



AGENDA

Ordinary Meeting of Council

To be held on
Thursday 13 March 2025
At 1:30 PM



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.

STATEMENT OF ETHICAL OBLIGATIONS

Councillors are reminded of their Oath or Affirmation of Office made under Section 233A of the Local Government Act 1993 and their obligation under Council's Code of Conduct to disclose and appropriately manage Conflicts of Interest.

COUNCILLORS



Councillor Alan White
Chairperson
Coolamon Shire Council



Councillor Graham Sinclair
Deputy Chairperson
Temora Shire Council



Councillor Matt Austin
Junee Shire Council



Councillor Rodney Crowe
Bland Shire Council



Councillor Les Cooper
Cootamundra-Gundagai
Regional Council



Councillor Joanne Mackay
Hilltops Council



Councillor Neil Langford
Hilltops Council



Councillor Cameron Rouse
Narrandera Shire Council

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1	OPENING AND WELCOME	6
2	ACKNOWLEDGEMENT OF COUNTRY	6
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1 OPENING AND WELCOME**2 ACKNOWLEDGEMENT OF COUNTRY**

I would like to acknowledge the Wiradjuri people who are the Traditional Custodians of the Land. I would also like to pay respect to their people both past and present and extend that respect to other Aboriginal Australians who are present.

3 LEAVE OF ABSENCE/APOLOGIES

At the time of preparation of the business paper no apologies have been received.

Leave of Absence

Nil

Apologies

Nil

Application for Leave of Absence

Nil

4 ATTENDANCE OF COUNCILLORS BY AUDIO VISUAL LINK

Councils Code of Meeting Practice permits Councillors to attend and participate in meetings of the council with the approval of the council or relevant committee.

Clauses 5.19 - 5.30 of the Code of Meeting Practice provides the parameters for eligibility and requirements for remote attendance.

5 WEBCASTING OF COUNCIL MEETINGS

Attendees of this meeting are reminded that:

- a) The meeting is being recorded and made publicly available on Council's website, and
- b) Persons attending the meeting should refrain from making any defamatory statements.

6 PRESENTATIONS

No presentations are scheduled for this meeting.

7 CONFIRMATION OF MINUTES

Ordinary Council Meeting - 12 December 2024



MINUTES

Ordinary Meeting of Council

To be held on
Thursday 12 December 2024
At 4:38 PM



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.

STATEMENT OF ETHICAL OBLIGATIONS

Councillors are reminded of their Oath or Affirmation of Office made under Section 233A of the Local Government Act 1993 and their obligation under Council's Code of Conduct to disclose and appropriately manage Conflicts of Interest.

QUORUM

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

COUNCILLORS



Councillor Alan White
Chairperson
Coolamon Shire Council



Councillor Graham Sinclair
Deputy Chairperson
Temora Shire Council



Councillor Matt Austin
Junee Shire Council



Councillor Rodney Crowe
Bland Shire Council



Councillor Les Cooper
Cootamundra-Gundagai
Regional Council



Councillor Joanne Mackay
Hilltops Council



Councillor Neil Langford
Hilltops Council



Councillor Cameron Rouse
Narrandera Shire Council

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5	WEBCASTING OF COUNCIL MEETINGS	6
6	PRESENTATIONS	6
	No presentations are scheduled for this meeting.	
7	CONFIRMATION OF MINUTES	7
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	Nil	
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**MINUTES OF GOLDENFIELDS WATER COUNTY
ORDINARY COUNCIL MEETING
HELD AT THE GOLDENFIELDS WATER TEMORA OFFICE
ON THURSDAY, 12 DECEMBER 2024 AT 4:38 PM**

PRESENT: Cr A White, Cr G Sinclair, Cr C Rouse, Cr M Austin, Cr R Crowe, Cr L Cooper, Cr N Langford, Cr J Mackay

IN ATTENDANCE: Mr A Drenovski (General Manager), Mr G Veneris (Production and Services Manager), Mr A Dahlenburg (Operations Manager), Mrs M Carr (Corporate Services Manager), Miss A Burnett (Executive Assistant)

1 OPENING AND WELCOME

The meeting commenced at 4:38pm.

2 ACKNOWLEDGEMENT OF COUNTRY

3 LEAVE OF ABSENCE/APOLOGIES

At the time of preparation of the business paper no apologies have been received.

Leave of Absence

Nil

Apologies

Engineering Manager Sammy Jung

Application for Leave of Absence

Nil

4 ATTENDANCE OF COUNCILLORS BY AUDIO VISUAL LINK

Councils Code of Meeting Practice permits Councillors to attend and participate in meetings of the council with the approval of the council or relevant committee.

Clauses 5.19 - 5.30 of the Code of Meeting Practice provides the parameters for eligibility and requirements for remote attendance.

5 WEBCASTING OF COUNCIL MEETINGS

Attendees of this meeting are reminded that:

- a) The meeting is being recorded and made publicly available on Council's website, and
- b) Persons attending the meeting should refrain from making any defamatory statements.

6 PRESENTATIONS

No presentations are scheduled for this meeting.

7 CONFIRMATION OF MINUTES**8 DISCLOSURES AND DECLARATIONS OF INTEREST**

Councillors and Senior Staff are reminded of their obligation to declare their interest in any matter listed before them.

Councillors may declare an interest at the commencement of the meeting, or alternatively at any time during the meeting should any issue progress or arise that would warrant a declaration.

Councillors must state their reason in declaring any type of interest.

9 BUSINESS WITHOUT NOTICE – URGENT

In accordance with clause 9.3 of Councils Code of Meeting Practice, business may be transacted at a meeting without due notice only if:

- a) A motion is passed to have the business transacted at the meeting, and
- b) The business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.

10 CHAIRPERSON MINUTES

Nil

11 REPORTS FROM COMMITTEES

11.1 MINUTES OF THE COUNCIL MEETING HELD ON 31 OCTOBER 2024

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. Minutes of the Council Meeting held on 31 October 2024

BOARD RESOLUTION 24/106

Moved: Cr C Rouse

Seconded: Cr N Langford

That the Minutes of the Council Meeting held on 31 October 2024 be received and the recommendations therein be adopted.

CARRIED

12 CORRESPONDENCE

Nil

13 CORPORATE SERVICES MANAGER**13.1 COUNCIL INVESTMENTS REPORT - OCTOBER 2024**

Author: Accountant

Authoriser: Corporate Services Manager

Attachments: Nil

BOARD RESOLUTION 24/107

Moved: Cr M Austin

Seconded: Cr L Cooper

That Council receive and note the report detailing Council cash and investments at 31 October 2024.

CARRIED**ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN**

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

A report on Council's investments is required to be presented for Council's consideration in accordance with Clause 212 of the Local Government (General) Regulation 2005.

REPORT

Council's cash and investment portfolio decreased by \$4,207,317.17 from \$32,355,483.03 at September 2024 to \$28,148,165.86 at October 2024.

Cash and Investment Portfolio

Type	LT Rating	ST Rating	Issuer	Frequency	Purchase	Maturity	Days	Rate	Percentage of Portfolio	Principal
TD	BBB-	A-3	Judo Bank	At maturity	9/05/2024	7/11/2024	182	5.20%	4%	\$1,000,000
TD	AA-	A-1+	NAB	Annually	16/08/2024	15/11/2024	91	4.90%	7%	\$2,000,000
TD	BBB	A-2	Defence Bank	Annually	1/12/2023	29/11/2024	364	5.50%	14%	\$4,000,000
TD	NR	NR	NT Treasury Corp	Annually	28/09/2020	15/12/2024	1539	1.10%	4%	\$1,000,000
TD	AA-	A-1+	NAB	At maturity	24/09/2024	2/01/2025	100	4.90%	11%	\$3,000,000
TD	BBB	A-2	AMP Bank	Annually	12/01/2023	13/01/2025	732	4.55%	7%	\$2,000,000
TD	AA-	A-1+	NAB	At maturity	25/07/2024	23/01/2025	182	5.28%	4%	\$1,000,000
TD	AA-	A-1+	NAB	Annually	24/02/2023	24/02/2025	731	4.93%	4%	\$1,000,000
TD	BBB	A-2	AMP Bank	Annually	1/09/2023	4/03/2025	550	5.05%	7%	\$2,000,000
TD	BBB	A-2	Police Financial Svcs	Annually	1/03/2023	13/03/2025	743	5.15%	4%	\$1,000,000
TD	BBB	A-2	Defence Bank	Annually	8/03/2023	27/03/2025	750	4.90%	4%	\$1,000,000
TD	AA-	A-1+	NAB	At maturity	2/10/2024	2/04/2025	182	5.00%	9%	\$2,500,000
TD	NR	NR	Summerland CU	Annually	22/03/2023	8/05/2025	778	4.80%	4%	\$1,000,000
TD	A+	A-1	Rabobank Australia	Annually	25/09/2024	26/09/2029	1827	4.70%	14%	\$4,000,000
CASH	AA-	A-1+	Commonwealth Bank	At Call		1/11/2024	1	4.20%	4%	\$1,016,308.00
CASH	AA-	A-1+	Commonwealth Bank	Cash Account		1/11/2024	1	0.01%	2%	\$631,857.86
TOTAL:										\$28,148,166

Portfolio Performance

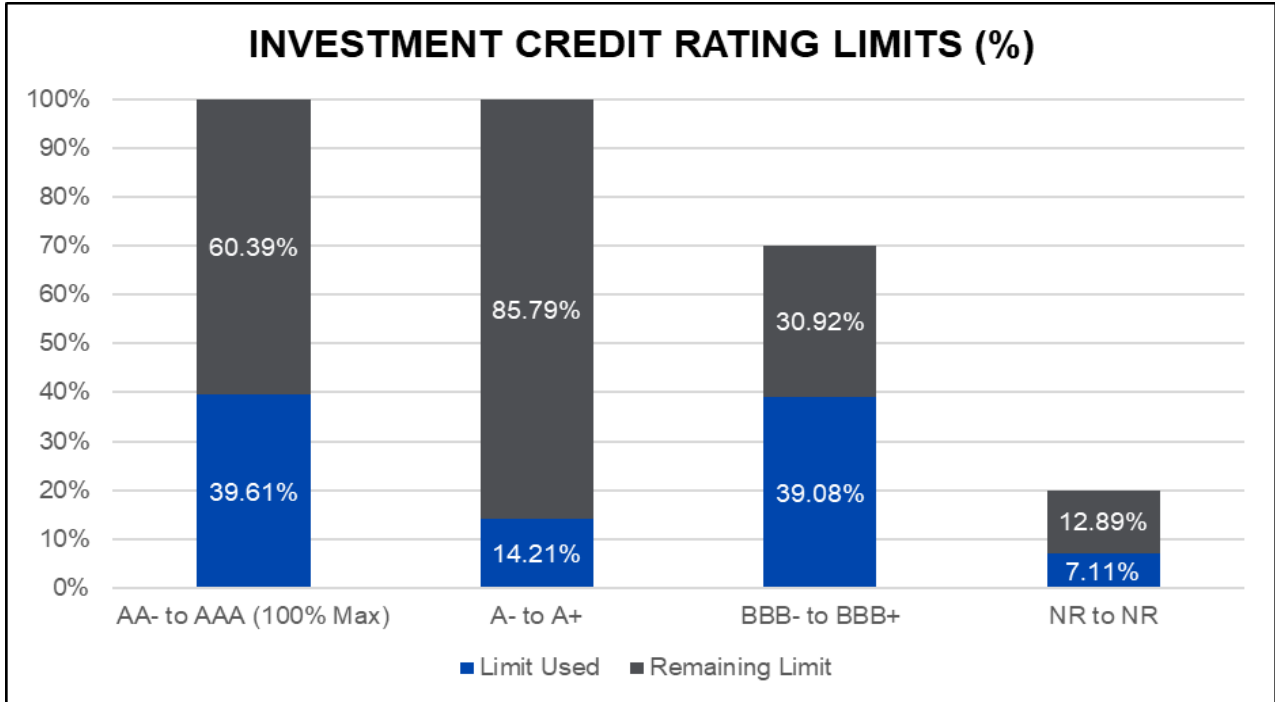
Goldenfields Water County Council's investment portfolio weighted average interest for October 2024 was 4.55%. Performance indicators for comparison are:

- BBSW 4.42% RBA Cash Rate 4.35% AusBond Bank Bill 4.36%

Interest received to October 2024 totalled \$413,011.78.

Credit Quality Compliance

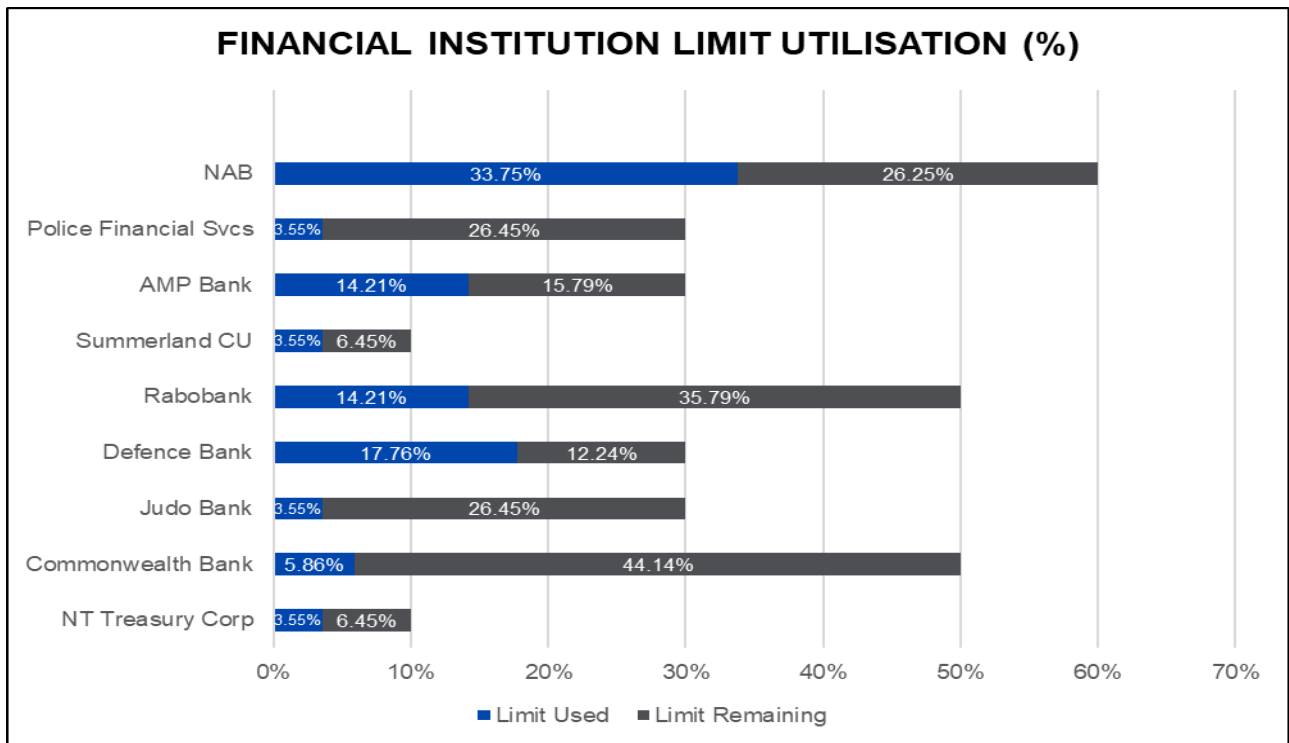
Council’s investment portfolio was compliant with policy in terms of S&P long term rating credit quality limits, as displayed below.



Financial Institution Compliance

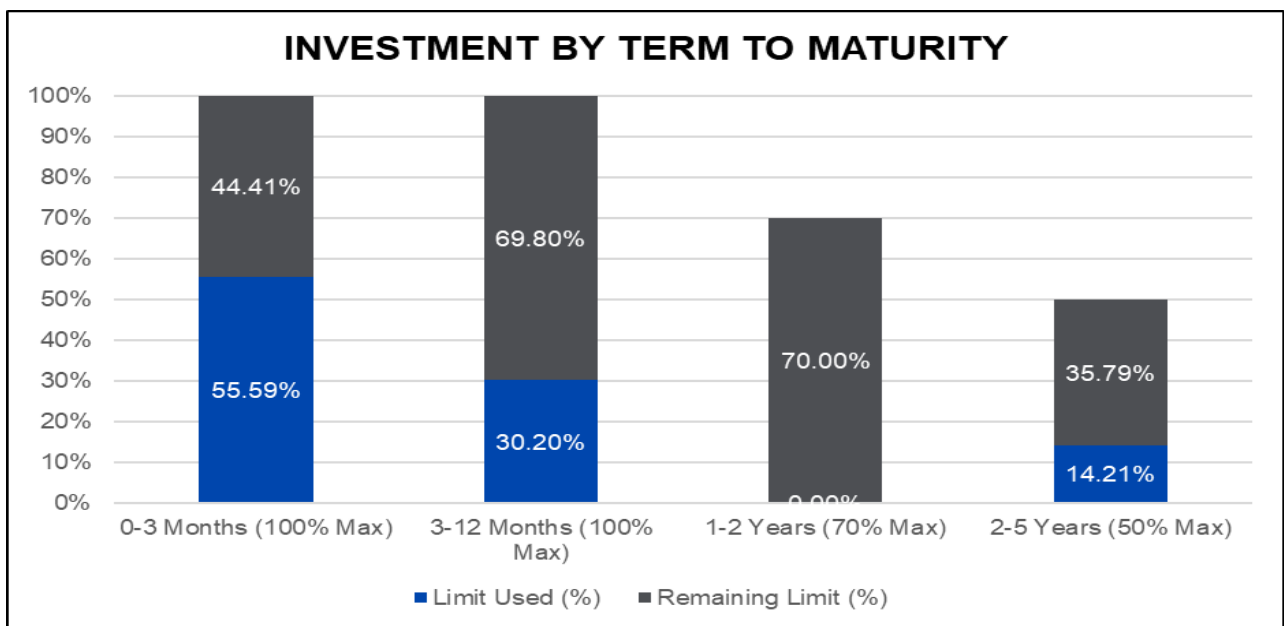
As at the end of October, Council was compliant with policy in terms of individual financial institution capacity limits. It is worth noting that capacity limits are affected by changes in the on-call account balance compared to the total portfolio balance.

Overall, the portfolio is diversified across a variety of credit ratings, including some exposure to unrated authorised deposit-taking institutions (ADIs).



Term to Maturity

Council’s investment portfolio maturities shown graphically below were also compliant with policy requirements.



Application of Investment Funds

The table below details the allocation of cash balances in terms of restricted funds, noting restrictions are all internal rather than external.

Restricted Funds:	
Employee Leave Entitlements	\$2,551,897
Plant & Vehicle Replacement	\$1,462,793
Infrastructure Replacement	\$1,349,640

Section 64 Developer Contribution Reserve	\$5,000,000
Unrestricted Funds	\$17,783,836
TOTAL	\$28,148,166

Declaration

I hereby certify that investments listed in the report have been made in accordance with Section 625 of the *Local Government Act 1993*, Clause 212 of the Local Government (General) Regulation 2005 and Council’s Investment Policy PP004.

Signed

Melody Carr

Corporate Services Manager

FINANCIAL IMPACT STATEMENT

Council’s cash and investment portfolio decreased by \$4,207,317.17 from \$32,355,483.03 at September 2024 to \$28,148,165.86 at October 2024.

13.2 COUNCIL INVESTMENTS REPORT - NOVEMBER 2024

Author: Accountant
Authoriser: Corporate Services Manager
Attachments: Nil

BOARD RESOLUTION 24/108

Moved: Cr N Langford
Seconded: Cr G Sinclair

That Council receive and note the report detailing Council cash and investments at 30 November 2024.

CARRIED**ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN**

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

A report on Council's investments is required to be presented for Council's consideration in accordance with Clause 212 of the Local Government (General) Regulation 2005.

REPORT

Council's cash and investment portfolio increased by \$1,441,782.15 from \$28,148,165.86 at October 2024 to \$29,589,948.01 at November 2024.

Cash and Investment Portfolio

Type	LT Rating	ST Rating	Issuer	Frequency	Purchase	Maturity	Days	Rate	Percentage of Portfolio	Principal
TD	BBB	A-2	Defence Bank	Annually	1/12/2023	29/11/2024	364	5.50%	14%	\$4,000,000
TD	NR	NR	NT Treasury Corp	Annually	28/09/2020	15/12/2024	1539	1.10%	3%	\$1,000,000
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TD	AA-	A-1+	NAB	At maturity	25/07/2024	23/01/2025	182	5.28%	3%	\$1,000,000
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TD	A+	A-1	Rabobank Australia	Annually	25/09/2024	26/09/2029	1827	4.70%	14%	\$4,000,000
CASH	AA-	A-1+	Commonwealth Bank	At Call						
CASH	AA-	A-1+	Commonwealth Bank	Account		1/12/2024	1	4.20%	15%	\$4,523,609.99
CASH	AA-	A-1+	Commonwealth Bank	Cash Account		1/12/2024	1	0.01%	5%	\$1,566,338.02
TOTAL:										\$29,589,948

Portfolio Performance

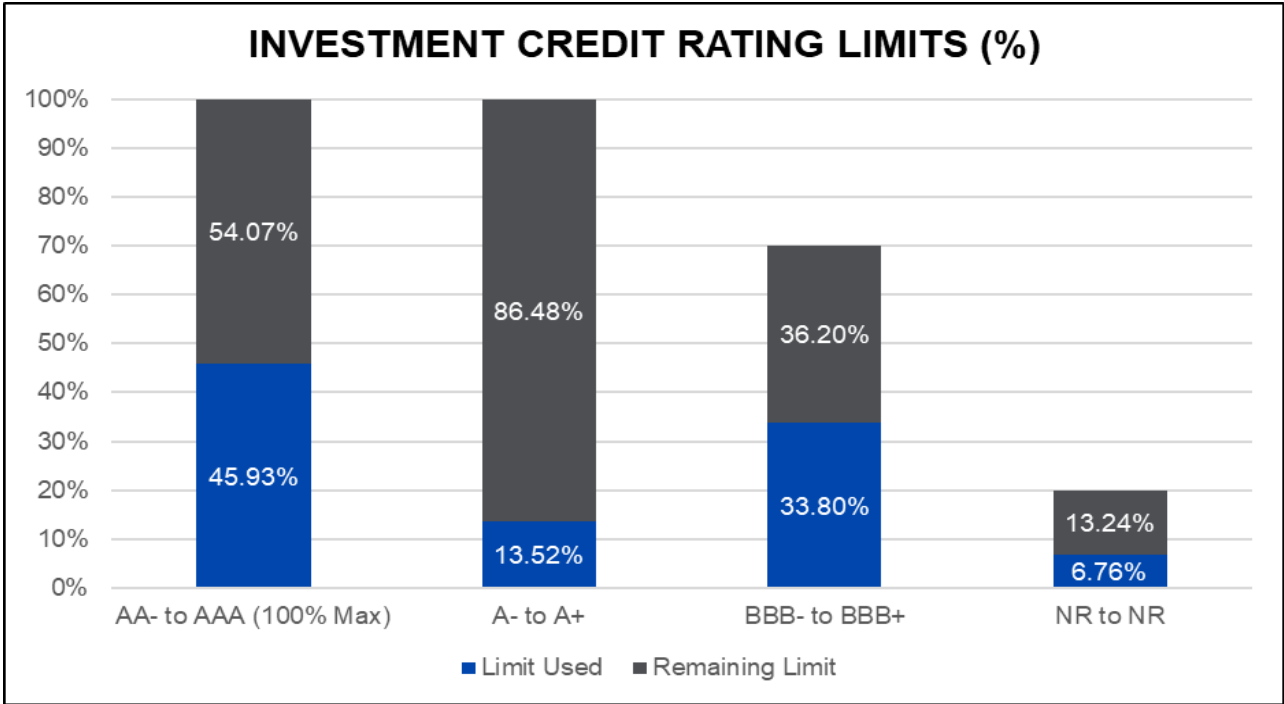
Goldenfields Water County Council's investment portfolio weighted average interest for November 2024 was 4.35%. Performance indicators for comparison are:

- BBSW 4.43% RBA Cash Rate 4.35% AusBond Bank Bill 4.36%

Interest received to November 2024 totalled \$682,770.69.

Credit Quality Compliance

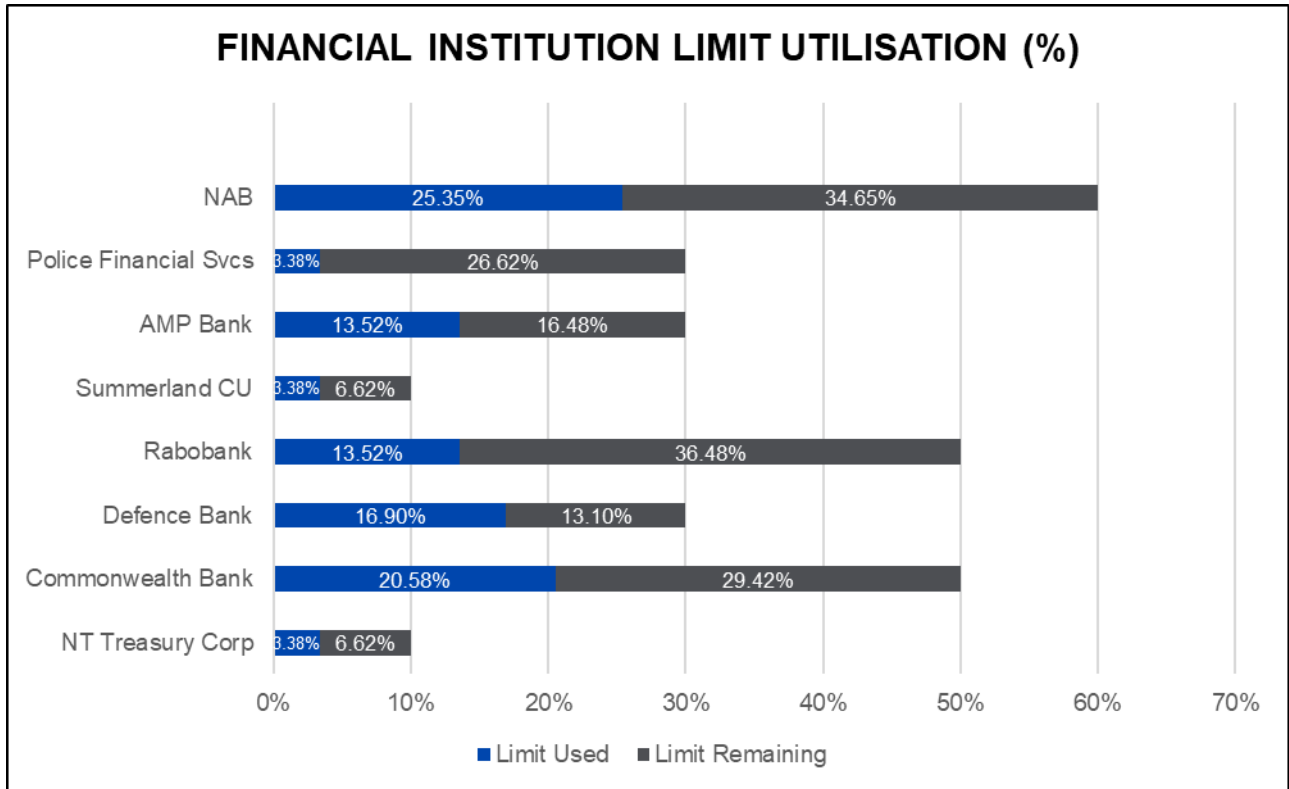
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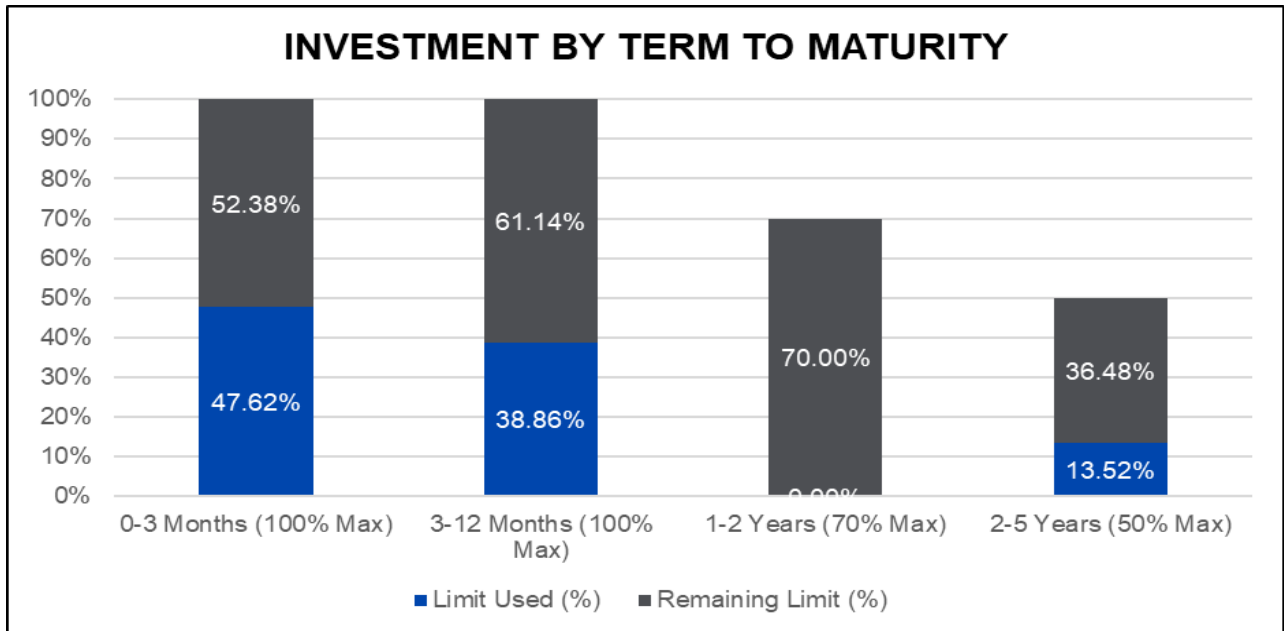
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Overall, the portfolio is diversified across a variety of credit ratings, including some exposure to unrated authorised deposit-taking institutions (ADIs).



Term to Maturity

Council’s investment portfolio maturities shown graphically below were also compliant with policy requirements.



Application of Investment Funds

The table below details the allocation of cash balances in terms of restricted funds, noting restrictions are all internal rather than external.

Restricted Funds:	
Employee Leave Entitlements	\$2,551,897
Plant & Vehicle Replacement	\$1,462,793

Infrastructure Replacement	\$1,349,640
Section 64 Developer Contribution Reserve	\$5,000,000
Unrestricted Funds	\$19,225,618
TOTAL	\$29,589,948

Declaration

I hereby certify that investments listed in the report have been made in accordance with Section 625 of the *Local Government Act 1993*, Clause 212 of the Local Government (General) Regulation 2005 and Council’s Investment Policy PP004.

Signed

Melody Carr

Corporate Services Manager

FINANCIAL IMPACT STATEMENT

Council’s cash and investment portfolio increased by \$1,441,782.15 from \$28,148,165.86 at October 2024 to \$29,589,948.01 at November 2024.

14 OPERATIONS MANAGER

Nil

15 PRODUCTION AND SERVICES MANAGER**15.1 DRINKING WATER MANAGEMENT SYSTEM ANNUAL REPORT 2023/24**

Author: Production & Services Manager

Authoriser: Production & Services Manager

Attachments: 1. Drinking Water Management System 23_24

BOARD RESOLUTION 24/109

Moved: Cr L Cooper

Seconded: Cr J Mackay

That the Board review and accept the Drinking Water Management System Annual Review

CARRIED

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

Goldenfields Water developed and adopted a Drinking Water Management System (DWMS) and associated Policy in February 2018. The purpose of the DWMS Annual Report is to inform and update New South Wales Department of Health (NSW Health) and NSW Department of Climate Change, Energy, the Environment and Water (DCCEW) of Goldenfields Water County Councils (GWCC) implementation and ongoing assessment of its Drinking Water Management System. It also demonstrates that GWCC is compliant with requirement s25 Public Health Act 2010 to develop a Quality Assurance Program (QAP) in line with the framework for Drinking Water Quality Management in the Australian Drinking Water Guidelines.

REPORT

The 2023/2024 DWMS Annual Report is the sixth annual review completed under the current adopted DWMS that has been undertaken by Goldenfields Water staff. This Annual Report has utilised the entire 2023/24 data for the Jugiong, Oura, Mt Arthur and Mt Daylight potable water supply systems. A majority of this data was made available from the implementation of WaterOutlook and ClearSCADA. Data is also utilised from NSW Health's Drinking Water Database and ASAM reservoir asset condition database where required.

Throughout the reporting period GWCC have undertaken numerous water samples for both operational and verification monitoring. These samples are tested at the GWCC laboratory and/or an external NATA accredited laboratory for operational monitoring or NSW Health's FASS lab for verification or compliance purposes. GWCC also conducted a number of onsite tests for operational purposes which are presented below.

Throughout the reporting period GWCC have conducted a total of 902 microbial water samples to be either tested by NSW Health or tested 'in-house' by GWCC Water Quality staff.

The drinking water is tested throughout the period by an independent party for chemical elements which may be present in the water. A total of 151 chemical water samples were carried out during the reporting period, and all were tested by NSW Health's FASS laboratory. From the 151 total samples collected and tested, 53 were treated water samples taken in the distribution system and 98 were raw or bore water samples.

GWCC also undertake pesticide sampling of the drinking water across the entire scheme. These samples are tested by a NATA accredited laboratory for the 2023/24 FY a total of 16 samples were

tested for the presence of pesticides. All sample results were compliant with parameters set in the Australian Drinking Water Guidelines (ADWG), all results indicating an 'Nil detections.

It is also a requirement for GWCC to test for Radiological characteristics in the ground water supplies every 2 years. For the 2023/24 FY, 4 Radiological samples were taken and tested by Australian Nuclear Science and Technology Organisation (ANSTO). Results and locations can be seen in table 22.

Another initiative undertaken by GWCC is the monitoring of chlorine within the distribution system networks across the entire drinking water scheme. These tests are conducted routinely by the distribution and water quality staff and a total of 2450 chlorine tests were conducted onsite throughout the year. These tests include both Total and Free chlorine.

A running spreadsheet of results was previously updated by office staff once data was received from field sampling and is now located in GWCC's records management system 'Content Manager (doc 18/1344)'. WaterOutlook (WO) has also been rolled out to all fields staff allowing them to upload the results of the chlorine tests. Since the implementation of WO, there has been 13,444 chlorine test results uploaded into the database. With the implementation of WaterOutlook, the outdoor staff now directly upload the results of the chlorine tests via mobile platforms in order to eliminate double handling of data and direct registration within our water quality database.

The main obligations of Goldenfields Water managing their DWMS is to ensure that no breaches of Critical Control Points (CCP's) occur or if they do occur, that they are reported, reviewed, and corrected as part of a continual improvement process.

All results for 2023/24 year were within ADWG limits however, GWCC did record one incident of E. coli detected at the Wyalong school as detailed in the attached report in Table 26. This result was communicated at the time to NSW Public Health and retesting was completed. Internal testing, chlorine results and retesting validation results determined that the detection was due to human error in sampling techniques and not an actual occurrence of E-coli within the system.

GWCC maintains a register of customer complaints throughout the year. The below table provides an overview of these complaints and their volume. Please note that if the calls have been registered as a compliant but a notification, they will not appear within this table. However, all discoloured water calls received are registered as complaints.

Month	Total Complaints	Discoloured Water	Burst Main	Taste/Odour Related	No Supply/Low Pressure	Leaking Meter	Messy or unsafe jobsite	Unable to Isolate meter	Other
Jul-23	7	5				1	1		
Aug-23	22	21			1				
Sep-23	28	22	1	1	3		1		
Oct-23	19	14			5				
Nov-23	26	21			5				
Dec-23	38	31			3				4
Jan-24	17	16							1
Feb-24	33	25			4		1		3
Mar-24	23	20			2				1
Apr-24	18	15		1	1	1			
May-24	29	21			3	2			3
Jun-24	15	11	1						3

There was a total of 275 complaints throughout the year with 222 (80%) of these relating to aesthetic discoloured water events.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

15.2 PURCHASE OF NEW WATER MAINS CLEANING TECHNOLOGY

Author: Production & Services Manager

Authoriser: Production & Services Manager

Attachments: Nil

BOARD RESOLUTION 24/110

Moved: Cr M Austin

Seconded: Cr J Mackay

That Council

1. Note the information detailed within this report.
2. Approve a project capital budget allocation of \$720,000 (gst excl).
3. Note and approve the additional annual operational budget allocation of \$200,000 required for two additional staff and consumables needed per annum commencing in the 2025/26 financial year.
4. Pursuant to s55(3)(i) of the Local Government Act 1993, the Board considers that due to the unavailability of competitive or reliable tenderers, that a satisfactory result would not be achieved by inviting tenders before entering into a contract for the purchase of a specialised water treatment mains cleaning unit. These extenuating circumstances are specifically due to:
 - (a) Detection Services being the only supplier within Australia that holds the rights to the technology, and
 - (b) Goldenfields Water is unable to develop the technology with another supplier due to Intellectual Property rights.
5. Approve the General Manager and/or their delegate to negotiate a supply agreement for the purchase of a Goldenfields Water owned and operated mobile treatment unit.
6. Report project results back to the Board on a regular basis and provide a final report on the permanent resourcing requirements during the 2026/2027 financial year.

CARRIED

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

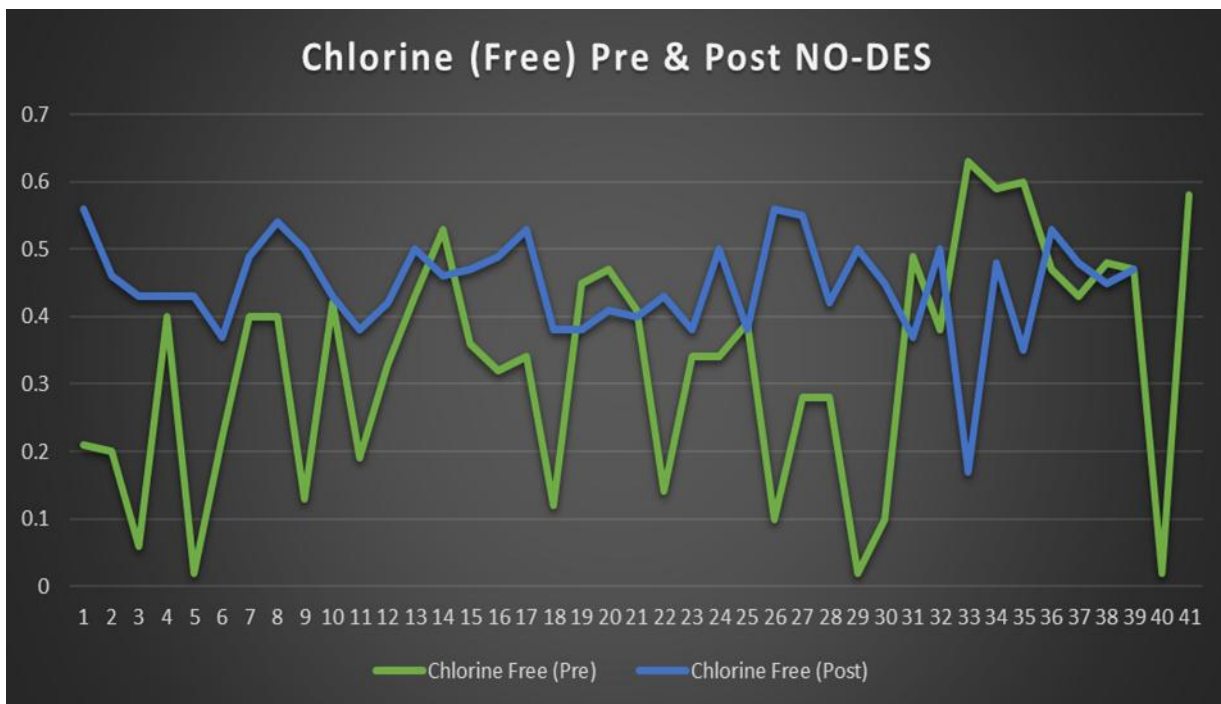
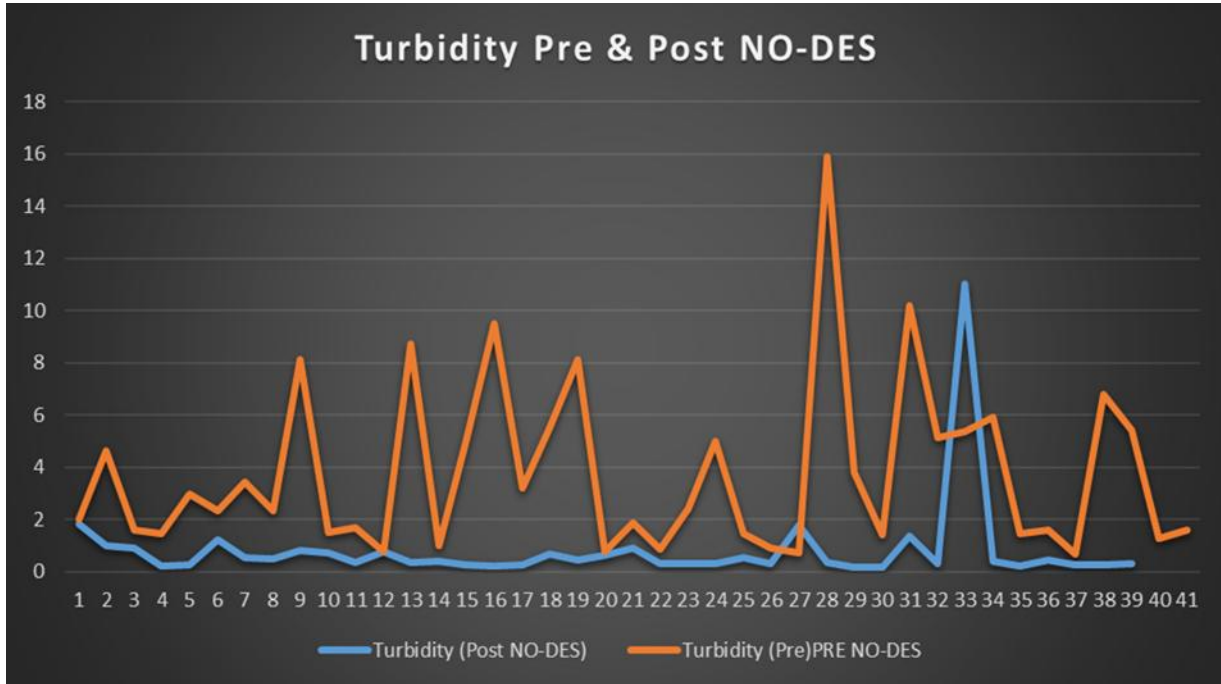
There was a total of 275 complaints made during the financial year 2023/24. The majority of complaints that were made, pertained to discoloured water totalling 222 complaints (80%).

These complaints have historically derived from the townships of Coolamon, Junee and Temora. Currently in order to mitigate against complaints, GWCC invests in cleaning reservoirs and flushing dead ends regularly on both a preventative and reactive cycle.

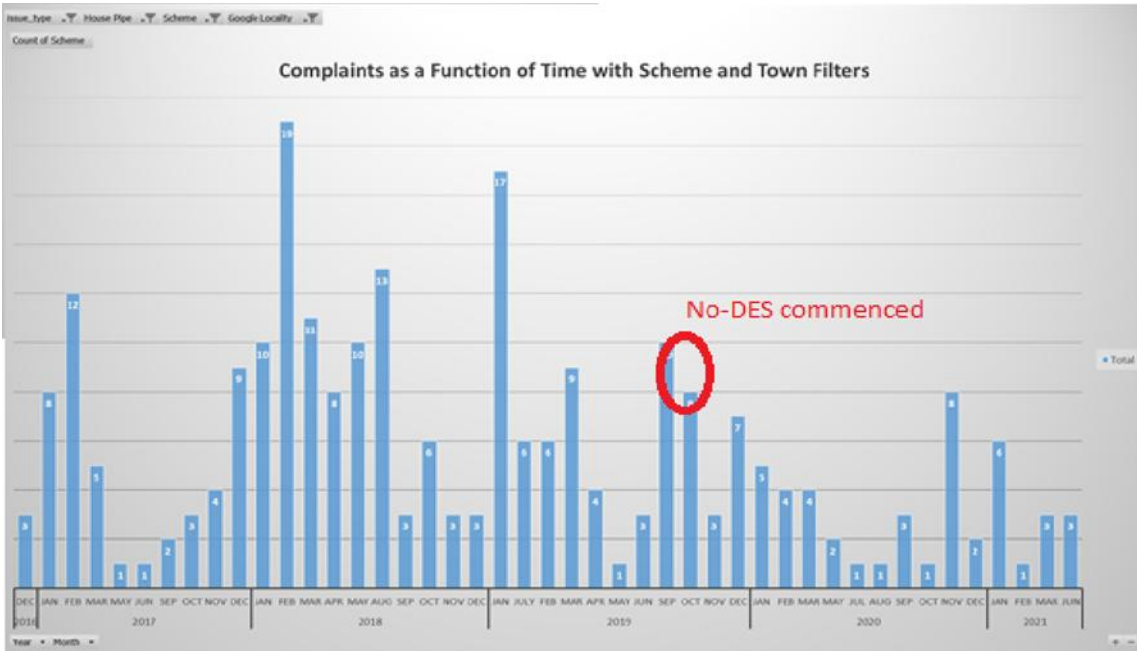
In previous years (2019 & 2022), GWCC had procured the services of No-Des, a contractor that had the ability to clear water mains with no loss of water to the environment and minimised disruptions to the customers. These contractors cleaned approximately 100 km of water mains in the Junee, Coolamon and nearby townships as part of trial process for staff investigating future options.

Whilst undertaking this flushing/cleaning, turbidity levels throughout the town were recorded as high as 171 NTU, with an average of approximately 25 NTU during the operation of the trial. Staff undertook a pre & post chemical analysis of the townships, in order to assess the effectiveness of the technology in resolving some of these issues.

As illustrated within the following graphics, pre and post water chemistry testing was undertaken to validate the utilisation of the system. As is depicted within the images below, the reduction in turbidity was significant after utilisation and the spike detailed from areas 32-34 was due to a burst that occurred at the time. This then correlated into the chlorine residual consistency detailed in lower graphic.



As you can see from the below customer complaint trends, a reduction in peak complaints during the period following cleaning achieved a significant reduction in complaints.



REPORT

With a successful trial of the system, Goldenfields Staff have previously workshopped with the Board to investigate the opportunity to purchase the technology. Staff have been working closely with Detection Services in order to try and negotiate the possibility of the purchase with the unit owned and operated by the County Council.

In mid-2024, staff visited Detection Services in Queensland where the design and manufacture of a new unit was currently underway and being commissioned for their New Zealand team.

Staff noted numerous modifications that it would require in order to purchase a unit at the satisfactory of Council. Namely larger filtration system, mechanical and electrical standardisation and separated generator system due to weight restrictions.

A price has been provided in principle for the system, which was within previous budgetary allocations, where \$500,000 was carried from previous years within Councils plant budget.

Staff have requested the removal of the generator and the purchase of the truck from the request to supply, as this will allow staff to tender/quote these provisions as per the requirements under the Local Government Act and associated regulation. However, as recommended in this report, an exemption from tendering will be required for the manufacture and supply of a No-Des unit.

Staff are currently working with Detection Services in how, Terms and Conditions of the purchase would need to be accommodated, noting the Intellectual Property rights and the potential limits of operating within our servicing footprint to our constituent councils and associated customers. Once the Board provides final approval for the project to proceed, staff will look to negotiate and finalise this process as soon as possible.

It is expected that the project will require two additional operational staff to run the unit under the current Production & Services structure for a two-year trial basis. Once the project has been proven successful, a permanent structure will be reported back to the Board for approval.

Noting previous costs to hire and engage contractors to undertake this work once per annum, the project is expected to provide a return on investment within 6-8 years. The asset purchase will have an associated minimum life of 15 years and has the additional value-added option of undertaking councils' mains disinfection process, saving additional costs on a separate chlorine dosing unit.

