



Meeting of Riverina Water County Council

The meeting will be held in the Greater Hume Council, 40
Balfour Street Culcairn at 10:00am on Thursday 24 April 2025.

Meeting Agenda

Live Streaming of Council Meetings

Riverina Water advises that Council meetings are live streamed on Council's website www.riverinawater.nsw.gov.au. Visitors in the public gallery are advised that their voice and/or image may form part of the webcast. By remaining in the public gallery it is assumed your consent is given in the event your image or voice is broadcast.

Acknowledgement of Country

Livestreaming of Meeting

Apologies

Declaration of pecuniary and non-pecuniary interests

Confirmation of Minutes

Minutes of Board Meeting 27 February 2025

Correspondence

Open Reports

R1	List of Investments	4
R2	March 2025 Quarterly Budget Review Statement	15
R3	Draft Assistance for Undetected Leak Policy	30
R4	Donations and Sponsorships 2024-25 progress report - April	39
R5	Customer and Community Engagement Strategy	42
R6	Options for community funding initiatives.....	64
R7	Reconciliation Action Plan - progress report	68
R8	Enterprise Risk Framework and Associated Foundational Documents	73
R9	Leading into 2035 - Riverina Water business activity strategic plan.....	122
R10	Delivery Program 2025/26-2028/29, LTFP and Operational Plan 2025-26	151
R11	Lost Time Injury Statistics July 2024 - April 2025	237
R12	Acting Chief Executive Officer for 1 July 2025 - 30 June 2026.....	239
R13	Confirmation of Organisation Structure	241
R14	Adoption of SCC Constitution	243
R15	Efficiency Review - Riverina Water & Culcairn Water Supply (Greater Hume Council)	254

R16	Council Resolution Sheet.....	308
R17	Works Report covering February 2025.....	310
R18	Works Report covering March 2025.....	320
R19	Tarcutta PFAS Response Update.....	331

Questions and Statements

Confidential Reports

CONF-1	Confidential Minutes of Audit, Risk and Improvement Committee held on 13 February 2025.....	335
CONF-2	Appointment of ARIC Chair.....	336
CONF-3	Tender - RFT2025/3 W330 - North Wagga Aeration Cover Footings.....	337
CONF-4	Electricity Market Conditions and Contract Arrangements.....	338
CONF-5	2025 Award Negotiation Update.....	339
CONF-6	Performance Review - Chief Executive Officer.....	340

R1 List of Investments

Organisational Area Corporate Services

Author Natasha Harris, Manager Finance & Sourcing

Summary This report details the status of Riverina Water's investment portfolio for the months of February 2025 and March 2025.

RECOMMENDATION that the Board receive and note the report detailing external investments for the months of February 2025 and March 2025.

Report

In accordance with the provisions of Clause 212 of the Local Government (General) Regulation 2021, reported are the details of Riverina Water's external investment portfolio as of February 2025 and March 2025.

- › R1.1 February 2025 Investment Report [↓](#) 
- › R1.2 March 2025 Investment Report [↓](#) 

Strategic Alignment

Our Business

Take actions that deliver responsible financial management and ensure long term sustainability

Financial Implications

Not applicable.

Workforce Implications

Not applicable.

Risk Considerations

Financial	
Avoid	Riverina Water will endeavour to ensure that its financial sustainability is protected at all times and avoid proposals that may impact negatively.

Monthly Investment Report as at 28/02/2025

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value	Market Value
Term Deposits								
AMP Bank	29/01/2025	365	29/01/2026	BBB+	4.95	3.234%	\$1,000,000.00	\$1,000,000.00
Australian Military Bank	11/02/2025	731	12/02/2027	BBB+	4.71	3.234%	\$1,000,000.00	\$1,000,000.00
Bank of Us	12/06/2024	365	12/06/2025	BBB+	5.27	3.234%	\$1,000,000.00	\$1,000,000.00
Bank of Us	18/06/2024	457	18/09/2025	BBB+	5.21	4.852%	\$1,500,000.00	\$1,500,000.00
Bank of Us	26/06/2024	530	8/12/2025	BBB+	5.27	3.234%	\$1,000,000.00	\$1,000,000.00
Bank of Us	26/06/2024	719	15/06/2026	BBB+	5.20	3.234%	\$1,000,000.00	\$1,000,000.00
BankVic	28/05/2024	370	2/06/2025	BBB+	5.29	3.234%	\$1,000,000.00	\$1,000,000.00
BankVic	26/06/2024	376	7/07/2025	BBB+	5.34	3.234%	\$1,000,000.00	\$1,000,000.00
BankVic	26/07/2024	444	13/10/2025	BBB+	5.30	3.234%	\$1,000,000.00	\$1,000,000.00
BankVic	26/07/2024	507	15/12/2025	BBB+	5.30	3.234%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	434	24/03/2025	A	5.22	3.234%	\$1,000,000.00	\$1,000,000.00
ING	16/04/2024	366	17/04/2025	A	5.19	3.234%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	463	22/04/2025	A	5.20	3.234%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	490	19/05/2025	A	5.18	3.234%	\$1,000,000.00	\$1,000,000.00
ING	25/03/2024	476	14/07/2025	A	5.11	3.234%	\$1,000,000.00	\$1,000,000.00
ING	25/03/2024	504	11/08/2025	A	5.09	3.234%	\$1,000,000.00	\$1,000,000.00
ING	10/07/2024	474	27/10/2025	A	5.35	3.234%	\$1,000,000.00	\$1,000,000.00
ING	10/07/2024	579	9/02/2026	A	5.31	3.234%	\$1,000,000.00	\$1,000,000.00
ING	10/07/2024	642	13/04/2026	A	5.29	3.234%	\$1,000,000.00	\$1,000,000.00
ING	10/07/2024	761	10/08/2026	A	5.25	3.234%	\$1,000,000.00	\$1,000,000.00
MyState	21/05/2024	366	22/05/2025	A	5.25	3.234%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	26/07/2024	367	28/07/2025	AA-	5.30	3.234%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	10/07/2024	397	11/08/2025	AA-	5.40	3.234%	\$1,000,000.00	\$1,000,000.00
Suncorp	9/01/2025	312	17/11/2025	AA-	4.94	3.234%	\$1,000,000.00	\$1,000,000.00
Suncorp	15/01/2025	700	16/12/2026	AA-	4.80	3.234%	\$1,000,000.00	\$1,000,000.00
Westpac	30/04/2024	366	1/05/2025	AA-	5.34	3.234%	\$1,000,000.00	\$1,000,000.00
Westpac	7/02/2024	495	16/06/2025	AA-	5.00	3.234%	\$1,000,000.00	\$1,000,000.00
Westpac	11/02/2025	366	12/02/2026	AA-	4.75	3.234%	\$1,000,000.00	\$1,000,000.00
Westpac	9/01/2025	641	12/10/2026	AA-	4.73	3.234%	\$1,000,000.00	\$1,000,000.00
95.41%							\$29,500,000.00	\$29,500,000.00

Cash Deposit Account					
National Australia Bank	AA-	2.75	4.587%	\$1,418,346.96	\$1,418,346.96
			4.59%	\$1,418,346.96	\$1,418,346.96
TOTAL INVESTMENTS			100.00%	\$30,918,346.96	\$30,918,346.96
Cash at Bank	AA-	0.00			\$959,218.84
TOTAL FUNDS					\$31,877,565.80

CERTIFICATE

I hereby certify that the investments listed above have been made in accordance with Section 625 of the Local Government Act 1993, clause 212 of the Local Government (General) Regulation 2021 and Council's Investments Policy number POL 4.10.


N Harris**MANAGER FINANCE & SOURCING****Application of Investment Funds**

Restricted Funds	Description	Value
Internally Restricted	Employee Leave Entitlements (50% of ELE)	\$2,139,796.31
	Plant Replacement	\$1,949,994.27
	Sales Fluctuation	\$3,000,000.00
	Water Treatment Plant	\$168,250.00
	Water Licences	\$669,385.20
		\$7,927,425.78
Unrestricted Funds		\$23,950,140.02
TOTAL FUNDS		\$31,877,565.80

* Externally & Internally Restricted Reserve figures are subject to final adjustment and external audit at 30 June each year. Figures shown above are estimates only.

Report

The investment portfolio increased by \$1,181,771.96 for the month. The increase was due to receipts from customers being higher than payments to suppliers and staff in February. This resulted in increased funds in cash and investments.

Portfolio Performance

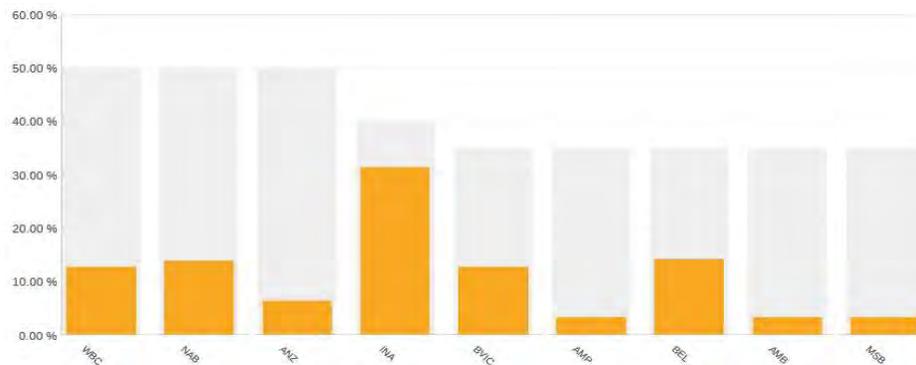
For the month of February, the portfolio (excluding cash) provided a return of +0.40% (actual) or +5.36% p.a. (annualised), outperforming the benchmark Ausbond Bank Bill Index return of +0.34% (actual) or +4.51% p.a. (annualised). The monthly performance has improved over the recent months reflective of the maturity of lower yielding term deposits that are being replaced by higher yielding term deposits, providing greater overall returns to the portfolio.

The portfolio's performance is now ahead of benchmark again over all time periods out to 12 months.

As maturities occur, Council is incrementally increasing the average duration of the investment portfolio to increase revenue, targeting high yielding deposits with tenors between 1 and 2 years. Interest received in the period totalled \$10,091.34, with \$1,186,636.10 received and accrued for the year to date.

Counterparty Compliance

The below graph compare investments with each financial institution to the limits included in Council's Investment Policy



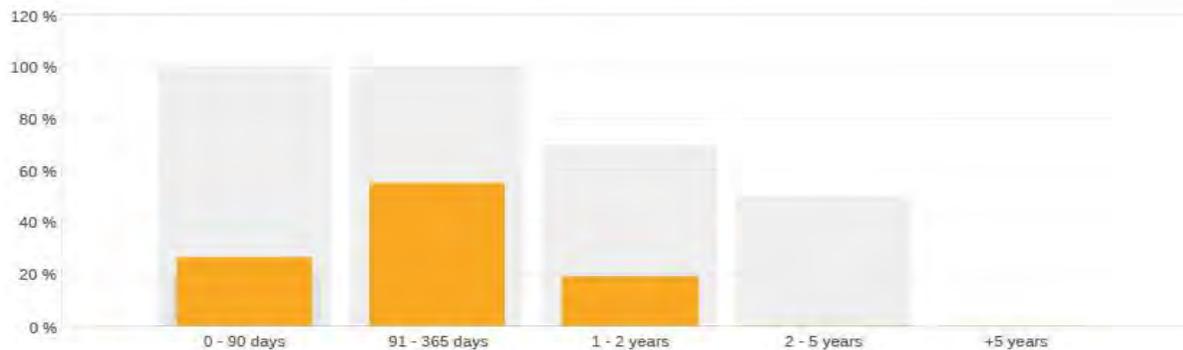
Credit Quality Compliance

The below graphs compare investments with each investment rating category to the limits included in Council's Investment Policy



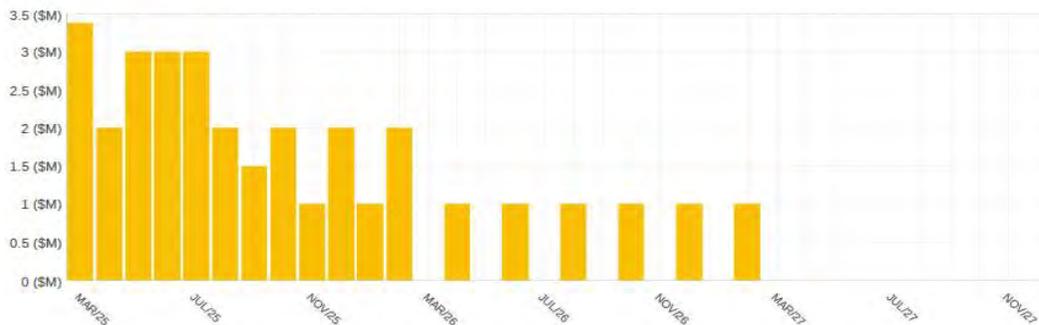
Term to Maturity

The percentage of investments maturing over the next ten years is detailed in the graph below. All maturity limits comply with the Investment Policy, council's cash flow requirements have been managed well with regular maturities typically placed over the next year



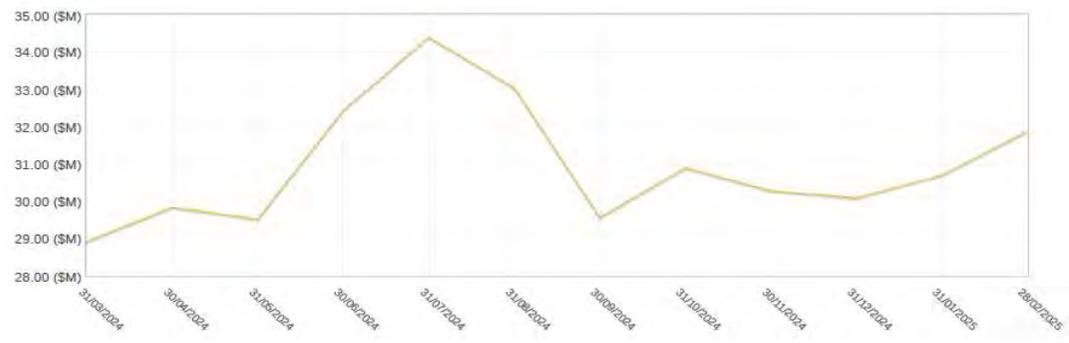
Maturity Cashflow

When investments will mature over time



Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



Monthly Investment Report as at 31/03/2025

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value	Market Value
Term Deposits								
AMP Bank	29/01/2025	365	29/01/2026	BBB+	4.95	3.172%	\$1,000,000.00	\$1,000,000.00
Australian Military Bank	11/02/2025	731	12/02/2027	BBB+	4.71	3.172%	\$1,000,000.00	\$1,000,000.00
Bank of Us	12/06/2024	365	12/06/2025	BBB+	5.27	3.172%	\$1,000,000.00	\$1,000,000.00
Bank of Us	18/06/2024	457	18/09/2025	BBB+	5.21	4.759%	\$1,500,000.00	\$1,500,000.00
Bank of Us	26/06/2024	530	8/12/2025	BBB+	5.27	3.172%	\$1,000,000.00	\$1,000,000.00
Bank of Us	26/06/2024	719	15/06/2026	BBB+	5.20	3.172%	\$1,000,000.00	\$1,000,000.00
BankVic	28/05/2024	370	2/06/2025	BBB+	5.29	3.172%	\$1,000,000.00	\$1,000,000.00
BankVic	26/06/2024	376	7/07/2025	BBB+	5.34	3.172%	\$1,000,000.00	\$1,000,000.00
BankVic	26/07/2024	444	13/10/2025	BBB+	5.30	3.172%	\$1,000,000.00	\$1,000,000.00
BankVic	26/07/2024	507	15/12/2025	BBB+	5.30	3.172%	\$1,000,000.00	\$1,000,000.00
ING	16/04/2024	366	17/04/2025	A	5.19	3.172%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	463	22/04/2025	A	5.20	3.172%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	490	19/05/2025	A	5.18	3.172%	\$1,000,000.00	\$1,000,000.00
ING	25/03/2024	476	14/07/2025	A	5.11	3.172%	\$1,000,000.00	\$1,000,000.00
ING	25/03/2024	504	11/08/2025	A	5.09	3.172%	\$1,000,000.00	\$1,000,000.00
ING	10/07/2024	474	27/10/2025	A	5.35	3.172%	\$1,000,000.00	\$1,000,000.00
ING	10/07/2024	579	9/02/2026	A	5.31	3.172%	\$1,000,000.00	\$1,000,000.00
ING	10/07/2024	642	13/04/2026	A	5.29	3.172%	\$1,000,000.00	\$1,000,000.00
ING	10/07/2024	761	10/08/2026	A	5.25	3.172%	\$1,000,000.00	\$1,000,000.00
MyState	21/05/2024	366	22/05/2025	A	5.25	3.172%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	26/07/2024	367	28/07/2025	AA-	5.30	3.172%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	10/07/2024	397	11/08/2025	AA-	5.40	3.172%	\$1,000,000.00	\$1,000,000.00
State Bank of India (Sydney)	26/03/2025	350	11/03/2026	BBB	5.00	3.172%	\$1,000,000.00	\$1,000,000.00
State Bank of India (Sydney)	26/03/2025	364	25/03/2026	BBB	5.00	3.172%	\$1,000,000.00	\$1,000,000.00
Suncorp	9/01/2025	312	17/11/2025	AA-	4.94	3.172%	\$1,000,000.00	\$1,000,000.00
Suncorp	15/01/2025	700	16/12/2026	AA-	4.80	3.172%	\$1,000,000.00	\$1,000,000.00
Westpac	30/04/2024	366	1/05/2025	AA-	5.34	3.172%	\$1,000,000.00	\$1,000,000.00
Westpac	7/02/2024	495	16/06/2025	AA-	5.00	3.172%	\$1,000,000.00	\$1,000,000.00
Westpac	11/02/2025	366	12/02/2026	AA-	4.75	3.172%	\$1,000,000.00	\$1,000,000.00
Westpac	9/01/2025	641	12/10/2026	AA-	4.73	3.172%	\$1,000,000.00	\$1,000,000.00
96.76%							\$30,500,000.00	\$30,500,000.00

Cash Deposit Account					
National Australia Bank	AA-	2.75	3.242%	\$1,021,855.56	\$1,021,855.56
			3.24%	\$1,021,855.56	\$1,021,855.56
TOTAL INVESTMENTS			100.00%	\$31,521,855.56	\$31,521,855.56
Cash at Bank	AA-	0.00			\$1,372,837.34
TOTAL FUNDS					\$32,894,692.90

CERTIFICATE

I hereby certify that the investments listed above have been made in accordance with Section 625 of the Local Government Act 1993, clause 212 of the Local Government (General) Regulation 2021 and Council's Investments Policy number POL 4.10.



N Harris
MANAGER FINANCE & SOURCING

Application of Investment Funds

Restricted Funds	Description	Value
Internally Restricted	Employee Leave Entitlements (50% of ELE)	\$2,139,796.31
	Plant Replacement	\$2,005,941.29
	Sales Fluctuation	\$3,000,000.00
	Water Treatment Plant	\$168,250.00
	Water Licences	\$669,385.20
		\$7,983,372.80
Unrestricted Funds		\$24,911,320.10
TOTAL FUNDS		\$32,894,692.90

* Externally & Internally Restricted Reserve figures are subject to final adjustment and external audit at 30 June each year. Figures shown above are estimates only.

Report

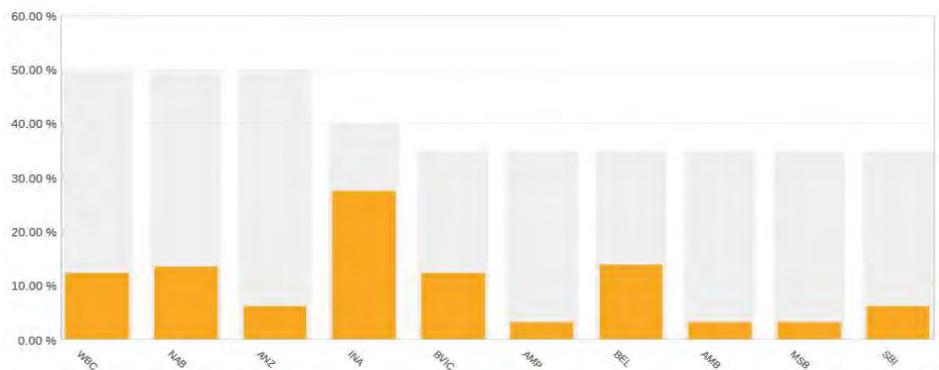
The investment portfolio increased by \$1,017,127.10 for the month. The increase was due to receipts from customers being higher than payments to suppliers and staff in March. This resulted in increased funds in cash and investments.

Portfolio Performance

For the month of March, the portfolio (excluding cash) provided a return of +0.44% (actual) or +5.32% p.a. (annualised), outperforming the benchmark Ausbond Bank Bill Index return of +0.35% (actual) or +4.16% p.a. (annualised). The monthly performance has improved over the recent months reflective of the maturity of lower yielding term deposits that are being replaced by higher yielding term deposits, providing greater overall returns to the portfolio. The portfolio's performance is now ahead of benchmark again over all time periods out to 12 months. As maturities occur, Council is incrementally increasing the average duration of the investment portfolio to increase revenue, targeting high yielding deposits with tenors between 1 and 2 years. Interest received in the period totalled \$115,233.53, with \$1,369,520.45 received and accrued for the year to date.

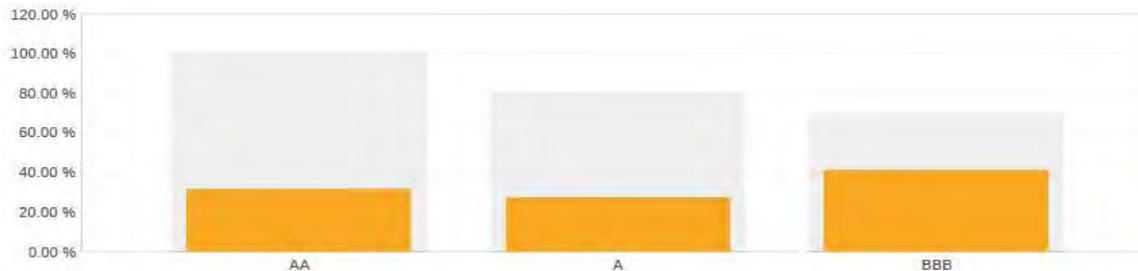
Counterparty Compliance

The below graph compare investments with each financial institution to the limits included in Council's Investment Policy



Credit Quality Compliance

The below graphs compare investments with each investment rating category to the limits included in Council's Investment Policy



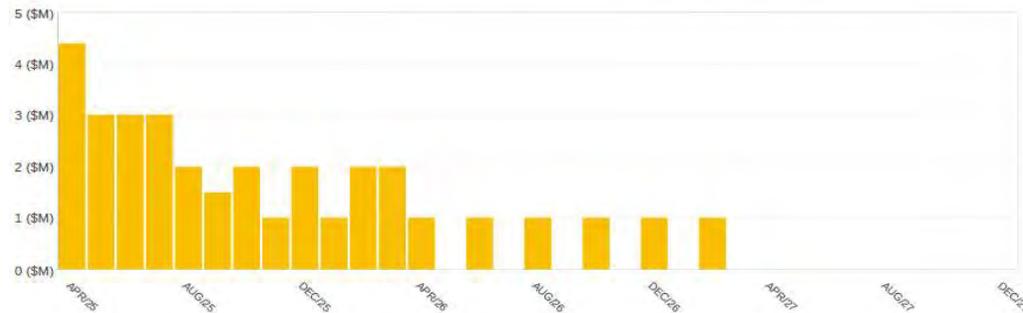
Term to Maturity

The percentage of investments maturing over the next ten years is detailed in the graph below. All maturity limits comply with the Investment Policy, council's cash flow requirements have been managed well with regular maturities typically placed over the next year



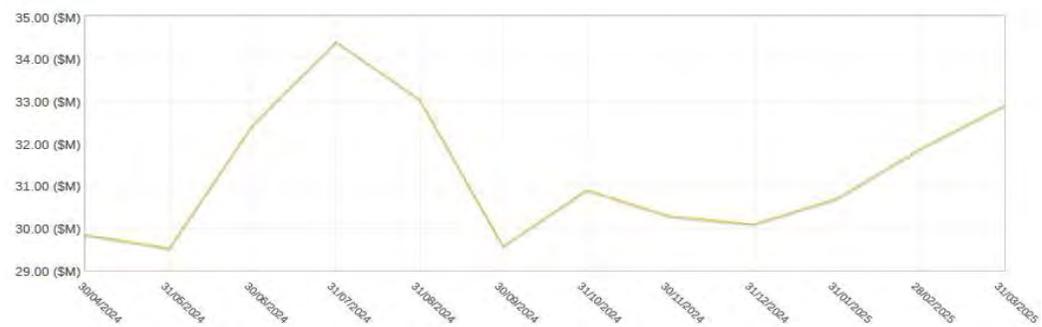
Maturity Cashflow

When investments will mature over time



Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



R2 March 2025 Quarterly Budget Review Statement

Organisational Area Corporate Services

Author Natasha Harris, Manager Finance & Sourcing

Summary The Quarterly Budget Review Statement is presented to the Board in accordance with Clause 203(2) of the Local Government (General) Regulation 2021, for the purpose of periodically reviewing and revising the adopted estimates of income and expenditure.

RECOMMENDATION that the Quarterly Budget Review for the period ended 31 March 2025 be received and adopted.

Report

The Quarterly Review of Riverina Water's budget for the period ending 31 March 2025 is submitted for review by the Board.

Operating Budget

The Operating Result was originally budgeted for a deficit of \$1,611,521. This was revised to a deficit of \$1,160,348 in the December 2024 quarterly budget review, inclusive of carryover and revoked budget and budget changes from standalone meeting resolutions.

The proposed March quarterly budget review operational adjustments are outlined in detail on page 4 of the attachment. The revised anticipated Operating Result for 2024/25 is a surplus of \$339,652.

Water sales revenue is budgeted using an average water sales model. A budget adjustment was made in the December 2024 quarterly budget review to increase the budget to reflect increased year-to-date water sales. Year-to-date water sales continue to track above the average water sales budget by 13%. A further adjustment is proposed for the March period reflecting actual sales and forecast sales through to June 2025 totaling \$1,500,000.

Capital Budget

Also included is a quarterly review for Capital Works projects. The original capital expenditure budget for 2024/25 was \$18,214,503 inclusive of carryovers, revotes, and reprioritisation. This was revised to \$17,578,470 in the December 2024 quarterly budget review.

The proposed March 2025 quarterly review adjustments, which are outlined on page 6 of the attachment, result in an increase of \$73,413 to bring the proposed capital expenditure for 2024/25 totals \$17,651,883.

R2.1 March 2025 Quarterly Budget Review [↓](#) 

Strategic Alignment

Our Business

Take actions that deliver responsible financial management and ensure long term sustainability

Financial Implications

The recommendation increases Council's anticipated net cashflow for 2024/25 by \$1,211,000 when incorporated into the revised long term financial plan.

2024/25 Operational Plan Implications

The Quarterly Budget Review is not expected to have any implications for the 2024/25 Operational Plan.

Workforce Implications

Not applicable.

Risk Considerations

Financial	
Avoid	Riverina Water will endeavour to ensure that its financial sustainability is protected at all times and avoid proposals that may impact negatively.

Table of Contents	page
1. Responsible Accounting Officer's Statement	2
2. Income & Expenses Budget Review Statements	3
3. Capital Budget Review Statement	5
4. Cash & Investments Budget Review Statement	7
5. Key Performance Indicator (KPI) Budget Review Statement a. Council specific KPI's	9
6. Contracts & Other Expenses Budget Review Statement	11
7. Balance Sheet	13

Riverina Water County Council

Quarterly Budget Review Statement
for the period 01/01/25 to 31/03/25

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulation 2021:

It is my opinion that the Quarterly Budget Review Statement for Riverina Water County Council for the quarter ended 31/03/25 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: 10/04/2025

Mrs Natasha Harris
Responsible Accounting Officer

Riverina Water County Council

Quarterly Budget Review Statement

for the period 01/01/25 to 31/03/25

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2025

(\$000's)	Original Budget 2024/25	Approved Changes			Revised Budget 2024/25	Variations for this Mar Qtr	Notes	Projected Year End Result	2024/25	2023/24
		Other than by QBRS	Sept QBRS	Dec QBRS					Actual YTD figures	Actual YTD figures
Income										
Rates and Annual Charges	5,961	-	55	(55)	5,961			5,961	4,446	4,399
User Charges and Fees	24,768	-	(128)	1,640	26,280	1,500	1	27,780	21,354	18,327
Interest and Investment Revenues	1,330	-	40	590	1,960			1,960	1,425	878
Other Revenues	345	16	70	102	532			532	833	417
Grants & Contributions - Operating	15	-	25	(5)	35			35	31	6
Grants & Contributions - Capital	2,025	-	(25)		2,000			2,000	269	2,331
Total Income from Continuing Operations	34,444	16	37	2,272	36,768	1,500		38,268	28,358	26,358
Expenses										
Employee Costs	12,623	-	(2,172)	581	11,032			11,032	11,127	8,323
Borrowing Costs	99	-			99			99	79	82
Materials & Contracts	11,572	479	2,926	85	15,062	-	2	15,062	8,288	6,661
Depreciation	9,470	-			9,470			9,470	7,342	6,783
Other Expenses	266	-			266			266	185	172
Total Expenses from Continuing Operations	34,030	479	754	666	35,929	-		35,929	27,021	22,021
Net Operating Result from Continuing Operations	414	(463)	(717)	1,606	839	1,500		2,339	1,337	4,337
Net Operating Result from All Operations	414	(463)	(717)	1,606	839	1,500		2,339	1,337	4,337
Net Operating Result before Capital Items	(1,611)	(463)	(692)	1,606	(1,161)	1,500		339	1,068	2,006

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

- | | |
|---|--|
| 1 | <p>User Charges and Fees:</p> <ul style="list-style-type: none"> - \$451,412 - Commercial Usage Charge - increase in water sales forecast for remainder of year. - \$1,048,588 - Residential Usage Charge - increase in water sales forecast for remainder of year. |
|---|--|

- | | |
|---|---|
| 2 | <p>Materials & Contracts - Budget reallocations:</p> <ul style="list-style-type: none"> - \$2,000 - Medical, Tests, Screening - \$2,000 - Health and Wellbeing Inc EAP - \$5,000 - Staff Amenities - \$5,820 - Sundry Staff Expenses (incl. Staff Awards & Recognition) - (\$14,820) - General Legal Expenses - \$10,000 - Safety Equipment - \$10,000 - Contractor Costs - (\$20,000) - Software Licenses & Subscriptions <p>Minor budget reallocations to align to expenditure incurred (net nil).</p> |
|---|---|

Riverina Water County Council

Quarterly Budget Review Statement

for the period 01/01/25 to 31/03/25

Capital Budget Review Statement

Budget review for the quarter ended 31 March 2025

(\$000's)	Original Budget 2024/25	Approved Changes					Revised Budget 2024/25	Variations for this Mar Qtr	Notes	Projected Year End Result	2024/25	2023/24
		Carry Forwards	2022/23 Revotes	Other than QBRS	Sept QBRS	Dec QBRS					Actual YTD figures	Actual YTD figures
Capital Expenditure												
Land & Buildings	1,448	106	171	(1,268)	105	562	51	1	613	139	881	
Plant & Equipment	2,948	1,003	374	(411)	(125)	(42)	3,747		3,747	1,172	836	
Intangibles	453	-	-	(453)	-	-	-		-	-	1,310	
Water Infrastructure	11,071	937	2,917	(1,081)	(708)	135	13,271	22	2	13,293	4,344	
Loan Repayments (Principal)	-	-	-	-	-	-	-		-	39	116	
Total Capital Expenditure	15,920	2,046	3,462	(3,213)	(728)	93	17,580	73		17,653	6,169	7,487
Capital Funding												
Rates & Other Untied Funding	15,920	2,046	3,462	(3,213)	(728)	93	17,580	73		17,653	6,169	7,487
Total Capital Funding	15,920	2,046	3,462	(3,213)	(728)	93	17,580	73		17,653	6,169	7,487
Net Capital Funding - Surplus/(Deficit)	-	-	-	-	-	-	-	-		-	-	-

Capital Budget Review Statement

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

Notes	Details
1	<p>Land & Buildings:</p> <ul style="list-style-type: none"> - \$44,013 - Refurbishment of Operations Office Urban - to accommodate for ongoing legal expenses and specialist reports. - \$7,000 - West Wagga Security Cameras and Gate Automation - additional materials and project management work required to follow up with contractors. - \$35,000 - Administration Office - improvements to increase workspace and security. - (\$35,000) - Electrical/Fitters Evaporative Aircon Replacement -project completed below budget, excess utilised to fund administration office improvements.
2	<p>Water Infrastructure:</p> <ul style="list-style-type: none"> - \$22,400 - Rand Reservoir 1 - existing towers are required to be inspected and structurally assessed to ensure they meet relevant standards. - \$4,036 - Bomen No.1 Steel (Abandoned) Reservoir - electrical design to existing network to prepare for future demolition. - \$6,036 - Red Hill No.1 Steel (Abandoned) Reservoir - electrical design to existing network to prepare for future demolition. - (\$10,072) - Bellevue 1 - Reservoirs - upgrade ladders and access Urban - reallocation available budget to fund electrical design work on reservoirs. - \$20,000 - West Wagga Aeration WTP - High Level Inlet Control Valve - increase budget to cover final internal labour costs. - (\$20,000) - West Wagga WTP - Electrical Switchboard Enclosure & Climate - budget reallocation to fund final internal labour costs for high level inlet control valve. - \$20,000 - East Bomen Pump Station Pump Replacement - increase budget to cover final internal labour costs. - (\$20,000) - Pump & Motor Maintenance / Replacements Non-Urban - budget reallocation to fund final internal labour costs for East Bomen pump station pump replacement. - \$137,717 - System Improvements Urban - Bowler Street change in alignment and expansion of scope requiring additional budget for traffic control, reinstatement costs, and increased materials costs. - \$2,500 - Culcairn Holbrook Road East of Morven, 5.1km 150mm oPVC - reallocation of available budget to fund system improvements increase. - (\$140,217) - County Boundary Rd, Milbrulong - reallocation of available budget to fund system improvements increase.

Riverina Water County Council

Quarterly Budget Review Statement

for the period 01/01/25 to 31/03/25

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 March 2025

(\$000's)	Original Budget 2024/25	Approved Changes				Revised Budget 2024/25	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sept QBRS	Dec QBRS					
Externally Restricted ⁽¹⁾										
Loan Funds - LIRS	-	-	-	-	-	-	-	-	-	
Total Externally Restricted	-	-	-	-	-	-	-	-	-	
<small>(1) Funds that must be spent for a specific purpose</small>										
Internally Restricted ⁽²⁾										
Employee Leave Entitlements *	2,140	-	-	-	-	2,140	-	2,140	2,140	
Plant Replacement	1,667	-	-	-	-	1,667	-	1,667	2,006	
Water Treatment Plant	228	-	-	(60)	-	168	-	168	228	
Revenue from Water Licences	669	-	-	-	-	669	-	669	669	
Sales Fluctuation	3,000	-	-	-	-	3,000	-	3,000	3,000	
Total Internally Restricted	7,704	-	-	(60)	-	7,644	-	7,644	8,043	
<small>(2) Funds that Council has earmarked for a specific purpose</small>										
Unrestricted (ie. available after the above Restrictions)	18,693	(2,575)	(249)	(78)	1,279	17,070	1,211	18,281	24,852	
Total Cash & Investments	26,397	(2,575)	(249)	(138)	1,279	24,714	1,211	25,925	32,895	

* ELE Reserve is currently funded at 50%

Cash & Investments Budget Review Statement

Investments

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

Cash

The Cash at Bank figure included in the Cash & Investment Statement totals \$32,894,693

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.
The date of completion of this bank reconciliation is 31/03/25.

Reconciliation Status

The YTD Cash & Investment figure reconciles to the actual balances held as follows:		\$ 000's
Cash at Bank (as per bank statements)		1,373
Investments on Hand		31,522
less: Unpresented Cheques	(Timing Difference)	-
add: Undeposited Funds	(Timing Difference)	-
Reconciled Cash at Bank & Investments		32,895
Balance as per Review Statement:		32,895
Difference:		(0)

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	Internally Restricted Cash: N/A
2	Unrestricted Cash: N/A

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

Budget review for the quarter ended 31 March 2025

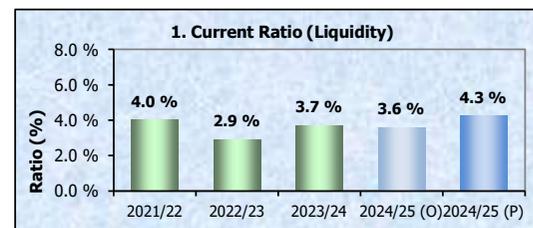
(\$000's)	Current Projection		Original Budget 24/25	Actuals Prior Periods	
	Amounts	Indicator		23/24	22/23
	24/25	24/25			

NSW Local Government Industry Key Performance Indicators (OLG):

1. Current Ratio (Liquidity)

Current Assets	36,194	4.3 %	3.6 %	3.7 %	2.9 %
Current Liabilities	8,511				

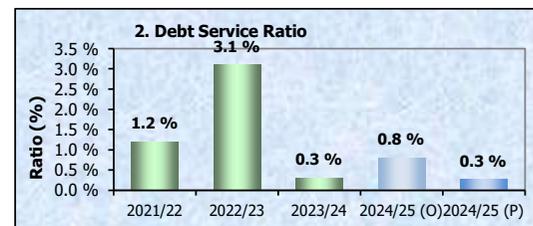
This measures Council's ability to pay existing liabilities in the next 12 months. (target >1.5)



2. Debt Service Ratio

Debt Service Cost	99	0.3 %	0.8 %	0.3 %	3.1 %
Income from Continuing Operations	38,268				

This measures Council's ability to meet interest repayments and therefore service debt. (target 0% to 5%)



3. Rates & Annual Charges Coverage Ratio

Rates & Annual Charges	5,961	15.58	19.02	16.46	15.49
Income from Continuing Operations	38,268				

To assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income. (target < 25%)



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

Budget review for the quarter ended 31 March 2025

(\$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):

4. Capital Replacement Ratio

Infrastructure, Property, Plant & Equipment	17,653	1.86	1.68	2.49	2.59
Depreciation	9,470				

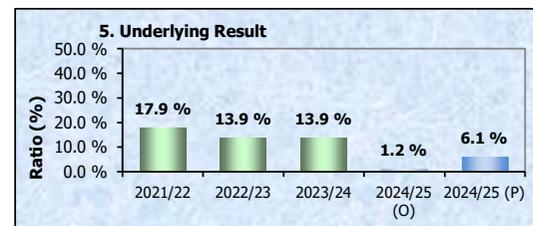
Comparison of the rate of spending on IPP&E with consumption of assets. This is a long-term indicator, as capital expenditure can be deferred in the short term if insufficient funds are available from operations and borrowing is not an option. (target > 1.5)



5. Underlying Result

Net Result	2,339	6.1%	1.2 %	13.9 %	13.9 %
Total Revenue	38,268				

A positive result indicates a surplus and the larger the percentage the stronger the result. A negative result indicates a deficit. Operating deficits cannot be sustained in the long term. (target > 0%)



Riverina Water County Council

Quarterly Budget Review Statement

for the period 01/01/25 to 31/03/25

Contracts Budget Review Statement

Budget review for the quarter ended 31 March 2025

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
Ixom Operations Pty Ltd	Chemical Supply - Bulk Supply of Aluminium Chlorohydrate (ACH), Aluminium Sulphate (Alum), Sodium Hydroxide (Caustic Soda), and Sodium Hypochlorite (Hypo)	574,000	04/03/25	12 months	Y	
Nowchem	Chemical Supply - Bulk Supply of Aluminium Chlorohydrate (ACH), Aluminium Sulphate (Alum), Sodium Hydroxide (Caustic Soda), and Sodium Hypochlorite (Hypo)	see above	04/03/25	12 months	Y	
Omega Chemicals	Chemical Supply - Bulk Supply of Aluminium Chlorohydrate (ACH), Aluminium Sulphate (Alum), Sodium Hydroxide (Caustic Soda), and Sodium Hypochlorite (Hypo)	see above	04/03/25	12 months	Y	
Redox Pty Ltd	Chemical Supply - Bulk Supply of Aluminium Chlorohydrate (ACH), Aluminium Sulphate (Alum), Sodium Hydroxide (Caustic Soda), and Sodium Hypochlorite (Hypo)	see above	04/03/25	12 months	Y	
Maxi-Tankers Pty Ltd	Supply of Bulk Fuel to Riverina Water's Depot's at Hammond Avenue Wagga Wagga and The Rock	412,000	04/03/25	12 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 during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	167,612	Y
Legal Fees	34,060	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

**Riverina Water County Council
Balance Sheet**

	Projected 2024/25 \$
ASSETS	
Current Assets	
Cash & Cash Equivalents	25,924,819
Receivables	5,461,051
Inventories	4,807,792
Total Current Assets	36,193,661
Non-Current Assets	
Infrastructure, Property, Plant & Equipment	390,628,882
Intangible Assets	8,918,000
Total Non-Current Assets	399,546,882
TOTAL ASSETS	435,740,544
LIABILITIES	
Current Liabilities	
Payables	4,076,835
Borrowings	154,943
Provisions	4,279,000
Total Current Liabilities	8,510,778
Non-Current Liabilities	
Borrowings	1,550,114
Total Non-Current Liabilities	1,550,114
TOTAL LIABILITIES	10,060,891
Net Assets	425,679,652
EQUITY	
Retained Earnings	166,722,652
Revaluation Reserves	258,957,000
Other Reserves	-
Council Equity Interest	425,679,652
Minority Equity Interest	-
Total Equity	425,679,652

R3 Draft Assistance for Undetected Leak Policy

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary This inaugural policy is due for its first review. A clearer, standardised methodology for calculating rebates has been created along with minor changes based on learnings over the past two years.

RECOMMENDATION that Council:

- a) Endorse the draft policy and place it on public exhibition until 30 May 2025 and invite public submissions on the draft policy during that period
- b) Receive a further report following the public exhibition and submission period:
 - i. Addressing any submissions made in respect of the proposed policy
 - ii. Proposing adoption of the policy unless there are any recommended amendments deemed to be substantial and requiring a further public exhibition period.

Report

Riverina Water has historically provided varying levels of support to customers who have received a large bill due to an undetected leak on an ad-hoc basis.

The draft Assistance for Undetected Water Leaks Policy aims to formalise this process to:

- Provide clarity for customers and staff on the types of assistance that can be provided
- Provide a clear process for application and eligibility requirements
- Align Riverina Water's approach with best practice in the water industry

An undetected leak is defined in the draft policy as when there is no ongoing visible sign of water loss, and/or both the fault and/or loss could not have been reasonably identified prior to the customer receiving their quarterly bill.

The draft policy clearly sets out the types of leaks that are both eligible and ineligible, and the requirement for leaks to be repaired by a licensed plumber to access financial support.

Since its adoption in April 2022, more than 150 rebates have been provided to customers, totalling over \$85,000. Customers use a simplified online form and assessments are completed in a timely manner.

As this has been the first iteration of this policy, the review has resulted in proposed changes, including strengthening some wording or improving clarity in other areas including assessment times and review processes.

The most significant change is the method of calculating rebates. The current policy has three types of support – charging the consumption at the flat tariff, charging at a same time last year rate or bespoke support for more complex accounts.

This has created some complexity when considering flat tariff accounts, stepped tariff accounts and other property types.

A more equitable and consistent approach has been proposed based on customer feedback and modelled on methodology used by other Councils:

Size of leak	Type of support
Less than 200kl	Customer charged at same time last year, or if not possible or appropriate, a suitable estimated amount.
Greater than 200kl	Provide a 50% rebate on the consumption, less the average usage over the previous 5 quarters. Total rebate will not exceed \$2000. A suitable estimated amount may be used if previous consumption is not appropriate.

Dividing the types of support based on size allows residents with smaller leaks to gain standardised support, while those with larger leaks have a consistent approach.

For leaks greater than 200kl, the calculation will result in more equitable rebates and a clear and consistent approach for both staff and customers.

For example, the below scenarios are based on two recent leak rebates. The current policy charges the entire meter read for the period at the flat rate and is compared with the proposed approach:

Leak example	Current policy	Draft policy
Property 1: 1448kls used	1448kl @ \$1.61 = \$2331.28. Original charge of \$3389.68 - \$2331.28 = Rebate of <u>\$1058.40</u>	Last 5 quarters average: 54kls. 1448kl – 54kl = 1394kl. 50% of 1394kl: 697kl 697kl @ \$2.41 = Rebate of <u>\$1679.77</u>
Property 2: 458kl used	458kl @ \$1.61 = \$737.38	Last 5 quarters average: 250ls. 458kl – 204kl = 208.

	Original charge of \$1003.78 - \$737.38 = Rebate of <u>\$266.40</u>	50% of 254kl = 104kl 104kl @ \$2.41 = Rebate of \$250.64
--	--	---

Under the draft policy, the first property would receive a bigger rebate as their average water consumption was 54kl.

The second property would receive a smaller rebate as their average consumption was 250kl. This will result in more equitable rebates based not on the total water used, but the additional water consumption caused by the leak.

The current policy also states the rebate could be applied for up to two billing periods. A fairer and more consistent approach has been proposed in the draft policy. In cases where there has been substantial water loss between the time of the meter reading or if a customer has identified the leak outside of the billing cycle; applications should include an image of the water meter so this usage can be factored into any rebate.

This ensures that rather than relying on meter reads from up to two billing periods, an accurate rebate can be given more effectively and efficiently.

The draft policy still allows for exceptional circumstances to be given special consideration and reasonable support beyond the scope of the two tiers of rebate applied.

› R3.1 Draft Assistance for Undetected Leaks Policy [↓](#) 

Strategic Alignment

Our Community

Provide exceptional customer service by tailoring and improving our systems, processes and service

Financial Implications

Any rebates represent forgone revenue.

Workforce Implications

Not applicable.

Risk Considerations

Corporate Governance And Compliance	
Avoid	Riverina Water will avoid risks relating to corporate governance and compliance including ethical, responsible and transparent decision making and procedural/policy, legal and legislative compliance.



Assistance for Undetected Water Leaks Policy

4.19

Purpose

Provide a consistent and clear approach to how Riverina Water can financially support customers who have been impacted by undetected leaks.

Policy Statement

Riverina Water is not responsible for plumbing beyond the water meter. However, where possible, Council tries to support those customers who may have been impacted by an undetected leak at their property.

Undetected leaks are typically discovered due to an unexplained increase in usage in the next quarterly billing cycle. This policy details the process and criteria to be eligible for assistance with a water account.

The objectives of this policy are to:

- Maintain a consistent outcome for all Riverina Water customers
- Provide members of the public with the criteria that must be met when applying for assistance following an undetected leak

Scope

This policy is relevant to all Riverina Water County Council customers who own a residential or commercial property within our supply area.

Definitions

- **Undetected Leak:** An undetected leak is where there is no ongoing visible sign of water loss, and both the fault and/or loss could not have been reasonably identified prior to Riverina Water issuing you an account.
- **Licensed Plumber:** Any individual wishing to perform any type of commercial, industrial or residential draining, plumbing, or gas fitting work in New South Wales must

Data and document control

Page 1 of 5

Author: J Lang

Version 2.0

Last revised date 27/02/25

EDRMS #

Next scheduled review February 2027



possess a plumbing licence issued by New South Wales Fair Trading. NSW plumbing licences are limited to water, sanitary and sewerage plumbing only.

- Similar consumption: Comparing a customer's water consumption with previous quarters and/or the same period in previous years.
- Assistance: A reduction in an eligible customer's bill when it is recalculated following an undetected water leak.

Principles

Applications for assistance following an undetected leak are to be submitted via the undetected leak assistance form on Riverina Water's website or by requesting a hard copy from Riverina Water.

Applicants will only be considered if the undetected leak assistance form is completed in full, all required information is enclosed and the request meets the eligibility criteria.

To be eligible for assistance, applications must meet and address all the criteria as outlined on the undetected leak assistance form.

Riverina Water customers are required to provide evidence from a licensed plumber once the leak has been repaired (copy of tax invoice will suffice).

Riverina Water will not accept applications for assistance when the high consumption is caused due to a leak that can be reasonably be discovered, is a known issue or due to faulty plumbing fixtures.

Further information on eligibility and ineligibility is as follows:

Applications must meet the following criteria:

- The fault must be repaired by a licensed plumber
- The application for assistance must be submitted within 30 days of the due date shown on your bill
- No previous assistance for an undetected leak has been granted to the owner/s of the property within the last three years

Applications may be denied in instances where:

- Water is found seeping, spraying, pooling, bubbling, running, flowing, gushing etc.
- There is dampness on the surface, in walls or floors

Data and document control

Page 2 of 5

Author: J Lang

Version 2.0

Last revised date 27/02/25

EDRMS #

Next scheduled review February 2027



- There is additional or unusual growth of grass or vegetation
- The loss of water was the result of faulty plumbing fixtures (eg taps, toilet cisterns, hot water services, cattle troughs, sprinkler or irrigation systems)
- The property is connected via a non-standard water service
- The leak is due to a known or recurring issue
- The fault was repaired by someone other than a licensed plumber

Consideration may be given to applicants with exceptional circumstances.

Types of assistance

Riverina Water provides two types of standard assistance depending on the size of the undetected leak. This is typically referring to the meter read and subsequent bill.

Eligible leak size Assistance provided

Less than 200kl	Customer charged at same time last year, or if not possible or appropriate, a suitable estimated amount.
-----------------	--

Greater than 200kl	Provide a 50% rebate on the consumption, less the average usage over the previous 5 quarters. Total rebate will not exceed \$2000. A suitable estimated amount may be used if previous consumption is not appropriate.
--------------------	--

In cases where there has been substantial water loss between the time of the meter reading or a customer has identified the leak outside of the billing cycle, applications should include an image of the water meter so this usage can be factored into any rebate.

From time to time, extremely high water bills or genuinely exceptional circumstances may arise, in which case the matter may be referred to the Chief Executive Officer and/or the Board to determine reasonable support beyond the scope of the above.

Assessment

Applications will be assessed within 10 business days; excluding those that may have exceptional circumstances or are awaiting further information, in which instance customers will be advised regularly of any update.

Data and document control

Page 3 of 5

Author: J Lang

Version 2.0

Last revised date 27/02/25

EDRMS #

Next scheduled review February 2027



Customers who are dissatisfied with an assessment may provide, in writing via email or letter, further information for consideration. Reviews will be completed by the Director Corporate Services, and/or the Chief Executive Officer as required. The outcome of any review is final.

Reporting

Riverina Water will report the total amount of assistance provided to customers to the Board at the conclusion of each financial year.

Non-Compliance

Non-compliance with the adopted policy may be considered a breach under Council's Code of Conduct. As such, any suspected or known non-compliance will be reported to the Chief Executive Officer.

Customers found to be dishonest in an application for an undetected leak may have future applications denied.

Policy number	4.19
Responsible area	Corporate Services
Approved by	Riverina Water Board – Res 22/048
Approval date	27 April 2022
Legislation or related strategy	N/A
Documents associated with this policy	Adopted Fees & Charges
Policy history	Nil

Data and document control

Page 4 of 5

Author: J Lang

Version 2.0

Last revised date 27/02/25

EDRMS #

Next scheduled review February 2027



Policy details may change prior to review date due to legislative or other changes, therefore this document is uncontrolled when printed.

END OF POLICY STATEMENT

Data and document control

Page 5 of 5

Author: J Lang

Version 2.0

Last revised date 27/02/25

EDRMS #

Next scheduled review February 2027

R4 Donations and Sponsorships 2024-25 progress report - April

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary An update on approved donations and sponsorships is provided to the Board each meeting.

RECOMMENDATION that the Board receive and note the report.

Report

One of the many meaningful ways Riverina Water gives back and invests in its community is through donations and sponsorships.

As part of the Donations and Sponsorships Policy, this is reported to the Board as required on a per-meeting basis. On 9 April 2025, \$85,395 had been awarded to 30 recipients during the current financial year.

There is an amount of \$19,605 remaining in the donations and sponsorships budget for 2024/25, not including any long-standing partnerships or expected applications, to be assessed on their merit.

