



July to December 2023

DELIVERY PROGRAM Progress Report



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Progress Report Explained

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

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

At least every six months, a progress report must be produced that provides information to the community about Goldenfields

Water's progress towards achieving the objectives set out in its four-year Delivery Program.

This current progress report is for the period from July through to December 2023, which covers the first six months of Goldenfields 2023/2024 Operational Plan, derived from Goldenfields Delivery Program for 2022-2026.

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



Green - Completed



Blue - Progressing



Red – Not yet started



Profile

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

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

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

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

Goldenfields Water's seven constituent councils are:

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

Currently, Goldenfields Water supplies all drinking water directly to the almost 11,600 rural, residential, commercial and other properties in the local government areas of Bland, Coolamon, Junee, Temora, and parts of Cootamundra-Gundagai and Narrandera.

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

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



Mission, Vision and Values

Mission

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

Vision

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

Values

Integrity

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

Trust

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

Respect

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

Teamwork

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

Continuous Improvement

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



Strategic Priorities

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

Priority 1 High Quality, Secure & Efficient Water Supplies

| | |
|-----|---|
| 1.1 | Potable Water Supplies Meet Australian Drinking Water Guidelines and Public Health requirements |
| 1.2 | Future Growth is planned for and managed |
| 1.3 | Water Supply is reliable and efficient |
| 1.4 | Our Assets are managed & renewed in accordance with Council’s Asset management systems |

Priority 2 Customer Service Focus

| | |
|-----|--|
| 2.1 | Well trained highly motivated workforce |
| 2.2 | Safe healthy and risk managed working environment exists for staff and the community |
| 2.3 | Community satisfaction is built and maintained through provision of services and information |
| 2.4 | Financial Management |
| 2.5 | Improving Performance and Managing Risk |
| 2.6 | Regional collaboration |

Priority 3 A Healthy Natural Environment

| | |
|-----|--|
| 3.1 | Energy costs and usage are monitored and reduced through utilisation of alternative technologies and system innovations |
| 3.2 | Environmentally adverse consequences are minimised from operations including water extraction, capital works and day to day operations |
| 3.3 | Potential effect of climate change on water supply is identified, planned, and managed |
| 3.4 | Water is used wisely with system losses minimised and accounted for |



Delivery Program Progress Report – July to December 2023

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



1: High Quality, Secure & Efficient Water Supplies

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

1.1.1: Drinking Water Management System is implemented

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

1.1.2: Backflow prevention is in place for high risk connections

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|---|---|------------------------------|----------------|----------|---------------------|
| 1.1.2.1 | Reduced Pressure Zone Device (backflow prevention device) testing and audit is completed. | All RPZD's have been tested and audit is complete | Engineering Manager | | 10% | Audit has commenced |



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 | | 60% | GWCC currently developing documentation in accordance with best practice guidelines |

1.2: Future growth is planned for and managed

1.2.1: Growth opportunities are considered through business planning

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|--|---|------------------------------|----------------|----------|--|
| 1.2.1.1 | GWCC progresses with Rosehill to Young strategy asset upgrades | Offtake to Rosehill pump station upgrade complete. Wombat reservoir 75% constructed. | Engineering Manager | | 15% | Offtake pipeline is ready to commence once landholder agreement is achieved Wombat reservoir project put on hold to prioritise critical infrastructure renewals |
| 1.2.1.1 | West Wyalong Water Reliability Project Complete | Bypass trunk main, reticulated main, reservoir and pump station complete and operational. | Engineering Manager | | 100% | Completed and operational |



1.3: Water supply is reliable and efficient

1.3.1: Disruptions to supply are planned for and managed

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|---|---|------------------------------|----------------|----------|--|
| 1.3.1.1 | Disruptions to supply are planned for and managed | Report on number of planned and unplanned disruptions for quarter | Operations Manager | | 50% | All planned outages and disruptions to supply are dealt with via Council's social media department. After hours emergency works and/or unplanned outages are dealt with via the on call Duty Officer |

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

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

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|--|--|------------------------------|----------------|----------|-------------|
| 1.4.1.1 | Comprehensive revaluation of water infrastructure assets is completed. | Comprehensive revaluation of water infrastructure assets is completed. | Engineering Manager | | 20% | Progressing |