FINANCIAL IMPACT STATEMENT

The recommendation imposes an additional allocation of \$220,000 on top of the previously allocated \$500,000 in capital from the plant budget and an additional allocation of \$200,000 of operational costs per annum for resourcing and consumables commencing in the 2025/26 financial year.

15.3 WATER PRODUCTION REPORT

Author: Water Quality Technical Officer
Authoriser: Production & Services Manager
Attachments: Nil

BOARD RESOLUTION 24/111

Moved: Cr G Sinclair
Seconded: Cr C Rouse

That Council receive and note the Water Production Report.

CARRIED

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 3 A Healthy Natural Environment

BACKGROUND

Goldenfields Water provides the essential water requirements of about 40,000 people spread over an area in excess of 20,000 square kilometres between the Lachlan & Murrumbidgee Rivers in the South West of NSW.

Goldenfields Waters' supply system consists of five separate water schemes, Jugiong, Oura, Mt Arthur, Mt Daylight and Hylands Bridge. Goldenfields Water carries out water supply functions within the Local Government areas of Bland, Coolamon, Cootamundra, Hilltops, Junee, Temora, and parts of Narrandera and Wagga Wagga.

Hilltops Shire Council, Cootamundra Gundagai Shire Council and Riverina Water County Council are retailers, who purchase bulk water from Goldenfields and supply the water to retail customers in their respective local government areas.

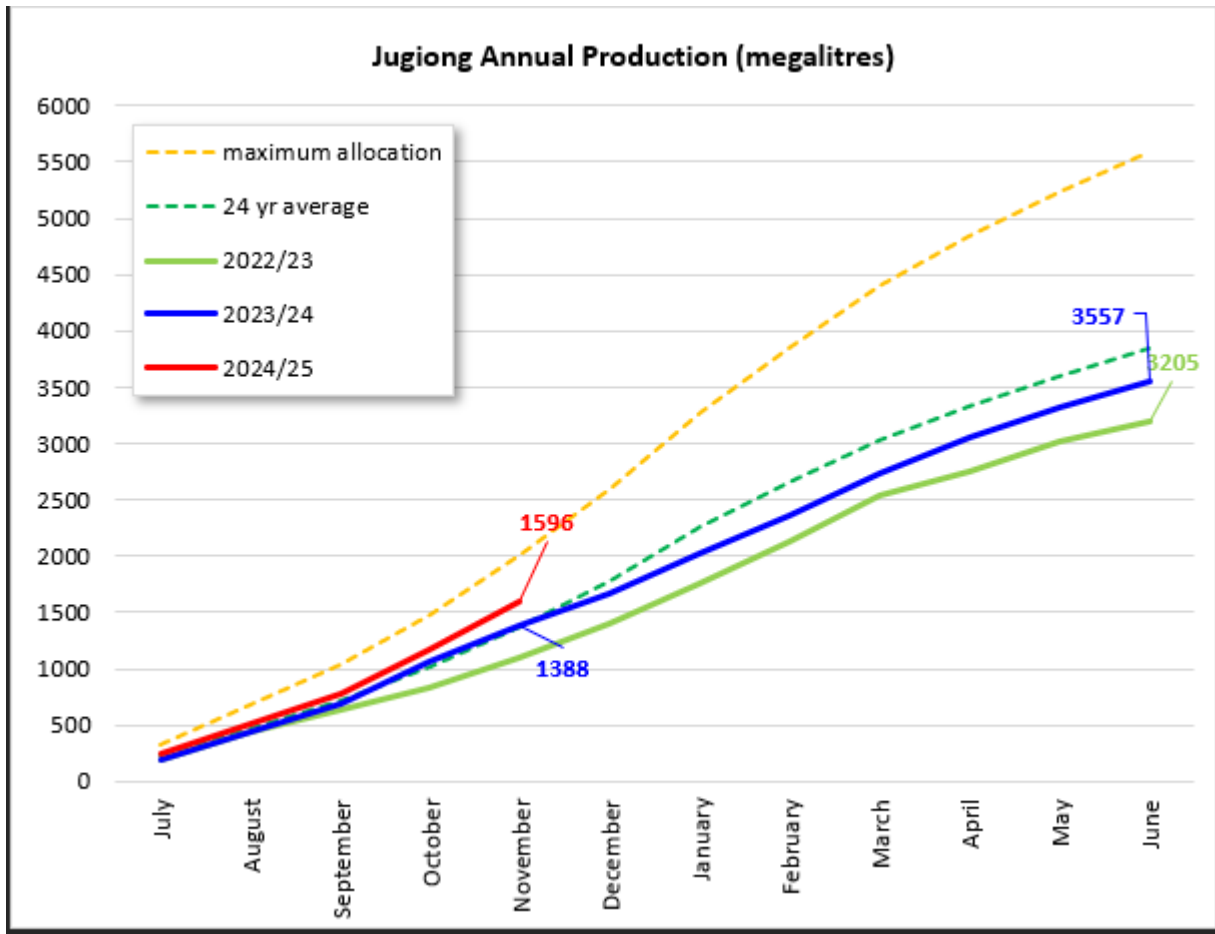
REPORT**Jugiong drinking Water Scheme**

The Jugiong drinking water scheme sources water from the Murrumbidgee River and has an extraction licence entitlement of 5590ML per annum. Water from the Murrumbidgee River is treated through a 40ML/day, conventional Water Treatment Plant that consists of: Coagulation, Flocculation, Clarification, Filtration, Disinfection and Fluoridation.

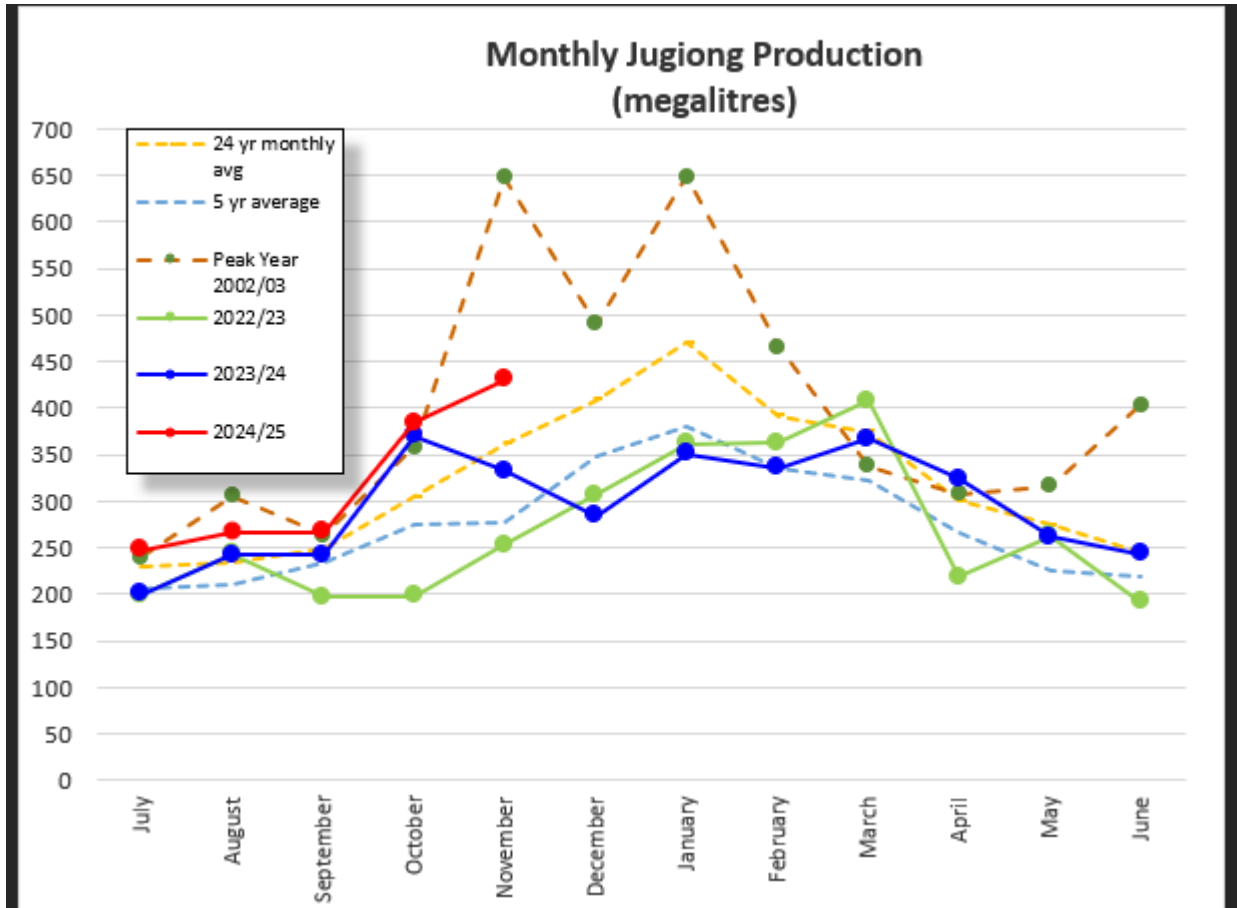
The Jugiong Scheme has 14 sets of reservoirs and 8 pumping stations. The Jugiong Scheme supplies bulk water to the Hilltops and Cootamundra-Gundagai Regional Councils for supply to the townships of Cootamundra, Harden and Young with a population of approximately 6800, 2200 and 8000 respectively.

Goldenfields Water also provides additional retail supply to approximately 600 customers in the villages of Stockinbingal, Wallendbeen and Springdale.

For the first 5 months of the 2024/25 financial year, 1596ML of water had been extracted from the Murrumbidgee River and processed at the Jugiong Water Treatment plant. This is slightly higher than for the 2023/24 FY where 1388ML was extracted. An increase of 208ML. This is illustrated in the graph below.



Jugiong monthly production started slightly higher in July with 248ML extracted and treated for the month. August saw a further increase in production with 267ML and September was similar to August with 267ML extracted and treated. October saw a large increase in production with 385ML produced with a further increase in November with 430ML produced and treated.

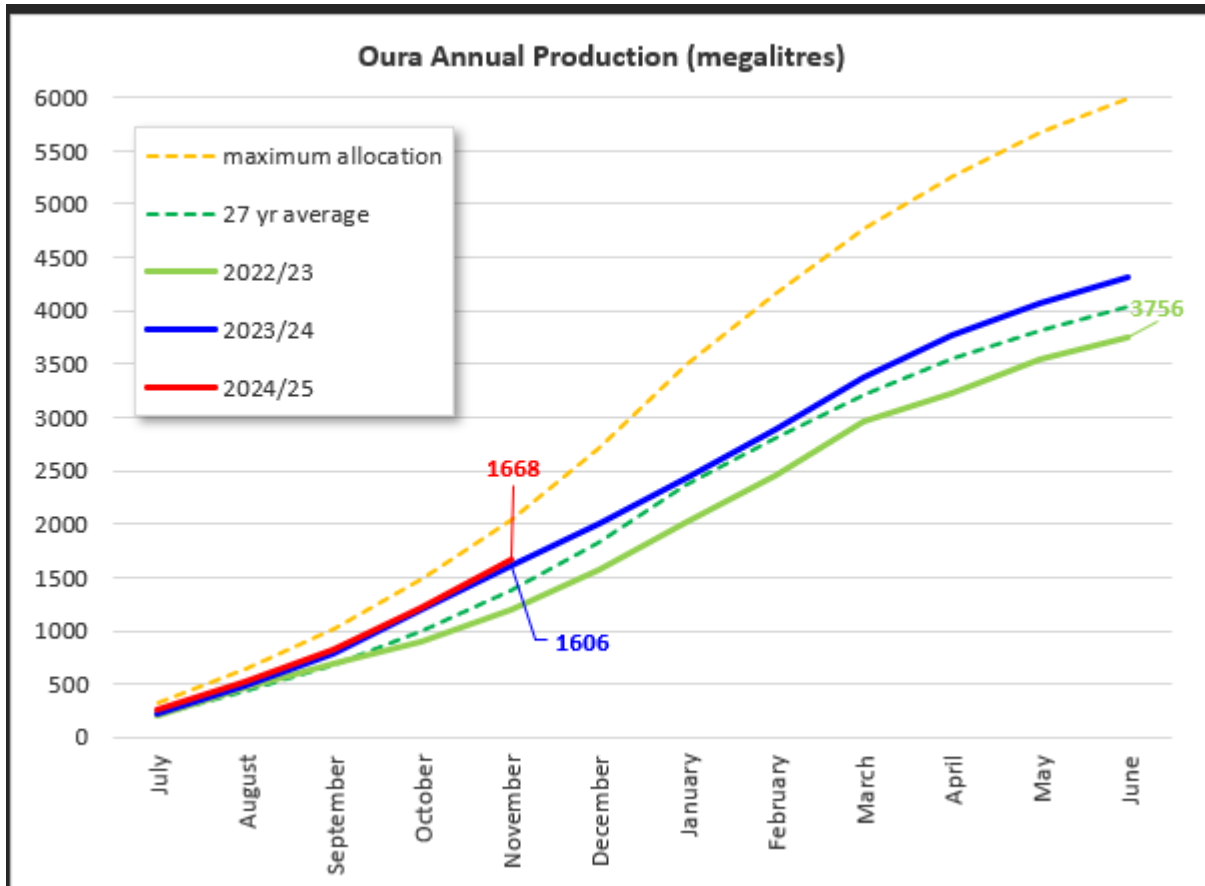


Oura Drinking Water Scheme

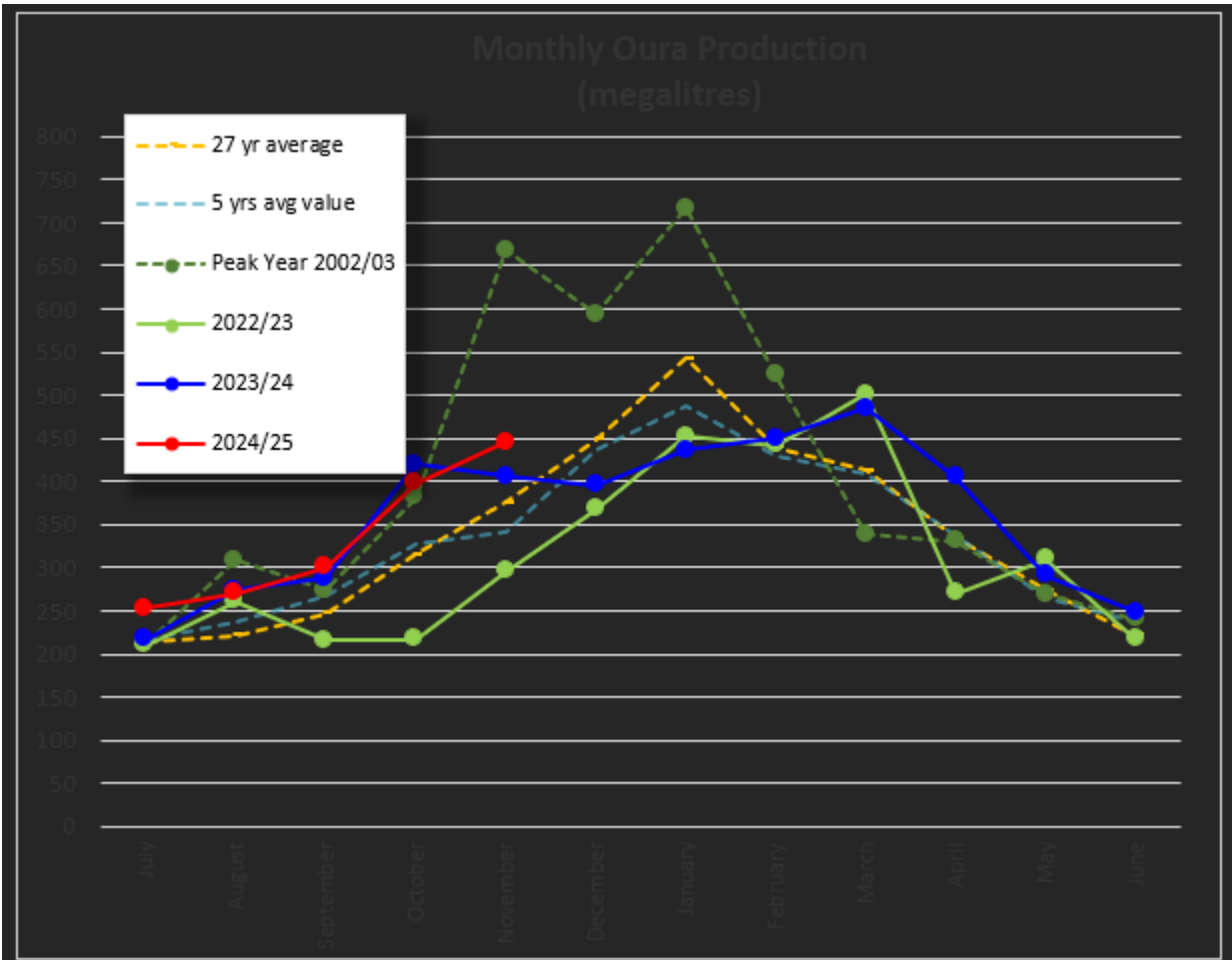
The water source at Oura is the Murrumbidgee inland alluvial aquifer, this water is extracted from 4 bores namely: Bores 2, 3, 4 and 6. The raw water then goes through a treatment process at the Oura Water Treatment Plant that includes Aeration, Disinfection and Fluoridation.

The Oura scheme has 33 sets of reservoirs, and 19 pumping stations, produces drinking water for approximately 14,600 people in the Bland, Coolamon, Junee, Narrandera and Temora Shires. The Oura scheme can also supply water to the Northern side of the rural area of Wagga Wagga City when required.

For the first 5 months of the 2024/25 financial year, 1668ML of water has been extracted from the Oura Borefield and processed at the Oura Water Treatment Plant. This is an increase in production compared to 2023/24 FY where 1606ML of water was extracted for the same period. An increase in production of 62ML. This is depicted in the graph below.



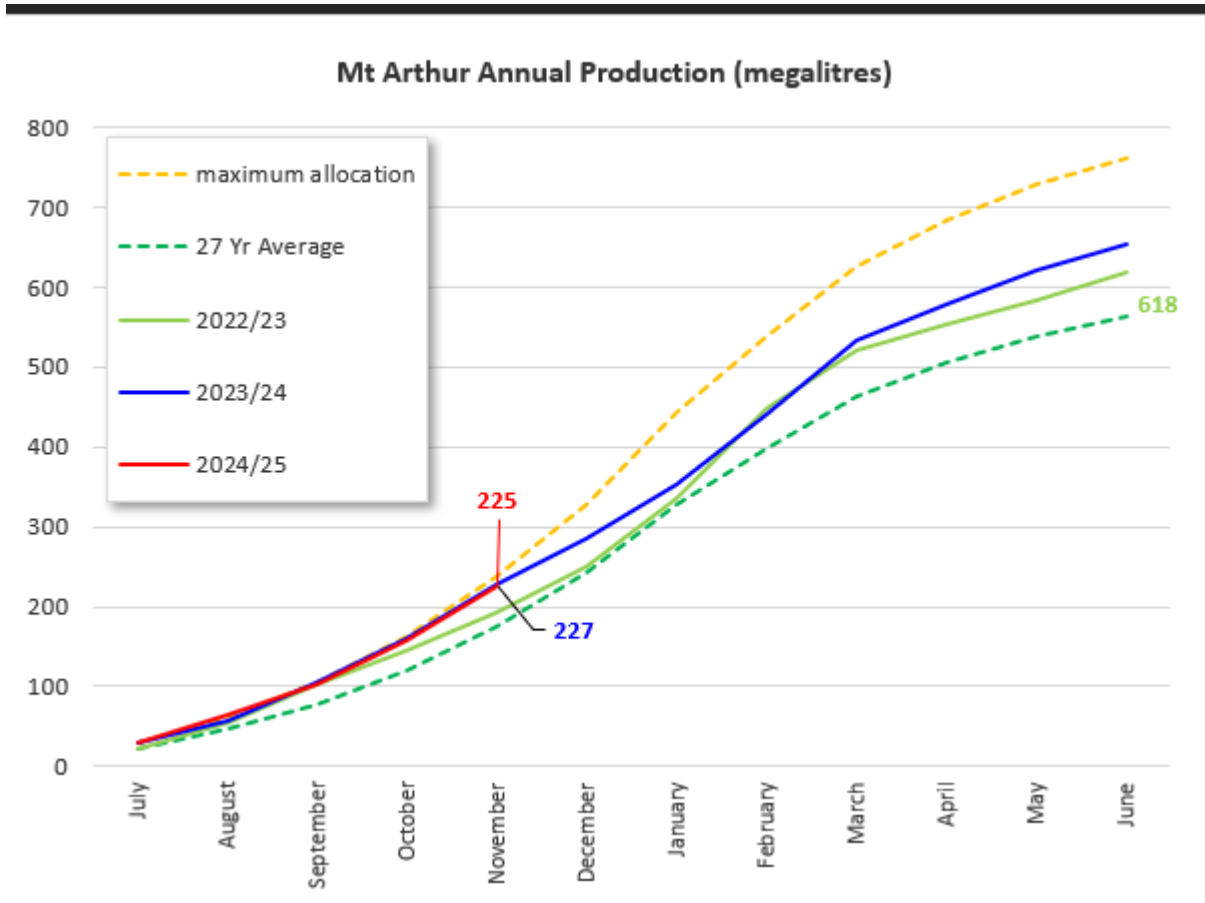
Oura monthly water production has started slightly higher in July where 253ML was extracted from the Oura bores. August saw an increase in production where 271ML was extracted, a further increase in production for September saw 300ML extracted, October saw a large increase with 398ML extracted and November also had a further increase with 446ML extracted and treated.



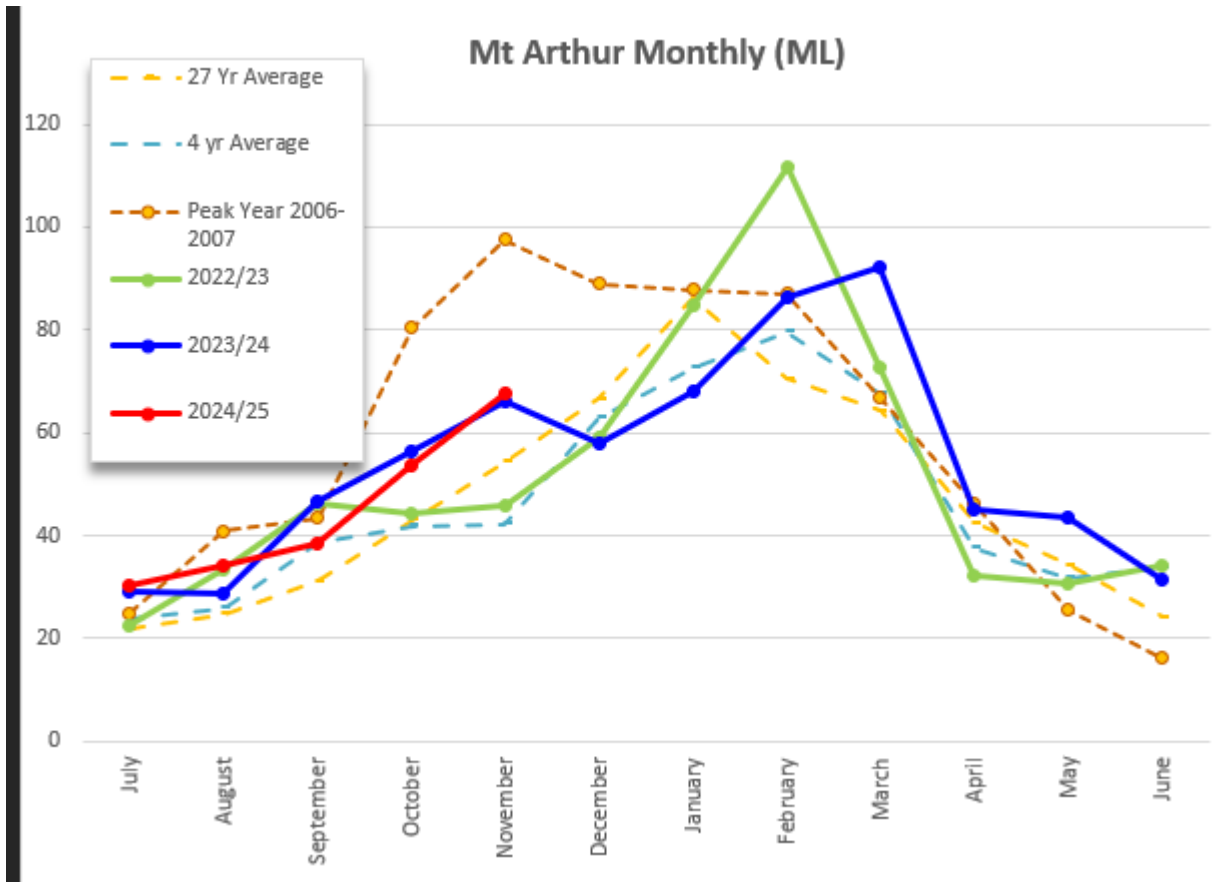
Mount Arthur Drinking Water Scheme

The Mount Arthur Water Source is from the Lachlan Fold belt Aquifer System. The water is extracted via two bores, bores 1 and 2 located in the Wagga Wagga City Council area South of Matong. The water is disinfected before distribution through 9 sets of reservoirs supplying approximately 2400 people with water in the Coolamon shire.

For the first 5 months of the 2024/25 financial year, 225ML of water has been extracted from the Mt Arthur Borefield. This is a slight decrease compared to the 2023/24 FY where 227ML was extracted from the Mt Arthur bores for the same period. A decrease of 2ML. As can be seen in the graph below, production is trending in similar fashion to previous years.



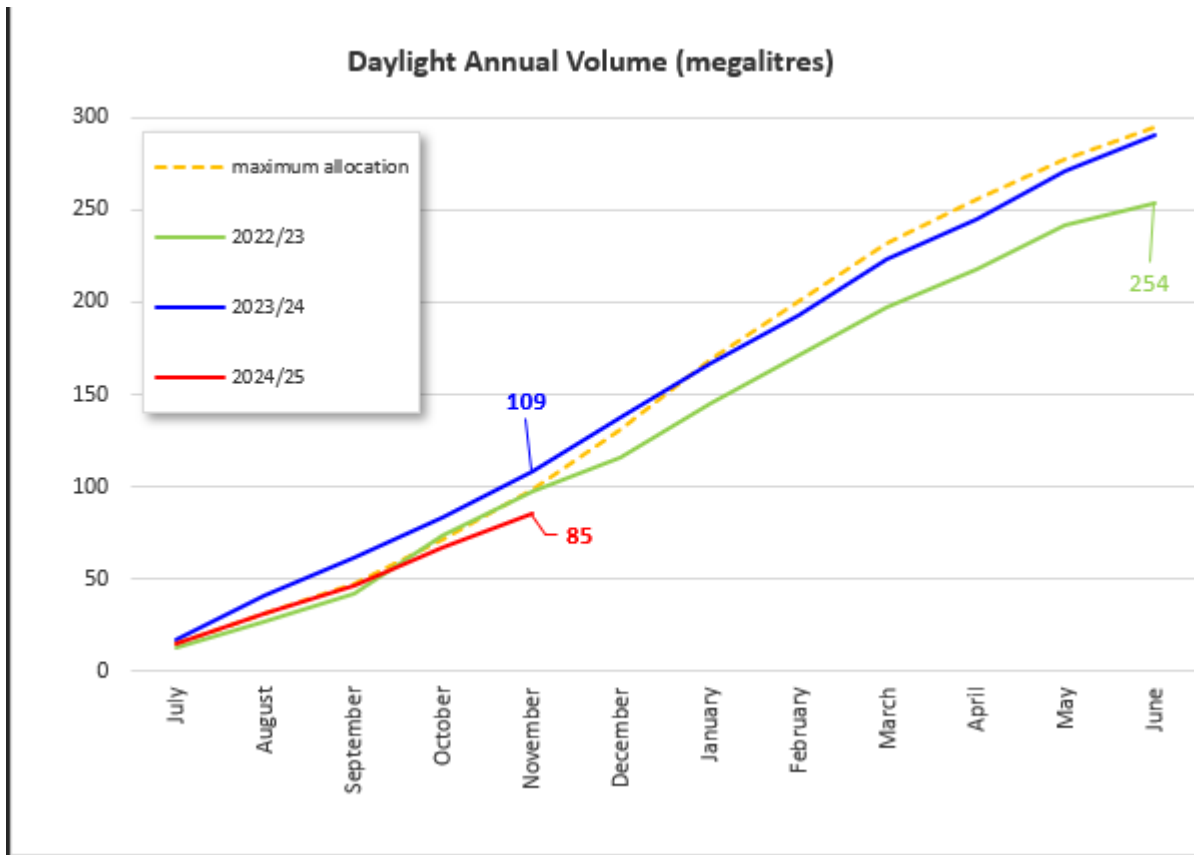
Mt Arthur monthly water production started slightly higher to previous years with 30ML of water extracted from the bores in July. August saw a slight increase in Production to 34ML extracted and September saw a further increase in production to 39ML extracted. Both October and November have seen further increases in production with 54ML and 68ML respectively extracted and treated.



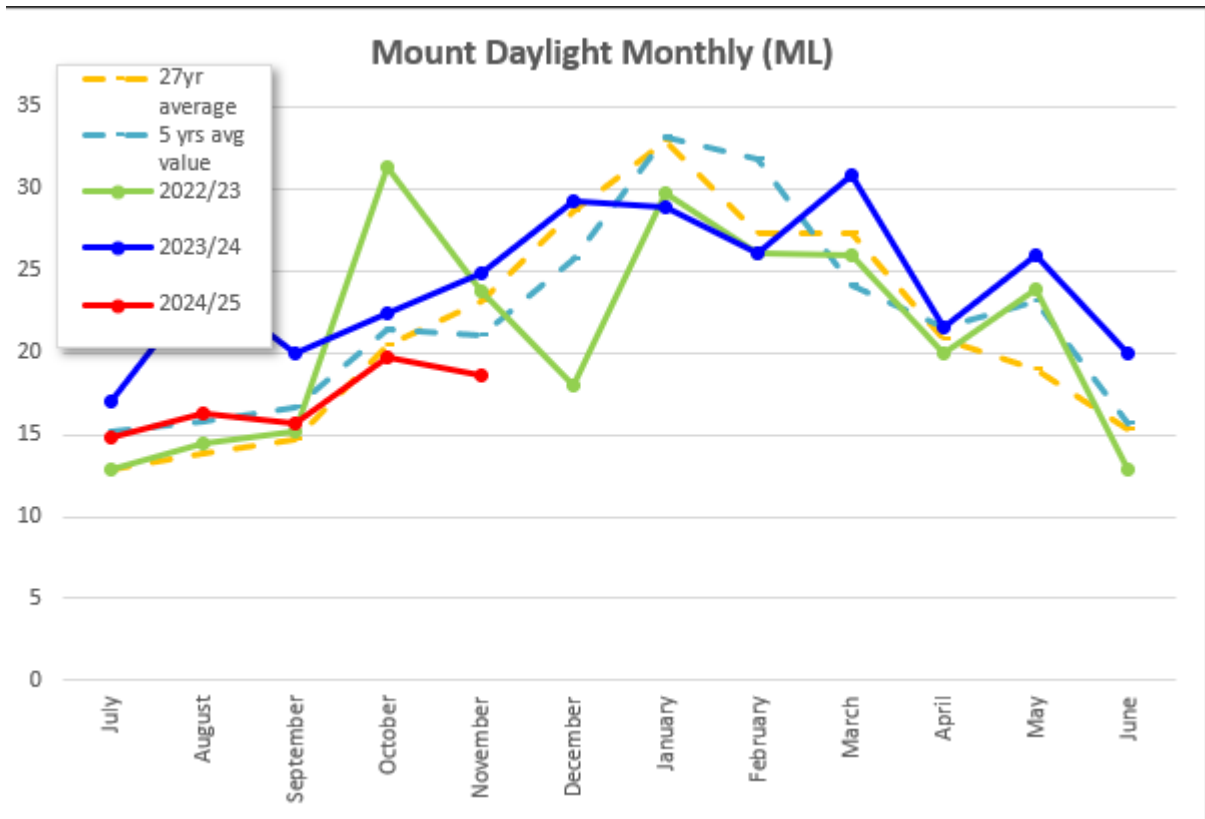
Mount Daylight Drinking Water Scheme

The Mount Daylight water source is from the Lower Lachlan alluvium aquifer. The Mount Daylight bores are jointly operated with Carathool Shire Council. Carathool Shire Council is responsible for bore management. There are 7 sets of reservoirs in the Mt Daylight scheme. Mt Daylight supplies water to approximately 125 people in the villages of Naradhan, Weethalle and Tallimba which is located within the Bland Shire.

For the first 5 months of the 2024/25 financial year 109ML of water has been extracted from the Mt Daylight Borefield. This is a decrease in volume of 24ML compared to the 2023/24 FY where 85ML was produced over the same period.



The monthly extraction totals for the Mt Daylight bores started very consistently with July seeing 15ML extracted with a slight increase in August with 16ML, September was slightly lower in production with 15ML extracted. October saw a further increase with 20ML extracted before a decrease in production only saw 19ML produced and extracted.

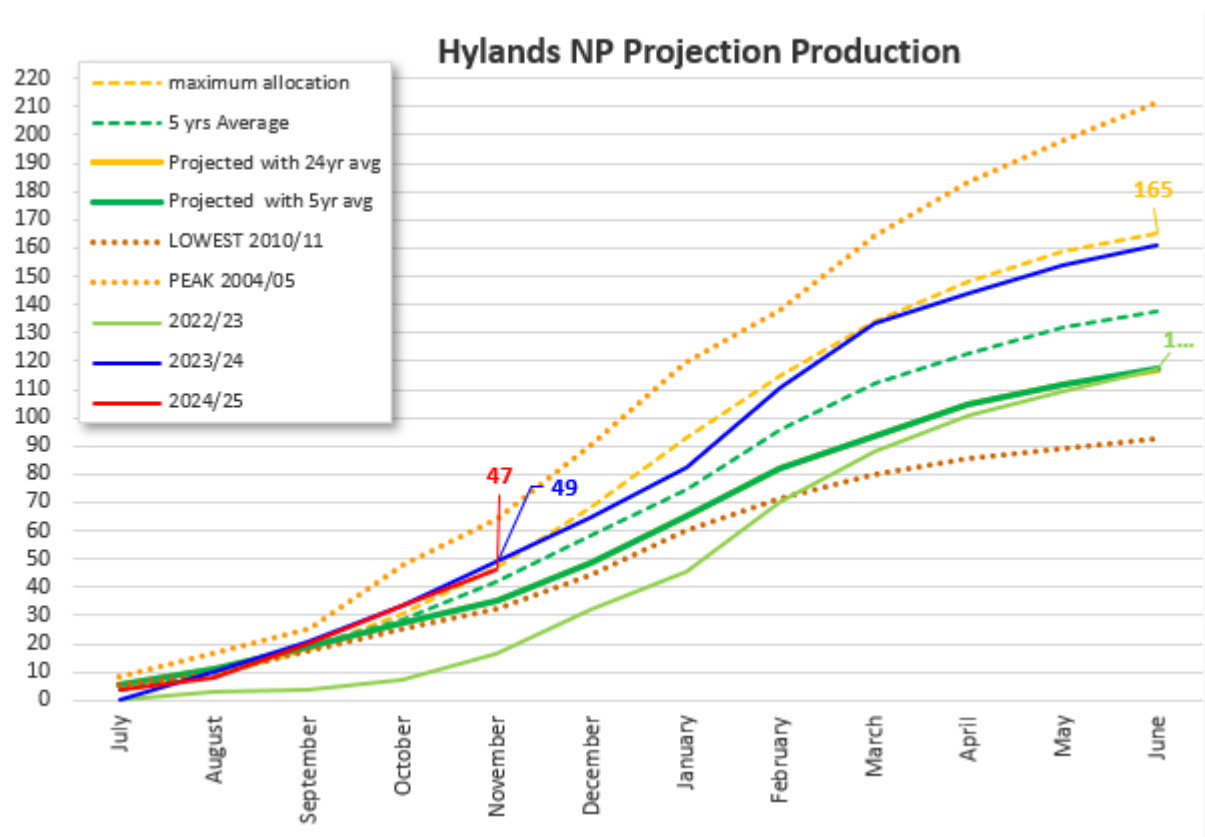


Hylands Bridge - Non-Potable

Hylands Bridge supplies Non-Potable water to Barellan and Binya. The water is sourced through the Murrumbidgee Irrigation Area where Goldenfields Water holds 165ML shareholding for water entitlement.

For the first 5 months of the 2024/25 financial year 47ML of water has been extracted from the Hylands Bridge Raw Water Scheme. This is a small decrease compared to the same period last year where 49ML had been extracted.

Note: A comparison between GWCC Production meter and Murrumbidgee Irrigation (MI) Production meter has indicated that there is a discrepancy between the two meters. GWCC will replace our old meter with a new meter as soon as one becomes available. GWCCs meter is reading between 30-35% higher than MI meter. (GWCC have replaced the old meter with a new one, this work was carried out on the 2nd of July 2024).



FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council’s financial position.

LOCAL PREFERENCE

N/A

16 ENGINEERING MANAGER**16.1 CAPITAL WORKS PROGRESS REPORT****Author:** Engineering Manager**Authoriser:** General Manager**Attachments:**

1. Attachment A - Capital Works Report
2. Attachment B - Major Capital Projects Report

BOARD RESOLUTION 24/112**Moved:** Cr J Mackay**Seconded:** Cr L Cooper**That Council receive and note the Capital Works Progress Report as of 30 November 2024.****CARRIED****ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN**

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

Capital works represents an important part of Council's activities and expenditure. This report details expenditure and progress for the year to date on programmed and emergent capital works.

REPORTCurrent Financial Year Progress

The financial year capital works is progressing well. We are approximately 40% of the way through the financial year and have spent 37% of the budget. The capital works report Attachment A includes the original budget and any subsequent budget variations previously approved and the actuals as of 30 November 2024. A few projects to note as follows:

- The urban construction crew has been working in Coolamon and recently moved to Temora to finish pipework improvements around Loftus Street and Milvale Road.
- The rural construction crew has recently finished works in Aria Park and Ardlethan and have been working on replacing a failing pipeline in old Junee. Early next year they will be heading out to south of Weethalle to replace failing pipelines in the area.
- The meter replacement program is well underway. Efficiencies are expected to be gained as processes and systems are further improved to meet the delivery capacity of the distribution staff members.
- Major capital works are progressing well as detailed further below.

Major Capital Works Projects

Major capital projects often span over multiple financial years. Attachment B provides details on the major capital works projects currently being delivered and compares their total project costs against the total project budget as well as commentary on the project progress.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

17 GENERAL MANAGER**17.1 FEBRUARY COUNCIL MEETING DATE CHANGE**

Author: Executive Assistant

Authoriser: General Manager

Attachments: Nil

BOARD RESOLUTION 24/113

Moved: Cr M Austin

Seconded: Cr N Langford

That Council adopt the February Ordinary Meeting be moved to Thursday 13 March 2025 to commence at 1:30pm at Jugiong Water Treatment Plant.

CARRIED

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 2 Customer Service Focus

BACKGROUND

Goldenfields Water County Council meetings are held on the fourth Thursday of every second month at the Temora Office, commencing at 10.00am. The February ordinary Council Meeting has been resolved to be held 27 February 2025.

REPORT

It is proposed that the 27 February 2025 meeting being changed to Thursday 13 March 2025 at 1:30pm at the Jugiong Water Treatment Plant.

Councillor training has been scheduled to be included alongside the first meeting of council in 2025.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

17.2 COUNCIL RESOLUTIONS UPDATE REPORT

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. Council Meeting Resolutions Action Table

BOARD RESOLUTION 24/114

Moved: Cr C Rouse

Seconded: Cr M Austin

That Council note the Council Resolutions Update Report.

CARRIED

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

The General Manager is responsible for ensuring that Council's resolutions are implemented efficiently and in a timely manner.

REPORT

After a Council meeting is held, actions required from the resolutions made are listed and distributed to the Management Team for their attention. This list is included on the fortnightly Management meeting agenda to ensure timely completion of tasks.

The resolutions update table attached is provided to the Board to deliver an overview of the tasks completed since the previous meeting and to identify any outstanding tasks that still require action. This allows greater transparency for the Board into the actioning of the resolutions made and a timely reminder for Management to progress these actions.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

17.3 PP019 CODE OF MEETING PRACTICE POLICY

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. PP019 Code of Meeting Practice Policy

BOARD RESOLUTION 24/115

Moved: Cr N Langford

Seconded: Cr G Sinclair

That Council adopt PP019 Code of Meeting Practice Policy.

CARRIED

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 2 Customer Service Focus

BACKGROUND

Council is required to adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code prescribed by the Regulation. Councils adopted meeting code must not contain provisions that are inconsistent with the mandatory provisions.

Councils adopted meeting code may also incorporate the non-mandatory provisions of the Model Code and any other supplementary provisions adopted by Council.

REPORT

The Order of Business on page 18 has been amended to reflect our current meeting practice whilst still meeting the Local Government Model Code of Conduct.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

17.4 2022-2024 STATE OF OUR WATER REPORT**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. 2022-2024 State of our Water Report - *Tabled Separately***BOARD RESOLUTION 24/116****Moved:** Cr M Austin**Seconded:** Cr R Crowe**That Council receive and adopt the 2022-2024 State of our Water Report.****CARRIED****ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN**

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

The Local Government Act 1993 requires that in the year in which an ordinary election of councillors is to be held Council must also provide a report detailing achievement in implementing the Business Activity Strategic Plan over the term, referred to as the State of the Region report. This report satisfies that requirement.

REPORT

Section 428 of the Local Government Act 1993, requires Council to prepare a State of our City Report (formally referred to as End of Term report), outlining the progress of implementation and effectiveness of the Business Activity Strategic Plan. It is required to be endorsed within two council meetings after the election.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

17.5 COMMUNITY ENGAGEMENT STRATEGY 2025

Author: HR Coordinator

Authoriser: General Manager

Attachments: 1. 2025 Community Engagement Strategy - *Tabled Separately*

BOARD RESOLUTION 24/117

Moved: Cr G Sinclair

Seconded: Cr C Rouse

That Council receive and adopt the Community Engagement Strategy 2025.

CARRIED

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 2 Customer Service Focus

BACKGROUND

In accordance with Section 402A of the Local Government Act 1993, Goldenfields Water County Council is required to have a strategy (*called its Community Engagement Strategy*) for engagement with the local community when developing its plans, policies and programs and for the purpose of determining its activities (other than routine administrative matters).

REPORT

The Community Engagement Strategy 2022 was reviewed in line with IP&R guidelines

2.3 The Strategy must be reviewed by 31 December in the year of the local government elections as part of the broader review of the Community Strategic Plan (or Business Activity Strategic Plan for county councils)

The Community Engagement Strategy has been reviewed and updated for 2025.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

18 BUSINESS WITH NOTICE

19 NOTICES OF MOTIONS

Nil

20 CONFIDENTIAL REPORTS**BOARD RESOLUTION 24/118****Moved: Cr M Austin****Seconded: Cr G Sinclair**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993 at 5:19pm:

20.1 Billing Update

This matter is considered to be confidential under Section 10A(2) - (b) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with discussion in relation to the personal hardship of a resident or ratepayer.

20.2 General Manager Performance Agreement

This matter is considered to be confidential under Section 10A(2) - (a) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

CARRIED

BOARD RESOLUTION 24/121

Moved: Cr M Austin
Seconded: Cr G Sinclair

That Council moves out of Closed Council into Open Council at 5:48pm.

CARRIED

21 REPORT OF CONFIDENTIAL RESOLUTIONS**20.1 BILLING UPDATE**

Author: Corporate Services Manager
Authoriser: General Manager

*This report is **CONFIDENTIAL** in accordance with Section 10A(2) (b) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to the following:*

- b discussion in relation to the personal hardship of a resident or ratepayer.*

BOARD RESOLUTION 24/001

Moved: Cr L Cooper
Seconded: Cr R Crowe

That Council receive and note the Billing Update.

CARRIED

20.2 GENERAL MANAGER PERFORMANCE AGREEMENT

Author: Executive Assistant
Authoriser: General Manager

*This report is **CONFIDENTIAL** in accordance with Section 10A(2) (a) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to the following:*

- a personnel matters concerning particular individuals (other than councillors).*

BOARD RESOLUTION 24/002

Moved: Cr L Cooper
Seconded: Cr M Austin

That Council adopt the 2024/2025 General Manager Performance Agreement.

CARRIED

22 NEXT MEETING

To be held at Jugiong Water Treatment Plant at 1:30 PM on Thursday 13 March 2025.

23 MEETING CLOSE

The Meeting closed at 5:49pm.

8 DISCLOSURES AND DECLARATIONS OF INTEREST

Councillors and Senior Staff are reminded of their obligation to declare their interest in any matter listed before them.

Councillors may declare an interest at the commencement of the meeting, or alternatively at any time during the meeting should any issue progress or arise that would warrant a declaration.

Councillors must state their reason in declaring any type of interest.

9 BUSINESS WITHOUT NOTICE – URGENT

In accordance with clause 9.3 of Councils Code of Meeting Practice, business may be transacted at a meeting without due notice only if:

- a) A motion is passed to have the business transacted at the meeting, and
- b) The business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.

10 CHAIRPERSON MINUTES

Nil

11 REPORTS FROM COMMITTEES**11.1 MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 28 NOVEMBER 2024**

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. Minutes of the Audit, Risk and Improvement Committee Meeting held on 28 November 2024

RECOMMENDATION

That Council receive and note the Unconfirmed Minutes of the Audit, Risk and Improvement Committee Meeting held on 28 November 2024.

Meeting Ref. ARIC	Coordinator: Melody Carr	Minute taker: Ashleigh Burnett
Date: 28 November 2024	Time: 10:00 AM	Location: 84 Parkes Street. Temora NSW 2666 (Board Room)
Attendees: W Rushby (Chairperson), M Suter, N Legovich, S Prowse (National Audits Group) (via Zoom), C Richardson (National Audits Group) (via Zoom), Cr G Sinclair		
Staff: M Carr, A Drenovski, A Burnett, E Hemphill		
Auditor: Jason Gilbert (Crowe) (via zoom)		
Apologies: P Swaffield (National Audits Group)		

ITEMS

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**MINUTES OF GOLDENFIELDS WATER COUNTY
AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING
HELD AT THE 84 PARKES STREET. TEMORA NSW 2666 (BOARD ROOM)
ON THURSDAY, 28 NOVEMBER 2024 AT 10:00 AM**

Present: W Rushby (Chairperson), M Suter, N Legovich, S Prowse (National Audits Group) (via Zoom), C Richardson (National Audits Group), J Gilbert (Crowe) (via Zoom), Cr G Sinclair

In Attendance: M Carr, A Drenovski, A Burnett, E Hemphill

1 WELCOME

The meeting commenced at 10:00am.

2 LEAVE OF ABSENCE/APOLOGIES

Leave of Absence

Nil

Apologies

APOLOGY

COMMITTEE RESOLUTION

Moved: M Suter

Seconded: W Rushby

That the apology received from P Swaffield be accepted and leave of absence be granted.

CARRIED

Application for Leave of Absence

This will be a report presented at the meeting.

3 DISCLOSURES AND DECLARATIONS OF INTEREST

Designated persons, including Councillors, Committee Members and Senior Staff are reminded of their obligation to declare their pecuniary and non-pecuniary interest in any matters listed before them. In considering your interest you are reminded to include non-pecuniary and conflicts of interest as well as any other interest you perceive or may be perceived of you. Members may declare an interest at the commencement of the meeting, or alternatively at any time during the meeting should any issue progress or arise that would warrant a declaration. Members must state their reasons in declaring any type of interest.

4 CONFIRMATION OF PREVIOUS MINUTES

COMMITTEE RESOLUTION

Moved: M Suter
Seconded: W Rushby

That the minutes of the Audit, Risk and Improvement Committee Meeting of 22 August 2024 copies of which were previously circulated, are hereby confirmed as a true and correct of the proceedings of that meeting.