Recipient	Description	Type	LGA	Amount
Amie St Clair Trust	Charity fundraiser events	Sponsorship	Wagga	\$3,000
Wagga Wagga Country Club	Women's Pro-Am	Sponsorship	Wagga	\$1,850
The Rock District Meals on Wheels	Annual charity golf day	Donation	Lockhart	\$450
Rotary Club of South Wagga	Nepal building donation as approved by the Board	Donation	Wagga	\$1,000
Rotary Club of South Wagga	Annual golf day	Sponsorship	Wagga	\$1,300
Previously reported				
Henty Show Society	Annual show	Sponsorship	Greater Hume	\$3,000

Mawang Gaway	Murun-dhu (I Live, I Breathe) Community Event	Sponsorship	Wagga	\$5,000
Holbrook Business and Community Development Group	Festival by the Sub	Sponsorship	Greater Hume	\$5,000
Kensington Productions	Movie production	Sponsorship	Wagga	\$5,000
The Rock Triathlon	Annual triathlon	Donation	Lockhart	\$500
SoAct	Riverina Water Ten x Ten PlayFest	Sponsorship	Wagga	\$2,200
Koorungal Rotary Club	Annual Science and Engineering Challenge	Sponsorship	Wagga	\$3,500
Urana Campdraft	Annual event	Donation	Federation	\$1,000
Henty Bowling Club	Invitation triples	Donation	Greater Hume	\$300
Spirit of the Land Lockhart	2024 Festival	Donation	Lockhart	\$2,500
Ronald McDonald House	20 nights' accommodation for families of patients	Donation	Wagga	\$3,500
Riverina Football Trust	Afghan women's soccer team visit to Wagga	Sponsorship	Wagga	\$2,750
Country Hope	Charity golf day	Donation	Wagga	\$2,500
Wollundry Rotary	Gears and Beers Festival	Sponsorship	Wagga	\$2,500
Basketball NSW	NAIDOC Deadly 3x3 Basketball Gala Day	Donation	Wagga	\$2,727.27
Fishing for Kyan	Annual event	Donation	Wagga	\$1,000
Southern Sports Academy	Indigenous Talent Program - Talent ID Day	Sponsorship	Wagga	\$3,000
Committee for Wagga	Business Breakfast	Sponsorship	Wagga	\$4,545.45

Wagga NAIDOC Committee	2024 NAIDOC Ball	Sponsorship	Wagga	\$1,000
St Vincent de Paul	Winter sleepout appeal	Donation	Wagga	\$2,500
Riverina Conservatorium of Music	Christmas with the Con	Donation	Wagga	\$2,500
Kurrajong Waratah	Hildasid Farm	Donation	Wagga	\$2,000
Specialist Medical Resources Foundation	Carols by Candlelight	Donation	Wagga	\$2,272.73
CSU	Annual scholarship	Donation	Wagga	\$4,000
City of Wagga Wagga	Fusion festival – water bar	Sponsorship	Wagga	\$2,000
WaterAid membership	Silver 2024/25 membership	Sponsorship	Wagga	\$11,000
			Total	\$85,395

Strategic Alignment

Our Community

Actively support and participate in our community

Financial Implications

The donations and sponsorships are funded annually within the 24/25 Operational Plan.

Workforce Implications

Not applicable.

Risk Considerations

Community Partnerships	
Accept	When considering options for community partnerships or external party relationships, Riverina Water may choose to accept risks to maximise potential benefits to council and the community.

R5 Customer and Community Engagement Strategy

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary Riverina Water is required to review its Community Engagement Strategy to align with the new term of the Board. Updates and minor changes have been made to ensure compliance and cohesion with other draft strategic documents before Council.

RECOMMENDATION that Council:

- a) Endorse the draft Customer and Community Engagement Strategy and place it on public exhibition until 30 May 2025 and invite public submissions on the draft strategy during that period
- b) Receive a further report following the public exhibition and submission period:
 - i. Addressing any submissions made in respect of the proposed strategy
 - ii. Proposing adoption of the strategy unless there are any recommended amendments deemed to be substantial and requiring a further public exhibition period.

Report

Following local government elections, councils are required to review their Community Engagement Strategy.

The Office of Local Government provides a guide of the mandatory and best practice inclusions, many of which are targeted at general purpose councils and to compliment the development of a Community Strategic Plan.

Being a county council, Riverina Water's approach to this document has been to broaden the focus as a Customer and Community Engagement Strategy to better capture our unique organisation and the services we provide. In doing so, the mandatory standards are met and appropriate best practices included.

The draft Customer and Community Engagement Strategy 2025/26-2028/29 is a review of the current document, with minor changes to reflect the draft 2025/2028 Business Activity Strategic Plan and draft Delivery Program and other improvements.

The Communications and Community Engagement Strategy is built on four focus areas – Engage, Enrich, Educate, Experience – with the overall strategic outcome of “**We provide exceptional customer service and demonstrate social responsibility to our community**”.

During the development of the Operational Plan each year, detailed objectives and initiatives are set out, with progress reported back to the board via six monthly reports.

- › R5.1 2025 Draft Customer and Community Engagement Strategy [↓](#) 

Strategic Alignment

Our Community

create stronger connections with our diverse community to help deliver positive impact

Financial Implications

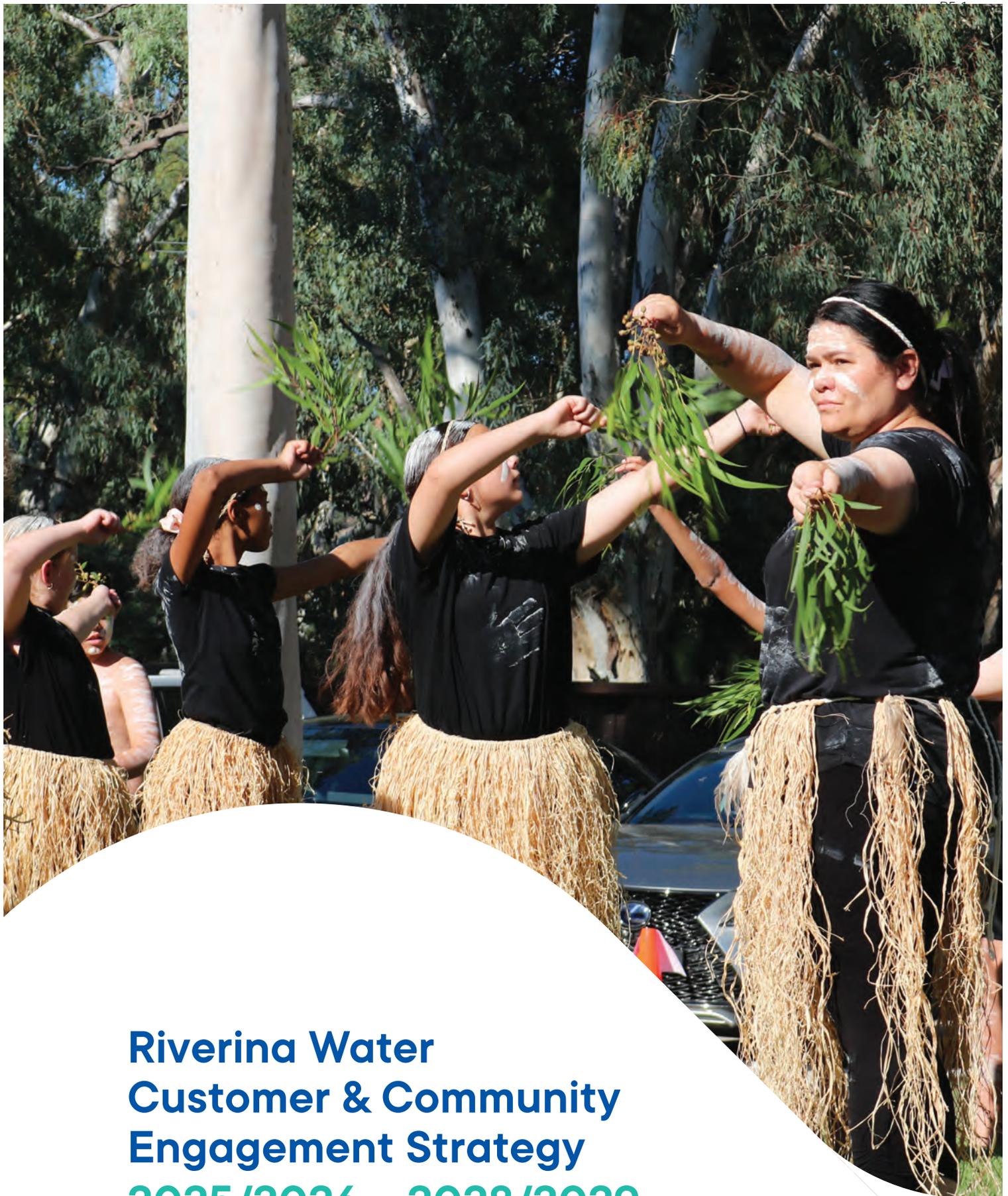
Not applicable.

Workforce Implications

Not applicable.

Risk Considerations

Corporate Governance And Compliance	
Avoid	Riverina Water will avoid risks relating to corporate governance and compliance including ethical, responsible and transparent decision making and procedural/policy, legal and legislative compliance.



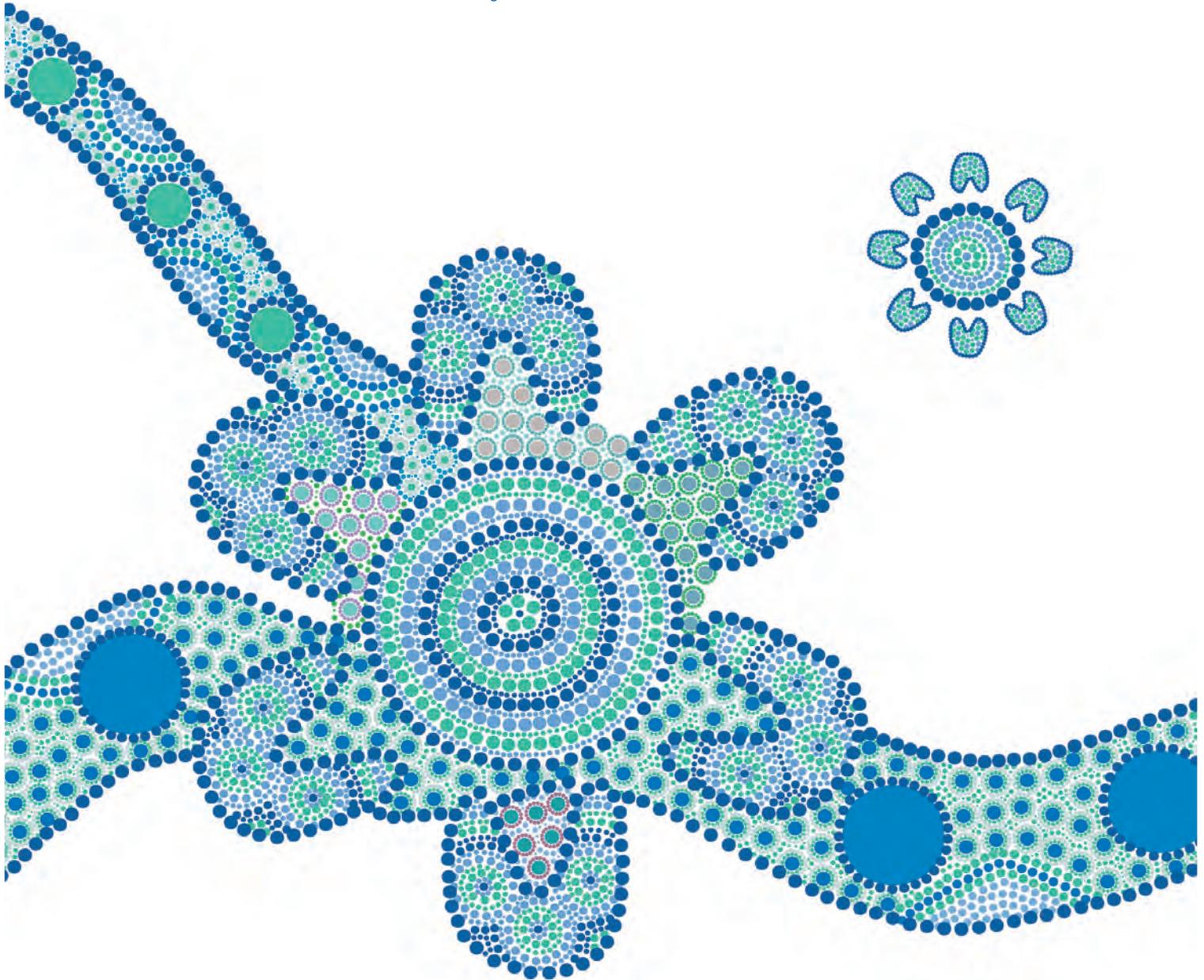
Riverina Water Customer & Community Engagement Strategy 2025/2026 – 2028/2029



Acknowledgement of Country

Riverina Water County Council acknowledges the Traditional and continuing Custodians of the land we supply water on, the Wiradyuri people. We pay our respects to Elders past, present and future, as well giving our respect to all First Nations Peoples living in this community.

We recognise the deep cultural connection Wiradyuri and First Nations communities have with the lands and waters of this region.

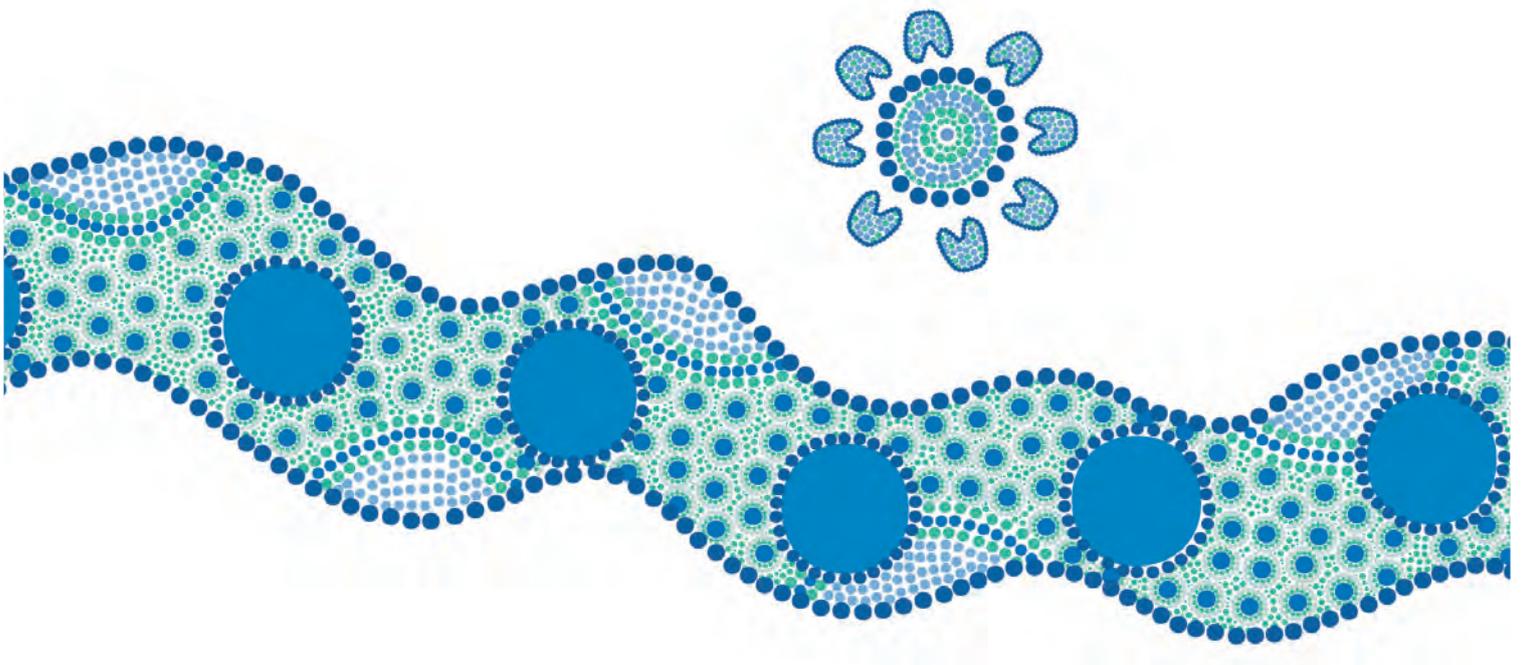


Our corporate documents feature elements from the artwork *Living Water* by Wiradyuri artist Owen Lyons. The artwork was commissioned by Riverina Water for its Reconciliation Action Plan. Learn more: rwcc.nsw.gov.au/reconciliation

All other images: Riverina Water County Council

Contents

Introduction	4
About this strategy	5
Our customers and community	8
Our supply area and network	8
Customer profile	9
Stakeholder groups and how we connect	11
Strategic approach	13
Strategic outcome	13
Strategic objective: Engage	15
Strategic objective: Enrich	16
Strategic objective: Educate	17
Strategic objective: Experience	18
Reporting	19



Introduction

Water is the backbone of the southern Riverina. It helps our communities grow and thrive. It's an essential resource which underpins everything we do from drinking to cooking and cleaning through to recreation, heating, cooling and the running of business, industry and agriculture – which not only feeds the Riverina, but Australia.

Our mission is to provide our community with safe and reliable drinking water at the lowest sustainable cost.

Our formation in 1997 is built on a long and proud history dating back more than 80 years. As a single purpose county council we provide safe and reliable drinking water to more than 77,000 people across four local government areas.

We understand that our community and customers are our most important asset. Our first Community Engagement Strategy was adopted in 2019. Since then, we have:

- › Adopted our first Reconciliation Action Plan
- › Redeveloped our website
- › Offered improved services online
- › Began development of our Disability Inclusion Action Plan
- › Supported our community with almost \$1.7M in grants for grassroots projects
- › Provided donations and sponsorships to community groups and events
- › Participated in events and initiatives, such the as Fusion Multicultural Street Festival
- › Provided temporary water at community events
- › Installed permanent bubbler and drink bottle filling stations throughout the supply area

- › Adapted our processes and policies to meet the changing needs of our customers, such as rebates for undetected leaks
- › Asked for your feedback through annual surveys and implemented your experiences into our services

We are now taking the next step on our journey of fostering proactive communication, engagement and partnerships with our customers and community.

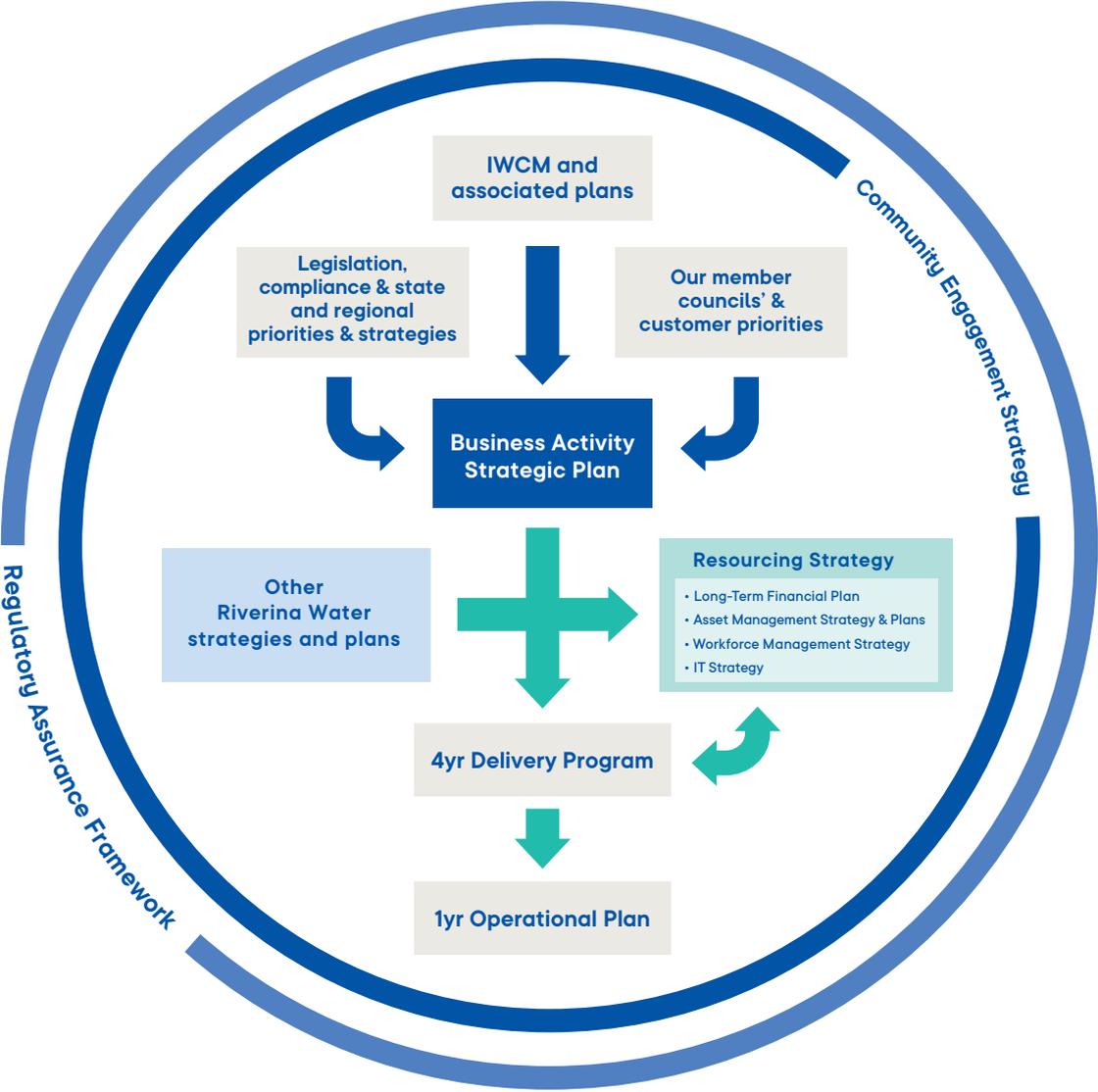


**Councillor Tim Koschel, JP, GAICD
Chairperson**



**Andrew Crakanthorp, GAICD
Chief Executive Officer**

About this strategy



Riverina Water must comply with the NSW local government Integrated Planning and Reporting Framework.

To meet these obligations, we have developed a Business Activity Strategic Plan (BASP) that outlines:

- › our strategic priorities for the next 10 years, and
- › the strategies we will adopt to achieve these priorities.

As a council responsible for water supply, Riverina Water must also comply with the requirements of the NSW Government's Best-Practice Management of Water Supply and Sewerage Guidelines (2007).

The IP&R Framework is underpinned by strong community engagement. Engagement with residents as well as business, state agencies and non-government organisations is essential to creating plans that will truly represent the aspirations and needs of the local community.

A Community Engagement Strategy as a minimum must:

- › be based on the social justice principles of access, equity, participation and rights
- › identify relevant stakeholder groups in the community
- › outline the methods that the council will use to engage each of these groups.

Riverina Water utilises this strategy as an opportunity to look beyond the legislative requirements and define strategic objectives related to our customers and community as a whole.

Social justice principles

This strategy is based on the guiding principles of social justice:

Equity	Access	Participation	Rights
<p>There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need.</p> <p>The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.</p>	<p>Everyone should have fair access to services, resources, and opportunities to improve their quality of life.</p>	<p>Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.</p>	<p>Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural, and religious backgrounds to participate in community life.</p>



Our customers and community

Our supply area and network

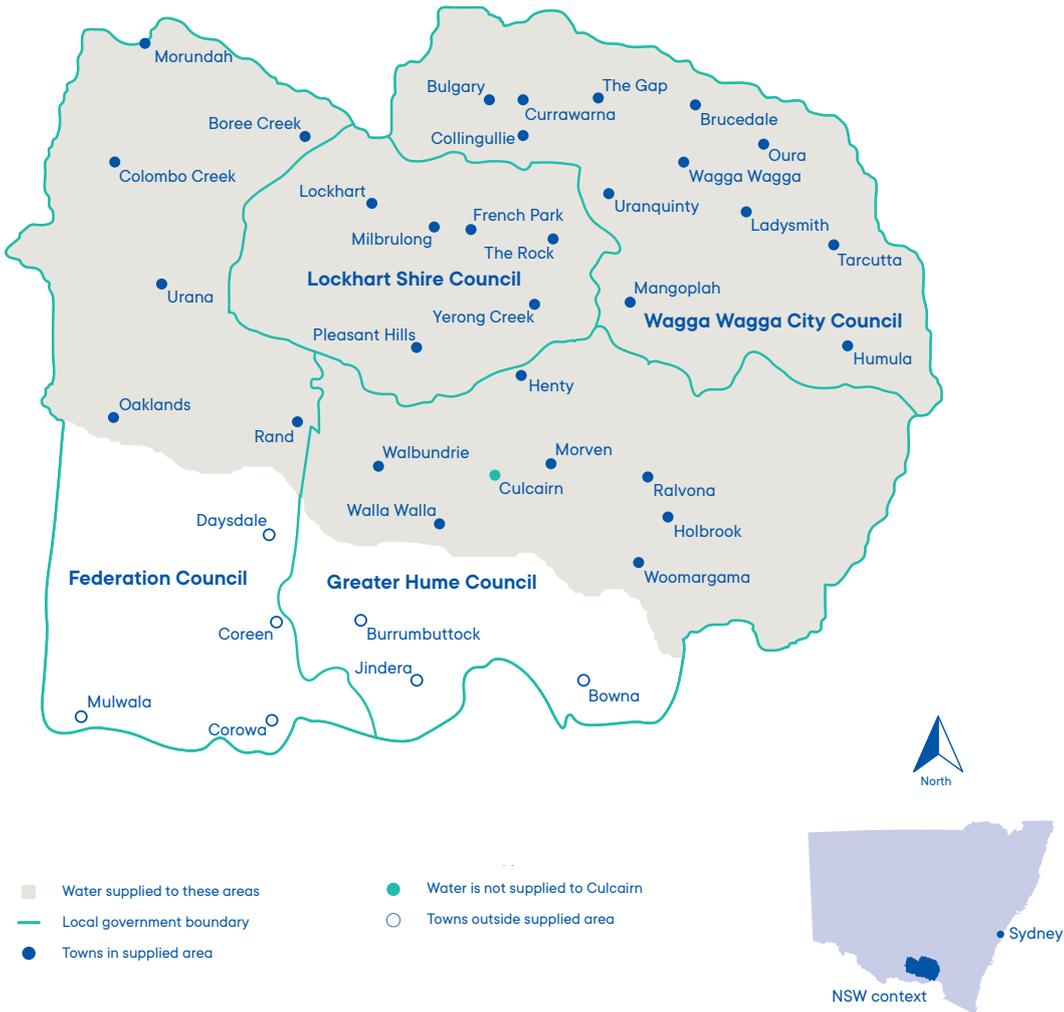
Our supply area stretches over more than 15,000 square kilometres of NSW's Riverina region; providing safe and reliable drinking water to the local government areas of Wagga Wagga, Lockhart and parts of Greater Hume and Federation Councils.

We draw water from the Murrumbidgee River, which runs through the heart of Wagga Wagga. We also source

water from 10 bores, which historically makes up 60 per cent of our source water supply.

Our water supply network includes:

- › 16 water treatment plants
- › More than 80 reservoirs
- › More than 1800 kilometres of water mains



Customer profile

More than 77,000 people rely on Riverina Water to provide safe drinking water every day. We have more than 34,000 properties connected directly to our water supply network.



We refer to the Community Strategic Plans of our constituent councils to better understand the many voices from within our supply area.



Riverina Water services more than 6000 non-residential retail customers and two bulk supply customers; the RAAF Airbase and the Kapooka Army Base.



Our strategy has been developed with regard for the social, economic, and environmental needs of the communities we serve in the southern Riverina:

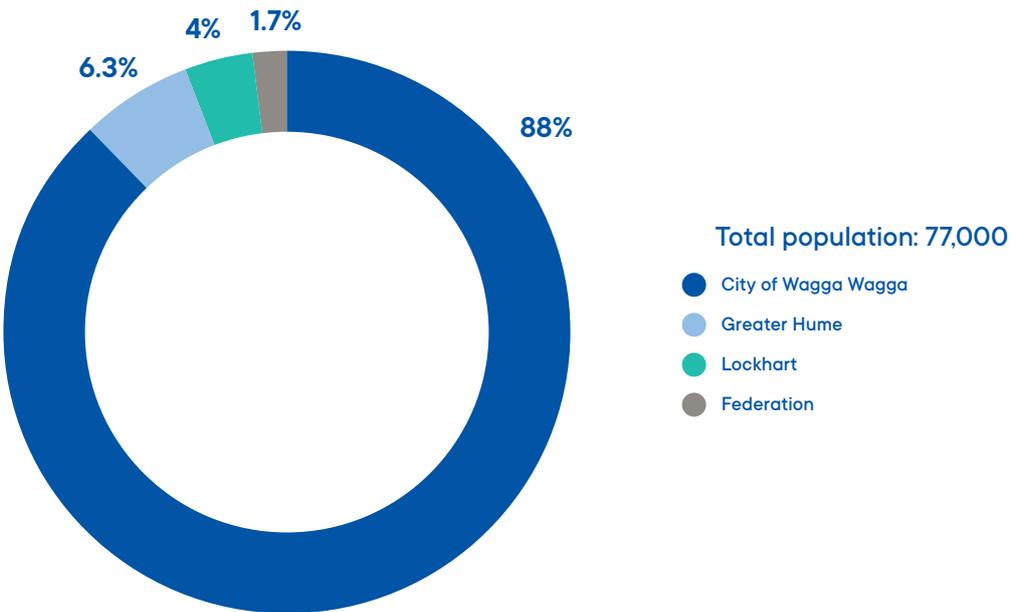
- > Wagga Wagga City Council
- > Federation Council
- > Greater Hume Council
- > Lockhart Shire Council



Our customers are diverse and range from households, to farmers, business, industry and other institutions such as hospitals, aged care facilities and education institutions such as Charles Sturt University.



Serviced population by Local Government Area



Communities provided with reticulated services



Stakeholder groups and how we connect

Whether we're engaging on a significant project or keeping you informed, we are committed to genuine two-way conversation.

We'll consider the following methods when we connect with you or are designing a consultation. We'll select or add methods that work best for the project and our stakeholders.



Stakeholder Engagement Matrix

Stakeholder Group	Engagement methods				
	Community Engagement	Digital	Traditional Media	Mail	Marketing
Direct Customers	Surveys, drop-in sessions, workshops	Website portal, social media Q&A, email newsletter	Media releases on service updates	Quarterly newsletters, direct mail	Digital/ social ads, merchandise
Indirect Customers	Community meetings, feedback sessions	Social media, website educational content	Media interviews on water issues	Letterbox drops	Promotions, sponsorship
Community Groups	Stakeholder workshops, 1:1 meetings	Email updates, website resources	Media features on local partnerships	Newsletters, addressed letters	Sponsorship, event branding
Ratepayer & Resident Associations	Stakeholder meetings, workshops	Website reports, social media updates	Media releases on local projects	Addressed letters, newsletters	Print advertising
Business & Industry	Business roundtables, stakeholder engagement	Website industry updates, LinkedIn	Media opportunities for infrastructure projects	Direct mail to business owners	Sponsorship, digital ads
Constituent Councils	1:1 meetings, strategic workshops	Website council portal, email reports	Media releases on joint initiatives	Addressed letters to councils	Co-branded campaigns
Wiradyuri & First Nations People	On-Country meetings, cultural advisory groups	Website section on cultural water stories	Media features on Indigenous water management	Targeted engagement mail	Co-designed branding collateral
CALD Communities	Community meetings, multilingual surveys	Translated digital content, social media campaigns		Translated newsletters	Cultural sponsorships, multilingual ads
People of All Abilities	Accessible community workshops	Website with accessibility features, captioned social videos	Inclusive media campaigns	Plain English letters	Inclusive promotional materials
Villages & Rural Communities	Drop-in sessions, local workshops	Website rural updates, social media Q&A	Local radio and regional media	Letterbox drops, addressed letters	Regional event sponsorship
Government Stakeholders	Strategic meetings, formal consultations	Website policy updates, government newsletters	Media releases on policy initiatives	Official correspondence	Targeted industry marketing

Strategic approach

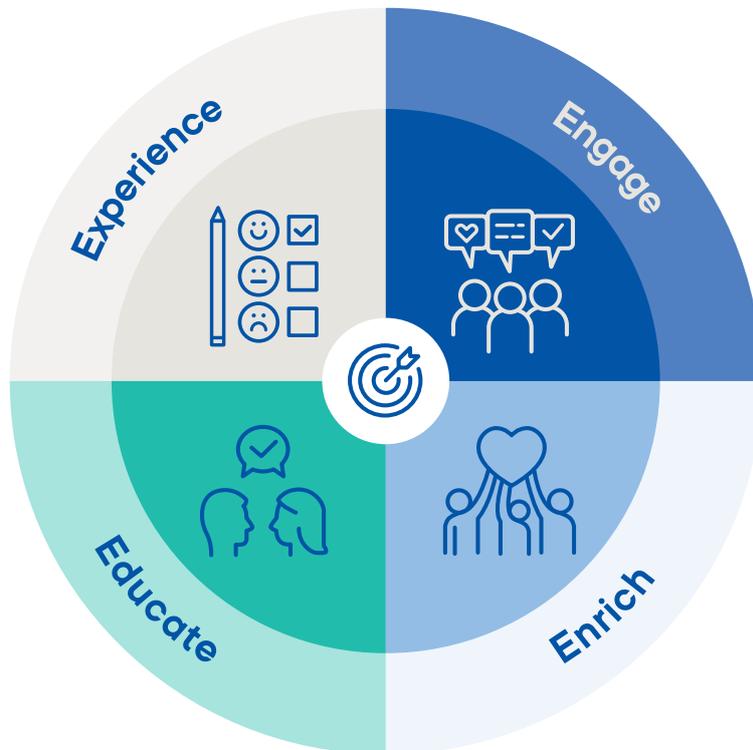
Strategic outcome

We provide exceptional customer service and demonstrate social responsibility to our community.

Our Community Engagement Strategy is built on four focus areas:

- › Engage
- › Enrich
- › Educate
- › Experience

During the development of the Operational Plan each year we will set out detailed objectives and initiatives in line with our strategic objectives.



International Association of Public Participation (IAP2)

IAP2 is a global best practice model for public participation in decision-making. Riverina Water refers to its framework when creating engagement opportunities or plans; in particular the IAP2 Public Participation Spectrum:

Increasing level of public impact 					
	Inform	Consult	Involve	Collaborate	Empower
Goal	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Style	"Here's what's happening"	"Here are some options, what do you think?"	"Here's a problem, what ideas do you have?"	"Let's work together to solve this problem"	"You care about this issue and are leading an initiative, how can we support you?"
Example tools	<ul style="list-style-type: none"> › Fact sheets › Websites › Open houses › Publishing social media › Newsletters › Email distribution 	<ul style="list-style-type: none"> › Public comment › Focus groups › Surveys › Public meetings 	<ul style="list-style-type: none"> › Workshops › Deliberate polling 	<ul style="list-style-type: none"> › Citizen advisory committees › Consensus-building › Participatory decision-making 	<ul style="list-style-type: none"> › Citizen juries › Ballots › Delegated decisions



Focus area:
Engage

Build stronger relationships with our diverse community.

We engage openly, listen actively, and collaborate meaningfully with our diverse community to foster trust, mutual understanding and long-lasting connections.



Targeted outcomes

- › Respectfully engage with our First Nations Community and their heritage
- › Increase the awareness, understanding, and perceived value of the role Riverina Water plays in the community
- › Build stronger relationships to enable informed and inclusive decision making



Focus area:
Enrich

Actively support and contribute to our community.

We champion initiatives that enrich our community and demonstrate our commitment to making a positive impact.



Targeted outcomes

- › Invest in our community and support the enhancement of the social, cultural and environmental life of our community


Focus area:
Educate

We help our customers and community to understand.

We help our customers and community to understand where their water comes from and manage their water usage.



Targeted outcomes

- › Provide accessible and relevant educational information and opportunities to our customers and the community
- › Continue to drive responsible water usage


Focus area:
Experience

Understand and respond to our customer needs and expectations.

We actively seek feedback, anticipate customer needs and deliver responsive services that enhance satisfaction and build trust.



Targeted outcomes

- › Enhance customer experience through digital and technology uplift
- › Develop an enhanced understanding of customers and their expectations through data, insights, and analytics to help inform our service offering
- › Support the financial wellbeing of our customers

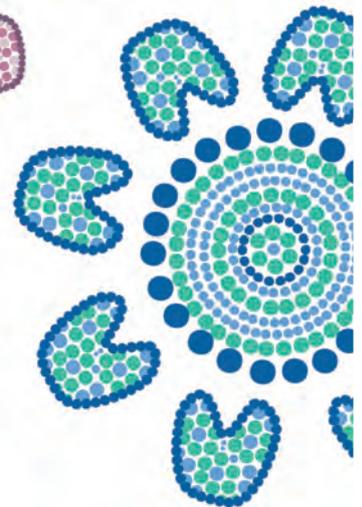
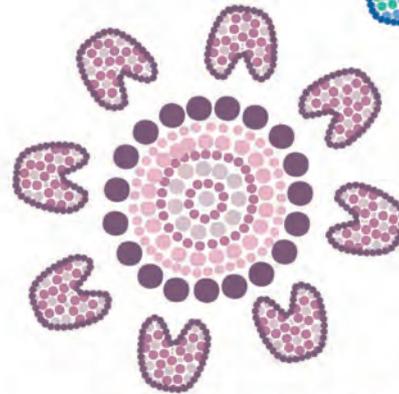
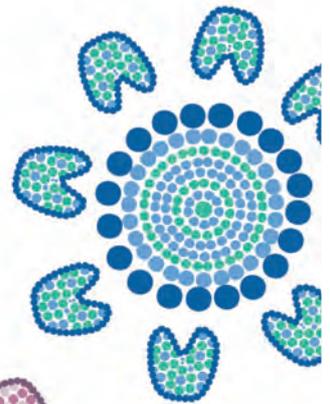
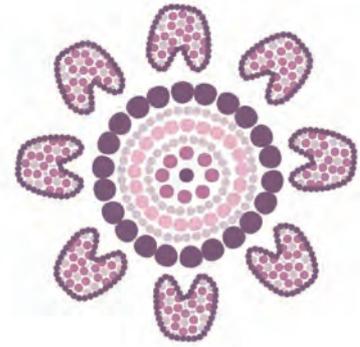
Reporting

This strategy aligns with the long-term goals of our Business Activity Strategic Plan, the four-year objectives of the Delivery Program and year-on-year actions in the Operational Plans.

We provide reports to the Board and community on our progress and performance every six months and in the Annual Report, along with interim reports on key initiatives such as donations, financial rebates and more.

Each year, Riverina Water undertakes a customer survey to assess its services, what's important to our community and more. This is used to assess progress and understand new opportunities.

As we develop and adopt the new Operational Plan each year, we will review existing actions and assess the requirement for any new projects or initiatives that align with the strategic objectives set out in this strategy.





R6 Options for community funding initiatives

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary Riverina Water is committed to supporting its communities, one of which has been via a grants program. Following two financial years of the Enriching Communities Program, a review has been undertaken. The Board has requested it be presented with a grants program and other funding initiatives for its consideration.

RECOMMENDATION that Council

- a) Receive and acknowledge the report
- b) Endorse Option 3 as contained in the report for the 2025/26 financial year, after which the success of the approach will be reassessed
- c) Receive a further report outlining the details of the Community Development Fund process

Report

Riverina Water is committed to improving its connection with the communities we serve while finding ways to magnify the organisation's public profile and the importance of safe and reliable water supply to everyone's daily lives.

Since 2018, a key initiative to achieving this has been the delivery of a grants program.

The previous Community Grants Program delivered almost \$1.5M in funding to more than 150 grassroots projects and initiatives across the supply area.

Due to the significant investment of public funds, a comprehensive review of the program was undertaken to assess its impact and efficacy.

As a result, the Enriching Communities grants program was developed and has now been delivered out for two financial years.

General improvements to the program included:

- › Removal of categories in place of community objectives
- › Streamlined application, assessment and administration processes
- › A funding pool that is 3% of the previous year's Operating Surplus (before capital grants); with a minimum annual pool of \$100,000 rather than a fixed funding amount for example, after periods of drought, more funding is reinvested into the community

In accordance with the resolution the Board at the December 2024 meeting, the program has been reviewed and a workshop held with the Board to assess the benefits and challenges of the grants program.

The Board has requested a variety of options be offered for consideration on how best to reinvest in our communities to meet our key objectives moving forward.

Option 1 – Maintain current grants program

- › Continue to adjust the program to better meet our objectives while accepting some challenges will remain
- › For example, consider further adjustments to eligibility criteria; or operating the grants every second year with a bigger, combined funding pool

Advantages

- › Provide funding opportunities for smaller communities delivering grassroots impact
- › Somewhat established well-liked and program with positive feedback by stakeholders
- › Two-year cycle may mitigate grant fatigue in community groups

Disadvantages

- › Existing issues will remain, ongoing issue management and reviews required
- › Two-year cycle may lose momentum/exposure of program

Option 2 – Cease grants and increase donations and sponsorships

- › No longer provide a grants program and instead increase the Donations and Sponsorship budget
- › Consider Donations and Sponsorship Policy changes to resolve any potential issues

Advantages

- › More agile and responsive throughout the year to meet community needs
- › Many grant requests are for smaller amounts that could be facilitated via this program
- › Operating a single community funding program that is a well-established initiative with consistent recognition, reputational benefits and community impact

Disadvantages

- › Funding is not currently partitioned for LGAs, but good distribution across area
- › Larger funding amounts still possible but in general not supported under this policy

Option 3 – Community development fund

- › Based on the success of resolving the unexpended funding for Federation Council in the current program, create a community development fund for constituent Councils to directly apply for throughout the financial year
- › Funding pools and allocation would be based on the existing grants program model
- › Projects would need to meet certain requirements and be considered on their community impact, such as the current grants objectives. For applicable Councils, preference to Section 355 Committees could be given, along with Council-community partnerships.
- › Donations and Sponsorships Policy continues to support other community initiatives

Advantages

- › Agile and responsive with Councils to request projects for Board consideration at any time during the financial year
- › Can specify recognition or promotion of funding, ensuring the raising of Riverina Water's public profile
- › Still funding many of the same organisations or initiatives in some Council areas, along with opportunity for involvement in other significant community projects by Councils
- › Minimal resourcing required and significantly reduced time impacts for staff, Board and constituent Council staff.

Disadvantages

- › Loss of opportunity for larger funding amounts for some community organisations, donations available but current policy constraints apply

For the purpose of the report and facilitating discussion, staff have recommended Option 3 due to the reasons set out above; and suggesting the approach is trialled in 2025/26 to assess the success and consider any community impacts.

Riverina Water previously did not conduct a grants program in the 2022/23 financial year while the previous review was undertaken, which did not result in any significant impact to community groups.

Depending on the Board's preferred way forward, different governance actions will be required:

- › Option 1: Grant guidelines reviewed and presented to the Board for endorsement as normal (typically August meeting)
- › Option 2: No immediate action, consider pre-emptive policy amendments or assess issues as they arise

- › Option 3: Formalise the requirements and objectives via report to the Board for implementation from 2025/26.

Strategic Alignment

Our Community

Actively support and participate in our community

Financial Implications

All options proposed would not require additional funding outside the existing amount provided towards grants programs.

Workforce Implications

Not applicable.

Risk Considerations

Community Partnerships	
Accept	When considering options for community partnerships or external party relationships, Riverina Water may choose to accept risks to maximise potential benefits to council and the community.

R7 Reconciliation Action Plan - progress report

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary A progress report on implementation of the RAP is required to be provided to the Board at the halfway point of the plan.

RECOMMENDATION that Council receive and note the report.

Report

Riverina Water's first "Reflect" Reconciliation Action Plan 2024-25 (RAP) was adopted in August 2024, with the RAP Working Group administrating the implementation of the actions.

With the lifespan of the RAP being until December 2025, a progress report of the RAP actions is being provided to the Board.

Along with the implementation of the plan, a successful launch event was held in March. Board members and staff were joined by Wiradyuri and First Nations Peoples – including Elders, Mawang Gaway and students from Ashmont Public School. The day marked the beginning of a shared journey towards reconciliation.

Below is an update on progress on the actions in the RAP

Action	Deliverable	Timeline
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	Completed
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Completed
2 Build relationships through celebrating National	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Completed

Reconciliation Week (NRW)	RAP Working Group members to participate in an external NRW event.	27 May to 3 June 2025
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2025
3 Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Completed
	Identify external stakeholders that our organisation can engage with on our reconciliation journey	Completed
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Completed
4 Promote positive race relations through anti-discrimination strategies.	Continue to research and promote practice and policies in areas of race relations and anti-discrimination.	September 2025
	Conduct a review of HR policies and procedures to identify existing antidiscrimination provisions, and future needs.	September 2025
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2025
	Conduct a review of cultural learning needs within our organisation	September 2025
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area, and how we can recognise this.	June 2025

	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2025
	Review existing policies or procedures relevant to Acknowledgement of Country and Welcome to Country Protocols.	In progress
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	July 2025
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025
	RAP Working Group to participate in an external NAIDOC Week event.	July 2025
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation, including opportunities for traineeships and scholarship	September 2025
	Explore opportunities to offer Aboriginal and Torres Strait Islander targeted traineeships and award scholarships for professional development.	September 2025
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	September 2025
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2025

economic and social outcomes.	Investigate Supply Nation membership.	September 2025
10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	Completed
	Draft a Terms of Reference for the RWG.	Completed
	Establish Aboriginal and Torres Strait Islander representation on the RWG	Completed
11 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation	June 2025
	Engage senior leaders in the delivery of RAP commitments.	Completed
	Appoint a senior leader to champion our RAP internally.	Completed
	Define appropriate systems and capability to track, measure and report on RAP commitments	Completed
12 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2025
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Survey	Completed 2024, August 2025
	Complete and submit the annual RAP Impact Measurement Survey to Reconciliation Australia.	September 2025
13 Continue our reconciliation journey by developing our next RAP	> Register via Reconciliation Australia's website to begin developing our next RAP	September 2025

Strategic Alignment

Our Community

Continue to develop positive relationships with our First Nations community

Financial Implications

Not applicable.

Workforce Implications

Not applicable.

Risk Considerations

Community Partnerships	
Accept	When considering options for community partnerships or external party relationships, Riverina Water may choose to accept risks to maximise potential benefits to council and the community.

R8 Enterprise Risk Framework and Associated Foundational Documents

Organisational Area Corporate Services

Author Beth Cullen, Risk & Insurance Officer

Summary Enterprise Risk Management (ERM) provides a comprehensive approach to the management of risks at Riverina Water. The use of the core enterprise risk management documents ensures regulatory compliance, supports and prioritises strategic goals, enhances decision-making, and improves business resilience. A draft revised Enterprise Risk Management Framework and Plan, including draft Enterprise Risk Policy and draft revised Risk Appetite statements are attached for the board's consideration.

RECOMMENDATION that the Board:

1. Adopt the draft revised Enterprise Risk Policy and draft revised Risk Appetite Statements; and
2. Endorse the draft revised Enterprise Risk Management Framework and Plan.

Report

Enterprise Risk Management (ERM) is a critical component for the effective governance and operational success of Riverina Water. It provides a structured and consistent approach to identifying, assessing, and managing risks that could potentially impact the achievement of strategic objectives.

Riverina Water commenced incorporating enterprise risk management principles in 2012 however increasing regulatory focus in the form of the *Guidelines – Risk Management and Internal Audit for Local Government in NSW* November 2023 and ongoing reform has required a review of our core risk documents.

To further strengthen our risk management practices, we seek the Board's endorsement of the following:

1. Enterprise Risk Management Policy: This policy outlines the principles and guidelines for managing risks across Riverina Water. It ensures that risk management is integrated into all aspects of our operations and decision-making processes.
2. Enterprise Risk Management Framework and Plan: The framework provides a structured approach to implementing ERM, including risk identification, assessment, mitigation, and monitoring. It aligns with best practices and standards, such as the

AS/NZS ISO 31000: 2018. Please note: Appendix 1 refers to current risk appetite statements. Once the revised risk appetite statements are adopted, these would be inserted as Appendix 1.

3. Risk Appetite Statements: These statements define the level of risk Riverina Water is willing to accept in pursuit of its objectives. They provide clear boundaries for risk-taking and seek to ensure that all decisions align with our strategic goals and risk tolerance

- › R8.1 Draft Enterprise Risk Management Policy 1.13 - revised [↓](#) 
- › R8.2 Draft Enterprise Risk Management Framework and Plan [↓](#) 
- › R8.3 Draft Risk Appetite Statements - revised Feb 2025 [↓](#) 

Strategic Alignment

Our Business

Improve strategic planning and accountability

Financial Implications

Workforce Implications

Risk Considerations

Corporate Governance And Compliance	
Avoid	Riverina Water will avoid risks relating to corporate governance and compliance including ethical, responsible and transparent decision making and procedural/policy, legal and legislative compliance.



Enterprise Risk Management Policy 1.13

Purpose

This policy sets out the key foundations, roles and responsibilities in relation to risk management at Riverina Water County Council (Riverina Water)

Policy Statement

Riverina Water is committed to making risk-based decisions and managing our risks to preserve and create value across the organisation.

This policy aligns to our corporate values of respect, connection, safety and co-operation which support all that is undertaken at Riverina Water.

Riverina Water will:

- manage identified risks in alignment with the adopted risk appetite statements and AS/NZS ISO 31000:2018 to achieve our strategic and operational objectives;
- embed risk management in our processes and decisions to help identify, assess and prioritise viable opportunities in a systematic and disciplined manner
- create a positive risk culture, where the management of risk is an integral part of our business practice and decision making,
- actively monitor our operating environment to identify emerging threats and opportunities Scope

Scope

This policy applies to Riverina Water board members, staff, volunteers, contractors and service providers engaged to conduct authorised Council business.

Definitions

Risk	The effect of uncertainty on objectives, where an effect is a deviation from the expected. It can be positive, negative or both and can address, create or result in opportunities and threats.
------	---

Data and document control

Page 1 of 9

Author: Beth Cullen

Version 3
Last revised date 14 Nov 2022
Next scheduled review May 2026



Risk appetite	The level of risk Riverina Water is prepared to accept, tolerate or be exposed to at any point in time
Enterprise risk management	The coordinated activities (culture, processes and systems) to identify, analyse, mitigate, monitor and report risks at all levels and across the organisation
Controls	Measurable activities that are intended to modify the level of risk
Risk treatment	Additional activities should the level of risk remain unacceptable after controls are applied
Enterprise risk management plan	Document to specify the approach, management components and resources to be applied to the enterprise management of risk
Enterprise risk management framework	Shows the foundations for designing, implementing, monitoring, reviewing and continually improving risk management throughout Riverina Water

Principles

Riverina Water is committed to achieve best practice in the management of risks that threaten to adversely impact its people, assets, objectives, operations or members of the public and risks that create opportunities for Riverina Water's advancement

Risk management forms part of strategic, operational and line management responsibilities and is integrated into the strategic and business planning processes.

Every employee of Riverina Water has a role in risk management in the identification of risks to treatment and is encouraged to participate in that process. Riverina Water will take a risk-based approach to managing risks based on the severity of the risk and effectiveness of controls. The management of extreme and high risks will be prioritised Enterprise Risk Management Framework and Plan (ERMF and Plan)

Data and document control

Page 2 of 9

Author: Beth Cullen

Version 3

Last revised date 14 Nov 2022

Next scheduled review May 2026



Enterprise Risk Management Framework and Plan (ERM and Plan)

Riverina Water will maintain a risk management framework and plan, detailing its approach to risk management, and provide a consistent methodology to assess, prioritise and manage risk.

The Enterprise Risk Management Framework and Plan will be approved by management and approved by the CEO every two (2) years. It will be provided to the Audit, Risk and Improvement Committee and the Board for information.

Riverina Water will maintain an enterprise risk register including consideration of both the internal and external context of Riverina Water.

Data and document control

Page 3 of 9

Author: Beth Cullen

Version 3
Last revised date 14 Nov 2022
Next scheduled review May 2026



Figure 1. Riverina Water Enterprise Risk Management Framework

Data and document control

Page 4 of 9

Author: Beth Cullen

Version 3
Last revised date 14 Nov 2022
Next scheduled review May 2026



Key roles and responsibilities

Board	<ul style="list-style-type: none"> • Approve the Risk Management Policy and note the Enterprise Risk Management Framework(ERMF) and Plan • Be satisfied that strategic risks are identified, managed and controlled appropriately • Appoint the Audit Risk & Improvement Committee • Allocate sufficient funds to support effective and efficient management of risks
Audit Risk & Improvement Committee	<ul style="list-style-type: none"> • Monitor the systems and processes for managing risks through internal audit, and consider the risk profile when developing and implementing the Internal Audit program • Consider the adequacy of actions taken to ensure that strategic risks have been dealt with in a timely manner to mitigate exposures to Riverina Water • Identify and refer specific projects or investigations deemed necessary to assess risk management through the CEO the internal auditor and the council.
Internal Audit	<ul style="list-style-type: none"> • Consider strategic and operational risks in the development and implementation of the Internal Audit Plan and recommending improvements • Periodically audit Riverina Water risk management practices and provide recommendations on improvements to management and the ARIC
CEO	<ul style="list-style-type: none"> • The CEO is accountable for ensuring appropriate risk management within Riverina Water • Provide executive leadership in the management of strategic, operational and project risk, and generally champion risk management within Riverina Water • Report expeditiously to the ARIC on any fraud and corruption incidents or material risk mitigation failures and actions taken

Data and document control

Page 5 of 9

Author: Beth Cullen

Version 3

Last revised date 14 Nov 2022

Next scheduled review May 2026



	<ul style="list-style-type: none"> • Ensure that Riverina Water has the appropriate culture, capability, processes and systems to deliver on this policy and the ERMF and Plan. • Ensure that risk management activities are aligned to Council strategy and objectives • Ensure sufficient resourcing to support effective and efficient management of risks
Risk and Insurance Officer	<ul style="list-style-type: none"> • Support the CEO in co-ordinating and providing clear and concise risk information, advice and/or reports that can be used in planning and decision making
Managers and Supervisors (Risk Owners)	<ul style="list-style-type: none"> • create an environment where the management of risk is accepted as the responsibility of all staff, volunteers and contractors • are accountable for the implementation and maintenance of sound risk management processes within their area of responsibility including: <ul style="list-style-type: none"> ○ Identifying, recording and periodically reviewing risks ○ Identifying, recording and assessing effectiveness of existing controls ○ Implementing and maintaining effective internal controls ○ Developing treatment plans to treat higher level risks in a timely manner • Supervisors are also responsible for supporting good management practices that complement risk management including: <ul style="list-style-type: none"> ○ Complying with and monitoring staff compliance with Riverina Water's policies, procedures, guidelines and designated authorities ○ Maintaining up-to-date information and documentation for key operational processes
Staff, contractors and service providers	<ul style="list-style-type: none"> • are required to act at all times in a manner which does not place at risk the health and safety of themselves or any other person in the workplace • Support risk owners (managers) and be responsible and accountable for taking practical steps to minimise Riverina Water's exposure to risks including contractual, legal and professional liability in so far as is reasonably practicable within their area of activity and responsibility

Data and document control

Page 6 of 9

Author: Beth Cullen

Version 3

Last revised date 14 Nov 2022

Next scheduled review May 2026



	<ul style="list-style-type: none"> • be aware of operational and business risks. Particularly, staff should: <ul style="list-style-type: none"> ○ Provide input into various risk management activities ○ Assist in identifying key risks and controls ○ Report all emerging risks, issues and incidents to their supervisor, manager, rRsk and Insurance officer or other appropriate council officer ○ Follow Council policies and procedures
--	---

Policy Implementation

This Policy will be published to the Riverina Water Internet and Intranet. Staff awareness of the content of the policy will be achieved through team meetings and at induction for new members of staff. Training and awareness of safety and risk responsibilities is ongoing and risk management responsibilities are included in job descriptions and staff performance appraisals.