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 | ● | 20% | Council is currently developing the asset management plans. Assets are being targeted based on condition and criticality |
| 1.4.2.2 | Council's backlog of works is reduced | Council's backlog of works is reduced. | Engineering Manager | ● | 50% | Council's 2023/24 capital works projects are underway to renew existing infrastructure |
| 1.4.2.2 | Minimum 10km of urban reticulation renewals completed | Km undertaken | Operations Manager | ● | 60% | Operations work closely with Engineering and all works are identified and planned in accordance with Council's asset management system. We are currently on target with all planned works with approx. 6km complete. |
| 1.4.2.2 | Minimum 5km of rural renewals completed | Km undertaken Progress | Operations Manager | ● | 70% | Engineering department, via Council's asset management system, identify pipeline/valve infrastructure that requires replacement and/or maintenance. This information is relayed to Operations who plan and deliver the required works |
| 1.4.2.2 | Minimum 5km trunk renewals completed (excluding Thanowring Road) | Progress report | Operations Manager | ● | 10% | 500m of trunk renewals achieved to date. The weather was the dominant factor in the hold up of those works. |



| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|---|--|-------------------------------|----------------|----------|---|
| 1.4.2.2 | Thanowring Road pipeline upgrade minimum 10km constructed | Progress report | Operations Manager | | 80% | Thanowring rd pipeline construction is on track and under budget. We are currently at the 27 klm mark out of 40 k's. 24 kl's has been commissioned and consumers transferred onto the new pipeline with the existing pipeline decommissioned. Anticipated completion July/August 2024 |
| 1.4.2.3 | Oura reservoir and aerator progresses | Oura reservoirs and aerators 80% complete | Engineering Manager | | 20% | Contractor is engaged and works are progressing on site. Earthworks completed with first concrete panel poured onsite. |
| 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 | | 50% | All design, civil works including new building and purchase of High Voltage assets have been completed. Engagement of the electrical installation contract has been completed with works commencing onsite in December 2023. Estimated project completion date is September 2024 for commissioning of new assets. |

1.4.3: Maintenance programs are developed and implemented

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|-----------------------------------|---|------------------------------|----------------|----------|---|
| 1.4.3.1 | Routine Mains Maintenance Program | Minimum 30km of mains flushing undertaken | Operations Manager | | 70% | Councils annual maintenance program is on-going and revolves around water mains flushing, valve and hydrant maintenance and reservoir inspections which are conducted monthly and quarterly |



2: Customer Service Focus

2.1: Well trained and highly motivated workforce

2.1.2: Staff professional development opportunities

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|--|--|------------------------------|----------------|----------|--|
| 2.1.2.1 | Staff professional development opportunities | Staff Development Plan process incorporates employee development through informal and formal professional development and training opportunities | HR Coordinator | | 20% | All employees, Supervisors and Managers notified of Staff Development Plans to be undertaken in March. |

2.1.3: Build a diverse workforce

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|----------------------------------|--|------------------------------|----------------|----------|--|
| 2.1.3.1 | Build a diverse workforce | Action items from Goldenfields Water's EEO Management 2021-2025 implemented. | HR Coordinator | | 60% | EEO Management Plan Focus Area 1: Communication & Awareness - all Action Items complete. Focus Area 2: Policies, Practices & Reporting - all Action Items complete, except ongoing for 2.3. Focus Area 3: Recruitment & Training Processes - outstanding items, 3.4, to 3.11 training needs to be conducted |



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 | | 30% | Audit of current skills gap being undertaken, for completion by 30 March 2024. |

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

2.2.1: Integrated approach to safety risk management in the workplace

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|---|--|------------------------------|----------------|----------|--|
| 2.2.1.1 | Integrated approach to risk management in the workplace | MANEX team informed of WHS performance and accountable for continual improvement in workplace safety | WHS Coordinator | | 50% | Reporting to MANEX continues on a monthly basis. Development and ongoing review of safety procedures driven by audit actions and ongoing review cycle. |
| | | Review of safe working practices and procedures | | | | |



2.2.2: Implement WHS Program

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|----------------------------------|---|------------------------------|----------------|----------|---|
| 2.2.2.1 | Implement WHS Program | Action items from Council's Health and Wellbeing Strategy 2023-2027 | HR Coordinator | | 60% | Action items still outstanding: - Health & Wellbeing Week: Scheduled 2-6 Sep 2024 - Promote Council's Alcohol & Other Drugs Policy through employee inductions & trainings - Flu Vaccinations: Booked for 1 May 2024 - Provide Mental Health Awareness Training |

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 Survey was undertaken during the months of September and October 2023. A total of 117 customers completed the survey. Report provided to December Board Meeting. |

2.4: Financial Management

2.4.1: Long term financial plan reviewed and updated regularly

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|--|--|------------------------------|----------------|----------|---|
| 2.4.1.1 | Review and update Long Term Financial Plan | Review and update Long Term Financial Plan | Corporate Services Manager | | 60% | Long Term Financial Plan is under review. |