CARRIED

5 BUSINESS ARISING FROM MINUTES

At the time of preparation of the business paper no business was arising from minutes.

6 CHAIRPERSON REPORT

6.1 CHAIRPERSON MINUTE

Author: Executive Assistant

Attachments: Nil

COMMITTEE RESOLUTION

Moved: N Legovich

Seconded: M Suter

That the Audit, Risk and Improvement Committee note the Chairperson minute.

CARRIED

NSW AUDIT OFFICE'S ANNUAL WORK PROGRAM 2024-27

In August 2024, the NSW Audit Office released their Annual Work Program for 2024-27. The report identified a number of performance audits planned during 2024-27 around several key themes:

- Effective advice and decision making
- First nations people in NSW
- Environment and sustainability
- Efficient and responsible use of public resources
- Cyber Security

Some of the audits planned already commenced during 2024-25 include:

- Unsolicited proposals (2024–25)
- Water management and regulation (2024–25)
- Coastal management (2024–25)
- Regulation of the mining industry (2024–25)
- Cyber security in local health districts (2024–25)
- Cyber security insights (2024–25)
- Security of student information (2024–25)

INTERNAL CONTROLS AND GOVERNANCE 2024 IN AUGUST

The Audit Office of NSW released a report on 2 October 2024 outlining the findings and recommendations relating to the internal controls and governance of 26 public sector agencies in NSW. Internal controls are key to the accuracy and reliability of agencies' financial reporting processes. The report concluded that there are gaps in key business processes, which expose agencies to risks. These gaps are identified in 121 findings across the 26 agencies—including 4 high risk, 73 moderate risk and 44 low risk findings. All four high-risk issues related to IT controls and 19% of control deficiencies were repeat issues. Thirty-five per cent of agencies had deficiencies in control over privileged access.

Shared IT services

Six agencies provide IT shared services to 120 other customer agencies. All six had control deficiencies—three of these were high risk. Four agencies provide no independent assurance to their customers about the effectiveness of their own IT controls.

Cyber security

Eighteen agencies assessed cyber risk as being above their risk appetite. Fourteen of these agencies had not set a timeframe to resolve these risks and two agencies have not funded plans to improve cyber security.

Fraud and corruption control

Agencies need to improve fraud and corruption control. Instances of non-compliance with NSW Fraud and Corruption Policy were identified, including gaps such as a lack of comprehensive employment screening policies and not reporting matters to the audit and risk committee.

Gifts and benefits

Management of gifts and benefits requires better governance and transparency. All agencies had policy and guidance but all had gaps in management and implementation—such as not publishing registers nor providing ongoing training.

Information Technology

Nine agencies did not effectively restrict or monitor user access to privileged accounts.

THREATENED SPECIES AND ECOLOGICAL COMMUNITIES

The Audit Office of NSW released a report on 15 August 2024 detailing whether the Department of Climate Change, Energy, the Environment and Water (DCCEEW) has effectively delivered outcomes to support threatened species and ecological communities across NSW including delivery of the statutory Biodiversity Conservation Program (Saving our Species).

The audit found that DCCEEW has not effectively determined departmental priorities, coordinated programs to align efforts, or reported on the overall outcomes it is delivering for threatened species and ecological communities. Further, DCCEEW does not capture sufficient data to monitor species that it is not actively managing, creating a risk that it cannot readily identify or respond to further decline. Gaps in core program planning and risk management frameworks create program delivery risks.

The report made several recommendations to DCCEEW, focusing on:

- Strengthening Saving our Species program compliance, governance, planning and risk management frameworks.
- Developing a long-term framework to coordinate and align efforts across DCCEEW for the delivery of threatened species outcomes.
- Expanding activities to improve coordination with other parts of government delivering activities that impact on outcomes for threatened species.

2023-24 FINANCIAL STATEMENTS AUDIT SURVEY

In response to the finalisation of the 2023-24 Annual financial statements on 23 October 2024, the Auditor-General is conducting a survey on whether the financial audit assists the ARIC fulfilling its governance responsibilities. The survey is being conducted by ORIMA Research, an independent research company. The survey provides is an opportunity to provide feedback on the Audit Offices' performance in terms of the audit process, reporting and value.

7 GENERAL MANAGER REPORT

7.1 GENERAL MANAGER REPORT

Author: General Manager

Authoriser: General Manager

Attachments: Nil

COMMITTEE RESOLUTION

Moved: W Rushby

Seconded: M Suter

That the Audit, Risk and Improvement Committee receive and note the General Manager's verbal report.

CARRIED

REPORT

Additional Resources in Water Billing/Debt Recovery

We have appointed two 12 month fixed term positions towards Water Billing & Debt Recovery. The positions are Project Coordinator and Administration Support Officer and are due to commence next week.

Effectiveness of Flow Restrictors on Debt Recovery

As part of our Debt Recovery process 131 flow restrictor letters were sent out on 8 October 2024 totalling \$352,221.28. As at 22 November 2024 we have collected \$188,549.62. There were 35 Flow Restrictors installed and 29 customers have either paid in full or arranged to pay. There are 6 Flow Restrictors still installed with no response received, so they will be passed onto Outstanding Collections.

Recruitment

3 roles currently advertised – 2 apprentices currently being advertised to coincide with end of year. Accountant (backfilling), Community Education and Engagement Officer Maternity Relief (backfilling), ICT Officer filling a vacancy as a result of a retirement, Construction and Support Member as a result of resignation.

Major Projects Update

Jugiong Pump Station upgrade - large electrical motors that are end of life are currently being replaced with variable speed drive electrical motors that will enable us to vary the volume of water being pumped and also enable to run two pumps together.

Oura Pump Station - The 2 x 4ML reservoirs concrete works are close to complete with steel and pipework underway.

(Kingsvale to Young 12km) De risk the end of the pipeline project by considering other alignments e.g. road reserve vs private property.

Item 7.1

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8 REVIEW OF INTERNAL AUDITS

8.1 INTERNAL AUDIT STATUS REPORT

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. Final Internal Audit Report - Water Billing and Accounts Receivable
2. Internal Audit Universe 2024-2026

COMMITTEE RESOLUTION

Moved: N Legovich

Seconded: M Suter

That the Audit, Risk and Improvement Committee:

- a) Receive and note the Water Billing and Accounts Receivable final internal audit report; and
- b) Endorse the 2024-2026 Internal Audit Work Program.

CARRIED

Report prepared by Internal Auditor (Phil Swaffield)

REPORT

2023/24 Work Program

At the August 2024 meeting the Committee were advised that the 2023/24 internal audit which was a combined engagement of Water Billing and Accounts Receivable was still in progress. This engagement has now been completed and the final report with management responses is provided for the information of the Committee.

2024-2026 Work Program

At the May 2020 meeting, a Strategic 4 Year Internal Audit Plan was received and endorsed by the Committee that included an Internal Audit Universe which summarises the activities of Council within the potential scope of internal audit.

As discussed at the last meeting, Management have now reviewed the auditable areas and identified priorities for the next 2 years as summarised below:

Year	Topic Area
2024/25	Risk Management Framework
2024/25	Payroll/Time Sheets/Leave Management/Overtime
2024/25	Tendering
2025/26	Legal Advice
2025/26	Insurances
2025/26	Pipeline Easement

It should be noted the priorities and audit areas may be subject to change based on the needs of Council and any other emerging risks.

Item 8.1

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A copy of the updated Internal Audit Universe is attached for the information of the Committee.

1 FURTHER DISCUSSION

Request management review the risk rating of Water Billing & Debt Recovery considering the past issues.

Request to provide more details in the management responses as to how they will be actioning each item.

9 STAFF REPORTS

9.1 2023-24 FINANCIAL STATEMENTS & FINAL MANAGEMENT LETTER

Author: Accountant

Authoriser: General Manager

Attachments: 1. 2023-24 Audited Financial Statements
2. 2023-24 Final Management Letter

COMMITTEE RESOLUTION

Moved: M Suter

Seconded: N Legovich

That the Audit, Risk and Improvement Committee note the 2023-24 Audited Financial Statements and Final Management Letter.

CARRIED

Auditor Jason Gilbert from Crowe presented the 2023/2024 Final Management Letter.

REPORT

The Audit Office of NSW have completed their audit of the 2023-24 Financial Statements and have provided a copy of the Final Management Letter. The final version of the Financial Statements and Management Letter have been enclosed in this report for the ARIC to note.

Council's auditor representative under appointment by the Auditor General, Jason Gilbert, will be in attendance at the meeting to present the Final Management Letter.

2 FURTHER DISCUSSION

Jason Gilbert commended Mel and Erin's work in completing the Financial Statements.

Request for the ICT Coordinator to attend the next ARIC Meeting in March to provide further details around the Policies and Procedures being developed as well as what measures are being put in place for Cyber Security.

9.2 2024-25 FINANCE REPORT UPDATE

Author: Accountant

Authoriser: General Manager

Attachments: 1. 2024-25 Finance Report

COMMITTEE RESOLUTION

Moved: M Suter

Seconded: N Legovich

That the Audit, Risk and Improvement Committee receive and note the 2024-25 Finance Report.

CARRIED

REPORT

The finance report provides a snapshot of Council's financial position as at 31 October 2024. This report is reviewed on a monthly basis and discussed with the Leadership Team.

The report contains information on Council's operating and capital results compared to the same period last year and to the full year budget. The report also contains a more detailed section on Council's water income year to date and also the usage in kilolitres compared to previous years.

3 FURTHER DISCUSSION

Request for further financial information to be provided with this report, and it was decided to include the Quarterly Reports from the Council Meetings.

10 ARIC MEETING DATES

10.1 ARIC MEETING DATES

Author: Executive Assistant

Authoriser: General Manager

Attachments: Nil

COMMITTEE RESOLUTION

Moved: N Legovich

Seconded: M Suter

That the Audit, Risk and Improvement Committee note the proposed ARIC Committee meeting dates, for the next 12 Months.

CARRIED

REPORT

The following dates are proposed for meetings over the next 12 months:

- 10am Thursday 6 March 2025
- 10am Thursday 22 May 2025
- 10am Thursday 24 July 2025
- 10am Thursday 25 September 2025 – 2024/25 Financial Statements

4 FURTHER DISCUSSION

It was decided that the March Meeting be held at the Jugiong Water Treatment Plant followed by a tour of the site.

11 REVIEW OF ACTIONS ITEMS PROGRESS REPORT

11.1 REVIEW OF ACTION ITEMS PROGRESS REPORT

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. ARIC Action Items Progress Report

COMMITTEE RESOLUTION

Moved: N Legovich

Seconded: M Suter

That the Audit, Risk and Improvement Committee receive and note the Action Items Progress Report.

CARRIED

5 FURTHER DISCUSSION

Request to separate the Cyber Security item into two actions.

Request to follow up the progress of the Bulk User Service Level Agreements after being addressed at the Hilltops Council Meeting.

Re-Assess the risk level of the Cyber Security and Fraud & Corruption Prevention action items due to current global risks.

12 NEXT MEETING

The next meeting is scheduled to be held on 6 March 2025 at the Jugiong Water Treatment Plant.

13 MEETING CLOSE

The Meeting closed at 11:17am.

12 CORRESPONDENCE

Nil

13 CORPORATE SERVICES MANAGER**13.1 COUNCIL CASH AND INVESTMENTS REPORT - DECEMBER 2024****Author:** Accountant**Authoriser:** Corporate Services Manager**Attachments:** Nil**RECOMMENDATION**

That Council receive and note the Council Cash and Investments Report as at 31 December 2024.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

A report on Council's Investments is required to be presented for Council's consideration in accordance with Clause 212 of the Local Government (General) Regulation 2005.

REPORT

Council's cash and investment portfolio increased by \$217,851.04 from \$29,589,948.01 at November 2024 to \$29,807,799.05 at 31 December 2024.

Cash and Investment Portfolio

Type	LT Rating	ST Rating	Issuer	Frequency	Purchase	Maturity	Days	Rate	Percentage of Portfolio	Principal
TD	A+	A-1	Rabobank Australia	Annually	25/09/2024	26/09/2029	1827	4.70%	13%	\$4,000,000
TD	BBB	A-2	Defence Bank	At maturity	29/11/2024	28/11/2025	364	5.10%	13%	\$4,000,000
TD	A+	A-1	Rabobank Australia	At maturity	19/12/2024	18/09/2025	273	5.03%	3%	\$1,000,000
TD	NR	NR	Summerland CU	Annually	22/03/2023	8/05/2025	778	4.80%	3%	\$1,000,000
TD	AA-	A-1+	NAB	At maturity	2/10/2024	2/04/2025	182	5.00%	8%	\$2,500,000
TD	BBB	A-2	Defence Bank	Annually	8/03/2023	27/03/2025	750	4.90%	3%	\$1,000,000
TD	BBB	A-2	Police Financial Svcs	Annually	1/03/2023	13/03/2025	743	5.15%	3%	\$1,000,000
TD	BBB	A-2	AMP Bank	Annually	1/09/2023	4/03/2025	550	5.05%	7%	\$2,000,000
TD	AA-	A-1+	NAB	Annually	24/02/2023	24/02/2025	731	4.93%	3%	\$1,000,000
TD	AA-	A-1+	NAB	At maturity	25/07/2024	23/01/2025	182	5.28%	3%	\$1,000,000
TD	BBB	A-2	AMP Bank	Annually	12/01/2023	13/01/2025	732	4.55%	7%	\$2,000,000
TD	AA-	A-1+	NAB	At maturity	24/09/2024	2/01/2025	100	4.90%	10%	\$3,000,000
CASH			Commonwealth Bank	At Call Account		1/12/2024	1	4.10%	15%	\$4,532,170.37
CASH			Commonwealth Bank	Cash Account		1/12/2024	1	0.01%	6%	\$1,775,628.68
TOTAL:										\$29,807,799

Portfolio Performance

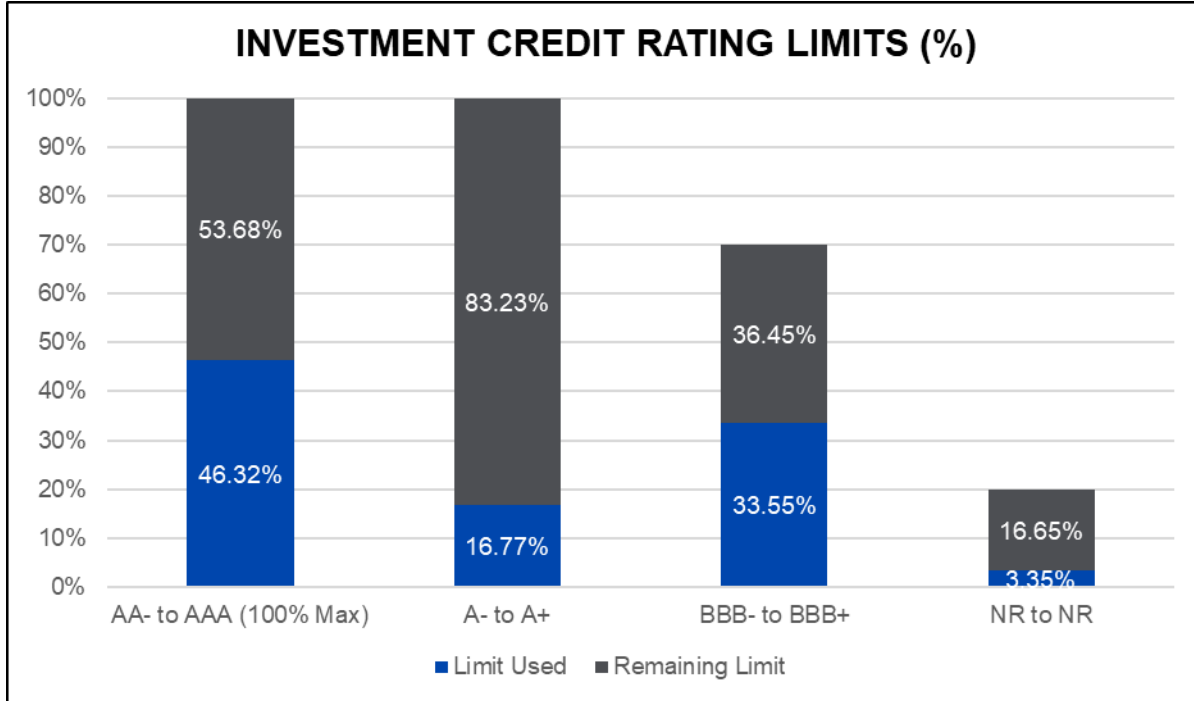
Goldenfields Water County Council’s investment portfolio weighted average interest for December 2024 was 4.55%. Performance indicators for comparison are:

BBSW 4.4163% RBA Cash Rate 4.35% AusBond Bank Bill 4.35%

- Interest received in the period totalled \$19,590.52.

Credit Quality Compliance

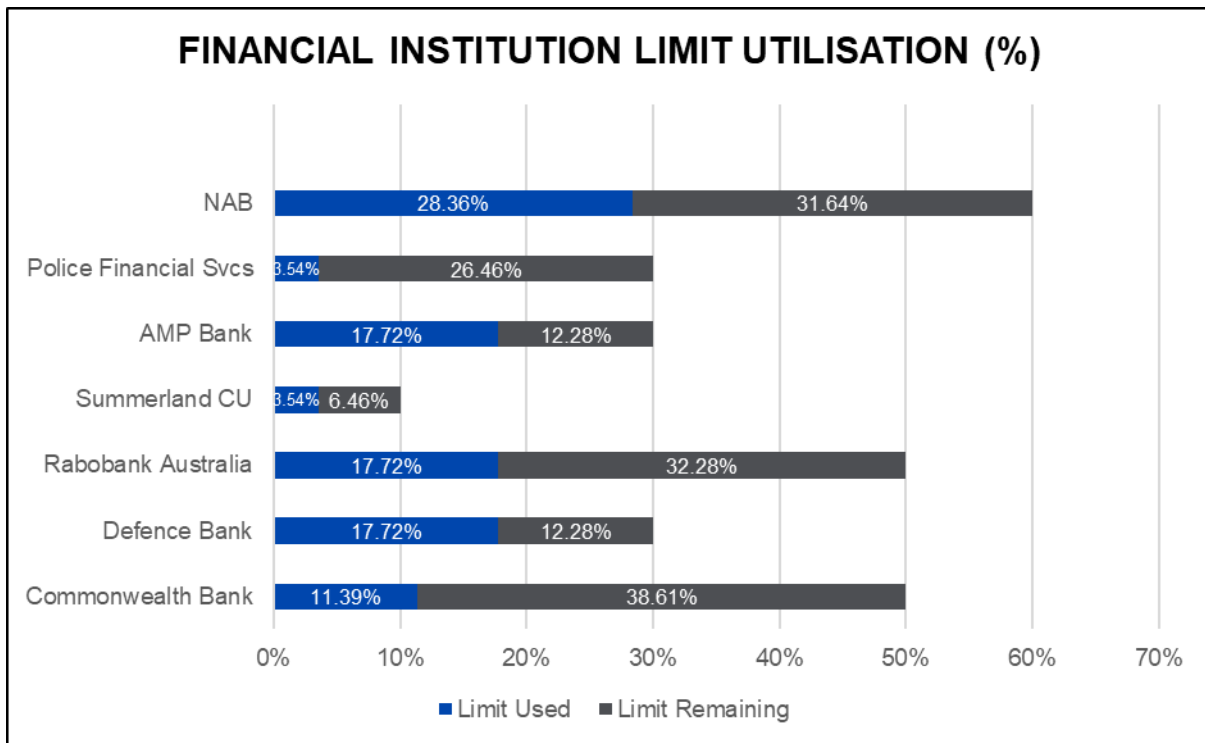
Council’s investment portfolio was compliant with policy in terms of S&P long term rating credit quality limits, as displayed below.



Financial Institution Compliance

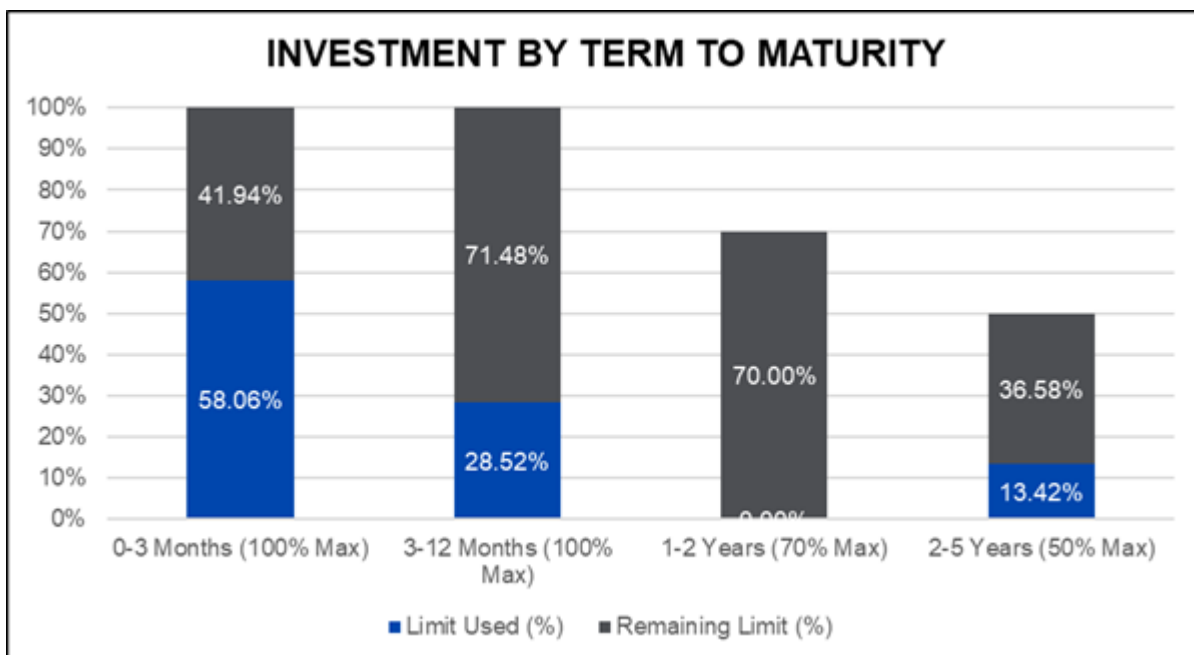
As at the end of December, Council was compliant with policy in terms of individual financial institution capacity limits. It is worth noting that capacity limits are affected by changes in the on-call account balance compared to the total portfolio balance.

Overall, the portfolio is diversified across a variety of credit ratings, including exposure to one unrated authorised deposit-taking institutions (ADIs).



Term to Maturity

Council’s investment portfolio maturities shown graphically below were also compliant with policy requirements.



Application of Investment Funds

The table below details the allocation of cash balances in terms of restricted funds, noting restrictions are all internal rather than external.

Restricted Funds:	
Employee Leave Entitlements	\$2,551,897

Plant & Vehicle Replacement	\$1,462,793
Infrastructure Replacement	\$1,349,640
Section 64 Developer Contribution Reserve	\$5,000,000
Unrestricted Funds	\$19,443,469
TOTAL	\$29,807,799

Declaration

I hereby certify that investments listed in the report have been made in accordance with Section 625 of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2005* and Council’s Investment Policy PP004.

Signed



General Manager

FINANCIAL IMPACT STATEMENT

Council’s cash and investment portfolio increased by \$217,851.04 from \$29,589,948.01 at November 2024 to \$29,807,799.05 at 31 December 2024.

13.2 COUNCIL CASH AND INVESTMENTS REPORT - JANUARY 2025

Author: Accountant
Authoriser: Corporate Services Manager
Attachments: Nil

RECOMMENDATION

That Council receive and note the Council Cash and Investments Report as at 31 January 2025.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

A report on Council's Investments is required to be presented for Council's consideration in accordance with Clause 212 of the Local Government (General) Regulation 2005.

REPORT

Council's cash and investment portfolio decreased by \$1,595,335.68 from \$29,807,799.05 at 31 December 2024 to \$28,212,463.68 at 31 January 2025.

Cash and Investment Portfolio

Type	LT Rating	ST Rating	Issuer	Frequency	Purchase	Maturity	Days	Rate	Percentage of Portfolio	Principal
TD	A+	A-1	Rabobank Australia	Annually	25/09/2024	26/09/2029	1827	4.70%	14%	\$4,000,000
TD	AA-	A-1+	NAB	At maturity	21/01/2025	21/01/2026	365	4.88%	\$0	\$1,500,000
TD	BBB	A-2	Defence Bank	At maturity	29/11/2024	28/11/2025	364	5.10%	14%	\$4,000,000
TD	BBB	A-2	AMP Bank	At maturity	22/01/2025	22/10/2025	273	5.05%	4%	\$1,000,000
TD	A+	A-1	Rabobank Australia	At maturity	19/12/2024	18/09/2025	273	5.03%	4%	\$1,000,000
TD	BBB	A-2	AMP Bank Summerland	At maturity	22/01/2025	23/07/2025	182	5.10%	7%	\$2,000,000
TD	NR	NR	CU	Annually	22/03/2023	8/05/2025	778	4.80%	4%	\$1,000,000
TD	AA-	A-1+	NAB	At maturity	2/01/2025	3/04/2025	91	4.98%	11%	\$3,000,000
TD	AA-	A-1+	NAB	At maturity	2/10/2024	2/04/2025	182	5.00%	9%	\$2,500,000
TD	BBB	A-2	Defence Bank	Annually	8/03/2023	27/03/2025	750	4.90%	4%	\$1,000,000
TD	BBB	A-2	Police Financial Svcs	Annually	1/03/2023	13/03/2025	743	5.15%	4%	\$1,000,000
TD	BBB	A-2	AMP Bank	Annually	1/09/2023	4/03/2025	550	5.05%	7%	\$2,000,000
TD	AA-	A-1+	NAB	Annually	24/02/2023	24/02/2025	731	4.93%	4%	\$1,000,000
CASH			Commonwealth Bank	At Call Account		1/01/2025	1	4.10%	7%	\$2,047,952.26
CASH			Commonwealth Bank	Cash Account		1/01/2025	1	0.01%	4%	\$1,164,511.42
TOTAL:										\$28,212,464

Portfolio Performance

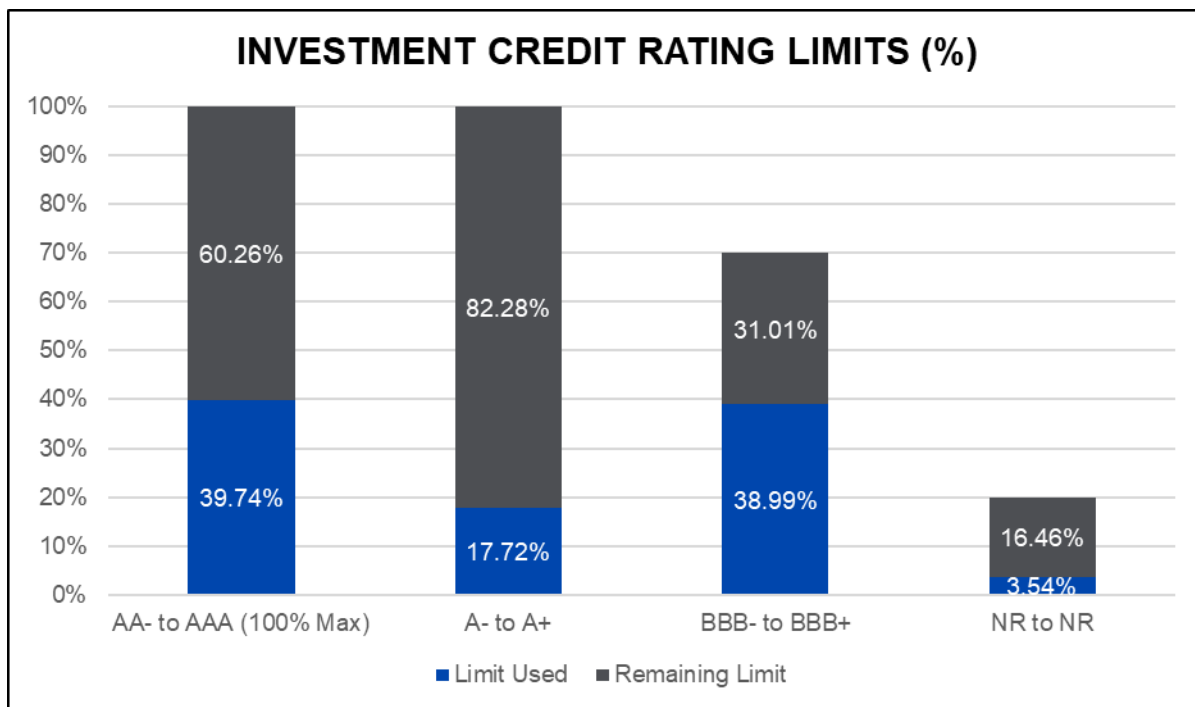
Goldenfields Water County Council’s investment portfolio weighted average interest for January 2025 was 4.90%. Performance indicators for comparison are:

- BBSW 4.2996% RBA Cash Rate 4.35% AusBond Bank Bill 4.273%

Interest received in the period totalled \$173,882.16.

Credit Quality Compliance

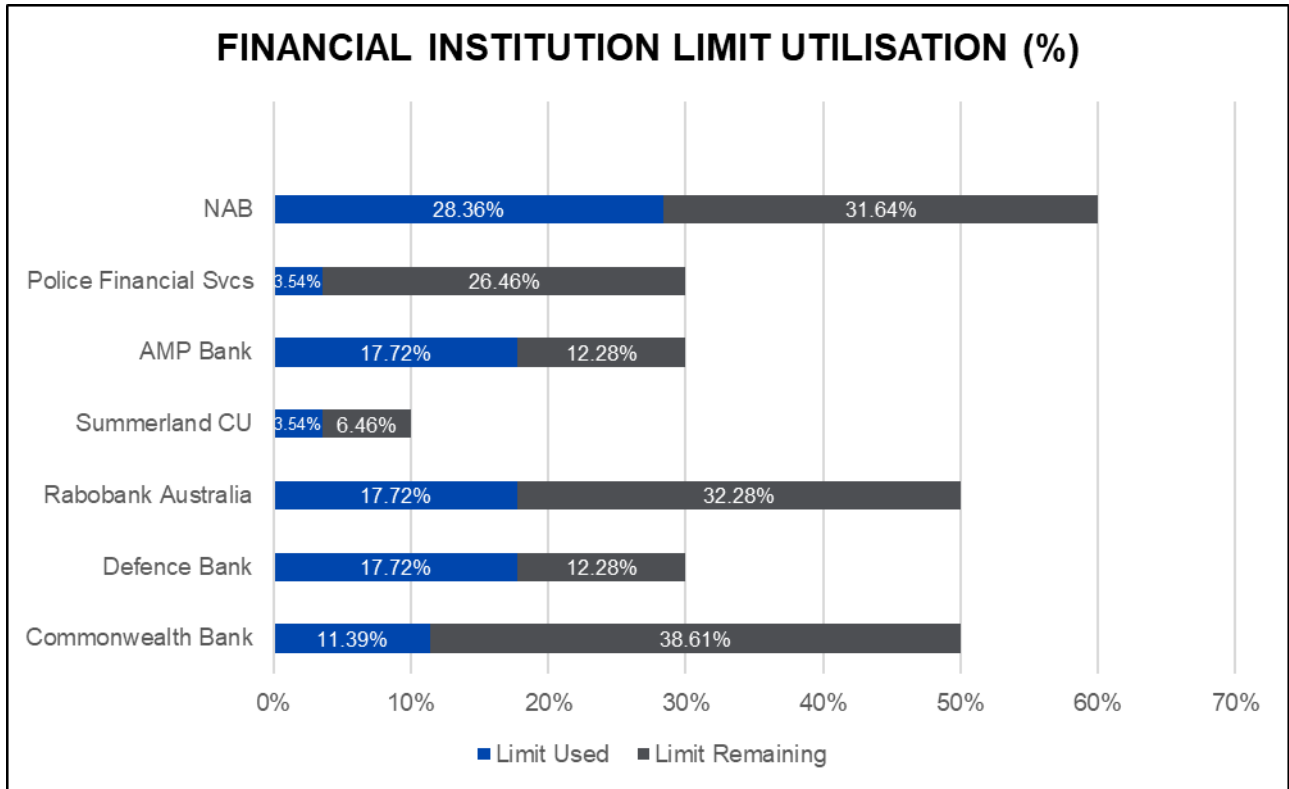
Council’s investment portfolio was compliant with policy in terms of S&P long term rating credit quality limits, as displayed below.



Financial Institution Compliance

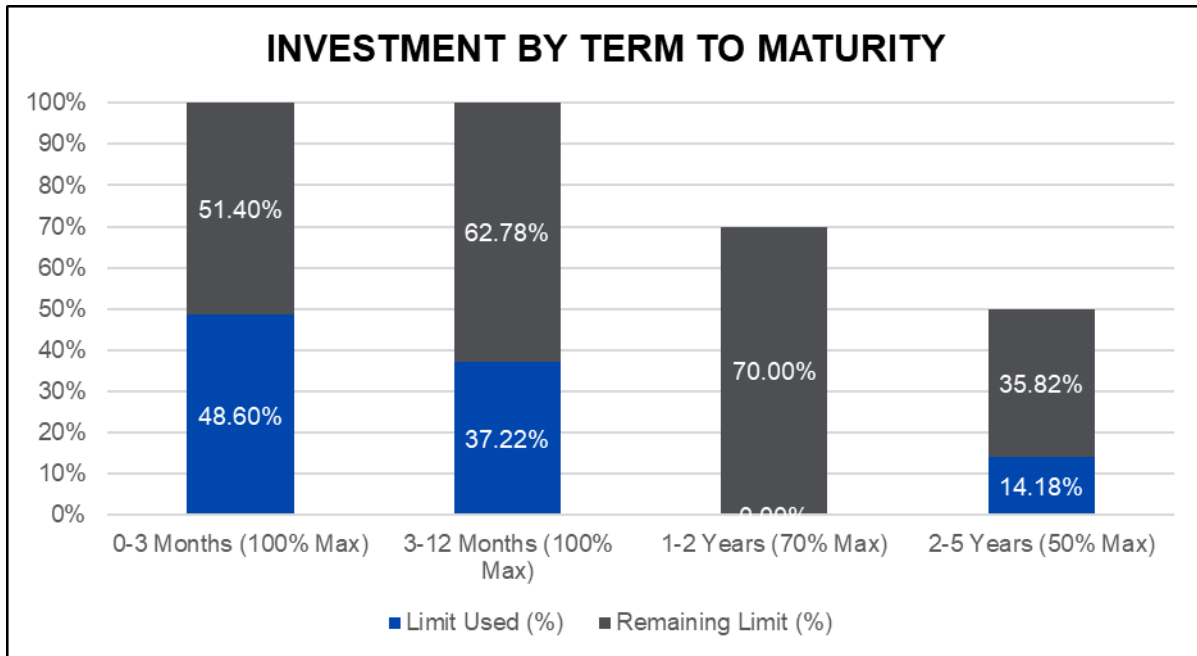
As at the end of January, Council was compliant with policy in terms of individual financial institution capacity limits. It is worth noting that capacity limits are affected by changes in the on-call account balance compared to the total portfolio balance.

Overall, the portfolio is diversified across a variety of credit ratings, including exposure to one unrated authorised deposit-taking institutions (ADIs).



Term to Maturity

Council’s investment portfolio maturities shown graphically below were also compliant with policy requirements.



Application of Investment Funds

The table below details the allocation of cash balances in terms of restricted funds, noting restrictions are all internal rather than external.

Restricted Funds:	
Employee Leave Entitlements	\$2,551,897
Plant & Vehicle Replacement	\$1,462,793
Infrastructure Replacement	\$1,349,640
Section 64 Developer Contribution Reserve	\$5,000,000
Unrestricted Funds	\$17,848,133
TOTAL	\$28,212,463

Declaration

I hereby certify that investments listed in the report have been made in accordance with Section 625 of the *Local Government Act 1993*, Clause 212 of the Local Government (General) Regulation 2005 and Council's Investment Policy PP004.

Signed



General Manager

FINANCIAL IMPACT STATEMENT

Council's cash and investment portfolio decreased by \$1,595,335.68 from \$29,807,799.05 at 31 December 2024 to \$28,212,463.68 at 31 January 2025.

13.3 QUARTERLY BUDGET REVIEW - DECEMBER 2024**Author:** Accountant**Authoriser:** Corporate Services Manager**Attachments:** 1. Q2 Quarterly Budget Review 31 December 2024 [↓](#)**RECOMMENDATION**

That Council receives and adopts the Quarterly Budget Review for the period ended 31 December 2024.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 2 Customer Service Focus

BACKGROUND

The Quarterly Budget Review Statement is presented to Council in accordance with Clause 203(2) of the Local Government (General) Regulations 2022, for the purpose of periodically reviewing and revising estimates of income and expenditure.

REPORT

The Quarterly Review of Council's Budget for the period ended 31 December 2024 is submitted for examination and adoption by Council.

The operating result for 2024-25 has an increased deficit from \$1,530,000 to \$2,706,000 excluding Capital Income. This is an increase of \$1,176,000.

For the operational variations, Council will see increased revenue due to increased demand and better than expected performance of the investment portfolio. However, this has been offset by the increased depreciation costs from completing the comprehensive revaluation of assets last year, and employee costs from staff that are on extended long service leave and the temporary addition of the water billing project staff. Rising insurance costs, digital licence improvements and one-off contractor costs have also resulted in an operational expenditure increase.

Capital Works expenditure is not included in the Operating Result and is an additional outlay. Plant and equipment costs have increased following completion of a 10 year fleet plan and inflation, as well as a \$220,000 adopted increase for No-Des procurement, while the overall expenditure for water supply infrastructure has decreased by \$1,463,000 due to a variety of factors which are detailed in the attachment. Capital funding has decreased as a result of previous years receiving large capital grants that are unexpected this financial year, and the completion of a 10 year fleet plan resulting in decreased anticipated income from sales.

FINANCIAL IMPACT STATEMENT

The recommendation results in Council experiencing a deficit for the 2024-25 financial year of \$2,706,000 as a net operating result before Capital Items.

Attachment 1

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period October to December 2024

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

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Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2022:

It is my opinion that the Quarterly Budget Review Statement for Goldenfields Water County Council for the quarter ended 31/12/24 indicates that Council's projected financial position at 30/6/25 will be Satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: _____



Date: 24/02/2025

Aaron Drenovski
General Manager

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2024

Income & Expenses

(\$000's)	Original Budget	Approved Changes	Revised Budget	Variations for this	Notes	Projected Year End	Actual YTD	Variance
	2024/25	Carry Forwards	2024/25	Dec Qtr		Result	figures	Surplus (Deficit)
Income								
Water Annual Charges	6,464	-	6,464	-		6,464	3,395	(3,069)
User Charges and Fees	17,902	-	18,942	1,040	2.7	18,942	9,901	(9,041)
Interest and Investment Revenues	960	-	1,200	240	2.1	1,200	327	(873)
Other Revenues	986	-	328	(658)	2.3	328	20	(308)
Grants & Contributions - Operating	81	-	81	-		81	8	(73)
Grants & Contributions - Capital	2,161	-	1,651	(510)	2.2	1,651	689	(962)
Total Income from Continuing Operations	28,554	-	28,666	112		28,666	14,340	(14,326)
Expenses								
Employee Costs	9,890	-	10,316	426	2.4	10,316	5,086	5,230
Materials & Contracts	9,275	-	9,731	456	2.5	9,731	4,201	5,530
Depreciation	8,560	-	9,476	916	2.6	9,476	4,738	4,738
Other Expenses	198	-	198	-		198	94	104
Total Expenses from Continuing Operations	27,923	-	29,721	1,798		29,721	14,118	15,603
Net Operating Result from Continuing Operations	631	-	(1,055)	(1,686)		(1,055)	221	1,276
Net Operating Result from All Operations	631	-	(1,055)	(1,686)		(1,055)	221	1,276
Net Operating Result before Capital Items	(1,530)	-	(2,706)	(1,176)		(2,706)	(468)	2,238

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details	\$000
2.1	Interest and Investment Revenues (Income) increase - under budgeted noting investments to date	240
2.2	Other Contributions Received (Income) decrease - overbudgeted due to previous years receiving large capital grants	(510)
2.3	Other Revenues (Income) decrease - reduction in reimbursements from workers compensation	(658)
2.4	Employee Cost increase - Staff long service leave and cover and addition of temporary project staff and a graduate engineer.	426
2.5	Materials and Contracts (expenses) increase - budget adjustment required to account for digital licence improvements, insurance cost increase and one off contractor costs.	456
2.6	Depreciation increase - due to comprehensive revaluation of assets causing increased depreciation costs, having been undertaken at finalisation of 23/24 FY	916
2.7	User charges and fees increased - high production from hotter season has resulted in major demand and hence income has been correspondingly increased	1,040

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2024

Capital Budget

(\$000's)	Original Budget	Approved Changes	Revised Budget	Variations for this	Notes	Projected Year End	Actual YTD
	2024/25	Carry Forwards	2024/25	Dec Qtr		Result	figures
Capital Expenditure							
- IT Equipment	30	50	80	-		80	22
- Office Equipment	10		10	-		10	-
- Plant & Equipment	1,300		1,610	310	3.1	1,610	868
- Land & Buildings	60	42	102	-		102	-
- Water Supply Infrastructure	18,048	31	16,616	(1,463)	3.2 - 3.8	16,616	6,124
Total Capital Expenditure	19,448	123	18,418	(1,153)		18,418	7,014
Capital Funding							
Fees, Charges & Other Untied Funding	-	-	-	-		-	-
Capital Grants & Contributions	2,242	-	1,651	(591)	3.9	1,651	182
Proceeds from Sale - IPP&E	710	-	570	(140)	3.10	570	195
Internal Restrictions/Reserves			-	-		-	-
Total Capital Funding	2,952	-	2,221	(731)		2,221	377
Net Capital Funding - Surplus/(Deficit)	(16,496)	(123)	(16,197)	422		(16,197)	(6,637)

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Capital Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details	\$000
	Refer to Capital Works Progress report for more detail on Capital Projects	
3.1	Plant and Equipment increase - completion of fleet purchasing for FY totalled \$90k over original budget, No-Des engagement increased by \$220k from original budget as per December Board meeting resolution	310
3.2	Water Supply Infrastructure (Network Assets) decrease - removal of Rosehill to Harden bypass this FY	(1,263)
3.3	Water Supply Infrastructure (Pump Station Assets) decrease - removal of Oura Bore 2 renewal this FY	(50)
3.4	Water Supply Infrastructure (Treatment Assets) decrease - removal of Mt Arthur Aeration Tower this FY	(200)
3.5	Water Supply Infrastructure (Reservoir Assets) decrease - anticipated underspend for Oura Reservoirs and Aerator	(700)
3.6	Water Supply Infrastructure (Network Assets) increase - addition of Wyalong interconnection in preparation for Hobas replacement in West Wyalong that is causing outages	150
3.7	Water Supply Infrastructure (Network Assets) increase - addition for increased meter and taggle replacements as they reach end of life	450
3.8	Water Supply Infrastructure (Network Assets) increase - addition for backflow audit	150
3.9	Capital Grants and Contributions (Capital Funding) decrease - overbudgeted due to previous years receiving large capital grants	(591)
3.10	Proceeds from Sale IPP&E (Capital Funding) decrease - completion of 10 year fleet plan decreased anticipated income from sales	(140)

Goldenfields Water County Council

Quarterly Budget Review Statement

for the period 01/10/24 to 31/12/24

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 December 2024

Cash & Investments

(\$000's)	Original Budget 2024/25	Projected Year End Result	Actual YTD figures
Internally Restricted ⁽¹⁾			
Plant & Vehicle Replacement	1,463	1,463	1,463
Infrastructure Replacement	1,350	1,350	1,350
Employees Leave Entitlement	2,552	2,552	2,552
Developer Contributions	5,000	5,000	5,000
Sales Fluctuation Reserve	-	-	-
Property Reserve	-	-	-
Total Internally Restricted	10,365	10,365	10,365
(1) Funds that Council has earmarked for a specific purpose			
Unrestricted (ie. available after the above Restrictions)	8,731	8,731	19,443
Total Cash & Investments	19,096	19,096	29,808

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Cash & Investments Budget Review Statement

Investments

Investments have been invested in accordance with Council's Investment Policy.

Cash

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.
The date of completion of this bank reconciliation is 31/12/24

The YTD Cash & Investment figure reconciles to the actual balances held as follows:

\$ 000's

Cash at Bank (as per bank statements)
Investments on Hand

6,308
23,500

Reconciled Cash at Bank & Investments

29,808

Balance as per Review Statement:

29,808

Difference:

-

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 December 2024

(\$000's)	Current Projection		Original Budget 24/25	Actuals Prior Periods	
	Amounts	Indicator		23/24	22/23
	24/25	24/25			

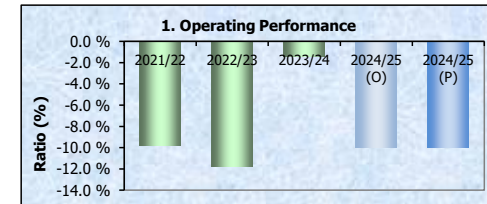
NSW Local Government Industry Key Performance Indicators (OLG):

1. Operating Performance

<u>Operating Revenue (excl Capital) - Operating Expenses</u>	<u>-2,706</u>	-10.0 %	-10.0 %	-1.5 %	-11.8 %
Operating Revenue (excl Capital Grants & Contributions)	27,015				

This ratio measures Council's achievement of containing operating expenditure within operating revenue. A positive result indicates a surplus. Operating deficits cannot be sustained in the long term.

Benchmark >0%

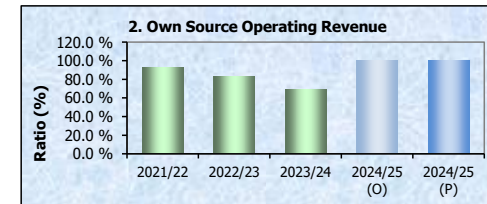


2. Own Source Operating Revenue

<u>Operating Revenue (excl all Grants & Contributions)</u>	<u>26,934</u>	99.7 %	99.7 %	69.2 %	82.6 %
Total Continuing Operating Revenue	27,015				

This ratio measures Council's dependence on external funding sources such as operating grants & contributions.

Benchmark >60%

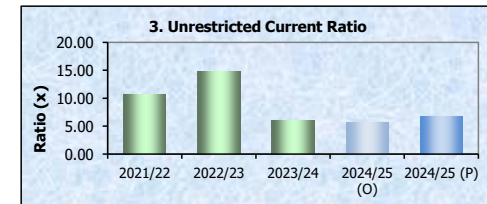


3. Unrestricted Current Ratio

<u>Current Assets less all External Restrictions</u>	<u>32,392</u>	6.75	5.70	6.00	14.75
Current Liabilities less Specific Purpose Liabilities	4,800				

This measures Council's ability to pay existing liabilities in the next 12 months from unrestricted activities of Council.