Compliance

Compliance with adopted policy is mandatory. may be considered a breach under the Code of Conduct. As such, any suspected or known non-compliance will be reported to the CEO.

Data and document control

Page 7 of 9

Author: Beth Cullen

Version 3
Last revised date 14 Nov 2022
Next scheduled review May 2026



Document Details

Policy number	1.13
Responsible area	CEO
Approved by	
Approval date	
Legislation or related strategy	<p>Local Government Act 1993</p> <p>Work Health & Safety Act 2011 (NSW)</p> <p>Work Health & Safety Regulation 2017</p> <p>Civil Liabilities Act 2002</p> <p>Independent Commission Against Corruption Act 1988 (ICAC Act)</p> <p>Guidelines for Risk Management and Internal Audit for Local Government in NSW 2023</p>
Documents associated with this policy	<p>Riverina Water Enterprise Risk Management Framework and Plan</p> <p>Asset Management (Policy 3.1)</p> <p>Asset Purchase and Disposal (Policy 3.2)</p> <p>Business Continuity (Policy 1.22)</p> <p>Business Continuity Plan</p> <p>Good Governance (Policy 1.3)</p> <p>Fraud & Corruption Prevention (Policy 1.14)</p>
Data and document control	
Page 8 of 9	
Author: Beth Cullen	<p>Version 3</p> <p>Last revised date 14 Nov 2022</p> <p>Next scheduled review May 2026</p>



Health & Wellbeing (Internal Policy 3.29)

Environmental Policy (Policy 5.0)

Work Health and Safety (Policy 4.3) plus all work health and safety procedures and guidelines (refer to Intranet for full list)

Riverina Water Governance Framework

Riverina Water Risk Register

Policy history

Original publication date 14 Dec 2012 Res 12/175

Name changed from policy 5.3 on 22 Nov 2013

Reviewed 15 Oct 2014 Res 14/170

Reviewed May 2018 Res 18/55

Policy details may change prior to review date due to legislative or other changes, therefore this document is uncontrolled when printed.

END OF POLICY STATEMENT

Data and document control

Page 9 of 9

Author: Beth Cullen

Version 3

Last revised date 14 Nov 2022

Next scheduled review May 2026



Enterprise Risk Management Framework and Plan

July 2024 |

Contents

- 1 Purpose 3
- 2 Scope..... 3
- 3 Definitions 3
- 4 Enterprise Risk Management 5
 - 4.1 Benefits of Managing risk..... 5
 - 4.2 Risk management principles..... 5
- 5. Riverina Water Enterprise risk management Framework 7
 - 5.1 Risk management process 8
 - 5.2 Establishing the risk management context (risk profile) 8
 - 5.3 Objectives, strategies and plans 9
 - 5.4 Riverina Water risk appetite..... 9
 - 5.5 Risk Management - Risk assessment & risk mitigation.....10-18
 - 5.6 Business Continuity Plan (BCP) and emergency response plans.....19
 - 5.7 Monitoring and reporting of risk..... 21
 - 5.8 Evaluation and continuous improvement.....21
 - 5.9 Assurance - the three lines of defence.....22-25
- 6 Attestation..... 25
- 7 Documentation/ recordkeeping 26
- Appendix 1: Riverina Water Risk Appetite statement 217
- Appendix 2: Consultation matrix for risk management.....30
- Appendix 3: Summary of key risk management activities.....31
- 10 Document Details 32

1 Purpose

The Enterprise Risk Management Framework (ERMF) and Plan outlines Riverina Water’s approach to management of risk. It is the supporting document to Policy 1.13 Enterprise Risk Management. This policy states that Riverina Water is committed to making risk-based decisions and managing risks to preserve and create value across the organisation. The ERMF complies with AS/NZS ISO 31000:2018 and the Guidelines for Risk Management and Internal Audit for Local Government in NSW in its planning, approval, review and control processes.

2 Scope

The ERMF supports a positive risk culture which recognises everyone has a role in ensuring risks are identified, assessed, managed and monitored at Riverina Water. The ERMF and Plan outlines whole of organisation risk management, and is applicable to board members, executive and all members of staff. It is aligned to our corporate values of respect, co-operation, safety, connection.

3 Definitions

Consequence	The severity of outcome of an event affecting objectives
Controls	Measurable activities that are intended to modify the level of risk
External context	External environment in which the organisation seeks to achieve its objectives. Usually outside of an organisation's control
Inherent risk	The level of risk inherent in an activity or process before considering any controls or risk mitigation measures
Internal context	Internal environment in which the organisation seeks to achieve its objectives. Usually within an organisation's control
Level of risk	Magnitude of risk, expressed in terms of the combination of consequences and their likelihood
Likelihood	The possibility of a potential risk occurring, interpreted using qualitative values such as low, medium or high
Residual risk	Residual risk represents the risk that remains after applying controls or mitigation measures

Risk	The effect of uncertainty on objectives, where an effect is a deviation from the expected. It can be positive, negative or both and can address, create or result in opportunities and threats
Risk appetite	The amount of risk an entity is willing to accept or retain in order to achieve its objectives.
Risk assessment	Systematic process of evaluating the potential risks involved in an activity, using an adopted risk matrix. Usually followed by a risk treatment plan
Risk identification	Process of finding, recognising and describing risks
Risk owner	Person or entity with the accountability and authority to manage the risk
Risk treatment plan	The actions identified to further mitigate or reduce the risk identified in a risk assessment.
Risk rating	The result of assessment using the adopted risk matrix (likelihood and consequence). Usually rated as High, Medium or Low.
Risk tolerance	<p>The levels of risk taking acceptable to achieve a specific objective or manage a category of risk. Risk tolerance represents the practical application of risk appetite. While risk appetite usually involves qualitative statements, risk tolerance operationalises the statements by using quantitative measures where possible, to better enable monitoring and review.</p> <p>Risk appetite sets the tone for risk taking in general, whilst tolerance informs:</p> <ul style="list-style-type: none"> • Expectations for mitigating, accepting and pursuing specific types of risk • Boundaries and thresholds of acceptable risk taking • Actions to be taken or consequence for acting beyond approved tolerances.

4. Enterprise risk management

Risk management is a deliberate, systematic, comprehensive and documented program that provides a structure to managing risks consistently across the entire organisation, regardless of where, and by who, decisions are made. It also provides a mechanism to shape organisational culture which is "the way we do things around here".

Risk management is a framework that can help to reduce risks to a level that is acceptable and take calculated and appropriate risks that will help the organisation to achieve its strategic goals.

4.1 Benefits of managing risks

The benefits of a positive risk culture, regular risk management thinking and managing organisation-wide risks will include:

- Better decision-making and planning
- Better identification of opportunities and threats
- Proactive rather than reactive management
- More effective allocation and use of resources
- Improved stakeholder confidence and trust
- Improved compliance with key regulatory requirements
- Better corporate governance; and
- Enhanced communication and reporting of risk

4.2 Risk management Principles

Australian Standard ISO 31000:2018 states that an organisation's approach to risk management must be based on the following eight specific principles to ensure its effectiveness.

- Risk management is integrated into all organisational activities and decision-making processes
- Risk management is a structured and comprehensive process that achieves consistent and comparable results
- The risk management framework and process is customised to the organisation
- Risk management is inclusive of all stakeholders and enables their knowledge, views and perceptions to be considered
- Risk management is dynamic and able to respond to changes and events in an appropriate and timely manner
- Risk management decisions are based on the best available information and take into account any limitations and uncertainties
- Risk management considers human and cultural factors, and

- Risk management is continuously and periodically evaluated and improved through learning and experience

To achieve these principles, AS ISO 31000:2018 requires each organisation to ensure its risk management framework includes the following elements:

Leadership and commitment – the organisation's governing body must clearly communicate and demonstrate strong leadership to risk management.

This will be shown by:

- Adopting a risk management policy which communicates the organisation's commitment to risk management and how risk management is undertaken. (Riverina Water Enterprise Risk Management Policy 1.13)
- Ensuring the necessary resources are allocated to risk management
- Assigning authority and accountability to risk management at appropriate levels in the organisation, and
- Aligning risk management to the organisation's objectives

Integration

Risk management must be made part of the organisation's purpose, governance, leadership, strategy, objectives and operations and everyone in the organisation must understand their responsibility for managing risk.

Design - the organisation's risk management framework must be based on the unique needs and characteristics and risks of the organisation, and its external and internal context.

Evaluation and improvement - Regular evaluation on the effectiveness of the organisation's risk management framework and continually adapt and improve how it is integrated throughout the organisation.

5. Riverina Water Enterprise Risk Management Framework



5.1 Risk Management Process at Riverina Water

Key Foundations:

- Leadership, support, respect and positive risk culture

The key to successful risk management is our people. Having a positive risk culture (perception, attitude, engagement, behaviour and action with respect to risk management) will be the biggest driver of success.

- Training, support, resources and clear processes

In order to practice good risk management, staff must be risk aware and risk must be well understood. The risk processes must be simple, consistent and embedded in day-to-day practices. Risk training will be provided at induction and continued regularly at Riverina Water.

- Consultation & Communication

Communication and consultation with external and internal stakeholders will take place during all stages of the risk management process to ensure shared understanding of the basis on which decisions are made, and the reasons why particular actions are required or were taken. This will take place through regular kit kat meetings, risk updates and team workshops on risk. Riverina Water also has two internal committees to assist in staff consultation.

- The Staff Consultative Committee
- Work, Health and Safety Committee

5.2 Establishing the risk management context (risk profile)

Establishing the context of risk management at Riverina Water is the foundation of good risk management and vital to successful implementation of the risk management process.

Context is established by the leadership team and involves setting boundaries around the depth and breadth of risk management efforts to help Riverina Water to stay focused and to align the risk management framework to relevant matters.

Important considerations when determining context include:

- Riverina Water's external environment – social factors, demographics, economic, environmental

- Riverina Water's stakeholders – staff, community, regulators, board members, other tiers of government, unions, media, insurers, service providers, consultants and contractors
- Riverina Water's internal environment – goals, objectives, culture, risk appetite/tolerance, organisational structures, systems, processes, resources, key performance indicators and other drivers

5.3 Objectives, strategies and plans

Riverina Water will consider risks when developing or reviewing objectives, strategies, plans, activities and processes including:

- Strategic plans, including long term financial plans and workforce plan
- Operational plans and budgets
- Recruitment and management of staff
- Operating procedures

These risks could be in either the activity themselves, or risks in being able to achieve the desired outcomes.

It should be noted that some of these plans should incorporate risk analyses and controls as an integral part of those plans.

5.4 Riverina Water Risk Appetite

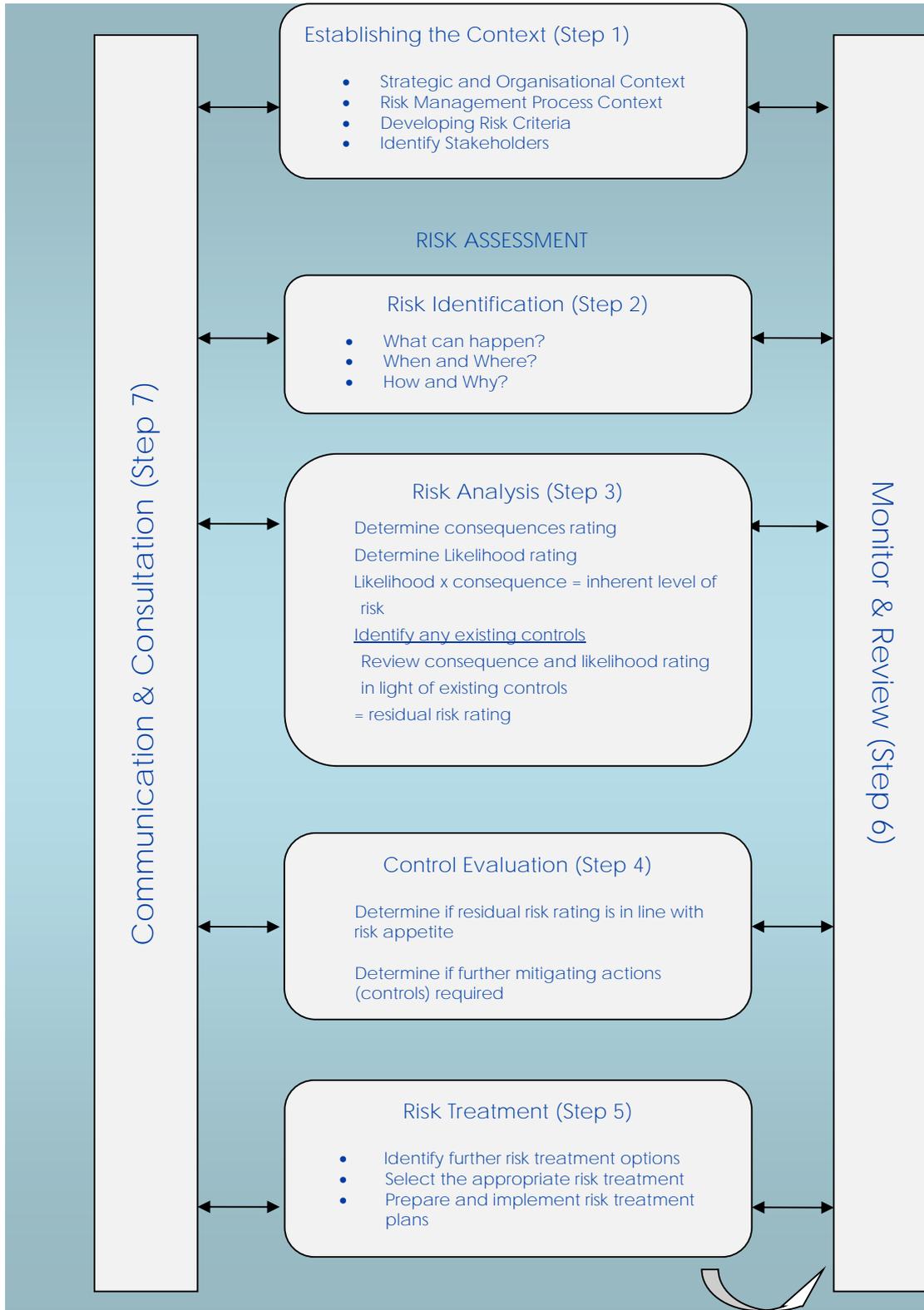
Risk appetite is the amount of risk exposure, or potential adverse impact from an event, that Riverina Water is willing to accept in pursuit of its objectives.

All new activity or projects should be measured against these statements to ensure that the risk appetite threshold has not been breached. If the proposed activity is likely to breach the threshold, reasons for this should be clearly articulated and mitigating actions put in place to bring the exposure level back within the accepted range.

The risk appetite statements for Riverina Water were approved by the Board in December 2019.

Appendix 1. – Riverina Water Risk Appetite Statements

5.5 Risk Management – risk assessment & mitigation



Risk Identification – What is the risk?

Risk identification is the process of identifying key risks facing Riverina Water. This involves thinking through the sources of risks, the potential hazards, the possible causes and the potential exposure. Risk should be considered in a broad context.

Risk identification occurs within the context of activity, procedure or process. Riverina Water focuses on effective management of the following material risks (or categories of risk):

- People and Safety
- Financial
- Service/Operational Interruption
- Environmental
- Public Reputation
- Governance & Compliance (which includes contractual and legal obligations)

It is generally unrealistic to assume that every possible risk can be identified. The aim is to identify the most likely risks, or those that will have serious consequences to Riverina Water, and the options for managing such risk to prevent or minimise adverse impacts and to capitalise on opportunities.

To help in this process, Riverina Water has an enterprise risk register, which is located in our Electronic Records Management System (ERMS) and monitored regularly by the Risk and Insurance Officer. It is expected that this is a fluid register to reflect emerging risks and the ever changing nature of risk management.

The Register shows the inherent risk rating of an identified risk, current controls to manage or mitigate that risk, and the residual risk rating. Where further controls are required, further treatment actions are identified. It also aims to capture data on historical occurrence of risk and be used as a source of support for managing risk for staff managing risk.

Initial risk analysis

Analysis of risks involves considering and rating the likelihood of occurrence and potential consequences BEFORE risk mitigation has occurred.

Likelihood is the probability of an event occurring. Riverina Water uses the following Likelihood matrix: (Under review)

Probability	Description	Frequency	Rating
Almost certain	There is a >90% chance that the event will occur once in the next 12 months. Frequent past history.	Expected to occur in most circumstances	5
Likely	There is a 65% - 90% chance that the event will occur once in the next 12 months. Some past history.	Will probably occur in most circumstances	4

Possible	There is a 35% - 65% chance that the event will occur once in the next 12 month. Some past warning signs or previous event.	May (will) occur at some point – once every few years	3
Unlikely	There is a 10% - 35% chance that the event will occur in the next 12 months. No past history or event recorded.	Could occur at some point.	2
Rare	There is <10% chance that the event will occur once in the next 12 months. No known past history or event.	May only occur under exceptional circumstances (Once every 10+ years)	1

Consequence is the effect or impact of the risk event

Riverina Water utilises the following consequence table:

Rating	Consequence	People & Safety	Financial	Service/Operational Interruption	Environmental	Public Reputation	Governance & Compliance
1	Negligible	Adverse impacts result in minimal change to work conditions. No disruption to human resource information or practice. No injury or harm to persons	Variance in anticipated operating result of <1%	No material service interruption. Minimal operational interruption - backlog cleared in 2-4 hours. Less than 1 hour IT interruption - no ongoing effect to systems.	Contained reversible impact managed by on-site response (e.g. pick up rubbish)	Unsubstantiated, low impact, low profile "non" news item - complaint dealt with through normal internal process	<u>Compliance</u> No noticeable governance, regulatory or statutory impact <u>Contract</u> No effect on contract performance
2	Minor	Adverse impact results in short term increase in a change to work conditions. Potential for mild impact to human resource information or practice. Return to normal operations <2 days. (Staff required to work extra hours resulting in short-term increase in stress levels.) Potential for first aid injuries with no lost time. Return to normal duties <5 days.	Variance in anticipated operating result >1% to 5%	Short term temporary interruption less than 1 hour for number of customers, or less than 1 day for a single customer. (Priority 3) Operational backlog cleared <1-7 days IT interruption < half day	Moderate, short-term effects, contained and managed by internal response.	Substantiated, low impact, low news item or subject of social media	<u>Compliance</u> Some temporary non-compliance, including water quality that can be addressed through internal controls. Poor governance practices that can be addressed through better internal controls - disciplinary process. <u>Legal</u> Possible single litigation <u>Contract</u> Results in meeting between two parties in which contractor expresses concern
3	Moderate	Adverse impact results in medium	Variance to anticipated	Failure of supply to a large number of	Critical customers temporarily	Demonstrated public outrage, news profile	<u>Compliance</u> Short term noncompliance

		term increase in a change to work conditions. Potential for moderate impact to human resources information or practices. (Staff required to work long hours for sustained period affecting wellbeing and causing unsafe work practices.) Potential for injury or illness requiring external medical attention and lost time. Return to work <7 days.	operating result of >5% to 20%	customers or to a critical user (e.g. hospital, aged care facility, child care centre etc, water dependent commercial or industrial customer) (Priority 2) Operational backlog cleared by additional resources within 1 - 4 weeks	affected by water quality issues but no significant threat to public health. Contained medium term environment effects able to be managed by external agencies (e.g. contractor removal of asbestos sheets)	and public embarrassment	but with significant regulatory requirements imposed - reports required and fines possible. Poor governance resulting in breach of legislation - Code of Conduct breaches resulting in dismissal. <u>Legal</u> Moderate litigation or numerous minor litigations <u>Contract</u> Verbal advice that, if breaches continue, a default notice might be issued
4	Major	Adverse impact resulting in significant change to work conditions. (Sustained longer working hours and heavy workloads resulting in sharp increase in sick leave, unsafe work practices and stress related conditions.) Potential for injury or illness requiring external medical	Variance to anticipated operating result >20% to 30%	Failure of supply to a large number of customers or to a critical user (Priority 1) Prolonged interruption of services, additional resources required, performance affected. IT/OT - service interruption 3-7 days	Likely effects to public health due to water quality, contamination issues. Uncontained serious long-term environmental impact but can be managed by a coordinated response with external agencies	Sustained and high-level public outrage, high impact, high news profile	<u>Compliance</u> Major breach of legislation, including contamination - biological failure. Poor governance resulting in investigation by ICAC, Ombudsman <u>Legal</u> Major litigation <u>Contract</u> Receive written notice from the contractor threatening

		attention and lost time >7 days.					termination if not rectified
5	Catastrophic	Adverse impact resulting in completely changed work conditions - return to normal operations not possible. Fatality - permanent disability Serious breaches of WHS legislation, extended sick leave, resignations	Variance to anticipated operating result >30%	Indeterminate prolonged interruption of services that impacts on public safety and/or on core services. IT/OT - service interruption greater than 7 days	Uncontained irreversible environmental impairment of ecosystem (e.g. ground water supply exhausted or rendered unusable through contamination)	Substantiated, very high multiple impacts, significant public embarrassment - likely to lead to dismissal of GM or Board	<u>Compliance</u> Loss of licence. Prosecutions and dismissal of GM or Board <u>Legal</u> Very serious litigations - including class actions and or significant prosecution/fines <u>Contract</u> Termination of contract for default

Inherent risk is the overall (or initial) risk rating. It is determined by combining the likelihood and consequence ratings. Ultimately, the level of inherent risk will determine how a risk is treated. The following table depicts the inherent risk levels that will be used by Riverina Water.

Negligible	Minor	Moderate	Major	Catastrophic
5	10	15	20	25
4	8	12	16	20
3	6	9	12	15
2	4	6	8	10
1	2	3	4	5

Low	Medium	High	Extreme
-----	--------	------	---------

Risk treatment

Depending on the level of inherent risks, treatment strategies will vary. As a guide the following applies:

- Extreme Requires immediate action as the potential risk exposure could be devastating to the organisation
- High Requires action soon (within 3-6 months) as it has the potential to be damaging to the organisation
- Medium Requires treatment with routine or specific procedures or actions
- Low Continue to monitor and re-evaluate the risk, ideally treat with routine procedures

Options for treating risks include:

- Eliminating the risks (for example, by not performing or discontinuing a function or activity, or performing the function or activity in another way)
- Reducing the likelihood of a risk occurring (for example, by employing safer work practices, providing appropriate training, instruction or supervision, isolating hazards, changing the design of the workplace, providing protective equipment or clothing, carrying out inspections etc.)
- Managing the risk by reducing the consequences of the risk should it eventuate (for example, by putting up signage or ensuring staff are informed of an issue immediately so appropriate actions can be taken)

- Transferring the risk to another party (for example, engaging an external investigator to deal with a matter where there could be a risk of negative public reaction or media exposure; or have a third party undertake specialist high risk work –e.g. scaffolding)

As a general rule, Riverina Water will accept and monitor low priority risks. For risks that have a medium or higher residual risk rating, further risk control actions will be developed, subject to resource and funding availability.

Some reasons why a risk may be acceptable include:

- The level of risk is so low that specific treatment is not suitable given the available resources
- There is no treatment available, so ongoing monitoring is the best option
- The cost of the risk treatment outweighs any benefit
- Opportunities presented outweigh the threats to such an extent that the risk is acceptable

Internal Controls

Internal controls are any action taken by an organisation to manage and minimise the impacts of negative risks or to harness positive risks to increase the likelihood that the organisation's goals and objective are achieved. Internal controls can be:

- Preventative – to deter undesirable events from occurring
- Detective – to detect and consequently correct undesirable events from happening, or
- Directive – to cause or encourage a desirable event to occur

Internal controls generally fall into two categories:

- Hard/formal controls – for example systems, processes, policies, procedures
- Soft controls – for example, employee training and development, organisational culture and promotion of ethical behaviour

Residual Risk Rating

Once each risk has been re-assessed in light of current controls or management strategies, the risks is re-assessed against the matrix (which will now usually be less likely to occur) and that residual risk given a further rating.

Assessing Risk Management Effectiveness

It is important that we are assessing the effectiveness of our control and treatment plans. The following should be used to assess:

Control Effectiveness

Effective	The strategy or action is highly effective and expected to either prevent the inherent risk from occurring or substantially reduce its impact
Partially effective	The strategy is somewhat effective in reinventing the inherent risk from occurring or reducing its impact
Requires Improvement	Some of the risk exposure appears to be controlled, but there are deficiencies which should be addressed
Poor	The strategy or action is deemed ineffective for preventing the inherent risk from occurring or reducing its impact to an acceptable level – to be addressed further

Risk Treatment Plans

Once risk treatment options have been selected, a Risk Treatment Plan will be developed, with the implementation tracked as part of the regular reporting process.

The information contained in Riverina Water's Risk Treatment Plan will include:

- The proposed treatment (action) and the expected benefit
- Those who are responsible for the action, and if different, those who will be implementing the action
- Resource requirements, as applicable
- Timing and schedule

Work Health & Safety (WHS) Treatment – The hierarchy of control

For workplace health and safety risks, the following prioritised treatment measures are to be followed:

Elimination	Completely eliminate the hazard so there is no risk
Substitution	Substitute the hazardous substance, machine, process or task with a safer alternative
Isolation	provide a barrier between hazard and person or remove the hazard or risk of exposure
Engineering	Purchase new or modify equipment – e.g. use trolleys or other equipment for carrying or lifting, guards on machinery
Administrative	Provide training, policies and procedures for safe work practices, rest breaks, job rotation
PPE	For example, goggles, gloves, respirator – used in conjunction with one or more of the above

5.6 Business Continuity Plan (BCP) and emergency response plans

Business Continuity Management is defined as a system providing “the availability of processes and resources in order to ensure the continued achievement of critical objectives.”¹ The Water Directorate guidelines on business continuity management stress that continuity plans do not exist in isolation, but rather need to be closely integrated with:

- A risk management approach and program ; and
- Emergency response and crisis management plans

The Business Continuity Plan (BCP) is designed to assist Riverina Water to restore operations in the event of a disaster or other major business interruption event. The plan covers three main phases:

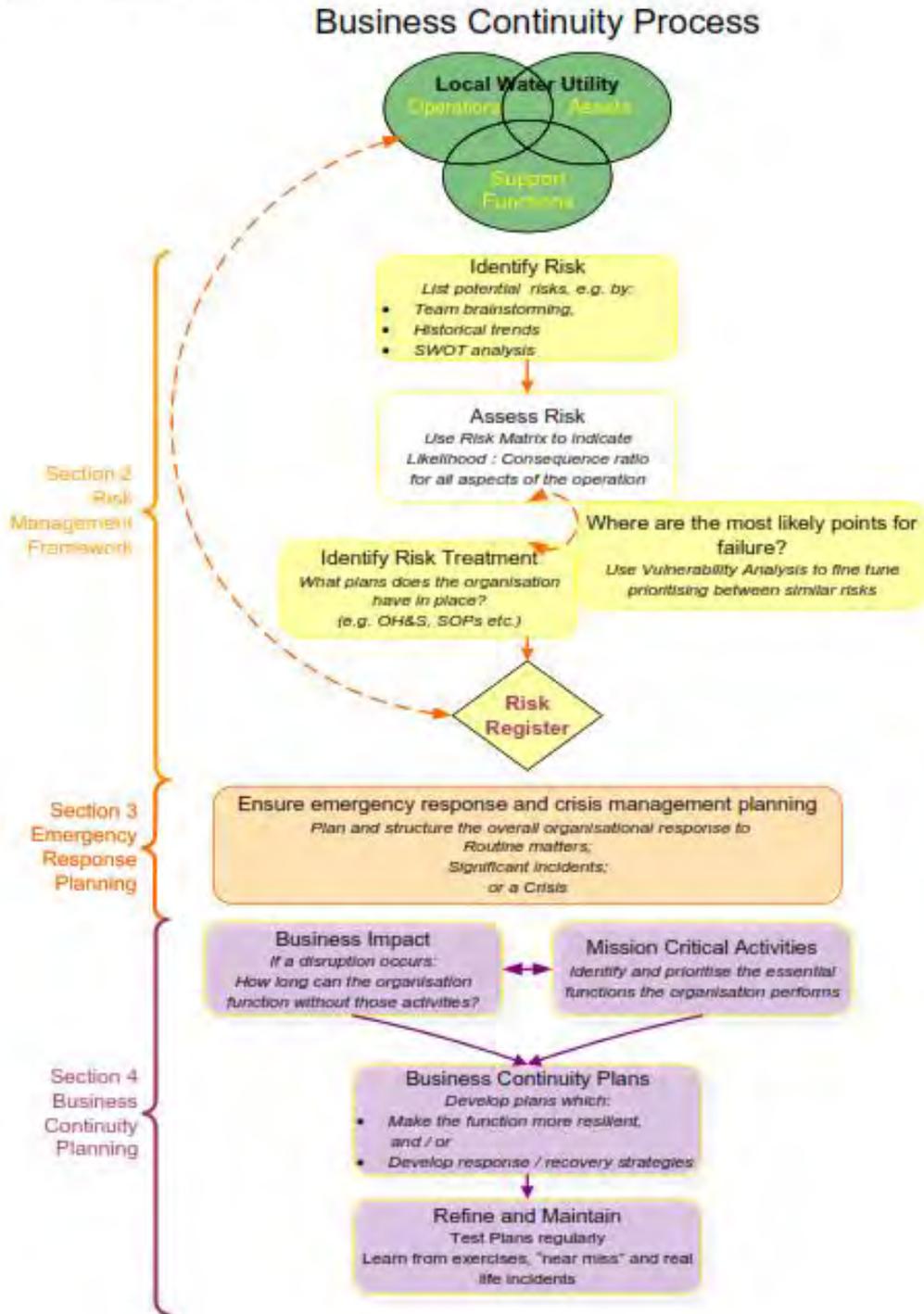
- Managing the crisis
- Recovering critical operations
- Resuming normal business operations

The BCP is considered a key risk management document which should be regularly reviewed and updated. The CEO has ultimate responsibility for ensuring the BCP is up to date.

Emergency response plans assist critical areas of the organisation to manage emergency situations. The Directors, Managers and Supervisors have responsibility for ensuring emergency response plans for their areas of operation are reviewed and updated as required.

¹ Water Directorate Business Continuity Management Guidelines March 2012 – page 7

One view of the business continuity process is in the following flowchart:



Water Directorate Business Continuity Management Guidelines March 2012 page 8

5.7 Monitoring and reporting of risks

Risk Owners

A risk owner will either be self-appointed or the risk assigned to them because they are a subject matter expert and the risk aligns with their business unit, management role or position description.

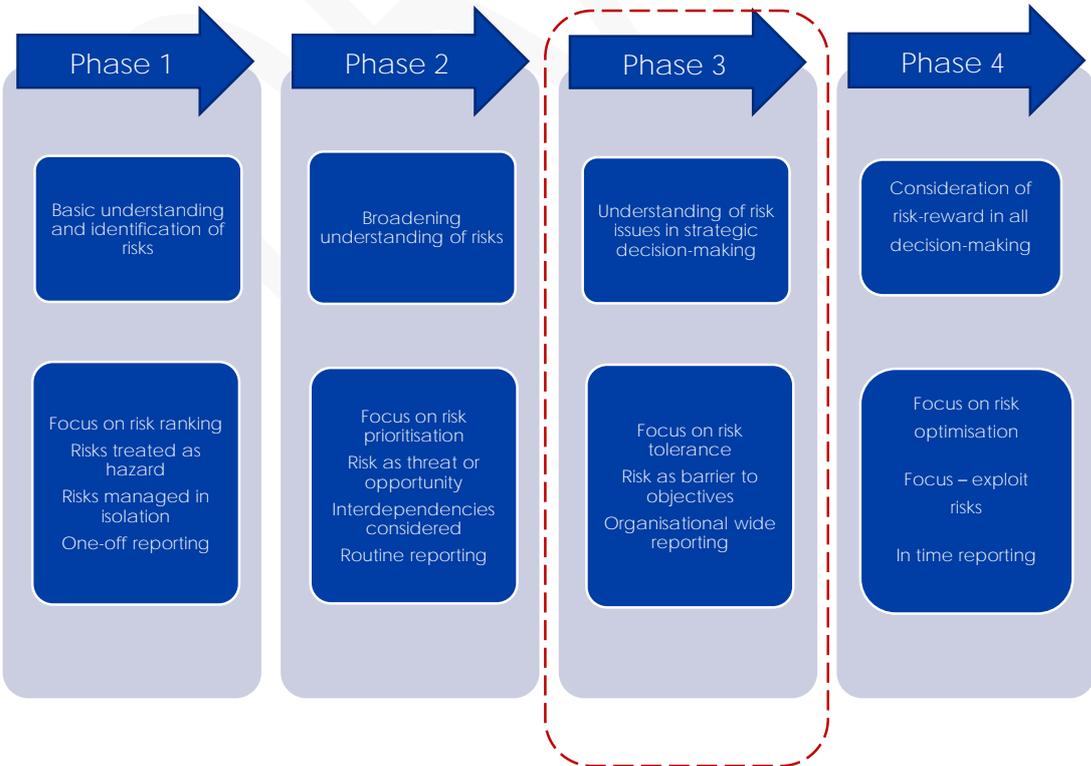
A risk owner is responsible for developing or managing the development of a risk treatment plan and will be accountable for its implementation.

Few risks remain static, as the internal and external environment are in a constant state of change. For this reason, risks are continuously monitored and reviewed, and a formal risk review is conducted every 12 months. This will assess whether there are any new or emerging risks that need to be captured and to review the ongoing effectiveness of controls and progress of the risk treatment plan.

The Risk and Insurance Officer will provide a quarterly report to management and the Audit, Risk and Improvement Committee on new or emerging risks and risk management activities.

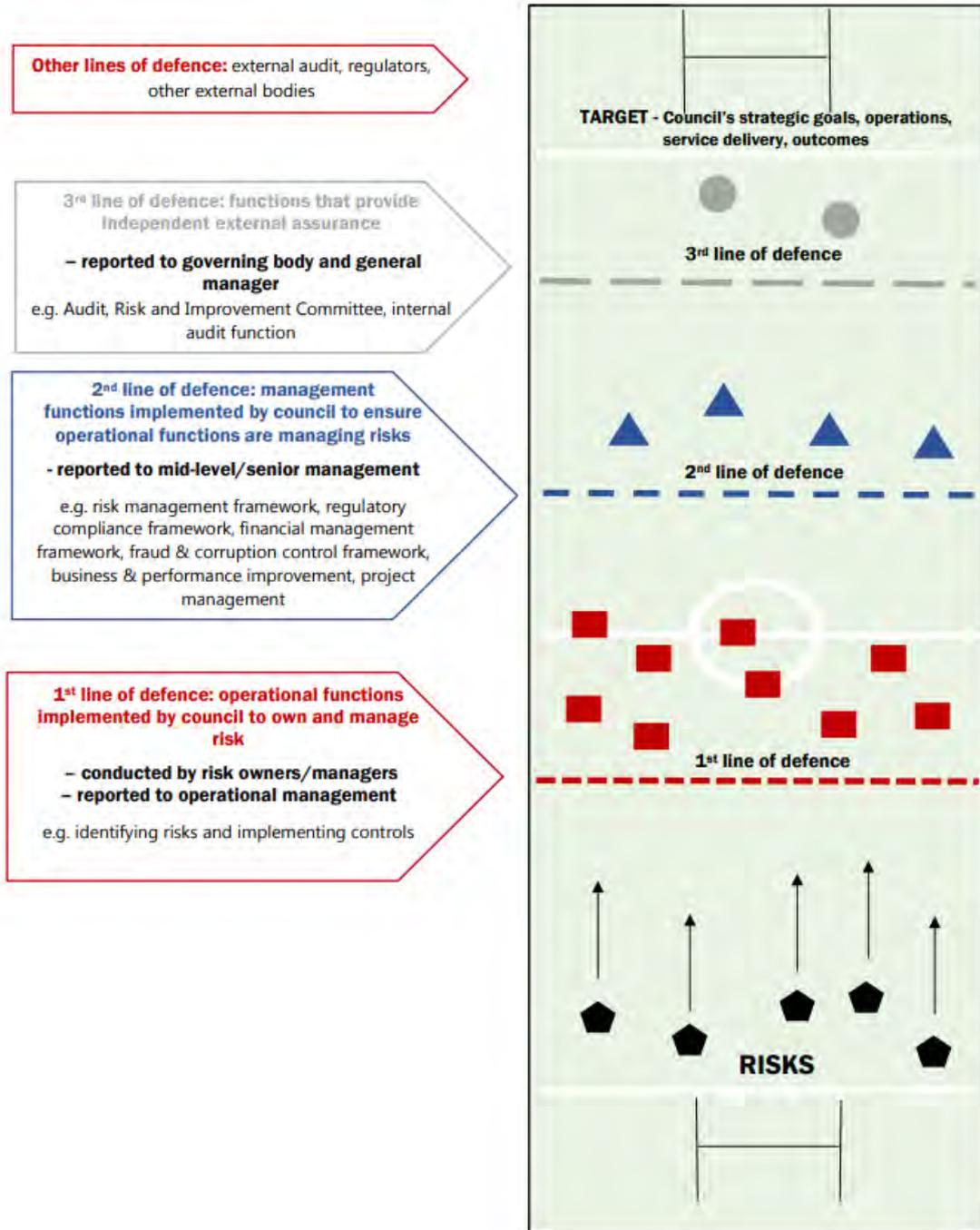
5.8 Evaluation and Improvement

Enterprise risk management is a process that occurs incrementally within an organisation or business units' level of risk maturity. Riverina Water continues to consolidate Phase 2 and is moving into Phase 3 in this journey of continuous improvement and risk maturity as depicted in the diagram below.



5.9 Assurance – The risk management lines of defence

There are several different mechanisms that can be used to ensure good governance and management of risks. These governance activities are often referred to as “the three lines of defence”. The three lines of defence philosophy is shown graphically below.



First line of defence: Anybody in Riverina Water who has a delegation, deploys resources or make decisions is responsible and accountable for managing the associated risks. The systems, internal controls, the control environment and culture developed and implemented is crucial in anticipating and managing operational risks. Operational management is responsible for identifying and assessing risks that occur in their work area and developing internal controls to manage these risks.

Second line of defence: provided by management, risk and insurance officer and governance and corporate planning officer. These functions provide the oversight and the tools, systems and advice necessary to support the first line in identifying, managing and monitoring risks. Specifically, these roles should ensure operational areas are managing risks through:

- a) A risk management framework and register which identifies known and emerging risks Riverina Water faces and controls being implemented to manage these risks
- b) A compliance framework and register which identifies and monitors risks on non-compliance with applicable laws, regulations, contracts and policies
- c) A financial management framework which identifies and monitors financial risks, including financial reporting and external accountability²
- d) A fraud control framework which identifies and manages the risk of the incidence of fraud or corruption and included prevention and monitoring strategies³
- e) Business and performance improvement which identifies and manages any business/performance risks and helps improve the efficiency, effectiveness and economy of operations e.g. IT and WHS
- f) Project management methodology which is used to identify and manage project risks, for example, flawed scope definition and insufficient resourcing⁸

The third line of defence: is provided by the internal audit function and the audit, risk and improvement committee. This function provides a level of independent assurance that the risk management and internal control framework is working as designed.

Internal audit

Councils are required under S413 of the Local Government Act to prepare financial reports each year to prescribed standards. These reports must be externally audited, made available for public inspection (s 418), presented to a council meeting along with the auditor's reports (s 419) and included in council's annual report (s 428)

³ Councils are required to have a fraud and corruption control plan which includes risk management processes that examine the risk of fraud and corruption both internally and externally across the council. The plan should include internal controls that seek to minimise fraud and corruption occurring.

Riverina Water uses an auditor to receive independent assurance that its first and second lines of defence are appropriate and working effectively.

In relation to risk management, internal audit provides assurance that Riverina Water's:

- Risk management framework is effective and regularly reviewed
- Risks are correctly identified and assessed
- Risks are being managed to an acceptable level in accordance with Riverina Water's risk criteria, goals and objectives
- Internal controls are appropriately designed and effectively implemented, and
- Risk information is captured and communicated in a timely manner across the organisation, enabling staff to carry out their risk management responsibilities

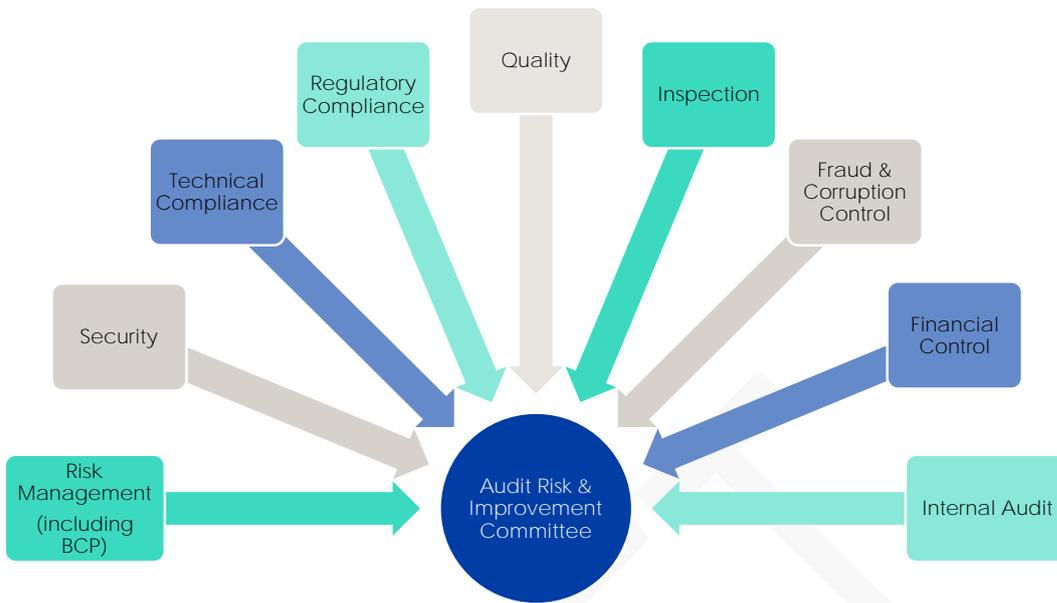
To preserve the internal audit's functional independence, it is not responsible or accountable for:

- Setting the risk criteria
- Implementing risk management processes
- Deciding how Riverina Water will respond to risk, or
- Implementing risk responses or controls

Audit, Risk and Improvement Committee (ARIC)

The Local Government Act (section 428A) requires Riverina Water to establish an audit, risk and improvement committee to continuously review and provide independent advice to Riverina Water on:

- Whether Riverina Water is complying with all necessary legislation, regulations and other legal requirements
- The adequacy and effectiveness of our risk management framework, fraud and corruption prevention activities, financial management processes and financial position and performance
- Governance arrangements
- Achievement of goals set out in the strategic plan, delivery program, operational plan and other strategies
- How to improve the performance of our functions generally
- Collection of performance measurement data
- Any other matters prescribed by the Local Government Regulation (including internal audit)



6. Attestation

Commencing with the 2024/2025 annual report, Riverina Water will attest compliance with each of the following requirements in relation to its risk management activities:

- i) Riverina Water has adopted a risk management framework that is consistent with current Australian risk management standards and is appropriate for risks identified and managed by Riverina Water.
- ii) Riverina Water's Audit, Risk and Improvement Committee reviews the implementation of Riverina Water's risk management framework and issues an assessment of the effectiveness of the risk management framework to the governing body that aligns with the term of the elected Board.

7. Documentation/Recordkeeping

Risk management processes and activities will be saved in Riverina Water's electronic document management system (EDMS). This documentation will include but not be limited to, risk registers, written/formal risk assessments, risk/control audits, self-assessments.

It is understood that these records may be called upon in the management of ongoing treatments, as evidence in incident investigations, in dealing with insurance matters or during other inquiries, and for audit purposes.

DRAFT

Appendix 1: Riverina Water Risk Appetite Statements (to be inserted once revised statements are adopted)

DRAFT

Appendix 2. Consultation matrix for risk management – Responsible: Approver: Consulted: Informed

Responsible: those who do the work to achieve the task

Approver: Final approving authority

Consulted: those who provide input

Informed: Those who are kept up to date on progress

	Staff	Supervisors	Managers	Risk and Insurance Officer	CEO	Risk "owner"	ARIC	Council
Risk Culture	R	R	R	R	R	R	R	I
Risk Policy	I	I	C	R	R	R	C	A
Risk Management Plan	R	R	R	R	A	R	C	I
Risk Appetite	I	C	C	R	A	R	C	A
Training & Awareness	I	I	A	R	A	R	I	I
Hazard identification	R	R	A	R	A	R	I	I
Risk assessment and evaluation	C	R	R	R	A	R	I	I
Risk treatment strategies and action plans	C	R	R	C	A	R	I	I
Monitoring	I	R	A	R	A	R	A	I
Reporting	I	C	R	R	A	R	C	I
BCP – emergency management	I	R	R	R	A	R	C	I

Appendix 3: Summary of key risk management activities

Action	Outcome	Stakeholders	Responsibility	Timing
Review the Risk Management Policy	Adoption of Policy every four years	Board ARIC Managers	Risk and Insurance Officer and CEO	Every 4 years
Review Risk Management Framework and Action Plan	Identification and achievement of enterprise risk management activities	ARIC Managers Supervisors	Risk and Insurance Officer	Annual
Risk analysis of operational plan/s	Identification of delivery risks in operational plan	Board ARIC	Managers CEO and Directors	Annual
Review risk register	Risk register and controls monitored and new and emerging risks identified		Risk and Insurance Officer Managers (risk owners)	Every six months
Implement risk treatment plan/s (RTP)	Management of inherent risks		Risk owners Risk and Insurance Officer oversight	As identified in RTP
Risk assessment for major projects/initiatives	Risks identified and mitigated	Risk & Insurance Officer	Relevant manager/ contract or project coordinator Risk and Insurance Officer consultation	2 months prior to project commencing
Risk reporting	Report to executive, ARIC and Council as scheduled	ARIC Managers	Risk and Insurance Officer	Quarterly

10 Document Details

Responsible area	Risk and Insurance
Approved by	
Approval date	
Documents associated with this plan	<p>Enterprise Risk Management Policy 1.13</p> <p>Business Continuity (Policy 1.22)</p> <p>Business Continuity Plan</p> <p>Good Governance (Policy 1.3)</p> <p>Fraud & Corruption Prevention (Policy 1.14)</p> <p>Health & Wellbeing (Internal Policy 3.29)</p> <p>Work Health and Safety (Policy 4.3) plus all work health and safety procedures and guidelines (refer to Intranet for full list)</p> <p>Riverina Water Governance Framework</p> <p>Riverina Water Enterprise Risk Register 2024</p> <p>Guidelines for Risk Management and Internal Audit for Local Government in NSW – Office of Local Government (2023)</p>
Reference documents	<p>A number of other organisations' risk management policies and plans were reviewed in the development of the Riverina Water Enterprise Risk Framework and Plan. These include: Baw Baw Shire Council; City of Port Phillip; Lismore City Council; Albury City Council; Ashfield Council; University of Qld.</p>
To be reviewed	August 2025



Draft – Riverina Water Risk Appetite Statements

Riverina Water's risk appetite statements provide the basis for setting the amount of risk that the organisation is prepared to accept, be exposed to or seek and contributes to the identification and implementation of appropriate mitigation actions.

Definitions of Appetite Level

Appetite Level	Description
No Appetite	Risk will be avoided as any incidents arising would be outside of appetite.
Very Low	Riverina Water will maintain the highest level of scrutiny and take a robust approach to the identification and management of our exposure to these risks to within tolerance levels. Riverina Water will consider a range of mitigation options and invest appropriate resources to ensure that loss is avoided or minimised.
Low	Riverina Water will identify and manage our exposure to these risks to within tolerance levels and will consider a range of mitigation options to do so. We will generally avoid a course of action that may expose Riverina Water to loss.
Medium	Riverina Water may undertake a course of action to pursue opportunities, while also potentially exposing Riverina Water to some loss. These opportunities would be pursued to achieve our strategic goals
High	Riverina Water acknowledges that taking risks is required to achieve our goals or pursue important objectives. Where outcomes are important, we will not let uncertainty prevent us from pursuing those goals or objectives. We will identify and manage these risks but not to the detriment of achieving our goals and objectives.



Risk Category	Level					Appetite Statement	Current key risks in this category
	No Appetite	Very Low <u>Cautious</u>	Low Cautious	Medium Balanced	High Willing		
Strategic Priority: Our People We have a high-performance culture where people feel valued and safe							
Our people						Riverina Water recognises the importance of our people in contributing to achievement of our strategic objectives. Riverina Water has a high appetite for the attraction and retention of staff, workforce flexibility, innovation, and future workforce planning. Riverina Water has a high appetite for risk in developing our people to achieve their potential and is willing to support our leaders to manage our workforce to optimise performance and foster employee engagement.	Enterprise Risk: - Workforce capability
Work, health and safety						Riverina Water acknowledges the high-risk environment in which we operate. Riverina Water has no appetite for risk of serious impact to the health (through accident, injury or illness) or wellbeing of Riverina Water staff, board members, contractors, visitors, members of our community or the public.	Enterprise Risk: Staff welfare and Safety



Strategic Priority: Our operations			
We evidence effective asset management, informed decision-making and continuous improvement			
Service delivery and Asset Management		<p>Riverina Water recognise there may be levels of risk involved to deliver efficiencies, enhance capabilities and provide water to our community.</p> <p>Riverina Water has a medium appetite for infrequent and <u>short duration interruptions</u> to services consistent with providing lowest sustainable cost water to our customers.</p> <p>Riverina Water has a low tolerance for risk of failure of infrastructure assets that would result in <u>significant and/or prolonged disruption</u> to our services and infrastructure that does not have the capacity to meet customer demands.</p> <p>Riverina Water has a very low appetite for supply of water that poses a risk to the health and safety of our customers.</p>	<p>Enterprise Risk(s):</p> <ul style="list-style-type: none"> - Security of water supply - Water quality that meets public health guidelines and customer expectations - Water quality that meets public health guidelines and customer expectations - Infrastructure management <p>Security of Riverina Water assets & facilities</p>



<p>Projects</p>		<p>Riverina Water has a <u>medium</u> appetite for innovation and will embrace project risks by selecting options that maximise the likelihood of successful delivery while ensuring a reasonable level of protection through proactive planning, prudent budget and project management. Major projects can vary greatly in their respective complexity and associated risks. Therefore Riverina Water may need to vary its risk appetite for some projects after consideration of their respective risks.</p>	<p>Enterprise Risk(s):</p> <ul style="list-style-type: none"> - Water quality that meets public health guidelines and customer expectations. - Security of water supply - Procurement incl. contractor management - Infrastructure management
<p>Third Party Management</p>		<p>Riverina Water has a high appetite for the effective management of relationships with third parties including ensuring third party fulfilment of contractual and safety obligations</p>	<p>Enterprise risk: - Procurement incl contractor management</p>
<p>Information Technology and Communication</p>		<p>Riverina Water encourages investment in new technologies and solutions for maximising our internal and external communications accepting that some initiatives may not succeed.</p> <p>Riverina Water has a high appetite for creating efficiencies and improved organisational and customer</p>	<p>Enterprise Risk(s):</p> <ul style="list-style-type: none"> - IT capability and reliability - Communications internal and



		<p>experience through the adoption of technology so long as the security of our systems is not compromised.</p>	<p>external stakeholders</p>
<p>Information Technology Security and Management</p>		<p>Riverina Water has a very low appetite for risks that may compromise the security or integrity of Riverina Water's ICT infrastructure and support systems or could lead to wrongful disclosure of information whether through human error, or because of cyber threats.</p> <p>Riverina Water has no appetite for intentional misuse of information.</p>	<p>Enterprise Risk(s):</p> <ul style="list-style-type: none"> - Cybersecurity

<p>Strategic Priority: Our Sustainability</p> <p>We are environmentally responsible, financially secure and plan for the future</p>			
<p>Financial</p>		<p>Riverina Water has a medium appetite for financial investment to maximise growth.</p>	<p>Enterprise risk:</p> <ul style="list-style-type: none"> - Financial management and sustainability



		<p>Riverina Water has a low appetite for financial loss. We maintain a prudent financial strategy, ensuring stability and sustainable growth.</p>	<ul style="list-style-type: none"> - Procurement incl contractor management
<p>The environment</p>		<p>Riverina Water has a low tolerance for risks that adversely impacts the environment. Riverina Water will ensure engagement with First Nations People and successfully delivery of our objectives without negative environmental impacts.</p> <p>Riverina Water has a high appetite for pursuing activities that will achieve energy efficiency, reduce our carbon emissions, and manage climate caused interruptions, recognising this may require material changes to operations and resources.</p>	<p>Enterprise risk(s):</p> <ul style="list-style-type: none"> - Climate change - Enterprise risk: Disaster or emergency management (and resilience)
<p>Corporate Governance and Compliance</p>		<p>Riverina Water has low appetite for risk of failure to comply with legislation, regulations, policy/procedures and transparent, ethical decision making. Minor breaches are expected</p>	<p>Enterprise risk(s):</p> <ul style="list-style-type: none"> - Organisational management & compliance - Financial management



		<p>from time to time but it will be reported and responded to.</p> <p><u>Fraud and Corruption</u></p> <p>Riverina Water has a No appetite in relation to misconduct, fraud, or corruption. Proper process would be followed to ensure thorough investigation and cooperation with relevant authorities.</p>	<p>and sustainability.</p>
<p>Strategic priority: Our Community</p> <p>We provide exceptional customer service and demonstrate social responsibility to our communities</p>			
<p>Reputation</p>		<p>Riverina Water has a low appetite for risks that may adversely affect its reputation. Riverina Water will seek to ensure transparent and clear communication, recognising diversity, to ensure the community remains informed.</p> <p>Riverina Water does understand that negative publicity may occur where there are competing priorities and interests in the Community.</p>	<p>Enterprise risk: Reputation – customer and stakeholder engagement</p>



Community and agency partnerships		Riverina Water has a high appetite to partner with our community and other agencies to maximise potential benefits to Riverina Water and the Community.	Enterprise risk: Community partnerships
-----------------------------------	--	---	---

Version History

Version no	Effective date	Approved by	Approval date	Author	Summary of revisions
1	Dec 2019	Board	Dec 2019	Wendy Reichelt	Not applicable. Development of statements.
2	May 2023	Executive	May 2023	Wendy Reichelt	Amendment of wording from Council to Riverina Water
3	April 2025	April 2025	April 2025	Beth Cullen	Full review of statements to align with Enterprise Risk Management Framework and strategic priorities.

