



Goldenfields
Water

DELIVERY PROGRAM PROGRESS UPDATE

July – December 2021



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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 July through to December 2017, which covers the first six months of Goldenfields Water's Delivery Program for 2017–2021.

This current progress report is for the period from July through to December 2021, which covers the first six months of Goldenfields 2021/2022 Operational Plan, derived from Goldenfields Delivery Program for 2017-2022.

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 2017–2022 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

July – December 2021

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 July–December 2021. Progress is reported under Goldenfields Water's nine strategic priorities.



1: Excellence in service provision

1.2: Provide a reliable and quality drinking water supply

1.2.1: Water quality meets or exceeds the Australian Drinking Water Guidelines

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.1.1	Maintain and Review the Drinking Water Management System	Complete DWMS Annual Report	Production & Services Manager		50%	Council have developed and maintain a DWMS. The system is reviewed annually for its effectiveness in managing Councils water quality obligations in relation to the Australian Drinking Water Guidelines. An annual review is undertaken and reported to the Council every October/December Council meeting.

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
1.2.2.3	Commence and complete Talbingo Lane Junee pipeline replacement of approximately 10km.	Commence and complete Talbingo Lane Junee pipeline replacement of approximately 10km.	Operations Manager		0%	Council is awaiting landholder agreements regarding the pipeline route
1.2.2.3	Commence and complete urban pipeline renewal at Beach and Pretoria Street Junee.	Commence and complete urban pipeline renewal at Beach and Pretoria Street Junee.	Operations Manager		0%	This construction project is due to start May/June 2022



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.2.3	Commence Thanowring Road pipeline replacement.	Commence Thanowring Rd Pipeline Replacement	Operations Manager		5%	Construction of Thanowring rd pipeline commenced in December 2021
1.2.2.3	Complete and Commission Mandamah pipeline construction Stage 3, and commence Stage 4.	Complete and Commission Mandamah pipeline construction Stage 3, and commence Stage 4.	Operations Manager		100%	Completed and commissioned Mandamah Pipeline Construction on 12th December 2021 8 months ahead of schedule and under budget
1.2.2.3	Installation of an organisational wide microwave communication system for SCADA is complete	Installation of an organisational wide microwave communication system for SCADA is complete	Production & Services Manager		100%	Council has designed and commenced the roll out of a new Microwave communications network. Phase 1 with a total of 9 sites was to be completed within the 2021/22 financial year which is now complete. Phase 2 will commence with an additional 10 sites to be completed within the 2022/23 financial year.
1.2.2.3	Jugiong No1 High Voltage Upgrade - Detailed design contract to be completed.	Jugiong No1 High Voltage Upgrade - Detailed design contract to be completed.	Production & Services Manager		50%	Tenders have been awarded for the design and construction of the Civil and Hardware contracts for the project. Council will look to resolve an electrical design contractor at its February Council meeting. Designs are expected to be completed by end of financial year.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.2.3	Jugiong Programmable Logic Controller (PLC) is completed.	Jugiong Programmable Logic Controller (PLC) is completed.	Production & Services Manager		40%	Project is progressing, however is behind schedule noting additional pneumatic valve controls required for the water treatment plants filter system. Delay has occurred due to additional design, manufacturing and supply of new control valves.
1.2.2.3	Oura High Voltage Upgrade - Civil Construction is complete and commissioned	Oura High Voltage Upgrade - Civil Construction is complete and commissioned	Production & Services Manager		100%	Civil construction works have been completed with Practical Completion being granted to Gongues Construction in November 2021.
1.2.2.3	Plan for a new workshop facility to support Urban Reticulation renewals as per Capital Works forecast.	Detailed design completed for proposed new workshop	General Manager		25%	Quotations are being sought for design services for workshop design.
1.2.2.4	Valve maintenance and replacement will be completed by October 2021.	Achieve greater than 85% of program	Operations Manager		100%	Completed inspection/maintenance of approx 9001 valves (hydrants, stop valves, air valves, scour valves)



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	Utilise issues register and burst data to determine renewals program.	Achieve 90% of mains renewals budget	Engineering Manager		45%	5 year list of pipeline renewals has been developed based on burst data and information from the issues register.
1.2.4.3	Implement the water main renewal program for 21/22	Achieve 85% of mains renewals budget	Engineering Manager		45%	To date 42% of mains renewal budget expended
1.2.4.4	Continue with Mandamah water main extension program	Achieve greater than 85% of 30km of mains installation.	Engineering Manager		100%	Mandamah construction has been completed under budget and ahead of schedule. Stage 4 will be live once the upgrade of Thanowring road has been completed.