Benchmark >1.5x



Goldenfields Water County Council

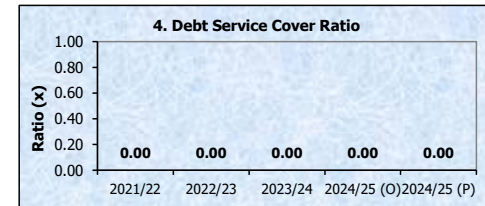
Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 December 2024

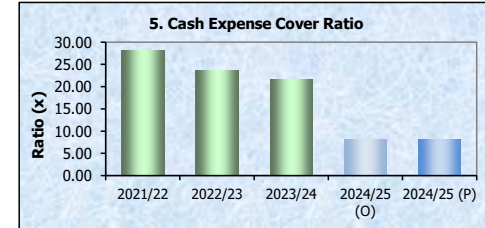
(\$000's)	Current Projection		Original Budget 24/25	Actuals Prior Periods	
	Amounts	Indicator		23/24	22/23
	24/25	24/25			
4. Debt Service Cover Ratio					
Operating Result before Capital (excl Interest & Depn)	6,770	0.00	0.00	0.00	0.00
Principal Repayments + Borrowing Interest Costs	0				

This ratio measures Council's ability to service debt, including interest and principal payments.
Benchmark >2x



5. Cash Expense Cover Ratio					
Current Year's Cash & Cash Equivalents (incl. Term Deposits)	19,096				
Monthly payments from cash flow of operating and financing activities	2,353	8.12	8.12	21.67	23.55
		mths	mths	mths	mths

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.
Benchmark >3mths



Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Contracts Budget Review Statement

Budget review for the quarter ended 31 December 2024

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)	Notes
Trility	New chlorine dosing equipment as part of Oura WTP upgrades	\$ 182,221	17/04/24	18 months	Y	
Prominent	New fluoride dosing equipment as part of Oura WTP upgrades	\$ 193,705	24/04/24	18 months	Y	

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into in previous quarters with current completion dates being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

Goldenfields Water County Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	570,703	Y
Legal Expenses	7,290	Y

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Comments

Expenditure included in the above YTD figure but not budgeted includes:

Details

N/A

13.4 CUSTOMER SERVICE - TEMORA FRONT OFFICE HOURS

Author: Corporate Services Manager

Authoriser: General Manager

Attachments: Nil

RECOMMENDATION

That Council receives and endorses the recommendation to vary the customer service hours at the Temora front counter to 8:30am to 4:00pm Monday to Friday.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 2 Customer Service Focus

BACKGROUND

The current customer service hours at the Temora Front Office are from 9:00 AM to 4:30 PM, Monday to Friday, except on public holidays. Customer service staff work from 8:15 AM to 4:30 PM during the same period.

Under the current Enterprise Agreement – Section 19 – *Hours of Work*, the determination of working hours should consider:

- **19.1.1.1** The most efficient means of service delivery.
- **19.1.1.2** The most effective way of serving customers.
- **19.1.1.3** The most effective way of meeting employees' needs regarding work satisfaction, personal development, health, and workplace safety.

To improve efficiency, it is proposed that the Temora office customer service hours be adjusted to:

- **New Hours:** 8:30 AM to 4:00 PM, Monday to Friday.
- **No Change to Phone Service Hours.**

REPORT

Currently, the 'End of Day' procedures are completed at the beginning of the following workday, leading to several operational challenges:

1. **Delayed Start of Day Procedures:** The 'Start of Day' processes cannot commence until the previous day's 'End of Day' procedures are finalized.
2. **Reconciliation Issues:** End-of-day reconciliation involves multiple steps, including the processing of payments received. Any errors, such as misclassification of payment types (e.g. coding cash instead of credit card), can delay operations and require corrections.
3. **Time-Consuming Manual Process:** Despite careful handling, manual reconciliation takes significant time and can lead to inefficiencies in workflow.

By shifting the customer service hours, staff will have sufficient time at the end of the day to complete reconciliation processes, ensuring that the ‘Start of Day’ can proceed smoothly. Importantly, this change does not affect overall staff working hours but allows for a more effective allocation of tasks.

Over a three-month period, our recorded data indicates an average of only six customers between 4:00 PM and 4:30PM. Given this consistently low volume, we do not anticipate and significant impact on customer service.

Water Receipts after 4pm			
Month	Total Water Receipts	Water Receipts after 4pm	%
November	180	6	3%
December	12	1	8%
January	15	0	0%

The proposed adjustment in customer service hours is aimed at improving operational efficiency while maintaining effective customer service. Feedback from stakeholders is welcome before final implementation.

FINANCIAL IMPACT STATEMENT

The recommendation does not significantly impact on Council’s financial position.

13.5 BUSINESS CONTINUITY PLAN

Author: Corporate Services Manager

Authoriser: General Manager

Attachments: 1. P038 Draft Business Continuity Plan [↓](#)

RECOMMENDATION

That Council adopt the P038 Draft Business Continuity Plan.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 1 High Quality, Secure and Efficient Water Supplies

Priority 2 Customer service Focus

BACKGROUND

Goldenfields Water County Council adopts Business Continuity Management as a core obligation of good governance and utilises the methodology specified in ISO 22301:2012 Business Continuity Management Systems (BCMS). The purpose of this plan is to clearly document Council's commitment to implementing, overseeing and continuously improving Business Continuity Planning, recognising the importance of business resilience.

REPORT

The Business Continuity Plan has been reviewed and updates have been made to formatting and key contact details. No substantive change has been made to the plan content.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.



Procedure No. P038

Business Continuity Plan

Goldenfields Water
ABN 54 357 453 921

84 Parkes Street
Temora NSW 2666

PO Box 220
Temora NSW 2666

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www.gwcc.nsw.gov.au



Procedure No. P038

Business Continuity Plan

1 INFORMATION ABOUT THIS DOCUMENT

DOCUMENT INFORMATION

Date Adopted by MANEX: 12 April 2022	Resolution No. N/A
Policy Responsibility: General Manager	
Review Timeframe: 4 yearly or with significant organisation change	
Last Review: January 2025	Next Scheduled Review: January 2029

DOCUMENT HISTORY

VERSION NO.	DATE AMENDED	SUMMARY OF CHANGES
1.0	19/2/2019	
1.1	11/3/2020	Replace staff names with positions. Review for currency.
1.2	24/3/2020	Update emergency contact details REMO & LEMO, reference to Emergency Pandemic Sub Plan
1.3	September 2021	Addition of Engineering Manager and responsibilities Removed reference for procurement functions of WHS Coordinator.
1.4	April 2022	Update per internal audit findings – add related legislation and documents, policy statement, align potential impact categories with Risk Management Framework categories, include more detail re post incident review.
1.5	January 2024	Update staff and contact details

DOCUMENT HOLDERS

NAME.	ROLE	TITLE

FURTHER DOCUMENT INFORMATION AND RELATIONSHIPS

Related Legislation	Local Government Act 1993 Local Government General Regulation 2021 State Emergency and Rescue Management Act 1989 Public Health Act 2010
Related Policies	State Emergency Management Plan Regional Emergency Management Plan Local Emergency Management Plans Australian Health Management Plan for Pandemic Influenza NSW Human Influenza Pandemic Plan State Emergency Management Sub Plans Functional Area Supporting Plans, including Health, Energy and Utilities, Engineering Services, Transport services, Welfare Services
Related Procedures, Protocols, Statements and Documents	Emergency Pandemic Sub Plan



Business Continuity Plan

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EMERGENCY PANDEMIC SUB-PLAN



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Business Continuity Plan

3 POLICY STATEMENT

Goldenfields Water County Council (Goldenfields Water) adopts Business Continuity Management as a core obligation of good governance and utilises the methodology specified in ISO 22301:2012 Business Continuity Management Systems (BCMS).

Council recognises that Business Continuity is an integral part of good management practice and fully supports Business Continuity Planning as an important element in its Risk Management Framework.

The purpose of this Plan is to clearly document Council's commitment to implementing, overseeing and continuously improving Business Continuity Planning, recognising the importance of business resilience.

Goldenfields Water aims to:

- Maintain the highest possible integrity and continuity for services provided by Council;
- Safeguard Council's assets, including people, property and financial resources;
- Plan for the uninterrupted availability of resources so that Council can continue to operate;
- Ensure that Council can appropriately deal with any disruption and restore operations as soon as practicable;
- Demonstrate responsible Business Continuity Management processes that align with applicable Australian Standards and best practice standards;
- Support the accurate and timely provision of information to staff, the community and other relevant stakeholders.

4 INTRODUCTION AND OVERVIEW

This Business Continuity Plan (BCP) has been developed for Goldenfields Water. The document is to be used to restore Goldenfields Water business operations in the event of a disaster or other business interruption event. Functions include:

- Accounting
- Administration
- Construction
- Electrical
- Engineering
- Human Resources
- ICT
- Mechanical
- Northern Distribution
- Southern Distribution
- Water Quality
- WHS

The document is split into three main sections which correspond to key phases of a major incident including:

- Managing the crisis;
- Recovering critical operations; and
- Resuming normal business operations.

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Business Continuity Plan

Response to emergencies at Head Office and other Goldenfields Water sites will be conducted in accordance with existing building emergency procedures. Following a major disruption affecting Goldenfields Water, personnel will be expected to manage the recovery of critical operations as per the procedures and processes in this Business Continuity Plan. A brief overview of each section is provided below.

Phase 1: Manage the Crisis

This section provides a protocol for stabilising the situation. It includes a list of immediate crisis actions, impact assessment tools, contact lists and key roles & responsibilities for stabilising the situation. In the event of a major incident, these crisis management protocols will enable the Crisis Management Team to provide leadership and direction during each phase of an incident.

Phase 2: Recover Critical Business Functions

This section includes a series of strategies designed to enable the recovery of critical business functions immediately following a business interruption. Recovery strategies have been developed for the following events:

- Loss of Key People / Employees
- Denial of Access to Site (Temporary/ Permanent)
- Sustained Failure of IT infrastructure and communications
- Failure of Critical Service Provider
- Failure of Critical Equipment / Infrastructure

Section 2 also provides supporting information including critical business function lists, staff relocation schedules and minimum resources required to support the implementation of recovery strategies at alternate site/s.

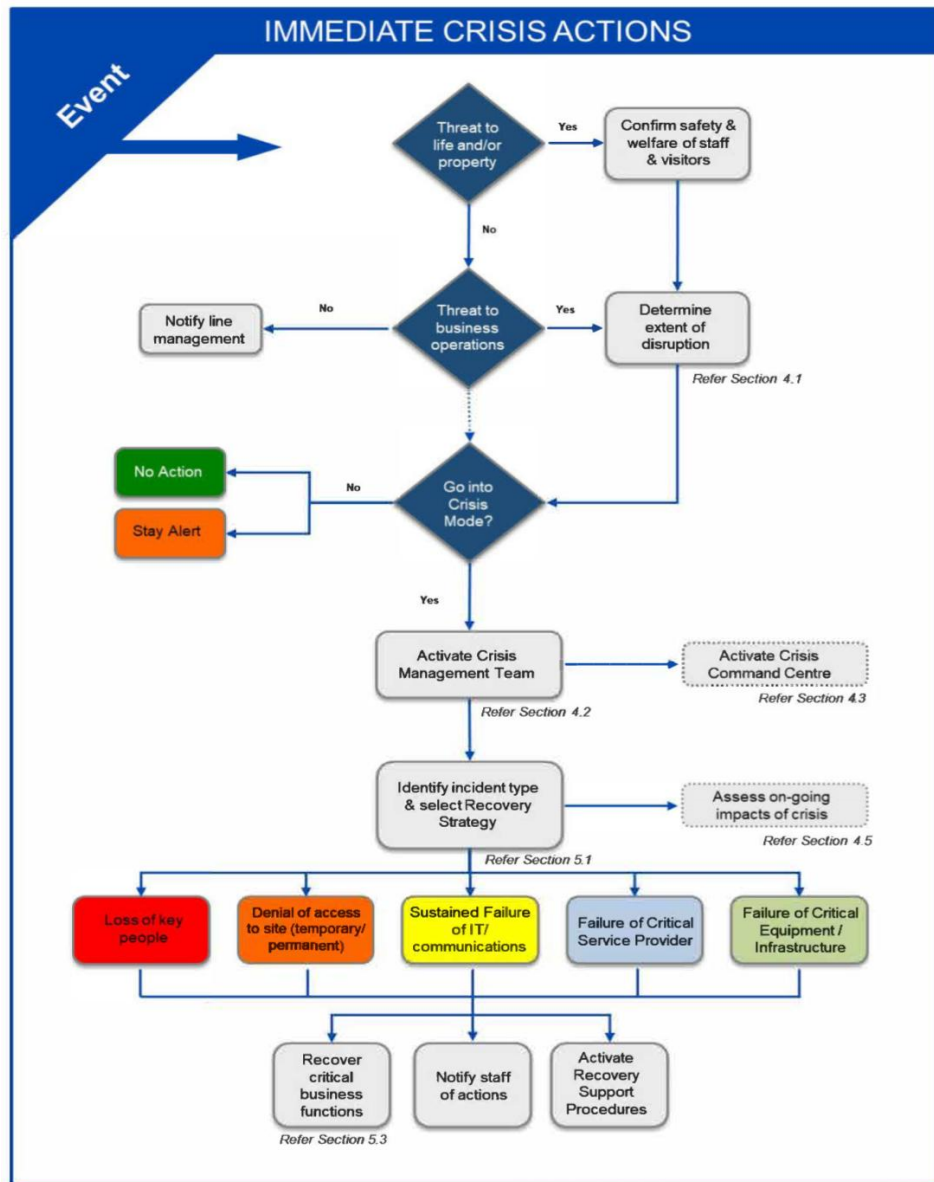
Phase 3: Resume Normal Business Operations

This section contains a series of actions and steps designed to return the organisation to its pre-interruption status. This includes restoration or relocation of facilities and resumption of operations to maximum capacity. Business resumption protocols will commence as soon as possible after activation of the Business Recovery Protocols without interfering with critical tasks or diverting key personnel from the initial recovery process.



Business Continuity Plan

Business Recovery Process



5 MANAGE THE CRISIS

5.1 Determine Extent of Disruption

Use the following tool to identify whether to go into 'Crisis' mode based on likely impact and disruption timescale.



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Business Continuity Plan

Step 1: Rate & Score Impacts

1. Rate impacts and multiply with Disruption Time Estimate for each of the five 'event' questions
2. Transfer scores to the final column and add Incident Ratings

Description of event	Impact rating				Disruption time estimate					Incident Rating
	No	Possible	Definite	<i>Multiply</i>	N/A / 0-4 hours	4-6 hours	6-24 hours	24+ hours		
Have people been injured and/or are they in danger?	0	4	8	X	1	2	3	4		
Have key facilities and/or infrastructure been rendered unusable?	0	4	8	X	1	2	3	4		
Have building utilities including back-up power, water, gas, etc been disrupted?	0	2	4	X	1	2	3	4		
Have IT and/or communication services been disrupted resulting in business impacts?	0	2	4	X	1	2	3	4		
Is the threat from an external source?	0	1	2	X	1	2	3	4		
Score										

Step 2: Determine Response

Refer to subsequent table to determine response requirement.

Incident Rating	Description	Response
Score of 0 – 10	No Action	Business-as-usual. Monitor the situation until resolved.
Score of 11 – 20	Stay Alert	Prepare to activate CMT. Inform the Duty Manager, if not already done. Reassess on a regular basis.
Score of 20 +	Activate CMT	Crisis. Continue with Step # 3 below



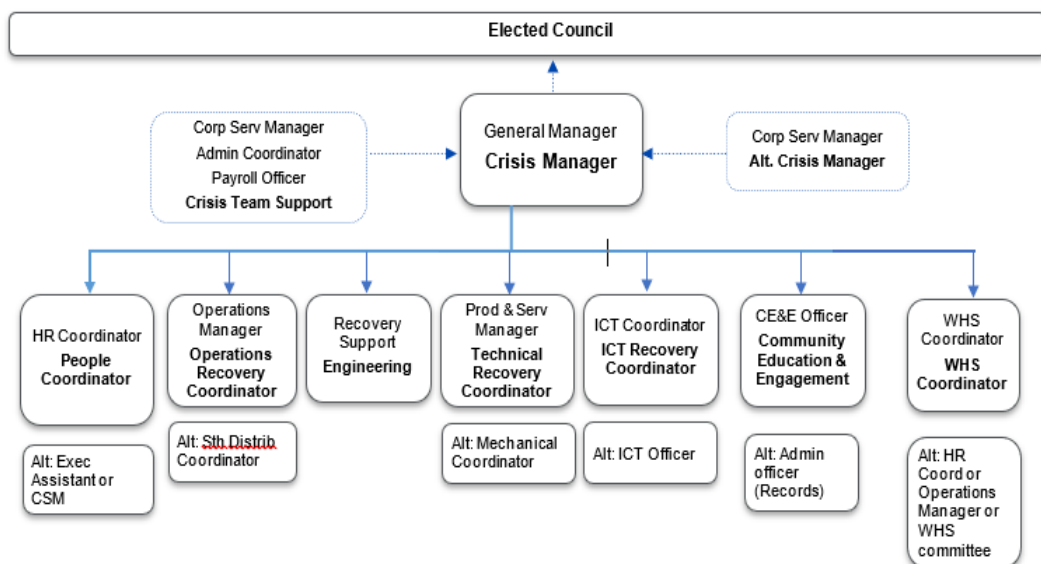
Business Continuity Plan

Step 3: Consider other impact factors when deciding whether to declare a crisis

- Potential for injury and/or loss of life.
- Political and community impacts.
- Potential for further damage or loss to infrastructure and/or physical structures.
- Potential follow-on environmental impacts.
- Likely causes of initial incident.
- Consider the site which has been/ being impacted. Is it a higher priority?

5.2 Activate the Crisis Management Team

The Goldenfields Water **Crisis Management Team (CMT)** as outlined below will be responsible for operational management of an incident including response and recovery. The CMT will liaise with other stakeholders as required to ensure appropriate management of major incidents.





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Business Continuity Plan

*Contact numbers can be found in Appendix 8.1 Stakeholder Contact Details.

Position	Primary	Alternate
Crisis Manager: Responsible for leading and overseeing the Crisis Management Team. They are in charge of making key decisions, activating recovery strategies, stakeholder communications, liaising with the Elected Council etc.	Role: General Manager	Role: Corporate Services Manager
People Coordinator: Responsible for managing staff welfare during and post a business disruption (e.g. injuries, counselling services, resourcing, next of kin liaison), staff communications and providing the CMT with access to staff details on file.	Role: HR Coordinator	Role: Executive Assistant
Operations Recovery: Assist Crisis Manager in assessing the severity and extent of disruption on distribution and construction / support, activate alternate sites, oversee the recovery critical business functions.	Role: Operations Manager	Role: Southern Distribution Coordinator
Technical Recovery: Assist Crisis Manager in assessing the severity and extent of disruption on production and services, activate alternate sites, oversee the recovery of critical business functions.	Role: Production & Services Manager	Role: Mechanical Coordinator
ICT Recovery: Responsible for managing and recovering IT activities, activating relevant IT recovery strategies, etc.	Role: ICT Coordinator	Role: ICT Officer
Community Education & Engagement Officer: Formulate strategies for on-going internal and external communications.	Role: Community Education & Engagement Officer	Role: Executive Assistant
WHS Coordinator: Responsible for managing and recovering WHS functions and invoking relevant policies and procedures.	Role: WHS Coordinator	Role: HR Coordinator
Admin./Finance, & Customer Service Team Recovery: Responsible for managing and recovering administrative and finance	Role: Administration Coordinator	Role: Payroll Officer

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Business Continuity Plan

Position	Primary	Alternate
functions, including Customer Service. Provide administrative support and updates to CMT.		
Recovery Support Assist Operations and Technical Recovery teams in the recovery of critical business functions.	Role: Engineering Manager	

Crisis Management Roles and Responsibilities

Use the following list of general roles and responsibilities to guide your response during each stage of an incident.

Crisis Management Team	
1	Providing operational leadership to the council in times of crisis.
2	Take immediate control of a situation.
3	Evaluate the extent and impact of the incident.
4	Determine priorities within the business.
5	Direct business unit response activities during each phase of an incident.
6	Manage resources including materials, equipment, staff and funds.
7	Coordinate internal and external communications.
8	Prevent further loss and restore functions as quickly as possible.

Crisis Manager	
1	Declare a Crisis.
2	Lead the Crisis Management Team by coordinating and supervising recovery activities.
3	Liaise with the Elected Council.
4	Make key decisions regarding the site and crisis, i.e. assessing severity of situation, relocation sites, major financial expenditures, invoking Recovery Protocols, etc.
5	Decide who should remain at the Crisis Command Room during a given incident.
6	Activate relevant Business Recovery Strategies.
7	Formulate crisis communications strategies.
8	Liaise with local and state government bodies where required.
9	Liaise with media and other impacted stakeholders.
10	Establish procedures for internal communications.
11	Facilitate approval for funds needed for business continuity and recovery operations.
12	Oversee business continuity and recovery operations.
13	Provide continuity of leadership.
14	Ensure that BCP is kept up-to-date, staff are trained, and the plan is tested annually.



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Business Continuity Plan

Crisis Manager	
People Coordinator	
1	Oversee actions of the Warden team.
2	Confirm the safe and orderly evacuation of staff and visitors from the affected site.
3	Facilitate provision of post-incident medical assistance and trauma counselling.
4	Liaise with the onsite Wardens, WHS Coordinator and emergency services if required.
5	Assist with the distribution of messages to staff.
6	Facilitate liaison with 3 rd parties, i.e. contractors, Insurance Company, WorkCover.
7	Provide Crisis Management Team with regular status updates.

Operational / Technical Recovery Coordinator	
1	Assist Crisis Manager in controlling the situation.
2	Conduct Business Impact Assessments to determine extent & severity of disruption.
3	Activate alternate site/s.
4	Ensure critical work processes continue and life/safety considerations are met.
5	Manage recovery process including restoration of critical business functions.
6	Assist with the liaison with impacted third-parties.
7	Coordinate post-incident site security.
8	Provide personnel and skills for relocation.
9	Provide Crisis Management Team with regular status updates.

ICT Recovery Coordinator	
1	Lead the IT recovery by coordinating and supervising the IT recovery team in the restoration of IT services.
2	Conduct an ongoing IT impact assessment to determine extent of disruption to IT, telephony and communications facilities.
3	Make key decisions regarding the IT capabilities and required action. I.e. assessing severity of situation, relocation sites, major financial expenditures, invoking IT Recovery Plan, etc.
4	Activate relevant IT Recovery Strategies.
5	Approve back-up IT accesses and privileges.
6	Oversee IT business continuity and recovery operations.
7	Provide Crisis Management Team with regular status updates.

Community Education & Engagement Officer	
1	Lead the CMT response to media and communication issues.
2	Establish protocols to enable a coordinated response to initial media and communication issues.



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Business Continuity Plan

Community Education & Engagement Officer	
3	Formulate strategies for on-going internal and external communications.
4	Manage initial media enquiries and monitor media and social media activity.
5	Facilitate communication to key external stakeholders.
6	Coordinate media conferences, where appropriate.
7	Develop post incident communication strategies.
8	Provide Crisis Management Team with regular status updates.

Admin & Finance Recovery/Team Support	
1	Lead the Admin. & Finance recovery by coordinating and supervising the Admin. & Finance recovery team in the restoration of Admin., Finance & Customer services.
2	Conduct an ongoing Admin. & Finance impact assessment to determine extent of disruption to Admin., Finance & Customer services.
3	Make key decisions regarding the Admin. & Finance capabilities and required action, i.e. assessing severity of situation, relocation sites, major financial expenditures, invoking Admin., Finance & Customer Service Recovery Plan, etc.
4	Activate relevant Admin. & Finance & Customer Service Recovery Strategies.
5	Oversee Admin. & Finance & Customer Service business continuity and recovery operations.
6	Provide administrative support to Crisis Manager and Crisis Management Team.
7	Record status updates including key information, decisions and actions.

WHS Support	
1	Lead the WHS recovery.
2	Conduct an ongoing WHS impact assessment to determine the impact on the staff and organisation and extent of disruption to WHS services.
3	Make recommendations regarding WHS capabilities and required action, i.e. assessing severity of situation, relocation sites, major WHS implications and expenditures, invoking of relevant policies and procedures.
4	Assist People Coordinator in regard to staff safety, injuries and medical assistance.
5	Activate relevant WHS Recovery Strategies.
6	Oversee WHS business continuity and recovery operations.
7	Provide WHS support to Crisis Manager and Crisis Management Team.
8	Provide Crisis Management Team with regular status updates.
9	Facilitate Post Incident Reviews (PIR's) 6.2.

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Business Continuity Plan

Recovery Support	
1	Assist Crisis Manager in controlling the situation.
2	Assist Operational/Technical Recovery Coordinators to conduct Business Impact Assessments to determine extent & severity of disruption.
3	Assist Operational/Technical Recovery Coordinators to activate alternate site/s.
4	Assist Operational/Technical Recovery Coordinators to ensure critical work processes continue and life/safety considerations are met.
5	Assist Operational/Technical Recovery Coordinators to manage recovery process including restoration of critical business functions.
6	Assist Operational/Technical Recovery Coordinators with the liaison with impacted third-parties.
7	Assist Operational/Technical Recovery Coordinators to coordinate post-incident site security.
8	Assist Operational/Technical Recovery Coordinators to provide personnel and skills for relocation.
9	Provide Crisis Management Team with regular status updates.
10	Lead the Procurement recovery
11	Conduct an ongoing Procurement impact assessment to determine the impact and extent of disruption to Engineering and Procurement services.
12	Make recommendations regarding procurement capabilities and required action, i.e. assessing severity of situation, major procurement implications and expenditures, invoking of relevant policies and procedures
13	Activate relevant Procurement Recovery strategies
14	Oversee procurement business continuity and recovery operations.
15	Provide Procurement support to Crisis Manager and Crisis Management Team.



Business Continuity Plan

5.3 Activate Crisis Command Centre

The following Crisis Command locations have been identified for the Crisis Management Team to coordinate business recovery operations from in the event of a business disruption.

Primary Site	
Goldenfields Water Boardroom 84 Parkes Street, Temora NSW 2666	
Activation procedure:	
1	Confirm availability of dedicated Crisis Command Centre.
2	Ensure any equipment required by the CMT is available.
3	Liaise with administration and IT to provide any further resources, if required.

In the event the primary site not being available, select an appropriate secondary site for relocation.

Secondary Site	
Goldenfields Water Workshop Office 124 Crowley Street, Temora NSW 2666	
Activation procedure:	
1	Contact site manager to advise of CMT activation. Confirm availability of facilities and provide staff relocation numbers and estimated time of arrival.
2	Request site manager provide any equipment required by the CMT.
3	Provide staff with contact numbers and relocation details.
4	Relocate CMT and key personnel to the Crisis Command Centre using private vehicles or taxis.
5	Liaise with site manager and IT personnel to provide further resources, if required.



Business Continuity Plan

5.4 Initial Meeting Agenda

Initial Meeting Agenda			
#	Agenda Item	By whom	✓
-	Establish Log Keeping and Records Erect <i>Business Recovery Process</i> Flow Chart	Crisis Team Support	
1	Convene team and confirm welfare of all CMT Members	Crisis Manager	<input type="checkbox"/>
2	Confirm CMT roles and responsibilities	Crisis Manager	<input type="checkbox"/>
3	Agree CMT protocols: <ul style="list-style-type: none"> ▪ Purpose of meeting ▪ Duration ▪ Mobile phone etiquette ▪ Information collection protocols 	Crisis Manager	<input type="checkbox"/>
4	Share information with CMT: <ul style="list-style-type: none"> ▪ Summary of events ▪ Confirmation of employee safety, potential injuries & follow-on welfare ▪ Communications and Media ▪ Disruption to services ▪ Additional information 	All CMT members	<input type="checkbox"/>
5	Determine if any CMT members have previous experience in a similar event	Crisis Manager	<input type="checkbox"/>
6	Determine recovery strategy and immediate actions	All CMT members	<input type="checkbox"/>
7	Allocate immediate tasks/actions to members of the CMT: <ul style="list-style-type: none"> ▪ Follow-up welfare of employees and members of the public ▪ Initial stakeholder communications ▪ Activation of response tasks 	Crisis Manager	<input type="checkbox"/>
8	Establish CMT Schedule: <ul style="list-style-type: none"> ▪ Key timings (CMT Meetings, Auditor General updates, Update to staff stakeholders) ▪ Short term objectives/ priority of effort ▪ Joint impact assessment 	Crisis Manager	<input type="checkbox"/>
9	Confirm time of follow-up meeting to provide update on actions and outcomes	Crisis Manager	<input type="checkbox"/>
10	Conduct impact assessment	All CMT members	<input type="checkbox"/>



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5.5 Follow on Meeting Agenda

Follow-on Meeting Agenda			
#	Agenda Item	By whom	✓
-	Establish Log Keeping and Records	Crisis Team Support	
1	Convene team and confirm welfare of all CMT Members.	Crisis Manager	<input type="checkbox"/>
2	Confirm CMT roles and responsibilities.	Crisis Manager	<input type="checkbox"/>
3	Share information with CMT: <ul style="list-style-type: none"> ▪ Summary of events. ▪ Confirmation of employee safety, potential injuries & follow-on welfare. ▪ Communications and Media. ▪ Disruption to services. ▪ Additional information. 	All CMT members	<input type="checkbox"/>
4	Conduct impact assessment	All CMT members	<input type="checkbox"/>
8	Allocate immediate tasks/actions from joint assessment to members of the CMT: <ul style="list-style-type: none"> ▪ Follow-up welfare of employees and members of the public. ▪ Initial stakeholder communications. ▪ Activation of response tasks. 	Crisis Manager	<input type="checkbox"/>
9	Confirm time of follow-up meeting to provide update on actions and outcomes.	Crisis Manager	<input type="checkbox"/>



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5.6 Assess Potential Impacts

Use the following tool to forecast strategic impacts to Goldenfields Water resulting from the incident. The outcomes of this assessment should be used to formulate crisis management strategies.

Environmental				
To what extent is the event likely to impact the environment?				
Insignificant	Minor	Moderate	Major	Catastrophic
Environmental incident to localised area with recovery in days	Environmental incident to localised area with recovery in weeks	Serious environmental damage affecting numerous locations with recovery in months	Breach of environmental legislation resulting in legal proceedings or penalties imposed against Goldenfields Water, or Serious environmental damage of regional significance with recovery in years. EPA notifiable incident	Serious breach of environmental legislation resulting in protracted legal proceedings or significant findings / penalties against Goldenfields Water, or Long term environmental damage of regional significance with recovery in 25 years +
How are these impacts likely to eventuate and what can be done to prevent this from occurring?				

Health and Safety				
To what extent is the event likely to impact health and safety?				
Insignificant	Minor	Moderate	Major	Catastrophic
A workplace incident resulting in injury (or potential injury), where the injured person is unable to perform normal duties for a period of less than 7 days	A workplace incident resulting in injury (or potential injury), where the injured person is unable to perform normal duties for a period of greater than 7 days, but less than 90 days. or A lost time injury resulting in less than 5 days absence	A workplace incident resulting in serious injury or illness, where the injured person is unable to perform normal duties for a period of greater than 90 days, or A workplace incident requiring SafeWork NSW notification	A workplace incident resulting in a permanent injury causing significant incapacitation, or A workplace incident requiring SafeWork NSW notification of a "Non-Disturbance of the incident scene"	Serious breach of environmental legislation resulting in protracted legal proceedings or significant findings / penalties against Goldenfields Water, or long term environmental damage of regional significance with recovery in 25 years +
How are these impacts likely to eventuate and what can be done to prevent this from occurring?				



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Finance				
To what extent is the event likely to impact financial risks?				
Insignificant	Minor	Moderate	Major	Catastrophic
Negligible financial loss; less than \$10,000; up to 10% of program/project value	Minor financial loss; \$10,000 - \$50,000; 10% - 15% of program/project value	Significant financial loss; \$50,000 - \$500,000; 15% - 25% of program/project value	Major financial loss; \$500,000 - \$1m; 25% - 50% of program/project value	Extensive financial loss; in excess of \$1m; >50% of program/project value
How are these impacts likely to eventuate and what can be done to prevent this from occurring?				

Service Delivery				
To what extent is the event likely to impact service delivery?				
Insignificant	Minor	Moderate	Major	Catastrophic
< 4 hrs	Up to 1 day	1 day to 1 week	1 week to 1 month	More than 1 month
How are these impacts likely to eventuate and what can be done to prevent this from occurring?				

Reputation				
To what extent is the event likely to impact reputational risks?				
Insignificant	Minor	Moderate	Major	Catastrophic
Isolated, internal or minimal attention or complaint	Heightened local community concerns and criticism	Significant public criticism with our without media attention; short to mid-term loss of support from community	Serious public outcry, state media attention and long-term loss of support from community	Extensive public outcry; national media attention; loss of State government support with appointment of administrator
How are these impacts likely to eventuate and what can be done to prevent this from occurring?				

Compliance and Legal				
To what extent is the event likely to impact compliance and legal risks?				
Insignificant	Minor	Moderate	Major	Catastrophic
Isolated non compliance or breach; minimal failure of internal controls	Contained non compliance or action with short term significance; some impact on normal operations	Significant claim or breach involving statutory authority or investigation; prosecution possible	Major breach with litigation/fines and long-term significance; critical failure of internal controls	Extensive litigation/fines with possible class action; indictable offences
How are these impacts likely to eventuate and what can be done to prevent this from occurring?				



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Projects				
To what extent is the event likely to impact projects?				
Insignificant	Minor	Moderate	Major	Catastrophic
No measurable operational impact	Minor delay	Moderate delay, impact on quality	Significant delay, project overbudget	Indefinite delay, project requirements not met, quality compromised
How are these impacts likely to eventuate and what can be done to prevent this from occurring?				

Fraud				
To what extent is the event likely to impact fraud risks?				
Insignificant	Minor	Moderate	Major	Catastrophic
Financial loss to company is less than \$1,000, no media coverage, isolated employee dissatisfaction, event does not need to be reported to authorities	Financial loss to company is between \$1,000 and \$10,000, limited local media coverage, general employee morale problems, incident is reportable to authorities, but no follow-up	Financial loss to company is between \$10,000 and \$100,000, short-term regional or national media coverage, widespread employee morale problems, incident must be reported to authorities and immediate corrective action is necessary	Financial loss to company is between \$100,000 and \$10 million, national long-term media coverage, widespread employee morale problems and turnover, incident must be reported to authorities and sanctions against company result	Financial loss to company is in excess of \$10 million, international long-term media coverage, widespread employee morale issues; multiple senior leaders leave, incident must be reported to authorities and significant sanctions and financial penalties result
How are these impacts likely to eventuate and what can be done to prevent this from occurring?				

Information Technology				
To what extent is the event likely to impact information technology?				
Insignificant	Minor	Moderate	Major	Catastrophic
No measurable operational impact	Minor downtime or outage in single area of the organisation; addressed with local management and resources	Significant downtime or outage in multiple areas of the organisation; substantial management required	Loss of critical functions across multiple areas of the organisation; long term outage; extensive management with external resources required	Extensive and total loss of critical and/or entire organisation; disaster management required
How are these impacts likely to eventuate and what can be done to prevent this from occurring?				

Use the information collected above to prioritise actions, formulate a Crisis Action Plan and prepare briefing documents for communicating critical information to stakeholders.



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6 RECOVER CRITICAL FUNCTIONS

6.1 Select and Execute Recovery Strategy

Step 1: Initial Incident Actions

In the event of a business disruption, the Crisis Management Team should follow each step in chronological order, referring as required to the information below.

Initial Actions				
Step	Timing	Responsibility	Activity / Action / Task	Reference
1	0-2 hrs	People Coordinator	Confirm welfare of staff and communicate any injuries or staff welfare issues.	Staff Contact Details
2	0-2 hrs	People Coordinator	Should persons be in danger or injured, ensure emergency response procedures have been activated.	Emergency Procedures
3	0-2 hrs	CMT	Ensure activity/ task log is maintained.	Task Log
4	2-4 hrs	Crisis Manager	Brief staff on incident. Advise staff to redirect any media enquiries to the General Manager.	Staff Contact Details
5	2-4 hrs	Operational / Technical Recovery	Conduct initial assessment of impacts on business operations.	Section 1.4
6	2-4 hrs	CMT	Facilitate recovery of critical business functions in accordance with the recovery action plans below.	Recovery Action Plans 1 to 5
7	On-going	CMT	Provide regular updates on: - Staff welfare - Staff relocations - Work-in-progress - Recovery of critical business functions	-
8	On-going	CMT	Provide regular communication to staff including those working from home.	Staff Contact Details



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Using the table below, select the recovery strategy to activate as a result of the major incident.

Step 2: Select Recovery Strategy

Based on the type of disruption that occurred, select the appropriate Recovery Strategy.

Type of Incident	Recovery Strategy
<ul style="list-style-type: none"> Resignation of key staff Industrial action Pandemic / Epidemic Injury or illness 	1 Loss of Key People / Employees Page 19
<ul style="list-style-type: none"> Bushfire Floods Power failure Hazardous material spill at worksite Theft, fraud or malice Structural fire Natural disaster Armed offender 	2 Denial of Access to Site (temporary / permanent) Page 19-21
<ul style="list-style-type: none"> IT communications failure IT equipment failure Cyberattack / Denial of service attack 	3 Sustained Failure of IT Infrastructure and Communications Page 21
<ul style="list-style-type: none"> Supplier negligence Third party failure 	4 Failure of Critical Service Provider Page 21-22
<ul style="list-style-type: none"> Power failure Contamination of water supply Equipment failure Extended delays to projects Nil availability of critical spares Water source failure 	5 Failure of Critical Equipment / Infrastructure Page 23-24



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Continue on with the actions provided in the selected Recovery Strategy below.

This strategy will provide a step-by-step guide for recovering your critical business functions.

Step 3: Recovery Strategies

Follow the steps below in the selected Recovery Strategy to recover critical business functions.

Recovery Strategy 1: Loss of Key People / Employees				
Step	Timing	Responsibility	Activity / Action / Task	Reference
1	0-2 hrs	People Coordinator	Assemble remaining staff at office and/or evacuation assembly area. If required, brief staff regarding incident. Assess health and wellbeing of remaining staff.	-
2	0-2 hrs	Operations Recovery	If site accessible and deemed safe, staff should re-enter.	-
3	0-2 hrs	Crisis Manager	If site is un-useable or unsafe, activate 'Denial of Access to Site' Recovery Strategy.	Section 2.1
4	2-4 hrs	Operations / Technical Recovery	Assess all work-in-progress affected by loss of staff.	-
5	2-4 hrs	Operations / Technical Recovery	Determine if work can be covered by existing staff or if there is a requirement to bring in external contractors.	-
6	4-12 hrs	Operations / Technical Recovery	Staff to resume business operations in accordance with critical business functions list.	Sections 2.3
7	4-12 hrs	People Coordinator	Ensure impacted employees have access to on-going medical, EAP and trauma counselling services, if required.	-
8	Daily	Crisis Manager	Provide daily status report to Elected Council on critical business capabilities.	-
9	Daily	People Coordinator	Regularly monitor staff health and wellbeing.	-
9	1 week +	People Coordinator	Commence recruitment of permanent staff to replace staff as needed.	-
10	Continue with post incident actions.			Page 23

Recovery Strategy 2: Denial of Access to Site (temporary / permanent)				
Step	Timing	Responsibility	Activity / Action / Task	Reference
1	0-2 hrs	Operations / Technical Recovery	Commence a detailed damage assessment of the physical environment to determine extent of disruption to operations.	-
2	0-2 hrs	CMT	Determine likely downtime estimate.	-



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Recovery Strategy 2: Denial of Access to Site (temporary / permanent)				
Step	Timing	Responsibility	Activity / Action / Task	Reference
3	0-2 hrs	Crisis Manager	If extended downtime is estimated (greater than 24 hrs), initiate staff relocation strategies. Determine requirement to activate other Recovery Strategies.	Section 2.2
4	2-4 hrs	CMT	Review critical business functions list to assess all functions that might be impacted.	Section 2.3
5	2-4 hrs	CMT	Establish a Recovery Plan for any disrupted critical business functions including: <ul style="list-style-type: none"> - Requirement for relocation of staff to alternate sites - Availability of IT accesses for staff to work from alternate site and/or home - Initial communications to staff, visitors and affected 3rd parties - Transportation requirements 	-
6	2-4 hrs	Operations / Technical Recovery	Notify alternate sites that BCP has been activated.	Section 2.2
7	2-4 hrs	Operations / Technical Recovery	Confirm seating arrangements for staff at alternate sites.	Section 2.2
8	2-4 hrs	ICT Recovery	Establish access to core IT systems at alternate site.	-
9	2-4 hrs	ICT Recovery	If communications are affected, divert phones and utilise mobile phones and radios as required.	-
10	2-4 hrs	Operations / Technical Recovery	Arrange for security measures at affected premises.	-
11	2-4 hrs	People Coordinator	Notify all staff that BCP has been activated. If required, commence relocation of key staff to alternate site. Advise all other staff to return home until further notice.	Staff Contact Details
12	6-12 hrs	Operations / Technical Recovery	Staff to resume operations at alternate site as per critical business functions list.	Sections 2.2 & 2.3
13	6-12 hrs	Crisis Manager	Activate communications strategy to notify suppliers and key stakeholders of disruption, temporary location and contact details.	Appendix 1
14	6-12 hrs	Operations / Technical Recovery	Contact 3rd party service providers to arrange additional resources – IT equipment, additional security measures, stationery as required	Appendix 1



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Recovery Strategy 2: Denial of Access to Site (temporary / permanent)				
Step	Timing	Responsibility	Activity / Action / Task	Reference
15	12-24 hrs	Operations / Technical Recovery	Place order for replacement equipment / parts.	-
16	12-24hrs	Operations / Technical Recovery	If damaged site is accessible and deemed safe, staff should enter premises to retrieve critical documents.	-
17	24-48 hrs	Operations / Technical Recovery	Staff to transport all equipment and documents to alternate site.	-
18	Daily	Crisis Manager	Provide daily status report to Elected Council on critical business capabilities.	-
19	Continue with post incident actions.			Page 23

Recovery Strategy 3: Sustained Failure of IT Infrastructure and Communications				
Step	Timing	Responsibility	Activity / Action / Task	Reference
1	2-4 hrs	ICT Recovery	If communications are affected, divert phones and utilise mobile phones and radios as required.	-
2	2-4 hrs	CMT	If an extended downtime is anticipated (> 48 hours), determine requirement to activate 'Denial of Access to Site' Recovery Strategy	Section 2.1
3	2-4 hrs	ICT Recovery	Commence detailed damage assessment of data and voice equipment.	-
4	6-12 hrs	Operations / Technical Recovery	Contact any impacted 3rd parties to advise of disruption and alternate procedures.	Appendix 1
5	6-12 hrs	CMT	Review critical business functions list to assess all functions that might be impacted.	Section 2.3
6	6-12 hrs	ICT Recovery	Procure replacement IT equipment as determined by damage assessment.	-
7	6-12 hrs	CMT	Establish a Recovery Plan for any disrupted critical business functions including: <ul style="list-style-type: none"> - Implementation of redundancies and work-around - Requirement for relocation of staff - Incident communications to affected parties - Management of other business impacts caused by the failure of IT services 	-
8	Continue with post incident actions.			Page 23

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Recovery Strategy 4: Failure of Critical Service Provider				
Step	Timing	Responsibility	Activity / Action / Task	Reference
1	2-4 hours	Operations / Technical Recovery	Conduct detailed assessment of impacted services and identify disrupted critical business functions. Obtain estimated downtime from supplier.	-
2	2-4 hours	CMT	Assess work-in-progress and scheduled tasks affected by service provider failure.	-
3	2-4 hours	Crisis Manager	Notify impacted business units of interruption and impact on critical business functions.	-
4	4-6 hours	Operations / Technical Recovery	Obtain recovery action plan from service provider detailing: <ul style="list-style-type: none"> - Extent of disruption - Recovery objectives for impacted services - Work-arounds to restore critical services - Communications strategy 	Appendix 1
5	4-6 hours	Operations / Technical Recovery	Assess availability of alternate service providers to assist with the recovery of critical business functions.	-
6	6-12 hours	CMT	Establish a recovery plan for any disrupted critical business functions including: <ul style="list-style-type: none"> - Implementation of manual work-arounds - Requirement to outsource products and/or services from an alternate provider - Initial communications to affected parties - Management of other business impacts caused by the failure of a service provider 	-
7	12-24 hours	Crisis Manager	Develop communications strategy to manage community / key stakeholder impacts from service provider failure: <ul style="list-style-type: none"> - Key messages - Audience - Timing - Formats - Spokespeople 	Appendix 2
8	Daily	Operations / Technical Recovery	Liaise with Service Provider on a regular basis and remain informed of the situation and expected recovery timeframes.	Appendix 1
9	Daily	Crisis Manager	Provide daily status report to Elected Council on critical business capabilities.	Appendix 1
10	On-going	CMT	Assess service provider performance and determine requirements to source an	-

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Recovery Strategy 4: Failure of Critical Service Provider				
Step	Timing	Responsibility	Activity / Action / Task	Reference
			alternate service provider and/or review existing supplier contracts/agreements.	
11	Continue with post incident actions.			Page 23

Recovery Strategy 5: Failure of Critical Equipment / Infrastructure				
Step	Timing	Responsibility	Activity / Action / Task	Reference
1	0-2 hours	Operations / Technical Recovery	Conduct detailed assessment of impacted equipment and/or infrastructure.	-
2	2-4 hours	Operations / Technical Recovery	Assess down-time estimate and impacted critical business functions.	-
3	0-2 hours	Operations / Technical Recovery	Conduct further water testing, if required and isolate contaminated water to prevent further spread of contamination.	-
4	0-2 hours	Operations / Technical Recovery	Treat or remove contaminated water, if required.	-
5	0-2 hours	Operations / Technical Recovery	Inform key stakeholders, e.g. Department of Health, Emergency Contact List, Police if criminal activity. - Issue water boil alert to customers, if appropriate.	-
6	2-4 hours	Operations / Technical Recovery	Identify alternate water sources, if required.	-
7	2-4 hours	Operations / Technical Recovery	Determine availability of critical spares and/or in-house skills and resources for urgent repairs.	-
8	4-6 hours	Operations / Technical Recovery	Arrange for security / safety perimeter of impacted site, if required or suspected criminal activity has occurred.	Appendix 1
9	6-12 hours	Operations / Technical Recovery	Assess further environmental and community impacts as a result of failure.	-
10	6-12 hours	Crisis Manager	Develop communications strategy to manage community / key stakeholder impacts from equipment/infrastructure failure: - Key messages - Audience - Timing - Formats - Spokespeople	Appendix 2



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Recovery Strategy 5: Failure of Critical Equipment / Infrastructure				
Step	Timing	Responsibility	Activity / Action / Task	Reference
11	Daily	Crisis Manager	Provide daily status report to Elected Council on critical business capabilities.	Appendix 1
12	Daily	Operations / Technical Recovery	Retest water if required, to determine acceptable water quality.	-
13	Continue with post incident actions.			Page 23

Post Incident Actions				
Step	Timing	Responsibility	Activity / Action / Task	Reference
1	24 hours+	CMT	Complete task log.	Appendix 4
2	24 hours+	CMT	Develop a plan to enable an orderly switch-back of critical functions and employees from the alternate site to the primary site.	-
3	24 hours+	CMT	Conduct a post incident review involving key employees and relevant stakeholders.	Section 6.2
4	24 hours+	CMT	Review and amend BCP accordingly as required.	-



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6.2 Relocate Staff to Alternate Site/s

The following sites have been established for Goldenfields Water in the event the Head Office or other Goldenfields Water sites are unavailable.

Business Unit	Primary Location	Secondary Location
General Manager Corporate Services Engineering	Temora Office 84 Parkes Street, Temora	Ability to work remotely. Customer Service from Temora Workshop, or Temora Shire Council.
Construction and Support	Temora Depot Twynam Street, Temora	Temora Workshop Crowley Street, Temora Ability to work remotely.
Electrical	Temora Workshop Crowley Street, Temora	Temora Workshop Crowley Street, Temora Ability to work remotely.
Mechanical	Temora Workshop Crowley Street, Temora	Temora Workshop Crowley Street, Temora Ability to work remotely.
Southern Distribution	Cootamundra Depot 15-21 Conkey Drive, Cootamundra Ganmain Depot Dulah Road, Ganmain Junee Depot 32 Joffre Street, Junee	Ability to work remotely.
Northern Distribution	Wyalong Depot Oak Street, Wyalong Temora Depot Twynam Street, Temora	Ability to work remotely.
Water Treatment	Jugiong Water Treatment Plant Waterworks Road, Jugiong Oura Water Treatment Plant 1016 Oura Road, Eunanoreenya	Jugiong Water Treatment Plant Waterworks Road, Jugiong Oura Water Treatment Plant 1016 Oura Road, Eunanoreenya Ability to work remotely.
Water Quality	Temora Office & Workshop Crowley Street, Temora	Jugiong Water Treatment Plant Waterworks Road, Jugiong Ability to work remotely.

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* Staff will require their plant located within the workshop. Any loss of access to these sites and associated plant will require a restriction of duties. Any works unable to be completed by Goldenfields Water due to loss of access to plant will need to be completed by external contractors.