R9 Leading into 2035 - Riverina Water business activity strategic plan

Organisational Area Corporate Services

Author Wendy Reichelt, Governance & Corporate Planning Officer

Summary Management and the Board have reviewed the business activity strategic plan (BASP) in keeping with Integrated Planning & Reporting requirements. This review has resulted in an additional strategic pillar being added and refinement of strategic objectives. The reviewed BASP is now presented to the Board for consideration and will then be placed on public exhibition for a period of 28 days.

RECOMMENDATION that Council:

- a) Endorse the Riverina Water business activity strategic plan, *Leading into 2035*, and place it on public exhibition for a period of 28 days seeking public submissions
- b) Note that if no submissions are received during the exhibition period, that the plan will be taken to be adopted by the Board.
- c) Note that if there are material or significant submissions received a further report will be provided to the June 2025 meeting

Report

Riverina Water is required under the Office of Local Government *Integrated Planning & Reporting Guidelines* (IP&R *Guidelines*) to have a business activity strategic plan, or BASP, that covers a minimum forward period of 10 years. The purpose of the BASP is to identify Riverina Water's main priorities for the coming 10 years and to develop strategies for achieving these goals. It guides other Riverina Water strategies and plans and provides the framework for the development of the four-year delivery program and one-year operational plans.

Riverina Water's first business activity strategic plan was adopted in June 2022. Under the IP&R *Guidelines* the BASP is to be reviewed by each incoming Board. This review allows for a total re-write of the plan, changes to the existing plan, or for no changes, but for additional years to be added on to the plan to ensure it continues to have at least a 10-year horizon.

The incoming Board reviewed the current BASP through the End of Term report and a workshop held on 14 December 2024. At this meeting, in-principle agreement was given to the inclusion in the BASP of a fourth pillar of "Our Sustainability" and in-principle agreement on four strategic objectives per pillar. The four pillars are Our People; Our Operations; Our Sustainability and Our Community.

Strategic objectives have been aligned to our member councils' community strategic plans (noting that Lockhart Shire had not exhibited its revised CSP at the time of writing). Objectives are also aligned to other levels of state and regional plans as required, as well as the desired outcomes of the *Regulatory Assurance Framework*.

Management have been using the revised business activity strategic plan, *Leading into 2035*, to inform the development of the 2025/26-2089/29 Delivery Program and 2025-26 Operational Plan and associated budgets.

Accordingly, *Leading into 2035* is now presented to the Board for endorsement and to be placed on public exhibition for submissions as required under the Guidelines. Should there be submissions made that would materially affect the direction of *Leading into 2035*, a further report will be provided to the June 2025 meeting.

› R9.1 [Leading into 2035 - Riverina Water business activity strategic plan](#) 

Strategic Alignment

Our Business

Improve strategic planning and accountability

Leading into 2035 creates strategic alignment for Riverina Water's strategies and actions. At the highest level, strategies will be aligned with the pillars of Our People; Our Operations; Our Sustainability and Our Community. Actions will be aligned to strategies under these pillars (noting that they may contribute to more than one strategy and to the outcome of more than one pillar). The Board reports following adoption of *Leading into 2035* will show this new alignment.

Financial Implications

The adoption of *Leading into 2035* will provide guidance and structure to the four-year budget in the Delivery Program and one year budget and actions in operational plans.

Workforce Implications

The Workforce management plan has been revised in line with the review of the BASP and development of the Delivery Program.

Risk Considerations

Corporate Governance And Compliance	
Avoid	Riverina Water will avoid risks relating to corporate governance and compliance including ethical, responsible and transparent decision making and procedural/policy, legal and legislative compliance.



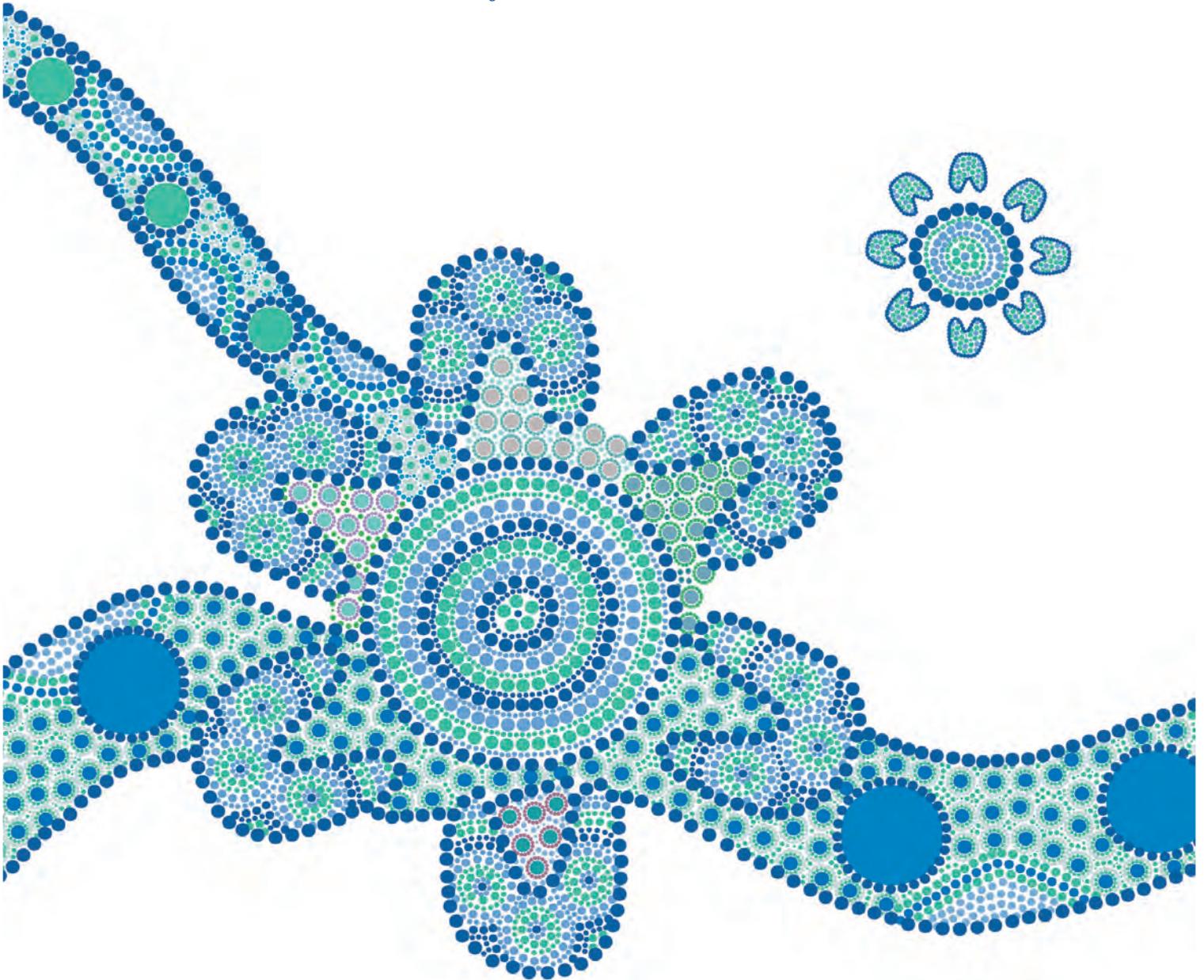
Leading into 2035 Riverina Water business activity strategic plan



Acknowledgement of Country

Riverina Water County Council acknowledges the Traditional and continuing Custodians of the land we supply water on, the Wiradyuri people. We pay our respects to Elders past, present and future, as well giving our respect to all First Nations Peoples living in this community.

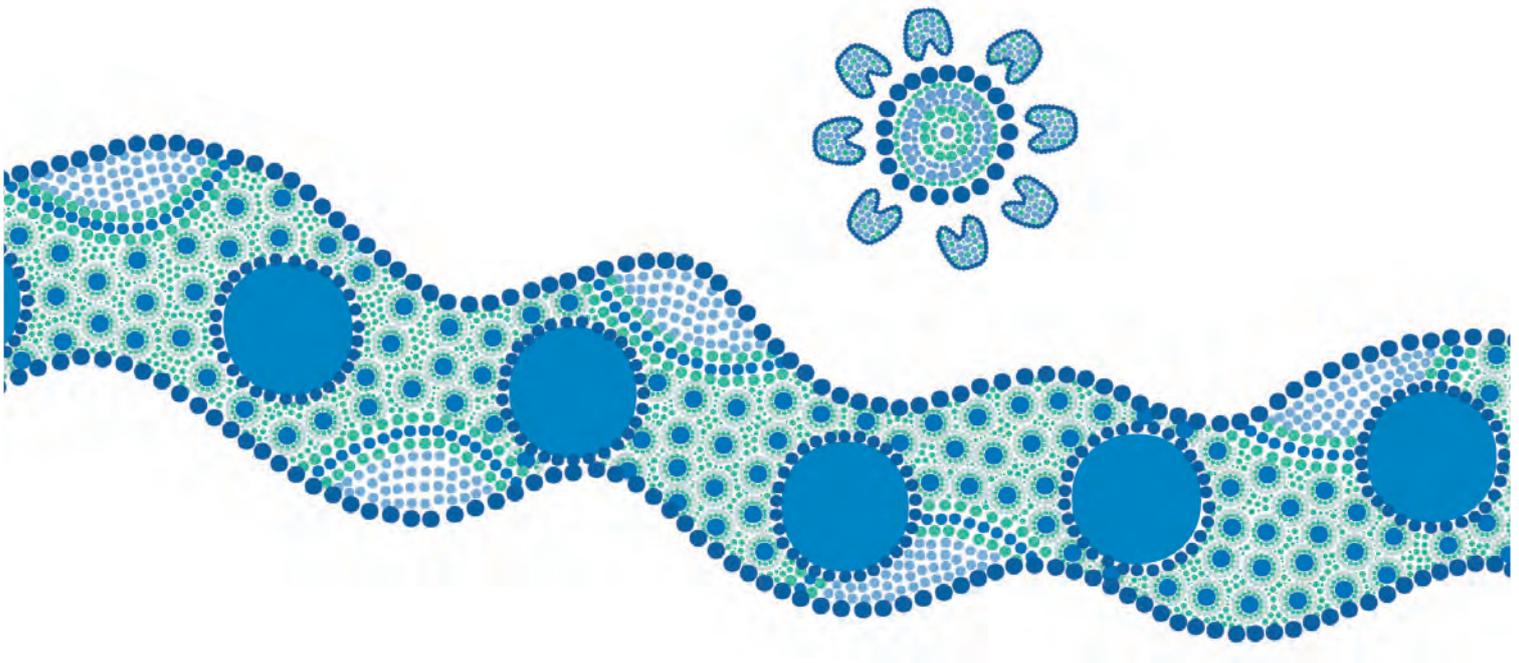
We recognise the deep cultural connection Wiradyuri and First Nations communities have with the lands and waters of this region.



Our corporate documents feature elements from the artwork *Living Water* by Wiradyuri artist Owen Lyons. The artwork was commissioned by Riverina Water for its Reconciliation Action Plan. Learn more: rwcc.nsw.gov.au/reconciliation
All other images: Riverina Water County Council

Contents

Acknowledgment of Country	2	Delivering our plan	19
Leading into 2035	4	Resourcing our plan	20
The Riverina Water planning framework	5	The Regulatory Assurance Framework	21
Our organisation	7	Our corporate planning, review and reporting timeframes	23
Our governance oversight	7	The planning context	24
Social Justice principles	9	Water Services Association of Australia (WSAA) Strategy 2030	25
<i>Leading into 2035</i>	10	NSW 2021 (10 yr plan) – objectives that align with what we do	25
Reading our plan	10	State and regional water plans and priorities	25
Our strategic objectives and measures	11		
Our people	12		
Our operations	13		
Our sustainability	14		
Our community	15		



Leading into 2035

Welcome to *Leading into 2035*

Our business activity strategic plan helps set the priorities and direction for Riverina Water for the next 10 years and beyond. This is our plan to deliver on our mission to provide safe reliable water to our community at the lowest sustainable cost. *Leading into 2035* has been informed by customer feedback and survey results, our integrated water cycle management plan (IWCM) and associated plans, the priorities of our community captured in the Community Strategic Plans of our four constituent Councils and state, regional and local strategies and plans.

Our Vision for Riverina Water is to provide passionate and professional leadership in the water industry and this strategic plan also sets the way for us to get there. Key strategies have been identified under four focus areas or pillars and outlines the measures we will use to know if we have delivered on these strategies. The strategies will be actioned through our four-year Delivery Programs and our one-year Operational Plans,



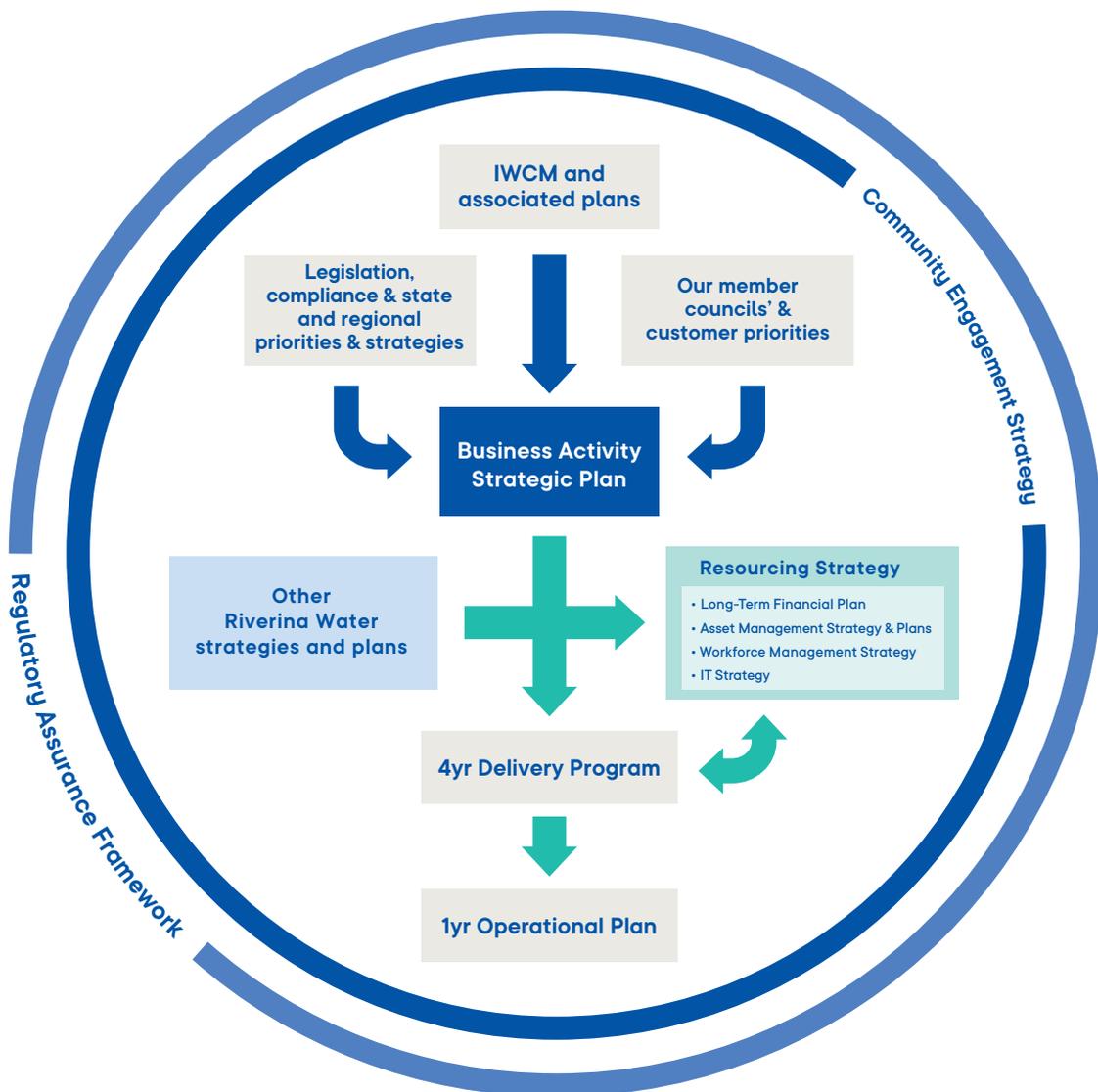
**Councillor Tim Koschel,
JP, GAICD
Chairperson**



**Andrew Crakanthorp,
GAICD
Chief Executive Officer**

The Riverina Water planning framework

The *Regulatory assurance framework for local water utilities* creates a framework for assurance of our strategic planning along with the Office of Local Government's *Integrated Planning & Reporting framework (IP&R)*. Community engagement is assured through our community engagement strategy and through the community representation by our Board members.



Who we are

We provide safe reliable drinking water to more than 77,000 people across Greater Hume, Lockhart, parts of Federation and Wagga Wagga City Council areas covering an area of more than 15,000 square kilometres.



Our supply network

We draw water from the Murrumbidgee River and source water from 10 bores, which historically makes up 60 percent of our source water supply.



Our water supply network includes:

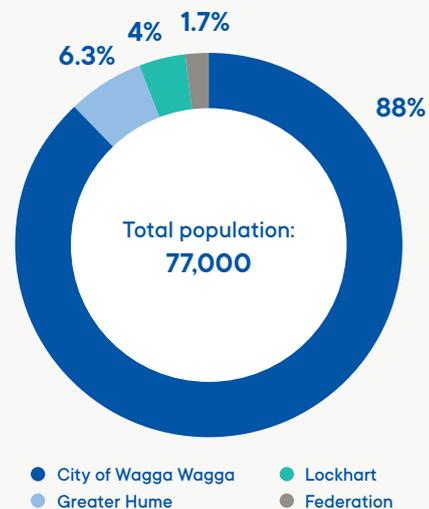
- > More than 80 reservoirs
- > More than 1800 kilometres of water mains
- > 16 water treatment plants

Our customers

Riverina Water services more than 6000 non-residential retail customers and two bulk supply customers; the RAAF Airbase and the Kapooka Army Base.



Our customers are diverse and range from households, to farmers, business, industry and other institutions such as hospitals, aged care facilities and education institutions such as Charles Sturt University.



Our organisation

We have been Riverina Water since 1997 and have grown to a team of 116 (June 2024). Our executive leadership consists of the CEO, Director of Corporate Services and Director of Engineering.

We have an annual income of \$38.8m (2024) expenses in 2024 of \$32.2mil (including employee costs of \$12.2m) and total assets of \$433.3m (2024).

Our governance oversight

The Riverina Water Board is made up of 1 councillor from Federation, 2 councillors from Greater Hume, 1 councillor from Lockhart and 4 councillors from Wagga Wagga City councils. The Board has a responsibility under Chapter 9 of the Act to participate in the development of the documents of the *IP&R framework* and to ensure as far as possible that Riverina Water acts in accordance with the principles set out in Chapter 3 of the Act and the plans, programs, strategies and policies of Riverina Water.

The Department of Planning and Environment (DPE)

regulates, provides advice and support under the *NSW Local Government Act 1993 (the Act)* and the *NSW Water Management Act 2000*. DPE oversees the *Regulatory and assurance framework for local water utilities*.

The Office of Local Government (OLG) administers the *Local Government Act 1993* and oversees the IP&R framework. OLG also oversees our governance, financial management and reporting under the Act.

Other NSW Government regulatory agencies that require reporting or accountability from us, including NSW Health, the NSW Environment Protection Authority (EPA) and the Independent Pricing and Regulatory Tribunal of NSW.



Riverina Water Board December 2024

L-R (back row) Clr Patrick Bourke (Federation) Clr Dallas Tout (Wagga Wagga City); Clr Brian Liston (Greater Hume)

L-R (front row) Clr Lea Parker (Greater Hume); Clr Jenny McKinnon (Wagga Wagga City); Clr Tim Koschel (Wagga Wagga City, Board Chair); Clr Gail Driscoll (Lockhart, Board Deputy Chair); Clr Allana Condron (Wagga Wagga City); Clr Georgie Davies (Wagga Wagga City)



Our vision

Provide passionate and professional leadership in the water industry.

Our mission

To provide our community with safe, reliable water at the lowest sustainable cost.

Our values



Respect

We value the contributions and abilities of all our people and engage with each other, our customers, and community members with professionalism and integrity.



Connection

We have a friendly, inclusive and positive work environment where we nurture each other to grow and celebrate our success.



Safety

We foster a work environment that is both physically and emotionally safe for our staff, customers and community.



Cooperation

We communicate with our staff and customers to understand their views and interests to identify opportunities to improve and enhance our positive impact.

Social Justice principles

The decisions we make, and the actions we take, are guided by social justice principles. In our planning we also seek to ensure we take into account social, economic, environment and governance considerations.

Equity

There should be fairness in decision making, prioritizing and allocation of resources. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.



Access

Everyone should have fair access to services, resources and opportunities to maintain and improve their quality of life.



Participation

Everyone should have the opportunity to genuinely participate in decisions which affect their lives.



Rights

Equal rights should be established and promoted with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.



Leading into 2035

Riverina Water's business activity strategic plan (BASP)
2024/2025 - 2034/2035



Reading our plan

The pillars

The 10-year strategic focus for *Leading into 2035* is established around four pillars: Our People, Our Operations, Our Sustainability and Our Community. We have a strategic objective for each pillar showing where we want to be by 2035.

Challenges and opportunities

We have considered reports and plans, feedback from our community and the context we operate in now and into the future to identify some of the challenges and opportunities that face us. A comprehensive analysis of risks and opportunities is captured and mitigated in our enterprise risk register.

Our challenges and opportunities have helped inform our key strategies.

Our key strategies

Each pillar has key strategies that will help us achieve our objectives. The strategies describe what success would look like in 2035.

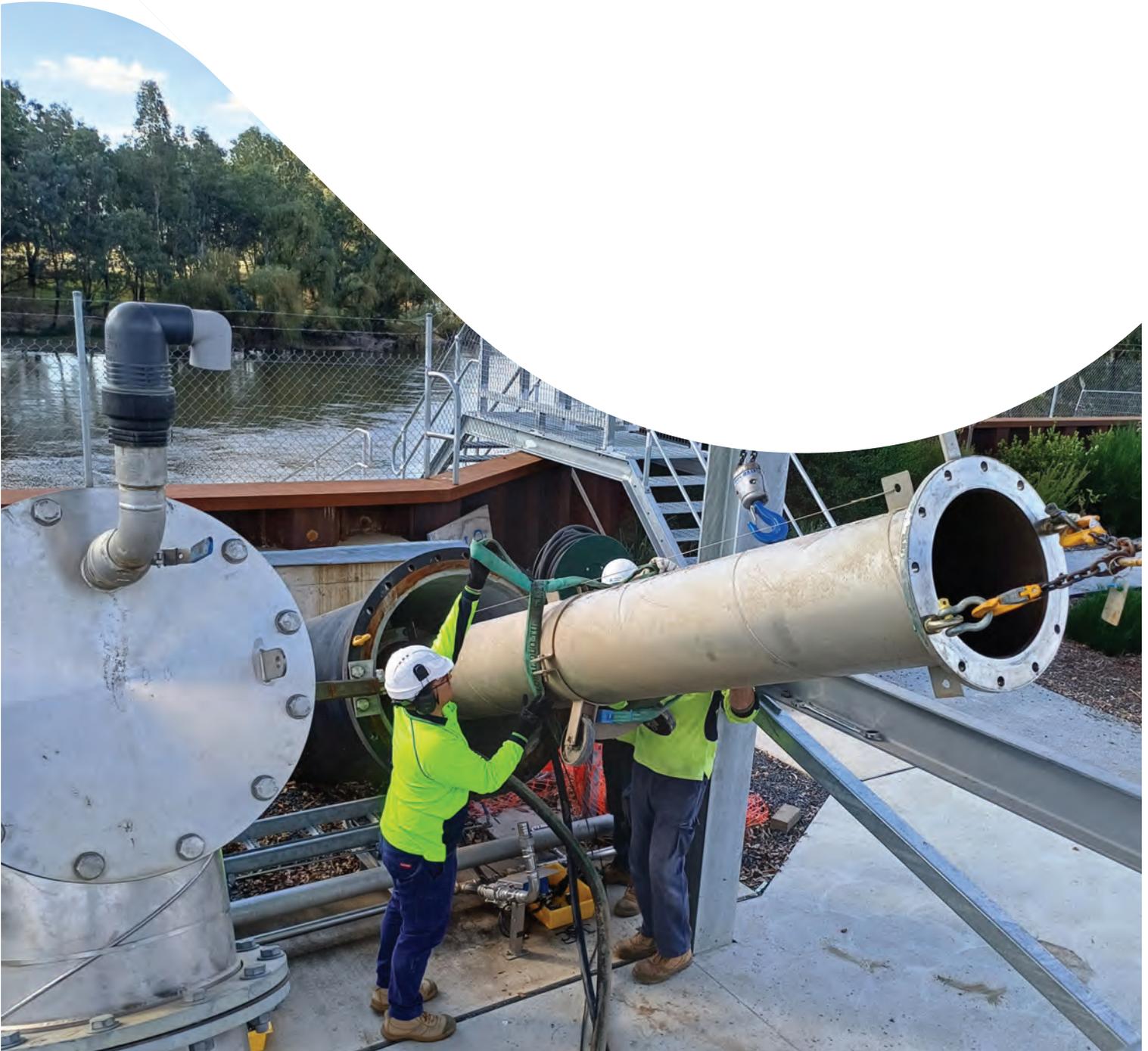
Our measures of success

We have identified measures of success for each of our key strategies. Our measures will tell us if we have moved towards achieving our objectives. These measures are high level and provide a roll-up of information and data collected across our business.

Supporting strategies and plans

We have identified corporate plans and strategies that align with our pillars. \$Capex relates to our capital expenditure budget, and \$Opex relates to our operational expenditure budget.

Our strategic objectives and measures





Our people

We have a high-performance culture where our people feel valued and safe

Challenges and opportunities

- › Increased requirements for digital literacy and skills training
- › Having the right people at the right time to efficiently and effectively deliver services
- › Ageing workforce – 24% of workforce over 55 – posing a significant risk to corporate knowledge and ongoing succession planning
- › Opportunity to build leadership capability and accountability
- › Opportunity to build on our safety and wellbeing
- › Risk of complacency – “she’ll be right, it won’t happen here”

		Our measures of success
	1.1 Build high performing teams	We take personal responsibility, understand what is needed to succeed and effectively work together to achieve outstanding results. <ul style="list-style-type: none"> › Leadership development › Team engagement › Achievement of business plans
	1.2 Ensure workforce capability	We attract diverse talent and develop a skilled workforce to be able to meet our business and customer needs. <ul style="list-style-type: none"> › HR analytics › Training › Outcomes of Workforce Management Plan
	1.3 Foster unity of belonging and purpose	We have an inclusive workplace where every person at Riverina Water feels they are part of one team working together to achieve our goals. <ul style="list-style-type: none"> › Employee engagement trends upwards › Staff surveys indicate psychological safety › People management practices, policies and procedures
	1.4 Partner with our people to ensure they go home safe and well	We consult, train and empower our people to undertake their work safely. Together we strive for an injury and illness free workplace. <ul style="list-style-type: none"> › Work related illness and injuries trend downwards › Staff surveys indicate staff feel safe at work › Policies and procedures are current and applied

Supporting strategies and plans

Workforce Management Plan; WHS strategic plan; Disability Inclusion Action Plan (DIAP); \$ Opex



Our operations

We evidence effective asset management, informed decision making and continuous improvement

Challenges and opportunities

- › Opportunities to leverage new systems and technology for improvement to processes, decision making and governance
- › Embedding our project management methodology for improved outcomes
- › Maturing our enterprise risk management approach
- › Competing priorities for finite resources

		Our measures of success
	2.1 Develop and maintain robust information and management systems	We conduct our business using secure and agile systems that enable us to do our jobs well, inform decision making and help us achieve our goals. <ul style="list-style-type: none"> › Systems availability, security and usage › Information management and reporting
	2.2 Assure ongoing service delivery	We operate and maintain fit for purpose assets to ensure ongoing water supply and water quality to our current and future customers in line with our regulatory requirements and agreed service levels. <ul style="list-style-type: none"> › Achievement of capital works program › Quality assurance of projects › Progression to alignment with RAF outcomes › Financial statements and management of budgets
	2.3 Proactively manage risks and opportunities	We encourage a positive risk culture to manage risks and to pursue innovation and continuous improvement across Riverina Water. <ul style="list-style-type: none"> › Improved organisational risk management › Business improvements implemented › Progression to alignment with RAF outcomes
	2.4 Provide effective leadership and governance	We show effective leadership to our people and community, ensuring that our activities and operations are conducted in accordance with our values and good governance. <ul style="list-style-type: none"> › Audit outcomes › Involvement in industry forums and stakeholder groups › Staff and customer surveys › Progression to alignment with RAF outcomes

Supporting strategies and plans

IWCM; asset management plans; IT strategic plans; Developer Services Plan; enterprise risk management plans; internal and external workplans; Demand Management Plan; \$Opex; \$ Capex



Our sustainability

We are environmentally responsible, financially secure and plan for the future

Challenges and opportunities

- › More extreme weather events and changing weather patterns affecting water availability, quality and sales
- › PFAS contamination of our water sources
- › Working in collaboration with our councils for the timely development of infrastructure to meet regional growth
- › Balancing increasing operational costs with the affordability of our fees and charges for our customers
- › Opportunity to continue to improve our sustainability and reduce our operational footprint

		Our measures of success
	3.1 Responsibly manage our impact on the natural environment	We operate with an understanding of our natural resource responsibilities and seek to minimise our impact on the environment. <ul style="list-style-type: none"> › Emissions trend downward › Actions taken to mitigate environmental impacts › Environmental regulatory compliance
	3.2 Strategically manage our assets and finances	We plan our finances and enhance and integrate our asset management to remain sustainable. <ul style="list-style-type: none"> › Financial sustainability › Financial planning (LTFP) › Delivery of capital works program › Asset management planning
	3.3 Successfully deliver integrated strategies and plans	We do not plan in isolation. Our strategies and plans are informed, considered and well-executed. <ul style="list-style-type: none"> › Quality assurance in project delivery › Plans and strategies evidence integration › Network growth to meet demands
	3.4 Plan for and respond to changes in the internal and external context	We are a resilient organisation that anticipates change and can positively respond to internal and external challenges. <ul style="list-style-type: none"> › System security, downtime and availability › Service level exceptions › Currency of medium to long term service planning › Progression to alignment with RAF outcomes

Supporting strategies and plans

Net zero road map; Long Term Financial Plan (LTFP); Asset management plans; Developer Services Plan; IT strategic plan; Workforce Management Plan; Business Continuity Plan and emergency response plans; Pollution Incident Response Plan (PIRMP); Drought Management Plan; \$ Opex; \$ Capex



Our community

We provide exceptional customer service and demonstrate social responsibility to our community

Challenges and opportunities

- › Changing customer expectations to be able to access information 24/7
- › Opportunity to deliver community engagement initiatives and positively contribute to our communities
- › Increase understanding of water supply and usage in our communities
- › Affordability for our customers

		Our measures of success
	4.1 Build stronger relationships with our diverse communities	We engage openly, listen actively, and collaborate meaningfully with our diverse community to foster trust, mutual understanding and long-lasting connections. <ul style="list-style-type: none"> › Community engagement trends upwards › Customer survey shows high levels of customer satisfaction
	4.2 Understand and respond to our customer needs and expectations	We actively seek feedback, anticipate customer needs and deliver responsive services that enhance satisfaction and build trust. <ul style="list-style-type: none"> › Customer survey shows high levels of customer satisfaction › Community engagement trends upwards › Customer feedback management reporting › Progression to alignment with RAF outcomes
	4.3 Actively support and contribute to our community	We champion initiatives that enrich our community and demonstrate our commitment to making a positive impact. <ul style="list-style-type: none"> › Grants & donations to the community › Riverina Water participation in community life and events
	4.4 Improve water literacy in our community	We help our customers and community to understand where their water comes from and manage their water usage. <ul style="list-style-type: none"> › Website and social media interactions › Water usage per household trends downwards

Supporting strategies and plans

Reconciliation Action Plan (RAP); Community Engagement Strategy; Demand Management Plan; \$ Opex

Our customer priorities align with our key strategies and our mission to provide our community with safe, reliable water at the lowest sustainable cost.

Each year Riverina Water is required to undertake a customer survey. The 2024 survey included some additional questions, including ratings on overall trust, value and reputation and rating the importance of different services.

When it came to business priorities the most important priority for customers was water supply reliability closely followed by water quality. Other priorities rated over 4 out of 5 were efficient and reliable customer service, water affordability and incentives for water savings efforts.

These priorities are taken into account in the *Leading into 2035* strategies.

<p>Water supply reliability</p> <p>Water quality</p>		<p>2.2 Assure ongoing service delivery</p>	<p>We operate and maintain our assets to ensure ongoing water supply and water quality to our current and future customers in line with our regulatory requirements and agreed service levels.</p>
<p>Efficient and reliable customer service</p>		<p>4.2 Understand and respond to our customer needs and expectations</p>	<p>We actively seek feedback, anticipate customer needs and deliver responsive services that enhance satisfaction and build trust.</p>
<p>Water affordability</p>		<p>4.2 Understand and respond to our customer needs and expectations</p>	<p>We actively seek feedback, anticipate customer needs and deliver responsive services that enhance satisfaction and build trust.</p>
		<p>4.4 Improve water literacy in our community</p>	<p>We help our customers and community to understand where their water comes from and manage their water usage.</p>
<p>Incentives for water saving efforts</p>		<p>4.4 Improve water literacy in our community</p>	<p>We help our customers and community to understand where their water comes from and manage their water usage.</p>

Our member councils' Community Strategic Plans (CSPs) align to our key strategies

	Priorities		Riverina Water strategies
Federation (Future Federation 2040)	Service our community with resilient and reliable utility and digital communication infrastructure.		2.2 Assure ongoing service delivery
	Embrace and support people of all ages.		4.2 Understand and respond to our customer needs and expectations
			4.3 Actively support and contribute to our community
	Value, protect and enhance our natural environment.		3.1 Responsibly manage our impact on the natural environment
Greater Hume	Work towards improving sewerage and water infrastructure, particularly in smaller villages to support growth.		2.2 Assure ongoing service delivery
	Advocate for climate resilience through water conservation, renewable energy projects, and responsible land use.		3.1 Responsibly manage our impact on the natural environment
			4.4 Improve water literacy in our community
	Support volunteer and sporting groups to strengthen community spirit and inclusive participation.		4.3 Actively support and contribute to our community
Lockhart (based on 2022-2032 CSP)	Build capacity, capability and partnerships to encourage sustainable community groups and clubs. Support, or partner, to provide welcoming and well-maintained community spaces and facilities. Support our children and young people. Provide business support to our community.		4.3 Actively support and contribute to our community

<p>Lockhart (based on 2022-2032 CSP)</p>	<p>Develop infrastructure that supports growth within our community.</p>		<p>2.2 Assure ongoing service delivery</p>
	<p>Represent and acknowledge the needs, challenges and characteristics of our communities.</p>		<p>4.1 Build stronger relationships with our diverse communities</p>
			<p>4.2 Understand and respond to our customer needs and expectations</p>
<p>Wagga Wagga City (Wagga Wagga 2050)</p>	<p>Wagga Wagga has a real focus on enabling infrastructure to catalyse and underpin growth.</p>		<p>2.2 Assure ongoing service delivery</p>
			<p>3.3 Successfully deliver integrated strategies and plans</p>
			<p>3.4 Plan for and respond to changes in the internal and external context</p>
	<p>We plan for future generations with a focus on sustainability. We protect the environment and embrace best practice as we move towards net zero emissions for the community and Council.</p>		<p>3.1 Minimise our impact on the natural environment</p>
			<p>3.4 Plan for and respond to changes in the internal and external context</p>

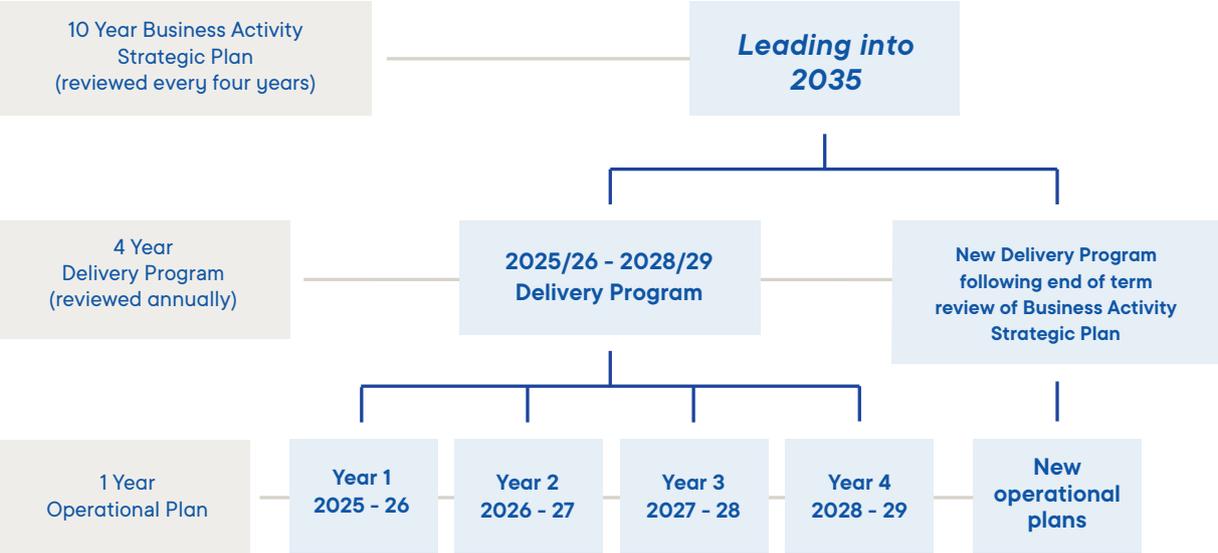
Delivering our plan

We will deliver *Leading into 2035* through our 4-year Delivery Program and annual Operational Plan. At Riverina Water we combine these into one document referred to as our DPOP (Delivery Program & Operational Plan).

The Delivery Program (DP) identifies the principal activities we undertake to perform all our functions. It outlines our service levels for customers and our four-year strategies to contribute to *Leading into 2035* outcomes. The DP includes our 4-year financial estimates for these activities. Progress of the DP is reported to the Board every six months and achievements are reported in our Annual Report.

The Operational Plan (OP) details the activities and actions to be undertaken in each year of the Delivery Program. The OP includes a detailed annual budget. A budget report is provided to the Board every quarter as well as the 6- monthly performance report.

The DPOP is reviewed each year, when a new Operational Plan and budget is developed. It is normally expected there will only be minor changes made to the Delivery Program. A review of the business activity strategic plan (*Leading into 2035*) is made in Year 4 in line with the appointment of a new Board. This ensures our strategic plan continues to have a 10-year horizon and reflects priorities of the Board and the community. A new 4-year Delivery Program is developed following that review and a new Operational Plan for each year of that Program.



Resourcing our plan

Our resourcing strategy for *Leading into 2035* is made up of four parts:

- › Long-Term Financial Plan (LTFP)
- › Workforce management strategy
- › Asset management planning
- › IT strategic plan

Long Term Financial Plan

The Long Term Financial Plan (the LTFP) is a 10-year financial plan that is used to inform decision-making during the preparation of the business activity strategic plan and the subsequent development of the DPOP. The purpose of the LTFP is to promote the financial sustainability of Riverina Water and includes considerations to ensure the adequate funding of infrastructure maintenance and renewal and the progressive elimination of operating deficits. The LTFP is read alongside the Capex budget.

Workforce Management Strategy

The workforce management strategy looks at our human resourcing requirements to ensure that we have the right people resources to deliver on our strategies. Actions in the workforce management strategy are shown in the

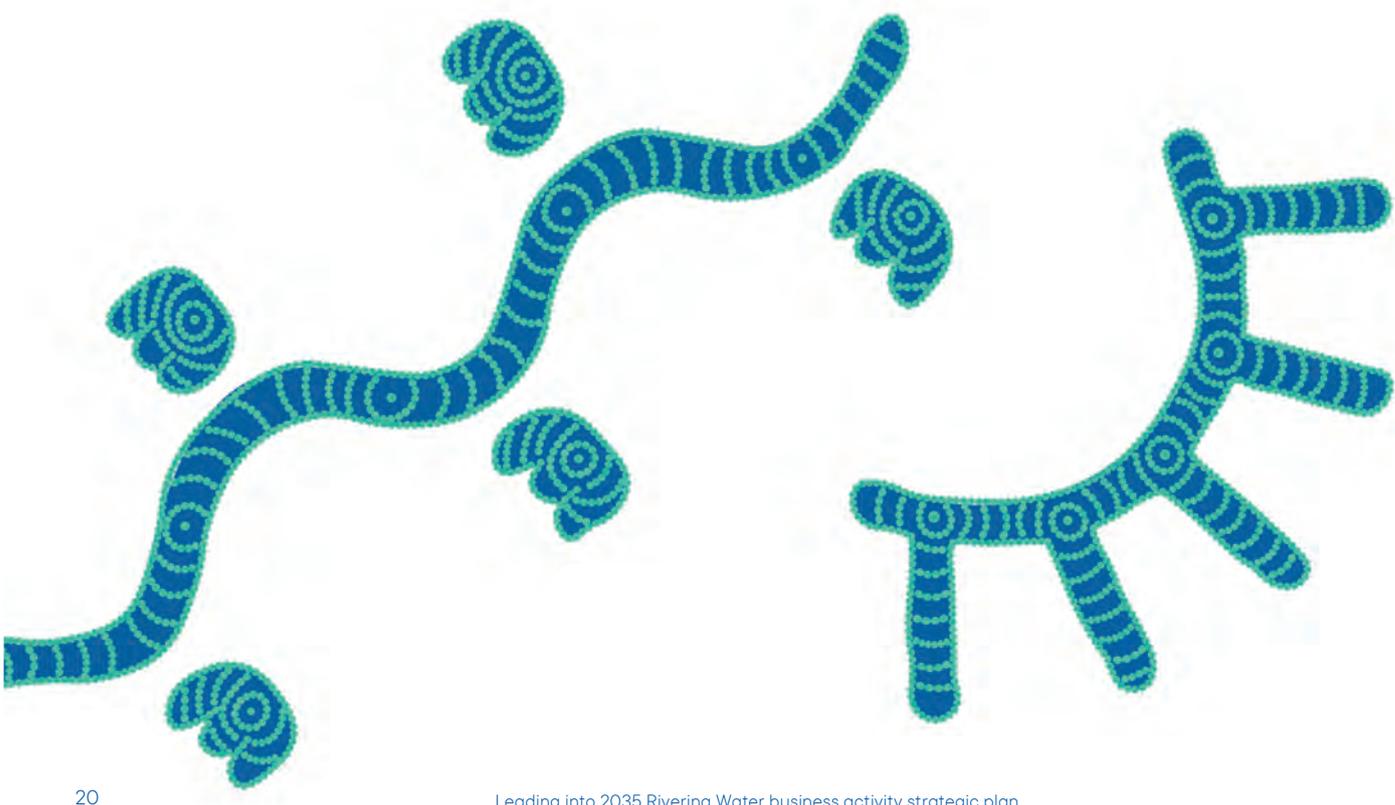
Delivery Program and Operational Plan. Associated costs are reflected in the LTFP and DPOP budgets.

Asset Management Plan/s

Asset management planning consists of an adopted Asset Management Policy, an Asset Management Strategy and Asset Management Plan to cover all our assets. The Asset Management Plan has a 20-30 year horizon and is reviewed every four years or sooner if required. A Developer Services Plan (DSP) supports the strategy and asset management plan to provide a source of funding for infrastructure required for new urban development. This is reviewed every four years or sooner if required.

IT Strategy

The overarching strategy for IT links the Digital, Data and IoT strategies. It focuses on the management and strategic objectives of IT services and business support and guides the overall strategic direction in relation to IT at Riverina Water.



The Regulatory Assurance Framework

As a water utility we are required to show how we meet the expectations and outcomes within the regulatory assurance framework (RAF) as well as the Integrated Planning & Reporting (IP&R) requirements of Office of

Local Government (OLG). We show below where the Regulatory Assurance Framework outcomes link into the pillars of *Leading into 2035*.

Element	Outcomes	Leading into 2035
1. Understanding service needs	Our customers' needs, values and preferences are understood and taken into account in our planning.	Our Communities
	The current and future demands placed on our water supply are understood and taken into account in our planning.	Our Operations Our Sustainability
	We consider the priorities and evidence of other related state or regional strategic planning.	Our Sustainability
2. Understanding water security	We consider access to current and potential water sources.	Our Operations Our Sustainability
	We address current and future risks around continuity and reliability of access to water supply sources.	Our Operations Our Sustainability
3. Understanding water quality	We address current and future water quality risks in our supply systems.	Our Operations Our Sustainability
	We meet relevant regulatory standards including drinking water quality management.	Our Operations Our Sustainability
4. Understanding environmental impacts	Relevant regulatory standards, such as licence requirements set by the environmental regulator are met.	Our Operations Our Sustainability
5. Understanding system capacity, capability and efficiency	We understand the capacity and capability of our systems to deliver water (and the future capacity and capability needs).	Our Operations Our Sustainability
6. Understanding other key risks and challenges	We identify and manage other key risks in our systems now and into the future.	Our Operations Our Sustainability
	We meet regulatory standards.	Our Operations
	We consider climate risks in our management and planning.	Our Sustainability
	We effectively manage drought.	Our Sustainability
	We prepare for incidents, emergencies and extreme events so that continuity of service is assured.	Our Operations Our Sustainability

7. Understanding solutions to deliver services	We analyse our service delivery and manage identified risks.	Our Operations
	We manage assets over their life cycle to ensure service levels are met.	Our Operations
	We have identified and evaluated side options for water supply.	Our Operations Our Sustainability
	We consider resilience management during extreme events.	Our Operations Our Sustainability
8. Understanding resourcing needs	We evidence understanding of what resourcing is needed to deliver services and manage risks.	Our People Our Operations Our Sustainability
	We evidence understanding of the life cycle costs to manage assets.	Our People Our Operations Our Sustainability
	We evidence understanding of the technical and operational skills needed to deliver services and manage risks.	Our People
	We have effective workforce planning.	Our People Our Sustainability
9. Understanding revenue sources	We have sufficient revenue sources available to fund the delivery of services.	Our Operations Our Sustainability
	We understand the ability and willingness of our customers to pay for services.	Our Community Our Operations Our Sustainability
10. Make and implement sound strategic decisions	We set service levels and efficient revenue requirements for providing services over an adequate forward plan period that captures asset lifecycles.	Our Community Our Operations Our Sustainability
	We engage our customers in decision making so they can make informed choices between service levels, risks and costs.	Our Community Our Operations Our Sustainability
	We ensure our long-term financial sustainability without having to introduce substantial revenue or expenditure adjustments.	Our Sustainability
	We monitor and report on the meeting of our service levels.	Our Operations Our Community
11. Implement sound pricing and prudent financial management	We achieve equitable and affordable pricing and intergenerational equity.	Our Operations Our Sustainability
	We set a long-term stable price path.	Our Sustainability
12. Promote integrated water cycle management	We support our customers to increase water literacy and support water efficiency methods.	Our Community

Our corporate planning, review and reporting timeframes

Plan	Time frame	Review	Reporting
Leading into 2035 (Business Activity Strategic Plan)	Minimum 10 years	Reviewed by the new Board (normally every 4 years).	Progress reported to new Board through the End of Term report. Highlights in Annual Report.
Asset management plan and associated policy and strategy	Plan 20+ years, policy 4 years	Reviewed every 4 years, but annually as part of the review of the Delivery Program and preparation of the Operational Plan.	Periodic reporting to management.
Long Term Financial Plan	Minimum 10 years	Reviewed annually as part of the review of the Delivery Program and development of the Operational Plan.	Periodic reporting to management. Annually.
Workforce management strategy	4 years, aligned to the DP	Reviewed as part of the review of the Delivery Program and development of the Operational Plan.	Periodic reporting to management. Actions contained within the strategy that are included in the DPOP are reported every 6 months.
IT Strategy	4 years, aligned to the DP	Reviewed annually.	Periodic reporting to management. Annually.
Delivery Program	4 years (Board term)	Reviewed annually as part of the development of the Operational Plan. New every 4 years.	Reported every six months to the Board. Annually.
Operational Plan	1 year	Developed annually.	Reported every 6 months to the Board.

The planning context



Water Services Association of Australia (WSAA) Strategy 2030

Water sector commitments

- › **Water sector equity, diversity and inclusion**
The water sector is committed to growing a diverse and inclusive workplace culture, which is reflective of the communities where we work and live
- › **Water sector health and safety leadership**
The health, safety and wellbeing of our people, communities and workplaces are critical. We strive to be free from harm and injury, both physical and psychological
- › **Water sector climate change**
The water sector is uniquely positioned to mitigate our impact on our climate, respond and adapt to the impacts of a changing climate on the delivery of our services, and improve the resilience of our communities and the environment in adapting to a changing climate

Water sector priorities

- › Water security – achieve equitable access to safe and secure water services
- › Customer value – deliver long-term financially sustainable and affordable services to customers
- › Resilient and Regenerative future – embrace resilience through circular design, safeguarding the wellbeing of future generations in our cities and towns
- › First Nations – reduce disparity of First Nations peoples' access to services and increase engagement with First Nations peoples
- › People & Capability – as a sector of choice, ensure our people and organisations are ready now and for the future

NSW 2021 (10 yr plan) – objectives that align with what we do

- › **Rebuild the economy:** restore economic growth
- › **Return quality services:** provide the best health, transport, education, policing, justice and family services, with a focus on the customer
- › **Renovate infrastructure:** build the infrastructure that makes a difference to both our economy and people's lives
- › **Strengthen our local environment and communities:** improve people's lives by protecting natural environments and building a strong sense of community
- › **Restore accountability to government:** talk honestly with the community, return planning powers to the community and give people a say on decisions that affect them

State and regional water plans and priorities

NSW State Water Strategy Towards 2050 – objectives that align with what we do

Priority 1

Build community confidence and capacity through engagement, transparency and accountability

Priority 2

Recognise First Nations/Aboriginal People's rights and values and increase access to and ownership of water for culture and economic purposes

Priority 3

Improve river, floodplain and aquifer ecosystem health and system connectivity

Priority 4

Increase resilient to changes in water availability (variability and climate change)

Priority 5

Support economic growth and resilient industries within a capped system

Priority 6

Support resilient, prosperous and liveable cities and towns

Priority 7

Enable a future focused, capable and innovative water sector

Riverina Murray Regional Plan 2041 – objectives that align to what we do

1. Environment

Objective 1

Protect, connect and enhance biodiversity throughout the region

2. Communities and Place

Objective 4

Support Aboriginal aspirations through land use planning

Objective 7

Provide for appropriate rural residential development

Objective 9

Plan for resilient places that respect local character

Objective 11

Plan for integrated and resilient utility infrastructure

3. Economy

Objective 12

Strategically plan for rural industries

Objective 13

Support the transition to net zero by 2050

Objective 14

Protecting and promoting industrial and manufacturing land

Objective 16

Support the visitor economy

Murrumbidgee regional water strategy – objectives that align with what we do

Priority 1

Continue to improve water management

Priority 2

Improve river and catchment health

Priority 3

Support sustainable economies and communities

Priority 4

Sustainable water management in the upper Murrumbidgee catchment



R10 Delivery Program 2025/26-2028/29, LTFP and Operational Plan 2025-26

Organisational Area Corporate Services

Author Wendy Reichelt, Governance & Corporate Planning Officer

Summary The new Delivery Program 2025/26-2028/29 and the 2025-26 Operational Plan have been prepared following the review of the business activity strategic plan and the budget workshop held in March 2025. The Delivery Program and Operational Plan have been combined into one document, commonly referred to as our DPOP. Development has included a review of the long-term financial plan (LTFP) which is also attached to this report.

RECOMMENDATION: that Council:

- a) Review the draft Delivery Program 2025/26-2028/29 and the Operational Plan 2025-26, as combined in the DPOP
- b) Review the draft Long Term Financial Plan (LTFP)
- c) Place the DPOP and LTFP on public exhibition for a period of 28 days
- d) Receive a follow up report to the Board in June 2025 to review any changes or submissions from the public with a view to adopting the LTFP and the combined Delivery Program 2025/26-2028/29 and Operational Plan 2025-26

Report

A new Delivery Program 2025/26–2028/29 has been developed in accordance with the Integrated Planning & Reporting (IP&R) Guidelines issued by the Office of Local Government, and in compliance with sections 404 and 405 of the Local Government Act 1993.

