



Goldenfields
Water

DELIVERY PROGRAM UPDATE

January to June 2020



Contents

SECTION 1:

INTRODUCTION

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

SECTION 3:

PROGRESS REPORT	7
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Progress Report Explained

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

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

At least every six months, a progress report must be produced that provides information 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 to June 2020, which covers the final six months of the third year of Goldenfields Water's Delivery Program for 2017–2021.

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



Green – Completed



Blue – Progressing



Red – Not yet started



Profile

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

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

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

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

Goldenfields Water's seven constituent councils are:

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

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

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

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

Mission Statement

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

Vision

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

Values

Integrity

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

Trust

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

Respect

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

Teamwork

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

Continuous Improvement

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



Strategic Priorities

This progress report is categorised in-line with the nine strategic priorities established by Goldenfields Water's long-term Business Activity Strategic Plan and the strategic objectives and strategies outlined in its 2017–2021 Delivery Program to achieve those priorities.

Strategic Priority 01: Excellence in Service Provision

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

Strategic Priority 02: Maximising Regional Water Supply

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

Strategic Priority 03: Strategic Water Management

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

Strategic Priority 04: Best Practice Pricing

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

Strategic Priority 05: Proactive Customer Relations

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

Strategic Priority 06: Environmental Protection and Sustainability

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

Strategic Priority 07: Efficient Operations

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

Strategic Priority 08: Highly Skilled and Energetic Workforce

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

Strategic Priority 09: Financially Sustainable

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

DELIVERY PROGRAM PROGRESS REPORT January– June 2020

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-June 2020. Progress is reported under Goldenfields Water's nine strategic priorities.



1: Excellence in service provision

1.1: Monitor and report compliance with regulatory, service and other organisational requirements

1.1.2: Increased drinking water assurance

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.1.2.1	Develop and implement an annual drinking water performance scorecard.	Develop and submit Council's Annual Drinking Water Management Report.	Production & Services Manager		100%	Goldenfields has developed and implemented a Drinking Water Management System. This system is reviewed around October every year and the performance of the management system is provided within an annual report to the October or December Council meeting. The review and annual performance report was provided to the Board at the December 2019 Council Meeting.

1.2: Provide a reliable and quality drinking water supply

1.2.2: Assets are managed strategically, across whole of life to improve delivery of services and financial management

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.2.1	Annually review asset performance data. Implementation of an app to capture burst data. Undertake 1 pump station audit each quarter	Implementation of an app to capture burst data. Undertake 1 pump station audit each quarter.	Engineering Manager		100%	Condition rating and Piping and Instrumentation Diagrams (P&IDs) have been developed for all pump stations.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.2.4	Hydrant and valve maintenance/replacement program has been established and resources allocated. Reservoir cleaning/maintenance & inspections is on-going with reports actioned to Engineering department.	Achieve greater than 85% of program	Operations Manager		100%	Hydrant/valve maintenance/replacement program is on target with approximately 3257 completed. A total of 5744 are outstanding and due for completion in 20/21. (2 year program) Reservoir cleaning/maintenance program is ongoing and working in conjunction with Engineering re unplanned and emergent works
1.2.2.6	Maintain asset data in a register and complete revaluation every 3-5 years. A revaluation is not due in the 19/20 FY.	Maintain asset data register and complete revaluation every 3-5 years. Not due in 2019/2020.	Engineering Manager		100%	Conditions ratings and Piping and Instrumentation Diagrams have been completed for all above ground assets. Improved data collation for asset register. Revaluation undertaken due to changes in condition rating.

1.2.3: Contamination resulting from backflow is minimised

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.3.1	Continue with backflow prevention installation program	Achieve greater than 85% of program	Engineering Manager		20%	This has not progressed due to issues identified with low pressure in some areas. Investigations underway to maintaining pressure in these areas prior to backflow prevention devices being installed.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.3.2	Monitor success of new filling stations	Monitor usage of the automated filling stations in comparison to existing standpipes.	Engineering Manager		100%	Bulk filling station use is monitored through an online platform