Activation Procedure									
1	Contact alternate site to advice of major incident and activation of alternate premise.								
2	Confirm availability of resources at alternate site.								
3	Confirm with site contact relocation numbers and estimated time of arrival.								
4	Provide staff with contact numbers and relocation details. Key staff are to relocate using private vehicles.								
5	Liaise with site contact to provide further resources as required.								
Business Units	<4hrs	6 hrs	12 hrs	24 hrs	48 hrs	72 hrs	1 wk	2 wks	Total
Accounting							1		1
Administration			4						4
Construction	5 ¹								5
Electrical	2 ¹								2
Engineering				1 ¹				1 ¹	2
Human Resources			1						1
ICT	1								1
Mechanical	7 ¹								7
Northern Distribution	5 ¹								5
Southern Distribution	5 ¹								5
Water Quality	1 ¹		1						1
WHS	1							3	4
TOTAL	27	-	6	1	-	-	1	4	39
CUMMULATIVE TOTAL	27	27	33	34	34	34	35	39	39

¹ includes staff conducting field work



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6.3 Resume Critical Business Functions

Business Function	Business Unit	RTO	✓
Provide end-user device support	ICT	1 hr	
Provide remote user support	ICT	1 hr	
Manage mobile phone fleet	ICT	1 hr	
Manage alarm systems	ICT	1 hr	
Perform Duty Roster	Northern Distribution / Southern Distribution	1 hr	
Conduct emergency repairs	Construction and Support / Northern Distribution / Southern Distribution	3 hrs	
Emergency repairs to infrastructure	Electrical / Mechanical	3 hrs	
Conduct contractor induction	Construction and Support / Electrical / Mechanical / Northern Distribution / Southern Distribution	3 hrs	
Install pumps	Electrical / Mechanical	3 hrs	
Manage Goldenfields Water Corporate System	ICT	3 hrs	
Manage Goldenfields Water Infrastructure Control Systems	ICT	3 hrs	
Provide hardware and software support in a crisis event	ICT	3 hrs	
Fabricate specialized pipework	Mechanical	3 hrs	
Conduct welding works	Mechanical	3 hrs	
Conduct chemical additions	Water Quality	3 hrs	
Process payroll	Administration	12 hrs	
Answer phone calls	Administration	12 hrs	
Provide support to Operations	Construction and Support	12 hrs	
Confirm and sign pay sheets	Construction and Support / Northern Distribution / Southern Distribution / Water Quality	12 hrs	
Conduct regular maintenance of machinery equipment	Construction and Support	12 hrs	
Organise advanced maintenance of machinery equipment	Construction and Support	12 hrs	
Raise purchase orders (<\$15,000)	Electrical	12 hrs	
Process workers' compensation claims	Human Resources	12 hrs	
Manage Customer Portal (My Water)	ICT	12 hrs	
Manage telephone system	ICT	12 hrs	

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Business Function	Business Unit	RTO	✓
Provide Goldenfields Water internal user account management	ICT	12 hrs	
Conduct water testing and treatment	Northern Distribution / Southern Distribution	12 hrs	
Monitor water pumps	Northern Distribution / Southern Distribution	12 hrs	
Manage testing requirements	Water Quality	12 hrs	
Notification or advice to Department of Health	Water Quality	12 hrs	
Maintain headworks	Water Quality	12 hrs	
Order chemicals and gas cylinders	Water Quality	12 hrs	
Maintain measuring devices	Water Quality	12 hrs	
Assess and analyse results	Water Quality	12 hrs	
Maintain bores	Water Quality	12 hrs	
Order stores or general items for business units	Operations	12 hrs	
Conduct incident reporting	WHS	12 hrs	
Conduct construction works	Construction and Support	24 hrs	
Conduct reactive works in support of other business units	Engineering	24 hrs	
Create designs for assets	Engineering	24 hrs	
Provide individual customer service	Northern Distribution / Southern Distribution	24 hrs	
Coordinate work with water treatment plant	Northern Distribution / Southern Distribution	24 hrs	
Liaise and coordinate between Northern and Southern Distributions	Northern Distribution / Southern Distribution	24 hrs	
Create purchase orders	Construction and Support	48 hrs	
Coordinate works with all BUs	Electrical	48 hrs	
Manage investments	Accounting	72 hrs	
Conduct water testing following flushing or implementing new main	Construction and Support	72 hrs	
Coordinate work roster	Construction and Support / Northern Distribution / Southern Distribution	72 hrs	
Manage 'return to work' program	Human Resources	72 hrs	
Create purchase orders	Northern Distribution / Southern Distribution / Water Quality	72 hrs	
Generate reports	Administration	1 week	
Induct new staff and contractors	Human Resources	1 week	
Manage 'Performance Management' and IR issues	Human Resources	1 week	

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Business Function	Business Unit	RTO	✓
Data extraction	ICT	1 week	
Raise purchase orders (<\$15,000)	Mechanical	1 week	
Conduct creditors administration	Administration	2 weeks	
Analyse hydraulic modelling systems	Engineering	2 weeks	
Review customer requested water connections	Engineering	2 weeks	
Conduct tender process (Receive, Review and Decide)	Engineering	2 weeks	



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7 RESUME NORMAL OPERATIONS

7.1 Activate Business Resumption Strategy

The following Business Resumption strategy contains a series of actions and steps designed to return the affected site to its pre-interruption status. This includes restoration or relocation of facilities and resumption of operations to maximum capacity. The Business Resumption Strategy should commence as soon as possible after activation of the Business Resumption Protocols without interfering with critical tasks or diverting key personnel from the initial recovery process.

Step	Timing	Activity / Task / Action
1	0-2 hrs	Review full details of this Business Resumption Strategy.
2	0-2 hrs	Refer to Business Recovery Strategies for recovery of critical business functions.
3	2-6 hrs	Facilitate notification of disruption to Insurance Companies.
4	2-6 hrs	Maintain a log of all steps taken after the disaster (time, location, action, delegations, work orders, invoices, etc).
5	12-24 hrs	Take photographs (or videotape) of damaged and undamaged facilities, infrastructure, etc.
6	12-24 hrs	Consult with contractors for initial estimate of the scope and cost of repairs.
7	12-24 hrs	Identify internal and external resources to perform restoration activities.
8	12-24 hrs	When deemed safe, retrieve any damaged and undamaged media and equipment from site in order to minimise loss.
9	1 week	Gain approval/source funding for required restoration or relocation of premises.
10	1 week	Liase with Insurance Companies to approve expenditure.
11	1 week	Make plans for repairing the damage or relocating facilities as required.
12	1 week	Complete Post Incident Review and assess future Business Continuity Management needs in planning process.
13	1 week	Assess potential improvements to premises, buildings, etc.
14	2 weeks	Gain required local & state government approvals to commence work.
15	2 weeks	Commence restoration or relocation of facilities and premises.
16	4 weeks	Dispose of damaged facilities and equipment.
17	4 weeks	Develop communication program for members of the public and suppliers to update them on progress of business resumption.
18	4 weeks+	Complete restoration or relocation process.
19	4 weeks+	Resume normal business operations.
20	4 weeks+	Advise members of the public and suppliers that normal business operations have resumed.



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7.2 Post Incident Review

The following section provides guidance on how to conduct a Post Incident Review (PIR). A PIR should be conducted at a suitable time after the event to identify gaps, follow-up actions, key impacts and future prevention strategies.

The Crisis Manager is responsible for ensuring the Post Incident Review form is completed within 1 week after an incident is resolved, including incidents covered in BCP testing exercises. The form will be presented and reviewed by MANEX. Any recommended actions to be undertaken following the review will be included within MANEX's action items for tracking.

POST INCIDENT REVIEW		
FACILITATOR:		
LOCATION:		
DATE:		
What occurred? Summary of facts: Sequence of events:		
Actions taken Describe key decisions made and actions taken:		
Emergency Response	Questions: <ul style="list-style-type: none"> Was an evacuation required? Were any staff injured or affected by the incident? Were any members of the public injured or affected by the incident? Was the building/site secured to prevent re-entry? Were emergency procedures followed correctly? Were incident details reported to the Crisis Management Team (CMT) in a prompt manner? Additional Comments:	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
Assessment of Impacts	Questions: <ul style="list-style-type: none"> Was an impact assessment conducted? If an impact assessment was conducted, how was this information used? Were the outcomes of the impact assessment reported to the CMT? Additional Comments:	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
CMT Activation and Escalation	Questions:	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>



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POST INCIDENT REVIEW		
	<ul style="list-style-type: none"> Were teams activated in accordance with the Goldenfields Water procedures? Was the incident severity assessed? Was the incident escalated to the appropriate team/s? Were formal CMT meetings held? Were command centres activated? If CMT was activated, were all key portfolios represented by appropriately qualified personnel? Were hand-over procedures implemented to ensure the sustained operation of the CMT? <p>Additional Comments:</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p>
Communications	<p>Questions:</p> <ul style="list-style-type: none"> Were all key stakeholders notified? Were communications appropriate for the type, size and scale of the incident? Were communications undertaken in a timely manner? Was the media communicated with in an effective manner? Were communication templates used? Was an action log maintained throughout? <p>Additional Comments:</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p>
People Management	<p>Questions:</p> <ul style="list-style-type: none"> Were appropriate actions and strategies identified to manage the welfare of people impacted by the incident? Was an action log maintained throughout? <p>Additional Comments:</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p>
Business Recovery	<p>Questions:</p> <ul style="list-style-type: none"> Were operations disrupted as a result of the incident? Was a Recovery Action Plan developed to facilitate resumption of critical business functions? Was an action log maintained throughout? <p>Additional Comments:</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p>
<p>What went well? Identify and examine actions that had positive results and why</p>		



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What could be improved? <i>Identify actions or areas that could benefit from improvement and why</i>	
Actions arising <i>Identify actions arising from this debrief and responsibilities for following up</i>	
Acknowledge <i>Ask for any additional questions from participant/s</i>	
Sign-off	
Facilitator Name and Signature	
Date:	



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8 APPENDICES

8.1 Stakeholder Contact Details

Crisis Management Team

Name	CMT Position	Job Title	Work Phone	Mobile Phone
Aaron Drenovski	Crisis Manager	General Manager	(02) 6977 3250	0429 308 061
Melody Carr	Alt. Crisis Manager	Corporate Services Manager	(02) 6977 3220	0429 125 592
Ali Wood	People Coordinator	HR Coordinator	(02) 6977 3208	0427 110 529
Ashleigh Burnett	Alt. People Coordinator	Executive Assistant	(02) 6977 3222	N/A
Alex Dahlenburg	Operations Recovery Coordinator	Operations Manager	N/A	0474 476 928
Sean Tiernan	Alt. Operations Recovery Coordinator	Southern Distribution Coordinator	(02) 6977 3231	0429 308 062
Geoff Veneris	Technical Recovery Coordinator	Production & Services Manager	(02) 6977 3230	0437 974 730
Sammy Jung	Recovery Support Team	Engineering Manager	N/A	0418 739 540
Shane Baldry	Alt. Technical Recovery Coordinator	Mechanical Coordinator	(02) 6977 3261	0429 772 245
Christopher Durman	ICT Recovery	ICT Coordinator	N/A	0438 042 853
Ben King	Alt. ICT Recovery	ICT Officer	N/A	0400 308 078
Simone Fouracre	Crisis Team Support	Payroll Officer	(02) 6977 3212	0458 308 060
Emma McAuley	Community Education & Engagement Officer	Community Education & Engagement - communications	(02) 6977 3273	0418 586 851
Breah Coleman	Alt. Community Education & Engagement Comms.	Administration Officer (Records)	(02) 6977 3227	0448260762
Nicol Kelly	WHS Coordinator	WHS Coordinator	(02) 6977 3235	0419 246 695

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Elected Council

Name	Position	Email	Mobile Phone
Alan White	Chairperson	Alan.White@gwcc.nsw.gov.au awhite@coolamon.nsw.gov.au	0428 698 204
Graham Sinclair	Deputy Chairperson	Graham.Sinclair@gwcc.nsw.gov.au gsinclair@temora.nsw.gov.au	0429 448 218
Cameron Rouse	Councillor	Cameron.Rouse@gwcc.nsw.gov.au cr.rouse@narrandera.nsw.gov.au	0435 840 602
Joanne Mackay	Councillor	Joanne.Mackay@gwcc.nsw.gov.au joanne.mackay@hilltops.nsw.gov.au	0429 853 047
Les Cooper	Councillor	Les.Cooper@gwcc.nsw.gov.au les.cooper@cgrc.nsw.gov.au	0407 572 217
Matt Austin	Councillor	Matt.Austin@gwcc.nsw.gov.au matt.austin.junee@gmail.com	0421 764 139
Neil Langford	Councillor	Neil.Langford@gwcc.nsw.gov.au Neil.Langford@hilltops.nsw.gov.au	0417 388 262
Rodney Crowe	Councillor	Rodney.Crowe@gwcc.nsw.gov.au Cr.crowe@blandshire.nsw.gov.au	0419 608 154

Key Internal Contacts (not in CMT)

Name	Position	Function	Work Phone	Mobile Phone
Chris Breen	Water Quality Technical Officer	Water Quality	(02) 6977 3200	0418 486 062
Nathan Gardiner	Water Quality Coordinator	Water Treatment Plant Operations	N/A	0436 390 618
Michael Lewis	Urban Construction & Support Team Leader	Construction & Support	(02) 6977 3209	0418 582 713
Liam Pattison	Rural Construction & Support Team Leader	Construction & Support	N/A	0438 029 505

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Name	Position	Function	Work Phone	Mobile Phone
Andrew Haley	GIS Officer	GIS	(02) 6977 3269	0417 292 190
Erin Hemphill	Accountant	Finance	(02) 69773224	0429 308 066

External Supplier / Vendors

Company	Function	Contact	Email	Work Phone	Mobile Phone
Advanced Communications	Telephone provider	Joel Moller	service@advancedcomms.com.au	(02) 6922 2222	0400 165 554
Australian Valve and Engineering	Engineering services for valves (Johns, Eureka) and other Assets	Craig Millgate	craig@aussievalve.com.au	(03) 5336 2113	
Bureau of Meteorology	Weather forecast	www.bom.gov.au Nigel Smedley (Wagga office)		(02) 9296 1555 (02) 6922 7620	
Carrathool Shire Council	Manager Sewer and Water (Ballyrogan Bores)	Sam Chaudhari	schaudhari@carrathool.nsw.gov.au	(02) 6961 7617	0407 402 860 0428 661 305
Charles Sturt University	Water quality testing	David Wade	eal@csu.edu.au	(02) 6933 2849	
CIVICA Authority	ERP provider	John Beckers Narelle Lennon	jbeckers@civica.com.au narelle.lennon@civica.com.au	(02) 4941 9505	0438 778 717
Commonwealth Bank	Bank	ibGovt Gary Morris	ibgovt@cba.com.au morrsga@cba.com.au	1800 020 306 (02) 9118 4000	0416 243 316
Curve Securities	Investments	Wally Denning	wally.denning@curve.com.au	(02) 9690 2188	0412 134 720
Dell Customer Support	IT Support	Vlad Aleksov	Vlad_Aleksov@Dell.com	(02) 8972 5147	0435 210 080
Department of Industry	Government Dept.	Bernie Barnes, Water & Waste Officer	bernie.barnes@dpi.nsw.gov.au	(02) 9338 6660	0429 604 409
Dial Before You Dig	Infrastructure protection	N/A	admin@beforeyoudignswact.com.au	1100	N/A

Company	Function	Contact	Email	Work Phone	Mobile Phone
Fitt Resources	Engineering services for pumps, valve, mechanical seal and other assets	Matthew Lowe Danial Hechter	m.lowe@fittresources.com.au d.hechter@fittresources.com.au	1300 653 229	0429 866 592
Great Southern Electrical	Authorised service provider (high voltage)	Dan Pezet Garry Smith (Manager)	dpezet@gse.net.au gsmith@gse.net.au	(02) 6931 7697	0427 006 100
Hitech Support	IT Support	John Papoutsis Fred Mitry	support@hitechsupport.com.au johnp@hitechsupport.com.au fred@hitechsupport.com.au	(02) 8883 4355	0418 416 280
Lifeworks	Employee Assistance		www.lifeworks.com.au	1300 361 008	
Mack Valves	Engineering services for valves and other assets	Melissa Johnston Frank Seton	melissa.johnston@mackvalaves.com frank.seton@mackvalaves.com	(03) 9737 5227 (03) 9737 5215	0488 026 552 (03) 9737 5227
NSW Forensic & Analytical Science Service (FASS)	Analytical testing	(Ken) Zhicheng Hu	zhichanghu@health.nsw.gov.au	(02) 9646 0222	
NSW Health Department	Pathology at Wagga Hospital	Robert Johnson		(02) 6933 6746 (ask for Micro Section)	
Open Spatial	GIS	Phillip Neil	pnell@openspatial.com	(02) 9904 7077	
SAFEGroup Automation	Electrical Automation	Aaron Mitchell Stuart Street	aaron.mitchell@safegroup.com.au stuart.street@safegroup.com.au support@safegroup.com.au	1300 742 247	0400 995 541 0487 339 967
SafeWork NSW	Work Health & Safety		contact@safework.nsw.gov.au	(02) 6933 6500	N/A
Telstra Business Centre	Telecommunications	Brad Miller	sales@tbcwagga.com.au	(02) 6939 5888	
Tenderlink	Tenders			1800 233 533	
Think Technology	IT Support	Caleb Bright	caleb@thinktechnology.com.au	1300 920 866 (02) 6226 5555	
Total Electrical Control Solutions (TECS)	Electrical Automation	Vimal Patel Craig Mitchell	vimal.patel@tec-solutions.com.au craig.mitchell@tec-solutions.com.au	(02) 6925 7055	0447 257 051 0428 117 313
Tyware	MyWater vendor			(07) 4999 9511	0408 071 771

Company	Function	Contact	Email	Work Phone	Mobile Phone
Statewide Mutual	Insurance	Stephen Childe	stephen.childe@jta.com.au	0437 545 242	0437 545 242
StateCover Mutual	Workers Compensation Ins.	Jane Hunt Nick Tran	jane.hunt@statecover.net.au nick.tran@statecover.net.au	(02) 8235 2843 (02) 8004 8253	
Taggle	Taggle software program support company			(02) 8999 1919	
Weir Minerals	Engineering services for pumps, valve, mechanical seal and other assets	Brad Elzinga	brad.elzinga@mail.weir	(02) 4032 9404	0419 290 503

Emergency Contacts

refer to CM document 25/1893 for detailed Emergency Contacts

Name	Function	Work Phone	After Hours / Mobile Phone / Emergency
Fire/Ambulance/Police	Emergency Services	000	
Regional Emergency Management	Police (Steven Hompes)	homp1ste@police.nsw.gov.au	0429 154 619
Local Emergency Management	Police (Lee Gray – Wagga)	(02) 6922 2600 gray1lee@police.nsw.gov.au	
Temora Shire Council	Local Government - Constituent Council	(02) 6980 1100	0439 482 572
Bland Shire Council	Local Government - Constituent Council	(02) 6972 2266	0418 402 350
Coolamon Shire Council	Local Government - Constituent Council	(02) 6930 1800	1300 880 045 0427 273 694 0428 266 104
Junee Shire Council	Local Government - Constituent Council	(02) 6924 8100	0427694272 or (02) 6924 1040
Cootamundra-Gundagai RC	Local Government - Constituent Council	1300 459 689	1300 459 689
Hilltops Council	Local Government - Constituent Council	Harden 1300 445 856 Boorowa 1300 445 586 Young 1300 445 586	(02) 6384 2496 0428 851 083 0427 701 262 or

Name	Function	Work Phone	After Hours / Mobile Phone / Emergency
			0419 275 991
Narrandera Shire Council	Local Government - Constituent Council	(02) 6959 5510	0427 595 562 or 0417 023 015
Temora Hospital	Hospital	(02) 6980 0200	
Gundagai District Hospital	Hospital	(02) 6940 6300	
Cootamundra Hospital	Hospital	(02) 6942 0444	
Coolamon-Ganmain District Hospital	Hospital	(02) 6927 3303	
Narrandera District Hospital	Hospital	(02) 6951 0200	
Riverina Water	Water Supply Authority	(02) 6922 0608	
NSW State Emergency Services	Emergency Services	132 500	
Essential Energy	Electricity Supply	13 20 80	13 20 80
Australian Gas Networks	Gas	1800 898 220	1800 898 220
Jemena Gas Networks	Gas	131 909	131 909
Water NSW – Murrumbidgee Duty Officer	River Operation		(02) 9685 4334

Employee Call Tree **refer to 'Crisis Management Team' for contact details**

Level 1	Level 2	Level 3	Level 4
General Manager <i>Aaron Drenovski</i>	Executive Assistant <i>Ashleigh Burnett</i> HR Coordinator <i>Ali Wood</i> Temp Term HR Coordinator <i>Libby Kite</i>	Administration Officer (Records) <i>Breah Coleman</i>	

Level 1	Level 2	Level 3	Level 4
	WHS Coordinator <i>Nicol Kelly</i> Community Education/Engagement Officer <i>Emma McAuley</i> Temp Community Education/Engagement Officer <i>Keirin McCormack</i>		
Corporate Services Manager <i>Melody Carr</i>	Accountant <i>Erin Hemphill</i> ICT Coordinator <i>Chris Durman</i>	Payroll Officer <i>Simone Fouracre</i> Debt Recovery Officer <i>Eleni McCabe</i> Payments Officer <i>Lyn Breust</i> Water Billing Officer <i>Adam Ward</i> Water Billing Support Officer <i>Sue Krause</i> ICT Officer <i>Ben King</i>	Fixed Term Administration Support Officer <i>Marnie Smith</i> Administration Trainee <i>Shelby Worland</i> Administration Trainee <i>Ruby Matthews</i>
Production & Services Manager <i>Geoffrey Veneris</i>	Mechanical Coordinator <i>Shane Baldry</i>	Fitter/Machinist <i>Les Scott</i> Fitter/Machinist <i>Jack Fuller</i>	Term Contract Fitter/Machinist <i>Blake Hingerty</i> Apprentice Fitter/Machinist Bailey Lowes

Level 1	Level 2	Level 3	Level 4
	<p>Electrical Coordinator <i>Matt Bett</i></p> <p>Water Quality Coordinator <i>Nathan Gardiner</i></p>	<p>Fitter/Machinist <i>Rod Ryan</i></p> <p>Welder/Fabricator <i>Ray McCarthy</i></p> <p>Electrical Technical Officer <i>James Butler</i></p> <p>Electrical Technical Officer <i>Dilrosh Jayawardene</i></p> <p>Water Quality Technical Officer <i>Chris Breen</i></p> <p>Water Treatment Plant Operator <i>Robin Davis</i></p> <p>Water Treatment Plant Operator <i>Brendan Ford</i></p> <p>Water Treatment Plant Operator <i>Stephen Ledgard</i></p>	<p>Apprentice Welder/Fabricator <i>Drew Matthews</i></p> <p>Electrical Technical Officer Fixed term <i>Brendan Nilsen</i></p> <p>Apprentice Electrician <i>Daylen Coleman</i></p>
<p>Engineering Manager <i>Sammy Jung</i></p>	<p>Engineering Officer <i>Nigel Marion</i></p> <p>Engineering Officer <i>Myrka Robichaud</i></p> <p>Engineering Officer <i>Mitchell Farlow</i></p>	<p>Term Contract Project Support Officer <i>Kylie Crouch</i></p> <p>Term Contract Graduate Engineer <i>Vacant</i></p>	

<p>Southern Distribution Member – Junee <i>Mark Carroll</i></p>	<p>Labour Hire <i>Josh Dunn</i></p>
<p>Urban Construction & Support Member <i>Bradley Moye</i></p>	
<p>Urban Construction & Support Member <i>Isaac Reardon</i></p>	
<p>Rural Construction & Support Member <i>Daniel Flack</i></p>	
<p>Rural Construction & Support Member <i>Liam Moston</i></p>	
<p>Rural Construction & Support Member <i>Vacant</i></p>	
	<p>Fixed Term Labourer <i>Neil Boyton</i></p>
	<p>Fixed Term Labourer <i>Jayden Carroll</i></p>

	Urban Fixed Term Labourer <i>Shannon King</i>
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8.2 Crisis Communications

When developing a crisis communications strategy, consideration should be given to the method of communication, frequency of communication and the message to be distributed.

1. Assess communications level by evaluating crisis characteristics as follows:

Level	Characteristics
4 Very High Exposure	<ul style="list-style-type: none"> • Media have immediate and urgent need for information about the crisis. The General Manager may need to provide opening statement of empathy/caring. • One or more groups or individuals express anger or outrage. • Broadcast and print media appear on-site for live coverage.
3 High Exposure	<ul style="list-style-type: none"> • Crisis causes growing attention from local and regional media. • Media contacts non-CMT/Crisis Management Team members for information about the crisis. • In addition to the media, stakeholders and community partners are present at site. • Affected and potentially affected parties threaten to talk to the media.
2 Moderate Exposure	<ul style="list-style-type: none"> • Crisis situation may/may not have occurred; the situation is attracting slow, but steady media coverage. • External stakeholders receive media inquiries. • Public at large is aware of the situation/event but is attracting very little attention.
1 Minimal Exposure	<ul style="list-style-type: none"> • Crisis attracts little or no attention. • Pre-event information requests are received. • Public and/or media are virtually unaware of crisis.

2. Create communications strategy including method, frequency and message as suggested below:

Consideration	Communication Options
Methods of communications	<ul style="list-style-type: none"> • Face-to-face briefings • SMS to staff mobiles • Email • Website updates • Telephone message • Social media updates • Provision of media blast / messages including newspaper / tv / radio announcements • Premise signage
Sample frequency of communication	<ul style="list-style-type: none"> • Day 1 – update every 3 hours or as required • Day 2-5 – updates 3 times per day or as required • Week 2 – Updates morning and afternoon or as required • Week 3 – Updates once per day or as required • Week 4 – Updates once per day or as required
Suggested message	<ul style="list-style-type: none"> • Day 1 <ul style="list-style-type: none"> - Overview of incident - Staff safety and welfare - Actions currently being implemented and actions to be implemented - Messages of encouragement and other key information • Day 2-5 <ul style="list-style-type: none"> - Update on staff safety and welfare

Consideration	Communication Options
	<ul style="list-style-type: none">- Update on recovery actions- Key actions to be implemented going forward• Week 2+<ul style="list-style-type: none">- Status of recovery operations- Update on any key people issues regarding recovery and welfare of injured or displaced staff

3. Develop message with consistent key themes across stakeholders, ensuring appropriate internal message approvals have been received.
4. Log and distribute message/s.

Message Approval Form

<p>Crisis:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;"><input type="checkbox"/> Message Statement</td> <td style="width: 50%;"><input type="checkbox"/> Letter</td> </tr> <tr> <td><input type="checkbox"/> Press Release</td> <td><input type="checkbox"/> Website Content</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/> Message Statement	<input type="checkbox"/> Letter	<input type="checkbox"/> Press Release	<input type="checkbox"/> Website Content	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Message Statement	<input type="checkbox"/> Letter					
<input type="checkbox"/> Press Release	<input type="checkbox"/> Website Content					
<input type="checkbox"/>	<input type="checkbox"/>					
<p>Approval Timeline:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;"><input type="checkbox"/> 0-30 minutes</td> <td style="width: 50%;"><input type="checkbox"/> 30 minutes – 2 hours</td> </tr> <tr> <td><input type="checkbox"/> 2-5 hours</td> <td><input type="checkbox"/> 5 hours – 1 day</td> </tr> <tr> <td><input type="checkbox"/> 1-3 days</td> <td><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/> 0-30 minutes	<input type="checkbox"/> 30 minutes – 2 hours	<input type="checkbox"/> 2-5 hours	<input type="checkbox"/> 5 hours – 1 day	<input type="checkbox"/> 1-3 days	<input type="checkbox"/>
<input type="checkbox"/> 0-30 minutes	<input type="checkbox"/> 30 minutes – 2 hours					
<input type="checkbox"/> 2-5 hours	<input type="checkbox"/> 5 hours – 1 day					
<input type="checkbox"/> 1-3 days	<input type="checkbox"/>					
<p>Please Check For:</p> <table style="width: 100%; border: none;"> <tr><td><input type="checkbox"/></td></tr> <tr><td><input type="checkbox"/></td></tr> <tr><td><input type="checkbox"/></td></tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>						
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<input type="checkbox"/>						
<p>Approval:</p> <table style="width: 100%; border: none;"> <tr><td><input type="checkbox"/> Approved as is</td></tr> <tr><td><input type="checkbox"/> Approved with minor changes</td></tr> <tr><td><input type="checkbox"/> Not approved, changes to be made and re-submitted</td></tr> </table>	<input type="checkbox"/> Approved as is	<input type="checkbox"/> Approved with minor changes	<input type="checkbox"/> Not approved, changes to be made and re-submitted			
<input type="checkbox"/> Approved as is						
<input type="checkbox"/> Approved with minor changes						
<input type="checkbox"/> Not approved, changes to be made and re-submitted						
<p>Approved By: _____</p>						
<p>Signature: _____</p>						
<p>Date: _____</p>						
<p>Time: _____</p>						

Crisis Briefing Template

What has occurred?
<p><i>(description of known facts about the disruption / incident)</i></p> <p>Time:</p> <p>Specific location:</p> <p>Description:</p>
What has been the response?
<p><i>(actions conducted to date)</i></p>
What is planned to occur?
<p><i>(actions to be conducted)</i></p>
Risk and impact
<p><i>(is there an increase in risk to personnel and property?)</i> <i>(current impact assessment on operations)</i></p>
Control, command, communications
<p><i>(current communications plan)</i></p>
<p>Next briefing will occur at: <i>(time)</i></p>



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8.3 Business Unit Resource Dependencies

Accounting

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Manage funds and investments	1 week	72 hrs	1 x Accountant	MS Office, Authority, Curve, Commbiz Bank website	Laptop, Mobile, Commbiz dongle,	Internal: General Manager / CSM External: Commonwealth Bank, Curve Securities
Generate financial reports	4 weeks +	4 weeks +	-	-	-	-
Process GST and Tax obligations	4 weeks +	4 weeks +	-	-	-	-
Control budgetary processes - Include variations, renews and reporting requirements	4 weeks +	4 weeks +	-	-	-	-
Conduct long term financial planning - Strategic - Property acquisitions	4 weeks +	4 weeks +	-	-	-	-
Manage fleet management	4 weeks +	4 weeks +	-	-	-	-
Oversee debt recovery	4 weeks +	4 weeks +	-	-	-	-
Conduct bank reconciliations	4 weeks +	4 weeks +	-	-	-	-

Administration

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Process payroll	24 hrs	12 hrs	1 x Administration Coordinator, 1 x Payroll Officer	MS Office, Authority, Internet, Adobe Reader	Laptop, Landline Phones / Mobile, Printer	<u>Internal</u> : All Bus, standard pay file <u>External</u> : Commonwealth Bank, Authority
Answer phone calls - Call centre function for Goldenfields Water customers - General enquires	24 hrs	12 hrs	2 x Admin Officers	MS Office, Authority, Internet, Intramaps Mapping System	Desktop, Landline Phones	<u>Internal</u> : Engineers (update pipe mapping) <u>External</u> : Authority, Intramaps, GWCC Customers, Councils
Generate reports - Super reports - Billing reports - Batch updates - Creditor records	2 weeks	1 week	1 x Admin Officer (specialist required for each report)	MS Office, Authority, Internet	Desktop, Landline Phones, Printers, Scanners, Taggle Device (measures water)	<u>Internal</u> : All BUs <u>External</u> : Authority, Creditors, Applicable Superannuation Funds
Conduct creditors administration - Pay accounts - Summary report	4 weeks	2 weeks	1 x Admin Officer	MS Office, Authority, Internet, Adobe Reader	Laptop, Landline Phones / Mobile, Printer	<u>Internal</u> : All BUs Managers and Coordinators (signature required) <u>External</u> : Commonwealth Bank, Authority
Process customer water bills	4 weeks +	4 weeks +	-	-	-	-
Maintain and update customer records - Water meter readings - Notice of transfers - Issue 603 Certificates	4 weeks +	4 weeks +	-	-	-	-
Maintain and upkeep staff records	4 weeks +	4 weeks +	-	-	-	-
Process staff leave	4 weeks +	4 weeks +	-	-	-	-
Conduct receipting	4 weeks +	4 weeks +	-	-	-	-

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Conduct debt recovery	4 weeks +	4 weeks +	-	-	-	-
Process requests for water connections	4 weeks +	4 weeks +	-	-	-	-
Conduct daily administration - Mail - Order stationary	4 weeks +	4 weeks +	-	-	-	-

Construction and Support

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Conduct emergency repairs	6 hrs	3 hrs	1 x Team Leader, 4 x Construction Staff	MS Office	Laptop, Mobile, iPad, Heavy machinery; including Excavator (5T, 3T, 1.5T) Trencher, Bob cat, Telehandler, Wacker packer, Compactor plates, Roller	<u>Internal</u> : Ops Manager, North and South Distribution, Engineers <u>External</u> : Preferred suppliers for tools and spare parts, Councils
Conduct contractor induction	6 hrs	3 hrs	1 x Construction Staff	MS Office	Laptop, iPad, Mobile,	<u>Internal</u> : WHS <u>External</u> : Contractor
Provide support to Operations	24 hrs	12 hrs	1 x Team Leader	MS Office, Scada	Laptop, Mobile, iPad	<u>Internal</u> : Duty Officer, Ops Manager, North and South Distribution Coordinators
Confirm and sign pay sheets	24 hrs	12 hrs	1 x Team Leader	MS Office	Laptop, Mobile	<u>Internal</u> : Ops Manager, Accounting – Pay Clerk
Conduct regular maintenance of machinery equipment	24 hrs	12 hrs	2 x Construction Staff	MS Office	Grease, Company Tool Kits,	Nil

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Organise advanced maintenance of machinery equipment - Motor inspection - Hydraulics inspection - Run Diagnostics	24 hrs	12 hrs	1 x Team Leader	MS Office	Laptop, mobile	<u>Internal</u> : Accounting <u>External</u> : Preferred equipment supplier, Preferred contractors
Conduct construction works, including: - Create main lines - Inserting valves - Creating pipe work divisions connections to reticulation	48 hrs	24 hrs	1 x Team Leader, 4 x Construction Staff	MS Office,	Laptop, Mobile, iPad, Heavy machinery; including Excavator (5 ton, 3 ton, 1.5 ton) Trencher, Bob cat, Telehandler, Wacker packer, Compactor plates, Roller	<u>Internal</u> : Ops Manager, North and South Distribution, Engineers <u>External</u> : Preferred suppliers, Reece Plumbing
Create purchase orders	72 hrs	48 hrs	1 x Team Leader	MS Office	Laptop, Mobile, iPad	<u>Internal</u> : Ops Manager, Procurement, Accounting, <u>External</u> : Vendors
Conduct water testing following flushing or implementing new main	1 week	72 hrs	1 x Construction Staff	MS Office	Laptop, Mobile, iPad, Company Vehicle, Colourimeter,	<u>Internal</u> : Water Quality Coordinator, Ops Manager, North and South Distribution
Coordinate work roster	1 week	72 hrs	1 x Team Leader	MS Office	Laptop, Mobile, iPad	<u>Internal</u> : Ops Manager, Administration
Maintain spare parts - Critical spare parts - General spare parts	4 weeks +	4 weeks +	-	-	-	-

Electrical

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Install pumps	6 hrs	3 hrs	1 x Electrician	MS Office, PLC Equipment (Schneider), Variable Speed Drive (VSD), Valve Actuator and Radio Software	Laptop, iPad, Mobile, Radio equipment, Personal / Company Tool Kits, Company Vehicle	<u>Internal</u> : Ops Manger, North and South Distribution and Mechanical Coordinator <u>External</u> : Contractors and Electrical Consultants
Conduct contractor induction	6 hrs	3 hrs	1 x Electrician	MS Office	Laptop, iPad, Mobile,	<u>Internal</u> : WHS <u>External</u> : Contractor
Emergency repairs to infrastructure, includes: - Reservoirs - Pumps - Electrical valves	6 hrs	3 hrs	2 x Electricians	MS Office, PLC Equipment (Schneider), Variable Speed Drive (VSD), Valve Actuator and Radio Software	Laptop, iPad, Mobile, Radio equipment, Personal / Company Tool Kits, Company Vehicle	<u>Internal</u> : Ops Manger, North and South Distribution and Mechanical Coordinator <u>External</u> : Contractors and Electrical Consultants
Raise purchase orders (<\$15,000)	24 hrs	12 hrs	1 x Electrician	MS Office	Laptop, Carbon Copy Book, Mobile	<u>Internal</u> : Ops Manger, North and South Distribution <u>External</u> : Preferred suppliers, Contractors and Electrical Consultants

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies <i>(Internal / External)</i>
Coordinate works with all BUs - Respond to work order requests and prioritise	72 hrs	48 hrs	1 x Electrician	MS Office	Laptop, Mobile	<u>Internal</u> : Ops Manager, North and South Distribution, Construction and Support, Engineers, Water Quality <u>External</u> : Contractors and Electrical Consultants if required
Schedule maintenance work	4 weeks +	4 weeks +	-	-	-	-
Schedule capital works - Build own installations - Connect new pumps - Facilitate engineer drawings	4 weeks +	4 weeks +	-	-	-	-
Create and assist with Electrical Safety Documents - Draft Policy and Procedures - Map Goldenfields Water network - Draft technical Documents	4 weeks +	4 weeks +	-	-	-	-
Organise staff training; includes - Specialist training - Trade / Compliance certification	4 weeks +	4 weeks +	-	-	-	-
Maintain spare parts - Critical spare parts - General spare parts	4 weeks +	4 weeks +	-	-	-	-
Review switch board technical specifications	4 weeks +	4 weeks +	-	-	-	-
Respond to internal electrical enquiries and project advice	4 weeks +	4 weeks +	-	-	-	-
Liaise with contractors and consultants regarding electrical projects	4 weeks +	4 weeks +	-	-	-	-

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Maintain water quality measurement devices	4 weeks +	4 weeks +	-	-	-	-

Engineering

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Conduct reactive works in support of other business units	48 hrs	24 hrs	1 x Specialist Engineer (dependent on engineer requirements)	MS Office, Info-works Modelling Software, AutoCAD, Inramaps, Oracle, Internet and Google Earth, GPS Survey Gear Software, Pathfinder, Taggle System Software, Scada, Munsys Program	Laptop, Mobile, iPad, GPS Survey Gear, Data Logger, Scada Information, Taggle System, Measuring Devices, Car	<u>Internal</u> : General Manager, Ops Manager, North and South Distribution, Water Quality, Administration, Mechanical, Electrical, IT <u>External</u> : Customers, Councils Open Spatial, Taggle Software Program Support Companies
Create designs for assets	48 hrs	24 hrs	1 x Specialist Engineer (dependent on engineer requirements)	MS Office, Info-works Modelling Software, AutoCAD, Inramaps, Oracle, Internet and Google Earth, GPS Survey Gear Software, Pathfinder, Taggle System Software, Scada, Munsys Program	Laptop, Mobile, iPad, GPS Survey Gear, Data Logger, Scada Information, Taggle System, Measuring Devices, Car	<u>Internal</u> : General Manager, Ops Manager, North and South Distribution, Water Quality, Administration, Mechanical, Electrical, IT <u>External</u> : Preferred consultants Open Spatial, Taggle Software Program Support Companies

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Analyse hydraulic modelling systems	4 weeks	2 weeks	1 x Engineer	MS Office, Info-works Modelling Software, AutoCAD, Intramaps, Oracle, Internet and Google Earth, GPS Survey Gear Software, Pathfinder, Taggle System Software, Scada, Munsys Program	Laptop, Mobile, iPad, GPS Survey Gear, Data Logger, Scada Information, Taggle System Measuring Devices, Car	<u>Internal</u> : General Manager, Ops Manager, North and South Distribution, Water Quality, Administration, Mechanical, Electrical, IT <u>External</u> : Open Spatial, Taggle Software Program Support Companies
Review requested water connections	4 weeks	2 weeks	1 x Engineer	MS Office, Info-works Modelling Software, AutoCAD, Intramaps, Oracle, Internet and Google Earth, GPS Survey Gear Software, Pathfinder, Taggle System Software, Scada, Munsys Program	Laptop, Mobile, iPad, GPS Survey Gear, Data Logger, Scada Information, Taggle System, Measuring Devices, Car	<u>Internal</u> : Administration, North and South Distribution, IT <u>External</u> : Property Developers, Councils Open Spatial, Taggle Software Program Support Companies
Conduct tender process (Receive, Review and Decide) - Submitted electronically and / or physically	4 weeks	2 weeks	1 x Engineer	MS Office, Tender Link, Civica, Internet	Laptop, Mobile, Ipad, Tender box located at HQ	<u>Internal</u> : General Manager, 1 x Tender Panel (inc 1 x Project Officer) IT <u>External</u> : Tender Link, Company applying for Tender

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies <i>(Internal / External)</i>
Manage assets, including: - Pipework - Pumps and Pump stations - Reservoirs - Coordinate work schedule - Conduct Condition and Financial Assessments	4 weeks +	4 weeks +	1 x Engineer-	MS Office, Info-works Modelling Software, AutoCAD, Intramaps, Oracle, Internet and Google Earth, GPS Survey Gear Software, Pathfinder, Taggle System Software, Scada, Munsys Program-	Laptop, Mobile, iPad, GPS Survey Gear, Data Logger, Scada Information, Taggle System, Measuring Devices, Car -	<u>Internal:</u> General Manager, Ops Manager, North and South Distribution, Water Quality, Administration, Mechanical, Electrical, IT <u>External:</u> State Government Compliance Agencies, Open Spatial, Taggle Software Program Support Companies
Maintain capital works program	4 weeks +	4 weeks +	1 x Engineer-	MS Office, Info-works Modelling Software, AutoCAD, Intramaps, Oracle, Internet and Google Earth, GPS Survey Gear Software, Pathfinder, Taggle System Software, Scada Munsy Program,	Laptop, Mobile, iPad, GPS Survey Gear, Data Logger, Scada Information, Taggle System, Measuring Devices, Car -	<u>Internal:</u> General Manager, Ops Manager, North and South Distribution, Water Quality, Administration, Mechanical, Electrical, IT <u>External:</u> State Government Compliance Agencies, Open Spatial, Taggle Software Program Support Companies

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies <i>(Internal / External)</i>
Conduct efficiency reviews	4 weeks +	4 weeks +	1 x Engineer-	MS Office, Info-works Modelling Software, AutoCAD, Intranets, Oracle, Internet and Google Earth, GPS Survey Gear Software, Pathfinder, Taggle System Software, Scada, Munsys Program	Laptop, Mobile, iPad, GPS Survey Gear, Data Logger, Scada Information, Taggle System, Measuring Devices, Car -	<u>Internal</u> : General Manager, Ops Manager, North and South Distribution, Water Quality, Administration, Mechanical, Electrical <u>IT</u> <u>External</u> : State Government Compliance Agencies, Open Spatial, Taggle Software Program Support Companies
Conduct contract management	4 weeks +	4 weeks +	1 x Engineer-	MS Office, Info-works Modelling Software, AutoCAD, Intranets, Oracle, Internet and Google Earth, GPS Survey Gear Software, Pathfinder, Taggle System Software, Scada, Munsys Program	Laptop, Mobile, iPad, GPS Survey Gear, Data Logger, Scada Information, Taggle System, Measuring Devices, Car -	<u>Internal</u> : General Manager, Ops Manager, North and South Distribution, Water Quality, Administration, Mechanical, Electrical, <u>IT</u> <u>External</u> : State Government Compliance Agencies, Open Spatial, Taggle Software Program Support Companies

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies <i>(Internal / External)</i>
Manage projects	4 weeks +	4 weeks +	1 x Engineer-	MS Office, Info-works Modelling Software, AutoCAD, Intramaps, Oracle, Internet and Google Earth, GPS Survey Gear Software, Pathfinder, Taggle System Software, Scada, Munsys Program	Laptop, Mobile, iPad, GPS Survey Gear, Data Logger, Scada Information, Taggle System, Measuring Devices, Car -	<u>Internal</u> : General Manager, Ops Manager, North and South Distribution, Water Quality, Administration, Mechanical, Electrical, IT <u>External</u> : State Government Compliance Agencies, Open Spatial, Taggle Software Program Support Companies
Update Geographical Information Systems (mapping)	4 weeks +	4 weeks +	1 x Engineer-	MS Office, Info-works Modelling Software, AutoCAD, Intramaps, Oracle, Internet and Google Earth, GPS Survey Gear Software, Pathfinder, Taggle System Software, Scada, Munsys Program	Laptop, Mobile, iPad, GPS Survey Gear, Data Logger, Scada Information, Taggle System, Measuring Devices, Car -	<u>Internal</u> : General Manager, Ops Manager, North and South Distribution, Water Quality, Administration, Mechanical, Electrical, IT <u>External</u> : State Government Compliance Agencies, Open Spatial, Taggle Software Program Support Companies

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Conduct tender process (Receive, Review and Decide) - Submitted electronically or physically	4 weeks	2 weeks	1 x Engineering Manager, 2-3 x tender panel staff members	MS Office, Tender Link, Civica	Laptop, Mobile, iPad, Tender box located at HQ	<u>Internal: 1 x General Manager, 2-3 x Tender Panel (inc 1 x Project Officer)</u> <u>External: Tender Link, Company applying for Tender</u>

Human Resources

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Process workers' compensation claims	24 hrs	12 hrs	1 x HR Coordinator	MS Office, Authority, State Covers Member Online Portal	Laptop, Mobile, Ipad, Scanner, Photocopier and Printer	<u>Internal: BUs Managers, Affected staff</u> <u>External: State Cover</u>
Manage 'return to work' program	1 week	72 hrs	1 x HR Coordinator	MS Office	Laptop, Mobile, Ipad, Scanner, Photocopier and Printer	<u>Internal: Manager or Supervisor, Affected person</u> <u>External: Rehab Provider, State Cover</u>
Induct new staff and contractors	2 weeks	1 week	1 x HR Coordinator	MS Office	Laptop, Mobile, Ipad, Scanner, Photocopier and Printer, Projector and Screen	<u>Internal: Work Place Safety Coordinator</u> <u>External: Contractors</u>

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Manage 'Performance Management' and IR issues	2 weeks	1 week	1 x HR Coordinator	MS Office, Internet	Laptop, Mobile, Ipad, Scanner, Photocopier	<u>Internal</u> : All staff, General Manager and Manager <u>External</u> : Local NSW Government, Preferred lawyers, Unions, WorkCover NSW
Manage contractors	4 weeks +	4 weeks +	1 x HR Coordinator	MS Office	Laptop, Mobile, Ipad, Scanner, Photocopier	<u>Internal</u> : Site supervisor, Work Place Safety Coordinator <u>External</u> : Contractors
Conduct recruitment process	4 weeks +	4 weeks +	1 x HR Coordinator	MS Office, Internet	Laptop, Mobile, Ipad, Scanner, Photocopier	<u>Internal</u> : Chairperson of recruitment process <u>External</u> : Primary career organisations: Seek, LG Job Directory, H2O Jobs,
Manage internal and external training	4 weeks +	4 weeks +	1 x HR Coordinator	MS Office, Internet	Laptop, Mobile, Ipad, Scanner, Photocopier	<u>Internal</u> : All staff <u>External</u> : Training provider dependent on training required. (Primary provider TAFE NSW and 000 Solutions)
Policy development	4 weeks +	4 weeks +	1 x HR Coordinator	MS Office, Internet	Laptop, Mobile, Ipad, Scanner, Photocopier	<u>Internal</u> : ManEx Team, Counselors (Board of Directors)
Filing of hard copy files	4 weeks +	4 weeks +	1 x HR Coordinator	MS Office	Hard copy folders	Nil
Manage employee data	4 weeks +	4 weeks +	1 x HR Coordinator	MS Office	Hard copy folders	<u>Internal</u> : New Employees