This Delivery Program outlines four-year strategies that contribute to the strategic outcomes identified in *Riverina Water's Business Activity Strategic Plan – Leading into 2035*. These strategies are structured under our four strategic pillars:

- Our People
- Our Operations
- Our Sustainability
- Our Community

In line with the approach over recent years, management have once again integrated the Delivery Program with the one-year Operational Plan, producing a single, consolidated document commonly referred to as the DPOP.

The Delivery Program provides a high-level overview of our financial position and capital works program for the next four years. It is supported by the following resourcing plans:

- Long Term Financial Plan (LTFP)
- Workforce Management Plan
- Asset Management Plans
- IT Strategic Plan

The LTFP, which has been reviewed in conjunction with the development of the Delivery Program and strategic plan review, is attached to this report for review and subsequent public exhibition. The Workforce Management Plan and IT Strategic Plan will be presented to the June Board meeting (noting that public exhibition is not required under the IP&R Guidelines).

The Operational Plan 2025/26 outlines the specific actions we will undertake in the coming year to progress the four-year strategies outlined in the Delivery Program. It also includes the proposed budget, fees and charges, and other financial details.

A workshop was held in March 2025 to support development of the 2025/26 budget, with a range of pricing options considered. As a result of this workshop, the Operational Plan 2025/26 proposes a 10% increase to access, usage, and sundry charges, rounded to the nearest 50 cents.

Even with the proposed 10% increase, the typical residential bill of \$552 remains well below the Local Water Utility weighted median of \$728 (2022/23).

Riverina Water's pricing continues to be among the lowest in the state, while still supporting the investment required for service reliability and future infrastructure needs.

Similar increases are being proposed by other utilities across the sector, reflecting shared challenges such as rising costs and the need to maintain long-term financial sustainability. Our pricing remains competitive and responsible within this broader context.

The proposed Operating Result for 2025/26 is forecast to be a surplus of \$3.684 million, including capital grants.

Projected water sales have been calculated based on historical consumption trends and predicted weather patterns, with a budgeted volume of 13,976 megalitres.

The proposed pricing increase is essential to support the delivery of Riverina Water's \$80 million capital works program over the next four years. Of this, \$21 million is allocated to the Solar Pilot Plant project. To assist in funding the delivery of this project, a loan of \$21.4 million has been factored into the financial planning.

- › R10.1 Draft LTFP 2025 review [↓](#) 
- › R10.2 Riverina Water DPOP 2025/26 - 2028/29 [↓](#) 

Strategic Alignment

Our Business

Take actions that deliver responsible financial management and ensure long term sustainability

Financial Implications

The DPOP includes a summary of the four-year budgets alongside the detailed annual budget and fees and charges for 2025–26. As can be seen from the LTFP in the attached document, Riverina Water faces significant costs associated with constructing new infrastructure for the Southern and Northern Growth Areas in Wagga, in Walla Walla and The Rock. Further all towns and villages within the supply area are growing which will necessitate an increase in revenue to fund the infrastructure upgrades.

Workforce Implications

Workforce implications have been considered in the development of the DPOP and in development of the workforce management strategies.

Risk Considerations

Corporate Governance And Compliance	
Avoid	Riverina Water will avoid risks relating to corporate governance and compliance including ethical, responsible and transparent decision making and procedural/policy, legal and legislative compliance.

About the Long Term Financial Plan

Riverina Water has prepared a Long Term Financial Plan (LTFP) to inform decision making and to demonstrate how the objectives of *Leading into 2035* (our business activity strategic plan or BASP), Delivery Program and Operational Plan will be resourced and funded.

The LTFP has been developed for a period of 10 years and captures the financial implications of asset management (including IT) and workforce planning by identifying how Riverina Water's assets will be renewed, upgraded or increased including provision for maintenance of required service levels. The LTFP ensures Riverina Water remains financially sustainable.

The LTFP enables Riverina Water to identify and address future challenges, and ensures compliance to legislation, and the integrated planning and reporting requirements set out for local government and county councils in NSW.

Our planning assumptions

- 10% increase to water consumption charges, and to other fees and charges in FY25/26
- 2% per annum growth in connections
- 4% increase in employee benefits and oncosts for FY25/26 to FY 27/28 for Award changes, and 2% thereafter
- **Scenario 1 (budgeted scenario):** Average water sales forecast at 13,976 ML
- **Scenario 2:** Below average water sales forecast at 12,195 ML
- **Scenario 3:** Above average water sales forecast at 15,185 ML

Sensitivity Analysis

Scenario 1 (budget scenario) – Average Water Sales 13,976 ML

The planning assumptions outlined are informed estimates derived from reliable information available at the time. Long term financial plans are inherently uncertain and rely on a wide array of assumptions, such as changes in interest rates, the influence of inflation on income and expenditure, and employee Award increases. Such factors are largely beyond Riverina Water's control.

Interest Rates

Movements in interest rates affect both revenue on investments, and expenditure for borrowing costs. Should interest rates change by $\pm 1\%$, the effect on the Long Term Financial Plan budgeted scenario operating result before Capital Grants and Contributions is shown in Figure 1.

Employee Costs

Growth in employee costs is determined through Award negotiations, in addition to progression increases for existing staff. Should the Award increase each year by an additional 2% above forecast, the effect on the Long Term Financial Plan (budgeted scenario) operating result before Capital Grants and Contributions is shown in Figure 2.

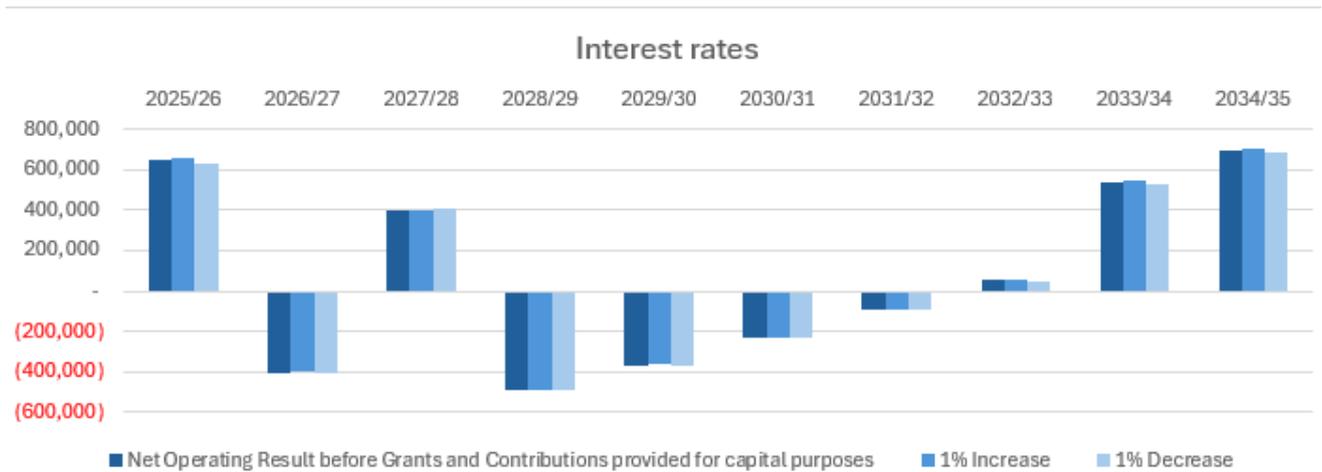


Figure 1 Interest rates

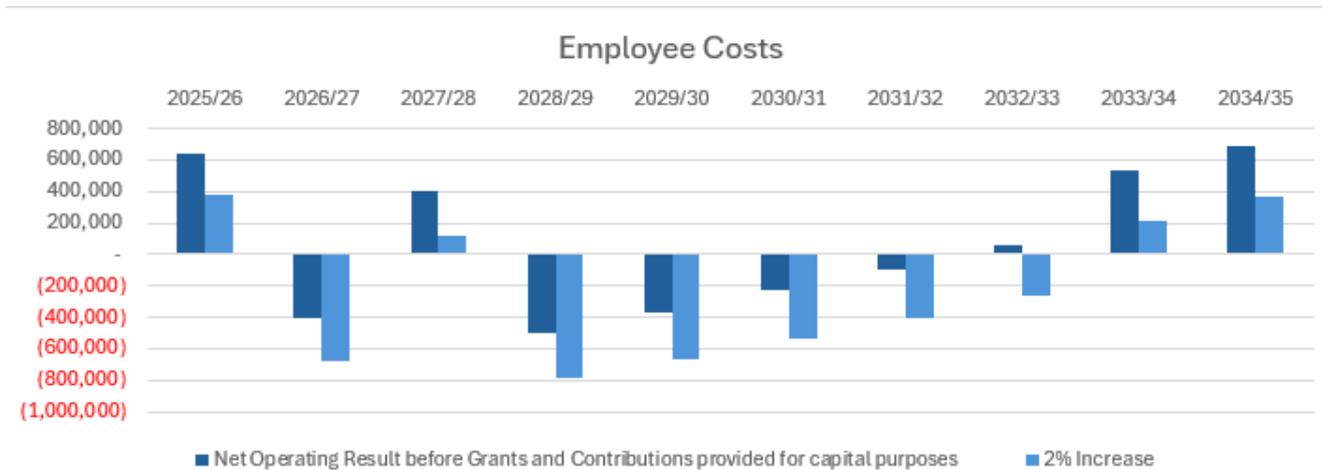


Figure 2 Employee costs

PERFORMANCE MEASURES

Scenario 1 (budgeted scenario) - Average Water Sales 13,976 ML

	Prior Year 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Operating Performance Ratio	-3.34%	1.78%	-1.10%	1.08%	-1.30%	-0.95%	-0.59%	-0.23%	0.13%	1.27%	1.61%
Measure: Whether Council has sufficient revenue (excluding capital) to cover expenditure requirements (including depreciation). Office of Local Government Benchmark >= 0.00%											
Own Source Operating Revenue Ratio	94.47%	92.21%	92.23%	92.25%	92.38%	92.51%	92.64%	92.78%	92.90%	93.08%	93.20%
Measure: Council's reliance on external funding sources such as operating grants and contributions to fund operations. Office of Local Government Benchmark >= 60.00%											
Unrestricted Current Ratio	5.31	5.06	4.40	2.94	2.51	2.12	1.77	1.47	1.09	0.87	0.77
Measure: Council's ability to meet short term financial obligations such as payroll, leave and expenditure requirements. Office of Local Government Benchmark >= 1.50											
Debt Service Cover Ratio	33.16	11.86	4.26	3.57	3.64	3.71	3.79	3.91	4.12	4.31	4.39
Measure: Percentage of the Council's total revenue used to service debt including interest and principal loan repayments. Office of Local Government Benchmark >= 2.00											
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	12.21%	11.98%	11.87%	11.87%	11.87%	11.87%	11.87%	11.87%	11.87%	11.87%	11.87%
Measure: Assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts. Office of Local Government Benchmark <= 10.00% (Regional)											
Cash Expense Cover Ratio	0.84	0.91	0.82	0.83	0.80	0.79	0.78	0.70	0.00	0.00	0.00
Measure: Indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow. Office of Local Government Benchmark >= 3.00 months											

Scenario 1 (budgeted scenario) - Average Water Sales 13,976 ML

Income Statement

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	5,960,773	6,584,587	6,723,307	6,864,801	7,009,125	7,156,336	7,306,491	7,459,648	7,615,869	7,775,215	7,937,747
User Charges & Fees	26,279,896	27,603,891	28,155,769	28,718,684	29,292,858	29,878,515	30,475,885	31,085,203	31,706,707	32,340,641	32,987,254
Other Revenues	532,269	491,881	494,884	497,948	501,072	504,260	507,511	510,827	514,209	517,659	521,178
Grants & Contributions provided for Operating Purposes	34,900	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Grants & Contributions provided for Capital Purposes	2,000,000	3,039,138	3,071,180	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703
Interest & Investment Revenue	1,960,000	1,571,000	1,388,560	1,152,773	1,115,806	1,117,525	1,119,279	1,121,067	1,122,892	1,456,752	1,458,651
Total Income from Continuing Operations	36,767,838	39,315,497	39,858,700	40,362,909	41,047,564	41,785,338	42,537,868	43,305,448	44,088,380	45,218,970	46,033,532
Expenses from Continuing Operations											
Employee Benefits & On-Costs	11,031,911	13,324,607	13,857,591	14,411,895	14,700,766	14,995,437	15,296,024	15,602,646	15,915,426	16,234,486	16,559,954
Borrowing Costs	98,589	363,983	968,270	1,235,038	1,118,025	997,644	870,604	738,426	600,415	459,615	310,372
Materials & Contracts	15,061,686	12,584,669	12,844,292	11,518,951	11,757,824	12,001,773	12,250,908	12,505,344	12,765,199	13,030,592	13,301,646
Depreciation & Amortisation	9,470,000	9,092,500	9,256,165	9,422,776	10,592,386	10,783,049	10,977,144	11,174,732	11,375,878	11,580,643	11,789,095
Other Expenses	266,000	266,000	267,000	268,020	269,060	270,122	271,204	272,308	273,434	274,583	275,755
Total Expenses from Continuing Operations	35,928,186	35,631,759	37,193,319	36,856,680	38,438,062	39,048,024	39,665,884	40,293,457	40,930,352	41,579,920	42,236,822
Operating Result from Continuing Operations	839,652	3,683,739	2,665,382	3,506,230	2,609,503	2,737,314	2,871,984	3,011,991	3,158,028	3,639,050	3,796,710
Net Operating Result for the Year	839,652	3,683,739	2,665,382	3,506,230	2,609,503	2,737,314	2,871,984	3,011,991	3,158,028	3,639,050	3,796,710
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,160,348)	644,601	(405,798)	402,527	(494,200)	(366,389)	(231,718)	(91,712)	54,325	535,348	693,008

Scenario 1 (budget scenario) – Average Water sales 13,976 ML
Balance Sheet

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,845,080	-	-	-
Investments	16,418,356	15,784,274	12,590,442	9,959,565	7,212,617	4,612,768	2,162,656	-	-	-	-
Receivables	5,246,103	5,550,639	5,576,367	5,619,987	5,660,448	5,705,998	5,756,606	5,812,852	5,889,593	5,996,707	6,105,964
Inventories	4,807,792	4,017,111	4,099,985	3,676,927	3,753,177	3,831,047	3,910,572	3,991,790	4,074,738	4,159,453	4,245,975
Total Current Assets	28,472,250	27,352,025	24,266,793	21,256,478	18,626,242	16,149,813	13,829,835	11,649,723	9,964,331	10,156,160	10,351,939
Non-Current Assets											
Investments	6,294,824	6,051,716	4,827,196	3,818,513	2,765,329	1,768,543	829,166	-	-	-	-
Infrastructure, Property, Plant & Equipment	390,555,469	399,552,593	416,296,428	427,873,652	432,281,266	436,498,217	440,521,074	444,346,341	447,970,464	451,389,820	454,600,725
Intangible Assets	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000
Total Non-Current Assets	405,768,293	414,522,309	430,041,624	440,610,165	443,964,595	447,184,760	450,268,239	453,264,341	456,888,464	460,307,820	463,518,725
TOTAL ASSETS	434,240,544	441,874,334	454,308,417	461,866,644	462,590,838	463,334,573	464,098,074	464,914,064	466,852,795	470,463,981	473,870,664
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	1,010,484	3,349,730	5,472,548
Payables	4,076,835	4,114,303	4,221,409	4,133,564	4,215,106	4,298,318	4,383,235	4,469,892	4,558,327	4,648,576	4,740,677
Borrowings	154,943	154,943	154,943	1,966,851	2,076,790	2,193,401	2,282,659	2,318,216	2,457,359	2,604,946	2,167,228
Employee benefit provisions	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000
Total Current Liabilities	8,510,778	8,548,245	8,655,352	10,379,415	10,570,896	10,770,718	10,944,893	11,067,108	12,305,171	14,882,252	16,659,453
Non-Current Liabilities											
Borrowings	1,550,114	5,462,698	15,124,293	17,452,227	15,375,437	13,182,036	10,899,377	8,581,161	6,123,802	3,518,856	1,351,628
Total Non-Current Liabilities	1,550,114	5,462,698	15,124,293	17,452,227	15,375,437	13,182,036	10,899,377	8,581,161	6,123,802	3,518,856	1,351,628
TOTAL LIABILITIES	10,060,892	14,010,943	23,779,645	27,831,642	25,946,333	23,952,754	21,844,270	19,648,269	18,428,973	18,401,108	18,011,081
Net Assets	424,179,652	427,863,391	430,528,772	434,035,002	436,644,505	439,381,819	442,253,803	445,265,794	448,423,822	452,062,872	455,859,583
EQUITY											
Retained Earnings	165,222,652	168,906,391	171,571,772	175,078,002	177,687,505	180,424,819	183,296,803	186,308,794	189,466,822	193,105,872	196,902,583
Revaluation Reserves	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	424,179,652	427,863,391	430,528,772	434,035,002	436,644,505	439,381,819	442,253,803	445,265,794	448,423,822	452,062,872	455,859,583
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	424,179,652	427,863,391	430,528,772	434,035,002	436,644,505	439,381,819	442,253,803	445,265,794	448,423,822	452,062,872	455,859,583

Scenario 1 (budgeted scenario) – Average water sales 13,976 ML

Cash flow statement

	Prior Year 2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	Projected Years					
						2029/30 \$	2030/31 \$	2031/32 \$	2032/33 \$	2033/34 \$	2034/35 \$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	5,753,588	6,600,685	6,726,887	6,868,453	7,012,850	7,160,135	7,310,365	7,463,601	7,619,901	7,779,327	7,941,941
User Charges & Fees	26,185,539	27,464,319	28,097,591	28,659,343	29,232,330	29,816,777	30,412,912	31,020,970	31,641,190	32,273,814	32,919,090
Investment & Interest Revenue Received	2,377,761	1,555,264	1,458,408	1,206,628	1,172,362	1,170,932	1,169,606	1,167,776	1,151,165	1,456,752	1,458,651
Grants & Contributions	2,088,236	2,993,497	3,093,981	3,126,471	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703
Other	1,959,089	498,132	478,551	481,289	484,212	487,062	489,969	492,934	495,959	499,043	502,190
Payments:											
Employee Benefits & On-Costs	(11,223,798)	(13,204,831)	(13,834,556)	(14,387,938)	(14,688,270)	(14,982,690)	(15,283,020)	(15,589,381)	(15,901,894)	(16,220,682)	(16,545,873)
Materials & Contracts	(16,628,319)	(11,961,759)	(12,909,514)	(11,185,590)	(11,817,825)	(12,063,048)	(12,313,486)	(12,569,254)	(12,830,470)	(13,097,254)	(13,369,730)
Borrowing Costs	(98,589)	(363,983)	(968,270)	(1,235,038)	(1,118,025)	(997,644)	(870,604)	(738,426)	(600,415)	(459,615)	(310,372)
Other	(416,915)	(281,474)	(223,027)	(313,018)	(239,617)	(240,071)	(240,534)	(241,005)	(241,485)	(241,974)	(242,472)
Net Cash provided (or used in) Operating Activities	9,996,592	13,299,850	11,920,052	13,220,599	13,166,719	13,480,155	13,803,911	14,135,918	14,462,652	15,118,113	15,482,128
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	7,286,820	877,190	4,418,353	3,639,559	3,800,132	3,596,635	3,389,490	2,991,821	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(17,578,469)	(18,089,624)	(26,000,000)	(21,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
Net Cash provided (or used in) Investing Activities	(10,291,649)	(17,212,434)	(21,581,647)	(17,360,441)	(11,199,868)	(11,403,365)	(11,610,510)	(12,008,179)	(15,000,000)	(15,000,000)	(15,000,000)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	4,400,000	11,000,000	6,000,000	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(154,943)	(487,416)	(1,338,405)	(1,860,158)	(1,966,851)	(2,076,790)	(2,193,401)	(2,282,659)	(2,318,216)	(2,457,359)	(2,604,946)
Net Cash Flow provided (used in) Financing Activities	(154,943)	3,912,584	9,661,595	4,139,842	(1,966,851)	(2,076,790)	(2,193,401)	(2,282,659)	(2,318,216)	(2,457,359)	(2,604,946)
Net Increase/(Decrease) in Cash & Cash Equivalents	(450,000)	0	-	(0)	0	(0)	-	(154,920)	(2,855,564)	(2,339,246)	(2,122,818)
plus: Cash & Cash Equivalents - beginning of year	2,450,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,845,080	(1,010,484)	(3,349,730)
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,845,080	(1,010,484)	(3,349,730)	(5,472,548)
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,845,080	(1,010,484)	(3,349,730)	(5,472,548)
Investments - end of the year	22,713,180	21,835,991	17,417,638	13,778,078	9,977,947	6,381,311	2,991,821	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	24,713,180	23,835,991	19,417,638	15,778,078	11,977,947	8,381,311	4,991,821	1,845,080	(1,010,484)	(3,349,730)	(5,472,548)
Representing:											
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-

- Internal Restrictons	7,704,000	7,704,001	7,704,001	7,704,002	7,704,002	7,704,003	7,704,003	7,704,004	7,704,004	7,704,005	7,704,005
- Unrestricted	17,009,180	16,131,990	11,713,636	8,074,076	4,273,944	677,308	(2,712,182)	(5,858,924)	(8,714,488)	(11,053,735)	(13,176,553)
	24,713,180	23,835,991	19,417,638	15,778,078	11,977,947	8,381,311	4,991,821	1,845,080	(1,010,484)	(3,349,730)	(5,472,548)

Scenario 2 – Below average water sales 12,195 ML

Income Statement

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	5,960,773	6,584,587	6,723,307	6,864,801	7,009,125	7,156,336	7,306,491	7,459,648	7,615,869	7,775,215	7,937,747
User Charges & Fees	26,279,896	24,458,641	24,947,614	25,446,366	25,955,093	26,473,995	27,003,275	27,543,141	28,093,803	28,655,480	29,228,389
Other Revenues	532,269	491,881	494,884	497,948	501,072	504,260	507,511	510,827	514,209	517,659	521,178
Grants & Contributions provided for Operating Purposes	34,900	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Grants & Contributions provided for Capital Purposes	2,000,000	3,039,138	3,071,180	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703
Interest & Investment Revenue	1,960,000	1,571,000	374,940	203,243	130,318	122,677	456,431	458,219	460,044	129,904	131,803
Total Income from Continuing Operations	36,767,838	36,170,247	35,636,925	36,141,061	36,724,312	37,385,971	38,402,410	39,100,538	39,812,628	40,206,961	40,947,820
Expenses from Continuing Operations											
Employee Benefits & On-Costs	11,031,911	13,324,607	13,857,591	14,411,895	14,700,766	14,995,437	15,296,024	15,602,646	15,915,426	16,234,486	16,559,954
Borrowing Costs	98,589	363,983	968,270	1,235,038	1,118,025	997,644	870,604	738,426	600,415	459,615	310,372
Materials & Contracts	15,061,686	12,584,669	12,844,292	11,518,951	11,757,824	12,001,773	12,250,908	12,505,344	12,765,199	13,030,592	13,301,646
Depreciation & Amortisation	9,470,000	9,092,500	9,256,165	10,422,776	10,610,386	10,801,373	10,995,798	11,193,722	11,395,209	11,600,323	11,809,129
Other Expenses	266,000	266,000	267,000	268,020	269,060	270,122	271,204	272,308	273,434	274,583	275,755
Total Expenses from Continuing Operations	35,928,186	35,631,759	37,193,319	37,856,680	38,456,062	39,066,348	39,684,537	40,312,447	40,949,684	41,599,599	42,256,856
Operating Result from Continuing Operations	839,652	538,489	(1,556,393)	(1,715,618)	(1,731,750)	(1,680,378)	(1,282,128)	(1,211,909)	(1,137,055)	(1,392,639)	(1,309,036)
Net Operating Result for the Year	839,652	538,489	(1,556,393)	(1,715,618)	(1,731,750)	(1,680,378)	(1,282,128)	(1,211,909)	(1,137,055)	(1,392,639)	(1,309,036)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,160,348)	(2,500,649)	(4,627,573)	(4,819,321)	(4,835,453)	(4,784,080)	(4,385,830)	(4,315,612)	(4,240,758)	(4,496,341)	(4,412,739)

Scenario 2 – Below average water sales 12,195 ML

Balance Sheet

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	2,000,000	2,000,000	2,000,000	2,000,000	-	-	-	-	-	-	-
Investments	16,418,356	13,838,165	7,638,981	2,006,998	-	-	-	-	-	-	-
Receivables	5,246,103	5,097,640	5,059,200	5,032,708	5,050,638	5,140,973	5,233,115	5,327,100	5,422,964	5,520,746	5,620,483
Inventories	4,807,792	4,017,111	4,099,985	3,676,927	3,753,177	3,831,047	3,910,572	3,991,790	4,074,738	4,159,453	4,245,975
Total Current Assets	28,472,250	24,952,916	18,798,166	12,716,632	8,803,815	8,972,020	9,143,688	9,318,890	9,497,702	9,680,199	9,866,458
Non-Current Assets											
Investments	6,294,824	5,305,575	2,928,798	769,486	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	390,555,469	399,552,593	416,296,428	426,873,652	431,263,266	435,461,893	439,466,096	443,272,374	446,877,165	450,276,842	453,467,714
Intangible Assets	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000
Total Non-Current Assets	405,768,293	413,776,168	428,143,226	436,561,138	440,181,266	444,379,893	448,384,096	452,190,374	455,795,165	459,194,842	462,385,714
TOTAL ASSETS	434,240,544	438,729,084	446,941,392	449,277,771	448,985,081	453,351,913	457,527,783	461,509,264	465,292,867	468,875,041	472,252,172
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	3,324,370	11,365,158	18,931,639	26,321,029	33,471,469	40,813,392	48,012,403
Payables	4,076,835	4,114,303	4,221,409	4,133,564	4,215,106	4,298,318	4,383,235	4,469,892	4,558,327	4,648,576	4,740,677
Borrowings	154,943	154,943	154,943	1,966,851	2,076,790	2,193,401	2,282,659	2,318,216	2,457,359	2,604,946	2,167,228
Employee benefit provisions	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000
Total Current Liabilities	8,510,778	8,548,245	8,655,352	10,379,415	13,895,266	22,135,876	29,876,532	37,388,138	44,766,155	52,345,914	59,199,308
Non-Current Liabilities											
Borrowings	1,550,114	5,462,698	15,124,293	17,452,227	15,375,437	13,182,036	10,899,377	8,581,161	6,123,802	3,518,856	1,351,628
Total Non-Current Liabilities	1,550,114	5,462,698	15,124,293	17,452,227	15,375,437	13,182,036	10,899,377	8,581,161	6,123,802	3,518,856	1,351,628
TOTAL LIABILITIES	10,060,892	14,010,943	23,779,645	27,831,642	29,270,703	35,317,912	40,775,909	45,969,299	50,889,957	55,864,770	60,550,936
Net Assets	424,179,652	424,718,141	423,161,747	421,446,129	419,714,379	418,034,001	416,751,874	415,539,965	414,402,910	413,010,271	411,701,235
EQUITY											
Retained Earnings	165,222,652	165,761,141	164,204,747	162,489,129	160,757,379	159,077,001	157,794,874	156,582,965	155,445,910	154,053,271	152,744,235
Revaluation Reserves	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	424,179,652	424,718,141	423,161,747	421,446,129	419,714,379	418,034,001	416,751,874	415,539,965	414,402,910	413,010,271	411,701,235
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	424,179,652	424,718,141	423,161,747	421,446,129	419,714,379	418,034,001	416,751,874	415,539,965	414,402,910	413,010,271	411,701,235

Scenario 2 – Below average water sales 12,195 ML

Cash flow statement

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	5,753,588	6,600,685	6,726,887	6,868,453	7,012,850	7,160,135	7,310,365	7,463,601	7,619,901	7,779,327	7,941,941
User Charges & Fees	26,185,539	24,650,633	24,896,068	25,393,789	25,901,465	26,419,294	26,947,480	27,486,229	28,035,754	28,596,269	29,167,995
Investment & Interest Revenue Received	2,377,761	1,602,034	500,830	318,924	200,951	122,677	456,431	458,219	460,044	129,904	131,803
Grants & Contributions	2,088,236	2,993,497	3,093,981	3,126,471	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703
Other	1,959,089	572,797	480,045	482,812	485,765	488,647	491,585	494,583	497,640	500,759	503,940
Payments:											
Employee Benefits & On-Costs	(11,223,798)	(13,204,831)	(13,834,556)	(14,387,938)	(14,688,270)	(14,982,690)	(15,283,020)	(15,589,381)	(15,901,894)	(16,220,682)	(16,545,873)
Materials & Contracts	(16,628,319)	(11,961,759)	(12,909,514)	(11,185,590)	(11,817,825)	(12,063,048)	(12,313,486)	(12,569,254)	(12,830,470)	(13,097,254)	(13,369,730)
Borrowing Costs	(98,589)	(363,983)	(968,270)	(1,235,038)	(1,118,025)	(997,644)	(870,604)	(738,426)	(600,415)	(459,615)	(310,372)
Other	(416,915)	(281,474)	(223,027)	(313,018)	(239,617)	(240,071)	(240,534)	(241,005)	(241,485)	(241,974)	(242,472)
Net Cash provided (or used in) Operating Activities	9,996,592	10,607,600	7,762,444	9,068,863	8,865,997	9,036,002	9,626,920	9,893,268	10,167,777	10,115,436	10,405,934
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	7,286,820	3,569,441	8,575,961	7,791,295	2,776,484	-	-	-	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(17,578,469)	(18,089,624)	(26,000,000)	(21,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
Net Cash provided (or used in) Investing Activities	(10,291,649)	(14,520,183)	(17,424,039)	(13,208,705)	(12,223,516)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	4,400,000	11,000,000	6,000,000	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(154,943)	(487,416)	(1,338,405)	(1,860,158)	(1,966,851)	(2,076,790)	(2,193,401)	(2,282,659)	(2,318,216)	(2,457,359)	(2,604,946)
Net Cash Flow provided (used in) Financing Activities	(154,943)	3,912,584	9,661,595	4,139,842	(1,966,851)	(2,076,790)	(2,193,401)	(2,282,659)	(2,318,216)	(2,457,359)	(2,604,946)
Net Increase/(Decrease) in Cash & Cash Equivalents	(450,000)	0	-	(0)	(5,324,370)	(8,040,788)	(7,566,481)	(7,389,390)	(7,150,439)	(7,341,923)	(7,199,012)
plus: Cash & Cash Equivalents - beginning of year	2,450,000	2,000,000	2,000,000	2,000,000	2,000,000	(3,324,370)	(11,365,158)	(18,931,639)	(26,321,029)	(33,471,469)	(40,813,392)
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	(3,324,370)	(11,365,158)	(18,931,639)	(26,321,029)	(33,471,469)	(40,813,392)	(48,012,403)
Cash & Cash Equivalents - end of the year											
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	(3,324,370)	(11,365,158)	(18,931,639)	(26,321,029)	(33,471,469)	(40,813,392)	(48,012,403)
Investments - end of the year	22,713,180	19,143,740	10,567,779	2,776,484	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	24,713,180	21,143,740	12,567,779	4,776,484	(3,324,370)	(11,365,158)	(18,931,639)	(26,321,029)	(33,471,469)	(40,813,392)	(48,012,403)
Representing:											
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-

- Internal Restrictons	7,704,000	7,704,001	7,704,001	7,704,002	7,704,002	7,704,003	7,704,003	7,704,004	7,704,004	7,704,005	7,704,005
- Unrestricted	17,009,180	13,439,739	4,863,778	(2,927,518)	(11,028,372)	(19,069,161)	(26,635,642)	(34,025,033)	(41,175,473)	(48,517,396)	(55,716,409)
	24,713,180	21,143,740	12,567,779	4,776,484	(3,324,370)	(11,365,158)	(18,931,639)	(26,321,029)	(33,471,469)	(40,813,392)	(48,012,403)

Scenario 3 – Above average water sales 15,185 ML

Income Statement

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	5,960,773	6,584,587	6,723,307	6,864,801	7,009,125	7,156,336	7,306,491	7,459,648	7,615,869	7,775,215	7,937,747
User Charges & Fees	26,279,896	29,739,686	30,334,280	30,940,765	31,559,381	32,190,368	32,833,976	33,490,455	34,160,064	34,843,065	35,539,727
Other Revenues	532,269	491,881	494,884	497,948	501,072	504,260	507,511	510,827	514,209	517,659	521,178
Grants & Contributions provided for Operating Purposes	34,900	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Grants & Contributions provided for Capital Purposes	2,000,000	3,039,138	3,071,180	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703
Interest & Investment Revenue	1,960,000	1,571,000	1,388,560	1,152,773	1,115,806	1,117,525	1,119,279	1,121,067	1,122,892	1,456,752	1,458,651
Total Income from Continuing Operations	36,767,838	41,451,292	42,037,211	42,584,991	43,314,087	44,097,192	44,895,958	45,710,700	46,541,737	47,721,394	48,586,005
Expenses from Continuing Operations											
Employee Benefits & On-Costs	11,031,911	13,324,607	13,857,591	14,411,895	14,700,766	14,995,437	15,296,024	15,602,646	15,915,426	16,234,486	16,559,954
Borrowing Costs	98,589	363,983	968,270	1,235,038	1,118,025	997,644	870,604	738,426	600,415	459,615	310,372
Materials & Contracts	15,061,686	12,584,669	12,844,292	11,518,951	11,757,824	12,001,773	12,250,908	12,505,344	12,765,199	13,030,592	13,301,646
Depreciation & Amortisation	9,470,000	9,092,500	9,256,165	9,422,776	10,592,386	10,783,049	10,977,144	11,174,732	11,375,878	11,580,643	11,789,095
Other Expenses	266,000	266,000	267,000	268,020	269,060	270,122	271,204	272,308	273,434	274,583	275,755
Total Expenses from Continuing Operations	35,928,186	35,631,759	37,193,319	36,856,680	38,438,062	39,048,024	39,665,884	40,293,457	40,930,352	41,579,920	42,236,822
Operating Result from Continuing Operations	839,652	5,819,534	4,843,893	5,728,311	4,876,025	5,049,167	5,230,075	5,417,243	5,611,385	6,141,475	6,349,183
Net Operating Result for the Year	839,652	5,819,534	4,843,893	5,728,311	4,876,025	5,049,167	5,230,075	5,417,243	5,611,385	6,141,475	6,349,183
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,160,348)	2,780,396	1,772,713	2,624,608	1,772,323	1,945,464	2,126,372	2,313,540	2,507,682	3,037,772	3,245,480

Scenario 3 – Above average water sales 15,185 ML

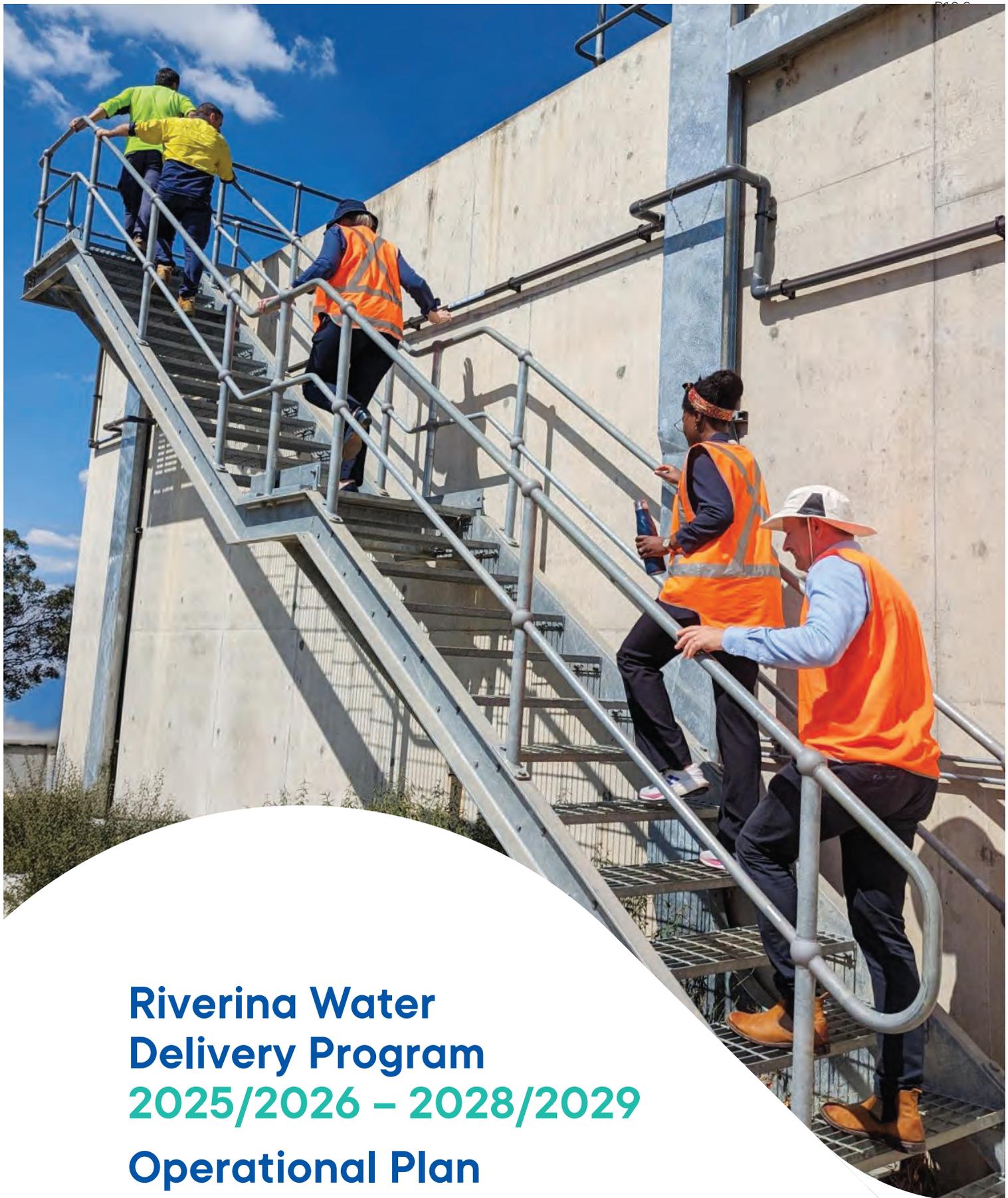
Balance sheet

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	2,000,000	2,950,994	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,154,382	2,571,282
Investments	16,418,356	16,418,356	15,462,606	14,410,379	13,273,699	12,316,323	11,541,532	10,975,719	10,664,599	10,664,599	10,664,599
Receivables	5,246,103	5,858,250	5,917,315	5,999,110	6,078,447	6,163,651	6,254,707	6,352,210	6,457,147	6,573,057	6,695,068
Inventories	4,807,792	4,017,111	4,099,985	3,676,927	3,753,177	3,831,047	3,910,572	3,991,790	4,074,738	4,159,453	4,245,975
Total Current Assets	28,472,250	29,244,712	27,479,907	26,086,416	25,105,323	24,311,020	23,706,811	23,319,719	23,196,484	23,551,492	24,176,925
Non-Current Assets											
Investments	6,294,824	6,294,824	5,928,388	5,524,963	5,089,158	4,722,098	4,425,042	4,208,109	4,088,825	4,088,825	4,088,825
Infrastructure, Property, Plant & Equipment	390,555,469	399,552,593	416,296,428	427,873,652	432,281,266	436,498,217	440,521,074	444,346,341	447,970,464	451,389,820	454,600,725
Intangible Assets	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000
Total Non-Current Assets	405,768,293	414,765,417	431,142,817	442,316,615	446,288,424	450,138,315	453,864,116	457,472,450	460,977,288	464,396,645	467,607,550
TOTAL ASSETS	434,240,544	444,010,129	458,622,723	468,403,031	471,393,747	474,449,336	477,570,927	480,792,169	484,173,773	487,948,137	491,784,475
LIABILITIES											
Current Liabilities											
Payables	4,076,835	4,114,303	4,221,409	4,133,564	4,215,106	4,298,318	4,383,235	4,469,892	4,558,327	4,648,576	4,740,677
Borrowings	154,943	154,943	154,943	1,966,851	2,076,790	2,193,401	2,282,659	2,318,216	2,457,359	2,604,946	2,167,228
Employee benefit provisions	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000
Total Current Liabilities	8,510,778	8,548,245	8,655,352	10,379,415	10,570,896	10,770,718	10,944,893	11,067,108	11,294,687	11,532,522	11,186,905
Non-Current Liabilities											
Borrowings	1,550,114	5,462,698	15,124,293	17,452,227	15,375,437	13,182,036	10,899,377	8,581,161	6,123,802	3,518,856	1,351,628
Total Non-Current Liabilities	1,550,114	5,462,698	15,124,293	17,452,227	15,375,437	13,182,036	10,899,377	8,581,161	6,123,802	3,518,856	1,351,628
TOTAL LIABILITIES	10,060,892	14,010,943	23,779,645	27,831,642	25,946,333	23,952,754	21,844,270	19,648,269	17,418,489	15,051,378	12,538,533
Net Assets	424,179,652	429,999,186	434,843,078	440,571,389	445,447,414	450,496,582	455,726,656	461,143,899	466,755,284	472,896,759	479,245,942
EQUITY											
Retained Earnings	165,222,652	171,042,186	175,886,078	181,614,389	186,490,414	191,539,582	196,769,656	202,186,899	207,798,284	213,939,759	220,288,942
Revaluation Reserves	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	424,179,652	429,999,186	434,843,078	440,571,389	445,447,414	450,496,582	455,726,656	461,143,899	466,755,284	472,896,759	479,245,942
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	424,179,652	429,999,186	434,843,078	440,571,389	445,447,414	450,496,582	455,726,656	461,143,899	466,755,284	472,896,759	479,245,942

Scenario 3 – Above average water sales 15,185 ML

Cash flow statement

	Prior Year 2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	Projected Years					
						2029/30 \$	2030/31 \$	2031/32 \$	2032/33 \$	2033/34 \$	2034/35 \$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	5,753,588	6,600,685	6,726,887	6,868,453	7,012,850	7,160,135	7,310,365	7,463,601	7,619,901	7,779,327	7,941,941
User Charges & Fees	26,185,539	29,374,964	30,271,599	30,876,831	31,494,168	32,123,851	32,766,128	33,421,251	34,089,476	34,771,065	35,466,287
Investment & Interest Revenue Received	2,377,761	1,523,504	1,430,587	1,174,081	1,139,226	1,137,132	1,135,130	1,132,611	1,129,181	1,454,294	1,452,360
Grants & Contributions	2,088,236	2,993,497	3,093,981	3,126,471	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703
Other	1,959,089	447,431	477,537	480,255	483,157	485,986	488,871	491,814	494,817	497,879	501,002
Payments:											
Employee Benefits & On-Costs	(11,223,798)	(13,204,831)	(13,834,556)	(14,387,938)	(14,688,270)	(14,982,690)	(15,283,020)	(15,589,381)	(15,901,894)	(16,220,682)	(16,545,873)
Materials & Contracts	(16,628,319)	(11,961,759)	(12,909,514)	(11,185,590)	(11,817,825)	(12,063,048)	(12,313,486)	(12,569,254)	(12,830,470)	(13,097,254)	(13,369,730)
Borrowing Costs	(98,589)	(363,983)	(968,270)	(1,235,038)	(1,118,025)	(997,644)	(870,604)	(738,426)	(600,415)	(459,615)	(310,372)
Other	(416,915)	(281,474)	(223,027)	(313,018)	(239,617)	(240,071)	(240,534)	(241,005)	(241,485)	(241,974)	(242,472)
Net Cash provided (or used in) Operating Activities	9,996,592	15,128,034	14,065,225	15,404,506	15,394,366	15,752,354	16,121,554	16,499,913	16,887,812	17,611,741	18,021,846
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	7,286,820	-	1,322,185	1,455,653	1,572,485	1,324,437	1,071,847	782,746	430,404	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(17,578,469)	(18,089,624)	(26,000,000)	(21,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
Net Cash provided (or used in) Investing Activities	(10,291,649)	(18,089,624)	(24,677,815)	(19,544,347)	(13,427,515)	(13,675,563)	(13,928,153)	(14,217,254)	(14,569,596)	(15,000,000)	(15,000,000)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	4,400,000	11,000,000	6,000,000	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(154,943)	(487,416)	(1,338,405)	(1,860,158)	(1,966,851)	(2,076,790)	(2,193,401)	(2,282,659)	(2,318,216)	(2,457,359)	(2,604,946)
Net Cash Flow provided (used in) Financing Activities	(154,943)	3,912,584	9,661,595	4,139,842	(1,966,851)	(2,076,790)	(2,193,401)	(2,282,659)	(2,318,216)	(2,457,359)	(2,604,946)
Net Increase/(Decrease) in Cash & Cash Equivalents	(450,000)	950,994	(950,994)	-	-	-	(0)	-	-	154,382	416,901
plus: Cash & Cash Equivalents - beginning of year	2,450,000	2,000,000	2,950,994	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,154,382
Cash & Cash Equivalents - end of the year	2,000,000	2,950,994	2,000,000	2,154,382	2,571,282						
Cash & Cash Equivalents - end of the year											
Cash & Cash Equivalents - end of the year	2,000,000	2,950,994	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,154,382	2,571,282
Investments - end of the year	22,713,180	22,713,180	21,390,995	19,935,342	18,362,857	17,038,421	15,966,574	15,183,828	14,753,424	14,753,424	14,753,424
Cash, Cash Equivalents & Investments - end of the year	24,713,180	25,664,175	23,390,995	21,935,342	20,362,857	19,038,421	17,966,574	17,183,828	16,753,424	16,907,806	17,324,707
Representing:											
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	7,704,000	7,704,001	7,704,001	7,704,002	7,704,002	7,704,003	7,704,003	7,704,004	7,704,004	7,704,005	7,704,005
- Unrestricted	17,009,180	17,960,174	15,686,993	14,231,340	12,658,855	11,334,418	10,262,570	9,479,824	9,049,420	9,203,802	9,620,702
	24,713,180	25,664,175	23,390,995	21,935,342	20,362,857	19,038,421	17,966,574	17,183,828	16,753,424	16,907,806	17,324,707



Riverina Water
Delivery Program
2025/2026 – 2028/2029
Operational Plan
2025/2026



Disclaimer

This document has been prepared in good faith and is considered correct at the time of publication. We do not warrant or represent that it is free from error or omission. Before you rely on any information in this document, please contact us first to check that the information it contains is still current. This document is publicly available at www.riverinawater.nsw.gov.au

You can contact us:

By phone (02) 6922 0608

By email admin@rwcc.nsw.gov.au

Or by visiting our office at 91 Hammond Avenue Wagga Wagga

Version Purpose and description

- 0.1 Draft Delivery Program 2025/2026 - 2028/2029 and Operational Plan 2025/2026 - 24 April 2025
- 1.0 Endorsed by Riverina Water Board - June 2025

All Images: Riverina Water County Council

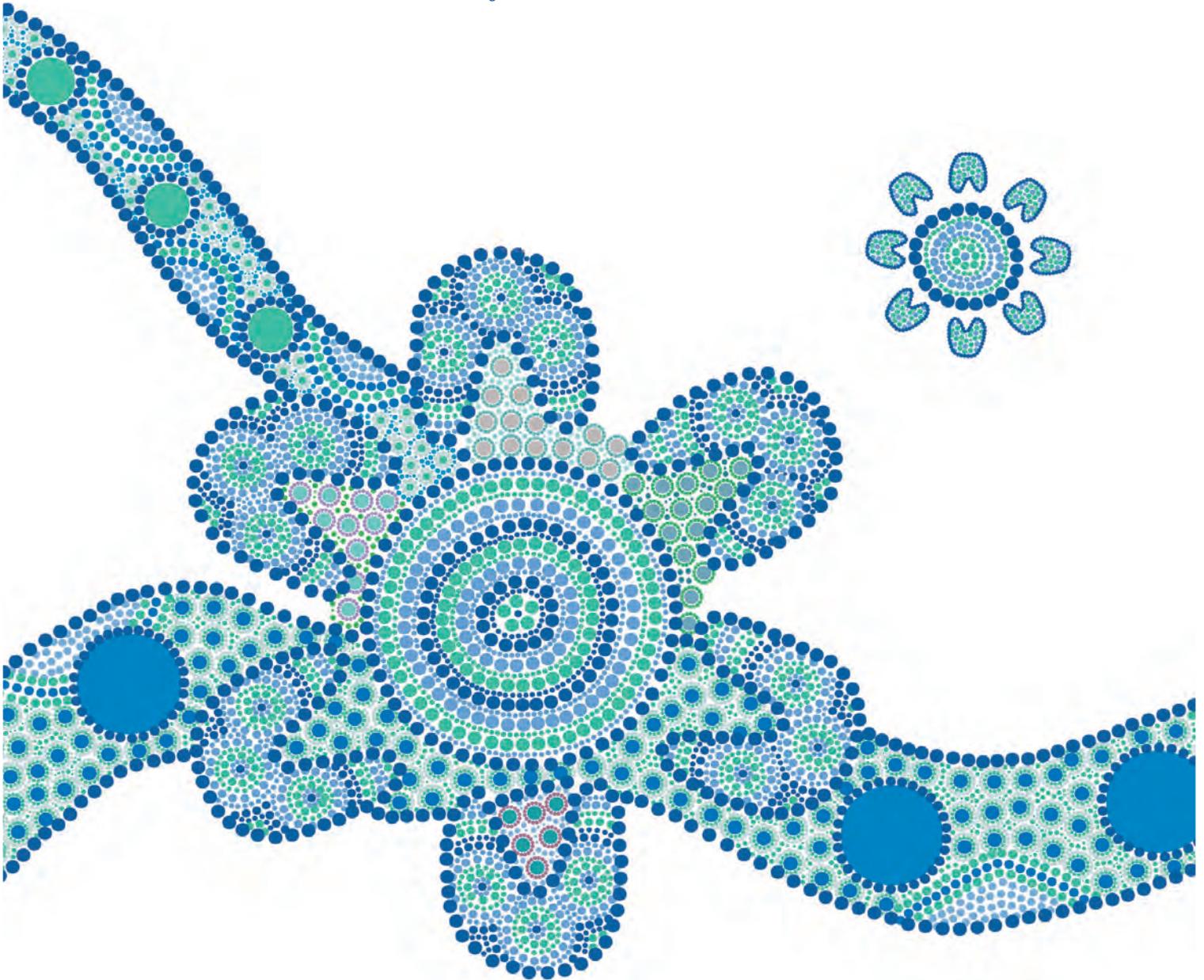
Contents

Acknowledgement of Country	4	Riverina Water Operational Plan 2025/2026	31
Foreword	5	Foreword	32
Our board	7	About the Operational Plan	33
Our organisation	9	Achieving the Operational Plan	33
Our planning context	10	Reporting and review	33
Where are we now	11	Our people	34
Riverina Water Delivery Program 2025/2026 – 2028/2029	12	Our operations	38
What's in the Delivery Program	13	Our sustainability	43
Resourcing the Delivery Program	14	Our community	47
How we will achieve the Delivery Program	14	Our service level promises	50
Reporting and review	14	Operational Plan Finance and revenue 2025/2026	52
Our people	16	Glossary	67
Our operations	18		
Our sustainability	22		
Our community	24		
Our corporate planning, review and reporting timeframes	26		
Delivery Program budget summary	27		

Acknowledgement of Country

Riverina Water County Council acknowledges the Traditional and continuing Custodians of the land we supply water on, the Wiradyuri people. We pay our respects to Elders past, present and future, as well giving our respect to all First Nations Peoples living in this community.

We recognise the deep cultural connection Wiradyuri and First Nations communities have with the lands and waters of this region.



Our corporate documents feature elements from the artwork *Living Water* by Wiradyuri artist Owen Lyons. The artwork was commissioned by Riverina Water for its Reconciliation Action Plan. Learn more: rwcc.nsw.gov.au/reconciliation

All other images: Riverina Water County Council

Foreword

On behalf of Riverina Water we are pleased to present our 2025/2026 - 2028/2029 Delivery Program and our Operational Plan 2025 - 2026. We present these as a combined Delivery Program/Operational Plan or DPOP.

The DPOP identifies four-year strategies that will contribute to the strategic objectives we have identified in our business activity strategic plan, *Leading into 2035*. Our DPOP is built around the four pillars in *Leading into 2035*. These pillars are:

- › Our people
- › Our operations
- › Our sustainability; and
- › Our community

We believe that striving to achieve our strategic objectives will significantly assist us to realise our vision for Riverina Water to provide passionate and professional leadership in the water industry.

The Delivery Program 2025/2026 - 2028/2029 is a statement of commitment from the Board on what we will deliver during this Board term. The Operational Plan 2025 - 2026 specifies the actions we will undertake this financial year to contribute to the strategies identified in the Delivery Program.

The DPOP is underpinned by planning including our long-term financial plan (LTFP) and our asset management plan. Resourcing is achieved through our annual budget informed by current and operational commitments as well as our longer-term financial planning and capital works budget. Our workforce management plan and IT strategic plan help us to ensure that we have the people and technological resources we need to deliver the actions contained within the DPOP.