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.4.1	Develop and implement a water main renewal program. For the extended Coursing Park area and Daylight scheme develop a renewal program for the next 5 years.	Renewal programs are developed to inform future capital works.	Engineering Manager		100%	Known pipelines in poor condition have been identified as priorities for renewals. Currently further developing mains renewals program.
1.2.4.2	Continue with Mandamah water main extension program	Complete 30km of the Mandamah project.	Engineering Manager		100%	Mandamah construction is significantly ahead of schedule



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.5.1	Develop and implement a water pumping station renewal program	Program to be developed and continually updated in accordance with Councils Asset Management Risk Management Framework, Condition Manual and Investment Prioritisation Model.	Production & Services Manager		100%	A renewal program has been developed for the 2019/20 financial year via a registered log of run hours and condition assessments of Councils pump assets. Thus far Oura pump 3, Pump 2 at Jugiong Number 2, Talbingo Lane Pump 2, Temora Transfer pump 3, Junee Reefs, Ganmain Pump 2 and Aria Park 1 & 3 have been completed.

1.2.6: Trunk mains are systematically renewed based on asset performance data

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.6.1	Develop and implement a trunk main renewal program	Complete a minimum of 5km of trunk main renewal.	Engineering Manager		100%	Known pipelines in poor condition have been identified as priorities for renewals. Currently further developing trunk renewals program.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.8.1	Develop and implement a telemetry renewal program	Telemetry and SCADA equipment to be renewed as failures occur.	Production & Services Manager		100%	Goldenfields Water has installed all new communication towers and associated equipment for the Mt Daylight Scheme. In addition to the communication systems, all new electrical switchboards have been installed at Hannan, Daylight and Naradhan pump stations. The integration of control for the Ballyrogan Bores between Carathool Shire and Goldenfields has also been completed.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.9.1	Develop and implement a flow meter renewal program. Validate the calibration of all production flow meters	Validate the calibration of all production flow meters.	Engineering Manager		30%	New flow meter installed at Matong bore 2 due to calibration issues with existing meter

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.10.1	Develop and implement an air valve, scour and reflux renewal program	Achieve greater than 85% of program	Engineering Manager		80%	Valves are now included in asset register. Asset management plans under development which will include a renewal program
1.2.10.2	Develop and implement a pressure reducing valve and surge tank renewal program	Achieve greater than 85% of the program	Engineering Manager		100%	Mechanical team work to a PRV renewal program. PRVs and surge tanks have undergone renewal as required as well as additional works to improve WHS.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.10.4	Develop and implement a control valve renewal program	Achieve greater than 85% of program	Engineering Manager		90%	Valves are now included in asset register. Asset management plans under development which will include a renewal program. A tender to renew some of our critical valves is under development for release in the following financial year.
1.2.10.6	Develop and implement a stop valve renewal program	Achieve greater than 85% of program	Engineering Manager		80%	Valves are now included in asset register. Asset management plans being development which will include a renewal program. A tender to renew some of our critical valves is under development for release in the following financial year.