ICT

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Provide end-user device support, including: - Field equipment (information capturing) - Desktops - Mobiles, - Laptops - iPad	1 hr	1 hr	1 x IT Staff	Web Browser, Air Watch MDM, iCloud, TeamViewer, VNC, RDP	Laptop, iPad, mobile,	<u>External:</u> Telstra (Telstra Business Centre), Preferred Supplier, Dell Customer Support, Hitech
Provide remote user support - Includes: Support to duty roster	1 hr	1 hr	1 x IT Staff	Web Browser, Air Watch MDM, iCloud, TeamViewer, VNC, RDP	Laptop, iPad, mobile,	<u>External:</u> Telstra (Telstra Business Centre), Preferred Supplier Dell Customer Support, Hitech
Manage mobile phone fleet - Telstra - Duty Officer phone	1 hr	1 hr	1 x IT Staff	Web Browser, Air Watch MDM,	Laptop, Mobile, Sim Card	<u>External:</u> Telstra (Telstra Business Centre), Preferred Supplier.
Manage alarm systems - Fire, Burglar - Control system - Records	1 hr	1 hr	1 x IT Staff	Inhouse SMS Server based on intranet, SchemeWatch	Laptop, Mobile	<u>Internal:</u> Electricians <u>External:</u> Telstra, Total Electrical Control Solutions (TECS) (TECS will be replaced by SafeGroup once the new Control System is implemented for Control System Alarms)

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Manage Goldenfields Water Corporate System	6 hrs	3 hrs	1 x IT Staff	MS Office, Web Browser, Data Centre, RDP, SSH, Dell Storage, Team Viewer	Laptop, iPad, Mobile, Communication cables for switches, Dedicated cables, Storage Area Network (SAN), SS, External Hard Drives	<u>Internal</u> : General Manager <u>External</u> : Dell Customer Support, Think Technology, Hitech Support
Manage Goldenfields Water Infrastructure Control Systems	6 hrs	3 hrs	1 x IT Staff	MS Office, Web Browser, Data Centre, RDP, SSH, Dell Storage, Team Viewer, ClearSCADA/ CitectSCADA	Laptop, iPad, Mobile, Communication cables for switches, Dedicated cables, SAN, SS, External Hard Drives, 3G Gateways	<u>Internal</u> : General Manager, Electricians <u>External</u> : Dell Customer Support, Think Technology, Hitech Support, SafeGroup
Provide hardware and software support in a crisis event - Hardware procurement - Deploy SOE - Software installation - Onsite support	6 hrs	3 hrs	1 x IT Staff	MS Office, Web Browser, Data Centre, RDP, SSH, Dell Storage, Team Viewer	Laptop, iPad, Mobile, Communication cables for switches, Dedicated cables, SAN, SS, External Hard Drives	<u>Internal</u> : 1 x Admin Coordinator (Gerard) <u>External</u> : Dell Customer Support, IT provider Think Technology, Hitech Support
Manage Customer Portal (My Water)	24 hrs	12 hrs	1 x IT Technical Officer	MS Office, Web Browser, Financial System or Customer Information Portal	Desktop/Laptop, Mobile	<u>External</u> : Tyware (vendor of MyWater)
Manage telephone system - Out of hour messages - Voice recordings - Call routing - Call monitoring - Mobile Device Management	24 hrs	12 hrs	1 x IT Staff	Team Viewer Portal, OMA Software, (PABX), Remote access. Telstra's MDM aka AirWatch	Laptop, iPad, mobile,	<u>Internal</u> : Nil <u>External</u> : Advanced Communications, Telstra

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies <i>(Internal / External)</i>
Provide Goldenfields Water internal user account management - User access, modification and removal	24 hrs	12 hrs	1 x IT Staff	MS Office, Window Server 2012, RDP	Laptop, iPad, mobile,	<u>External</u> : Nil Think Technology, HiTech,
Data extraction - Reporting - Dictated reports	2 weeks	1 week	1 x IT Staff	Sequel Server Management Studio, Oracle, MYSQL Workbench,	Laptop, Mobile	<u>Internal</u> : All BUs
Conduct GIS support - Surveying - Custom mapping	4 weeks +	4 weeks +	1 x GIS Officer	Sequel Server Management Studio, Oracle, Q-GIS, Intramaps, RDP.	Desktop or Laptop and Mobile	<u>External</u> : OpenSpatial

Mechanical

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies <i>(Internal / External)</i>
Fabricate specialized pipework - Design pumps - Design pipe angles	6 hrs	3 hrs	1 x Welder / Fabricator (high pressure)	MS Office, Scada, Server History	Laptop, Mobile, iPad, Vibration Meter, Temperature Gun, Laser Aligner, Welders, Personal Tool Kit, Critical spares	<u>Internal</u> : Ops Manager, North and South Distribution, Engineers <u>External</u> : Councils
Emergency repairs to infrastructure, includes: - Reservoirs - Pumps - Electrical valves	6 hrs	3 hrs	2 x Mechanical Staff	MS Office	Laptop, Mobile, iPad, Personal tool kits, Company vehicles	<u>Internal</u> : Ops Manager, Distribution Coordinators, all BUs notified

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Conduct welding works	6 hrs	3 hrs	1 x Welder / Fabricator (high pressure)	MS Office, Scada, Server History	Laptop, Mobile, iPad, Vibration Meter, Temperature Gun, Laser Aligner, Welders, Personal Tool Kit, Critical spares	<u>Internal</u> : Ops Manager, North and South Distribution, Engineers, <u>External</u> : Councils
Install pumps	6 hrs	3 hrs	1 x Coordinator, 3 x Fitter / Machinist (specialists)	MS Office, Internal Intranet, Data base (servers)	Laptop, Mobile, Personal tool kits, 4 x Company vehicles, Workshop equipment (include critical spare parts)	<u>Internal</u> : Engineers, Ops Manager, Distribution Coordinators, Electrical, Water Quality <u>External</u> : Preferred Pump manufacture
Conduct contractor induction	6 hrs	3 hrs	1 x Mechanical Staff	MS Office	Laptop, iPad, Mobile	<u>External</u> : Contractor
Raise purchase orders (<\$15,000)	2 weeks	1 week	1 x Mechanical Staff	MS Office, hard copy, (Civica in future)	Laptop, Mobile, Scanner, Printer	<u>External</u> : Vendors
Conduct maintenance regime (checks and replacement)	4 weeks +	4 weeks +	-	-	-	-
Assist engineer designs for equipment / discontinued equipment	4 weeks +	4 weeks +	-	-	-	-
Pump inspections	4 weeks +	4 weeks +	-	-	-	-
Maintain spare parts - Critical spare parts - General spare parts	4 weeks +	4 weeks +	-	-	-	-

Northern Distribution

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies <i>(Internal / External)</i>
Perform Duty Roster - 24/7 on call roster - Supported by distribution member each area	1 hr	1 hr	1 x Distribution Coordinator	MS Office	Laptop, Mobile, iPad	<u>Internal</u> : South Distribution, Water Quality
Conduct emergency repairs	6 hrs	3 hrs	1 x Distribution Coordinator, 4 x Distribution Members	MS Office, Scada	Laptop, Mobile, iPad, Company vehicle with trailer, Company Tool Kit, Excavator on trailer	<u>Internal</u> : Duty Officer, Ops Manager, Southern Distribution Coordinator, Administration Call center for business <u>External</u> : Traffic Control provider, Dial Before You Dig, Preferred Contractors, Councils, Impacted Residents,
Conduct contractor induction	6 hrs	3 hrs	1 x Distribution Member	MS Office	Laptop, iPad, Mobile,	Nil
Conduct water testing and treatment - Conducted daily	24 hrs	12 hrs	1 x Distribution Coordinator, 2 x Distribution Members	MS Office, Scada	Laptop, Mobile, iPad, Company Vehicle, Mobile pump, Colourimeter, Hypochlorite - food grade, Jug, Dosing Chart, Calculator	<u>Internal</u> : Ops Manager, Water Quality Coordinator
Monitor water pumps - Report each day for outstanding issues - Works completed overnight	24 hrs	12 hrs	1 x Distribution Coordinator	MS Office, Scada	Laptop, Mobile, iPad	<u>Internal</u> : Duty Officer, Ops Manager, Southern Distribution Coordinator
Confirm and sign pay sheets	24 hrs	12 hrs	1 x Distribution Coordinator	MS Office	Laptop, Mobile,	<u>Internal</u> : Accounting – Pay Clerk

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Provide individual customer service - Water supply / outage, water pressure, water quality,	48 hrs	24 hrs	1 x Distribution Coordinator, 1 x Distribution Member	MS Office	Laptop, Mobile, iPad, Company vehicle and Trailer, Company Tool Kit, Excavator on trailer.	<u>Internal</u> : Ops Manager, Water Quality Coordinator, Administration <u>External</u> : Impacted Residents
Coordinating work with water treatment plant	48 hrs	24 hrs	1 x Distribution Coordinator	MS Office, Scada, Bureau of Meteorology website	Laptop, Mobile, iPad, Company Vehicle	<u>Internal</u> : Ops Manager, Water Quality, Production and Services Manager <u>External</u> : Bureau of Meteorology
Liaise and coordinate between Northern and Southern Distributions	48 hrs	24 hrs	1 x Distribution Coordinator	MS Office, Scada, Bureau of Meteorology website	Laptop, Mobile, iPad	<u>Internal</u> : Ops Manager, Water Quality Coordinator <u>External</u> : Bureau of Meteorology
Create purchase order	1 week	72 hrs	1 x Distribution Coordinator	MS Office	Laptop, Mobile, iPad	<u>Internal</u> : Accounting <u>External</u> : Vendors
Coordinate work roster	1 week	72 hrs	1 x Distribution Coordinator	MS Office, Scada	Laptop, Mobile, iPad	<u>Internal</u> : 1 x Ops Manager, Administration
Maintain assets (e.g. reservoirs and pipelines, pump stations, end valves)	4 weeks +	4 weeks +	-	-	-	-
Conduct project planning	4 weeks +	4 weeks +	-	-	-	-
Maintain spare parts - Critical spare parts - General spare parts	4 weeks +	4 weeks +	-	-	-	-

Southern Distribution

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Perform Duty Roster - 24/7 on call roster - Supported by distribution member each area	1 hr	1 hr	1 x Distribution Coordinator	MS Office	Laptop, Mobile, iPad	<u>Internal</u> : North Distribution, Water Quality
Conduct emergency repairs	6 hrs	3 hrs	1 x Distribution Coordinator, 4 x Distribution Members	MS Office, Scada	Laptop, Mobile, iPad, Company vehicle with trailer, Company Tool Kit, Excavator on trailer	<u>Internal</u> : Duty Officer, Ops Manager, Southern Distribution Coordinator, Administration Call center for business <u>External</u> : Traffic Control provider, Dial Before You Dig, Preferred Contractors, Councils, Impacted Residents,
Conduct contractor induction	6 hrs	3 hrs	1 x Distribution Member	MS Office	Laptop, iPad, Mobile,	Nil
Conduct water testing and treatment - Conducted daily	24 hrs	12 hrs	1 x Distribution Coordinator, 2 x Distribution Members	MS Office, Scada	Laptop, Mobile, iPad, Company Vehicle, Mobile pump, Colourimeter, Hypochlorite - food grade, Jug, Dosing Chart, Calculator	<u>Internal</u> : Water Quality Coordinator, Ops Manager
Monitor water pumps - Report each day for outstanding issues - Works completed overnight	24 hrs	12 hrs	1 x Distribution Coordinator	MS Office, Scada	Laptop, Mobile, iPad	<u>Internal</u> : Duty Officer, Ops Manager, Northern Distribution Coordinator
Confirm and sign pay sheets	24 hrs	12 hrs	1 x Distribution Coordinator	MS Office	Laptop, Mobile,	<u>Internal</u> : Accounting – Pay Clerk

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Provide individual customer service - Water supply / outage, water pressure, water quality	48 hrs	24 hrs	1 x Distribution Coordinator, 1 x Distribution Member	MS Office	Laptop, Mobile, iPad, Company vehicle and Trailer, Company Tool Kit, Excavator on trailer.	<u>Internal</u> : Ops Manager, Water Quality Coordinator, Administration <u>External</u> : Impacted Residents
Coordinate work with water treatment plant	48 hrs	24 hrs	1 x Distribution Coordinator	MS Office, Scada, Bureau of Meteorology website	Laptop, Mobile, iPad, Company Vehicle	<u>Internal</u> : Ops Manager, Water Quality, Production and Services Manager <u>External</u> : Bureau of Meteorology
Liaise and coordinate between North and South Distributions	48 hrs	24 hrs	1 x Distribution Coordinator	MS Office, Scada, Bureau of Meteorology website	Laptop, Mobile, iPad	<u>Internal</u> : 1 x Ops Manager, 1 x Water Quality <u>External</u> : Bureau of Meteorology
Create purchase orders	1 week	72 hrs	1 x Distribution Coordinator	MS Office	Laptop, Mobile, iPad	<u>Internal</u> : Accounting <u>External</u> : Vendors
Coordinate work roster	1 week	72 hrs	1 x Distribution Coordinator	MS Office, Scada	Laptop, Mobile, iPad	<u>Internal</u> : 1 x Ops Manager, Administration
Maintain assets (e.g. reservoirs and pipelines, pump stations, end valves)	4 weeks +	4 weeks +	-	-	-	-
Conduct project planning	4 weeks +	4 weeks +	-	-	-	-
Maintain spare parts - Critical spare parts - General spare parts	4 weeks +	4 weeks +	-	-	-	-

Water Quality

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies (Internal / External)
Conduct chemical additions	6 hrs	3 hrs	1 x Water Quality Staff (cert111 water operator)	Nil	Mobile, Bag or viral of chemical	<u>External</u> : Chemical provider
Manage testing requirements - Compliance Health Department requirements - Goldenfields Water Internal Operation requirements	24 hrs	12 hrs	1 x Water Quality Staff (must hold Fluoride Ticket (cert111 water operator))	MS Office, Water Outlook (Internet based program)	Laptop, Mobile, iPad, Company Vehicle, Colourimeter, Lab Equipment including; Turbidity Meter, Chlorine analyser, pH Probe, Fluoride Probe, Temperature Probe / Thermometer, Titration Colour Card	<u>External</u> : Charles Sturt University, NSW Health Department - Pathology at Wagga Hospital), NSW Forensic & Analytical Science Service (FASS)
Notification or advice to Department of Health	24 hrs	12 hrs	1 x Water Quality Coordinator	MS Office,	Laptop, Mobile	<u>Internal</u> : General Manager <u>External</u> : NSW Department of Health, Department of Primary Industries, Councils
Maintain headworks	24 hrs	12 hrs	1 x Water Quality Staff (cert111 water operator)	MS Office, Water Outlook, Internal Headwork Computer System	Laptop, Mobile,	<u>Internal</u> : North and South Distribution, Construction and Support, Electrical, Mechanical,
Order chemicals and gas cylinders	24 hrs	12 hrs	1 x Water Quality Staff (cert111 water operator)	MS Office, Internet	Laptop, Mobile	<u>Internal</u> : Accounts <u>External</u> : Preferred suppliers
Maintain measuring devices	24 hrs	12 hrs	1 x Water Quality Staff (cert111 water operator)	MS Office, Internet	Laptop, Mobile, Company Tool Kit	<u>External</u> : System Contractors

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies <i>(Internal / External)</i>
Assess and analyse results	24 hrs	12 hrs	1 x Water Quality Staff (cert111 water operator)	MS Office, Water Outlook	Laptop, Mobile, iPad, Company Vehicle, Colourimeter, Lab Equipment including; Turbidity Meter, Chlorine analyser, pH Probe, Fluoride Probe, Temperature Probe / Thermometer, Titration Colour Card	Nil
Maintain bores	24 hrs	12 hrs	1 x Water Quality Staff (cert111 water operator)	MS Office, Water Outlook	Laptop, Mobile	<u>Internal</u> : North and South Distribution, Construction and Support, Electrical, Mechanical
Confirm and sign pay sheets	24 hrs	12 hrs	1 x Water Quality Coordinator	MS Office	Laptop, Mobile,	<u>Internal</u> : Accounting – Pay Clerk
Create purchase orders	1 week	72 hrs	1 x Water Quality Coordinator	MS Office	Laptop, Mobile, iPad	<u>Internal</u> : Accounting <u>External</u> : Vendors
Upkeep and calibrate water testing equipment - Mitigated by physical tests	4 weeks +	4 weeks +	1 x Water Quality Coordinator -	-	Laptop, Mobile, iPad	<u>Internal</u> : North and South Distribution, and Support, Electrical, Mechanical <u>External</u> : Vendors
Maintain spare parts - Critical spare parts - General spare parts	4 weeks +	4 weeks +	1 x Water Quality Coordinator -	-	Laptop, Mobile, iPad	<u>Internal</u> : North and South Distribution, and Support, Electrical, Mechanical <u>External</u> : Vendors

WHS

Process / Function	MAO	RTO	Human / Staff	IT Applications	Other / Specialist Equipment	Dependencies <i>(Internal / External)</i>
Conduct incident reporting	24 hrs	12 hrs	1 x WHS Coordinator (Operations Manager will conduct in absence)	MS Office, SafeWork NSW website	Laptop, Mobile, iPad	<u>Internal</u> : GM, HR or WHS will report, Accountant will report to Insurance Companies, all other BUs <u>External</u> : SafeWork NSW, Insurance Company
Create WHS Policy and Procedures	4 weeks +	4 weeks +	-	-	-	-
Conduct WHS site checks	4 weeks +	4 weeks +	-	-	-	-
Produce governance reports - Produced monthly	4 weeks +	4 weeks +	-	-	-	-
Raise purchase orders - Training, PPE, Equipment	4 weeks +	4 weeks +	-	-	-	-

8.4 Information Logs

Task Log

Time / Date	Action Item	Tasked To	To Be Complete By	Notes	Complete / Incomplete

Facts/Assumptions Log

Fact	Assumption	Tasked To	✓



Business Continuity Plan

8.5 Glossary of Terms

Term	Definition
Activation	The implementation of Business Continuity procedures, activities and plans in response to a serious incident, emergency, event or crisis
Alternate Site	A pre-established site held in readiness for the recovery and resumption of business operations in the event of a disaster to maintain the organisation's mission critical activities and objectives.
Business Continuity (BC)	The strategic and tactical capability of the organisation to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable predefined level.
Business Continuity Management (BCM)	A holistic management process that identifies potential risks to an organisation and provides a framework for establishing resilience to ensure that the organisation is able to respond effectively to a business disruption. This is achieved by formulating and implementing viable recovery strategies, developing a Business Continuity Plan and providing comprehensive training, testing and maintenance programmes.
Business Continuity Plan (BCP)	A clearly defined and documented plan for use in the event of a business disruption. The plan provides a formal structure and guidance through checklists, strategies and other practical tools.
Crisis Management Team	A trained group of people responsible for operational management of an organisational-wide incident including response and recovery.
Business Impact Analysis (BIA)	The process of analysing business functions and the effect the effect that a business disruption might have on them.
Business area	A business area within an organisation e.g. department/ branch/ division.
Crisis	A crisis is any emergency or adverse situation that will or may have the potential to significantly impact the company's business viability, threaten the lives of employees or others, and/or jeopardise the public image of the company.
Critical Business Functions (CBF)	Key business processes without which an organisation will either not survive or will lose the capability to effectively achieve its critical objectives. If a CBF is interrupted or unavailable the organisation could suffer significant legal, financial, goodwill and/or other serious losses or penalties.
Disaster	A physical event which interrupts business processes sufficiently to threaten the viability of the organisation.
Disruption	An event that interrupts normal business functions, operations, or processes, whether anticipated (e.g. hurricane, political unrest) or unanticipated (e.g. blackout, terror attack, earthquake).
Emergency Control Organisation (ECO)	A team that will initiate an appropriate response to any emergency situation, ensuring the safety and wellbeing of all staff and visitors. The team may include a Chief Warden, Area Wardens, Wardens and First Aid Officers.
Maximum Allowable Outage (MAO)	The timeframe during which a recovery of a function/process must become effective before an outage compromises the ability of an organisation to achieve its business objectives and/or survival.
Recovery Strategy	A strategy to recover, resume and maintain all critical business functions.
Recovery Time Objective (RTO)	The period of time within which critical functions, systems and applications and their dependencies should be restored following a business disruption.
Risk	The effect of uncertainty on objectives.

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13.6 POLICY NO. PP024 DRAFT FRAUD AND CORRUPTION PREVENTION POLICY**Author:** Corporate Services Manager**Authoriser:** General Manager**Attachments:** 1. PP024 Fraud and Corruption Prevention Policy [↓](#)**RECOMMENDATION**

That Council endorse PP024 Fraud and Corruption Prevention Policy

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 2 Customer Service Focus

BACKGROUND

Goldenfields Water County Council (Council) is committed to ensuring that it has in place appropriate systems, procedures, and strategies to detect and limit the impact of any fraudulent or corrupt activity. This policy applies to Council employees, Councillors and engaged external parties, including contractors, community representatives and consultants. This document is the overarching policy statement in Council's fraud prevention framework.

REPORT

The policy has been reviewed and updated in line with NSW Audit Office Fraud Control Improvement Kit and the *Independent Commission Against Corruption Act 1988*. Formatting updates have also been made for clarity.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

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Policy No. PP024

Fraud and Corruption Prevention Policy

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Policy No. PP024

Fraud and Corruption Prevention Policy

1 INFORMATION ABOUT THIS POLICY

POLICY INFORMATION

Date Adopted by Board December 2020	Board Resolution No. 17/0777, 20/127
Policy Responsibility Corporate Services Manager	
Review Timeframe 4 yearly	
Last Review 03/2025	Next Scheduled Review 03/2029

DOCUMENT HISTORY

DOCUMENT NO.	DATE AMENDED	SUMMARY OF CHANGES
	18/12/2020	Revise in accordance with NSW Audit Office Fraud Control Improvement Kit
	03/01/2025	Revise and update in line with NSW Audit Office Fraud Control Improvement Kit and the <i>Independent Commission Against Corruption Act 1988</i> .
	DD/MM/YYYY	
	DD/MM/YYYY	
	DD/MM/YYYY	
	DD/MM/YYYY	
	DD/MM/YYYY	

FURTHER DOCUMENT INFORMATION AND RELATIONSHIPS

Related Legislation	<i>NSW Local Government Act 1993</i> <i>NSW Local Government General Regulation 2021</i> <i>Independent Commission Against Corruption Act 1988</i> <i>Public Interest Disclosures Act 1994</i>
Related Policies	PP031 Code of Conduct PP021 Internal Reporting Policy PP034 Fraud Prevention Strategy PP021 Public Interest Disclosures Policy IP010 Recruitment Policy
Related Procedures, Protocols, Statements and Documents	NSW Audit Office – “Fraud Control Improvement Kit” Australian Standard 8001-2008 Fraud and Corruption Controls



Fraud and Corruption Prevention Policy

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Fraud and Corruption Prevention Policy

3 PURPOSE

This policy outlines Goldenfields Water County Council (Council) approach to the prevention, identification and reporting of suspected and actual instances of fraud and corruption. Council has a zero-tolerance approach to fraud and corruption and staff to understand the fraudulent acts against Council are unacceptable, may constitute a criminal offence and will be prosecuted.

4 SCOPE AND CONTEXT

This policy applies to Council employees, Councillors and engaged external parties, including contractors, community representatives and consultants.

This document is the overarching policy statement in Council’s fraud prevention framework. There are a number of components that form the strategy for fraud prevention. The below diagram summarises the components Council’s Fraud Prevention framework.





Fraud and Corruption Prevention Policy

5 DEFINITIONS

Term	Definition
Act	<i>The Local Government Act (LGA) 1993</i>
ARIC	The Audit and Risk and Improvement Committee
Corruption	<p>Corrupt conduct is defined in Sections 8 and (of the <i>Independent Commission Against Corruption Act 1988</i> and is broadly:</p> <ul style="list-style-type: none"> (a) Any conduct of any person (whether or not a public official) that adversely affects, or that could adversely affect, either directly or indirectly, the honest or impartial exercise of official functions by any public official, any group or body of public officials or any public authority, or (b) Any conduct of a public official that constitutes or involves the dishonest or partial exercise of any of his or her official functions, or (c) Any conduct of a public official or former public official that constitutes or involves a breach of public trust, or (d) Any conduct of a public official or former public official that involves the misuse of information or material that he or she has acquired in the course of his or her official functions, whether or not for his or her benefit of another person. <p>Corruption is defined in Australia Standard AS8001-2021 Fraud and Corruption Control as: “dishonest activity in which a person associated with an organisation (e.g. director, executive, manager, employee or contractor) acts contrary to the interests of the organisation and abuses their position of trust in order to achieve personal advantage or advantage of another person or organisation... While conduct must be dishonest for it to meet the definition of corruption, the conduct does not necessarily represent a breach of law.”</p> <p>Corrupt conduct can include but is not limited to:</p> <ul style="list-style-type: none"> ➤ bribery ➤ blackmail ➤ theft (including data and information theft); ➤ embezzlement ➤ defrauding the public revenue or tax evasion ➤ currency violations ➤ fraud ➤ Obtaining or offering secret commissions ➤ Fraudulently obtaining or retaining employment or appointment as a public official ➤ Collusive tendering ➤ Selling confidential information ➤ Voting on a development matter in which the Councillor has an undisclosed financial interest.



Fraud and Corruption Prevention Policy

Fraud	Intentional dishonest act or omission done with the purpose of obtaining a financial or other benefit by deception. The types of acts or omissions include, but are not limited to, theft, misappropriation, larceny, embezzlement, improper destruction or falsification of accounts or records, bribery, corruption or abuse of office, manipulation of information, causing a loss, or avoiding or creating a liability by deception.
Independent Commission Against Corruption	The Independent Commission Against Corruption (ICAC) is an independent organisation to protect the public interest, prevent breaches of public trust and guide the conduct of public officials in the NSW public sector.
Staff	Refers to all persons undertaking work for or engaged by Council in either a paid or unpaid capacity.

Fraud and Corruption are interrelated and represent the misuse of public office for private gain.

6 OBJECTIVES

- To promote an organisational culture that will not tolerate any action of fraud or corruption.
- To create an awareness of responsibilities in preventing and reporting instances of fraud within Council, ensuring high standards of ethical conduct are maintained.
- To protect public funds and assets.
- To protect the integrity and reputation of Council.

7 RESPONSIBILITIES

7.1 COUNCILLORS

- Perform civic duties in a professional and ethical manner, with care, diligence, honesty and integrity.
- Complete induction and training during Council term, as required by the General Manager.
- Report Pecuniary and Non-Pecuniary Interests as required.
- Report corruption in accordance with Council's Public Interest Disclosures Policy.

7.2 RESPONSIBLE OFFICER

- The Corporate Services Manager is the Responsible Officer for this Policy, to ensure it is reviewed on at least a 4 year basis. The Responsible Officer is also accountable for developing, implementing and maintaining Council's Fraud and Corruption Control Framework.

7.3 GENERAL MANAGER

- The General Manager has ultimate responsibility for managing fraud and corruption risks in the Council. The General Manager is also required, under Section 11 of the *Independent Commission Against Corruption Act 1988* (NSW) to report to the Independent Commission Against Corruption (ICAC) any matter that he or she reasonably suspects involves or may involve corruption or fraudulent conduct.

Fraud and Corruption Prevention Policy

7.4 MANAGERS/COORDINATORS

- Ensure mechanisms are in place to minimise the opportunity for fraud and dishonesty within their area of control.
- Leading by example and cultivating a culture within their team that supports high standards of ethical behaviour.
- Ensuring that staff receive appropriate training.
- Identify potential fraud risks, monitoring and reporting on the effectiveness of fraud strategies and internal control.
- Compliance with all relevant policies and practices.
- Reporting of any fraud or corruption matters to the General Manager.

7.5 COUNCIL STAFF

- Perform duties in a professional and ethical manner, with care, diligence, honesty and integrity.
- Complete training as required.
- Report corruption in accordance with Council's Public Interest Disclosures Policy.

7.6 AUDIT, RISK AND IMPROVEMENT COMMITTEE

- Oversee and provide advice on Council's Fraud Policy and Fraud Prevention Strategy.
- Review the Internal Audit Plan to ensure fraud and corruption risks are addressed.

8 FRAUD AND CORRUPTION CONTROL

8.1 LEADERSHIP

A successful fraud and corruption control framework is led by a committed and accountable board and management.

8.2 ETHICAL FRAMEWORK

Council has clear policies setting out acceptable standards of ethical behaviour. The Code of Conduct forms the basis of these standards. These policies are available to staff on the intranet and website. These policies are reviewed regularly to ensure they are up to date and compliant with relevant standards.

8.3 RESPONSIBILITY STRUCTURES

Responsibilities are outlined in this policy and the Fraud Prevention Strategy.

8.4 FRAUD AND CORRUPTION CONTROL POLICY

This policy does not operate in isolation and has strong links to the Code of Conduct. It sets out the system of fraud and corruption control and covers the responsibilities for managing fraud and corruption within Council.

8.5 PREVENTION SYSTEMS

Managers will adopt a risk-based approach to fraud and corruption control will be adopted to minimise the opportunities for corrupt or fraudulent conduct by any Councillor, employee, contractor or other person who performs official functions on behalf of the Council.

The Council's prevention systems consist of the following features:

Fraud and Corruption Prevention Policy

- Fraud Risk Register – maintained within Pulse and reviewed regularly.
- Fraud Prevention Strategy – contains key fraud and corruption control activities of Council.
- Ethical Workforce – commitment to employ staff that support Council's ethical values. Pre-employment screening is performed to verify information supplied in applications.
- IT Security Strategy – the ICT Policy and Governance Frameworks support Council's interests by defining requirements for safeguarding information assets and assuring the continued delivery of services.

8.6 AWARENESS

Council is committed to ensuring Councillors and staff understand minimum standards of behaviour required of them as well as how to report suspected fraud and corruption.

8.7 THIRD PARTY MANAGEMENT SYSTEMS

Council ensure specific internal controls relating to third parties, such as segregation of duties, are in place to manage dealings with business associates and third parties.

Controls include:

- Code of Conduct
- Statement of Business Ethics
- Tender Guidelines
- Segregation of duties
- Delegations of Authority

8.8 NOTIFICATION SYSTEMS

All councillors, employees, individuals, individuals engaged as contractors working for Council and other people who perform public official functions on behalf of Council have an obligation to report suspected or actual fraud or corruption associated with the Council work environment to Council or directly to:

- ICAC for alleged fraudulent or corrupt conduct; or
- NSW Ombudsmen for alleged maladministration; or
- NSW Auditor General for serious and substantial waste; or
- NSW Office of Local Government for any of the above and a breach or pecuniary interest provisions.

Member of the public are encouraged to report suspected or actual fraud or corruption associated with the Council work environment either to Councillor to ICAC and/or NSW Police, as appropriate.

8.9 DETECTION SYSTEMS: Monitoring

Measures to prevent and detect fraud shall be continually monitored, reviewed, developed and reported. The principles set out in this Policy will be implemented and assessed through the provisions of Council's Fraud and Corruption Control Framework and Fraud Risk Register. The effectiveness of that Policy Framework and Register will be subject to periodic assurance reviews endorsed by the Audit, Risk and Improvement Committee as part of a risk-based Internal Audit Program.

Various internal controls are maintained including:



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Fraud and Corruption Prevention Policy

- Segregation of duties
- Approvals and authorisation
- Verification
- Reconciliations
- Management reviews
- Risk assessments
- Physical security
- Internal and external audits

8.10 INVESTIGATION SYSTEMS

Council has established investigation procedures for when complaints are made. These are covered by the Administrative Procedures for the Code of Conduct, The Public Interest Disclosures Policy and the Complaints Management Policy. Depending on the circumstances of the corrupt conduct, an internal investigation may be undertaken, or the matter may be referred to an external body such as ICAC or the Ombudsman.

Council is committed to the recovery of financial losses caused by fraudulent and corrupt activity, balanced against the cost of recovering losses where they exceed the value of that loss.

13.7 PP004 DRAFT INVESTMENT POLICY

Author: Corporate Services Manager

Authoriser: General Manager

Attachments: 1. PP004 Draft Investment Policy [↓](#)
2. PP004 Investment Policy - Current [↓](#)

RECOMMENDATION

That Council receive and endorse PP004 Investment Policy.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

The purpose of Council's Investment Policy is to provide a framework for the investment of funds at Goldenfields Water County Council. This policy aims to ensure Council's investments are managed in a prudent and appropriate manner in accordance with legislative requirements. The policy details Council's overall investment objectives and guiding principles, identifies who the policy applies to, and provides guidance for compliance with the policy's goals and procedures.

REPORT

The Investment Policy has been reviewed and updates have been made. Key changes include:

- **Updates to Section 13.1** to increase the maximum limit of investment in categories A-BBB. Decrease in maximum limit of categories A+, A and A-. These updates reflect Council's current investments.
- **Update to Section 13.2** removing prescriptive percentages and instead providing outlines that allow for cash flow requirements and interest forecasts.
- **Update to Section 14** to simplify reporting benchmarking.
- **Update to Section 18** to allow for flexibility.

Other changes were strictly formatting.

FINANCIAL IMPACT STATEMENT

The recommendation should not significantly impact on Council's financial position.



Policy No. PP004
Investment Policy

Policy No. PP004

Investment Policy

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1 INFORMATION ABOUT THIS POLICY

Policy No. PP004
Investment Policy

POLICY INFORMATION

Date Adopted by Board 23 February 2017	Resolution No. 20/034
Policy Responsibility Corporate Services Manager	
Review Timeframe 4 Yearly (Once Per Council Term)	
Last Review 16/01/2025	Next Scheduled Review 01/2028

DOCUMENT HISTORY

DOCUMENT NO.	DATE AMENDED	SUMMARY OF CHANGES
15/071	DD/MM/YYYY	No change
	23/05/2016	Policy reformatted, addition of Purpose, Scope and Definitions Generally, reference to "council" amended to GWCC Highlighting of Preservation of capital is the principal objective of the investment portfolio in part 7 Objectives. Removed Market, Liquidity and Maturity Risk definitions (now duplicated) in part 14 Risk Management Guidelines. Policy Review now separate from Reporting and Reviewing of Investments.
17/007	23/02/2017	Additional wording to Prohibited Investments
20/034	23/04/2020	Amend wording to be in line with OLG Investment Guidelines. Update portfolio framework limits.
	16/01/2025	Updates to Risk Management Framework and Investment Advisor.

FURTHER DOCUMENT INFORMATION AND RELATIONSHIPS

Related Legislation	Local Government Act 1993 Local Government (General) Regulation 2021 Banking Act 1959 (Cwth)
Related Policies	CP037 Code of Conduct



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3 PURPOSE

The purpose of Council's Investment Policy is to provide a framework for the investment of funds at Goldenfields Water County Council.

This policy aims to ensure Council's investments are managed in a prudent and appropriate manner in accordance with legislative requirements. The policy details Council's overall investment objectives and guiding principles, identifies who the policy applies to, and provides guidance for compliance with the policy's goals and procedures.

4 SCOPE

All Council officers, including those with delegated authority to act on Councils behalf in relation to investments, are required to act in accordance with this policy at all times.

5 DEFINITIONS

Term	Definition
ADI	Authorised Deposit Taking Institutions (ADI) are corporations that are authorised under the <i>Banking Act 1959 (Cwth)</i> to take deposits from customers.
BBSW	Bank Bill Swap Rate (BBSW) is a short-term interest rate used as a benchmark for the pricing of Australian derivatives and securities.
Bill of Exchange	A bill of exchange is an unconditional order in writing, addressed by one person to another, signed by the person giving it, requiring the person to whom it is addressed to pay on demand, or at a fixed or determinable future time, a sum certain money to or to the order of a specified person, or to bearer.
Debentures	A debenture is a document evidencing an acknowledgement of a debt, which a company has created for the purposes of raising capital. Debentures are issued by companies in return for medium- and long-term investment of funds by lenders
Grandfather Clause	Grandfather clause is a legislative clause, which in prohibiting a certain activity, exempts those who were already engaged in the activity at the time the legislation was passed.
Investment Portfolio	The total pool of all of the Council's investments.
Ministerial Investment Order	Ministerial Investment Order is an Order issued by the Minister for Local Government.
Preservation of Capital	Preservation of capital refers to a conservative investment strategy with the primary goal of preventing losses in the investment portfolio's face value.
Prudent person standard	Prudent person standard is a legal standard restricting the investment and managing of a client's account to what a reasonable person seeking reasonable income and preservation of capital might exercise for their own investment.
RAO	Responsible Accounting Officer (RAO) of a council means a member of the staff of the council designated by the General Manager, or if no such member has been designated, the General Manager. (LGGR Clause 296).
RBA	Reserve Bank of Australia.



6 OBJECTIVES

The Goldenfields Water County Council investment objective is to provide the most favourable return to Council available to it at the time whilst having due consideration of risk and security for that investment type and ensuring Council's liquidity requirements are being met.

When investing funds Council has three primary objectives:

- Preservation of capital. Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
- Manage Council's liquidity. Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment.
- Maximise returns within Council's risk appetite as outlined in this policy. Investments are expected to achieve a market average rate of return in line with the Council's risk tolerance.

7 LEGISLATIVE REQUIREMENTS

Council makes all investment in accordance with:

- *Local Government Act 1993* – section 412 and 625;
- *Local Government Act 1993* – Prevailing Ministerial Investment Order
- *Local Government (General) Regulation 2021* – Reg 212 ;
- *The Trustee Amendment (Discretionary Investments) Act 1997* – sections 14A(2), 14C(1) and (2)
- Local Government Code of Accounting Practice and Financial Reporting;
- Australian Accounting Standards; and
- Office of Local Government Circulars.

8 DELEGATION OF AUTHORITY

Council, in accordance with the *Local Government Act 1993*, delegates authority for implementation of the Investment policy to the General Manager.

The General Manager may in turn delegate the day-to-day management of Council's Investment to the Responsible Accounting Officer or senior staff, subject to regular reviews.

Officers that are delegated authority to manage Council's investments shall be recorded and required to acknowledge they have received a copy of this policy and understand their obligations when investing funds on behalf of Council in accordance with this policy.

9 PRUDENT PERSON STANDARD

The investment portfolio will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.



10 ETHICS AND CONFLICTS OF INTEREST

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager. Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

Council's investments are primarily restricted to Australian Authorised Deposit Taking Institutions (banks, building societies, credit unions) that are governed by the Australian Prudential Regulatory Authority.

11 APPROVED INVESTMENTS

All investments must be denominated in Australia dollars. Authorised investments are limited to those allowed by the Ministerial Investment Order, issued by the NSW Minister for Local Government which include:

- Commonwealth/State/Territory Government securities, for example, bonds;
- Interest bearing deposits/senior securities issued by an eligible Authorised Deposit-taking Institution (ADI);
- Bills of Exchange (fewer than 200 days duration) guaranteed by ADI;
- Debentures issued by a NSW council under the *Local Government Act 1993*; and
- a deposit with the NSW Treasury Corporation or investments in an Hour-Glass investment facility of the NSW Treasury Corporation.

Council may also invest in property investments incorporating land, buildings, a portfolio of ground leases and land held for strategic purposes.

12 PROHIBITED INVESTMENTS

In accordance with the current Ministerial Investment Order, this investment policy prohibits but is not limited to any investment carried out for speculative purposes including:

- Derivative based instruments;
- Principal only investments or securities that provide potentially nil or negative cash flow; and
- Stand-alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind.

This policy also prohibits the use of leveraging (borrowing to invest) of an investment. However, nothing in the policy shall prohibit the short-term investment of loan proceeds where the loan is raised for non-investment purposes and there is a delay prior to the expenditure of the loan funds.

13 RISK MANAGEMENT FRAMEWORK

Investments are to comply with the following three-part Risk Management Framework:

- Overall Portfolio Credit Framework: limits overall exposure of the portfolio.
- Institutional Credit Framework: limits exposure to individual institutions based on their credit rating.
- Term to Maturity Framework: limits exposures based upon maturity of securities and credit ratings of investments.



13.1 Overall Portfolio Credit Framework

The table below sets out limitations for Investment funds to be observed by Council.

Long Term Credit Ratings	Portfolio Limit	Institution Limit	Maximum Tenor
AAA	100%	50%	5 years
AA+, AA, AA-	100%	50%	5 years
A+, A and A-	80%	40%	3 years
BBB+ and BBB Total	50%		
BBB+	up to 35%	10%	3 years
BBB	up to 15%	5%	12 months
BBB- and lower & Unrated	0%	0%	Not applicable

If any of Council’s investments are downgraded or policy limits are raised, such that they no longer fall within the investment policy limits, they will be divested as soon as practicable after consultation with its investment advisor, having regard to potential losses resulting from early redemption and subject to minimising any loss of capital that may arise from compliance with this provision.

Where growth in investments, resulting from strong investment returns, or the total value of all investments decreases, either causing an institutional Credit Framework limit to be exceeded, the exceeding investments may be retained until maturity. However, no further investment may be made in the institution (which has exceeded the limit) while the institution exceeds the limit. Such investments must be reviewed annually.

13.2 Credit Rating Categories

Long-Term (Short-Term) Category	Definition
AAA (A1+)	The obligor’s capacity to meet its financial commitments on the obligation is extremely strong.
AA (A1+)	An obligation rated ‘AA’ differs from the highest-rated obligations only to a small degree. The obligor’s capacity to meet its financial commitments on the obligation is very strong.
A (A1)	An obligation rated ‘A’ is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor’s capacity to meet its financial commitments on the obligation is still strong.
BBB (A2)	An obligation rated ‘BBB’ exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to weaken the obligor’s capacity to meet its financial commitments on the obligation.
Unrated	Issuer is not rated (eg. building societies).

13.3 Term to Maturity Framework

Council’s investment portfolio shall be structured to ensure that sufficient liquidity is available to meet cash flow requirements. The following guidelines shall be adhered to:

- Cash Flow Analysis:** Regular cash flow forecasts shall be conducted to determine the liquidity needs of Council. These forecasts will guide the maturity structure of the investment portfolio.
- Interest Rate Forecasts:** Interest rate trends and forecasts shall be considered when determining the term to maturity of investments. The goal is to optimise returns while managing interest rate risk.



3. **Maturity Laddering:** Investments shall be laddered to mature at regular intervals, ensuring a steady flow of funds to meet operational needs. This strategy helps mitigate reinvestment risk and provides flexibility in a changing interest rate environment.
4. **Maximum Maturity:** No investment shall have a maturity exceeding five years, unless specifically approved by the Board. This limit ensures that the portfolio remains responsive to changes in interest rates and cash flow needs.
5. **Liquidity Requirements:** A minimum of 20% of the portfolio shall be maintained in highly liquid instruments to meet unexpected cash flow demands.
6. **Review and Adjustment:** The term to maturity requirements shall be reviewed periodically and adjusted as necessary to align with updated cash flow forecasts and interest rate projections.

14 PERFORMANCE BENCHMARKS

Investment performance will be measured against the Reserve Bank of Australia Cash Rate, the Australian Securities Exchange Bank Bill Swap Rate (BBSW) or the Bank Bill Index depending upon the term of the investments.

15 INVESTMENT ADVISOR

Council's investment advisor must be appointed in line with Council's Procurement Policy and licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or perceived conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy. Council's investment advisor should be regularly assessed (minimum annually) by Council's Responsible Accounting Officer to ensure value for money is being obtained through the engagement. If the RAO believes value for money is not being obtained, the services shall be advertised via a competitive process under Council's Procurement Policy framework.

Council's independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

Council's investment advisor must provide an annual report to Council's Responsible Accounting Officer on Council's Investment portfolio, including:

- Comparison of the performances against the benchmarks;
- The incorporation of ESG factors of Council's investment portfolio.

16 REPORTING

The Responsible Accounting Officer will provide a report to Council every two months, detailing the investment portfolio in terms of performance and rate of return on the overall portfolio for the period, and will detail the purchase price, long-term rating, short-term rating, interest frequency, purchase date, maturity date, investment term in days, rate and percentage of portfolio for each individual investment.

For audit purposes, the Responsible Accounting Officer will obtain certificates from the banks or fund managers confirming the amounts of investment held on Council's behalf at 30 June each year.



Documentary evidence must be held for each investment and details thereof maintained in an Investment Register.

The documentary evidence must provide Council legal title to the investment.

Certificates must be obtained from the financial institutions confirming the amounts of investments held on the Council's behalf as at 30 June each year and reconciled to the Investment Register.

All investments are to be appropriately recorded in Council's financial records and reconciled at least on a monthly basis.

17 REVIEW AND EVALUATION

— The Investment Policy will be reviewed every four years or as required in the event of legislative changes.

Any breach of this policy will be notified to Council at the earliest opportunity following the breach.

18 LIQUIDITY RISK PARAMETERS

Council is committed to supporting the local economy and ensuring the safety and integrity of its investments. Investments shall be made in financial institutions that are headquartered within Australia only and regulated by the Australian Prudential Regulation Authority (APRA) in accordance with the *Banking Act 1959*.

Not less than three (3) quotations shall be obtained from authorised institutions when a new direct investment is proposed. The best quote of the day will be successful, providing the investment will not breach any parameters contained within this policy and after allowing for administrative and banking costs.

The proposed amount, term and institution must be approved by the Responsible Accounting Officer prior to investment. Cash flow forecasts must accompany the proposal to the Responsible Accounting Officer in support.

Attachment 1

LOCAL GOVERNMENT ACT 1993 – INVESTMENT ORDER
(Relating to investments by councils)

I, the Hon. Barbara Perry MP, Minister for Local Government, in pursuance of section 625(2) of the *Local Government Act 1993* and with the approval of the Treasurer, do, by this my Order, notify for the purposes of section 625 of that Act that a council or county council may only invest money (on the basis that all investments must be denominated in Australian Dollars) in the following forms of investment:

- (a) any public funds or securities issued by or guaranteed by, the Commonwealth, any State of the Commonwealth or a Territory;
- (b) any debentures or securities issued by a council (within the meaning of the *Local Government Act 1993* (NSW));
- (c) interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (as defined in the *Banking Act 1959* (Cwth)), but excluding subordinated debt obligations;
- (d) any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority;
- (e) a deposit with the New South Wales Treasury Corporation or investments in an Hour-Glass investment facility of the New South Wales Treasury Corporation;

All investment instruments (excluding short term discount instruments) referred to above include both principal and investment income.

Transitional Arrangements

- (i) Subject to paragraph (ii) nothing in this Order affects any investment made before the date of this Order which was made in compliance with the previous Ministerial Orders, and such investments are taken to be in compliance with this Order.
- (ii) Paragraph (i) only applies to those investments made before the date of this Order and does not apply to any restructuring or switching of investments or any re-investment of proceeds received on disposal or maturity of such investments, which for the avoidance of doubt must comply with this Order.

Key Considerations

An investment is not in a form of investment notified by this order unless it also complies with an investment policy of council adopted by a resolution of council.

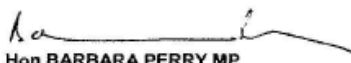
All councils should by resolution adopt an investment policy that is consistent with this Order and any guidelines issued by the Chief Executive (Local Government), Department of Premier and Cabinet, from time to time.

The General Manager, or any other staff member, with delegated authority by a council to invest funds on behalf of a council must do so in accordance with the council's adopted investment policy.

Councils have a fiduciary responsibility when investing. Councils should exercise the care, diligence and skill that a prudent person would exercise in managing the affairs of other persons.

When exercising the power of investment councils should consider, but not be limited by, the risk of capital or income loss or depreciation, the likely income return and the timing of income return, the length of the term of the proposed investment, the liquidity and marketability of the proposed investment, the likelihood of inflation affecting the value of the proposed investment and the costs (including commissions, fees, charges and duties payable) of making the proposed investment.