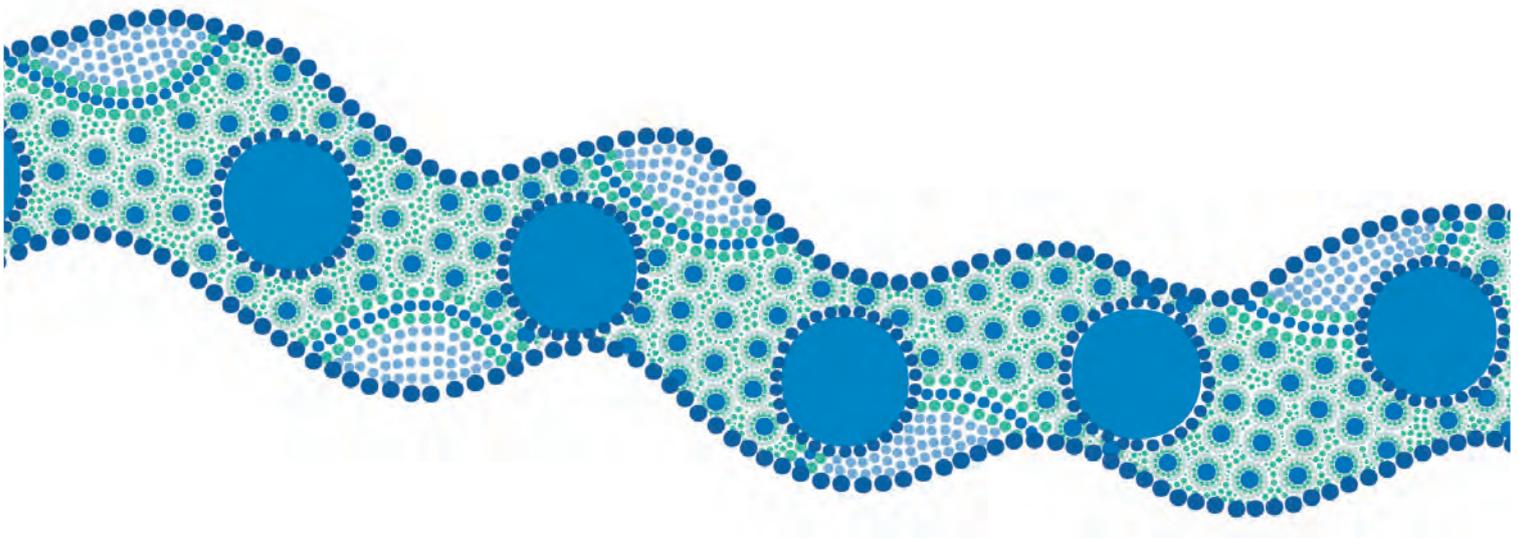
We look forward to providing regular updates to the Board and our community on how we are going and commend the 2025/2026 - 2028/2029 Delivery Program and Operational Plan 2025 - 2026 to you.



Tim Koschel
Board chair



Andrew Crakanthorp
Chief Executive Officer



Who we are

We provide safe reliable drinking water to more than 77,000 people across Greater Hume, Lockhart, parts of Federation and Wagga Wagga City Council areas covering an area of more than 15,000 square kilometres.



Our supply network

We draw water from the Murrumbidgee River and source water from 10 bores, which historically makes up 60 percent of our source water supply.



Our water supply network includes:

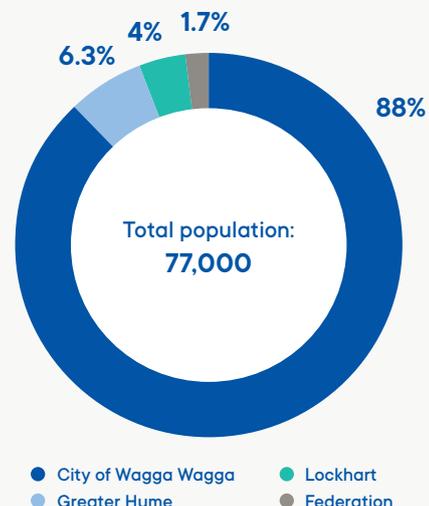
- > More than 80 reservoirs
- > More than 1800 kilometres of water mains
- > 16 water treatment plants

Our customers

Riverina Water services more than 6000 non-residential retail customers and two bulk supply customers; the RAAF Airbase and the Kapooka Army Base.



Our customers are diverse and range from households, to farmers, business, industry and other institutions such as hospitals, aged care facilities and education institutions such as Charles Sturt University.



Our board



Clr Tim Koschel
Wagga Wagga City
Elected to Board in 2016
Re-elected as Chairperson
Oct 2024



Clr Gail Driscoll
Lockhart Shire
Elected to Board in 2022
Elected as Deputy
Chairperson Oct 2024



Clr Pat Bourke
Federation
Elected to Board in 2017



Clr Allana Condron
Wagga Wagga City
Elected to Board in 2024



Clr Georgie Davies
Wagga Wagga City
Elected to Board in 2022



Clr Brian Liston
Greater Hume
Elected to Board Oct 2024



Clr Jenny McKinnon
Wagga Wagga City
Elected to Board in 2022



Clr Lea Parker
Greater Hume
Elected to Board Oct 2024



Clr Dallas Tout
Wagga Wagga City
Elected to Board in 2023

Our vision

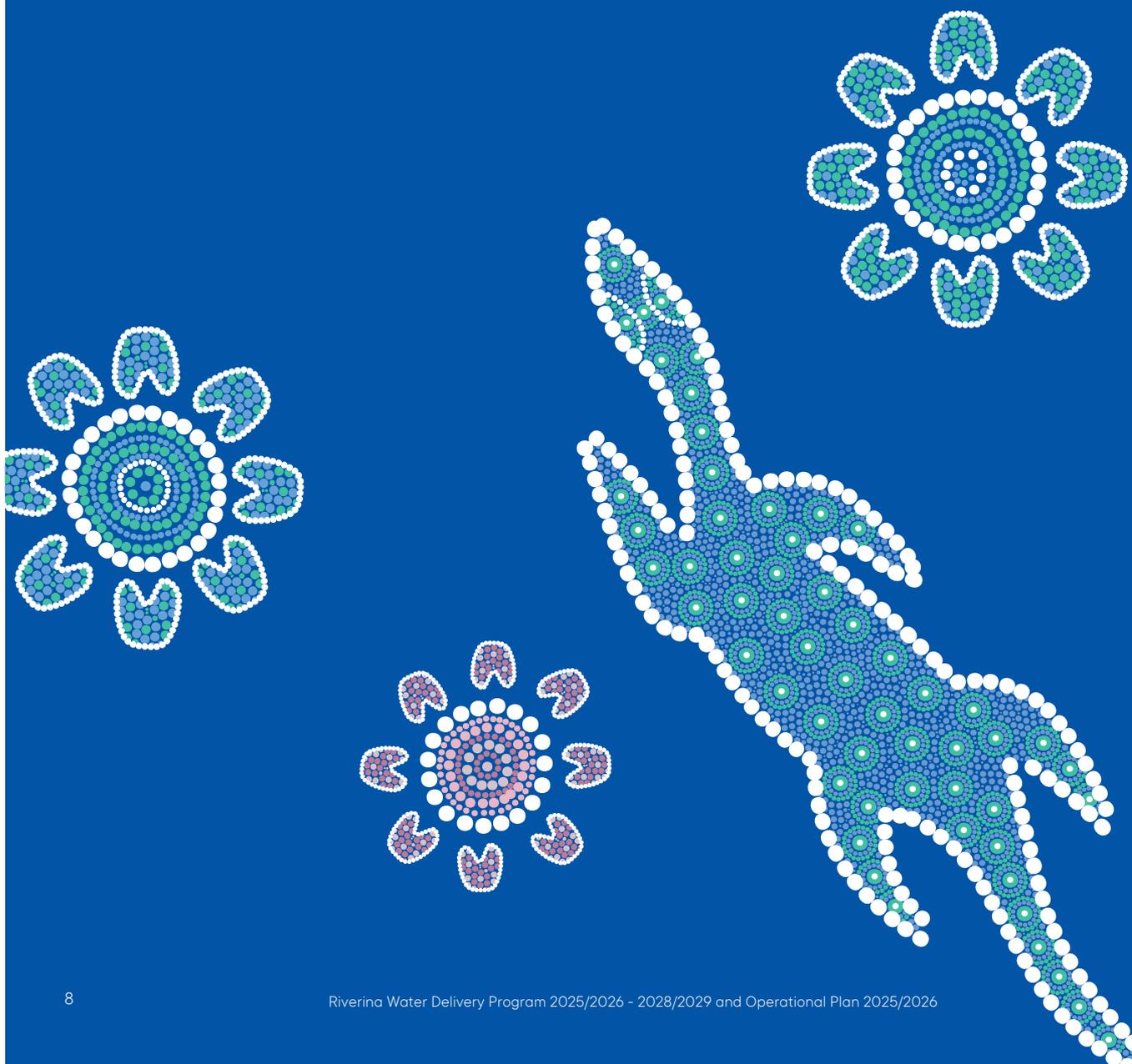
Provide passionate and professional leadership in the water industry.

Our mission

To provide our community with safe reliable water at the lowest sustainable cost.

Our values

Respect, Connection, Safety, Cooperation.



Our organisation

Our executive team



Andrew Crakanthorp
Chief Executive Officer
Appointed 2018

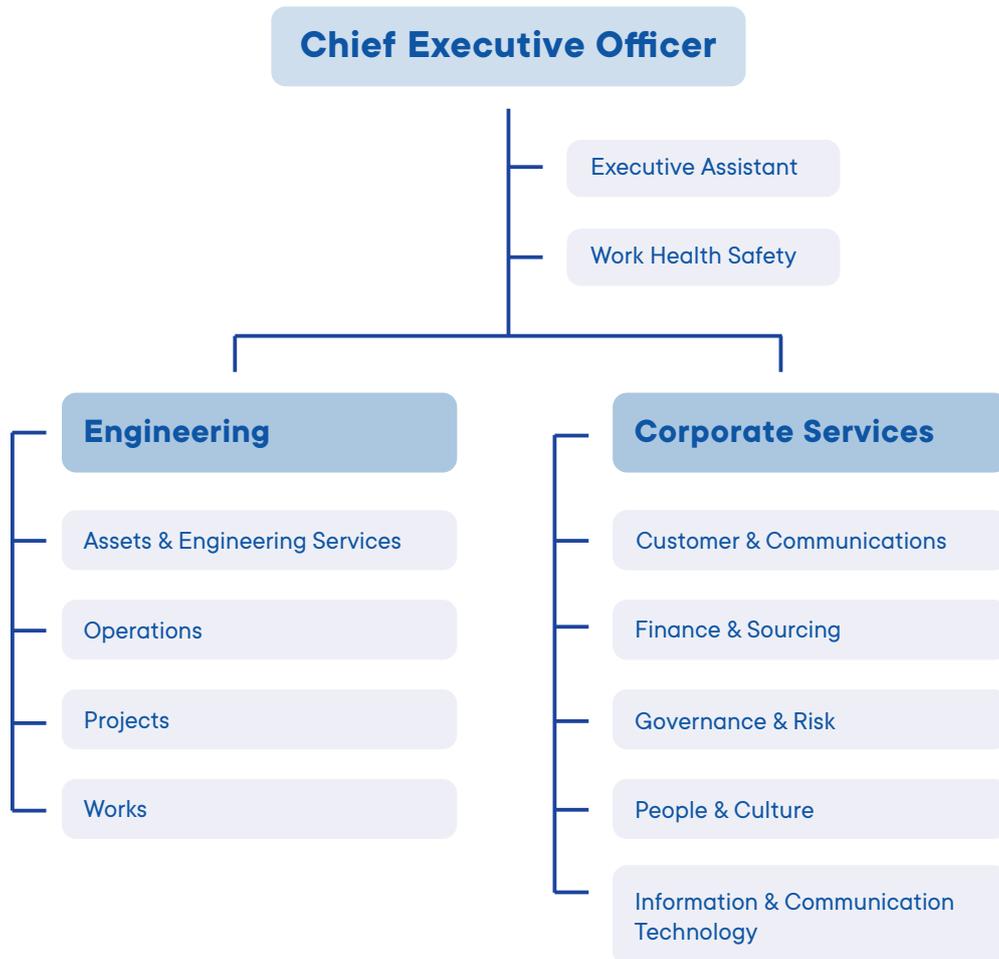


Emily Tonacia
Director Corporate Services
Appointed 2021



Troy van Berkel
Director Engineering
Appointed 2023

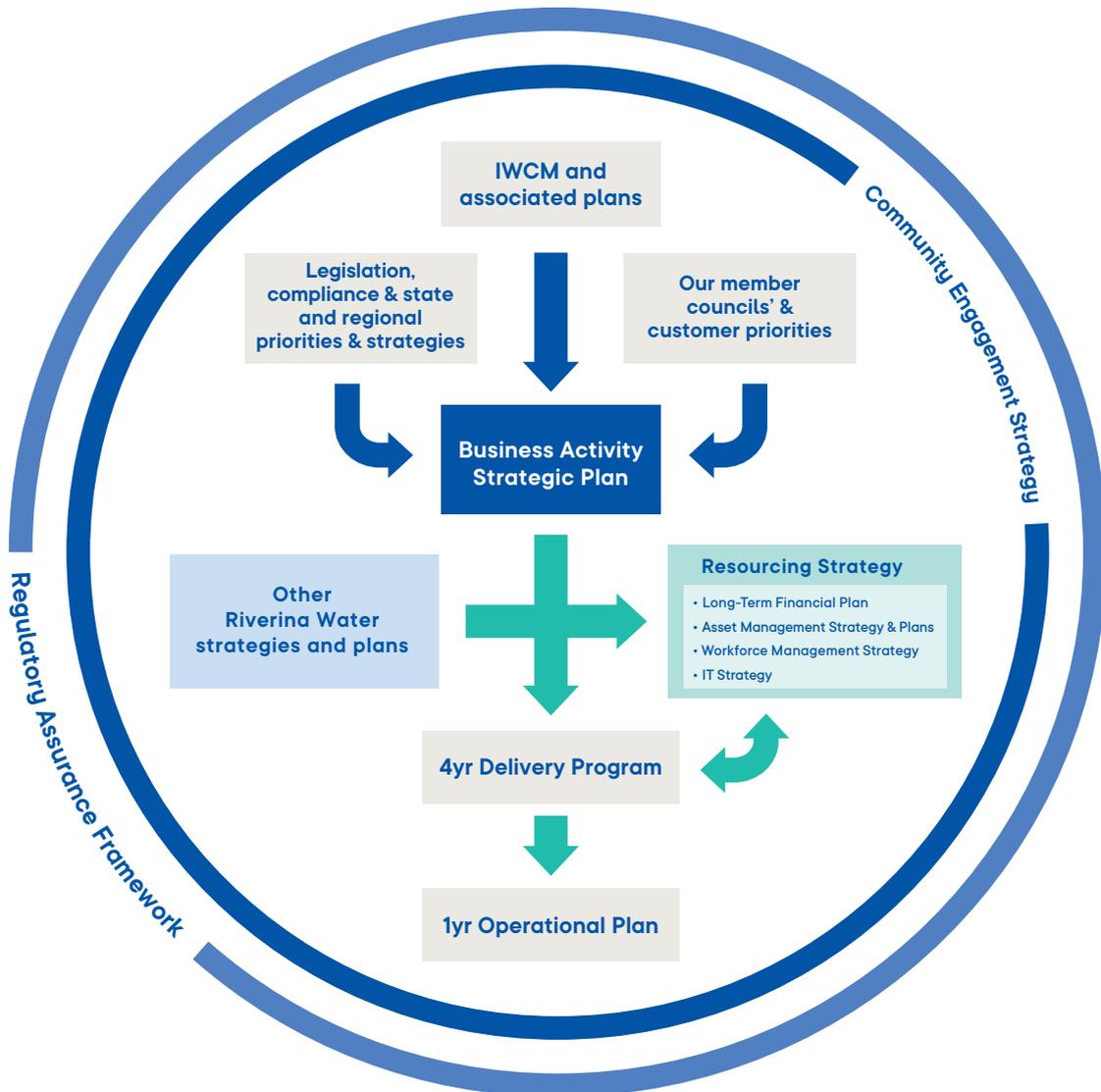
Currently there are 125 staff working for Riverina Water (1 July 2025)



Our planning context

The Integrated Planning and Reporting (IP&R) framework determines the way councils in NSW, including county councils, develop, document and report on plans for the future for the organisation and for the community. This framework is overseight by the Office of Local Government.

As a county council responsible for provision of water, we are also required to meet the planning expectations of the *Regulatory and assurance framework for local water utilities* (the RAF). This framework is overseight by the Department of Primary Industry and Environment.



As per the RAF, the role of local water utilities is to deliver safe, secure, efficient and affordable water services to customers and communities, providing public health outcomes, and supporting economic development, liveability and the environment. The RAF outlines a number of key objectives that, if able to be demonstrated, would show that Riverina Water is undertaking our role as expected.

To be quality assured through the RAF, Riverina Water is required to demonstrate that we

- › Understand service needs
- › Understand water security
- › Understand water quality
- › Understand our environmental impacts
- › Understand our system capacity, capability and efficiency
- › Understand our other key risks and challenges
- › Understand solutions to deliver services
- › Understand our resourcing needs
- › Understand our revenue sources
- › Make and implement sound strategic decisions
- › Implement sound pricing and prudent financial management
- › Promote integrated water cycle management

Where are we now?

Below are some of the key challenges and opportunities facing Riverina Water. We take these into account when planning our Delivery Program strategies.

Key challenges and opportunities

 Our people	<ul style="list-style-type: none"> › Building leadership capability and a culture of one team › Maintaining corporate knowledge › Ensuring we retain trained and engaged staff › Keeping our people safe
 Our operations	<ul style="list-style-type: none"> › Introduction of the Regulatory Assurance Framework and meeting its objectives › Embedding our project management methodology › Opportunities to strengthen corporate systems and integration › Meeting our capital works program within resourcing
 Our sustainability	<ul style="list-style-type: none"> › PFAS contamination in our water sources › Being on the front foot for development in our Service area and an improved partnership approach with member councils › Opportunity to improve our sustainability and reduce our operational footprint › Remaining financially sustainable whilst balancing affordability for our customers
 Our community	<ul style="list-style-type: none"> › Opportunity to increase community awareness of what we do › Changing ways that customers prefer to do business › Opportunity to deliver community engagement initiatives and positively contribute to our communities › Opportunity to increase water literacy in our community



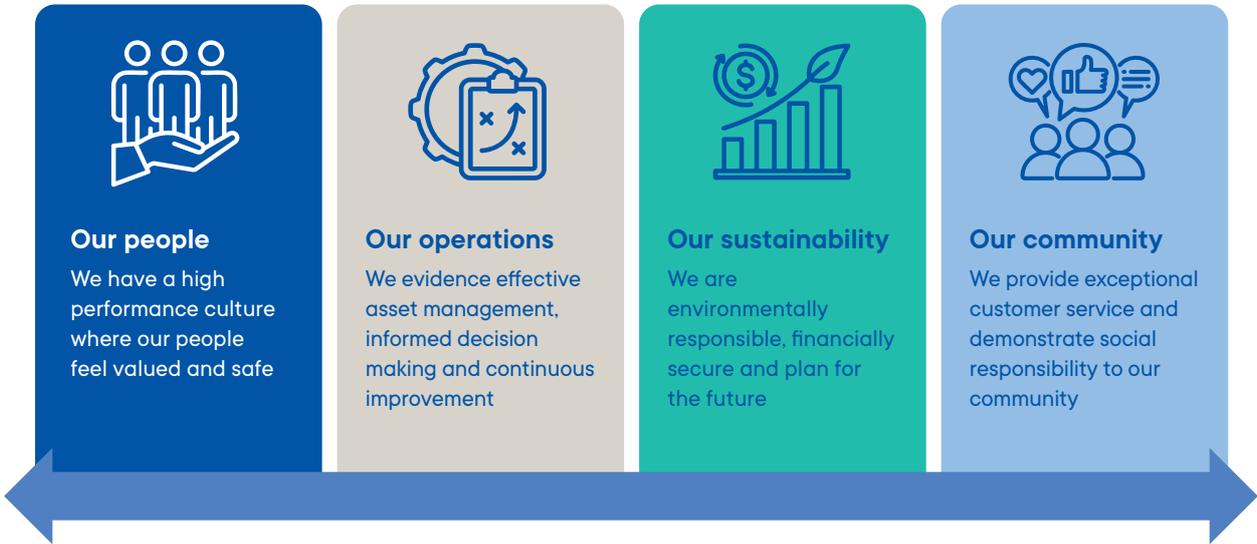
Riverina Water Delivery Program 2025/2026 – 2028/2029

The Delivery Program 2025/2026 - 2028/2029 outlines what we will deliver over this next four years to achieve the strategic objectives in our business activity strategic plan, *Leading into 2035*.

Leading into 2035 has been informed by customer feedback and annual customer survey results; our integrated water cycle management plan (IWC) and associated asset management plans; the priorities of our community as captured in our constituent councils' community strategic plans; and state, regional and local strategies and plans.

The resourcing strategy for *Leading into 2035* consists of the LTFP (long term financial plan), the workforce management plan, asset management plan, and the IT strategic plan.

The 10-year strategic focus for *Leading into 2035* is established around four pillars: our People, Our Operations, Our Sustainability and Our Community. Each pillar has a strategic objective for 2035.



What’s in the Delivery Program

The Delivery Program (DP) identifies four-year strategies that will contribute to our strategic objectives. These strategies are broadly allocated to a lead Service area tasked with delivery and reporting to the Board and community on progress.

Each of the strategies in the DP has a key performance indicator or indicators, which will be a compilation from the operational plans that support the DP. Targets are provided where appropriate.

It should be noted that the strategies in the DP may contribute to more than one strategic objective and that actions in the Operational Plan (OP) may contribute to more than one DP strategy. Secondary alignment will be taken into account in our reporting.

The Delivery Program is supported by the Workforce management plan and the IT strategic plan and informed by the Asset management plan.

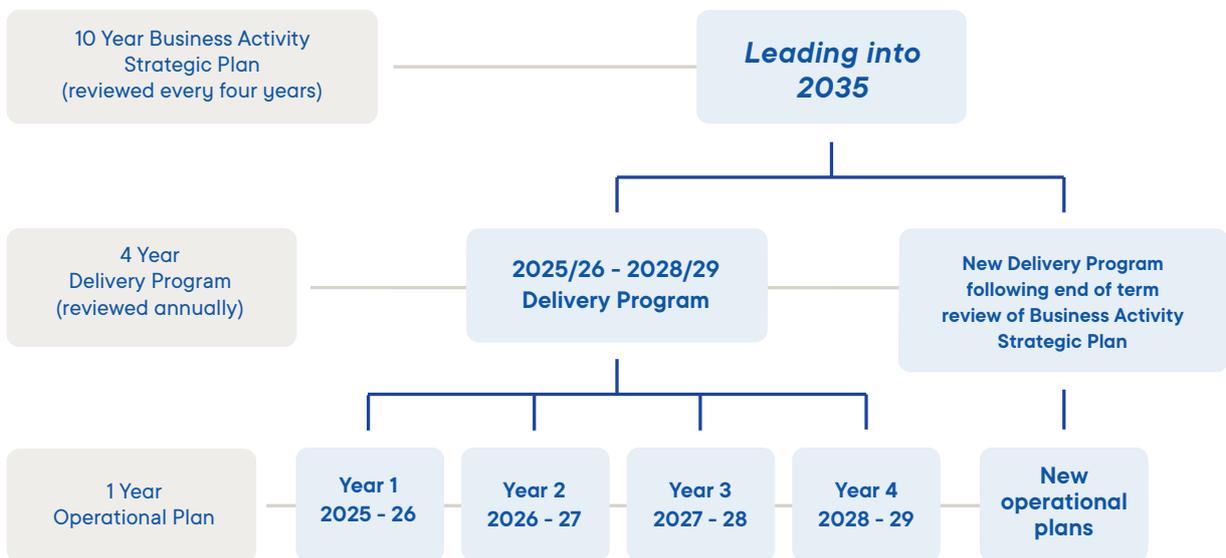
Resourcing the Delivery Program

The DP contains a budget summary for the four years including capital work expenditure, and budgeted and planned financial position. The Workforce management strategy and the IT strategy help us to ensure we have the resourcing we need to deliver our plan.

How we will achieve the Delivery Program

The Delivery Program is delivered through one-year operational plans (ie 4x operational plans per Delivery Program). The Delivery Program is reviewed annually in the preparation of the Operational Plan to ensure that the four-year strategies are still relevant and achievable.

This is also the opportunity to review the Long Term Financial Plan (LTFP) to ensure that it reflects any changes that will affect our financial forecasts and sustainability.



Reporting and review

Riverina Water reviews the Delivery Program each year and reports on progress every six months through the DPOP report to the Board. The review of the Delivery Program is made prior to the development of the coming year's Operational Plan to ensure strategies are progressing and still contributing to the strategic objectives contained within *Leading into 2035*.

If there are changes required to the Delivery Program these will be highlighted in reports to the Board and incorporated into the revised DPOP for the following year.

The annual achievement of the Delivery Program is included in the Riverina Water Annual Report.

How to read the DPOP

Delivery Program



1.1 Build high performing teams ← 10 year strategic objective

We take personal responsibility, understand what is needed to succeed and effectively work together to achieve outstanding results



Strategy	Service area	Indicator
<p>1.1.1 Foster cross-functional collaboration</p> <p>↑ 4 year Delivery Program Strategy</p>	Executive People & Culture	↑ Staff survey rating for cross unit collaboration

Operational Plan

Reporting to the Board* ↓

2025 - 2026 Action	Measure	Service area	Reporting Qtr
↑ Operational Plan action	↑ How we will determine the successful achievement of the action. Target if set relates to date; number; frequency etc	↑ The area undertaking or reporting on the action	

*Reporting to the Board
 We are required under IP&R guidelines to report on the progress of our DPOP to the Board and community every 6 months.
 Progress and percentage complete for all actions will be shown in both the Qtr 2 and Qtr 4 report.
 Commentary will be provided in the Qtr shown against the Operational Plan action.
 The Qtr 2 report on progress is provided to the February Board meeting.

Progress will be shown as Completed; On Track; Requires Attention; Not yet started
 The Qtr 4 report is provided to the August Board meeting and informs the Annual Report. Progress will be shown as Completed; Incomplete; To be carried over 2026 - 2027.
 This report includes the achievement of the measures for the OP and progress to the measures for the DP.
 Explanations for these status' will be provided in the reports where required.



Our people

We have a high-performance culture where our people feel valued and safe

 **1.1 Build high performing teams**

We take personal responsibility, understand what is needed to succeed and effectively work together to achieve outstanding results

Strategy	Service area	Indicator
1.1.1 Foster cross-functional collaboration	Executive People & Culture	↑ Staff survey rating for cross unit collaboration
1.1.2 Strengthen leadership, culture and engagement	Executive People & Culture	↑ Staff survey rating for leadership and engagement
1.1.3 Establish a structured succession and resourcing framework	People & Culture	✓ Key identified roles have a succession plan in place Target: 75%

 **1.2 Ensure workforce capability**

We attract diverse talent and develop a skilled workforce to be able to meet our business and customer needs

Strategy	Service area	Indicator
1.2.1 Strengthen staff capability, agility and innovation through leveraging IT data, strategic insights and expert collaboration	ICT	↓ Number of helpdesk tickets for capability related tasks
1.2.2 Enhance and promote our Employee Value Proposition (EVP)	People & Culture	↑ Staff survey rating for leadership and engagement
1.2.3 Establish and integrate essential capabilities and knowledge	People & Culture	↑ Staff survey rating for organisational commitment to ongoing training and development of staff



1.3 Foster unity of belonging and purpose

We have an inclusive workplace where every person at Riverina Water feels they are part of one team working together to achieve our goals

Strategy	Service area	Indicator	
1.3.1	Ensure inclusive and equitable policies, systems and workplaces	People & Culture Executive	↑ Increase in workforce diversity
1.3.2	Expand employment pathways to support diverse career progression	People & Culture	✓ New career pathways are established Target: Min 2



1.4 Partner with our people to ensure they go home safe and well

We consult, train and empower our people to undertake their work safely. Together we strive for an injury and illness free workplace

Strategy	Service area	Indicator	
1.4.1	Demonstrate due diligence and duty of care through a systems-based approach to protect our people from harm and to strengthen our WHS culture	WHS	↑ WHS Management internal audit findings improve from "partially effective" to "effective"
1.4.2	Empower staff to take ownership of safety at Riverina Water	WHS Executive	↓ Reduction in time lapse between notification and resolution of incidents
1.4.3	Achieve strong safety leadership by embedding safety as a core value in our workplace culture	WHS Executive	↑ Increase in positive safety behaviour reporting Target: 25% p/a
1.4.4	Prioritise employee wellbeing and support	People & Culture Executive	↑ Staff survey results for employee wellbeing



Our operations

We evidence effective asset management, informed decision making and continuous improvement



2.1 Develop and maintain robust information and management systems

We conduct our business using secure and agile systems that enable us to do our jobs well, inform decision making and achieve our goals

Strategy	Service area	Indicator
<p>2.1.1 Enhance the integration and capabilities of our asset systems to empower asset owners with the tools and data needed for informed decision making</p>	Assets	✓ 90% of work captured in the asset management system resulting in improved efficiency and reduced reactive repairs
<p>2.1.2 Develop and commence implementation of Data Strategy, Digital Strategy and IoT Strategy</p>	ICT	✓ Data Strategy, Digital Strategy and IoT Strategy adopted and implementation ongoing
<p>2.1.3 Strengthen security by advancing Essential 8 maturity levels to enhance the protection of organisational systems</p>	ICT	↑ Essential 8 maturity levels Target: 70% maturity
<p>2.1.4 Strengthen ICT security culture through awareness, behaviour and continuous improvement</p>	ICT	↑ Improvement in ICT security awareness and practice evidenced in reports and campaigns



2.2 Assure ongoing service delivery

We operate and maintain fit for purpose assets to ensure ongoing water supply and water quality to our current and future customers in line with our regulatory requirements and agreed service levels

Strategy	Service area	Indicator
2.2.1 Enhance maintenance and operations through proactive planning, data driven decision making and asset management	Operations Works Assets	↑ Increase in planned maintenance Target: >50% ↓ Decrease in unplanned overtime
2.2.2 Enhance the effectiveness and efficiency in the delivery of services	Governance & Corporate Planning Executive	✓ Service reviews undertaken Target: 4
2.2.3 Enhance water quality management by strengthening practices, culture and regulatory compliance	Operations	✓ 100% Compliance with the Australian Drinking Water Quality Guidelines
2.2.4 Efficiently deliver the capital works program by optimising budgets and resources to ensure assets support current and future service needs	Engineering Projects	✓ Capital works completed on schedule Target: >70%
2.2.5 Enable sustainable growth by proactively responding to development applications and advancing infrastructure planning to ensure reliable water supply for our community	Assets	✓ Development applications reviewed and responded to within set timeframes Target: 100%
2.2.6 Align ICT service delivery with Information Technology Information Library (ITIL) principles	ICT	✓ IT services are aligned with ITIL principles Target: 100%
2.2.7 Apply a structured business analysis framework to enhance efficiency, optimise service delivery and drive business transformation	ICT	✓ Business projects in the ICT space apply the structured business analysis framework Target: 75%



2.3 Proactively manage risks and opportunities

We encourage a positive risk culture to manage risks and to pursue innovation and continuous improvement across Riverina Water

Strategy	Service area	Indicator
<p>2.3.1 Complete system-based risk assessment (summer readiness) with implemented controls and proposed actions addressing gaps outside of risk appetite</p>	Engineering	<p>✓ Ability to meet water demand during extended outages Target: 100%</p>
<p>2.3.2 Enhance risk identification, assessment and treatment capability across Riverina Water</p>	Risk & Insurance	<p>↑ Formal risk assessments completed and actioned</p>
<p>2.3.3 Evaluate and establish the feasibility and benefits for digital metering technologies to determine the strategic position on potential rollout and alignment with operational goals</p>	Works	<p>✓ Completion of business case and feasibility study for digital solutions</p>
<p>2.3.4 Proactively monitor and manage PFAS water supply risks to meet regulatory requirements and ensure reliability and safety of water supply</p>	Executive Operations	<p>✓ PFAS within Australian Drinking Water Guideline limits</p>
<p>2.3.5 Ensure Riverina Water is adequately insured in line with business operation requirements</p>	Risk & Insurance	<p>✓ All arising claims or events in the period have been adequately covered and or paid</p>



2.4 Provide effective leadership and governance

We show effective leadership to our people and community ensuring that our activities and operations are conducted in accordance with our values and good governance

Strategy	Service area	Indicator
2.4.1 Foster a culture that encourages accountability, professionalism and the best outcomes for Riverina Water	Executive	↑ Staff engagement survey results ↑ Completion of actions in DPOP Target: 100%
2.4.2 Ensure policies, guidelines and procedures are current, suit organisational requirements and are effectively implemented	Executive Governance & Corporate Reporting	✓ Currency and availability of policies, guidelines and procedures Target: 100%
2.4.3 Create and implement a governance structure to align IT initiatives with organisation goals	ICT	✓ All significant ICT initiatives have been supported by an identified clear alignment to organisational goals
2.4.4 Collaborate with key stakeholders to support supply area growth and manage current and emerging issues	Executive	✓ Water infrastructure projects are either delivered, responded to or planned to meet supply area growth requirements



Our sustainability

We are environmentally responsible, financially secure and plan for the future



3.1 Responsibly manage our impact on the natural environment

We operate with an understanding of our natural resource responsibilities and seek to minimise our impact on the environment

Strategy	Service area	Indicator
3.1.1 Implement sustainable practices to support our long-term transition to net zero	Executive Engineering	↓ Reduction in greenhouse emissions Target: 50%
3.1.2 Protect and restore sites to prevent environmental degradation, ensuring sustainable land and water management	Projects Works	✓ No environmental degradation from Riverina Water activities



3.2 Strategically manage our assets and finances

We plan our finances and enhance and integrate our asset management to remain sustainable

Strategy	Service area	Indicator
3.2.1 Inform business decisions by strong financial data and governance	Finance & Sourcing	✓ Key business decisions directly informed by financial analysis
3.2.2 Ensure robust financial planning that enables Riverina Water to achieve its stated objectives in the medium to long term	Finance & Sourcing	✓ Performance measures as disclosed in the annual financial statements are met
3.2.3 Strategically manage financial assets	Finance & Sourcing	✓ Investment portfolio consistently outperforms the benchmark Ausbond Bank Bill Index return
3.2.4 Optimise our infrastructure through improved asset life cycle management	Assets	↑ Overall improvement in asset ratings as reported in financial statements



3.3 Successfully deliver integrated strategies and plans

We do not plan in isolation. Our strategies and plans are informed, considered and well executed

Strategy	Service area	Indicator
3.3.1 Develop and adopt water supply infrastructure master plans with a clear roadmap for delivery, considering resources, priorities and constraints, including Western, Southern and Northern trunk strategies	Engineering	✓ Adopted infrastructure master plans
3.3.2 Provide clear direction and accountability through integrated planning and reporting	Executive Governance & Corporate Planning	✓ Plans and reports evidence integration
3.3.3 Establish a standardised project management framework	Engineering	✓ Project management frameworks established and integrated into planning and delivery



3.4 Plan for and respond to changes in the internal and external context

We are a resilient organisation that anticipates change and can positively respond to internal and external challenges

Strategy	Service area	Indicator
3.4.1 Proactively manage water entitlements to meet current and future demand and support growth	Executive	✓ Overall water entitlements are increased in order to meet future demand as identified in the IWCMP
3.4.2 Achieve organisational resilience through adequate incident management response planning	Risk & Insurance	✓ Incidents are managed within the set targets as per the individual response plans Target: 85%
3.4.3 Embed centre-led procurement practices that are aligned with LGNSW determined principles for sustainable procurement	Finance & Sourcing	✓ Compliance with updated procurement policies and procedures Target: 100%
3.4.4 Ensure drought preparedness to help mitigate the impacts of drought	Operations	✓ Drought management plan in place and supporting documentation completed



Our community

We provide exceptional customer service and demonstrate social responsibility to our community



4.1 Build stronger relationships with our diverse communities

We engage openly, listen actively and collaborate meaningfully with our diverse community to foster trust, mutual understanding and long-lasting connections

Strategy	Service area	Indicator
4.1.1 Respectfully engage with our First Nations Community and their heritage	Executive Customer & Communications	✓ Reconciliation Action Plans developed and implemented in line with Reconciliation Australia
4.1.2 Increase the awareness, understanding and perceived value of the role Riverina Water plays in the community	Customer & Communications	↑ Customer awareness of Riverina Water’s roles and impact measured via annual survey Target: 10% increase in awareness
4.1.3 Build and maintain strong relationships across stakeholders to improve the flow of information and ensure decisions are inclusive and well-informed	Customer & Communications	✓ Specific stakeholder engagement sessions are delivered Target: At least one per year



4.2 Understand and respond to our customer needs and expectations

We actively seek feedback, anticipate customer needs and deliver responsive services that enhance satisfaction and build trust

Strategy	Service area	Indicator
4.2.1 Enhance customer experience through digital and technology uplift	Customer & Communications	↑ Customers using digital services via customer portal Target: 25% of customer base
4.2.2 Develop an enhanced understanding of customers and their expectations through data, insights and analytics to help inform our service offering	Customer & Communications	↑ Customer survey participation rates Target: 10% increase
4.2.3 Support the financial wellbeing of our customers	Customer & Communications	✓ Customer satisfaction when accessing financial assistance Target: 85% satisfaction



4.3 Actively support and contribute to our community

We champion initiatives that enrich our community and demonstrate our commitment to making a positive impact

Strategy	Service area	Indicator
4.3.1 Invest in our community and support the enhancement of the social, cultural and environmental life of our community	Customer & Communications	✓ Community awareness of the benefits created by community support initiatives as measured in annual survey Target: 30% positive responses



4.4 Improve water literacy in our community

We help our customers and community to understand where their water comes from and manage their water usage

Strategy	Service area	Indicator
4.4.1 Promote responsible water use by delivering clear education, practical resources and consistent messaging that supports lasting behaviour change	Customer & Communications	↑ Customer awareness of water supply process as measured in annual survey Target: 10% increase in awareness over four years
4.4.2 Provide accessible and relevant educational information and opportunities to our customers and the community	Customer & Communications	✓ Primary schools in supply area utilise educational material or participate in education opportunity Target: 50%



Our corporate planning, review and reporting timeframes

Plan	Time frame	Review	Reporting
Leading into 2035 (Business Activity Strategic Plan)	Minimum 10 years	Reviewed by the new Board (normally every 4 years)	Progress reported to new Board through the End of Term report. Highlights in Annual Report.
Asset Management Plan and associated policy and strategy	Plan 20+ years, policy 4 years	Reviewed every 4 years, but annually as part of the review of the Delivery Program and preparation of the Operational Plan	Periodic reporting to management.
Long Term Financial Plan	Minimum 10 years	Reviewed annually as part of the review of the Delivery Program and development of the Operational Plan	Periodic reporting to management. Annually.
Workforce Management Strategy	4 years, aligned to the DP	Reviewed as part of the review of the Delivery Program and development of the Operational Plan	Periodic reporting to management. Actions contained within the strategy that are included in the DPOP are reported every 6 months.
IT Strategy	4 years, aligned to the DP	Reviewed annually	Periodic reporting to management. Annually.
Delivery Program	4 years (Board term)	Reviewed annually as part of the development of the Operational Plan. New every 4 years	Reported every six months to the Board. Annually.
Operational Plan	1 year	Developed annually	Reported every 6 months to the Board.



Delivery Program budget summary

Budgeted financial statements

Income statement	Last year	Current year	Projected years		
	2024/2025 \$	2025/2026 \$	2026/2027 \$	2027/2028 \$	2028/2029 \$
Income from continuing operations					
Revenue					
Rates and annual charges	5,960,773	6,584,587	6,723,307	6,864,801	7,009,125
User charges and fees	26,279,896	27,603,891	28,155,769	28,718,684	29,292,858
Interest and investment revenue	1,960,000	1,571,000	1,388,560	1,152,773	1,115,806
Other revenues	532,269	491,881	494,884	497,948	501,072
Grants and contributions provided for operating purposes	34,900	25,000	25,000	25,000	25,000
Grants and contributions provided for capital purposes	2,000,000	3,039,138	3,071,180	3,103,703	3,103,703
Total income from continuing operations	36,767,838	39,315,497	39,858,700	40,362,909	41,047,564
Expenses from continuing operations					
Employee benefits and on-costs	11,031,911	13,324,607	13,857,591	14,411,895	14,700,766
Borrowing costs	98,589	363,983	968,270	1,235,038	1,118,025
Materials and contracts	15,061,686	12,584,669	12,844,292	11,518,951	11,757,824
Depreciation and amortisation	9,470,000	9,092,500	9,256,165	9,422,776	10,592,386
Other expenses	266,000	266,000	267,000	268,020	269,060
Total expenses from continuing operations	35,928,186	35,631,759	37,193,319	36,856,680	38,438,062
Operating result from continuing operations	839,652	3,683,739	2,665,382	3,506,230	2,609,503
Net operating result for the year	839,652	3,683,739	2,665,382	3,506,230	2,609,503
Net operating result before grants and contributions provided for capital purposes	(1,160,348)	644,601	(405,798)	402,527	(494,200)

Budgeted financial statements

Balance sheet	Current year		Projected years	
	2025/2026 \$	2026/2027 \$	2027/2028 \$	2028/2029 \$
Assets				
Current assets				
Cash and cash equivalents	23,835,991	19,417,638	15,778,078	11,977,947
Receivables	5,550,639	5,576,367	5,619,987	5,660,448
Inventories	4,017,111	4,099,985	3,676,927	3,753,177
Total current assets	33,403,741	29,093,989	25,074,992	21,391,572
Non-current assets				
Infrastructure, property, plant and equipment includes intangibles (water licences)	408,470,593	425,214,428	436,791,652	441,199,266
Total non-current assets	408,470,593	425,214,428	436,791,652	441,199,266
Total assets	441,874,334	454,308,417	461,866,644	462,590,838
Liabilities				
Current liabilities				
Payables	4,114,303	4,221,409	4,133,564	4,215,106
Borrowings	154,943	154,943	1,966,851	2,076,790
Provisions	4,279,000	4,279,000	4,279,000	4,279,000
Total current liabilities	8,548,245	8,655,352	10,379,415	10,570,896
Non-current liabilities				
Borrowings	5,462,698	15,124,293	17,452,227	15,375,437
Total Non-current liabilities	5,462,698	15,124,293	17,452,227	15,375,437
Total liabilities	14,010,943	23,779,645	27,831,642	25,946,333
Net assets	427,863,391	430,528,772	434,035,002	436,644,505
Equity				
Retained earnings	168,906,391	171,571,772	175,078,002	177,687,505
Revaluation reserves	258,957,000	258,957,000	258,957,000	258,957,000
Council equity interest	427,863,391	430,528,772	434,035,002	436,644,505
Total equity	427,863,391	430,528,772	434,035,002	436,644,505

Capital works plan

Description	Last year	Current year	Projected years		
	2024/2025 \$	2025/2026 \$	2026/2027 \$	2027/2028 \$	2028/2029 \$
Capital Works Expenditure	17,578,469	18,089,624	26,000,000	21,000,000	15,000,000





Riverina Water Operational Plan 2025/2026

Foreword

This Operational Plan describes the actions we will undertake in the 2025 - 2026 financial year to contribute to the Delivery Program 2025/2026 – 2028/2029 and to our objectives in our 10-year business activity strategic plan, *Leading into 2035*.

During 2025 - 2026 we will continue our leadership development initiatives and foster opportunities for cross functional collaboration on our journey to building high performing teams at Riverina Water. To ensure our workforce capability we will be establishing and integrating essential capabilities and knowledge and to help foster a sense of belonging and purpose for our people, we will be looking at creating employment and work experience opportunities for individuals facing employment barriers.

One of our shared values is safety and we will be continuing to partner with our people to ensure they go home safe and well. During 2025 - 2026 we will be embedding our new BeSafe software for notifications of incidents and near misses, as well as developing and implementing a safety leadership program and continuing the rollout of the WELL program.

There will be a big focus on our cyber security and the development of our ICT strategies. We will be looking to implement focused preventative maintenance programs for our assets and, through the implementation of the new project management framework we will be looking to improve on the delivery of our capital works plan.

Our capital works budget for 2025 - 2026 is over \$18m and includes commencement of the construction of the solar pilot plant. Key projects include commencing construction of the new Store and Depot at The Rock; construction of a new access road and reservoir at Oura; finalising internal road works at the Hammond Avenue site in Wagga; continuing to invest heavily in digitising our telemetry network; awarding the first contracts to commence construction of the solar plant in Koorinal Avenue, Wagga; and upgrade works at the Humula Water Treatment Plant

We will continue to monitor any presence of PFAS in our water supply and we will be working with key agencies and stakeholders to ensure that any impact on the safety and reliability of our drinking water is managed and maintained.

We will be looking to build stronger relationships with our diverse communities through the rolling out of Year 1 actions in our Customer & Community Engagement Strategy. Initiatives include the implementation of our current Reconciliation Action Plan. We will also be developing an education program on water usage and the role of Riverina Water.

The Operational Plan will be resourced through an annual budget reflecting income and operational and capital expenditure planned for during 2025 - 2026. We rely on a number of factors when modelling our budget and continue to seek to provide quality drinking water at the lowest sustainable cost.

We look forward to 2025 - 2026 and will be providing six-monthly reports to the Board and our community on how we are tracking.



Andrew Crakanthorp
Chief Executive Officer

About the Operational Plan

The Operational Plan 2025 - 2026 (OP) is management’s action plan for Year 1 of the 2025/2026 - 2028/2029 Delivery Program (DP). An operational plan is prepared each year identifying projects, programs or activities to help Riverina Water to deliver on the strategies within the DP for that year.

The Operational Plan includes a detailed annual budget and has been informed among other things by internal and external audits, enterprise risk reviews, workforce planning, capital works and asset management planning, community feedback and management priorities.

Achieving the Operational Plan

Actions in the Operational Plan (OP) are allocated to Service areas or to the Executive (CEO/Directors) depending on the action. The Executive are allocated actions where the achievement of the action is tasked across the organisation or senior management has responsibility for implementation. More than one Service area may be tasked with an action and this will be shown against the relevant action.

As the OP is an annual plan, progress is generally measured in terms of outputs. If possible, measures will have targets.

Not every strategy in the DP is actioned every year in the Operational Plan. The OP will be marked with “No action this year” when a DP strategy does not have an action in that particular year.

If an action is not achieved in a given year, a decision may be made to roll that into the following year’s Operational Plan and this will be reported to the Board and community in the Qtr 4 progress report.

Reporting and review

DPOP strategies and actions are entered into our planning and reporting software. Tasks relating to these actions are allocated to staff so that ongoing monitoring and reporting to management occurs on a quarterly basis.

As well as progress of the OP being monitored by management each quarter, a Quarterly Budget Review is made by management and provided to the Board. The six-monthly report to the Board on the Delivery Program includes the mid-year report of the Operational Plan.

This report highlights progress of an action. It will also highlight where actions are delayed or may not be delivered in the financial year as planned. In these instances, and depending on the reason for the delay, budget adjustments may need to be made, and actions rolled into the following year’s Operational Plan. Rollover of actions not achieved will be considered in the development of the next Operational Plan.

Achievement and highlights from the Operational Plan are included in the Annual Report.