1.2.11: Hydrants are systematically renewed based on asset performance data

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.11.1	Develop and implement a hydrant renewal program	Achieve greater than 85% of program	Operations Manager		100%	Hydrant renewal program is being undertaken in conjunction with the valve maintenance program. Approximately 50% of hydrants have had maintenance work and 10% have been renewed. This is a 2 year program, due for completion in 2020/21.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.12.1	Develop and implement an instrumentation renewal program	Undertake renewal of water quality and SCADA instrumentation equipment as required.	Production & Services Manager		100%	Instrumentation is replaced when and where required. In addition to the general replacement program, new Burket chlorine analysers were purchased for Jugiong, Oura, Bradman St and Ganmain. Jugiong was the initial trial site for the new technology with successful results in terms of reliability and minimising maintenance. Oura and Bradman Street have also been completed.
1.2.12.2	Develop and implement an instrumentation expansion program	Expansion of water quality and SCADA instrumentation to occur as required to ensure continuous improvement of water quality and demand data.	Production & Services Manager		80%	Staff continually seek opportunities for the expansion of instrumentation that provides greater data capture and control systems to Goldenfields Waters operations. Staff are currently working with Hilltops Council for the potential to install additional analysers at the Prunevale pump station. In addition to this, 6 new turbidity meters were installed at the Jugiong Water Treatment Plant for capturing essential performance data on each individual filter process.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.13.1	Regularly update and publish information on Goldenfields website relating to major projects, water outages, meeting minutes, billing, recent announcements and staffing updates.	Provision of timely, accurate and relevant information	Community Engagement Officer	●	100%	Relevant information has been published and updated on Council's website.
1.2.13.2	Proactively provide project specific information to relevant stakeholders as required and respond to any stakeholder requests in a timely manner.	Provision of timely, accurate and relevant information	General Manager	●	100%	Goldenfields stakeholders have been provided relevant information through quarterly customer newsletters, website updates and social media engagement. Stakeholder requests are responded to in line with the customer service charter.
1.2.13.3	Report financial information internally.	Report financial information internally at least monthly.	Corporate Services Manager	●	100%	Monthly reports provided to management. A new costing system is being adopted from 1 July 2020 to enable better reporting and budgeting in future years.
1.2.13.4	Report financial performance to regulators as per compliance and to the community through bi-monthly Council meeting agendas and the Annual Report.	All external financial reporting is compliant with the Act and Regulations	Corporate Services Manager	●	100%	Statutory financial reporting obligations to Council meetings and regulators are being met within required timeframes.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.13.5	Report compliance information to regulators.	<p>1) Report any non-conformance with the Drinking Water Management System to NSW Health.</p> <p>2) Report any non-conformance with the Jugiong Water Treatment Plant's Environmental Protection Licence.</p> <p>3) Develop and submit an Annual Drinking Water Quality Report to NSW Health</p> <p>4) Development and submit the Environmental Protection Licence Annual Return to NSW EPA for the Jugiong Water Treatment Plant.</p>	Production & Services Manager		100%	Staff report to a number of regulators throughout the financial year. These include NSW Public Health, EPA & DoPIE. For the reporting year staff have completed and submitted the Annual Benchmark Reporting to DoPIE, Environmental Protection Licence for Jugiong WTP to EPA and the Annual DWMS Review to NSW Public Health with good results.



2: Maximising regional water supply

2.1: Plan for the regions future water supply

2.1.1: Future water supply options are proactively identified and evaluated

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.1.1.1	Review, and monitor any opportunities for expansion of raw water sources and associated licenses.	Review, maintain and monitor raw water sources and associated licenses.	Production & Services Manager		100%	Staff are continually looking for opportunities to expand Goldenfields Waters access to Raw Water provisions. Staff are currently sourcing any opportunities for the Oura (Gumly Gumly) groundwater source. In addition to this, Staff have met with DoPIE and advised the need to for additional entitlement to the Jugiong Water Treatment Plant if Boorowa was to be serviced form this scheme.

2.2: Plan for the region's future growth

2.2.1: Our water supply network is able to respond to community growth and development

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.2.1.1	Liaise closely with constituent councils regarding growth and development	Meet at least annually with Constituent Councils counterparts.	General Manager		100%	The General Manager has met with the Hilltops, Coolamon, and Cootamundra Gundagai General Managers, and staff have liaised with their counterparts at Constituent Councils.



2.2.2: Water supply system constraints are identified

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.2.2.1	Enhance the system-wide hydraulic model	Hydraulic model is enhanced as opportunities arise.	Engineering Manager		100%	Staff have undertaken training to improve hydraulic model knowledge.
2.2.2.2	Calibrate the hydraulic model with water meter and SCADA data.	Progressively calibrate the new water model through the investigation and review of Councils water supply network	Production & Services Manager		0%	The Water Model is yet to be developed and therefore any integration with SCADA has been postponed until it has been finalised.



3: Strategic water management

3.1: Become an industry leader in the water sector

3.1.1: We are open to emerging technology and water cycle management methods

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
3.1.1.1	Monitor emerging technology and incorporate into future plans.	Investigate any opportunities for continuous improvement of services through emerging technologies.	Production & Services Manager		100%	Staff are continually seeking new technologies to help deliver greater efficiencies and services to our customers. During July and October 2019, Staff engaged No-Des, a mobile flushing technology company to trial its flushing system within the Mt Arthur water supply scheme. Around 35km of reticulation main was flushed through the trial at a cost of around \$90,000. The results were very positive and staff will look at a number of options to continue its improvement of the system in future years.