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	Progressively replace all SCADA across to ClearSCADA	Progressively replace all SCADA across to ClearSCADA	Production & Services Manager		50%	Council has completed a majority of its SCADA upgrade system. All further upgrades will be undertaken as part of Councils asset renewal program or new capital works program.



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	Air, Scour and Stop Valves and Hydrants are reviewed and replaced as required in Temora, Wyalong and Ungarie. Junee, Coolamon and Ganmain are reviewed for future replacement.	Air, Scour and Stop Valves and Hydrants are reviewed and replaced as required in Temora, Wyalong and Ungarie. Junee, Coolamon and Ganmain are reviewed for future replacement.	Operations Manager		55%	Progressing on schedule

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	Replace aged water quality instrumentation where required.	Replace aged water quality instrumentation where required.	Production & Services Manager		50%	GWCC staff progressively renew water quality instrumentation when and where required. There is no planned renewal site to be completed this financial year.



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.	Our website is regularly updated with relevant and timely information.	Community Engagement Officer		50%	Website is updated weekly with all relevant information.
1.2.13.2	Proactively provide project specific information to relevant stakeholders as required and respond to any stakeholder requests in a timely manner.	Accurate and relevant information is provided to stakeholders in a timely manner.	General Manager		50%	Goldenfields stakeholders are provided relevant information through quarterly customer newsletters, website updates, media and social media engagement. Stakeholder requests are responded to in line with the customer service charter
1.2.13.4	Prepare statutory financial reports within required timeframes - including Quarterly Budget Reviews, Annual Financial Statements.	Quarterly Budget Reviews presented at the Council meeting following quarter end. Annual Financial Statements submitted to Office of Local Government by statutory due date.	Corporate Services Manager		50%	2020/21 financial statements submitted by due date. Quarterly budget reviews prepared and presented by due dates. Audit plan for 2021/22 financial statements has been finalised along with preparation timetable.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.2.13.5	Notify any non-conformance as required. Complete annual reporting to NSW Public Health, DPIE, and EPA.	Complete DWMS Annual Report, EPA Annual Return and the Annual Benchmark Report. Notify any non-conformances to the relevant Authority as required.	Production & Services Manager		75%	Council has completed its DWMS Annual report and Annual Performance Benchmark Report. The Jugiong Water Treatment Plant Annual Return for its Environmental Protection Licence will be completed in May 2022.

2: Maximising regional water supply

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	Engage with Constituent Councils regularly	General Manager		50%	Goldenfields has engaged with each constituent council as part of the process to develop the next Business Activity Strategic Plan, and specifically each Councils anticipated population and housing growth. Goldenfields and Bland Shire Council worked closely together to successfully obtain funding to support the West Wyalong Water Security Project.



2.2.2: Water supply system constraints are identified

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.2.2.3	Consultant is engaged to complete IWCM Strategy inclusive of hydraulic model and financial plan.	Works are on track for completion in the 2022/23 financial year	Engineering Manager		100%	Consultant has been engaged and delivery is underway with the expectation it will be finalised in the 2022/23 financial year

3: Strategic water management

3.1: Become an industry leader in the water sector

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
3.1.3.1	Complete the Integrated Water Cycle Management Plan	IWCM is adopted	Production & Services Manager		50%	Council has completed and adopted an IWCM 'Issues Paper'. Public Works Advisory has been engaged to undertake the development of the IWCM Strategy. Works are not expected to be completed until late 2022.



4: Best practice pricing

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 at least 97% of meters by automated meter reading network.	Minimum of 97% meters read through AMR network.	Corporate Services Manager	●	50%	AMR meter reading target of 97% being met each billing cycle.
4.2.1.2	Water Accounts issued within 3 weeks of quarter end	Water accounts issued within 3 weeks of quarter end.	Corporate Services Manager	●	50%	Water accounts issued within specified timeframe.