Our people

We have a high-performance culture where our people feel valued and safe



1.1 Build high performing teams

We take personal responsibility, understand what is needed to succeed and effectively work together to achieve outstanding results

DP 1.1.1 Foster cross-functional collaboration

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.1.1.1	Create approach and opportunities for cross functional collaboration	Opportunities are offered Target: 2p/a	Executive	Qtr 2 Qtr 4

DP 1.1.2 Strengthen leadership, culture and engagement

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.1.2.1	Launch leadership development initiatives	Riverina Water leaders have had exposure to the leadership development initiatives Target: 100%	People & Culture	Qtr 2 Qtr 4
1.1.2.2	Implement staff survey action plans	Yr 1 identified actions are implemented Target: 30 June 2026	People & Culture	Qtr 4

DP 1.1.3 Establish a structured succession and resourcing framework

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.1.3.1	Develop approach to organisational knowledge management, including retention and transfer	Approach is developed and approved Target: 30 June 2026	Knowledge & Capability Lead	Qtr 4



1.2 Ensure workforce capability

We attract diverse talent and develop a skilled workforce to meet our business and customer needs

DP 1.2.1 Strengthen staff capability, agility and innovation through leveraging IT data, strategic insights and expert collaboration

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.2.1.1	Leverage IT Service Desk data to identify IT skill gaps and training needs	Reduction in identified skill gaps Target: 20% reduction	ICT	Qtr 4

DP 1.2.2 Enhance and promote our Employee Value Proposition (EVP)

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.2.2.1	Develop a clear Employee Value Proposition (EVP)	EVP developed EVP included in recruitment and onboarding	Executive People & Culture	Qtr 4

DP 1.2.3 Establish and integrate essential capabilities and knowledge

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.2.3.1	Deliver the annual staff training plan	Identified annual training plan delivered Target: 75%	People & Culture	Qtr 4
1.2.3.2	Progress the OCR (job evaluation) project	Project is delivered as per plan	People & Culture	Qtr 4



1.3 Foster unity of belonging and purpose

We foster an inclusive workplace where every person at Riverina Water feels they are part of one team working together to achieve our goals

DP 1.3.1 Ensure inclusive and equitable policies, systems and workplaces

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.3.1.1	Implement Year 1 actions from the Disability Inclusion Action Plan (DIAP)	2025 - 2026 identified actions implemented Target: 100%	Executive People & Culture	Qtr 4
1.3.1.2	Review and enhance staffing policies and operational standards	Relevant policies and standards reviewed and approved	People & Culture	Qtr 4

DP 1.3.2 Expand employment pathways to support diverse career progression

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.3.2.1	Create employment and work experience opportunities for individuals facing employment barriers	One new opportunity created	People & Culture	Qtr 4



1.4 Partner with our people to ensure they go home safe and well

We consult, train and empower our people to undertake their work safely. Together we strive for an injury and illness free workplace

DP 1.4.1 Demonstrate due diligence and duty of care through a systems-based approach to protect our people from harm and to strengthen our WHS culture

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.4.1.1	Implement Year 1 of the Work Health & Safety Management System Improvement Program	WHS policy, framework and planning procedure embedded and functional Policies and procedures review project 50% completed Target: 30 June 2026	WHS	Qtr 4

DP 1.4.2 Empower staff to take ownership of safety at Riverina Water

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.4.2.1	Embed the everyday use of <i>BeSafe</i> for notification and investigation of incidents and near misses	System reports Lessons learned and safety alerts Target: 2x lessons learned per department	WHS	Qtr 2 Qtr 4

DP 1.4.3 Achieve strong safety leadership by embedding safety as a core value in our workplace culture

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.4.3.1	Develop and implement a safety leadership program	Safety leadership program implemented Target: 30 June 2026	Executive	Qtr 2 Qtr 4

DP 1.4.4 Prioritise employee wellbeing and support

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.4.4.1	Continue rollout of the WELL program	Wellbeing initiatives delivered Target: 6	Executive	Qtr 2 Qtr 4



Our operations

We evidence effective asset management, informed decision making and continuous improvement



2.1 Develop and maintain robust information and management systems

We conduct our business using secure and agile systems that enable us to do our jobs well, inform our decision making and help us achieve our goals

DP 2.1.1 Enhance the integration and capabilities of our asset systems to empower asset owners with the tools and data needed for informed decision making

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.1.1.1	Migrate quality assured pipe break data to new platforms for asset renewal planning	Relevant historic pipe break data is integrated into asset system Target: 100% relevant data migrated	Assets	Qtr 4
2.1.1.2	Develop and implement enhanced quality assurance processes for GIS data capture	Structured process documented and implemented Target: 30 June 2026	Assets	Qtr 4

DP 2.1.2 Develop and commence implementation of Data Strategy, Digital Strategy and IoT Strategy

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.1.2.1	Develop Digital Strategy	Adoption of Digital Strategy Target: 30 June 2026	ICT	Qtr 4

DP 2.1.3 Strengthen security by advancing Essential 8 maturity levels to enhance the protection of organisational systems

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.1.3.1	Establish a cybersecurity framework that aligns with the Essential 8 guidelines	Completion of assessment and creation of roadmap Target: 30 June 2026	ICT	Qtr 4

DP 2.1.4 Strengthen ICT security culture through awareness, behaviour and continuous improvement

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.1.4.1	Roll out cyber awareness training campaign to all staff	All staff members complete the awareness training as required. Target: 100%	ICT	Qtr 4



2.2 Assure ongoing service delivery

We operate and maintain our assets to ensure ongoing water supply and water quality to our current and future customers in line with our regulatory requirements and agreed service levels

DP 2.2.1 Enhance maintenance and operations through proactive planning, data-driven decision making and asset management

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.2.1.1	Develop a proactive maintenance schedule for critical assets leveraging staff knowledge based on system risk assessments	Preventative maintenance programs implemented for high-risk critical assets Target: 50%	Operations Works Assets	Qtr 4

DP 2.2.2 Enhance effectiveness and efficiency in the delivery of services

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.2.2.1	Establish approach to service reviews	Service review approach developed and approved Target: 31 March 2026	Governance & Corporate Planning	Qtr 4

DP 2.2.3 Enhance water quality management by strengthening practices, culture and regulatory compliance

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.2.3.1	Establish a water quality improvement working group and implement Year 1 priority actions	Yr 1 water quality improvement program actions implemented Target: 30 June 2026	Operations	Qtr 4
2.2.3.2	Update drinking water management plan	Brief developed and consultant engaged to undertake the work	Operations	Qtr 4

DP 2.2.4 Efficiently deliver the capital works program by optimising budgets and resources to ensure assets support current and future service needs

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.2.4.1	Prioritise the capital works program using the enterprise risk framework	Projects in the immediate capital plan are assessed and ranked based on risk criteria and supported by a project charter Target: 100% of projects	Projects	Qtr 2 Qtr 4

DP 2.2.5 Enable sustainable growth by proactively managing development applications and advancing infrastructure planning to ensure a reliable and resilient water supply for our community

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.2.5.1	Review and refine development application processes to establish clear service levels and criteria for inclusion in capital planning	Service levels and processes are documented	Assets	Qtr 4

DP 2.2.6 Align ICT service delivery with Information Technology Information Library (ITIL) Principles

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.2.6.1	Review and align relevant ICT procedures with ITIL practices and principles	Roadmap to alignment developed	ICT	Qtr 4

DP 2.2.7 Apply a structured business analysis framework to enhance efficiency, optimise service delivery and drive business transformation

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
	No action this year			N/A



2.3 Proactively manage risks and opportunities

We encourage a positive risk culture to manage risks and to pursue innovation and continuous improvement across Riverina Water

DP 2.3.1 Complete system-based risk assessment (summer readiness) with implemented controls and proposed actions, addressing gaps outside of risk appetite

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.3.1.1	Commence a system-based risk assessment (summer readiness) identifying controls, gaps and proposed actions	System based risk assessment is completed for two systems	Engineering	Qtr 2 Qtr 4

DP 2.3.2 Enhance risk identification, assessment and treatment capability across Riverina Water

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.3.2.1	Implement Year 1 actions from forward plan to increase strategic risk management	Completion of scheduled team risk workshops Target: 12 Risk Steering Committee established and functioning as per developed Terms of Reference	Risk & Insurance	Qtr 4
2.3.2.2	Commence process for the implementation of risk management software	Consultant engaged to undertake work Target: 31 March 2026	Risk & Insurance	Qtr 4

DP 2.3.3 Evaluate and establish the feasibility and benefits for digital metering technologies to determine the strategic position on their potential rollout and alignment with operational goals

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.3.1.1	Commence organisational business case development by undertaking smart metering trial	Digital meter trial progressing	Assets	Qtr 4

DP 2.3.4 Proactively monitor and manage PFAS water supply risks to meet regulatory requirements and ensure reliability and safety of water supply

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.3.4.1	Work with key agencies to implement actions to mitigate PFAS risks	Any identified risks are mitigated as per appropriate treatment plan	Executive	Qtr 2 Qtr 4

DP 2.3.5 Ensure Riverina Water is adequately insured in line with business operation requirements

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.3.5.1	Complete annual insurance renewal	Annual insurance renewals completed in line with risks to Riverina Water at a reasonable cost	Risk & Insurance	Qtr 4



2.4 Provide responsible leadership and governance

We show effective leadership to our people and community, ensuring that our activities and operations are conducted in accordance with our values and good governance principles

DP 2.4.1 Foster a culture that encourage accountability, professionalism and the best outcomes for Riverina Water

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.4.1.1	Identify and address potential non-compliance issues across all levels of the organisation	Compliance reports completed as required Target: 0 non-compliance	Governance & Corporate Planning	Qtr 4

DP 2.4.2 Ensure policies, guidelines and procedures are current, suit organisational requirements and are effectively implemented

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.4.2.1	Establish a clear and efficient process for approving, publishing, reviewing and communicating IT policies, guidelines and procedures	Process reviewed and required modifications made Target: 30 June 2026	ICT	Qtr 4
2.4.2.2	Review policy framework and support procedures to ensure these remain fit for purpose	Framework reviewed and required modifications made	Governance & Corporate Planning	Qtr 4

DP 2.4.3 Create and implement a governance structure to align IT initiatives with organisation goals

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.4.3.1	Establish an ICT Steering Committee	Committee is established with a clear and agreed charter Target: 31 March 2026	ICT	Qtr 4

DP 2.4.4 Collaborate with key stakeholders to support supply area growth and management of current and emerging issues

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.4.4.1	Conduct regular meetings with our constituent councils on Riverina Water service delivery matters	Monthly and quarterly meetings held with Wagga Wagga City Council Meetings held with three rural councils as needed	Executive	Qtr 2 Qtr 4



Our sustainability

We are environmentally responsible, financially secure and plan for the future



3.1 Responsibly manage our impact on the natural environment

We operate with an understanding of our natural resource responsibilities and minimise our impact on the environment

DP 3.1.1 Implement sustainable practices to support our long term transition to net zero

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.1.1.1	Commence construction of the Solar Pilot Plant	Stage 1 started – HV microgrid started	Engineering	Qtr 2
3.3.1.12	Review and realign net zero initiatives to strategic objectives	Determination on way forward for Riverina Water to achieve net zero	Executive	Qtr 4

DP 3.1.2 Protect and restore sites to prevent environmental degradation, ensuring sustainable land and water management

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.1.2.1	Continue protection and restoration projects in capital works program	Completion of projects as per project plan	Projects	Qtr 4



3.2 Strategically manage our assets and finances

We plan our finances and enhance and integrate our asset management to remain sustainable

DP 3.2.1 Inform business decisions by strong financial data and governance

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.2.1.1	Increase information and controls around budget management	Variance between projected and actual financial outcomes at year end Target: <30%	Finance & Sourcing	Qtr 4
3.2.1.2	Embed and streamline finance service delivery and business processes	Business processes are reviewed and improvements implemented Target: 2 x processes	Finance & Sourcing	Qtr 4

DP 3.2.2 Ensure robust financial planning that enables Riverina Water to achieve its stated objectives in the medium to long term

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.2.2.1	Implement a financing strategy which clearly informs decision making for funding of major capital works with consideration to current and future users (intergenerational equity), risk and operational requirements	Financing strategy is endorsed Target: 30 June 2026	Finance & Sourcing	Qtr 4
3.2.2.2	Develop long term financial plan scenarios to model financial projections on a range of future service levels to improve decision making for the future	Long term financial plan scenarios are endorsed following public exhibition Target: 30 June 2026	Finance & Sourcing	Qtr 4
3.2.2.3	Review and update developer service charges to reflect infrastructure requirements for 30 yr growth model	Revised Developer Service Plan is adopted Target: 30 June 2026	Assets	Qtr 4

DP 3.2.3 Strategically manage financial assets

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.2.3.1	Make investment decisions in line with policy objectives as opportunities arise	Monthly investment reports are presented to the Board in accordance with legislative requirements Target: 6 x Board reports	Finance & Sourcing	Qtr 4
3.2.3.2	Ensure investment policy risk and return objectives are appropriate to meet organisational requirements	Endorsement of Investment Policy by Board Target: 30 June 2026	Finance & Sourcing	Qtr 4

DP 3.2.4 Optimise our infrastructure through improved asset life cycle management

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.2.4.1	Develop road map to improve asset management practices based on established target asset management maturity level	Asset management improvement plan developed Target: 30 June 2026	Assets	Qtr 4
3.2.4.2	Conduct an assessment of current ICT assets to identify areas where consolidation can be achieved	Assessment is completed Target: 31 March 2026	ICT	Qtr 4



3.3 Successfully deliver integrated strategies and plans

We do not plan in isolation. Our strategies and plans are informed, considered and well-executed

DP 3.3.1 Develop and adopt water supply infrastructure master plans with a clear roadmap for delivery, considering resources, priorities and constraints, including Western, Southern and Northern trunk strategies

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.3.1.1	Develop an approach to master planning that will provide a detailed roadmap for delivering infrastructure based on resources, priorities and constraints	Approach to master planning is adopted by Manex Target: 31 Dec 2025	Engineering	Qtr 2

DP 3.3.2 Provide clear direction and accountability through integrated planning and reporting

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.3.2.1	Continue development of organisational performance reporting	Performance dashboards developed and reviewed by management	Governance & Corporate Planning	Qtr 4
3.3.2.2	Commence implementation of outcomes of Regulatory Assurance review	Identified actions for Yr 1 are delivered Target: 30 June 2026	Executive	Qtr 4

DP 3.3.3 Establish a standardised project management framework

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.3.3.1	Commence rollout of Procore in line with adopted project plan	Procore project management module implemented as per project plan	Engineering	Qtr 4
3.3.3.2	Establish and implement a standardised project management framework for ICT	Project management framework for ICT is implemented	ICT	Qtr 4



3.4 Plan for and respond to changes in the internal and external context

We are a resilient organisation that anticipates change and can positively respond to internal and external challenges

DP 3.4.1 Proactively manage water entitlements to meet current and future demand and to support growth

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.4.1.1	Develop water entitlement strategy	Water entitlement strategy adopted Target: 30 June 2026	Executive	Qtr 4

DP 3.4.2 Achieve organisational resilience through adequate incident management response planning

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.4.2.1	Develop a fit-for-purpose incident management response framework including the development and review of allocated sub-plans	Reviewed Business Continuity Plan endorsed Emergency management framework endorsed	Risk & Insurance	Qtr 4

DP 3.4.3 Embed centre-led procurement practices that are aligned with LGNSW determined principles for sustainable procurement

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.4.3.1	Develop a fit-for-purpose sustainable procurement roadmap and commence first year actions	Yr 1 actions implemented Target: 30 June 2026	Finance & Sourcing	Qtr 2 Qtr 4

DP 3.4.4 Ensure drought preparedness to help mitigate the impacts of drought

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.4.3.1	Finalise drought management plan	Drought management plan is endorsed Target: 31 Dec 2025	Operations	Qtr 2



Our community

We provide exceptional customer service and demonstrate social responsibility to our community



4.1 Build stronger relationships with our diverse communities

We engage openly, listen actively and collaborate meaningfully with our diverse community to foster trust, mutual understanding and long-lasting connections

DP 4.1.1 Respectfully engage with our First Nations community and their heritage

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.1.1.1	Implement current Reconciliation Action Plan	All action items in the Reflect RAP 2024/2025 are completed Target: 31 Dec 2025	Customer & Community	Qtr 2
4.1.1.2	Commence development of the next Reconciliation Action Plan, meaningfully engaging First Nations people to ensure innovative opportunities for reconciliation	Draft RAP is developed in line with Reconciliation Australia requirements Target: 30 June 2026	Customer & Community	Qtr 4

DP 4.1.2 Increase the awareness, understanding and perceived value of the role Riverina Water plays in the community

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.1.2.1	Invest in brand awareness initiatives, marketing, and information sharing	Annual marketing campaign developed and implemented Target: 30 June 2026	Customer & Community	Qtr 4

DP 4.1.3 Build and maintain strong relationships across stakeholders to improve the flow of information and ensure decisions are inclusive and well-informed

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.1.3.1	Offer community consultation via the stakeholder engagement matrix	All identified opportunities for public participation are offered to relevant stakeholders	Customer & Community	Qtr 4



4.2 Understand and respond to our customer needs and expectations

We actively seek feedback, anticipate customer needs and deliver responsive services that enhance satisfaction and build trust

DP 4.2.1 Enhance customer experience through digital and technology uplift

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.2.1.1	Complete rollout of customer service portal	New users registered for customer portal Target: 5,000 new users	Customer & Community	Qtr 2
4.2.1.2	Review information architecture of website	Content and structure action plan developed, and implementation commenced Target: 30 June 2026	Customer & Community	Qtr 4

DP 4.2.2 Develop an enhanced understanding of customers and their expectations through data, insights and analytics to help inform our service offerings

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.2.2.1	Complete annual customer survey	Customer survey participation Target: 1,000 community members	Customer & Community	Qtr 4
4.2.2.2	Develop levels of service (LoS) document	LoS document approved Target: 30 June 2026	Customer & Community	Qtr 4

DP 4.2.3 Support the financial wellbeing of our customers

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.2.3.1	Undertake review of our current debt management and hardship policy and processes	Relevant policies are adopted by Board	Customer & Community	Qtr 4



4.3 Actively support and contribute to our community

We champion initiatives that enrich our community and demonstrate our commitment to making a positive impact

DP 4.3.1 Invest in our community and support the enhancement of the social, cultural and environmental life of our community

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.3.1.1	Provide funding opportunities that support community projects and initiatives	Available funding is fully expended	Customer & Community	Qtr 4
4.3.1.2	Seek opportunities to be involved in initiatives that contribute to our industry that potentially extend broader than our local community	Membership of Water Aid and participation in other initiatives or offerings Target: >1	Executive	Qtr 4



4.4 Improve water literacy in our community

We help our customers and community to understand where their water comes from and manage their water usage

DP 4.4.1 Promote responsible water use by delivering clear education, practical resources and consistent messaging that supports lasting behaviour change

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.4.1.1	Review approach to demand management in line with the NSW water efficiency framework	Customer initiatives to support demand management are developed, scoped and endorsed by the Board	Customer & Community	Qtr 4

DP 4.4.2 Provide accessible and relevant educational information and opportunities to our customers and the community

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.4.2.1	Implement education program and offering	Schools utilise education material or participate in education opportunity Target: 5 x schools	Customer & Community	Qtr 4

Our service level promises

We will have a focus on the review of our services and agreed service levels over this delivery program.

Reticulated water supply is to be available to all urban areas and villages with the Riverina Water Service area up to elevations that the reservoir systems can serve. It will be available to land within rural areas where supply lines exist or can be laid at a practical and economically recoverable cost.

The service connection and meter will be installed according to adopted procedures and will generally be located adjacent to or within the road reserve containing the water main. Urban domestic customers will normally be served with one meter per assessment.

Pressure and flow

Riverina Water will provide pressure between 12 and 120 metres head at the water meter when service has no flow.

Riverina Water will provide water to each connection at an available flow rate not less than

Diameter of service pipe (mm)

20	25	32	40	50
----	----	----	----	----

Minimum flow rate (litres per minute)

20	35	60	90	160
----	----	----	----	-----

Trickle feed option is on an economic basis case by case.

The minimum flow rate available for rural properties may be less where elevations or operational factors limit the supply. In some situations the flow may be restricted to 11kl/day. In such situations, or where part of the land being serviced has elevations higher than the head available, approval may be granted for a private balance tank and pressure system to be installed at the owner’s cost.

Direct pumping from Riverina Water mains is not permitted.

Consumption restrictions

Water restrictions may be applied to encourage wise water use, to reduce excessive demand, or to conserve water resources in times of drought.

Restrictions may also be applied at the request of state or commonwealth government or to comply with an adopted Water Sharing plan.

Stage 1 water restrictions in the Riverina Water Service area are implemented automatically during the NSW daylight saving period unless otherwise specified by the CEO. Stage 1 restrictions may be extended beyond the NSW daylight savings period at the discretion of the CEO if the daily rolling weekly water usage is more than 70 megalitres per day. The Water Restrictions Policy 2.06 outlines Riverina Water triggers for further restrictions and is available on our website.

Interruptions to supply

Planned – domestic customers will receive 24 hours written notice and industrial customers will receive 7 days’ written notice.

Unplanned – not to occur more than 2 times per year if lasting up to 12 hours. Not to occur more than 5 times per year lasting up to 5 hours.

Water for firefighting purposes

Riverina Water will provide fire flows in reticulation systems in accordance with NSW Water Directorate Fire Flow guidelines.

A positive residual head should be maintained while supplying fire flow plus 75% of the design peak instantaneous demand.

Internal systems designed for fire-fighting purposes must recognise that direct pumping from Riverina Water mains is not permitted.

Potable water supply

Where it can be achieved, water quality should meet the 2011 Australian Drinking Water Guidelines published jointly by the National Health and Medical Research Council (NHMRC) and the National Resource Management Ministerial Council. Some aesthetic or taste parameters may not be achieved at times in some village and rural areas.

Response time

Response time is defined as time to have staff on site to commence rectification of a problem after notification by the public or Riverina Water staff. Riverina Water aims to meet the following response times depending on priority.

Priority 1 – defined as failure to maintain continuity or quality of supply to a large number of customers or to a critical user at a critical time.

1 hour (during working hours)

2 hours (after working hours)

Priority 2 – defined as failure to maintain continuity or quality of supply to a small number of customers or to a critical user at a non-critical time.

3 hours (during working hours)

4 hours (after working hours)

Priority 3 – defined as failure to maintain continuity or quality of supply to a single customer.

One working day

Priority 4 – defined as a minor problem or complaint which can be dealt with at a time convenient to the customer and Riverina Water.

Within 2 weeks

The levels of service (LOS) listed above largely shape the objectives and requirements for operation, maintenance and provision of capital works within Riverina Water's water supply schemes. Achievement of target levels of service is the primary objective of the system.

Management of drinking water quality

Riverina Water's management system for drinking water quality includes NSW Health Drinking Water Monitoring Program Supplies, NSW Code of Practice for Fluoridation of Public Water Supplies and the NSW Best Practice Management of Water Supply and Sewerage Framework and Best Practice Management of Water Supply and Sewerage Guidelines.

The Australian Drinking Water Guidelines (ADWG 2011) provides a structure risk-based approach to drinking water management and satisfied the requirement for a quality assurance program in the Public Health Act 2010. The AWDG is structured into four general areas comprising:

1. Commitment to drinking water quality management
 - a. Commitment to management
2. System analysis and management
 - a. Assessment of the water supply system
 - b. Preventative measures for drinking water
 - c. Operational procedures and process control
 - d. Verification
 - e. Management of incidents and emergencies
3. Supporting requirements
 - a. Training and awareness
 - b. Community involvement
 - c. Research and development
 - d. Documentation and reporting

4. Review, evaluation and auditing

- a. Evaluating and audit
- b. Continual improvement

Catastrophe

Any situation of this nature would prompt immediate actions involving senior personnel and emergency services with the aim of containing and resolving the situation as quickly as possible. Consideration would be made at the declaration of a business continuity event.

Customer complaints and enquiries of a general nature

Respond to 95% of written complaints or inquiries within 10 working days.

Respond to 95% of personal complaints or inquiries within 1 working day.

Special customers

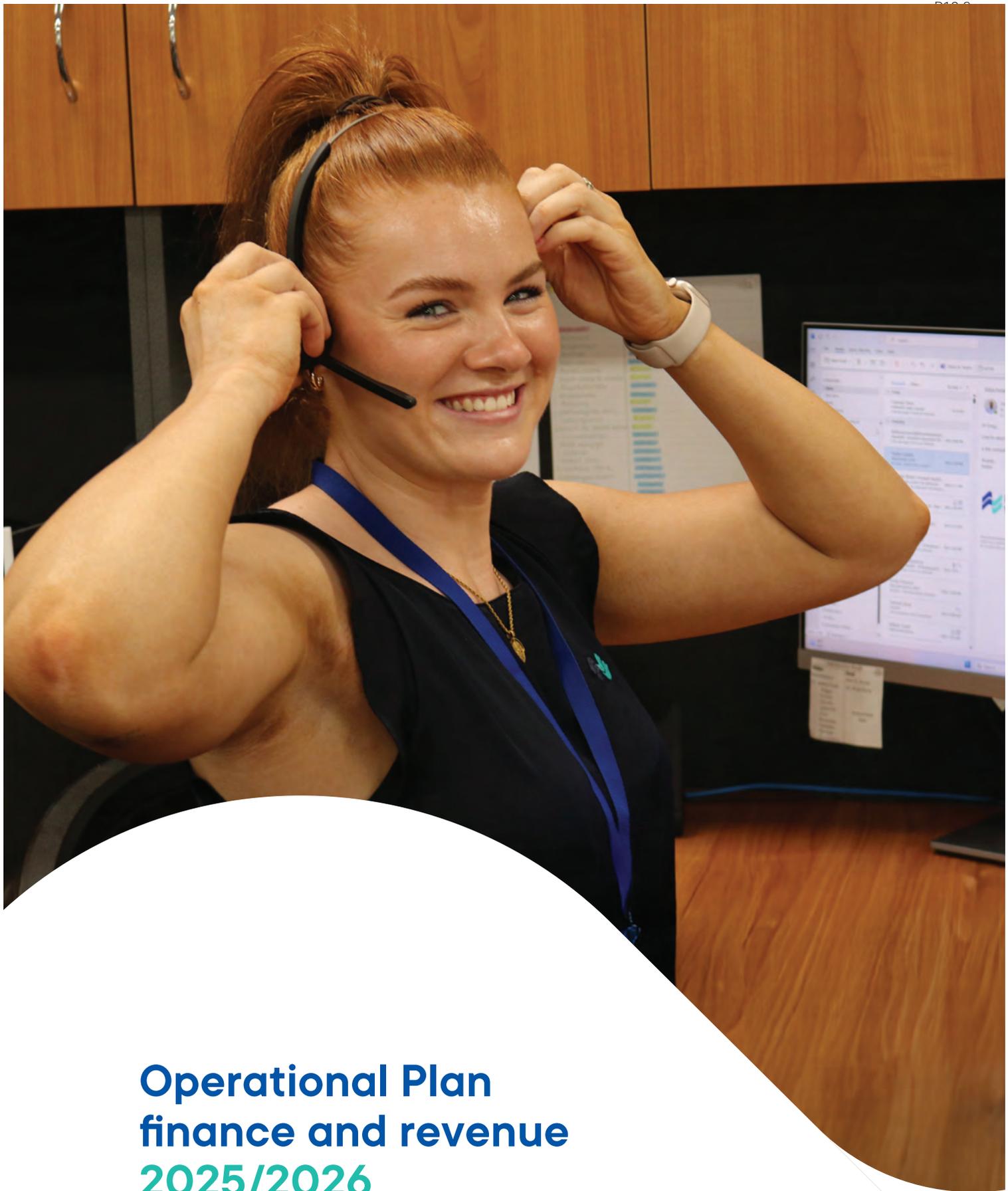
Certain customers may have special needs by virtue of specific health, commercial or industrial circumstances. Specific levels of service and associated charges may be negotiated with these customers.

Customer relations

The most significant contributions to good customer relations are quality of service, good communication and responsive action.

Our customers consist of water users (most of the population and businesses), landowners, land developers, plumbers and builders.

All staff are expected to deal with customers in a friendly and helpful manner. Staff who regularly have customer contact will receive appropriate training for their role.



Operational Plan
finance and revenue
2025/2026

Budgeted financial statements

Income statement	Last year 2024/2025 \$	Current year 2025/2026 \$
Income from continuing operations		
Revenue		
Rates & annual charges	5,960,773	6,584,587
User charges & fees	26,279,896	27,603,891
Interest & investment revenue	1,960,000	1,571,000
Other revenues	532,269	491,881
Grants & contributions provided for operating purposes	34,900	25,000
Grants & contributions provided for capital purposes	2,000,000	3,039,138
Total income from continuing operations	36,767,838	39,315,497
Expenses from continuing operations		
Employee benefits & on-costs	11,031,911	13,324,607
Borrowing costs	98,589	363,983
Materials & contracts	15,061,686	12,584,669
Depreciation & amortisation	9,470,000	9,092,500
Other expenses	266,000	266,000
Total expenses from continuing operations	35,928,186	35,631,759
Operating result from continuing operations	839,652	3,683,739
Net operating result for the year	839,652	3,683,739
Net operating result before grants and contributions provided for capital purposes	(1,160,348)	644,601

Budgeted financial statements

	Current year 2025/2026 \$
Balance sheet	
Assets	
Current assets	
Cash & cash equivalents	23,835,991
Receivables	5,550,639
Inventories	4,017,111
Total current assets	33,403,741
Non-current assets	
Infrastructure, property, plant and equipment includes intangibles (water licences)	408,470,593
Total non-current assets	408,470,593
Total assets	441,874,334
Liabilities	
Current liabilities	
Payables	4,114,303
Borrowings	154,943
Provisions	4,279,000
Total current liabilities	8,548,245
Non-current liabilities	
Borrowings	5,462,698
Total non-current liabilities	5,462,698
Total liabilities	14,010,943
Net assets	427,863,391
Equity	
Retained earnings	168,906,391
Revaluation reserves	258,957,000
Council equity interest	427,863,391
Total equity	427,863,391

Capital works plan

Description	Current year 2025/2024 \$
Management	
Land and buildings for admin, depots and workshops	4,990,324
Plant and equipment (incl. solar installation)	6,672,500
Intangibles	-
Minor capital works budget	150,000
Total management	11,812,824
Sources	
Sources	110,000
Total sources	110,000
Treatment plants	
Treatment plants	361,800
Total treatment plants	361,800
Pumping stations	
Pumping stations	225,000
Total pumping stations	225,000
Reservoirs	
Reservoirs	1,425,000
Total reservoirs	1,425,000
Mains, services and meters	
Mains	2,615,000
Sub-total mains	2,615,000
Services	880,000
Sub-total services	880,000
Meters	660,000
Sub-total meters	660,000
Total mains, services and meters	4,155,000
Totals	18,089,624

Recommended development servicing charges

Urban (residential) development servicing charge

Urban - including township and village - single residential lots	Tax	2024/2025			2025/2026		
		Cost per lot (based on lot size)			Cost per lot (based on lot size)		
		<450m ²	450-2000m ²	>2000m ²	<450m ²	450-2000m ²	>2000m ²
Lots where developers have prepaid the fees appropriate at time of development		Nil - (note only applies for a single residence on the lot)			Nil - (note only applies for a single residence on the lot)		
Lots (not prepaid) existing prior to 01/01/1994 and 2nd or subsequent services (only where availability fees are being paid)	N	1st Service - Nil - (note only applies for a single residence on the lot) 2nd and subsequent service based on \$4,348 per E.T.			1st Service - Nil - (note only applies for a single residence on the lot) 2nd and subsequent service based on \$4,348 per E.T.		
Lots (not prepaid) created since 01/01/1994	N	\$4,874	\$4,874	\$5,850	\$4,992	\$4,992	\$5,992
Urban - including township & village - multiple residential units		Price for multiple units			Price for multiple units		
Lots where developers have prepaid the fees		Nil - provided correct charges have been prepaid			Nil - provided correct charges have been prepaid		
Lots (not prepaid) existing prior to 01/01/1994	N	Fee applicable for newly created lots less \$4,874			Fee applicable for newly created lots less \$4,992		
Lots (not prepaid) created since 01/01/1994							
Multi-residential lots (medium density 1-2 storey)		Developer charge per dwelling			Developer charge per dwelling		
Dual occupancy - 1 Bedroom							
Dual occupancy - 2 Bedrooms	N	\$4,874 if lot size > 450m ² per dwelling			\$4,992 if lot size > 450m ² per dwelling		
Dual occupancy - 3 or more Bedrooms							
Duplex - 1 Bedroom							
Duplex - 2 Bedrooms		Units priced, as below, if lot size <450m ² per dwelling			Units priced, as below, if lot size <450m ² per dwelling		
Duplex - 3 or more Bedrooms							
Units - 1 Bedroom	N	\$1,950			\$1,997		
Units - 2 Bedrooms	N	\$2,924			\$2,995		
Units - 3 or more Bedrooms	N	\$3,899			\$3,993		

Multi-residential lots (high density >2 storey)		Developer charge per dwelling	Developer charge per dwelling
Multi storey apartments - 1 Bedroom	N	\$1,608	\$1,647
Multi storey apartments - 2 Bedrooms	N	\$2,437	\$2,496
Multi storey apartments - 3 or more Bedrooms	N	\$3,266	\$3,345
NOTE: The minimum Developer Servicing Charge per Lot is \$4,992			
Urban - additional costs (to be read in conjunction with the DSP)			
Lots which require significant supply mains in advance of sequential development	N	An amount calculated to recoup the cost of the supply main	An amount calculated to recoup the cost of the supply main

Rural development servicing charge

Rural location	Tax	2024/2025 Price per service connection \$					2025/2026 Price per service connection \$				
		20mm	25mm	*32mm	*40mm	*50mm	20mm	25mm	*32mm	*40mm	*50mm
Rural pipelines **	N	5,850	5,850	9,583	14,976	23,399	5,992	5,992	9,815	15,338	23,965

Additional costs

* The availability of a service connection greater than 25mm diameter is dependent on the capacity to supply within the reticulation network and must have Engineering Approval

** If a tapping direct to Goldenfields Water County Council large diameter main is required, the customer must arrange this with GWCC. They will be a GWCC customer

Commercial or industrial development servicing charges

Service size	Tax	2024/2025 \$					2025/2026 \$				
		<80 mm	80 mm	100mm (min 4 E.T.)	150 mm	200 mm	<80 mm	80 mm	100mm (min 4 E.T.)	150 mm	200 mm
Minimum charge	N	4,874	12,481	19,496	43,872	77,997	4,992	12,783	19,968	44,934	79,885

Recommended service connection fees

Urban service connection

Urban - including township and village - single residential/commercial/industrial developments	Tax	2024/2025					2025/2026				
		Price per service connection for single unit \$					Price per service connection for single unit \$				
		20mm	25mm	*32mm	*40mm	*50mm	20mm	25mm	*32mm	*40mm	*50mm
Lots where developers have prepaid the fees appropriate at time of Development	N	NIL	604	1,203	2,005	2,674	NIL	664	1,323	2,206	2,941
All other lots including 2nd or subsequent services	N	1,523	2,127	2,726	3,528	4,197	1,675	2,340	2,999	3,881	4,617

* The availability of a service connection greater than 25mm is dependent on capacity to supply with the reticulation network and must have Engineering Approval.

Urban - including township and village - multiple residential units	Tax	Price for multiple units \$						Price for multiple units \$					
		1 unit	2 units	3 units	4 units	5 units	Extra units	1 unit	2 units	3 units	4 units	5 units	Extra units
Lots where developers have prepaid the fees		No additional Service Connection Charge provided correct fees as per the following line have been paid						No additional Service Connection Charge provided correct fees as per the following line have been paid					
All other lots including 2nd or subsequent services	N	1,523	1,827	2,131	2,435	2,739	304	1,675	2,009	2,344	2,678	3,013	334

These prices apply to multi-unit residential developments provided for by water connection(s) at any one time, and include the cost of bulk and individual meters. In the case of individual metering of strata units, the owner is responsible for internal plumbing required.

Urban - additional costs

a) Where Baylis Street pavers need to be disturbed	N	As per WWCC charges	As per WWCC charges
--	---	---------------------	---------------------

b) Where the service requires a rail crossing and approval from the Railway Authorities	N	The fees and charges that rail authority imposes	The fees and charges that rail authority imposes
c) Where the service connection generates other similar extraordinary costs	N	A fee assessed on a similar basis	A fee assessed on a similar basis
Road underboring	N	\$142.00 per metre	\$156 per metre

Rural service connection

Rural location	Tax	2024/2025 Price per service connection \$					2025/2026 Price per service connection \$				
		20mm	25mm	*32mm	*40mm	*50mm	20mm	25mm	*32mm	*40mm	*50mm
Rural pipelines **	N	1,738	2,385	2,929	3,751	4,453	1,912	2,624	3,222	4,126	4,898

Walbundrie to Rand Pipeline Urangeline/Bidgeemia Rural Scheme & Other Rural Schemes

Refer to Engineering staff regarding availability and costing for these schemes

Refer to Engineering staff regarding availability and costing for these schemes

Some rural spur lines incur additional costs. Refer to Engineering or Customer Services Officer.

Additional costs

Where the service requires a rail crossing and approval from the Railway Authorities

N

The fees and charges that rail authority imposes

The fees and charges that rail authority imposes

Where the service connection generates other similar extraordinary costs

N

A fee assessed on a similar basis

A fee assessed on a similar basis

Road underboring

N

\$142 per metre

\$156 per metre

* The availability of a service connection greater than 25mm diameter is dependent on the capacity to supply within the reticulation network and must have Engineering Approval

** If a tapping direct to Goldenfields Water County Council large diameter main is required, the customer must arrange this with GWCC. They will be a GWCC customer

Availability charges for 2025/2026

Availability charge per property, residential, strata unit or customer		2024/2025 \$	2025/2026 \$
Domestic	Tax	Per quarter	Per quarter
Built upon or connected property	N	45	49.50
Each additional dwelling erected on each parcel of property	N	45	49.50
Vacant land not connected (within 225 metres or adjacent to a main) - urban only	N	22.50	24.75
Commercial/Industrial			
Built upon or connected property	N	50	55
Non-metered connected premises	N	95	104.50
Each additional strata unit	N	50	55
Other			
Government Departments, including police stations, court houses, schools, staff housing, public offices, etc	N	50	55
Churches and similar "non-rateable" property	N	Usage charge only	Usage charge only
Additional fee for separate fire service connected	N	50	55

* Customers serviced through Goldenfields Water County Council will be charged at the relevant rate.

Usage charges for 2025/2026

Water Tariffs \$ per kilolitre	Tax	2024/2025	2025/2026
General tariff			
All users (except as detailed below)	N		
First 125 kls per quarter		1.61	1.77
Balance per kilolitre per quarter		2.41	2.65
Strata title units and flats			
First 125 kls per quarter per unit	N	1.61	1.77
Balance per kilolitre per quarter		2.41	2.65
(For Strata complexes and Flats where units are not individually metered the total metered consumption will be evenly apportioned between units)			
Industrial tariffs for processing & manufacturing industries as well as livestock marketing centres with consistent year round usage connected since 01/07/2009			
First 41 kls per month	N	1.61	1.77
Balance above 42 kls per month		2.41	2.65
Balance above 3,000 kls per month		2.41	2.65
Applicable to large scale processing & manufacturing industries as well as livestock marketing centres with consistent year round usage and specifically approved by Council			
First 3,000 kls per month	N	1.61	1.77
Balance above 3,000 kls per month		1.61	1.77
Commercial tariff			
All users (except as detailed below)	N		
First 125 kls per quarter/41 kls per month		1.61	1.77
Balance per kilolitre per quarter		2.41	2.65
Community facilities			
Hospitals, Schools / TAFE / University	N	1.61	1.77
Parks and Gardens, Council Swimming Pools			
Non-Potable water			
First 125 kls per quarter	N	0.79	0.87
Balance per kilolitre per quarter		1.19	1.31
Metered supply to standpipe agents or constituent Councils	N	2.25	2.48

Supply from fixed standpipe and water filling stations (Minimum charge \$10.00 when via an Agent)	N	3.45	3.80
Bulk supply Application of this tariff will be at the discretion of the Council	N	1.61	1.77
Primary producers tariff Applicable to all rural services along Council's trunk mains	N	1.61	1.77
Rebates			
Eligible pensioner		\$30 per quarter	
Kidney dialysis machine users		20kl per quarter	

Sundry fees and charges for 2025/2026

Sundry fees and charges	Tax	2024/2025	2025/2026
Search/enquiry certificate fee - s603 (as for property transfer)	N	\$100	\$100
Fee for providing information in writing, including Special meter reading	N	\$85.50	\$94.00
Formal GIPA access application	N	\$33.00	\$30.00
Formal GIPA processing fee	N	\$71 per hour	\$78 per hour
Reconnection fee - requires new service fee	N	Appropriate connection fee	Appropriate connection fee
Reconnection fee - new service not required	N	\$190.50 + cost of meter if required	\$209.50 + cost of meter if required
Remove flow restricting device	N	\$190.50	\$209.50
Meter repairs - s636 LG Act	Y	\$122.50 per hour	\$135 per hour
Meter test deposit	N	\$82.50	\$91.00
Test fees for backflow prevention devices			
Rpz devices	N	\$129	\$142
Other devices	N	\$101	\$111
Leak detection (minimum 1 hour)	Y	\$122.50 per hour	\$135 per hour
Water main locating involving potting or excavation	N	\$122.50 per hour	\$135 per hour
Dishonoured payments fee	N		
Interest on overdue accounts	N	10.5% per annum	10.5% per annum
Written quotation fee	Y	\$93.50	\$103.00
Service call	Y	\$122.50 per hour	\$135 per hour
Plumbing permit including standard inspections	N	\$122.50	\$135.00
Additional plumbing inspection due to non- compliance	N	\$201	\$221
Non-compliance with water restrictions	N	\$283.50	\$312.00
Water filling station access	N	\$304	\$335

Replacement water filling station key	Y	\$62	\$68
Pressure and flow analysis application fee	N	\$198	\$218
Clearing of shrubs and small bushes	Y	\$122.50 per hour	\$135 per hour
Repair to damaged water main	N	Actual costs plus 20%	Actual costs plus 20%
Private works	Y	Actual costs plus 20% unless a fixed quotation	Actual costs plus 20% unless a fixed quotation
Copy of water notice	Y	\$12	\$13
Copy of financial data on properties	Y	\$11	\$12
Copy of 603 certificate administration	Y	\$12	\$13
Fee for reallocation of electronic payment	Y	\$11	\$12

Glossary

- › **Annual Report**
Report on Riverina Water's implementation of the Delivery Program and Operational Plan, as well as information prescribed by the Regulation.
- › **Asset/s**
Things owned by Riverina Water that have current or future economic value. Riverina Water's main water supply assets include: water source works including water supply bores; treatment plants; reservoirs; pumping stations; water mains; land and buildings; plant and equipment; IT
- › **Asset management planning**
Includes an asset management policy, an asset management strategy and asset management plan for each class of assets. The strategy and plans are minimum of 10 years.
- › **BASP**
Business Activity Strategic Plan *Leading into 2035*. 10-year plan identifying the main priorities for Riverina Water, objectives and strategies for achieving those objectives.
- › **BeSafe**
Work health & safety management and reporting system
- › **Board**
Governing body of Riverina Water. Made up of councillors from Greater Hume Council, Federation Council, Lockhart Shire and Wagga Wagga City Council
- › **Capex**
Capital expenditure budget
- › **Constituent council**
Member council of Riverina Water – Greater Hume Council, Federation, Lockhart Shire and Wagga Wagga City Council
- › **DIAP**
Disability Inclusion Action Plan. A document that set our Riverina Water's strategy for identifying and addressing practice which might result in discrimination against people with disability.
- › **DP**
Delivery Program. 4-year plan. Identifies principal activities or strategies to deliver the BASP. Reviewed every year as part of the development of the Operational Plan. Includes 4- year budget forecasts.
- › **IoT**
Internet of Things
- › **IP&R**
Integrated planning and reporting
- › **ICT**
Information and Communication Technology
- › **ITIL principles**
Information Technology Infrastructure Library - IT service delivery management methodology
- › **IT/OT**
Integration of information technology and operational technology
- › **IWCM**
Integrated Water Cycle Management. 30-year strategic plan.
- › **LTFP**
Long term financial plan. Minimum of 10 years. Reviewed annually as part of the development of the Operational Plan.
- › **Manex**
Management executive group
- › **Measure**
The way achievement of an action is assessed. Also referred to as a success indicator.
- › **Net zero**
Target to negate the amount of greenhouse gases produced by Riverina Water
- › **OCR project**
Job evaluation system/PD review project
- › **OP**
Operational Plan. 1 year plan detailing the activities and actions to achieve the Delivery Program. Includes annual budget.
- › **PFAS**
Per-and Polyfluoroalkyl substances
- › **RAF**
Regulatory assurance framework
- › **RAP**
Reconciliation Action Plan. A formal plan setting out how Riverina Water is committed to contributing to reconciliation with Aboriginal and Torres Strait Islander peoples.
- › **Service area**
Organisational area, also known as a department or section
- › **Strategy**
Strategy is a plan showing longer-term goals and how they are to be achieved (eg workforce strategy, asset management strategy)
- › **Workforce management plan**
4-year plan to address the human resourcing requirements of the Delivery Program



R11 Lost Time Injury Statistics July 2024 - April 2025

Organisational Area Chief Executive Officer

Author Gabrielle Calverley, WHS Coordinator

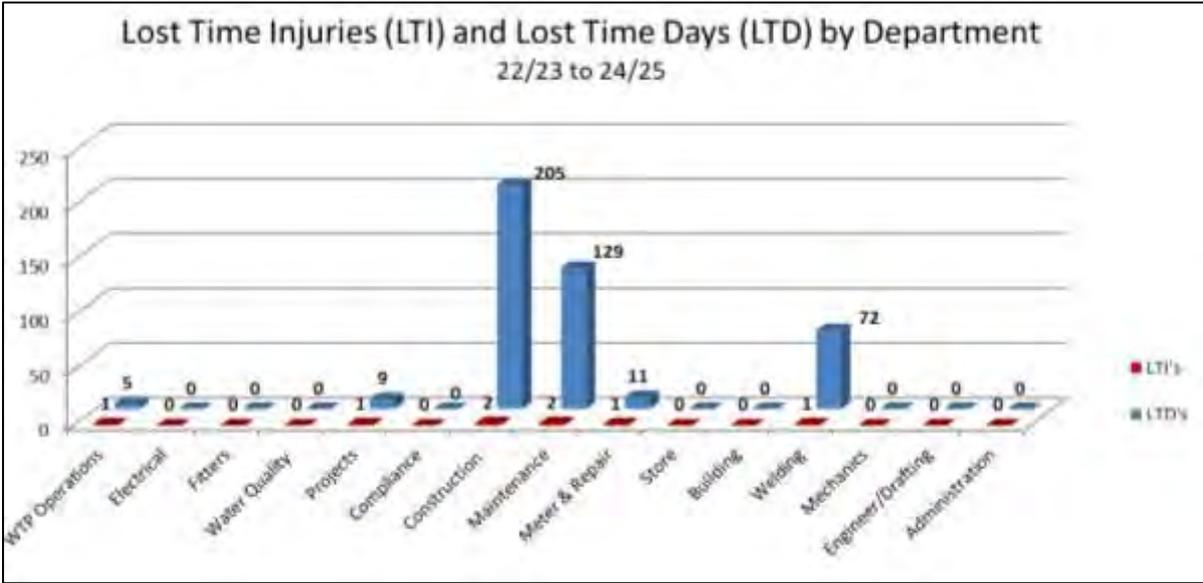
Summary This report presents information on Lost Time Injury statistics for the July 2024 to April 2025 period of the 2024/2025 financial year.

RECOMMENDATION that the Board receive and note the statistics report for Lost Time Injuries (LTIs) for the period July 2024 to April 2025, noting that the data is accurate as at 14th April 2025.

Report

WHS Statistics	22/23	23/24	24/25
Workers Compensation Claims lodged	10	7	6
Premium Impacting Workers Compensation Claims	5	2	1
Workers Compensation Claims currently open	2	2	3
Lost Time Days (LTD's)	301	120	10

Open Claims – Premium Impacting		
Date of Injury	Claim Status	Lost Time Days (Days off work)
07/02/2025	OPEN	10
13/11/2023	OPEN	111
25/05/2023	OPEN	72
16/10/2022	OPEN	195
Open Claims Total LTD's		388



Strategic Alignment

Our People

Build upon our strong history of safety and wellbeing

Financial Implications

Council works in partnership with its insurer StateCover Mutual to minimise costs associated with each claim to minimise the annual premium paid for the workers compensation insurance.

Workforce Implications

Nil

Risk Considerations

Work Health and Safety	
Avoid	Riverina Water will avoid taking any risks that could result in accident, injury or illness to our staff, councillors, contractors, visitors or members of the public.

R12 Acting Chief Executive Officer for 1 July 2025 - 30 June 2026

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary This report concerns the appointment of an Acting Chief Executive Officer in instances where the Chief Executive Officer is absent anytime during the period 1 July 2025 to 30 June 2026.

RECOMMENDATION that:

- a) The Board appoints the Director Engineering to act in the role of Chief Executive Officer when the Chief Executive Officer is absent between 1 July and 30 September 2025;
- b) The Board appoints the Director Corporate Services to act in the role of Chief Executive Officer when the Chief Executive Officer is absent between 1 October and 31 December 2025;
- c) The Board appoints the Director Engineering to act in the role of Chief Executive Officer when the Chief Executive Officer is absent between 1 January and 31 March 2026;
- d) The Board appoints the Director Corporate Services to act in the role of Chief Executive Officer when the Chief Executive Officer is absent between 1 April and 30 June 2026.
- e) In the event a Director acting in the role of Chief Executive Officer is absent, the other Director act in the role of Chief Executive Officer.

Report

Sections 351 and 377 of the *Local Government Act 1993* (the Act) restrict the power to appoint an Acting Chief Executive Officer to the elected Board.

In order to ensure compliance with the Act and avoid the need for an extraordinary meeting or use of the Chairperson's emergency powers, it is recommended that the Board provide a resolution to cover temporary appoints to the position of Chief Executive Officer in the event that the Chief Executive Officer is absent.

Section 351 of the Act assigns the power to appoint an Acting Chief Executive Officer to the elected Board. Specifically, subsection 351(1) differentiates between the role of Board to appoint an Acting Chief Executive Officer and the role of the Chief Executive Officer to appoint temporarily to any other position. Furthermore, Section 377(1)(a) of the Act prohibits the Board from delegating the power to appoint a Chief Executive Officer.

The two most senior positions at Riverina Waer other than the Chief Executive Officer are the Director Engineering and Director Corporate Services. It is logical that these two officers rotate in filling the role of Acting Chief Executive Officer.

Strategic Alignment

Our Business

Attract, retain and develop our people

Financial Implications

Costs associated with appointing an Acting CEO are included in the 2024/25 Operational Plan

Workforce Implications

Having staff act in the role of CEO provides an opportunity for career development and potential succession planning.

Risk Considerations

Corporate Governance And Compliance	
Avoid	Riverina Water will avoid risks relating to corporate governance and compliance including ethical, responsible and transparent decision making and procedural/policy, legal and legislative compliance.

R13 Confirmation of Organisation Structure

Organisational Area Chief Executive Officer

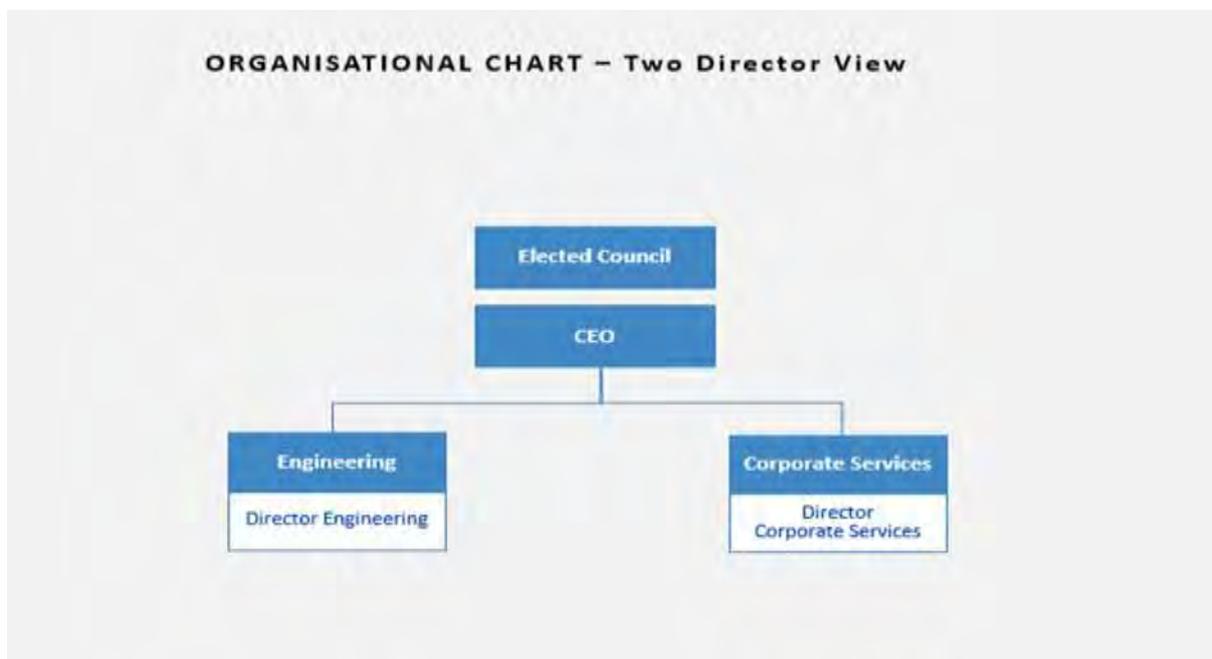
Author Andrew Crakanthorp, Chief Executive Officer

Summary This report is produced in accordance with the requirements of the Local Government Act 1993 which requires that a Council review its organisation structure within twelve months of any ordinary election. This report recommends no change to the existing organisation structure is proposed.

RECOMMENDATION that Council endorse the organisation structure as referenced in the body of the report, noting no changes to the organisation structure as adopted by Council in April 2024.

Report

As referenced above there is a statutory requirement for Council to review its organisation structure. Section 333 of the Local Government Act states: "The organisation structure may be re-determined under this Part from time to time. The council must review, and may re-determine, the organisation structure within twelve months after any ordinary election of the Council".



The structure below Director level remains unchanged and is fully funded in the current Delivery Plan and Operational Plan. Work has commenced on the 2025/28 Strategic Workforce Plan and this will be presented to the Board at its meeting in June 2025.

No changes to the organisation structure adopted by Council in April 2024 are proposed. The structure adopted by the Board in 2024 created an additional ten positions with the Engineering Directorate. Recruitment to those new positions commenced in July 2024 and will conclude during the 2025/26 financial year.

Strategic Alignment

Our People

Invest in and evolve our HR systems, processes and frameworks

Financial Implications

There are no financial implications associated with endorsing the existing organisation structure. The recurrent costs of funding the positions within the organisation structure are included in the 2024/28 Delivery Plan and the 2024/25 Operational Plan.

Workforce Implications

This report and the adopted structure align with the priorities as contained in the 2025/28 workforce strategic plan, to be presented to the June meeting of the Board.

Risk Considerations

Human Resources/People Management	
Accept	Riverina Water will accept risks in developing its human resources program/s to ensure attraction of the most suitable applicants for positions and retention and development of staff.

R14 Adoption of SCC Constitution

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary The Constitution for the Staff Consultative Committee is due for review and adoption by Council. This report attaches the revised and updated Constitution which has been reviewed and agreed to by both the Committee and the Chief Executive Officer.

RECOMMENDATION that Council endorse the Riverina Water County Council Staff Consultative Committee Constitution dated April 2025

Report

The Enterprise Award for Riverina Water requires that Council have an effectively functioning Staff Consultative Committee (SCC). The purpose of the SCC is to provide a forum for consultation between Council and its employees to achieve:

- Co-operation in Award implementation
- Effective and productive workplace reforms
- Enhanced efficiency and productivity of the Council
- Enhanced career opportunities for employees and more fulfilling, varied and better paid work.

The SCC also complements the role of management and provides broadened expertise and an opportunity for differing views to be provided to the organisation. It is an advisory body that makes recommendations to the CEO.

The Constitution of the SCC was last reviewed in 2022 and is due for review and endorsement by Council. The Constitution is attached for the information of the Board and provides further information including the functions of the SCC.

The changes made to the Constitution relate to the membership provisions (which reflect the current organisation structure).

› R14.1 Staff Consultative Committee Constitution 2025 [↓](#) 

Strategic Alignment

Our Business

Improve strategic planning and accountability

Financial Implications

There are no financial implications associated with the report or the operation of the SCC

Workforce Implications

Nil

Risk Considerations

Corporate Governance And Compliance	
Avoid	Riverina Water will avoid risks relating to corporate governance and compliance including ethical, responsible and transparent decision making and procedural/policy, legal and legislative compliance.



Staff Consultative Committee Constitution

1. Name

The name of Riverina Water's consultative committee shall be the Staff Consultative Committee (SCC).

The SCC is formed in accordance with the Riverina Water Enterprise Award.

2. Purpose

2.1 The purpose of the Staff Consultative Committee (SCC) in line with the Award and consistent with our corporate values is to provide a forum for consultation between Riverina Water and its employees to including:

- Co-operation in Award implementation
- Effective and productive workplace reforms
- Enhanced efficiency and productivity of Riverina Water
- Enhanced career opportunities for employees and more fulfilling, varied and better paid work.

2.1 The Staff Consultative Committee is to complement the role of management and provide broadened expertise and an opportunity for differing views to be provided to the organisation.

2.2 It is an advisory body that makes recommendations to the CEO.

3. Functions

3.1 The functions of the members of the Staff Consultative Committee include:

- Submitting relevant items on behalf of employees and employer
- Consulting with and representing the interests of employees or employer
- Providing explanations to employees or employer of items recorded in the minutes
- Positively supporting the recommendations of the committee

Author: CEO

Version 2022

Last revised date Jan 2025

EDRMS #

Next scheduled review 2027

Page 1 of 9



The function of the Staff Consultative Committee is to provide recommendations to the CEO on various matters, including:

- Award implementation
- training
- consultation with regard to organisation restructure
- job redesign
- salary systems
- communication and education mechanisms
- performance management systems
- changes to variable working hours arrangements for new or vacant positions
- local government reform

4. Recommendations

4.1 It is intended that the Staff Consultative Committee will make recommendations based on consensus after consulting with employees.

4.2 If it is not possible to arrive at a consensus on a particular item, the recommendation to the CEO shall note the dissenting views.