3.1.2: We have the capacity to influence water industry direction

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
3.1.2.1	Explore opportunities to influence water industry policy and direction through participation in industry groups and bodies.	1) Represent Goldenfields Water as an elected Executive Committee Member for the NSW Water Directorate. 2) Participate in any opportunities to make submissions or represent the Council when and where appropriate	Production & Services Manager		100%	Council's Production and Services Manager is a current Executive Committee member of the NSW Water Directorate and the current subcommittee Chair for its Digital Utilities committee. A number of submissions have been made to the State with the most recent being in relation to the proposed Regional and State Water Strategies.



4: Best practice pricing

4.1: Ensure water metering is accurate

4.1.1: There is a high level of confidence in accuracy of water metering internally and amongst stakeholders

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
4.1.1.1	Develop and implement a water meter replacement program.	Achieve greater than 85% of program	Operations Manager		30%	Water meter replacement program is progressing slowly on an as needs basis and come 2022 it is envisaged that the program should be fully underway and coincide with the original 10 year replacement program

4.2: Levy and collect water charges

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
4.2.1.1	Read 97% of water meters by using the AMR network	97% of meters are read using the automated meter reading network.	Corporate Services Manager		100%	Consistently achieving 98% of meters being read using the automated meter reading network.
4.2.1.2	Water account notices issued within agreed timeframes	Water account notices are issued within agreed time frames.	Corporate Services Manager		100%	Accounts issued within agreed timeframes.



5: Proactive customer relations

5.1: Improve customer and community engagement

5.1.1: Feedback from customers is regularly captured and used in decision-making

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.1.1	Undertake customer survey in line with Community Engagement Strategy	The method of delivery and content is considered to undertake the survey in 2021 as per Community Engagement Strategy.	Community Engagement Officer		100%	The customer survey has been scheduled to commence in August 2020. An external provider has been engaged to identify the current expectations of our customers and the community overall, and over time, track our progress toward meeting those expectations.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.2.1	Continue to achieve key actions listed in the four year Community Engagement Strategy and seek opportunities within our communities to further increase our level of community engagement.	Key actions within the Customer Engagement Strategy have been met.	Community Engagement Officer		75%	Key actions continue to be met where possible however COVID-19 has impacted the engagement with schools and attending community events.



5.1.3: Our customer service goals are contained within a published Customer Service Charter, and we are accountable to them

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.3.1	Consultation with the community regarding deliverable service levels will be held in conjunction with the customer survey due in 2021 to ensure financial synergy.	Method of delivery and content is considered in preparation for the 2021 customer survey.	Corporate Services Manager		50%	Next Customer Survey to be undertaken in 2020/21 as per Community Engagement Strategy. Survey scheduled to be undertaken in August 2020. Survey in process of being developed in conjunction with IRIS Research.

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.4.1	Engage with the community and stakeholders through traditional media methods, social media, website, community presentations, educational programs, media launches, branding at community events and face to face meetings.	Variety of channels utilised when communicating to the community	Community Engagement Officer		100%	Goldenfields utilises newsletters, radio advertising, newspapers, App notifications, social media and our website to disseminate information to key demographics within our community.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.4.2	Schools within our supply scheme will be offered to attend Goldenfields Waters 'Depth Day' program at the Jugiong Water Treatment Plant, to learn more about the water treatment process. During National Water Week, Goldenfields will work with local schools and preschools to encourage and educate youths about sustainable water practices.	Educational resources are developed.	Community Engagement Officer		60%	While extensive preparations were made for the Depth Day Program, COVID-19 forced the cancellation of the event.

5.2: Develop and maintain strong links with stakeholders

5.2.1: We have close relationships with the Riverina Eastern Regional Organisation of Councils (REROC)

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.2.1.1	Participate in opportunities for resource, expertise and knowledge sharing with REROC	Goldenfields actively attends REROC meetings	General Manager		100%	REROC and RIVJO meetings are regularly attended enabling opportunities for resource, expertise and knowledge sharing to be identified.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.2.1.2	Work closely with REROC to improve service efficiency and effectiveness and promote matters of common interest	Goldenfields participates in projects with a joint interest.	General Manager		100%	Goldenfields is actively involved in attending REROC meetings and contributing to discussions in matters of common interest such as the COVID-19 stimulus funding and the REROC workforce development group.

