4.3: Plant replacement program maintained to ensure safe and fit for purpose fleet

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.4.3.1	Plant replacement program maintained to ensure safe and fit for purpose fleet	Prepare annual plant replacement program	Corporate Services Manager	●	100%	Completed for inclusion in the 2023-2024 draft budget

2.5: Improving performance and managing risk

2.5.1: Review and update Business Continuity Plan

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.5.1.1	Review and update Business Continuity Plan	Undertake scenario training	Corporate Services Manager	●	100%	Business Continuity Plan was utilised for the Daylight Bore flooding event in November 2022 to January 2023.



2.5.2: Audit Risk and Improvement Committee function complies with Framework, regular meetings are held and internal audits undertaken

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.5.2.1	Audit Risk & Improvement Committee function complies with Framework, regular meetings are held and internal audits undertaken	Review framework requirements at least annually Hold meetings at least quarterly Undertake internal audits in accordance with Strategic Internal Audit Plan	Corporate Services Manager		100%	The Office of Local Government has released new ARIC Guidelines to commence on 1 July 2024 scheduled Internal Audits were completed in accordance with the Strategic Internal Audit Plan. 3 meetings were held in 2023.

2.5.3: Prepare statutory financial reports within required timeframes

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.5.3.1	Prepare statutory financial reports within required timeframes	Prepare Annual Financial Statements	Corporate Services Manager		100%	Completed and lodged within statutory timeframe
2.5.3.2	Prepare quarterly budget reviews	Prepare quarterly budget reviews	Corporate Services Manager		100%	September 2022, December 2022 and March 2023 Quarterly Budget Reviews were completed within statutory timeframes.



2.5.4: Maintain an up to date ICT infrastructure to ensure organisational efficiency

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.5.4.1	Maintain an up to date ICT infrastructure to ensure organisational efficiency	Develop annual ICT project plan	Corporate Services Manager		30%	2023/24 plan to be developed in 2023 in conjunction with the incoming ICT Coordinator commencing in early October.

2.6: Regional Collaboration

2.6.1: Membership Joint Organisation

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.6.1.1	Membership RivJo and REROC	Goldenfields participates in projects with a joint interest	General Manager		100%	Goldenfields attends RivJo and REROC meetings regularly and considers projects that it may participate in with a joint interest.

2.6.2: Work with Constituent Councils

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.6.2.1	Regular meetings with Constituent Councils	Meeting with General Managers annually or as necessary	General Manager		100%	Meetings with Constituent Council General Managers are held as required.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.6.2.2	Update SLA with Bulk Councils	New SLA developed and signed off between each Bulk Council and GWCC	General Manager	A solid blue circle, indicating a green traffic light status.	50%	Service Level Agreement draft documents are complete. Negotiations with bulk Councils are ongoing and awaiting further feedback.



3: A Healthy Natural Environment

3.1: Energy costs and usage are monitored and reduced through utilisation of alternative technologies and system innovations

3.1.1: Energy efficiency considered in infrastructure design and benefit cost assessments

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
3.1.1.1	Energy usage records kept and monitored	Energy trends monitored for inclusion in future upgrades of facilities	Production & Services Manager		100%	Staff look to conserve energy usage where possible utilising automated contract systems such as SCADA. The development of tariff inhibits are being implemented across the schemes to align with Councils new energy contractual conditions to reduce costs. Limitations of council's energy management occurs during summer months where demands require extensive pump run times and SCADA controls cannot limit pumping requirements failing loss of pressure and flow for customers.



3.1.2: Council Maintains an energy management system

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
3.1.2.1	Council maintains an energy management system	Staff review annual consumption data to inform future upgrades and replacement requirements	Production & Services Manager		100%	Council currently operates two systems for energy management. Azility is a platform that is currently utilised to process energy invoices and incorporates payment processes through the Authority system. E21, is a management system that staff utilise to trend usage and report operational data to make informed decisions upon. These systems have been in place and utilised since 2018.

3.2: Environmentally adverse consequences are minimised from operations including water extraction, capital works and day to day operations

3.2.1: All construction and maintenance work undertaken to minimise impact to the natural environment

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
3.2.1.1	All construction and maintenance work undertaken to minimise impact to the natural environment	Environmental impacts considered for each capital project through production of Review Environmental Factors	Operations Manager		95%	Construction Management Plans and Environmental Management Plans are available for all construction works. Maintenance activities and emergent works/activities are undertaken in line with current Legislation and Council work practices.



3.3: Potential effect of climate change on water supply is identified, planned and managed

3.3.1: IWCM strategy to consider climate change affects in modelling

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
3.3.1.1	IWCM Strategy to consider climate change affects	Climate change considered in demand and supply figures	Engineering Manager		95%	Currently finalising hydraulic modelling. This has included a review of current and future demand figures and modelling of different peak scenarios to model climate change effects

3.4: Water is used wisely with systems losses minimised and accounted for

3.4.1: Non-revenue water is minimised and accounted for

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
3.4.1.1	Non-revenue water is minimised and accounted for	Production and bulk meters are compared to identify losses within the system	Production & Services Manager		100%	Staff monitor and report on Non-Revenue Water (NRW). There have been two considerable events that have contributed to significant NRW this year. Those being major bursts in the Mt Arthur and Mt Daylight supply schemes due to extensive flooding issues and restrictions from entering sites to fix the bursts due to flood inundation.