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 | | 60% | Fees & Charges are under review. |



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

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|---|--|------------------------------|----------------|----------|---|
| 2.4.3.1 | Plant replacement program maintained to ensure safe and fit for purpose fleet | Prepare annual plant replacement program | Corporate Services Manager | ● | 60% | Completed for inclusion in the 2023-2024 budget. Will be reviewed for 2024-2025 budget. |



2.5: Improving performance and managing risk

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


| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|---|---|------------------------------|----------------|----------|---|
| 2.5.2.1 | Audit Risk & Improvement Committee function complies with Framework, regular meetings are held and internal audits undertaken | Review framework requirements at least annually Hold meetings at least quarterly Undertake internal audits in accordance with Strategic Internal Audit Plan | Corporate Services Manager | ● | 50% | 2 Internal Audits are scheduled for 2024. |



2.5.3: Prepare statutory financial reports within required timeframes

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|--|-------------------------------------|------------------------------|---|----------|---|
| 2.5.3.1 | Prepare statutory financial reports within required timeframes | Prepare Annual Financial Statements | Corporate Services Manager |  | 100% | 2022/23 Financial Statements completed and lodged within statutory timeframe. |
| 2.5.3.2 | Prepare quarterly budget reviews | Prepare quarterly budget reviews | Corporate Services Manager |  | 50% | September 2023 and December 2023 Quarterly Budget Reviews were completed within statutory timeframes. |

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

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|---|---------------------------------|------------------------------|---|----------|---|
| 2.5.4.1 | Maintain an up to date ICT infrastructure to ensure organisational efficiency | Develop annual ICT project plan | Corporate Services Manager |  | 30% | 2023/24 plan to be developed in 2024 in conjunction with the ICT Coordinator. |



2.6: Regional Collaboration

2.6.1: Membership Joint Organisation

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|----------------------------------|---|------------------------------|----------------|----------|--|
| 2.6.1.1 | Membership RivJo and REROC | Goldenfields actively participates in REROC and projects with a joint interest. | General Manager | ● | 50% | Goldenfields are attending RivJo and REROC meetings regularly with consideration of any projects that may have a joint interest. |

2.6.2: Work with Constituent Councils

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|--|--|------------------------------|----------------|----------|--|
| 2.6.2.1 | Regular meetings with Constituent Councils | Goldenfields liaises with Constituent Councils to collaborate as required. | General Manager | ● | 50% | Meetings with Constituent Council General Managers are held as required. |
| 2.6.2.2 | Update SLA with Bulk Councils | New SLA developed and signed off between each Bulk Council and GWCC | General Manager | ● | 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 | | 100% | Council currently operates two systems for energy management. Azility is a platform that is currently utilised to process energy invoices and incorporates payment processes through the Authority system. E21, is a management system that staff utilise to trend usage and report operational data to make informed decisions upon. These systems have been in place and utilised since 2018. |

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

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

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|--|--|------------------------------|----------------|----------|--|
| 3.2.1.1 | All construction and maintenance work undertaken to minimise impact to the natural environment | Environmental impacts considered for each capital project through production of Review Environmental Factors | Operations Manager | | 50% | All construction activities are undertaken and adhere to all environmental factors. Major construction activities that are undertaken adhere to specific Construction Environmental Management Plans |



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

3.3.1: IWCM strategy to consider climate change affects in modelling

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|--|--|-------------------------------|----------------|----------|---|
| 3.3.1.1 | IWCM Strategy to consider climate change affects | Climate change considered in demand and supply figures | Production & Services Manager | | 40% | Hydraulic model has now been completed with the current draft for options assessment being completed. Outstanding items are the Total Asset Management Plan, Financial assessment and price path, Drought & Demand Management Plan and a new Developer Servicing Plan. The completed strategy is now expected to be finalised in December 2024. |

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

3.4.1: Non-revenue water is minimised and accounted for

| Code | Operational Plan Desired Outcome | Performance Measure | Responsible Officer Position | Traffic Lights | Progress | Comments |
|---------|--|--|-------------------------------|----------------|----------|---|
| 3.4.1.1 | Non-revenue water is minimised and accounted for | Production data and demand data is utilised to monitor Non-Revenue water | Production & Services Manager | | 50% | All Non-Revenue water is monitored and reported as part of the NSW Benchmark reporting. Council provides a target of <10% per scheme for Non-Revenue water within the distribution and reticulated systems. |