5.2.2: We have close relationships with our constituent councils

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.2.2.1	Meet at least annually with Constituent Council counterparts.	Meet with Constituent Council counterparts at least annually.	General Manager		100%	The General Manager has met with the Hilltops, Coolamon, and Cootamundra Gundagai General Managers, and staff regularly engage with their counterparts at Constituent Councils. In addition REROC meetings and correspondence provide the opportunity to engage with constituent councils.
5.2.2.2	Assist Constituent Councils where possible to attract growth and new business to the region	Joint projects undertaken where viable	General Manager		100%	Goldenfields continues to assist Cootamundra Gundagai Council Nangus supply growth project.



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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.2.3.1	Customers, stakeholders and Constituent Councils will be updated with Goldenfields Waters' current works, upcoming major works, educational programs and general updates through the distribution of the Customer Newsletter every October and April. Customers and stakeholders will regularly be updated with announcements via Goldenfields Waters social media platforms and traditional media. The development of a video series highlighting the service provided by Goldenfields Water will be rolled out in 19/20.	Variety of communication channels utilised to ensure stakeholders are informed	Community Engagement Officer		100%	The customer newsletter has been circulated quarterly and Goldenfields regularly engages through various mediums. A suite of 'meet our staff' videos have been created and released.



6: Environmental protection and sustainability

6.2: Ensure natural resources are used efficiently

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.2.1.1	Investigate opportunities for energy cost reductions.	1) Investigate and manage energy contracts 2) identify any opportunities where energy consumption can be reduced	Production & Services Manager		100%	Staff continually seek ways to optimise or include efficiencies for energy usage and associated costs. During the 2019/20 financial year staff investigated opportunities with an external contractor to provide Power Purchase Agreements/solar installations across 12 operational sites. From these 12 sites, only 2 sites were deemed appropriate for a solar installation. Staff will therefore seek alternative opportunities in reducing its energy costs.
6.2.1.2	Educate operators responsible for sites with highest energy consumption.	Update and educate staff where operational control measures will be modified to investigate potential savings in energy consumption.	Production & Services Manager		100%	All Water Treatment Plant operators and relevant staff are trained and educated in optimising plant operations.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.2.1.3	As per item 6.2.1.2 operators will be encouraged to identify and implement savings. Consider suitable areas for onsite renewable energy.	Suitable areas for onsite renewable energy are identified.	Production & Services Manager		100%	Twelve sites were investigated by an external party for the potential to install solar energy systems to help alleviate some of the costs associated with water operations. Of these twelve sites only two were deemed appropriate for a viable solar installation project. Staff will continue to seek alternative options for reducing its ongoing energy costs.
6.2.1.4	As per item 6.2.1.3 efficiencies are encouraged to reduce usage and renewable options will be considered.	Efficiencies are identified to reduce energy.	Production & Services Manager		100%	Energy use is proactively monitored throughout the year. Goldenfields Water maintain a cloud based software system that monitors all electrical usage and costs associated with its operations. Carbon footprint activity is also monitored and reported in the Annual NSW Benchmark Report. Council was able to modify Control changes for the West Wyalong Pump Station during the 2019/20 financial year which has seen an annual saving of around \$15k per annum based on projected time of use requirements.

6.2.2: Water use efficiency is increased across the network

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.2.2.1	Develop and maintain an Integrated Water Cycle Management strategy.	Develop and Implement a new Drought and Demand management plan.	Production & Services Manager		50%	Council's IWCM project and associated Project Reference Group Workshop was to be held in March 2020. This had to be cancelled due to Covid-19 restrictions and has therefore been deferred to mid-August 2020 for commencement.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.2.2.2	Customers have access to data portal and the MyH2O app to monitor their usage.	The MyH2O app is fully functioning and customers are encouraged to access and monitor their usage.	Corporate Services Manager		100%	MyH2O application and web portal fully functional and being used by customers.

6.3: Manage the water supply's sustainability and security

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.3.1.2	Launch the MyH2O app and continue to encourage customers to sign up to MyH2O website to effectively monitor their water usage. Provide and educate customers about water efficient practices.	The percentage of customers using MyH2O has increased.	Community Engagement Officer		100%	Goldenfields has continued to encourage customers to utilise the Goldenfields App through social media campaigns, with an 18% increase in users from January to June 2020.