4.3: Deliver a consistent price path

4.3.1: We have a published price path to ensure financial sustainability

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
4.3.1.1	Determine scheduled fees and charges consistent with the long term financial plan.	LTFP reviewed to determine fees and charges schedule for inclusion in operational plan - maintaining financial sustainability (surplus operating results and cash reserves throughout 10 year plan)	Corporate Services Manager		0%	Future year's budgeting process to be finalised later in year.

5: Proactive customer relations

5.1: Improve customer and community engagement

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	Goldenfields 3 year community engagement strategy is developed utilising information gathered from the community including the customer survey.	Goldenfields Water 2021-25 Community Engagement Strategy is developed.	Community Engagement Officer		80%	Community Engagement Strategy almost complete ready for February Council meeting.



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	Information regarding water management and sustainable water practices is delivered to our community through a variety of advertising mediums and community activities.	Our community is provided information on water management and sustainable water practices.	Community Engagement Officer		50%	Information provided via ongoing regular social media posts, customer newsletters, and media releases.
5.1.4.2	Educate local students and customers about the region's drinking water supply and water cycle, water efficiency and sustainability, and benefits of choosing tap water. This will be achieved by offering Depth Days to local students, developing a school program targeted at Stage 5 students and actively promoting National Water Week to schools and the community through interactive and engaging sustainable water themed resources.	Goldenfields hosts 'Depth Days', develops Stage 4 educational program and engages with local schools and preschools during Water Week to provide sustainable water themed resources.	Community Engagement Officer		30%	Education for students to occur via - Stage 5 School Depths Days commenced planning for May. Years 7-10 NTC Programs details have been sent to schools to run in March. Promoted national Water Week via social media giveaway. Educating the community about water wise practices and benefits of choosing tap via ongoing social media posts.



5.1.5: Customer Service Experience is enhanced

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
5.1.5.1	Customer service initiatives of emailed water accounts, mywater and direct debit payment arrangements are promoted through staff engagement and targeted advertising	The percentage of customers using mywater, direct debit and receiving emailed accounts has increased	Corporate Services Manager	●	50%	Advertising and promotion for customer service initiatives undertaken on a regular basis through promotions, newsletters and social media.

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
5.2.1.2	Work closely with REROC and the Joint Organisation to improve service efficiency and effectiveness and promote matters of common interest	Goldenfields participates in projects with a joint interest.	General Manager	●	50%	Goldenfields has engaged with REROC to improve service efficiency by entering into a REROC facilitated contract for the supply of Liquid Alum. This resulted in cost savings and reduced delivery lead times.



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	Engage with our Constituent Councils regularly.	We have regularly engaged with our Constituent Councils	General Manager		50%	Goldenfields continued engagement with Constituent Councils, including meeting with each Council to discuss core priorities in relation to their community's water supply expectations in order to develop Goldenfields' Business Activity Strategic Plan.

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	Information regarding Goldenfields' current works, major upcoming works, educational programs and general updates are provided through traditional and modern media platforms, including our quarterly customer newsletters, social media platforms, website and media releases.	Goldenfields Customer Newsletter is circulated in January, April, July and October. Information is regularly provided through various media platforms.	Community Engagement Officer		55%	Customer Newsletter posted for July, October and January. Social media & website used to provide ongoing information. Regular media releases provided to news outlets.



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
6.2.1.4	Maintain an energy usage and cost data base.	Maintain the population of Azility cloud base systems to actively monitor our energy usage and costs.	Production & Services Manager	●	50%	Council currently maintain systems for monitoring its energy and greenhouse gas production. This system is designed to highlight any anomalies and to provide historical trends of councils energy usage.

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
6.2.2.3	Support the Customer Service Team to provide customers with a seamless and simplified interaction. Promoting digital engagement such as the Goldenfields Water App, direct debit payments and online accounts will be an integral part of enabling simplified interaction.	Customer registration to the Goldenfields App, online accounts and direct debit increases.	Community Engagement Officer	●	50%	Advertising via social media platforms & print media for the Goldenfields Water App & online accounts. Online forms in the process of being developed to make sign up to direct debits & other requests easier for customers & customer service team.