Dated this 12th day of January 2011



Hon BARBARA PERRY MP
Minister for Local Government



Policy No. PP004

Investment Policy

Goldenfields Water
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Policy No. PP004

Investment Policy**1 INFORMATION ABOUT THIS POLICY**

POLICY INFORMATION

Date Adopted by Board 23 February 2017	Resolution No. 20/034
Policy Responsibility Corporate Services Manager	
Review Timeframe 4 Yearly (Once Per Council Term)	
Last Review 23/04/2020	Next Scheduled Review 04/2024

DOCUMENT HISTORY

DOCUMENT NO.	DATE AMENDED	SUMMARY OF CHANGES
05/131	DD/MM/YYYY	
10/133	DD/MM/YYYY	
11/024	DD/MM/YYYY	
14/058	DD/MM/YYYY	
15/071	DD/MM/YYYY	No change
	23/05/2016	Policy reformatted, addition of Purpose, Scope and Definitions Generally, reference to "council" amended to GWCC Highlighting of Preservation of capital is the principal objective of the investment portfolio in part 7 Objectives. Removed Market, Liquidity and Maturity Risk definitions (now duplicated) in part 14 Risk Management Guidelines. Policy Review now separate from Reporting and Reviewing of Investments.
17/007	23/02/2017	Additional wording to Prohibited Investments
20/034	23/04/2020	Amend wording to be in line with OLG Investment Guidelines. Update portfolio framework limits.

FURTHER DOCUMENT INFORMATION AND RELATIONSHIPS

Related Legislation	Local Government Act 1993 Local Government (General) Regulation 2005
Related Policies	CP037 Code of Conduct

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Policy No. PP004

Investment Policy

Related Procedures, Protocols, Statements and Documents	Ministerial Investment Order Local Government Code of Accounting Practice and Financial Reporting Australian Accounting Standards Office of Local Government Circulars Investment Procedure
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3 PURPOSE

To provide a framework for the investing of Council's funds at the most favourable rate of interest available to it at the time whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met.

4 SCOPE

This Policy shall apply to all investments made by Goldenfields Water County Council.

5 DEFINITIONS

ADI - Authorised Deposit Taking Institutions (ADI) are corporations that are authorised under the Banking Act 1959 (Cwth) to take deposits from customers.

BBSW – Bank Bill Swap Rate (BBSW) is a short-term interest rate used as a benchmark for the pricing of Australian derivatives and securities.

Bill of Exchange - A bill of exchange is an unconditional order in writing, addressed by one person to another, signed by the person giving it, requiring the person to whom it is addressed to pay on demand, or at a fixed or determinable future time, a sum certain in money to or to the order of a specified person, or to bearer.

Debentures - A debenture is a document evidencing an acknowledgement of a debt, which a company has created for the purposes of raising capital. Debentures are issued by companies in return for medium and long term investment of funds by lenders.

Grandfather Clause - Grandfather clause is a legislative clause, which in prohibiting a certain activity, exempts those who were already engaged in the activity at the time the legislation was passed.

Investment Portfolio - The total pool of all of the Council's investments.

Ministerial Investment Order - Ministerial Investment Order is an Order issued by the Minister for Local Government.

Preservation of Capital - Preservation of capital refers to a conservative investment strategy with the primary goal of preventing losses in the investment portfolio's face value.

Prudent person standard - Prudent person standard is a legal standard restricting the investing and managing of a client's account to what a reasonable person seeking reasonable income and preservation of capital might exercise for his or own investment.

RAO - Responsible Accounting Officer (RAO) of a council means a member of the staff of the council designated by the General Manager, or if no such member has been designated, the General Manager. (LGGR Clause 296).

RBA – Reserve Bank of Australia



6 OBJECTIVES

While exercising the power to invest, consideration is to be given to the preservation of capital, liquidity and the return of investment.

- Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
- Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment.
- Investments are expected to achieve a market average rate of return in line with the Council's risk tolerance.

7 LEGISLATIVE REQUIREMENTS

All investments are to comply with the following:

- Local Government Act 1993;
- Local Government (General) Regulation 2005;
- Ministerial Investment Order;
- Local Government Code of Accounting Practice and Financial Reporting;
- Australian Accounting Standards; and
- OLG Circulars.

8 DELEGATION OF AUTHORITY

Authority for implementation of the Investment Policy is delegated by Council to the General Manager in accordance with the Local Government Act 1993.

The General Manager may in turn delegate the day-to-day management of Council's Investment to the Responsible Accounting Officer or senior staff, subject to regular reviews.

Officers' delegated authority to manage Council's investments shall be recorded and required to acknowledge they have received a copy of this policy and understand their obligations in this role.

9 PRUDENT PERSON STANDARD

The investment will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.



10 ETHICS AND CONFLICTS OF INTEREST

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager.

Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

11 APPROVED INVESTMENTS

Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government.

(The most current Ministerial Investment Order at the time of the adoption of this policy is under Attachments at the end of this policy).

12 PROHIBITED INVESTMENTS

In accordance with the Ministerial Investment Order, this investment policy prohibits but is not limited to any investment carried out for speculative purposes including:

- Derivative based instruments;
- Principal only investments or securities that provide potentially nil or negative cash flow; and
- Standalone securities issued that have underlying futures, options, forwards contracts and swaps of any kind.

This policy also prohibits the use of leveraging (borrowing to invest) of an investment. However, nothing in the policy shall prohibit the short-term investment of loan proceeds where the loan is raised for non-investment purposes and there is a delay prior to the expenditure of the loan funds.

13 RISK MANAGEMENT GUIDELINES

Investments obtained are to be considered in light of the following key criteria:

- **Preservation of Capital** (principal objective) - preventing losses in the investment portfolio's total value (considering the time value of money);
- **Diversification** - limiting amounts invested with a particular financial institution or government authority to reduce credit risk;
- **Credit risk** – the risk that a Council has invested in fails to pay the interest and or repay the principal of an investment;
- **Market risk** – the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices;
- **Liquidity risk** – the risk that an investor is unable to redeem the investment at a fair price within a timely period; and
- **Maturity risk** – the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities.



14 INVESTMENT ADVISOR

Investment Advisors engaged by Council must be licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

The independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

15 REPORTING AND REVIEWING INVESTMENTS

Documentary evidence must be held for each investment and details thereof maintained in an Investment Register.

The documentary evidence must provide Council legal title to the investment.

Certificates must be obtained from the financial institutions confirming the amounts of investments held on the Council's behalf as at 30 June each year and reconciled to the Investment Register.

All investments are to be appropriately recorded in Council's financial records and reconciled at least on a monthly basis.

A report will be provided to Council every two months. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and market value.

16 INVESTMENT GUIDELINES

Credit Quality Limits

The portfolio credit guidelines are based on Standard & Poors (S&P) or Equivalent (Moody's or Fitch) ratings system criteria. The maximum holding limit in each rating category are as follows:

Long Term Rating (S & P)	Short Term Rating (S & P)	Maximum Holding
AAA to AA- or Major Bank	A1+	100%
A+ to A-	A1	100%
BBB+ to BBB-	A2	70%
Unrated	Unrated	20%



Investment Policy

Counterparty Limits

Exposure to individual counterparties / financial institutions will be restricted by their rating as shown below:

Long Term Rating (S & P)	Short Term Rating (S & P)	Limit
AAA to AA- or Major Bank	A1+	60%
A+ to A-	A1	50%
BBB+ to BBB-	A2	30%
Unrated	Unrated	10%

Term to Maturity Framework

Council's investment portfolio shall be structured to ensure that liquidity requirements are met. The investment portfolio is to be invested within the following terms to maturity constraints:

Portfolio Term to Maturity	Maximum Allocation
Working capital funds (0-3 months)	100%
Short term funds (3-12 months)	100%
Short-Medium term funds (1-2 years)	70%
Medium term funds (2-5 years)	50%
Long term funds (5-10 years)	5%

Credit Rating Downgrades and Timing Corrections

If any of Council's investments are downgraded such that they no longer fall within these investment policy guidelines, no further investments will be made in the effected categories until such time that the investments are within portfolio limits. Existing investments will be divested as soon as is practicable to bring the portfolio within limits.

There may be occasions where portfolio limits may be exceeded due to maturity or roll over of investments. These rare, short-term timing corrections are acceptable.



Credit Rating Categories

Long-Term (Short-Term) Category	Definition
AAA (A1+)	The obligor's capacity to meet its financial commitments on the obligation is extremely strong.
AA (A1+)	An obligation rated 'AA' differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitments on the obligation is very strong.
A (A1)	An obligation rated 'A' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitments on the obligation is still strong.
BBB (A2)	An obligation rated 'BBB' exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to weaken the obligor's capacity to meet its financial commitments on the obligation.
Unrated	Issuer is not rated (eg. building societies).

17 BENCHMARKING

Performance benchmarks need to be established and should be based on sound and consistent methodology. Council's portfolio will be measured against the following benchmarks:

Investment	Performance Benchmark
Cash and On Call	RBA Cash Rate
Floating Rate Deposit	3m BBSW
Term Deposit	3m BBSW

18 QUOTATIONS ON INVESTMENTS

Not less than two (2) quotations shall be obtained from authorised institutions when a new direct investment is proposed. Investments may be 'rolled over' with the current holder of the investment within the guidelines set out in this policy.

19 BREACH OF POLICY

If a breach of this policy occurs, Council will be notified at the next ordinary Council meeting by Council's RAO.



20 ATTACHMENTS

Attachment 1

LOCAL GOVERNMENT ACT 1993 – INVESTMENT ORDER (Relating to investments by councils)

I, the Hon. Barbara Perry MP, Minister for Local Government, in pursuance of section 625(2) of the *Local Government Act 1993* and with the approval of the Treasurer, do, by this my Order, notify for the purposes of section 625 of that Act that a council or county council may only invest money (on the basis that all investments must be denominated in Australian Dollars) in the following forms of investment:

- (a) any public funds or securities issued by or guaranteed by, the Commonwealth, any State of the Commonwealth or a Territory;
- (b) any debentures or securities issued by a council (within the meaning of the *Local Government Act 1993* (NSW));
- (c) interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (as defined in the *Banking Act 1959* (Cwth)), but excluding subordinated debt obligations;
- (d) any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority;
- (e) a deposit with the New South Wales Treasury Corporation or investments in an Hour-Glass investment facility of the New South Wales Treasury Corporation;

All investment instruments (excluding short term discount instruments) referred to above include both principal and investment income.

Transitional Arrangements

- (i) Subject to paragraph (ii) nothing in this Order affects any investment made before the date of this Order which was made in compliance with the previous Ministerial Orders, and such investments are taken to be in compliance with this Order.
- (ii) Paragraph (i) only applies to those investments made before the date of this Order and does not apply to any restructuring or switching of investments or any re-investment of proceeds received on disposal or maturity of such investments, which for the avoidance of doubt must comply with this Order.

Key Considerations

An investment is not in a form of investment notified by this order unless it also complies with an investment policy of council adopted by a resolution of council.

All councils should by resolution adopt an investment policy that is consistent with this Order and any guidelines issued by the Chief Executive (Local Government), Department of Premier and Cabinet, from time to time.

The General Manager, or any other staff member, with delegated authority by a council to invest funds on behalf of a council must do so in accordance with the council's adopted investment policy.

Councils have a fiduciary responsibility when investing. Councils should exercise the care, diligence and skill that a prudent person would exercise in managing the affairs of other persons.

When exercising the power of investment councils should consider, but not be limited by, the risk of capital or income loss or depreciation, the likely income return and the timing of income return, the length of the term of the proposed investment, the liquidity and marketability of the proposed investment, the likelihood of inflation affecting the value of the proposed investment and the costs (including commissions, fees, charges and duties payable) of making the proposed investment.

Dated this 12th day of January 2011


Hon BARBARA PERRY MP
Minister for Local Government

14 OPERATIONS MANAGER**14.1 DRAFT QUALITY MANAGEMENT POLICY**

Author: Operations Manager

Authoriser: General Manager

Attachments: 1. Draft Quality Management Policy [↓](#)

RECOMMENDATION

That Council endorse the draft Quality Management Policy and place on the website as publicly accessible policy.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 1 High Quality, Secure and Efficient Water Supplies

Priority 2 Customer Service Focus

BACKGROUND

No current policy for commitment to Quality Management, other than PP028 Drinking Water Quality Policy which is specific to the supply of safe drinking water not organisational quality management.

Identified policy gap when looking to address quality in construction processes with some items raised by the Chairperson and from constituent councils looking at road (pavement and naturestrip) restoration processes.

REPORT

Draft PP000 – Quality Management Policy attached to report.

Document drafted through comparison with minimum five (5) other quality policies from local government entities.

Policy to be considered at this stage to seek commitment to quality from the board and leadership team, as a public facing policy available on the Goldenfields Water website.

Future steps that will need consideration and planning are:

Drafting a Quality Management System (QMS) Procedure

This procedure would include how the organisation will manage quality in design, client supplied products (procurement), product identification/traceability, process control, customer service, inspection and testing, control of inspection monitoring of test equipment, servicing, and statistical techniques for analysis of data.

Development or review of existing work procedures or plans relating to quality, which may be but not limited to, technical procedures, process control documents, test procedures or certifications, inspections, hold/witness points, inspection test plans (ITP's), specifications, guidelines (for example one for water mains construction), customer service process/scripts, etc.

The procedure would be a document drafted and consulted internally, governed by the policy should it be endorsed by the board.

To provide further clarification and reassurance, most quality documentation is already developed and in place for a lot of aspects of organisational processes, with the gap being the governing strategic documents. Those strategic documents being a policy (QMS) demonstrating quality commitment and a procedure that details internally how quality is achieved, demonstrated, monitored, and reviewed.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

Seeking to endorse a Quality Management Policy, is to ensure commitment and working toward improvements toward the framework of ISO 9001. It is not intended that ISO accreditation or associated cost will be pursued as a result.



Policy No. PP000

Quality Management Policy

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Policy No. PP000

Quality Management Policy

1 INFORMATION ABOUT THIS POLICY

POLICY INFORMATION

Date Adopted by Board: XXXX	Board Resolution No. XXXX
Policy Responsibility: Operations Manager	
Review Timeframe: 4 years	
Last Review: January 2025	Next Scheduled Review: January 2029

DOCUMENT HISTORY

DOCUMENT NO.	DATE AMENDED	SUMMARY OF CHANGES
1	07/01/2025	New Policy Document
	DD/MM/YYYY	
	DD/MM/YYYY	
	DD/MM/YYYY	
	DD/MM/YYYY	
	DD/MM/YYYY	

FURTHER DOCUMENT INFORMATION AND RELATIONSHIPS

Related Legislation	<p>Local Government Act 1993</p> <p>Local Government Regulation 2021</p> <p>AS/NZS ISO 9001:2016</p> <p>AS/NZS ISO 18091:2019 Quality Management Systems – Local Government</p>
Related Policies	<p>PP001 Procurement and Disposal of Goods, Services and Materials Policy</p> <p>PP013 WHS Policy</p> <p>PP022 Enterprise Risk Management Policy</p> <p>PP028 Drinking Water Quality Policy</p> <p>PP031 Code of Conduct</p>
Related Procedures, Protocols, Statements and Documents	



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3 PURPOSE

This policy supports Goldenfields Water County Council's commitment to the management of quality performance standards that meet the expectations of customers, communities, constituent councils, and other stakeholders.

To ensure that any workplace under the management control of Goldenfields Water is focused on satisfying quality systems of work, provided through consultation, cooperation, and coordination by the PCBU and its workers.

4 SCOPE

This policy applies to all activities undertaken by Goldenfields Water County Council to support compliance with applicable standards, legislation, and other requirements in providing current and future supply of drinking water. It also supplies guidance to Goldenfields Water employees and contractors

5 DEFINITIONS

Workers – Means all persons employed by Goldenfields Water (employees) and contractors.

Official – Means board member (Councilors), staff or delegated persons as defined in the Local Government Act 1993

QMS – Quality management system

PCBU – Person conducting a business or undertaking

6 POLICY

Goldenfields Water is committed to managing its quality to consistently meet the needs of customers, communities, constituent councils, stakeholders, and other regulatory requirements. It's recognised that quality is the responsibility of all workers, and that management must lead in the development and implementation of a QMS. The QMS shall provision quality planning, assurance, control, and improvement which satisfies both Australian and International requirements.

The seven (7) key QMS principles as per ISO9001 are.

1. Customer Focus
2. Leadership
3. Engagement of Staff
4. Process approach
5. Improvement
6. Evidence-based decision making
7. Relationship Management



Quality Management Policy

QMS principles will be achieved by.

- Establishment of measurable quality objectives for services delivered.
- Providing high quality efficient and cost-effective services that meet customers and community expectations.
- Manage water quality at all points along the delivery chain from source water to the customer, managed through the PP028 Drinking Water Quality Policy.
- Customer service processes that at minimum adhere to the Drinking Water Management System and Integrated Water Cycle Management (IWCM) Strategy.
- Provide workers with job satisfaction.
- Provide on-going training and education to equip workers with necessary skills and knowledge for competency in understanding, implementing, maintaining, and improving the QMS.
- Support the organisational strategic plans, strategies, and directions.
- Commit to implementation and continual improvement of our Quality Management System (QMS) in accordance with International Standard ISO 9001.
- Use resource ISO 18091:2019 providing guidance for application of ISO 9001 in local government.
- Comply with relevant standards, legislation, codes, contracts, and other requirements including demonstrating a professional duty of care in the performance of tasks.
- Act responsibly to achieve quality in conjunction with compliance to safety and environmental frameworks.
- Consider environmental sustainability in procurement when purchasing goods, services or materials while upholding quality commitments and objectives.
- Provision of adequate resources to achieve quality objectives, remain aware of the bounds of financial practicality through a risk-based management approach.
- Maintain, review, and audit this quality policy in association with QMS documents for suitability, performance against corporate commitments, customer/stakeholder expectations and continuous improvement.

All Goldenfields Water County Council workers and contractors extend their full support to this policy and commit to the continuous improvement process and providing customer satisfaction. This shall be achieved through actively participating in any QMS consultation, reporting all quality issues to management, comply with lawful direction, carry out work in accordance with policies, procedures, and approved work methods.

The Leadership Team are responsible for ensuring that the requirements of the QMS are communicated to workers and contractors, to ensure implementation at all workplaces within areas of their responsibility.

The Leadership Team shall:

- actively support the integration of the QMS as part of normal management.
- regularly report on QMS initiatives implemented and QMS performance of their department.
- consult with workers when making decisions on issues which may affect their quality performance.
- actively maintain current QMS knowledge as applicable to their area of responsibility.

15 PRODUCTION AND SERVICES MANAGER**15.1 WATER PRODUCTION REPORT**

Author: Water Quality Technical Officer

Authoriser: Production & Services Manager

Attachments: Nil

RECOMMENDATION

That the Board receive and note the Water Production Report

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

Goldenfields Water provides the essential water requirements of about 40,000 people spread over an area in excess of 20,000 square kilometres between the Lachlan & Murrumbidgee Rivers in the South West of NSW.

Goldenfields Waters' supply system consists of five separate water schemes, Jugiong, Oura, Mt Arthur, Mt Daylight and Hylands Bridge. Goldenfields Water carries out water supply functions within the Local Government areas of Bland, Coolamon, Cootamundra, Hilltops, Junee, Temora, and parts of Narrandera and Wagga Wagga.

Hilltops Shire Council, Cootamundra Gundagai Shire Council and Riverina Water County Council are retailers, who purchase bulk water from Goldenfields and supply the water to retail customers in their respective local government areas.

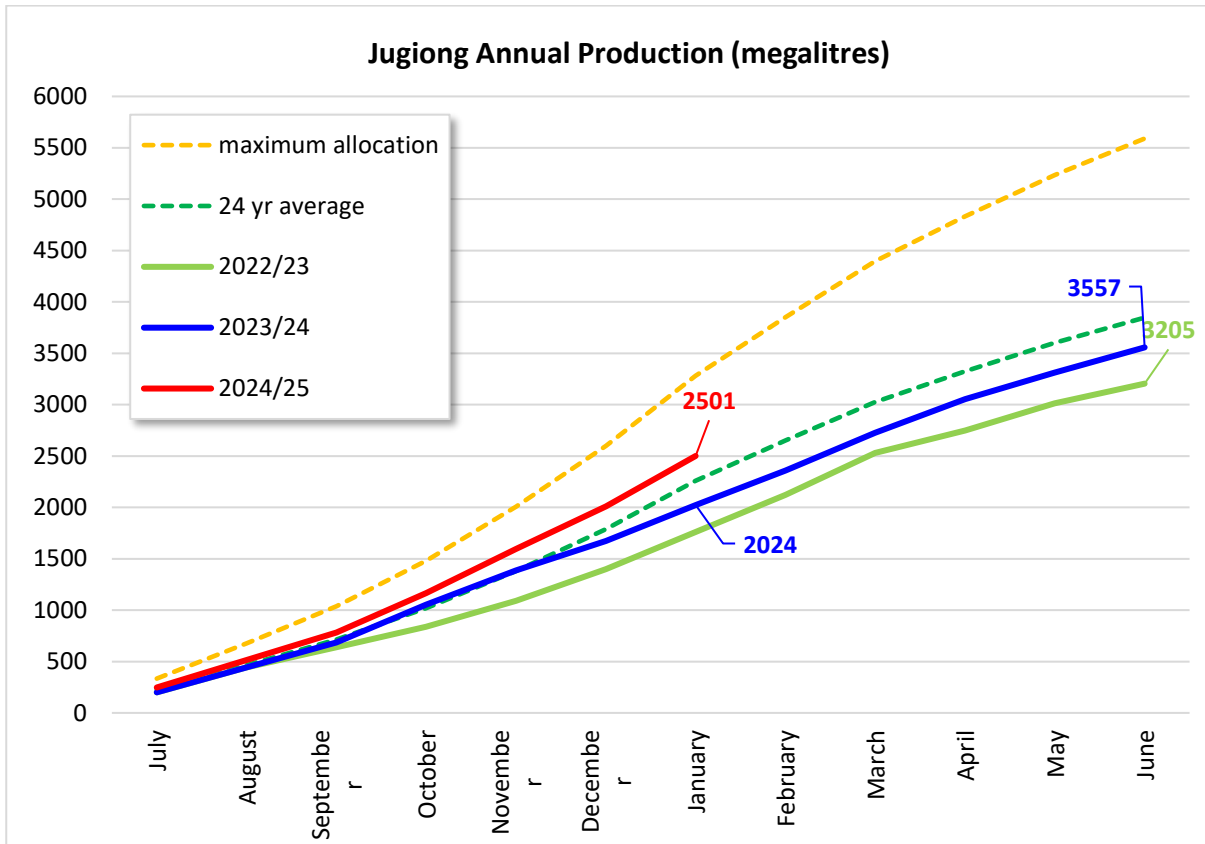
REPORT**Jugiong drinking Water Scheme**

The Jugiong drinking water scheme sources water from the Murrumbidgee River and has an extraction licence entitlement of 5590ML per annum. Water from the Murrumbidgee River is treated through a 40ML/day, conventional Water Treatment Plant that consists of: Coagulation, Flocculation, Clarification, Filtration, Disinfection and Fluoridation.

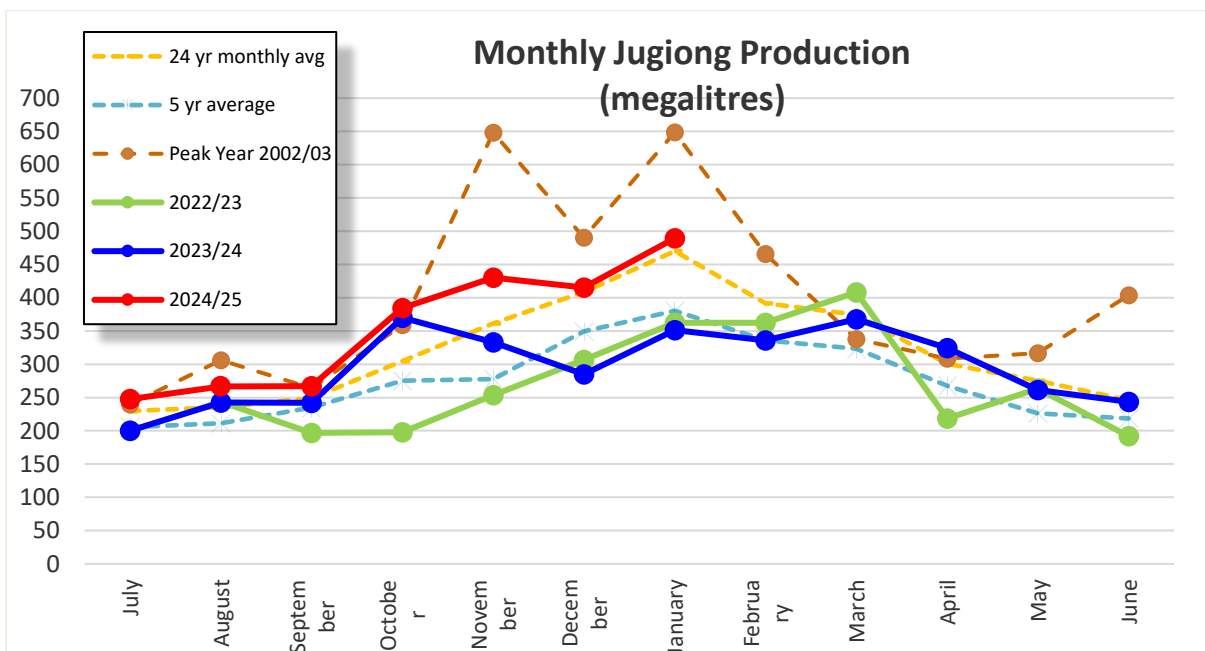
The Jugiong Scheme has 14 sets of reservoirs and 8 pumping stations. The Jugiong Scheme supplies bulk water to the Hilltops and Cootamundra-Gundagai Regional Councils for supply to the townships of Cootamundra, Harden and Young with a population of approximately 6800, 2200 and 8000 respectively.

Goldenfields Water also provides additional retail supply to approximately 600 customers in the villages of Stockinbingal, Wallendbeen and Springdale.

For the first 7 months of the 2024/25 financial year, 2501ML of water had been extracted from the Murrumbidgee River and processed at the Jugiong Water Treatment plant. This is 23% higher than for the 2023/24 FY where 2024ML was extracted with an increase of 477ML. This is illustrated in the graph below.



Jugiong monthly production started slightly higher in July with 248ML extracted and treated for the month. August saw a further increase in production with 267ML and September was similar to August with 267ML extracted and treated. October saw a large increase in production with 385ML produced with a further increase in November with 430ML produced and treated. For December a decrease in production is evident with 415ML extracted before a steep increase in production for January occurred with 489ML extracted and treated.

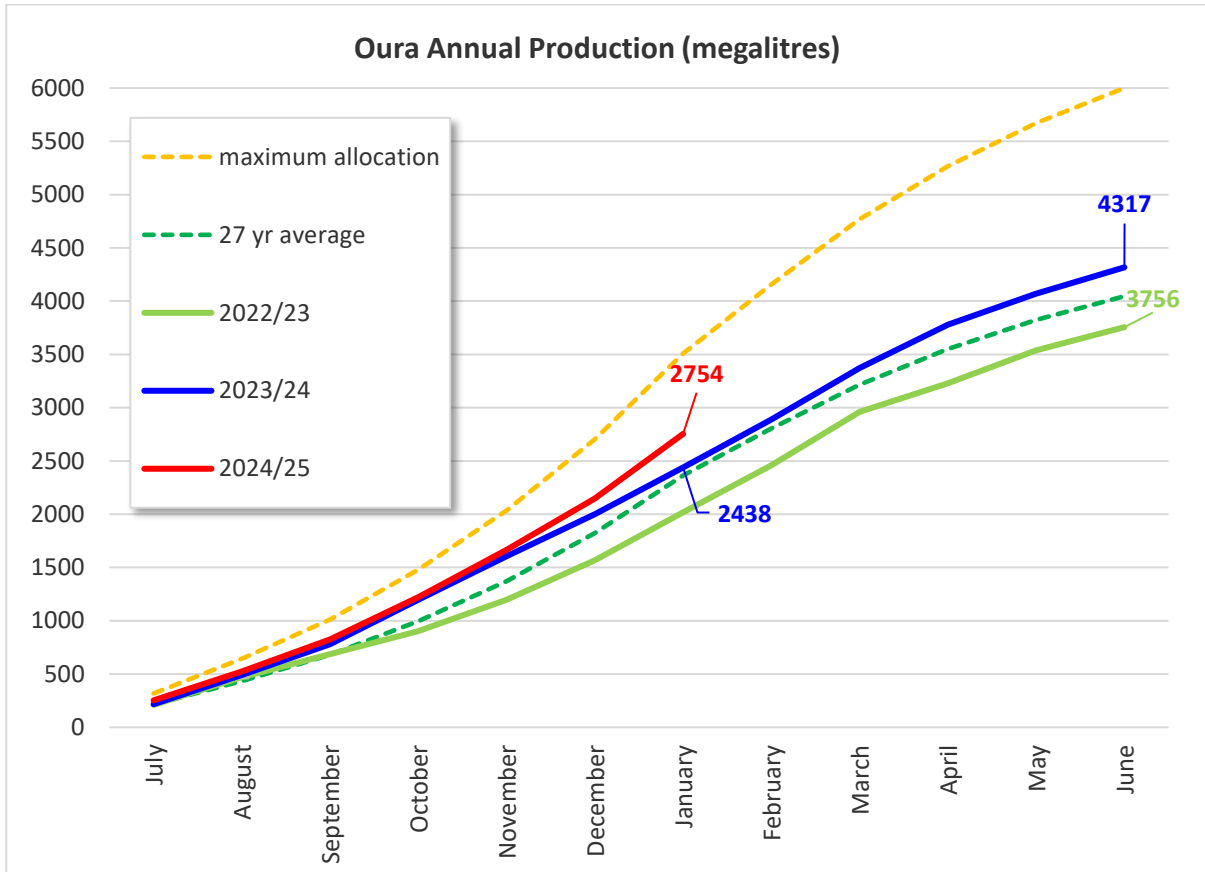


Oura Drinking Water Scheme

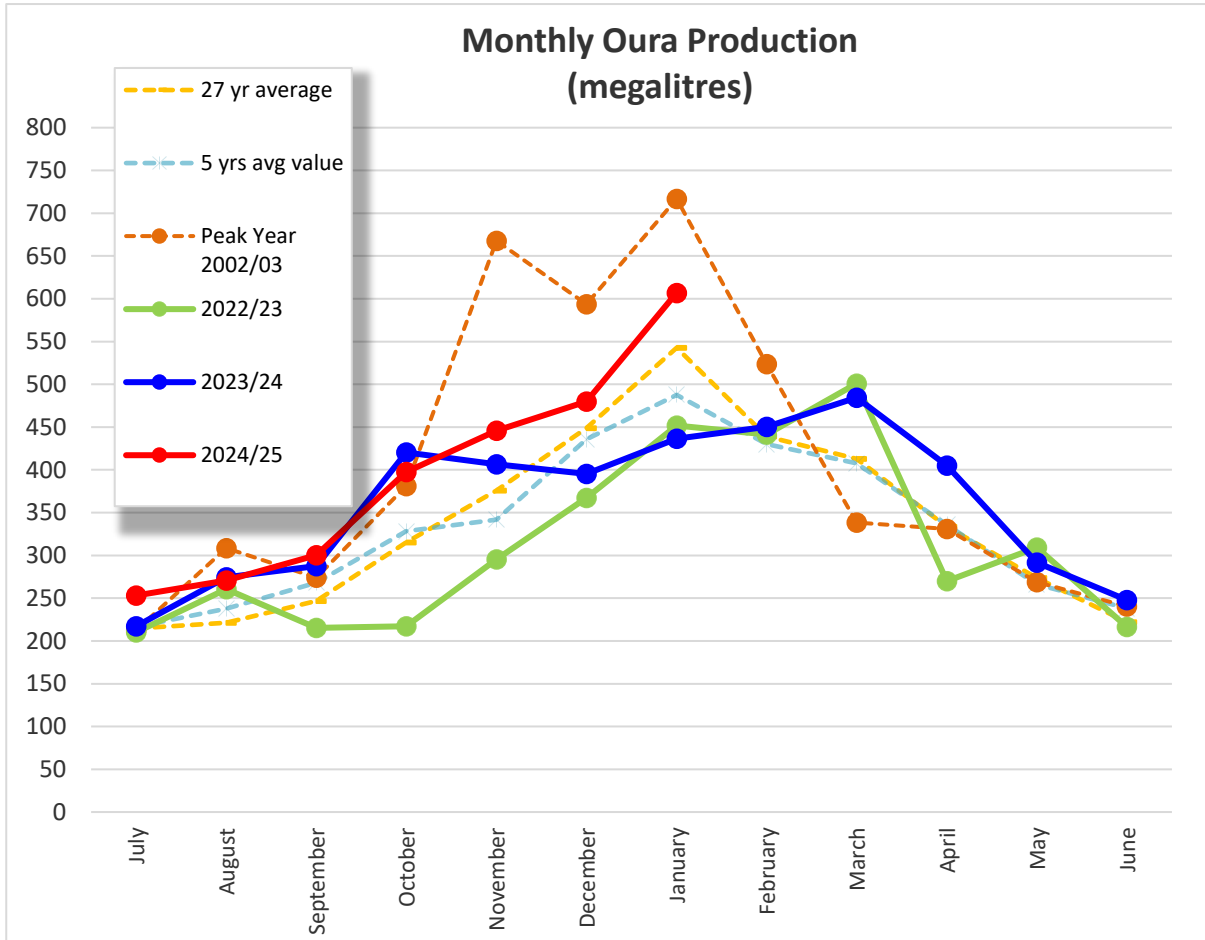
The water source at Oura is the Murrumbidgee inland alluvial aquifer, this water is extracted from 4 bores namely: Bores 2, 3, 4 and 6. The raw water then goes through a treatment process at the Oura Water Treatment Plant that includes Aeration, Disinfection and Fluoridation.

The Oura scheme has 33 sets of reservoirs, and 19 pumping stations, produces drinking water for approximately 14,600 people in the Bland, Coolamon, Junee, Narrandera and Temora Shires. The Oura scheme can also supply water to the Northern side of the rural area of Wagga Wagga City when required.

For the first 7 months of the 2024/25 financial year, 2754ML of water has been extracted from the Oura Borefield and processed at the Oura Water Treatment Plant. This is a 13% increase in production compared to 2023/24 FY where 2438ML of water was extracted for the same period. An increase in production of 316ML has been seen as depicted in the graph below.



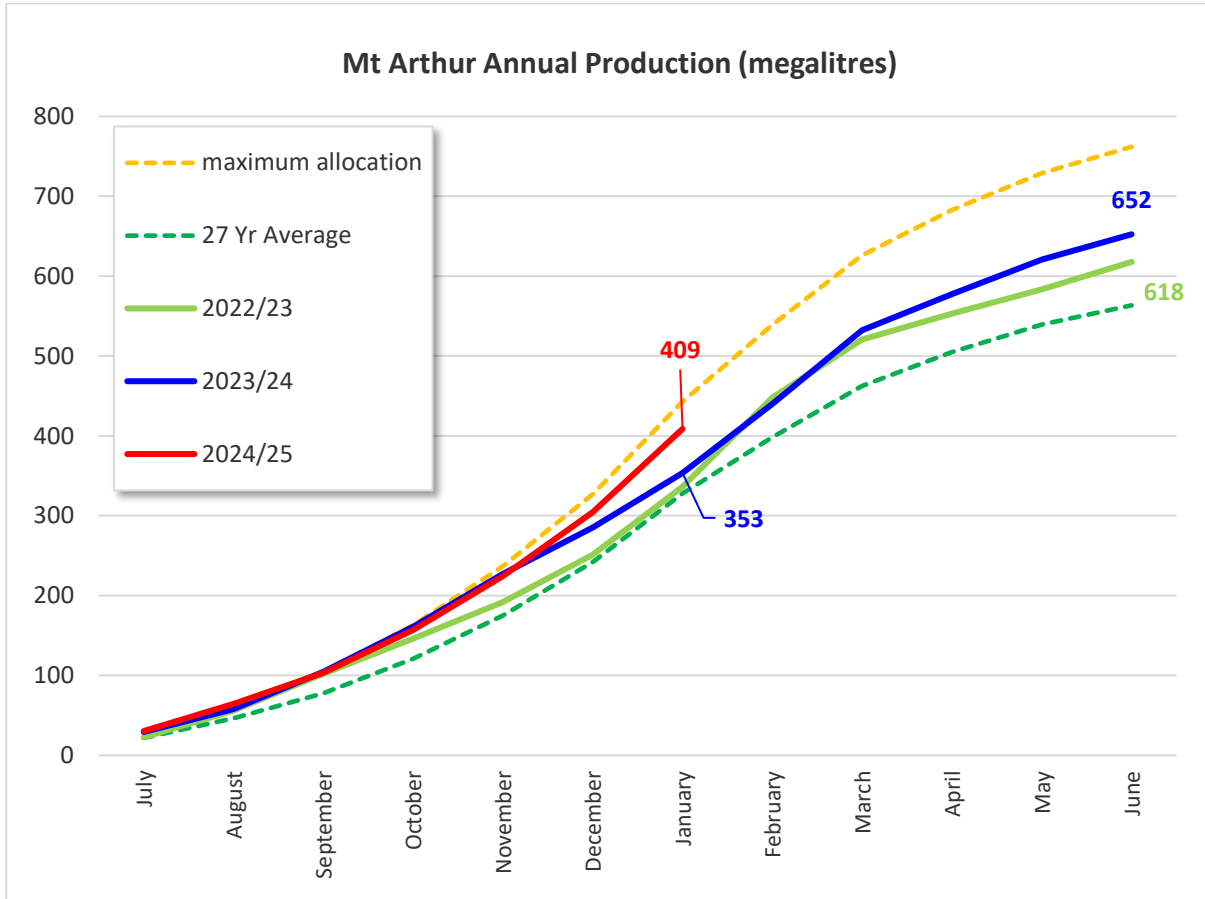
Oura monthly water production has started slightly higher in July where 253ML was extracted from the Oura bores. August saw an increase in production where 271ML was extracted, a further increase in production for September saw 300ML extracted, October saw a large increase with 398ML extracted and November also had a further increase with 446ML extracted and treated. December saw a further increase in production with 480ML extracted before a large increase in January saw 607ML extracted and treated.



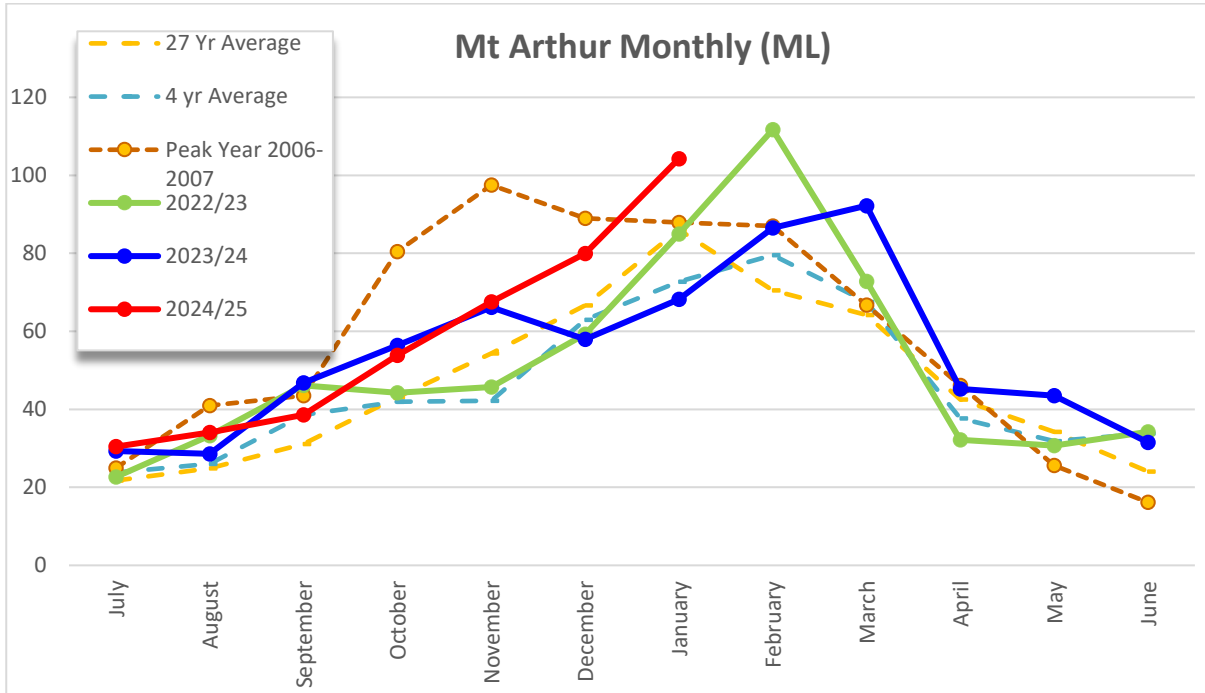
Mount Arthur Drinking Water Scheme

The Mount Arthur Water Source is from the Lachlan Fold belt Aquifer System. The water is extracted via two bores, bores 1 and 2 located in the Wagga Wagga City Council area South of Matong. The water is disinfected before distribution through 9 sets of reservoirs supplying approximately 2400 people with water in the Coolamon shire.

For the first 7 months of the 2024/25 financial year, 409ML of water has been extracted from the Mt Arthur Borefield. This is a 16% increase in production compared to the 2023/24 FY where 353ML was extracted from the Mt Arthur bores for the same period. An increase of 56ML can be seen in the graph below, production is trending much higher compared to previous years.



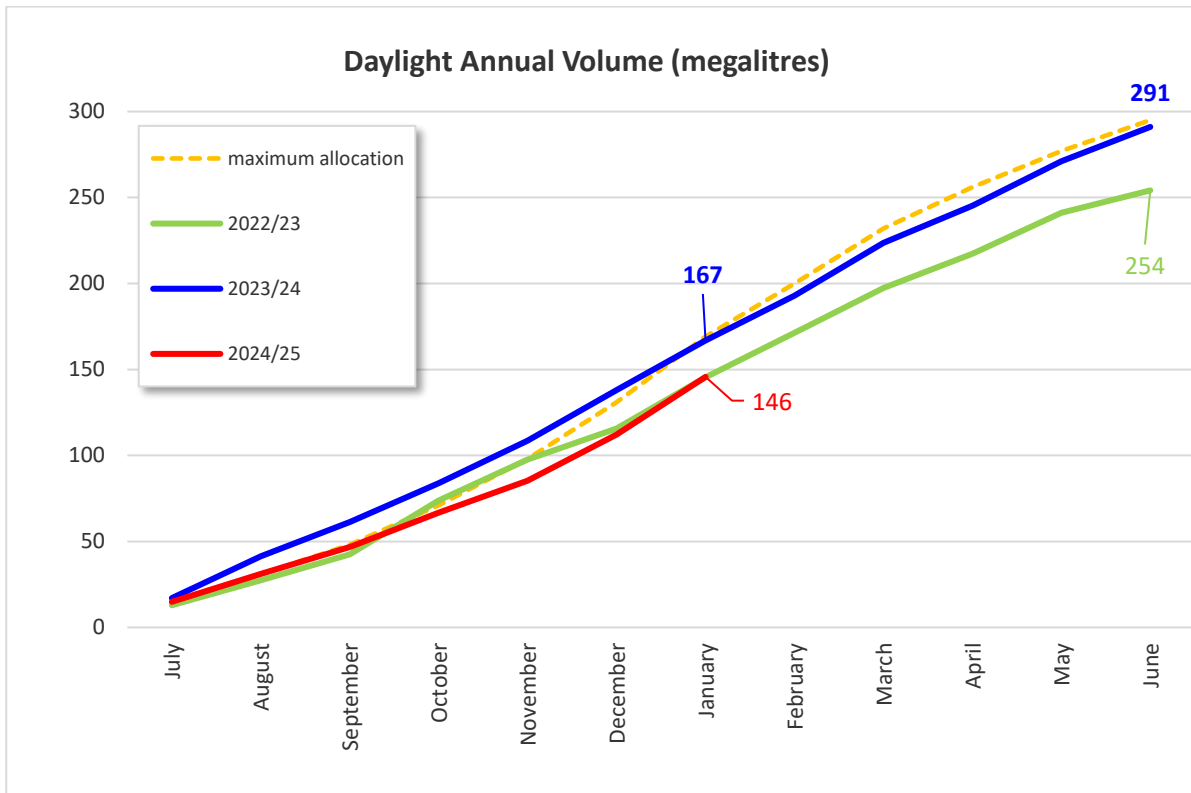
Mt Arthur monthly water production started slightly higher to previous years with 30ML of water extracted from the bores in July. August saw a slight increase in Production to 34ML extracted and September saw a further increase in production to 39ML extracted. Both October and November have seen further increases in production with 54ML and 68ML respectively extracted and treated. December and January have also both indicated increased production with December 80ML and January a further 104ML increase.



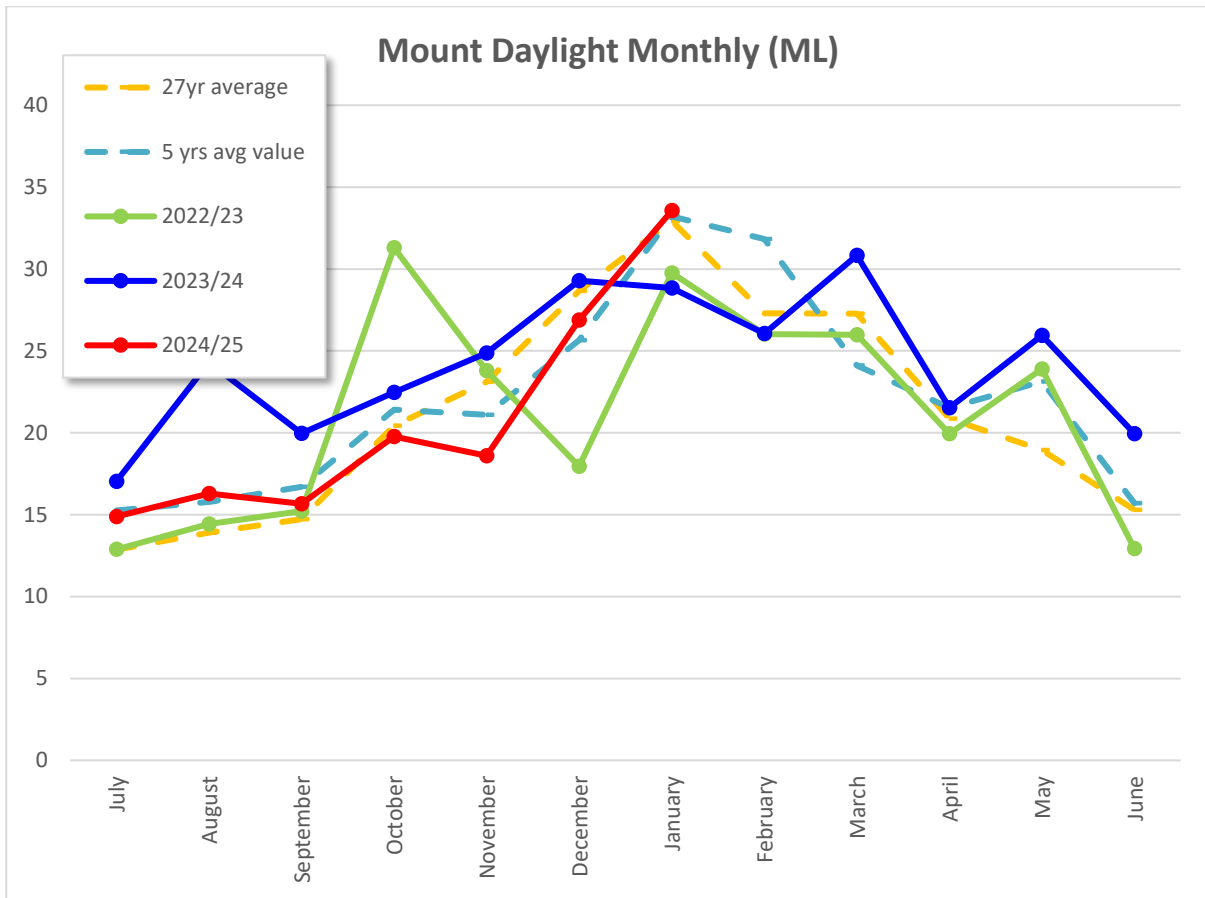
Mount Daylight Drinking Water Scheme

The Mount Daylight water source is from the Lower Lachlan alluvium aquifer. The Mount Daylight bores are jointly operated with Carathool Shire Council. Carathool Shire Council is responsible for bore management. There are 7 sets of reservoirs in the Mt Daylight scheme. Mt Daylight supplies water to approximately 125 people in the villages of Naradhan, Weethalle and Tallimba which is located within the Bland Shire.