6.3.2: We have a multilayered approach to water quality control

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
6.3.2.1	Develop, Implement and Maintain an approved Drinking Water Management System.	Maintain and update Councils Drinking Water Management System when and where required.	Production & Services Manager		100%	Goldenfields developed and adopted its DWMS in Feb 2018. Since its initial adoption two reviews and an internal audit have been completed, confirming its effectiveness. The most recent review (DWMS Annual Report) was completed and submitted to NSW Public Health in December 2019.

7: Efficient operations

7.1: Improve business efficiency

7.1.2: Information management is integrated across the organisation

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.2.2	Continually update and improve the Geographic Information System	GIS enhancements are implemented	Engineering Manager		50%	Improved link between GIS and Asset Management. Additional GIS modules have been created to improve staff usability.

7.1.3: Corporate systems are implemented to support improvements in business efficiency

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.3.2	Develop an asset register structure and integrate with Civica and GIS.	Develop an asset register structure and integrate with CIVICA and GIS.	Engineering Manager		80%	Asset register structure has been developed. Improved asset data including condition rating and development of Piping and Instrumentation Diagrams for above ground infrastructure has been completed.



7.1.4: Corporate systems are integrated where practical to improve data

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.4.1	Integrate SCADA with hydraulic modelling software.	SCADA is integrated with hydraulic modelling software.	Production & Services Manager		0%	The Water Model is yet to be developed and therefore any integration with SCADA has been postponed until it has been finalised.

7.1.5: Fleet management is optimised

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.5.1	Review fleet requirements annually.	Fleet procurement decisions are based on whole of life costing	Corporate Services Manager		100%	Fleet replacement program developed and monitored throughout the year. 2020/21 program developed and included in Operational Plan.

7.3: Reduce exposure to business risks

7.3.1: We take an integrated approach to risk management

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.3.1.1	Develop and implement a risk management framework and corporate risk register.	Risk management framework and corporate risk register developed and implemented.	Corporate Services Manager		100%	Risk Management Framework adopted. Risk register created.



7.3.2: Environmental management practices are in place to reduce exposure to environmental risk

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.3.2.2	Review and maintain Councils compliance with environmental risks.	Council will maintain compliance with their Environmental Protection Licence and will develop and maintain a Pollution Incident Response Management Plan (PIRMP).	Production & Services Manager		100%	Goldenfields has one environmental protection licence associated with the Jugiong Water Treatment Plant operations. This licence is regulated through the EPA. This licence is reviewed annually and submitted to the EPA in around April of every year. Thus far Council has not had any breaches of its licence for the Jugiong Water Treatment Plant.

7.4: Improve the efficiency of operations in the field

7.4.1: We have an efficient, mobile workforce

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.4.1.1	Mobile platform for GIS developed and implemented.	Mobile GIS platform is developed and implemented.	Engineering Manager		100%	GIS is available on mobile platforms



8: Highly skilled and energetic workforce

8.1: Improve the management of human resources

8.1.1: Our workforce is motivated, skilled and flexible

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
8.1.1.2	Provide staff with professional development opportunities that meet future needs	Annual staff development plans completed, training undertaken for identified gaps	HR Coordinator		100%	Staff are encouraged to increase their skills through training programs and additionally conference attendance and education assistance opportunities.
8.1.1.3	Undertake an annual employee survey	Annual Survey undertaken and results reviewed and actioned	HR Coordinator		100%	Survey completed in September 2019, with results provided to the Board.



9: Financially sustainable

9.1: Deliver responsible financial management

9.1.1: Our organisation is financially sustainable

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
9.1.1.1	Develop a long-term financial management plan	Long term financial plan updated annually	Corporate Services Manager	●	100%	Long term financial plan created as part of 2020/21 budget and operational plan development.
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 as part of operational plan	Corporate Services Manager	●	100%	Fees and Charges reviewed and adopted in June 2019 in accordance with the four year price path adopted in 2015/16. 2020/21 Fees and Charges adopted in June 2020, with 0% increase due to effect of COVID-19.
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	●	100%	2020/21 Capital Work Program developed in conjunction with the development of the Long Term Financial Plan.