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
6.3.1.1	Actively monitor our raw water source via both hydrological and water quality parameters	Undertake monthly sampling and testing of raw water quality samples. Monitor councils access entitlements to source water and ensure restrictions are utilised when and where required.	Production & Services Manager		50%	GWCC staff undertake routine monitoring, sampling and testing of all raw water sources. Additional SCADA monitoring systems have been installed on some groundwater bores to trend levels.



7: Efficient operations

7.1: Improve business efficiency

7.1.1: We have an efficient corporate structure

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.1.1.1	Goldenfields Corporate structure is reviewed within 12 months of the ordinary election of council to best meet the organisations requirements.	Goldenfields Corporate structure is efficiently aligned to meet organisational requirements, having been reviewed within 12 months of the ordinary election of council.	General Manager		0%	Goldenfields corporate structure will be reviewed within 12 months of ordinary council elections in line with the Local Government Act.

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%	Updates have been made to improve accessibility to asset information. Further improvements are underway



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	Prepare annual fleet replacement budget and review quarterly.	Prepare annual fleet budget for inclusion in Capital Works Program. Review progress quarterly during Quarterly Budget Reviews.	Corporate Services Manager		50%	Fleet budget monitored during quarterly budget review process. Future year's replacement program to be finalised later in year.

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
7.3.1.3	ARIC function complies with Framework. ARIC Meetings are regularly held. Internal audits are conducted in accordance with Strategic Internal Audit Plan	ARIC is compliant with framework. ARIC meetings are held quarterly. 3 internal audits conducted in financial year.	Corporate Services Manager		50%	ARIC Charter has been reviewed by committee. New guidelines to be released in future. Meetings being held quarterly. Internal audits progressing as planned.



7.3.5: Capital Works Program reduces business risk through prioritisation of critical renewals

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
7.3.5.1	Implement the capital works program for 2021/22 Financial year	85% of capital works program is completed	Engineering Manager		45%	Capital works program is 45% spent. The program is 90% renewals and includes renewals of critical infrastructure such as high voltage electrical equipment, reservoirs, and pipelines.

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
7.4.1.2	Rollout O365 across Council to improve availability, lessen demand on infrastructure, workforce collaboration and mobility	Email service migrated to the cloud. O365 operational for staff. Collaboration tools being utilised as scoped for Council requirements.	Corporate Services Manager		50%	O365 project progressing as planned. Email service migration to cloud finalised. Additional collaboration functionality to be rolled out in second half of year.
7.4.1.4	Investigate, source and implement an electronic timesheet system	System successfully implemented and operationally compliant	Corporate Services Manager		80%	Implementation project has commenced. Indoor staff have commenced use of the program. Outdoor staff scheduled to be onboarded.



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
8.1.1.1	Goldenfields Workforce Management Plan is developed to meet the organisational requirements identified within the four year Delivery Program for 2021/25.	Goldenfields Workforce Management Plan has been developed and adopted by the Board.	HR Coordinator		20%	The draft Workforce Plan will be presented to the Board at the April Council meeting.
8.1.1.2	Provide staff with professional development opportunities that meet organisational future needs	Annual staff development plans completed, training undertaken for identified gaps	HR Coordinator		50%	Staff are provided professional development opportunities in accordance with Training Plan and Education Assistance Policy. Staff Development Plans due to be undertaken in March 2022 to assist in determining gaps.
8.1.1.3	An annual staff survey is undertaken to identify areas that are going well, areas that could be improved and how staff are best supported to effectively perform their roles.	Annual staff survey is undertaken and results considered to enhance organisational functions.	HR Coordinator		0%	NA - At the April 2021 Council meeting, the Board resolved to complete employee surveys every two (2) years. The next employee survey is due to be completed in 2022.



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	Long Term Financial Plan updated annually	The LTFP has been reviewed annually in conjunction with Operational Plan Preparation	Corporate Services Manager		0%	Future year's budgeting process to be finalised later in year.
9.1.1.5	Total Asset Management Plan and Financial Plan is developed as part of IWCM	Documents completed by June 2022	Engineering Manager		50%	Draft Asset Management strategy is being developed for adoption with IP&R. Consultant engaged to complete IWCM strategy including Total Asset Management Plan