For the first 7 months of the 2024/25 financial year 167ML of water has been extracted from the Mt Daylight Borefield. This is a decrease in volume of 21ML compared to the 2023/24 FY where 146ML was produced over the same period. Goldenfields has been investing heavily in pipeline renewal for much of this scheme and non-revenue water savings could start to be seen from this investment.



The monthly extraction totals for the Mt Daylight bores started very consistently with July seeing 15ML extracted with a slight increase in August with 16ML, September was slightly lower in production with 15ML extracted. October saw a further increase with 20ML extracted before a decrease in production for November only saw 19ML. A steep increase in production for December and January saw 27ML and 34ML respectively extracted from the Mt Daylight Bores.

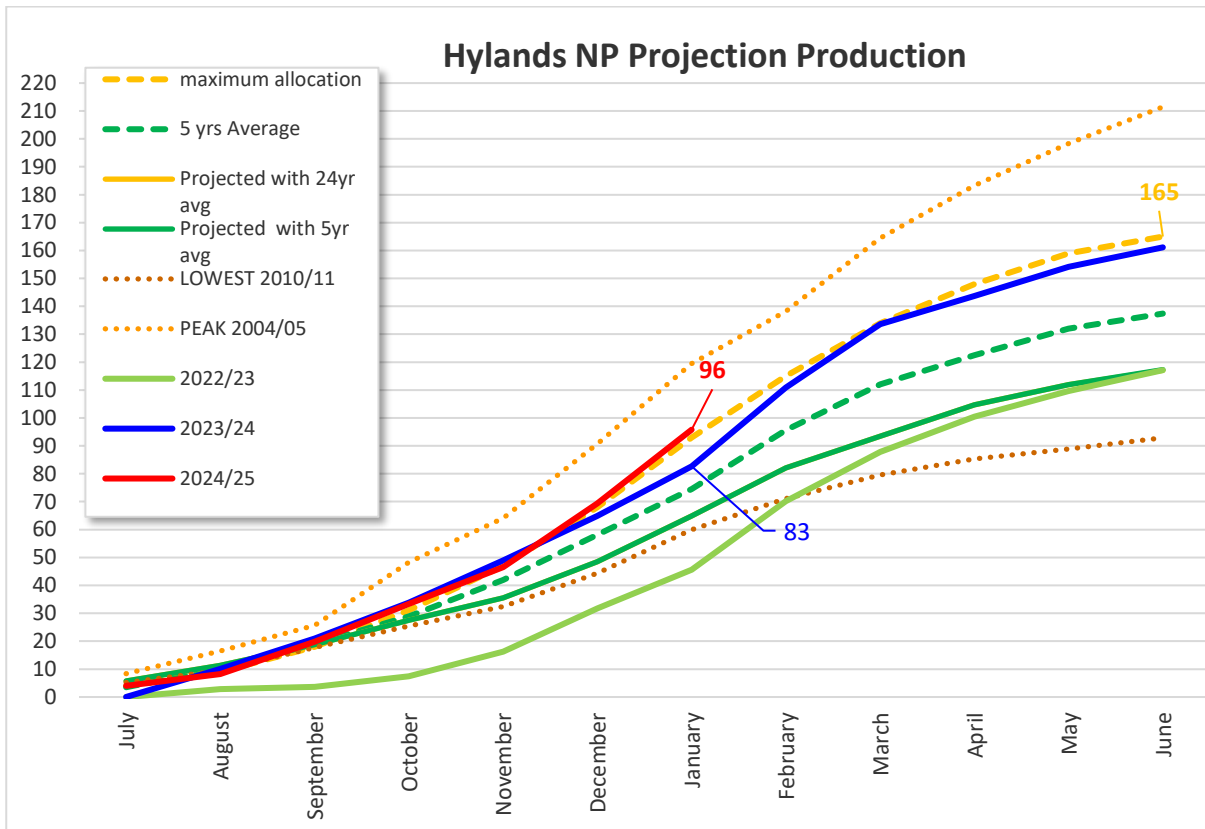


Hylands Bridge - Non-Potable

Hylands Bridge supplies Non-Potable water to Barellan and Binya. The water is sourced through the Murrumbidgee Irrigation Area where Goldenfields Water holds 165ML shareholding for water entitlement.

For the first 7 months of the 2024/25 financial year 96ML of water has been extracted from the Hylands Bridge Raw Water Scheme. This is an increase compared to the same period last year where 83ML had been extracted.

Note: A comparison between GWCC Production meter and Murrumbidgee Irrigation (MI) Production meter has indicated that there was a discrepancy between the two meters. GWCC has since replaced the old meter with a new meter which is indicating more reliable data. GWCCs meter was reading between 30-35% higher than MI meter which has skewed the below trendline of this years production.



FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council’s financial position.

LOCAL PREFERENCE

**15.2 01/2024 OURA PUMP STATION AND DOSING DESIGN AND CONSTRUCTION -
PROGRESS REPORT MARCH 2025**

Author: Engineering Officer
Authoriser: Production & Services Manager
Attachments: Nil

RECOMMENDATION

That Council note the information on the progress of the Oura projects provided within the body of this report, including updates on budget, timeline and general progress.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

Previous relevant Council resolutions are presented below.

From the April 2023 Council Meeting:

23/015 RESOLVED on the motion of Crs Callow and McGlynn that the Board approve:

- a. To award the Design & Construction lump sum contract for the Oura Reservoirs and Aerator Tender to Quay Civil Pty Ltd for \$10,536,418.92 ex GST*
- b. Authorise the General Manager or their delegate to enter into a contract with Quay Civil Pty Ltd
- c. Approve an updated budget allocation of \$12,643,702.70 noting an allowance of 20% contingency as detailed in the report.

From the August 2024 Extraordinary Council Meeting:

24/056 RESOLVED on the motion of Crs McAlister and McGlynn that the Board resolves:

- a. To award the Design & Construction lump sum contract for the Oura Pump Station and Dosing Design and Construction tender to Van Mal Group Construction Pty Ltd for \$6,259,440 incl GST.
- b. Authorise the General Manager or their delegate to enter into a contract with Van Mal Construction Group Pty Ltd.

Approve an updated budget allocation of \$10,760,000 noting an allowance of 5% contingency as detailed in the report.

REPORT

Since being awarded with contract 01/2024, Van Mal Group Construction have completed the following:

- Development of 50% and 80% designs for the pump station and dosing building upgrades, including building services and ancillary works (e.g. roadworks and drainage).
- Handover of Oura WTP and southern lot as Van Mal Group's construction site from a WHS perspective.
- Mobilisation of staff, plant and site amenities.
- Preparation of building pads for both buildings for detailed earthworks.
- Commencement of trenching and laying DN750 ductile iron pipe for future pump station discharge main, 25m laid so far.

Key milestones for Van Mal Group in the coming weeks and months:

- Approval of Issue for Construction (IFC) designs.
- Commencement of building construction, including detailed excavation of footings for building slabs.
- Continuation of construction of the DN750 pump station discharge main (250m).

Other completed overall project milestones worth noting:

- Section 60 approval granted by Department of Climate Change, Energy and the Environment (DCCEEW) for the Oura treatment plant upgrade.
- Significant portion of pipework and materials procurement for contract 01/2024 complete (delivery pending).
- 80% of Oura Reservoirs and Aerator project complete.

Other upcoming milestones for the overall project worth noting:

- Remaining 20% of Oura Reservoirs and Aerator project – this includes internal reservoir appurtenances (ladders, pipework etc), MTA installation, roof installation and civil/earthworks.

Regarding the Oura Reservoirs and Aerator project, the primary cause of delays faced by the project were due to issues with overseas subcontractors supplying the reservoir roofs. At this stage, roof installation is due to commence in April 2025.

Council staff are considering awarding Practical Completion for the works at the end of March 2025, however under the condition that a 12-month Defects Liability period will commence only after all works are completed.

Although suffering some delays, the Oura Reservoirs and Aerator project is anticipated to incur significant savings by the end of the project – in order of \$1.1M saved from original budget. These savings have been considered in the most recent QBR, which recommends reallocating \$700k from the Oura Reservoirs and Aerator budget, leaving \$444k to be left to the project for internal expenses and potential variations. Refer to FINANCIAL IMPACT STATEMENT section below.

FINANCIAL IMPACT STATEMENT

See below a summary of the current budgetary position for the current projects within the Oura Treatment Plant Upgrade.

Table 1. 02/2023 Oura Reservoirs and Aerator Design and Construction budgetary status (all values including GST).

FY 21/22	\$ 130,687
FY 22/23	\$ 500,757
FY 23/24	\$ 6,845,511
FY 24/25 to date	\$ 2,508,603
Contract Value Outstanding	\$ 1,510,665
Project Total	\$ 11,496,223
Approved Budget*	\$ 12,643,703
Excess (Savings)	\$ 1,147,480

*Budget includes 20% contingency

Table 2. 01/2024 Oura Pump Station and Dosing Design and Construction budgetary status (all values including GST).

Item	Approved Budget	Committed	Remaining Budget	Spent to Date
Pump station building	\$1,691,245	\$1,691,245	\$0	\$116,071
Suction and Discharge Piping and Valves	\$440,000	\$237,804	\$202,196	\$0
Dosing Plants	\$2,075,668	\$2,075,668	\$0	\$159,459
Rising Main Pipework (500m)	\$1,399,189	\$1,509,626	-\$110,437	\$386,659
HV and LV Installation / Commissioning	\$550,000	\$288,200	\$261,800	\$33,000
Roads and Drainage	\$643,863	\$643,863	\$0	\$8,250
Demolition of Existing Reservoir and Dosing	\$436,876	\$436,876	\$0	\$0
Pumps and motors	\$1,893,730	\$1,893,730	\$0	\$1,893,730
Recommended pump spares	\$236,500	-	\$236,500	-
Preliminaries	\$671,418	\$671,418	\$0	\$139,418
Internal Expenses	\$221,650	\$58,000	\$163,650	\$0
Contingency	\$499,917	\$88,896	\$411,021	\$88,896
Grand Total	\$10,760,056	\$9,595,325	\$1,164,731	\$2,825,484

16 ENGINEERING MANAGER**16.1 CAPITAL WORKS PROGRESS REPORT**

Author: Engineering Manager

Authoriser: General Manager

Attachments: 1. Capital Works Report for the 2024/25 Financial Year [↓](#)
2. Capital Works Across Multiple Financial Years [↓](#)

RECOMMENDATION

That Council receive and note the Capital Works Progress Report as of 31 January 2025

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

Capital works represents an important part of Council's activities and expenditure. This report details expenditure and progress for the year to date on programmed and emergent capital works.

REPORT

The following reports are accurate as of the 31 January 2025. They have not been updated to include any changes proposed by the quarterly budget review.

Attachment A provides the capital works budget for the current financial year. The end of January is approximately 60% of the way through the financial year. As of the 31 January 49% of the capital works budget had been spent.

Major capital projects often span over multiple financial years. Attachment B provides details to track major capital works budget and expenditure across the years.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

Attachment A

Capital Works Expenditure Progress Report

January 2025

Project Name	Full Year Budget*	YTD Actual	Variance
Income			
Sale of Plant	(500,000)	(267,543)	(232,457)
Total Capital Income	(500,000)	(267,543)	(232,457)
Network Asset Class			
Reticulation Renewals - GWCC Wide	1,000,000	-	1,000,000
Mains Valve Renewals - Mt Arthur	-	489	(489)
Mains Valve Renewals - Jugiong	-	-	-
Wyalong Reliability Project Pre Work	-	509	(509)
Bygoo Road Replacement - Ardlethan	-	65,754	(65,754)
Coolamon Town Retic - Replacement of old pipeline assets within Coolamon township	-	109,044	(109,044)
Hoskins Street Pipeline Replacement - Polaris to Kitchener	-	417,143	(417,143)
Loftus Street Pipeline Raising	-	61,237	(61,237)
Milvale Road Pipe Extension Dead End Removal	-	40,439	(40,439)
Mains Retic Subtotal	1,000,000	694,616	305,384
Kingsvale to Young Pipeline Upgrade	10,000	60,094	(50,094)
Rosehill to Harden Bypass	1,263,000	3,432	1,259,568
District Metering Installs	20,000	-	20,000
Oura to Junee Connection Upgrades	20,000	-	20,000
Thanowring Road Temora Pipeline Upgrade	-	304,784	(304,784)
Marrar Urban Renewal	-	898	(898)
Rosehill Pipeline Replacement	-	8,502	(8,502)
West Wyalong Cross Connection	-	15,769	(15,769)
Mains Trunk Subtotal	1,313,000	393,479	919,521
Jansens - Daylight Scheme	700,000	220,056	479,944
Turner Property Replacement	-	124,633	(124,633)
Mains Rural Subtotal	700,000	344,689	355,311
Mains - Developer Paid - GWCC Wide - Budget	40,000	-	40,000
Campbells Lane Coolamon - Developer Connection	-	2,544	(2,544)
Mains Developer Paid Subtotal	40,000	2,544	37,456
Urban Meter & Taggle Replacement Program	250,000	144,996	105,004
Rural Meter & Taggle Replacement Program	250,000	78,718	171,282
New Water Service Connections - Oura	-	5,186	(5,186)
New Water Service Connections - Jugiong	-	528	(528)
New Water Service Connections - Mr Arthur	-	10,183	(10,183)
New Non Residential Backflow - Oura	-	13,360	(13,360)
New Non Residential Backflow - Jugiong	-	5,925	(5,925)
Oura New Connections from Riv Water	-	362	(362)

Project Name	Full Year Budget*	YTD Actual	Variance
Bulk Customer and High Usage Meter Replacements	-	11,210	(11,210)
Connections Subtotal	500,000	270,467	229,533
PRV Renewals	50,000	607	49,393
PRV Replacement - Hylands	-	8,757	(8,757)
PRV Replacement - Jugiong	-	1,341	(1,341)
PRV Replacement - Mt Arthur	-	13,753	(13,753)
PRV Replacement - Oura	-	4,155	(4,155)
PRV Subtotal	50,000	28,613	21,387
Total Network Asset Class	3,603,000	1,734,407	1,868,593
Pump Stations Asset Class			
Marinna Pump Station - Investigation, Design & Install	320,000	60,203	259,797
Daylight Bore Flood Protection	80,000	3,295	76,705
Oura Bore 2 - Renewal	50,000	-	50,000
Oura Bore 3 - Cleaning and relining Oura Bore 3	-	-	-
Replace Wyalong WPS Bypass Actuator	-	1,804	(1,804)
Gantry Crane	75,000	10,105	64,895
Mt Arthur Bore Renewal	-	1,783	(1,783)
PS - Eng Subtotal	525,000	77,190	447,810
Oura Pump Station Renewal	5,280,000	2,206,072	3,073,928
Jugiong High Voltage	1,500,000	1,599,365	(99,365)
Pump Station - Mech (Pump Renewals/Rebuilds)	300,000	-	300,000
PS Hylands Bridge	60,000	811	59,189
Jugiong Raw Water Well Renewal	-	9,930	(9,930)
West Wyalong Transfer Pump Station	-	141	(141)
Jugiong CWPS1 Pump 1 - 2022	-	465	(465)
Ardlethan Booster Pump Overhaul	-	9,961	(9,961)
Pump Station Valve Renewals - Mt. Arthur	-	4,731	(4,731)
Pump Station Valve Renewals - Oura	-	428	(428)
PS - Mech Subtotal	360,000	26,467	333,533
Pump Station Electrical	250,000	109,463	140,537
PS Renewals - Meter Sites	80,000	-	80,000
Supply and install new Switchboard to improve site to minimum standards	-	54,643	(54,643)
Coolamon Pump Station Switchboard Renewal	-	8,042	(8,042)
PS - Elec Subtotal	330,000	172,148	157,852
Total Pump Stations Asset Class	7,995,000	4,081,242	3,913,758
Reservoir Asset Class			
Reservoir External Adhoc Renewals - GWCC Wide	100,000	115	99,885
Wombat BT Renewal	15,000	-	15,000
Site Fencing	20,000	9,975	10,025

Project Name	Full Year Budget*	YTD Actual	Variance
West Wyalong TS Res - Internal Coating Repairs	-	42,626	(42,626)
West Wyalong Standpipe Reservoir	12,000	17,550	(5,550)
Res- Eng Subtotal	147,000	70,265	76,735
Oura Reservoirs & Aerator	5,443,703	2,436,770	3,006,933
Internal Adhoc Renewals	50,000	4,345	45,655
Switchboard Renewals - GWCC Wide	10,000	160	9,840
Grong Grong Reservoir Switchboard Renewal	-	13,653	(13,653)
Matong Reservoir Switchboard Renewal	-	13,503	(13,503)
Res - Elec Subtotal	10,000	27,316	(17,316)
Total Reservoir Asset Class	5,650,703	2,538,697	3,112,006
Treatment Asset Class			
Treatment Plant - Site Mechanical Renewals	30,000	-	30,000
Jugiong WTP - Valve & Pneumatic Upgrade	-	4,196	(4,196)
Res - Elec Subtotal	30,000	4,196	25,804
Oura HV Elec Upgrade	-	2,022	(2,022)
Mt Arthur Aeration Tower	200,000	-	200,000
Total Treatment Asset Class	230,000	6,219	223,781
Comms Network			
Microwave Link Sites for Scada	400,000	89,310	310,690
Total Comms Network	400,000	89,310	310,690
Plant & Equipment			
Water Quality Instrumentation Renewal	-	28,290	(28,290)
Plant & Equipment Purchases	800,000	913,035	(113,035)
No-Des Truck	500,000	-	500,000
Total Plant & Equipment	1,300,000	941,325	358,675
Other			
Furniture & Office Equipment	10,000	-	10,000
Information Technology	80,000	27,484	52,516
Land & Building Upgrades	50,000	446	49,554
New Temora Depot Building	52,000	58,393	(6,393)
Total Other	192,000	86,323	105,677
Emergency			
Emergency Works - GWCC Wide - Budget	200,000	14,679	185,321
Total Emergency	200,000	14,679	185,321
Total Capital Works Expenditure	19,570,703	9,492,201	10,078,502

Project Name	Full Year Budget*	YTD Actual	Variance
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*This column represents the adjusted budget which is the adopted budget plus Council approved budget revotes from 2023/24 and change to Oura Pump Station Renewal budget approved on 14 August 2024.

Attachment B
Major Capital Works
 Expenditure to 31 January 2025

WO No.	DESCRIPTION	YEAR	TIMEFRAME	ACTUAL	TOTAL BUDGET	VARIANCE	PROGRESS COMMENTS			
3137	Jugiong High Voltage Detailed designs for works, new HV building, purchase of HV equipment and electrical equipment install	20/21	Jan-21 to Dec-24	\$61,185.63			Currently tracking on budget however over original estimated delivery time. Works are completed and commissioned; however clean up and removal of old assets is still being completed.			
		21/22		\$1,664,286.64						
		22/23		\$3,426,271.48						
		23/24		\$2,405,253.34						
		24/25		\$1,599,364.52						
Total		\$9,156,361.61	\$9,255,000	\$98,638						
3183	Oura Reservoirs and Aerator Construction of 2 x 4ML reservoirs and aeration tower at Oura WTP plus ancillary pipework and electricals	21/22	May-23 to Apr-24	\$130,686.84			This project has experienced some delays to ensure quality assurance in the finished product. The current anticipated completion date is March 2025 for the majority of the works. The reservoirs roofs has been delayed as a result of delays in overseas manufacturing and are anticipated to be finished in April. Project Managers are currently anticipating the project will come in below budgets.			
		22/23		\$500,756.99						
		23/24		\$6,845,511.32						
		24/25		\$2,436,770.22						
		Total						\$9,913,725.37	\$12,643,703	\$2,729,978
3218	Oura pump station and dosing rooms Construction of new pump station including 3 high voltage pumps and additional dosing systems	22/23	Oct-23 to Mar-26	\$31,455.76			Pumps and motors have been procured. A consultant has been engaged for the design of the fluoride and chlorine dosing systems. A contractor has been engaged for Design and Construction contract and have commenced site work on the 3rd February 2025. The construction contract is anticipated to be completed by March 2026.			
		23/24		\$332,039.25						
		24/25		\$2,206,071.85						
		Total						\$2,569,566.86	\$7,605,943	\$5,036,376
		3242		Kingsvale to Young pipeline Upgrade of approx. 12km of pipeline				22/23	Dec-22 to Aug-26	\$109,228.12
23/24	\$158,847.18									
24/25	\$60,093.67									
Total			\$328,168.97		\$8,300,000	\$7,971,831				

16.2 WEST WYALONG FRP PIPELINE REPLACEMENT PROJECT

Author: Engineering Manager
Authoriser: General Manager
Attachments: Nil

RECOMMENDATION

That Council notes the information provided within the report and approves the reallocation of the Rosehill to Harden Bypass budget to the Wyalong FRP pipeline replacement project.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 1 High Quality, Secure and Efficient Water Supplies

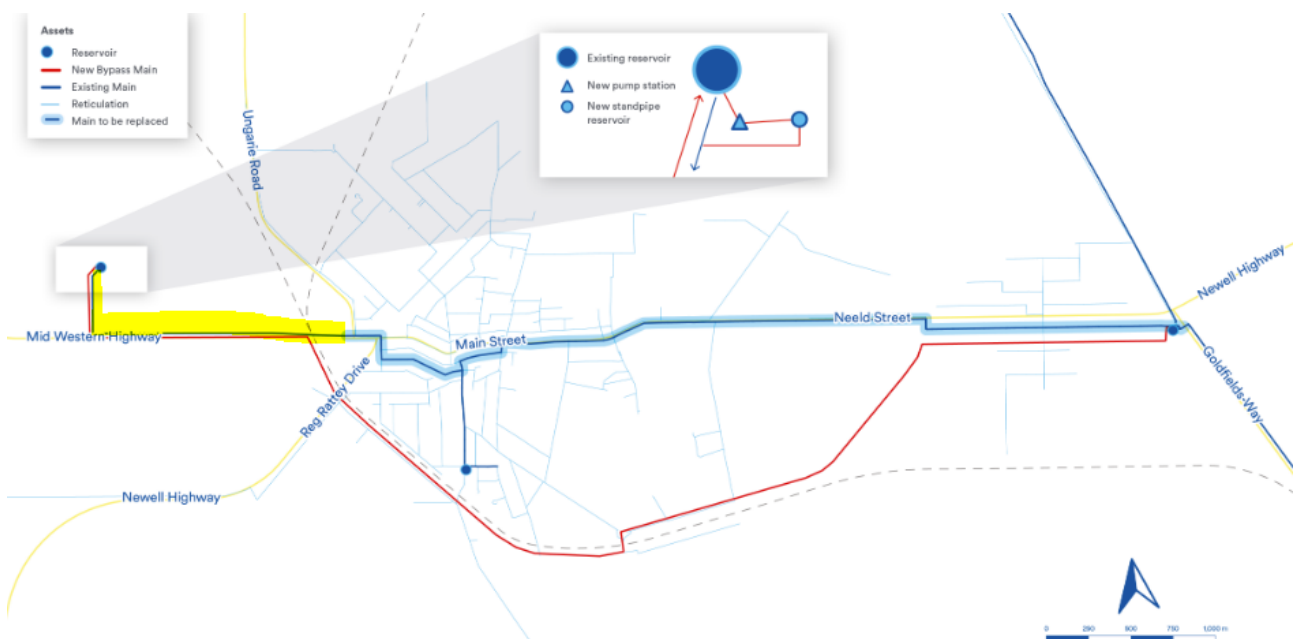
BACKGROUND

The West Wyalong Water Reliability Project was completed in December 2023. This project included the construction of a bypass trunk main around the south of town, a new pump station and standpipe reservoir and the replacement of approx. 5.5 km of reticulation mains. The project cost \$11,764,579.70.

REPORT

The project did not include the replacement of 1.9km of pipeline situated between the reservoir site and the western edge of town which currently acts as the only available water supply into the West Wyalong and Wyalong townships. This was not replaced as part of the project due to the pipeline being less than 40 years old and having no previous bursts. Sections of this pipeline were uncovered during the project and it was noted that the pipeline material was extremely brittle.

The section is shown below in yellow highlight.



This pipeline is a fiberglass-reinforced plastic (FRP) pipe material which does not respond well to changes in stresses as a result of operating pressures. Two significant bursts occurred in December and January resulting in significant outages to West Wyalong. Both bursts occurred

along the same pipeline section (the pipeline was constructed in 12m lengths). It may have occurred as a result of a defect on that pipeline section or as a result of the increased pressure provided by the high-level reservoir. The outages have prompted the need for a change to occur and Goldenfields Water are pursuing two actions as follows:

1. Replace 1.9km of FRP pipeline. This replacement will secure the water supply into the township of West Wyalong, joining to the recently constructed reticulation main that extends the whole way to the end of Wyalong. This will be constructed along the edge of the road reserve and will require a large underbore of the railway line. Construction is expected to take 4-6 months to complete.
2. Construction of a bypass arrangement located in Tower Street, West Wyalong. This is to enable an alternate supply during any future outages of the reservoirs or supply line into town. This includes connecting the bypass main (shown in red in the above picture) to the town reticulation near the existing Tower Street reservoir (shown as a blue dot south of Main Street in the above picture). This location allows the supply to connect to the existing 300mm pipeline (shown in dark blue) which improves the water distribution throughout the townships. This arrangement requires a rail underbore and a pressure reducing valve to reduce the pressures to acceptable limits within the townships. This is currently underway and is waiting on rail approval to complete the underbore.

The existing FRP pipeline diameter is quite large at 525mm from the reservoir site down to the road (approx. 400m) and 450mm to the western edge of town (approx. 1,500m) where it then reduces to 300mm. A review was undertaken to determine if the existing pipeline diameter could be reduced to 375mm diameter. Two scenarios were run to assess the increased friction loss of a smaller pipeline, at 60l/s (typical summer demand) and at 120l/s (higher than the anticipated future demand).

Option	Description	60 l/s	Friction loss vs existing at 60l/s	120 l/s	Friction loss vs existing at 120l/s
	Existing DN 525 400m and DN450 1500m	5.321m		5.814m	
1	DN450 for 1900m	5.38m	0.06m	6.14m	0.326m
2	DN375 for 1900m	5.95m	0.63m	8.42m	2.606m

A comparison in material cost for 1900m is:

- 450mm DICL is \$643,341
- 450mm OPVC is \$388,325
- 375mm OPVC is \$269,450

Due to the minimal impact it would have during both current and future demands, Council is proceeding with the replacement diameter at 375mm diameter in OPVC material.

Construction Cost Estimate

The pipeline is to be constructed by Goldenfields Water's internal construction crew. It will be the first time staff construct with such a large diameter so it is difficult to obtain an accurate cost estimate.

Item	Unit Rate	Qty	Cost
General Costs			
Geotechnical investigations at underbores	\$9,600	1	\$9,600
FRP Pipeline Replacement			
375mm PVC pipeline fully constructed	\$415/m	1,900	\$788,500
375mm underbore of railway	\$95,000	1	\$95,000
			\$883,500
Bypass pipeline			
250mm PVC pipeline fully constructed	\$410/m	120	\$49,200
Pressure reducing valve	\$8,756	1	\$8,736
250mm underbore of railway	\$60,000	1	\$60,000
			\$117,936
Total Estimated Costs			\$1,011,036

FINANCIAL IMPACT STATEMENT

The recommendation increases Council's long term capital works budget by approx. \$1.01m. In the current financial year, the Rosehill project was scheduled to proceed with a budget of \$1.263m, however due to delays in access to the property, this project will not commence in the current financial year. As such it is recommended to reallocate this budget to the Wyalong pipeline project.

17 GENERAL MANAGER**17.1 COUNCIL RESOLUTIONS UPDATE REPORT**

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. Council Meeting Resolutions Update - March 2025 [↓](#)

RECOMMENDATION

That Council note the Council Resolutions Update Report.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

The General Manager is responsible for ensuring that Council's resolutions are implemented efficiently and in a timely manner.

REPORT

After a Council meeting is held, actions required from the resolutions made are listed and distributed to the Management Team for their attention. This list is included on the fortnightly Leadership Team meeting agenda to ensure timely completion of tasks.

The resolutions update table attached is provided to the Board to deliver an overview of the tasks completed since the previous meeting and to identify any outstanding tasks that still require action. This allows greater transparency for the Board into the actioning of the resolutions made and a timely reminder for Management to progress these actions.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.



Resolution No.	Resolution	Action Required	Status Update	Responsible Officer
22.110	RESOLVED on the motion of Crs McGlynn and White that the Board delegate to the General Manager to discuss with staff to look at long term solutions to protect the infrastructure.	Consider long term solutions to protect Ballyrogan Bores	Draft SLA has been developed for further discussion with Carrathool Council regarding the potential transfer for ownership of the assets. Staff will formally write to the Council in March to commence further discussions.	General Manager
23.063	RESOLVED on the motion of Crs Sinclair and Callow that Council: <ul style="list-style-type: none"> a. Note the information detailed within the report b. Adopt the Draft PP032 Easement and Acquisition Policy c. Council proceed with the compulsory acquisition of the interest in the land described as 6m wide easement through Lot 1 DP 1119238, Lot 132 DP 753600 and Lot 2 DP 701208 for the purpose of a water supply pipeline in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991 d. Council make an application to the Minister and the Governor for approval to acquire a 6m wide easement through Lot 1 DP 1119238, Lot 132 DP 753600 and Lot 2 DP 701208 by compulsory process under section 186(1) of the Local Government Act 1993 		Report has gone back to Council for further consideration.	Engineering Manager



Resolution No.	Resolution	Action Required	Status Update	Responsible Officer
	e. That the land is to be classified as operational land			
24.009	RESOLVED on the motion of Crs Stadtmiller and McGlynn that Council: a) Proceed to recoup costs of current usage and ownership. b) Approve a payment plan for property owners up to a period of 4 years. c) Approve a discounted rate of 20% to all affected accounts.		Further update provided at the March Meeting.	Corporate Services Manager
24.011	RESOLVED on the motion of Crs Sinclair and Callow that Council: 1) Council proceed with the compulsory acquisition of the interest in the land described as 6m wide easement through Lot 222 DP 753610, Lot 6 DP 798666, Lot 1 DP 722205, Lot 132 DP 1089613 and Lot 135 DP 753590 for the purpose of a water supply pipeline in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991. 2) Council make an application to the Minister and the Governor for approval to acquire a 6m wide easement through the lots noted above by compulsory process under section 186(1) of the Local Government Act 1993. 3) That the land is to be classified as operational land.		Report has gone back to Council for further consideration.	Engineering Manager
24.019	RESOLVED on the motion of Crs McAlister and Sinclair that:		Goldenfields Water have paid \$332,008 to Narrandera	Engineering Manager



Resolution No.	Resolution	Action Required	Status Update	Responsible Officer
	<p>a) Agree to a funding contribution to Narrandera Shire Council of \$332,008 towards the Barellan Sewer Project specifically for water main replacements</p> <p>b) Donate 10ML of water to Narrandera Shire Council for the Barellan Sewer Project, utilising water from the Hylands Bridge scheme where practical.</p>		<p>Shire Council to contribute towards the water mains replacements undertaken as part of the Barellan Sewer Project.</p> <p>The donation of the water is still outstanding. The latest communication from the contractors is that approximately only half of the water will now be required.</p>	
24.052	<p>RESOLVED on the motion of Crs McAlister and White that the Board:</p> <p>1. Pursuant to s55(3)(i) of the Local Government Act 1993, the Board considers that a satisfactory result would not be achieved by inviting tenders before entering into a contract for the purchase of energy, due to extenuating circumstances, being:</p> <p>a. current energy market volatility and significant risk in entering into a fixed agreement</p> <p>b. flexibility in purchasing processes is required for speed of acting on low price demands within the National Energy Market (NEM)</p> <p>2. provide the General Manager or their delegate the delegation to negotiate the purchase of energy and enter into any such Agreements necessary to continue the efficient operations of Goldenfields Waters supply network.</p>		<p>GWCC have signed a supply agreement for large sights with Stanwell for 4 year term; however we are still seeking offers for our small sites.</p>	<p>Production & Services Manager</p>



Resolution No.	Resolution	Action Required	Status Update	Responsible Officer
	3. Note that staff will report back to the Board if any negative variation to the 2024/25 budgetary provisions will be expected			
24.065	RESOLVED on the motion of Crs Sinclair and McAlister that the Board: 1. Receive and note the report detailing Water Billing, Concealed and Debt Recovery. 2. Receive and endorse Account number 44104264, calculated leak reduction for 50% for Quarter 2 and 25% for Quarter 3 water billing for 2023-24 financial year.		A letter was sent to the account holder following the council resolution on 8 October 2024.	Corporate Services Manager
24.105	RESOLVED on the motion of Crs Austin and Cooper that Council: 1. Note the information provided within the report and attachments. 2. Offer a 10% reduction in Developer Infrastructure Charges to MLK Properties Temora Pty Ltd ATF MLK Properties Temora Unit Trust, Lot 16 DP 1236221 in accordance with the Regional Economic Development provision of PP008 Developer Charges Policy, subject to a signed MOU between Goldenfields Water County Council and Temora Shire Council being achieved. 3. Delegate to the General Manager the function of negotiating, finalising and entering into voluntary planning agreement with MLK Properties Temora Pty Ltd ATF MLK Properties Temora Unit Trust in relation to the Springdale Free Range Egg Farm, Lot 16 DP 1236221		Goldenfields Water and Temora Shire Council have executed a signed MOU. A Letter of Offer and Voluntary Planning Agreement have been issued to the developer for execution.	Engineering Manager



Resolution No.	Resolution	Action Required	Status Update	Responsible Officer
24.110	<p>RESOLVED on the motion of Crs Austin and Mackay that Council:</p> <ol style="list-style-type: none"> 1. Note the information detailed within this report. 2. Approve a project capital budget allocation of \$720,000 (gst excl). 3. Note and approve the additional annual operational budget allocation of \$200,000 required for two additional staff and consumables needed per annum commencing in the 2025/26 financial year. 4. Pursuant to s55(3)(i) of the Local Government Act 1993, the Board considers that due to the unavailability of competitive or reliable tenderers, that a satisfactory result would not be achieved by inviting tenders before entering into a contract for the purchase of a specialised water treatment mains cleaning unit. These extenuating circumstances are specifically due to: <ol style="list-style-type: none"> (a) Detection Services being the only supplier within Australia that holds the rights to the technology, and (b) Goldenfields Water is unable to develop the technology with another supplier due to Intellectual Property rights. 5. Approve the General Manager and/or their delegate to negotiate a supply agreement for the purchase of a Goldenfields Water owned and operated mobile treatment unit. 6. Report project results back to the Board on a regular basis and provide a final report on the 		<p>Supply of specialised filtering equipment from the united states has been procured and in the workshop.</p> <p>Construction of the No-Des unit is around 40% complete with a current completion date for factory testing in March 2025. In addition to this, staff are currently working through quotations for the supply of a new truck, trailer and generator to accommodate the treatment system.</p>	Production & Services Manager



Resolution No.	Resolution	Action Required	Status Update	Responsible Officer
	permanent resourcing requirements during the 2026/2027 financial year.			

17.2 DELIVERY PROGRAM PROGRESS REPORT - JULY TO DECEMBER 2024**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. [Delivery Program Progress Report - July to December 2024](#) **RECOMMENDATION**

That Council receive and note the July to December 2024 Delivery Program Progress Report.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 1 High Quality, Secure and Efficient Water Supplies

BACKGROUND

Section 404 of the Local Government Act 1993 - *Delivery Program*, stipulates that regular progress reports (at least 6 monthly) be provided to Council to report on progress toward the principal activities detailed in the Delivery Program.

REPORT

Council's July to December 2024 Delivery Program Progress Report has been created, measuring the organisations progress toward the Delivery Program. The report is attached for Council's information.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.





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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 2024, which covers the first six months of Goldenfields 2024/2025 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 11,974 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 – July to December 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 July to December 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. The 2023/24 report was completed with all measures compliant.

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	●	90%	The IWCM encompasses many different aspects. The hydraulic model has been completed, total asset management plan has been completed and the options assessment has been completed. The financial analysis is currently underway to develop future price paths. It is anticipated to be completed in March 2025.



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. The projects are identified within the capital works program for the following years.
1.2.1.1	Oura Reservoir and Aeration Project Complete	Practical Completion Granted	Engineering Manager	●	60%	There has been a delay in the reservoir roofs being shipped from Italy. The current completion date is anticipated to be May 2025.

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	●	50%	Supply disruptions are planned, written notification and social media advertising. For unplanned interruptions, emergency notification is provided by social media.



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

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	●	80%	The majority of works (approximately 80%) being completed are replacement works identified within the asset management systems. A portion of this work includes upgrade components to meet future demand and current regulatory requirements. These upgrades aren't included in the asset management system but are identified in our strategic documents.
1.4.2.2	Council's backlog of works is reduced	Council's backlog of works is reduced.	Engineering Manager	●	40%	Council's capital works program is aimed at both addressing Council's backlog and including an upgrade component where required to plan for the future. The capital works within the current financial year are progressing well. As of the end of December 2024, 44% of the capital works budget had been spent.
1.4.2.2	Minimum 10km of rural renewals completed	Km undertaken Progress	Operations Manager	●	50%	9km of rural renewals completed (excluding the final 8km of Thanowring Road Trunk Main Renewal completed during this period) Approx, 4km on Bygoo Road Ardlethan. Approx, 5km through private property off Murrulebale Road in the edge of Junee Shire LGA. For second half of 24/25 FY, Judds Lane, Jansens Lane, Youngs Lane, project will commence near Weethalle in Bland Shire LGA.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
1.4.2.2	Minimum 5km of urban reticulation renewals completed	Km undertaken	Operations Manager		50%	Progressing well with a total of 5.53km completed. Temora had 730m Hoskins St (Night Works), 1.4km Loftus St/Milvale Rd, 220m Little Crowley St Coolamon had 580m Curtis St, 1.48km Cowabbie/Loughnan Sts, 500m Leary's Ln/Doubleday Ln Junee had 240m in Duke St Marrar had 380m of urban reticulation renewals
1.4.2.2	Thanowring Road pipeline upgrade minimum 10km constructed	Progress report	Operations Manager		100%	Only 8km of construction was remaining in the 24/25FY for delivery. That 8km of construction was completed, along with demolition of old Aria Park reservoir. Project now fully completed.
1.4.2.3	Oura Pump Station and Dosing Room	Oura Pump Station and Dosing Room 80% complete	Engineering Manager		20%	The project is progressing. Detailed design have been completed. The contractor has started on site in January.
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		100%	This project has now been completed with all new assets commissioned and in operation. Minor outstanding items are being cleaned up during the 12 month defects liability period.



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%	30km of mains flushing undertaken undertaken during Q1 and Q2 of financial year transitioning from winter supply to peak summer supply



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	●	0%	Will commence in March 2025

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	●	50%	Outcomes as per P041 EEO Management policy are being met. Including EEO in all policy review, ongoing professional training in EEO, implementation and monitoring of IP010 Recruitment policy.



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	●	50%	Completed updates to position matrices for training, as well as training refresher document. Continuing work on identifying training gaps. Current work on onboarding program will assist with ensuring gaps identified early. Ongoing work with ELMO (HR program) to be able to easily identify training expiration.

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	WHS performance is reported to management via monthly MANEX meetings Continuous Review and improvement of WHS management system	WHS Coordinator	●	50%	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. Schedule established to achieve audit and inspection targets.



Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
		Commitment to ongoing inspection and audit of systems and workplaces to ensure safe environments for all				

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	●	60%	Outcomes as per P039 Heath and Wellbeing strategy are progressing including promotion of policies & EAP, updates to strategy to include mental health, standing mental health checkin added to all toolbox agendas. Flu Vax clinic, health subsidy, wellbeing days promotion and mental health first aid additional training still to be completed.



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		50%	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 Satisfaction Survey was undertaken during the month of August 2024. A total of 407 customers completed the survey. Report provided to October 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%	This is currently being reviewed and expected for completion once the 10 year budget has been finalised.

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	●	50%	This is currently being worked through as part of the 10 year budget planning and will be completed by end of February 2025 and ready for Board 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	●	90%	The plant replacement program has been planned by the Operations Manager and reviewed by the Finance team as part of the Budget review process.



2.5: Improving performance and managing risk

2.5.1: Review and update Business Continuity Plan

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
2.5.1.1	Review and update Business Continuity Plan	Undertake scenario training	Corporate Services Manager	●	25%	This is currently being reviewed and updated in a draft format.

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%	Internal audits are scheduled for 2024-25 with one expected to commence in the payroll area over the next few weeks. This is currently sitting with our Internal Audit provider. The ARIC charter and Internal Audit Charter have been adopted in line with the 2023 Local Government Regulation amendment. Regular ARIC meetings are scheduled. We are currently advertising for a Chair to ARIC as a result of a recent resigning of the Committee.



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	●	25%	All statutory financial reports for 2024-25 are expected to be met within relevant timeframes.
2.5.3.2	Prepare quarterly budget reviews	Prepare quarterly budget reviews	Corporate Services Manager	●	35%	The quarterly budget reviews have been completed for 2024-25 Quarter 1 and Quarter 2 is in progress.

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	●	80%	The ICT Coordinator has invested a significant amount of time and planning to ensure operational organisational efficiency, this has progressed well.



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	REROC	Goldenfields actively participates in REROC and projects with a joint interest.	General Manager	●	50%	Goldenfields have attended 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
2.6.2.2	Update SLA with Bulk Councils	New SLA developed and signed off between each Bulk Council and GWCC	General Manager	●	50%	Service Level Agreement draft documents are complete. Negotiations with bulk Councils are ongoing and awaiting further feedback.



3: A Healthy Natural Environment

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

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

Code	Operational Plan Desired Outcome	Performance Measure	Responsible Officer Position	Traffic Lights	Progress	Comments
3.1.1.1	Energy usage records kept and monitored	Energy trends monitored for inclusion in future upgrades of facilities	Production & Services Manager	●	50%	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	●	50%	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	●	50%	Environmental impacts considered for each capital project through production of Review Environmental Factors (REF) where required and control measures implemented in accordance with REF.



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	Climate change considered in demand and supply figures in development of IWCM	Climate change considered in demand and supply figures	Production & Services Manager	●	60%	Hydraulic model has now been completed with the finalisation of a new options assessment report developed in conjunction with a new 30 year capital works program. This work has incorporated impacts of climate change by providing an allowance within its peak demand requirements of around 8%.

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	●	50%	All Non-Revenue water is monitored and reported as part of the annual NSW Benchmark reporting. Council provides a target of <10% per scheme for Non-Revenue water within the distribution and reticulated systems. Goldenfields focus is to renew aging infrastructure that is the cause of the majority of water loss.

17.3 PP037 DRAFT COMMUNITY SERVICE AND SUPPORT POLICY

Author: Corporate Services Manager

Authoriser: General Manager

Attachments: 1. PP037 Draft Community Service and Support Policy [↓](#)

RECOMMENDATION

That Council adopt the PP037 Community Service and Support Policy

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

Priority 2 Customer Service Focus

BACKGROUND

This document describes our arrangements for supporting community service and similar organisations located in constituent council areas through grant concessions and donations.

REPORT

This policy has been reviewed and updated in accordance with its review schedule. Changes to formatting and structure have been made. Some minimal change has been made to the content with reference to plain English principles and in the interest of clarity for our customers.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position as the commitments remain unchanged.



Policy No. PP037

Community Service and Support Policy

Goldenfields Water
ABN 54 357 453 921

84 Parkes Street
Temora NSW 2666

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Policy No. PP037

Community Service and Support Policy

1 INFORMATION ABOUT THIS POLICY

POLICY INFORMATION

Date Adopted by Board 2004	Board Resolution No. 08/126, 21/016
Policy Responsibility Community, Education & Engagement officer	
Review Timeframe 4 yearly	
Last Review 05 February 2025	Next Scheduled Review February 2029

DOCUMENT HISTORY

DOCUMENT NO.	DATE AMENDED	SUMMARY OF CHANGES
	02/2021	Reformatted and updated Policy number
	02/2025	Updated format, minor content updates
	DD/MM/YYYY	
	DD/MM/YYYY	
	DD/MM/YYYY	
	DD/MM/YYYY	
	DD/MM/YYYY	

FURTHER DOCUMENT INFORMATION AND RELATIONSHIPS

Related Legislation	
Related Policies	
Related Procedures, Protocols, Statements and Documents	



Policy No. PP037

**Community Service and Support
Policy**

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Policy No. PP037

Community Service and Support Policy

3 PURPOSE

This document describes our arrangements for supporting community service and similar organisations located in constituent council areas through grant concessions and donations.

4 SCOPE

This policy applies to community service and similar organisations located in constituent council areas.

5 DEFINITIONS

Term	DEFINITION
Constituent Councils	Coolamon Shire Council, Temora Shire Council, Junee Shire Council, Bland Shire Council, Cootamundra-Gundagai Regional Council, Hilltops Council and Narranderra Shire Council
Responsible Persons	A council member, a staff member, or a designated person within Goldenfields Water County Council as identified by their role or delegation.
Community Groups and Service Organisations	As identified in section 6
Goldenfields Council	Goldenfields Water County Council – also referred to as Council
We, Us and Our	Refers to Goldenfields Water County Council

6 POLICY

Council has made grant concessions and donations in previous years to community service and support bodies. These grant concessions and donations may be individual and recurrent. Council may consider providing further support to these organisations; however, it is not currently intended that any other sponsorship allocations will be made available on a reoccurring or general basis.

The following community groups and service organisations may be granted particular concessions as set out below.

6.1 All constituent general purpose councils -

A donation equal to the value of access charges levied on the first connection to any community land, together with any connections within road reserves (where such



Community Service and Support Policy

connection is used for public beautification) and crown reserves (where such reserves are not leased or otherwise subject to restrictions on public access).

6.2 All schools (State and Church), colleges and preschools within Council's service area –

On application, a donation of \$200 per annum each, generally to be applied towards the cost of prizes and/or awards to students or, following a written application, any other approved purpose. This donation amount may be reviewed by the General Manager from time to time in accordance with budgetary and cost of living.

6.3 All serviced premises owned by recognised churches –

A donation equal to the value of access charges for any connection which serves, in whole or part, a place of public worship, residence occupied by a minister of religion and/or member of a recognised religious order, and/or welfare facility operated by that church (not including commercial operations).

6.4 All serviced premises owned (or held in trust) and used by the following community organisations, together with others which may be accepted from time to time –

A donation equal to the value of access charges for any connection which serves premises primarily utilised to further the objectives of such organisation:

- Scouting & Guiding movement
- Rescue and disaster response groups
- Masonic Lodge meeting places
- Community halls/recreation facilities
- Country Women's Association
- Red Cross
- Local history societies/museums
- Local senior citizens' groups
- Agricultural showgrounds
- Unlicensed RSL Halls or similar premises

6.5 Premises operated by other organisations or individuals –

Such concessions as may be approved by Council from time to time.

6.6 Meters and Connection

Council will, subject to the agreement of responsible persons, permanently disconnect properties of an eligible Community Group and Service at no cost but agrees to subsequently make any permanent reconnection for continued use without charge.

Council will also combine multiple meters on properties receiving access charge donations at its own expense in cases where that provides Council with a cost-effective means of managing such connections.



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7 APPLICATIONS

Applications must be made in writing to Council at: 84 Parkes Street, Temora NSW 2666 or via office@gwcc.nsw.gov.au.

8 ACTION/COMPLIANCE

Community Groups and Service Organisations must demonstrate compliance with one or all policy conditions as outlined above.

18 BUSINESS WITH NOTICE

19 NOTICES OF MOTIONS

Nil

20 CONFIDENTIAL REPORTS**RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993 at [enter time](#):

20.1 Water Billing Update

This matter is considered to be confidential under Section 10A(2) - (a) and (b) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors) and discussion in relation to the personal hardship of a resident or ratepayer.

20.2 Update on Compulsory Acquisitions

This matter is considered to be confidential under Section 10A(2) - (c) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

- 21 REPORT OF CONFIDENTIAL RESOLUTIONS
- 22 NEXT MEETING
- 23 MEETING CLOSE