



January to June 2024

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 2024, which covers the last six months of Goldenfields 2023/2024 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 2024

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 2024. 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	Reduced Pressure Zone Device (backflow prevention device) testing and audit is completed.	All RPZD's have been tested and audit is complete	Engineering Manager		10%	Approximately 10% of the reduced pressure zone devices have been audited. Of those audited approximately 80% passed, 10% had no device installed and 10% failed. Of those that failed only 2 of the devices failed both the discharge requirement and the check valve, the other still passed the check valve requirements which still provides protection to GWCC



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 best practice guidance for water and wastewater operations.	Goldenfields will develop and adopt a new IWCM strategy	Engineering Manager		75%	GWCC currently developing documentation in accordance with best practice guidelines

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	GWCC progresses with Rosehill to Young strategy asset upgrades	Offtake to Rosehill pump station upgrade complete. Wombat reservoir 75% constructed.	Engineering Manager		15%	Rosehill offtake pipeline is awaiting landholder consultation. Wombat reservoir project was put on hold due to inflated market prices
1.2.1.1	West Wyalong Water Reliability Project Complete	Bypass trunk main, reticulated main, reservoir and pump station complete and operational.	Engineering Manager		100%	Completed and operational



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 outages and disruptions to supply are dealt with via Council's social media department. After hours emergency works and/or unplanned outages are dealt with via the on call Duty Officer

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	Comprehensive revaluation of water infrastructure assets is completed.	Comprehensive revaluation of water infrastructure assets is completed.	Engineering Manager		100%	2024 comprehensive revaluation of water infrastructure assets has been completed



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		100%	Asset renewals are prioritised based on the condition and criticality of the assets. Renewals are sized in accordance with strategic planning documents.
1.4.2.2	Council's backlog of works is reduced	Council's backlog of works is reduced.	Engineering Manager		85%	Council completed approximately 85% of its capital works budgets. Some major projects incurred delays whilst ensuring the quality of the products being delivered
1.4.2.2	Minimum 10km of urban reticulation renewals completed	Km undertaken	Operations Manager		100%	Operations work closely with Engineering and all works were identified and planned in accordance with Councils asset management system. Works undertaken include Marrar urban renewals (various streets), Stinson St Coolamon, Coolamon Town Reticulation (various streets), Barellan Mains Replacements, Hoskins St Temora, Duke Street Junee, Little Crowley Street Temora and Milvale Road Temora.
1.4.2.2	Minimum 5km of rural renewals completed	Km undertaken Progress	Operations Manager		100%	Engineering department, via Council's asset management system, identify pipeline/valve infrastructure that requires replacement and/or maintenance. This information is relayed to Operations who plan and deliver the required works as completed in 2023/24 financial year.
1.4.2.2	Minimum 5km trunk renewals completed (excluding Thanowring Road)	Progress report	Operations Manager		100%	Trunk main assets renewed as identified by Engineering and delivered by Operations staff during 2023/24 financial year, in excess of 5km achieved.



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%	Thanowring Road pipeline construction has been on track and under budget. At the end of financial year, the project was delivered to approximately the 34 km mark out of 40 km's planned. Up to the Aria Park Reservoir being 32 km's has been commissioned and consumers transferred onto the new pipeline with the existing pipeline decommissioned. Anticipated completion September 2024.
1.4.2.3	Oura reservoir and aerator progresses	Oura reservoirs and aerators 80% complete	Engineering Manager		90%	The contract is progressing on site. The reservoirs are approximately 75% complete. Some project delays have been incurred in order to provide quality assurance of the final product. The aerator is due to start being manufactured soon.
1.4.2.3	Renewal of Jugiong WTP High Voltage Assets	Completion of new High Voltage building, transformers, switchgear and Variable Speed Drives.	Production & Services Manager		90%	All design, civil works including new building and purchase of High Voltage assets have been completed. Engagement of the electrical installation contract has been completed with works commencing onsite in December 2023. Estimated project completion date is September 2024 for commissioning of new assets.



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%	Councils annual maintenance program was completed for 2023/2024 FY which revolved around water mains flushing, valve and hydrant maintenance and reservoir inspections which are conducted monthly and quarterly



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		100%	Staff Development Plans undertaken in March.

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		100%	EEO Management Plan action items complete



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	Develop, implement and monitor organisation-wide training plan to ensure available funds for required training focusing on skills gaps and leadership	HR Coordinator		100%	Training Plan 2022-2026 implemented.

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		100%	Reporting to Leadership Team continues on a monthly basis. Development and continuous improvement of the Work Health and Safety (WHS) Management System is driven by determined priorities and standard review cycles.
		Review of safe working practices and procedures				



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	Action items from Council's Health and Wellbeing Strategy 2023-2027	HR Coordinator		100%	Health and Wellbeing Strategy implemented.

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 and traditional uses of media utilised for promotion of projects, outages and upcoming works.	Social media statistics, visitors to website, strong presence on all Council social media pages, media articles featured in print media.	Community Engagement Officer		100%	Social media, Councils website and media releases are ongoing and have been used when required 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	Conduct an online community survey (via Survey Monkey) and collate responses for the October 2023 Council Meeting.	Community Engagement Officer		100%	The Customer Survey was undertaken during the months of September and October 2023. A total of 117 customers completed the survey. Report provided to December Board Meeting.

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		60%	Long Term Financial Plan was reviewed in line with 2024-25 Operational Plan.

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 are under review.



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 2024-2025 budget.

2.5: Improving performance and managing risk

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		85%	2 Internal Audits were scheduled for financial year 2024. The 2 audits were combined as they were closely related - water billing and debt recovery. We are still awaiting the final report from the internal Auditor. We have updated the ARIC Charter and Internal Audit Charter as drafts to be approved and adopted at the first ARIC meeting in August 2024 with a new committee commencing in line with the recent Local Government Regulation changes.



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%	2022/23 Financial Statements completed and lodged within statutory timeframe.
2.5.3.2	Prepare quarterly budget reviews	Prepare quarterly budget reviews	Corporate Services Manager	●	100%	There were Quarterly budget reviews undertaken for Q1, Q2 and Q3. There is no need to undertake a quarterly budget review for the end of financial year.

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	●	35%	2023/24 plan to be developed in 2024 in conjunction with the ICT Coordinator. We have only recently secured an ICT Coordinator and we are now on track to ensure operational efficiency and security. This will however take some time to implement and expect that it may flow into 2025.



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 actively participates in REROC and projects with a joint interest.	General Manager		100%	Goldenfields have attended RivJo and REROC meetings regularly with consideration of any projects that may have 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	Goldenfields liaises with Constituent Councils to collaborate as required.	General Manager		100%	Meetings with Constituent Council General Managers were held as required.
2.6.2.2	Update SLA with Bulk Councils	New SLA developed and signed off between each Bulk Council and GWCC	General Manager		80%	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 control systems such as SCADA. The development of tariff inhibits have now been 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		100%	All construction activities are undertaken and adhere to all environmental factors. Major construction activities that are undertaken adhere to specific Construction Environmental Management Plans



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	Production & Services Manager		60%	Hydraulic model has now been completed with the current draft for options assessment being completed. Outstanding items are the Total Asset Management Plan, Financial assessment and price path, Drought & Demand Management Plan and a new Developer Servicing Plan. The completed strategy is now expected to be finalised in December 2024.

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 data and demand data is utilised to monitor Non-Revenue water	Production & Services Manager		100%	All Non-Revenue water is monitored and reported as part of the NSW Benchmark reporting. Council provides a target of <10% per scheme for Non-Revenue water within the distribution and reticulated systems.