5. Membership

The Committee comprises the following representation

5.1 Employee Representatives

Operations (1 electrical/fitting and 1 WTP Operator/Water Quality)	2 elected
Works (gangs, compliance, meter readers)	2 elected
Trades (Mechanics/Builders/Welders)	1 elected
Rural Maintenance	1 elected
Corporate Services	1 elected
Engineering	1 elected

5.2 Union Representatives

USU delegate	1 nominated by Union
--------------	----------------------

Author: CEO

Version 2022

Last revised date Jan 2025

EDRMS #

Next scheduled review 2027

Page 2 of 9



- | | | |
|-----|---|------------------------|
| | ETU delegate | 1 nominated by Union |
| | LGEA delegate | 1 nominated by Union |
| 5.3 | Management Representatives | 3 nominated by the CEO |
| 5.4 | All members of the consultative committee will undergo appropriate training and education to effectively understand and participate in the consultative committee. | |
| 5.5 | An induction of the new SCC will occur prior to the first official SCC meeting to review the Award, Constitution and role of the committee. This induction should be conducted by the CEO, P&C Business Partner and relevant members of staff and outgoing committee. | |
| 6. | Election of Employee Representatives | |
| 6.1 | Each of the employee representatives, as constituted in Clause 5.1, shall be elected, and may be removed, by the Riverina Water employee membership of the workgroup they represent. | |
| 6.2 | Term of office is 2 years, with eligibility for re-election. | |
| 6.3 | Casual vacancies for periods greater than 3 months shall be filled by an election conducted by the Riverina Water employee membership. | |
| 6.4 | If an elected member is unavailable to attend the meeting, they may nominate an alternate member from their membership group to attend on their behalf. | |
| 6.5 | If a member of the staff consultative committee or a member of staff, has concerns about whether the Staff Consultative Committee is operating in accordance with this Constitution, the CEO may investigate, following procedural fairness principles, and consider dissolution of the Committee. Reasons for the dissolution must be provided and an election of new members must take place within 1 month | |
| 7. | Membership Period | |
| | The year will end on June 30. Elections are to be held during May every second year. | |
| 8. | Appointment of Management Representatives | |
| | The CEO shall appoint the Management representatives on the Committee. | |



9. Chairperson and Deputy Chairperson
- 9.1 The Committee at its June/July meeting shall elect one of its members as Chairperson.
- 9.2 The Chairperson will:
- Approve agendas
 - Approve draft meeting minutes for dissemination to Committee
 - Preside at all meetings
 - Ensure that all decisions of the Committee are implemented
- 9.3 The Committee shall elect a Deputy Chairperson, who will, in the absence of the Chairperson, take on the role of chairperson.
- 9.4 The term of office for Chairperson and Deputy Chairperson will be for 1 year.
- 9.5 The Chairperson and Deputy Chairperson shall alternate between employee and management representatives.
- 9.6 When a Chairperson is a management representative the Deputy Chairperson shall be an employee representative and vice versa.
- 9.7 The Committee may remove the Chairperson and/or Deputy Chairperson from their respective offices if they fail to hold the confidence of the Committee. This may only be done with a majority agreement from a secret ballot conducted by the CEO.
10. Secretary
- 10.1 The Committee at its June/July meeting shall elect one of its members as a Secretary who shall be responsible for preparing meeting agendas, notices of meetings and ensuring, in consultation with the Chairperson, that all decisions are carried out. The term of office shall be for 1 year.
- 10.2 Minutes shall be taken by the Secretary or by a Minutes Secretary allocated to the Committee by the CEO. The Minutes Secretary shall have no role in the Committee apart from the minutes and clerical support.
- 10.3 The Committee may remove the Secretary from office if the person fails to hold the confidence of the Committee. This may only be done with a majority agreement from a secret ballot conducted by the CEO.



11. Support Services

The CEO shall provide a meeting place and clerical assistance for the Committee and ensure that the Committee has adequate resources to investigate and report on its tasks.

12. Sub - Committees

12.1 The Consultative Committee may appoint one or more sub-committees to address particular tasks.

12.2 Sub-committees have the power to co-opt but not engage or employ special advisers.

12.3 A Quorum of a sub-committee shall be 3 members.

13. Meetings

13.1 Meetings shall be held every 2 months and if required special meetings will be held to consider items with more urgency. In accordance with 13.3. The Committee shall regulate the time and place of its meeting.

13.2 The meetings shall be conducted in accordance with Riverina Water's Code of Conduct.

13.3 A special meeting of the Committee may be called, with at least 24 hours' notice, by the Chairperson or any three members.

13.4 Quorum for meetings of the Committee shall be a simple majority of members, being:

- 3 employee representatives
- All Union representatives
- 2 Management representatives

13.5 The Agenda shall be distributed to members at least 7 days prior to the meeting.

13.6 Minutes shall be prepared and distributed as soon as possible after each meeting but no later than seven (7) days following a meeting and disseminated to employees by their elected delegate and made accessible to staff by being placed on the intranet.



14. Information and Advice for Committee

- 14.1 The Committee shall have access to all information within Riverina Water's resources and records which are necessary for it to effectively discharge its responsibilities, provided that such information does not breach the confidentiality between Riverina Water and employees.
- 14.2 The Committee may request reports or information from the CEO on specific matters, provided such reports do not breach the confidentiality between Riverina Water and employees.
- 14.3 The Committee shall be bound to maintain confidentiality when advised by the chairperson.
- 14.4 Where it is necessary to obtain confidential information about an employee it is necessary for the employee to grant permission prior to obtaining any such information.

15. Attendance of Non-Members

The Committee may, at the Chairperson's discretion, allow non-member observers and advisers to attend meetings of the Committee to facilitate exchange of information and to provide specialist advice and counsel to the Committee.

16. Employee Representatives' Communication with Employees or Employer

Employee representatives on the Committee shall have reasonable time allowed to discuss with employees recommendations of the Committee which directly affect such employees or employer.

17. Reporting to the Board

The CEO shall report to Board all recommendations of this Committee as set out in the Minutes and certified by the Chairperson and Secretary.

18. Reporting to Leadership Group (Manex)

The CEO shall report to Manex all recommendations of this Committee as set out in the Minutes and certified by the Chairperson and Secretary.



19. Changing the Constitution

The Constitution may only be amended upon recommendation of the Committee and endorsement by the CEO and the Board and reviewed during each SCC term.



Constitution Name Riverina Water Staff Consultative Committee Constitution

Responsible area CEO

Approval date Approved by Riverina Water Board

Legislation or related strategy Not Applicable

Documents associated with this constitution Not Applicable

Constitution history

- Original – 17 December 1997
- Version 1 – 22 June 2011 (Res:11/64)
- Name Change from IP 4.7 – 26 November 2013
- Version 2 – 12 December 2014 (Res: 14/168)
- Version 3 - 2 September 2015 (Res: 15/122) (Policy 1.4)
- Version 4 – 24 February 2022 (Res 22/023)
- Version 5 – 23 January 2025 reviewed by SCC members and proposed updates made to elected membership and inclusion of alternate delegate attendance, dissolution of committee, additional training by induction to new committee, quorum requirements and agreed timelines for sending agenda and minutes to committee. Reviewed by CEO and endorsed to go to Board on 26 March 2025.

Constitution Review This document is be reviewed every 2 years

Next Review date: Feb 2027

Author: CEO Version 2022
 Last revised date Jan 2025
 EDRMS # Next scheduled review 2027 Page 8 of 9



Constitution details may change prior to review date due to legislative or other changes, therefore this document is uncontrolled when printed.

END OF POLICY STATEMENT

Author: CEO

Version 2022

Last revised date Jan 2025

Next scheduled review 2027

EDRMS #

Page 9 of 9

R15 Efficiency Review - Riverina Water & Culcairn Water Supply (Greater Hume Council)

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary In accordance with the Proclamation that created Riverina Water County Council, this report address the requirement for Riverina Water to undertake a "review the relative efficiencies and economies of the functions of headworks, distribution and reticulation of water in the town of Culcairn"

RECOMMENDATION that Council approve the submission of the attached report to the Minister for Water.

Report

The Ministerial Proclamation establishing Riverina Water County Council in 1997, states:

9. *Riverina Water County Council shall not undertake the functions of the provision, care, control or management of headworks, distribution and reticulation in the town of Culcairn".*

10. *Culcairn Shire Council shall undertake the functions of the provision, care, control or management of headworks, distribution and reticulation in the town of Culcairn".*

11. *Riverina Water County Council must review the relative efficiencies and economies of the functions referred to in paragraphs 9 and 10 above being undertaken by Culcairn Shire Council as compared with the undertaking of those functions by the County Council and make a report to the Minister for Land and Water conservation not later than three years after the constitution of the County Council and thereafter and not more than three yearly intervals for so long as the arrangement set out in paragraphs 9 and 10 above continues.*

By way of context Culcairn Shire Council was amalgamated in 2004 and became part of Greater Hume Council. The above arrangements in paragraphs 9 and 10 continue.

Riverina Water undertook the review in 2022 using an independent third party (Atom Consulting), a well-respected consultancy in the urban drinking water sector. Prior to 2022, no such report had been prepared or submitted to the Minister. The efficiency review was evidence-based, assessing and comparing a range of information in relation to the financial

aspects, corporate activities and water supply system performance metrics. A copy of the 2022 Report is attached to this report.

At no time has Riverina Water received a reply to the letter or the report submitted to the Minister. This is disappointing as even follow up letters to the Ministers office have received no response.

When undertaking the review in 2022, Riverina Water consulted and engaged with Greater Hume Council throughout the data collection, through to the final draft report. The report was prepared at a cost of \$17,000 in 2022.

Given the above history and lack of interest by the NSW Government, this report recommends that the Board resubmit the 2022 report to the Minister in satisfaction of its regulatory responsibilities. In recommending this action, management are mindful that there has been no material change in the operation of the Culcairn Water supply by Greater Hume Council as reported in 2022, and thus to commission a further report is a waste of public money.

Should the current Minister or her office have an alternate view on the matter then it is possible that Riverina Water will be asked to coordinate a second review.

Attached for the information of the Board is the draft letter to Minister Jackson together with the report dated 2022.

- › R15.1 2025-04-11 Letter to Minister Jackson Efficiency Report Riverina Water Culcairn
[↓](#) 
- › R15.2 Atom Consulting - Efficiency review report [↓](#) 

Strategic Alignment

Our Business

Optimise our network and infrastructure

Workforce Implications

The recommendation, if adopted by the Board, will save staff time and effort and allow other more timely projects and matters to be addressed.

Financial Implications

The recommendation has the potential save Riverina Water at least \$17,000.

Risk Considerations

Corporate Governance And Compliance	
Avoid	Riverina Water will avoid risks relating to corporate governance and compliance including ethical, responsible and transparent decision making and procedural/policy, legal and legislative compliance.



11 April 2022

The Hon Rose Jackson MP
 Minister for Water
 Via parliamentary email portal

Dear Minister Jackson

The Ministerial Proclamation establishing Riverina Water County Council in 1997, states:

9. *Riverina Water County Council shall not undertake the functions of the provision, care, control or management of headworks, distribution and reticulation in the town of Culcairn*".

10. *Culcairn Shire Council shall undertake the functions of the provision, care, control or management of headworks, distribution and reticulation in the town of Culcairn*".

11. *Riverina Water County Council must review the relative efficiencies and economies of the functions referred to in paragraphs 9 and 10 above being undertaken by Culcairn Shire Council as compared with the undertaking of those functions by the County Council and make a report to the Minister for Land and Water conservation not later than three years after the constitution of the County Council and thereafter and not more than three yearly intervals for so long as the arrangement set out in paragraphs 9 and 10 above continues.*

By way of context Culcairn Shire Council was amalgamated in 2004 and became part of Greater Hume Council. The above arrangements in paragraphs 9 and 10 continue.

Riverina Water undertook such a review in 2022 using an independent third party (Atom Consulting), a well-respected consultancy in the urban drinking water sector. The efficiency review was evidence-based, assessing and comparing a range of information in relation to the financial aspects, corporate activities and water supply system performance metrics.

A copy of the 2022 Report is attached for your information.

I advise that having submitted the report in April 2022 to the then Minister, the Hon Kevin Matthews, no response was received.

Riverina Water

91 Hammond Ave (PO Box 456) Wagga Wagga NSW 2650

Phone: 02 6922 0608 Email: admin@rwcc.nsw.gov.au

rwcc.nsw.gov.au



ABN 52 084 883 210



When undertaking the review, Riverina Water County Council consulted and engaged with Greater Hume Council throughout the data collection, through to the final draft report. The report was prepared at a cost of \$17,000 in 2022.

The Board of Riverina Water at its meeting on the 24 April resolved to write to you and submit the 2022 report in accordance with Clause 11 of the Proclamation. In doing so, the Board was mindful that there has been no material change in the operation of the Culcairn Water supply by Greater Hume Council as reported in 2022, and thus to commission a further report was not a good use of public funds.

Should you require further information, please contact myself on 0409662307.

Yours sincerely

Andrew Crakanthorp
Chief Executive Officer

Attachment – The Efficiency Review – Riverina Water & Culcairn Report

Riverina Water
91 Hammond Ave (PO Box 456) Wagga Wagga NSW 2650
Phone: 02 6922 0608 Email: admin@rwcc.nsw.gov.au
rwcc.nsw.gov.au



ABN 52 084 883 210



Riverina Water County Council

EFFICIENCY REVIEW

RIVERINA WATER AND CULCAIRN

Riverina Water County Council

August 2021

4.0

Efficiency Review - Riverina Water and Culcairn

Document Status:	Version: 4.0	For issue			
Document History:	<i>Status</i>	<i>Checker</i>	<i>Reviewer</i>	<i>Version</i>	<i>Date</i>
	Internal draft		NC	1.0	28-Jul-21
	For issue	NC	AC	2.0	30-Jul-21
	Updated with Council comments		AC	3.0	10-Aug-21
	Final updates	SZ	NC	4.0	13-Aug-21
Authors:	Natalie Crawford, Lucy Parsons, Shakil Zaman				
Contact:	Annalisa Contos Atom Consulting 65 Cambourne Ave St Ives NSW 2075 annalisa@atomconsulting.com.au 02 9488 7742				
File Name:	RIV1906_Efficiency review report_v4.docx				

Executive Summary

Background

Paragraph 11, Schedule C of the Ministerial Proclamation establishing Riverina Water County Council on 2 May 1997 requires Council to “review the relative efficiencies and economies of the functions” of “headworks, distribution and reticulation of water” with Culcairn Shire Council (i.e. Culcairn water supply system which is now part of Greater Hume Shire Council formed in 2004) “as compared with undertaking those functions by the County Council” and report the finding to the Minister.

Riverina Water County Council has engaged Atom Consulting to undertake an efficiency review that is evidence-based; assessing and comparing a range of information from 2015/2016 to 2019/2020.

This report addresses the requirements of the ministerial proclamation and is the first report produced in accordance with the proclamation.

The ministerial proclamation was written when Culcairn Shire Council was responsible for the Culcairn water supply. Following the creation of Greater Hume Shire Council, business metrics specific to the Culcairn water supply are now intertwined within the Greater Hume Shire financial data. Data specific to the Culcairn water supply system was not readily available for use in the analysis. Financial data for the whole Greater Hume Shire Council supply systems was otherwise used and commentary made on any differences.

Methodology

The assessment considers the efficiencies and economies of the treatment and distribution of potable water by Greater Hume Shire Council in Culcairn compared with the Riverina Water distribution and reticulation systems.

Data collected as part of this review has been compiled and presented for comparison in this report. This efficiency review considered pricing structures and financial data.

Discussion

For the analysis of financial data, it was found that Riverina Water had a higher net operating result for all years reviewed. Greater Hume had higher total operating costs, the contributing factors being depreciation costs and bulk purchase of water costs. Operating costs for the distribution (mains, pumping stations and reservoirs) for Riverina Water and Greater Hume (including the Culcairn water supply) were similar. Greater Hume had higher operating costs associated with mains and Riverina Water with pumping stations. Treatment costs for Culcairn were higher than that of Riverina water. The Riverina Water developer charges were consistently higher than Culcairn.

Review of water asset conditions found that the Greater Hume has a higher gross replacement cost for their water assets per connection. Riverina Water reservoirs and pumping stations are reported as being in a poorer condition than Greater Humes; while Greater Hume reservoirs had a high percentage of poor and very poor rated conditions.

This page is designed for doubled sided printing

Contents

- 1 Background..... 1
 - 1.1 Document purpose 2
 - 1.2 System description..... 2
- 2 Methodology..... 4
 - 2.1 Data analysis approach 4
 - 2.2 Data sources 4
 - 2.3 Special schedule data 5
- 3 System characteristics 6
 - 3.1 Connections 6
 - 3.2 Water supply system details 6
 - 3.3 Employees 8
- 4 Pricing structure 9
 - 4.1 Residential charges 9
 - 4.1.1 Access charges 9
 - 4.1.2 Usage charges 9
 - 4.2 Commercial charges 11
 - 4.3 Developer charges 11
- 5 Income and operating costs 12
 - 5.1 Revenue and operating cost 12
 - 5.2 Operating result 13
- 6 Detailed income analysis..... 16
- 7 Detailed cost analysis 18
- 8 Assets and liabilities..... 24
 - 8.1 Assets..... 24
 - 8.1.1 Asset value..... 24
 - 8.1.2 Asset conditions..... 25
 - 8.1.3 Maintenance costs..... 27
 - 8.2 Liabilities..... 28
- 9 Discussion 29
- 10 References 30

Tables

Table 1-1. Communities provided with reticulated water services by Riverina Water 2

Table 1-2. Overview of the Culcairn drinking water supply system (WSS)..... 2

Table 2-1. Data sources..... 4

Table 2-2. Special schedule data explanatory notes 5

Table 3-1. Number of connections 6

Figures

Figure 1-1. Riverina Water supply areas 1

Figure 1-2. Riverina Water supply network..... 3

Figure 1-3. Riverina Water trunk main in Culcairn..... 3

Figure 3-1. Connections served per km of water main 7

Figure 3-2. Total potable water produced 7

Figure 3-3. Comparison of full-time equivalent water employees (across NSW)..... 8

Figure 4-1. Residential access charges 9

Figure 4-2. Typical residential bill 10

Figure 4-3. Theoretical annual residential bill (based on a 200 kL/year usage) 10

Figure 4-4. Developer charges 11

Figure 5-1. Revenue and operating costs (excluding capital works grants, depreciation)..... 12

Figure 5-2 Revenue and operating costs (including depreciation costs)..... 13

Figure 5-3. Operating result (less grants for acquisition of assets) 14

Figure 5-4. Water supply – Economic real rate of return 15

Figure 5-5. Water supply – Return on assets..... 15

Figure 6-1. Water supply operations income (excluding grants) 16

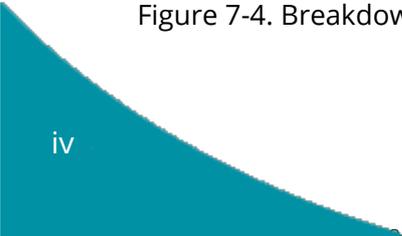
Figure 6-2. Income – access and usage charges 17

Figure 7-1. Total operational cost breakdown 18

Figure 7-2. Breakdown of operational costs - mains, pumping stations and reservoirs 19

Figure 7-3. Total operational and maintenance cost per connection 20

Figure 7-4. Breakdown of pumping stations operational cost per connection..... 21



Figures

Figure 7-5. Breakdown of mains operational cost per km 22

Figure 7-6. Breakdown of water treatment operating cost per connection 23

Figure 8-1. Value of all assets per connection..... 24

Figure 8-2. Asset gross replacement cost 25

Figure 8-3. Mains – proportion of asset condition class 26

Figure 8-4. Reservoirs – proportion of asset condition class..... 26

Figure 8-5. Pumping stations - proportion of asset condition class 27

Figure 8-6. Actual maintenance costs for water assets..... 27

Figure 8-7. Total liabilities per connection..... 28

This page is designed for doubled sided printing

1.1 Document purpose

Paragraph 11, Schedule C of the Ministerial Proclamation establishing Riverina Water County Council on 2 May 1997 requires Council to “review the relative efficiencies and economies of the functions” of “headworks, distribution and reticulation of water” with Culcairn Shire Council (i.e. Culcairn water supply system which is now part of Greater Hume Shire Council formed in 2004) “as compared with undertaking those functions by the County Council” and report the finding to the Minister. A copy of the proclamation is included in Appendix A.

Riverina Water has engaged Atom Consulting to undertake an efficiency review that is evidence based; assessing and comparing a range of information focusing on the reticulation and distribution network.

This report addresses the requirements of the ministerial proclamation and is the first report produced in accordance with the proclamation.

1.2 System description

Riverina Water supplies treated water to a number of towns in Greater Hume. Details of the Riverina Water supply systems are shown in Table 1-1.

Table 1-1. Communities provided with reticulated water services by Riverina Water

Water Supply System	Communities
Major Systems	
Wagga Wagga	Wagga Wagga, Bellevue/Glenoak, Gregadoo, Forest Hill, and Ladysmith
Southern Trunk	San Isadore, Kapooka, Uranquinty, The Rock, Mangoplah, Milbrulong, Yerong Creek, Henty, Pleasant Hills, Morven and Walla Walla (Note: Culcairn township is supplied by Greater Hume Shire Council)
North Wagga	North Wagga, Bomen, Estella, Charles Sturt University, Cartwrights Hill, Boorooma, The Gap, Euberta, Tooyal, Currawarna and Brucedale
Western Trunk	Bulgary, Lockhart, Boree Creek, Urana, Coorabin and Oaklands
Independent Systems	
Collingullie	Collingullie
Holbrook	Holbrook
Humula	Humula
Morundah	Morundah
Oura	Oura
Tarcutta	Tarcutta
Walbundrie-Rand	Walbundrie-Rand
Woomargama	Woomargama

Source: NSW Public Works Advisory 2021

Within Riverina Water’s supply area, Greater Hume Shire Council owns and operates the Culcairn WTP which supplies water to the town of Culcairn (Table 1-2).

Table 1-2. Overview of the Culcairn drinking water supply system (WSS)

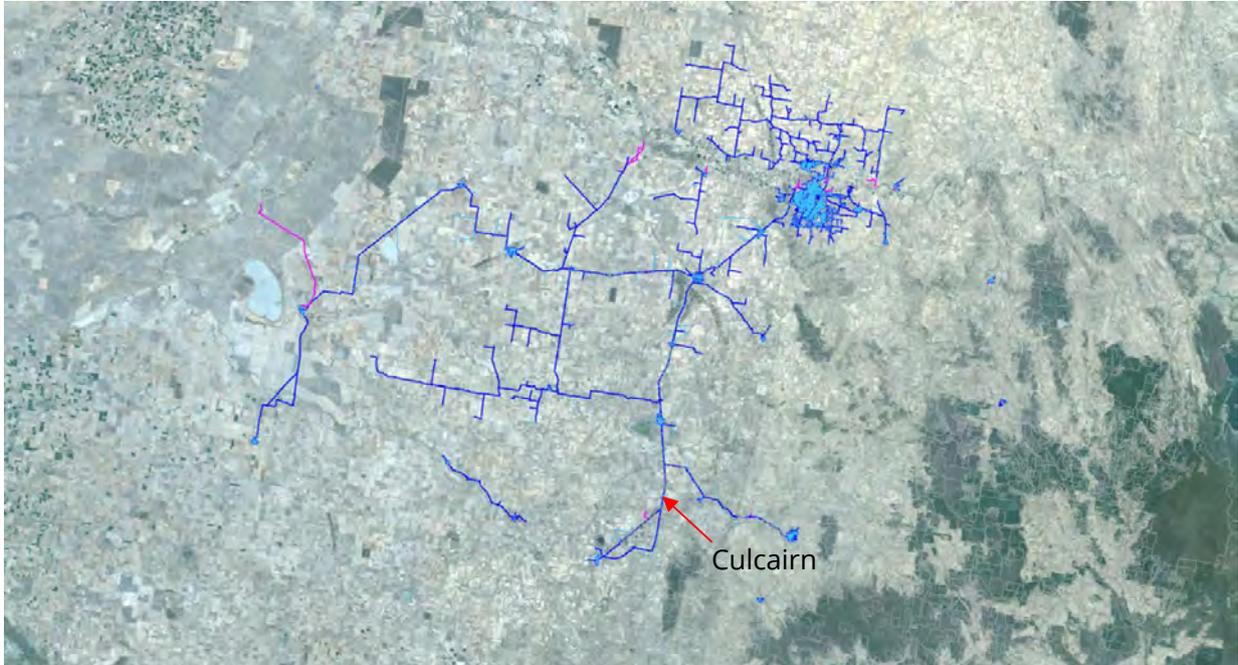
System	Culcairn WSS
Source water	2 bores extracting from Billabong Creek Alluvial Groundwater
Water treatment	Culcairn WTP (2.5 ML/day capacity): <ul style="list-style-type: none"> • Aeration • Chlorination
Reticulation	21 km of reticulation in Culcairn 2 reservoirs

Source: Greater Hume Shire Council IWCM Issues Paper 2020



Riverina Water’s Southern trunk main passes through the town of Culcairn. Riverina Water supplies 22 properties in Culcairn from the trunk main as a result of historical arrangements (see Figure 1-2 and Figure 1-3).

Figure 1-2. Riverina Water supply network



Source: Riverina Water

Figure 1-3. Riverina Water trunk main in Culcairn



Source: Riverina Water

2 Methodology

The assessment considers the distribution and reticulation of water treated in the Culcairn WTP by Greater Hume Shire Council against the Riverina Water distribution and reticulation system. Greater Hume operates a number of water supply systems, this report focusses on the Culcairn water supply systems in accordance with the proclamation.

Data for Greater Hume Shire Council and Riverina Water was sourced from council websites, other publicly available business and strategic planning documents (such as Operational Plans, IWCM Issues and IWCM Strategic Plans) and the NSW Health DPIE local water utility performance data. If data was unavailable, it was requested directly. The following financial year periods were reviewed, when possible:

- 2015/2016
- 2016/2017
- 2017/2018
- 2018/2019
- 2019/2020

This report only addresses the requirements of the ministerial proclamation, limited explanations have been included as a result.

2.1 Data analysis approach

Data collected as part of this review has been compiled and presented for comparison in this report. This efficiency review considered pricing structures and financial data. Gaps in available data or assumptions made during the analysis are noted where relevant in the report. Where insufficient requested data was available no analysis has been presented in this report.

The ministerial proclamation was written when Culcairn Shire Council was responsible for the Culcairn water supply. Following the creation of Greater Hume Shire Council in 2004, business metrics specific to the Culcairn water supply are now intertwined within their financial data.

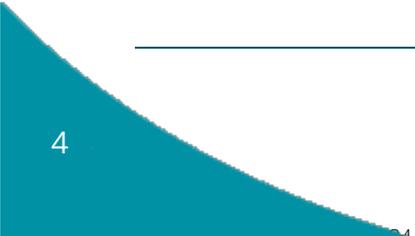
Limited data specific to the Culcairn water supply system was available for use in the analysis as a result. Financial data for the whole Greater Hume Shire Council supply systems was therefore used and commentary made on any differences. Where Culcairn is solely referenced, estimates were able to be made for the Culcairn water supply based on system understanding and information sourced from the Greater Hume IWCM and the Drinking Water Management System.

2.2 Data sources

A summary of data included their sources is listed in Table 2-1.

Table 2-1. Data sources

Area	Item	Source
Pricing structures	Developer charges	Riverina Water website
	Access charges	Greater Hume Shire Council fees and charges
	Usage charges	on the Greater Hume Shire Council website



Area	Item	Source
DPIE Water benchmarking reports	DPIE Water performance data (including number of connections, kms of main, water supplied, revenue, operating costs)	https://www.industry.nsw.gov.au/water/water-utilities/lwu-performance-monitoring-data
Financial statements	Special schedule 3 (income and expenses) Special schedule 7 (Infrastructure assets values, costs and condition)	Riverina Water website Greater Hume Shire Council Website Direct from Council
Greater Hume Shire Council contextual documents	Greater Hume Shire Council Delivery Plan 2017 – 2021 Risk Based Drinking Water Management System (November 2016) Greater Hume Shire Council IWCM Issues Paper	Greater Hume Shire Council Website
Riverina Water contextual documents	Riverina Water Strategic Business Plan (November 2012) Development Servicing Plan (July 2013)	Direct from Council
Ministerial proclamation	Riverina Water Proclamation	Direct from Council

2.3 Special schedule data

Special schedule data is collected by the Office of Local Government (OLG) for a variety of purposes and uses. An analysis of available data collated from special schedules 3 and 7, has been utilised in the assessment to supplement the NSW DPIE performance data where available. Special schedule data was sourced from within the publicly available annual financial reports. These schedules, while provided to the OLG, are not audited. A change in requirement for publishing of special schedule 3 data was noted for 2019/2020. For these years other financial totals for Greater Hume were instead utilised.

Explanatory notes for schedules data are summarised in Table 2-2.

Table 2-2. Special schedule data explanatory notes

Heading	Explanatory note
Operation costs	Comprises the day to day operational costs excluding maintenance costs.
Maintenance costs	Comprises the day to day repair and maintenance costs.
Residential charges	Includes all income from residential charges.
Non-residential charges	Includes all income from non-residential charges.
Other income	Includes all income not recorded elsewhere.
Other contributions	Includes capital contributions for water supply or sewerage services received by Council under Section 565 of the Local Government Act.

Source: Office of Local Government (2016)

3 System characteristics

Details of Riverina Water, Greater Hume's and the Culcairn water supply systems are included in this section.

3.1 Connections

The number of connected properties is defined as the number of residential and non-residential properties receiving water supply services from the utility during the reporting year. Units and partitioned companies within a single building are each counted as individual connected properties (Bureau of Meteorology, 2018). The number of connections for Riverina Water, the whole of Greater Hume and Culcairn only are shown in Table 3-1.

Connections data for the Culcairn Water Supply System was sourced from the IWCM issues paper published by Greater Hume Shire Council in 2020. Greater Hume Shire Council reported that they used the total number of connections to be the same as the total number of assessments for Culcairn as these two values are approximately equal.

Table 3-1. Number of connections

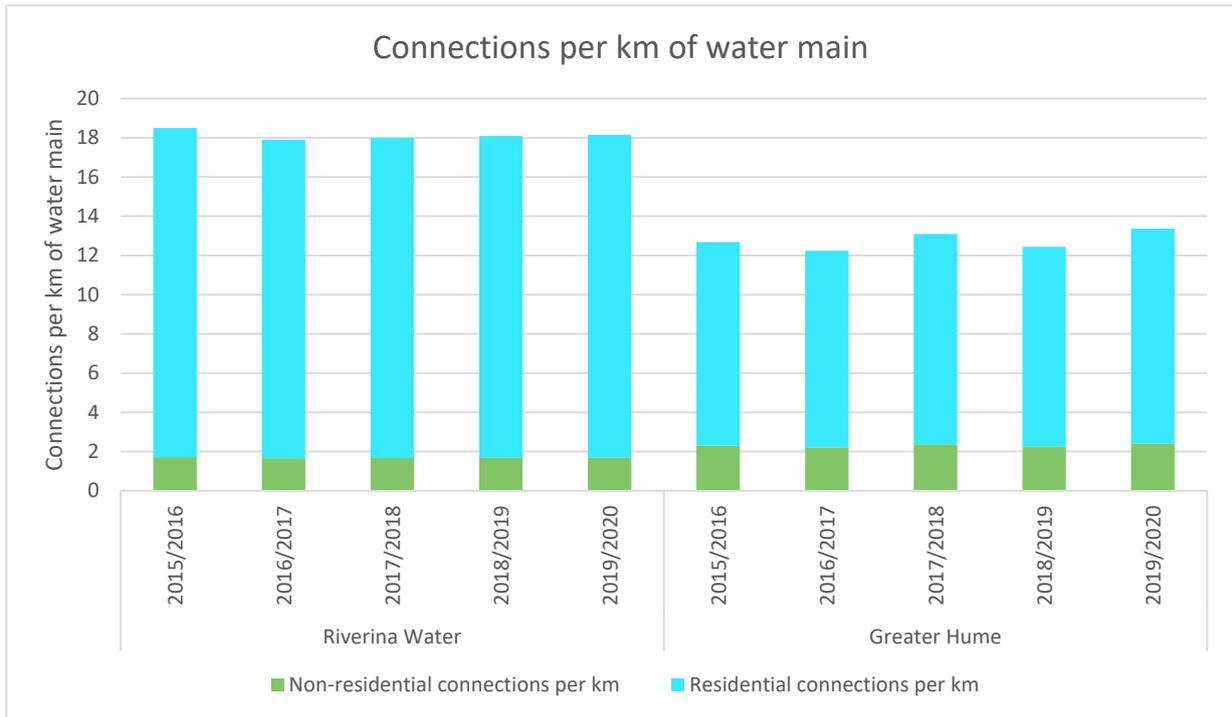
Year	Connection type	Riverina Water	Greater Hume WSS Total	Culcairn WSS
2015/2016	Residential	28,765	1,555	475
	Non-residential	2,942	343	51
2016/2017	Residential	27,924	1,581	473
	Non-residential	2,856	349	49
2017/2018	Residential	28,266	1,644	478
	Non-residential	2,891	363	47
2018/2019	Residential	28,627	1,592	480
	Non-residential	2,928	352	48
2019/2020	Residential	28,937	1,722	478
	Non-residential	2,960	380	45

Source: DPIE Performance monitoring data 2015/2016 – 2019/2020, Greater Hume Shire Council IWCM Issues Paper 2020

3.2 Water supply system details

A comparison of connections per km of main for Riverina Water and Greater Hume is shown in Figure 3-1. Riverina Water has a greater number of residential connections per km of main than Greater Hume.

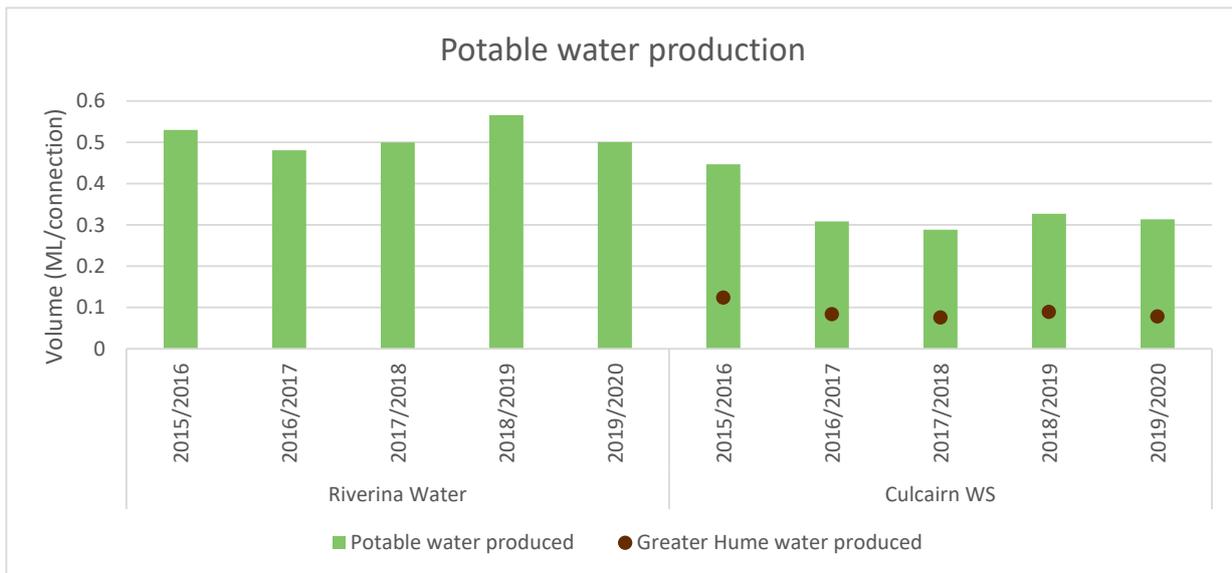
Figure 3-1. Connections served per km of water main



Source: DPIE performance monitoring data 2015/2016 - 2019/20
 Note: Length of main in the Culcairn water supply was not available for this analysis

Total water produced for Riverina Water and the Culcairn WSS is shown in Figure 3-2. Riverina Water produces more water per connection than Culcairn WSS. It has been assumed that the volume of water produced by Greater Hume solely equates to that produced for the Culcairn WSS (as all of Greater Humes other water supply systems are bulk water supplied).

Figure 3-2. Total potable water produced



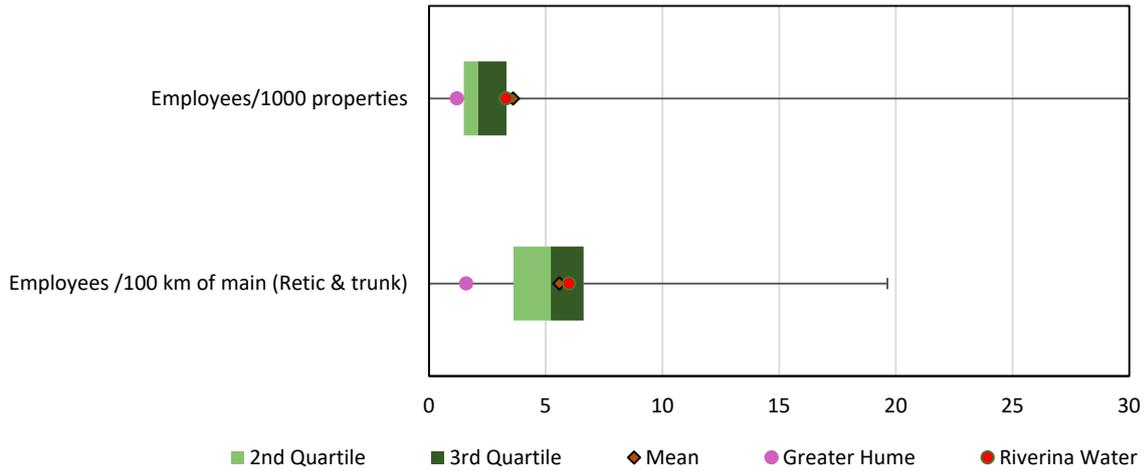
Source: DPIE performance monitoring data 2015/2016 - 2019/20
 Note: Culcairn water usage is based on the Greater Hume has been calculated based It has been assumed that the volume of water produced by Greater Hume solely equates to that produced for Culcairn.

3.3 Employees

The number of FTE water employees per 1,000 properties and 100 km of main for each Riverina Water and Greater Hume has been plotted against all NSW councils in Figure 3-4.

Riverina Water employee numbers are generally in line with the mean number across NSW Councils. Greater Hume water employee numbers are in the bottom 25% of NSW councils.

Figure 3-3. Comparison of full-time equivalent water employees (across NSW)



Source: DPIE performance monitoring data 2015/2016 - 2019/2020

Note: The Maximum of the employees / 1000 properties has been excluded to improve visibility of the box and whisker. The maximum result was 91 employees / 1000 property.

4 Pricing structure

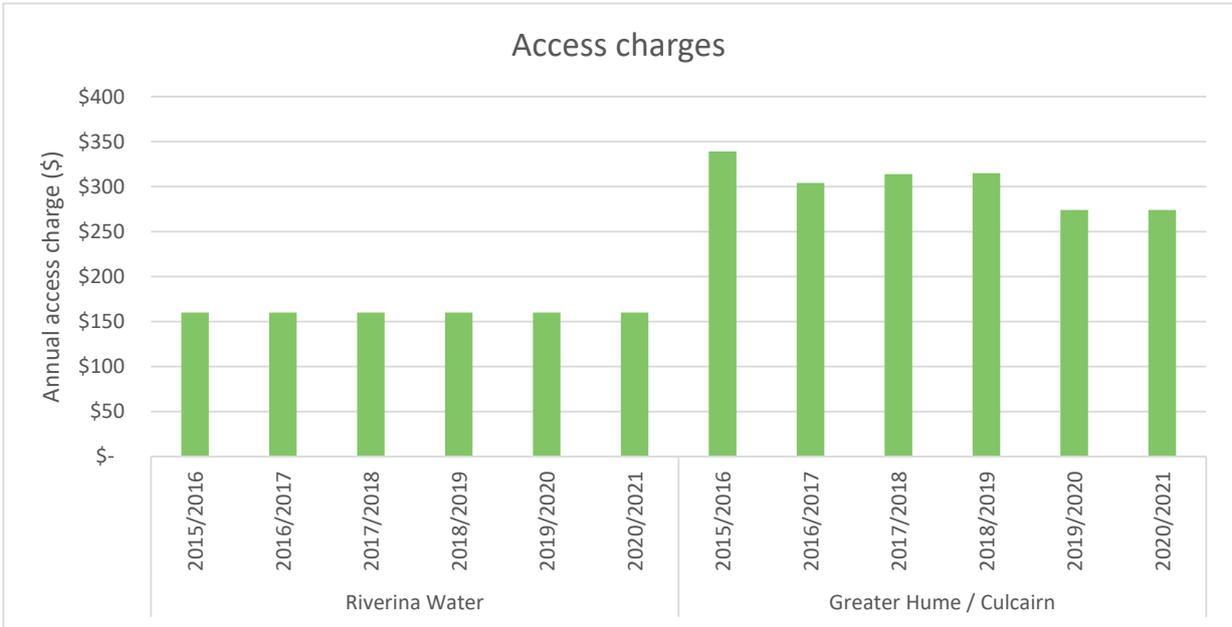
The pricing structure for Riverina Water and Culcairn (Greater Hume) including residential access charges, typical residential bills and developer charges are compared below.

4.1 Residential charges

4.1.1 Access charges

Access charge data was compiled for Riverina Water and Greater Hume Shire Council from 2017/2018 to 2020/2021. Figure 4-1 compares access charges for a residential 20 mm connection for Riverina Water and Greater Hume (including for the Culcairn WSS). Riverina Water access charges in 2020/2021 were 65% of the equivalent Greater Hume charge.

Figure 4-1. Residential access charges



Source: Fees and charges Greater Hume Shire Council and Riverina Water 2015/2016 – 2020/2021
 Note: Greater Hume access charges are the same across all water supply schemes, including for the Culcairn WSS

4.1.2 Usage charges

The typical annual bill for a residential property as included in the DPIE performance monitoring data is graphed in Figure 4-2. The access charge is shown as a portion of the total bill. It has been assumed that a typical bill for Greater Hume is the equivalent to a typical bill for Culcairn. The annual average of residential water supplied per connection (2016/2016-2019/2020) for Riverina Water was 325 kL/year and Greater Hume was 258 kL/year.

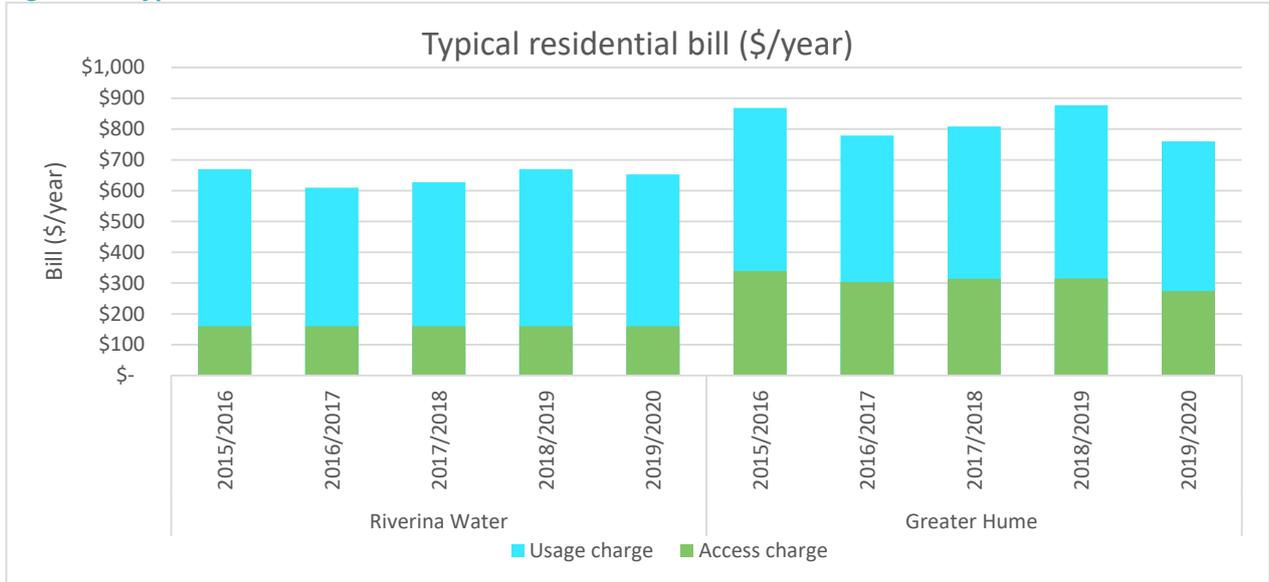
Residential revenue from usage charge for Riverina Water ranges between 74-76% and for Greater Hume between 61-64%. The Best Practice Management of Water Supply and Sewerage Guidelines (NSW Department of Water and Energy 2007) pricing recommends that residential water usage charges be set to recover at least 75% of residential revenue.

Efficiency Review - Riverina Water and Culcairn

Riverina Water and Greater Hume have a two tiered usage charge. For Riverina Water, rates increase at 125 kL per quarter and for Greater Hume Shire Council at 200 kL per annum.

A typical Riverina Water residential bill in 2018/2019 was 75% of a typical Greater Hume bill. In 2018/2019 the average residential demand per connection for Riverina Water was 342 kL/year, Greater Hume was 281 kL/year and Culcairn 252 kL/year.

Figure 4-2. Typical residential bill

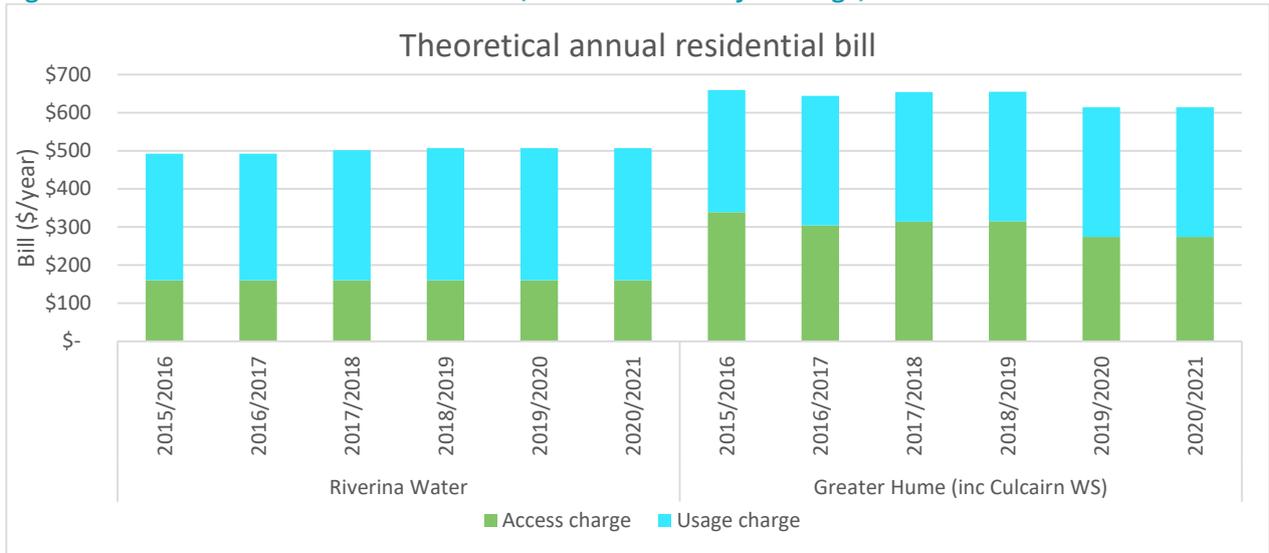


Source: Fees and charges Greater Hume Shire Council and Riverina Water 202015/2016 – 2020/2021, DPIE performance monitoring data 2015/2016 - 2019/2020

Note: Typical residential bill taken from DPIE performance monitoring data, access charges taken from the fees and charges of each Council. Data was not specifically available for the Culcairn WSS.

A comparison of a theoretical residential bill based on a 200 kL / year usage is shown in Figure 4-3.

Figure 4-3. Theoretical annual residential bill (based on a 200 kL/year usage)



Source: Fees and charges Greater Hume Shire Council and Riverina Water 2015/2016 – 2020/2021

Note: Typical residential bill was calculated based on an annual consumption of 200 kL. Noting that this is level at which Greater Hume usage rates increase.

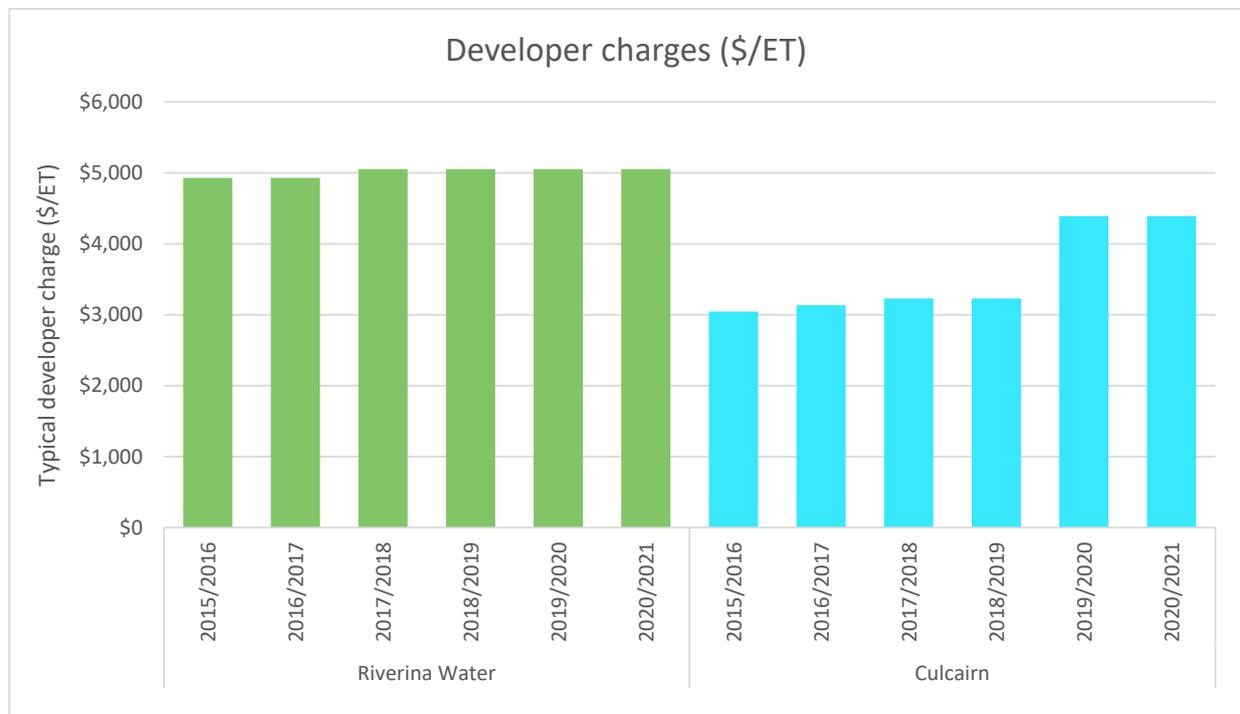
4.2 Commercial charges

The Riverina Water commercial/industrial access charge was \$180 in 2020/2021. Greater Hume’s commercial access charge is dependent on the size of the connection with annual charges ranging from \$274 to \$831. Both Councils utilise the same usage rates as for residential usage.

4.3 Developer charges

Developer charges in Riverina Water and Culcairn per equivalent tenement (ET) are shown in Figure 4-4. Greater Hume has individual charges for different areas, those presented are specifically for Culcairn. The Riverina Water developer charge has remained consistent, with an Greater Hume increasing charges in 2019/2020. The current Culcairn developer charge is 87% of that of the equivalent Riverina Water charge.

Figure 4-4. Developer charges



Source: Fees and charges Greater Hume Shire Council and Riverina Water 2015/2016 – 2020/2021

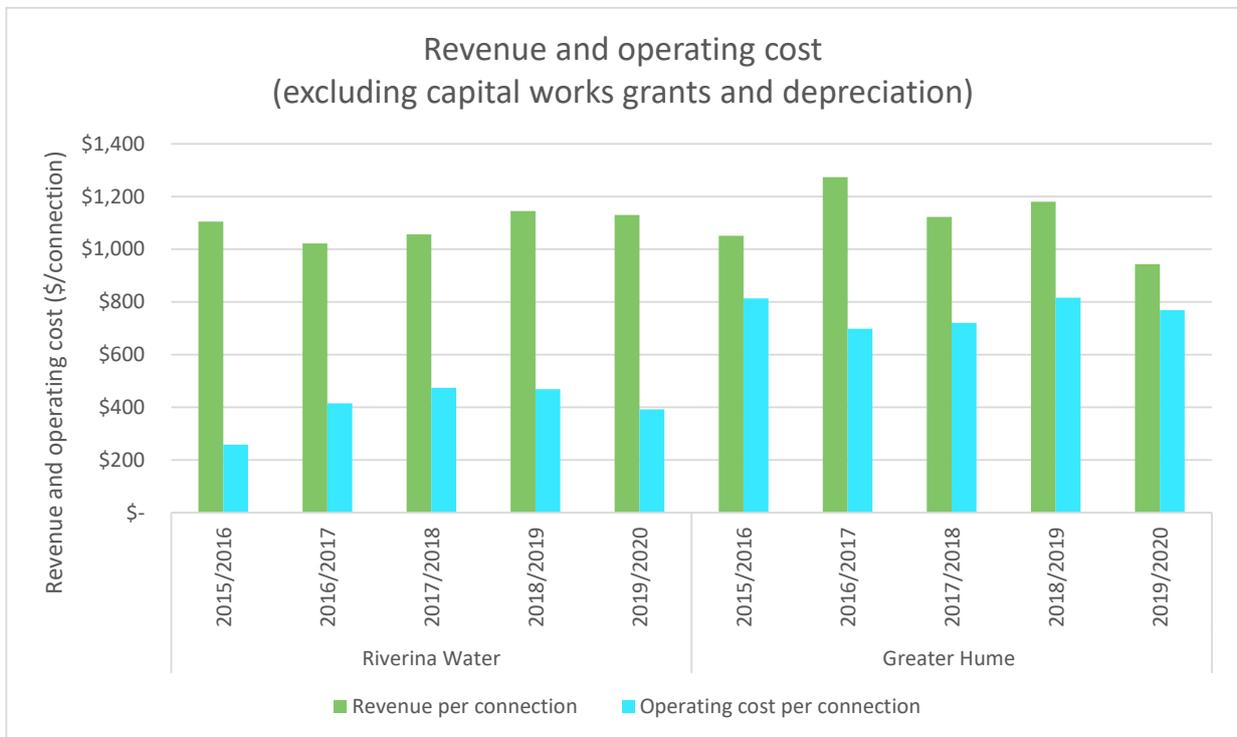
5 Income and operating costs

A summary of gross income and operating costs are outlined in this Section. Detailed income and costs breakdown is included in Section 6 and Section 7.

5.1 Revenue and operating cost

A comparison of water operating costs per connection and revenue is shown in Figure 5-1 without depreciation and in Figure 5-2. Data is presented for Greater Hume, for more specific estimates to the Culcairn distribution, refer to Section 6 and 7. Greater Hume has higher operating costs, including when depreciation is taken into account. Revenue is similar across the two councils.

Figure 5-1. Revenue and operating costs (excluding capital works grants, depreciation)

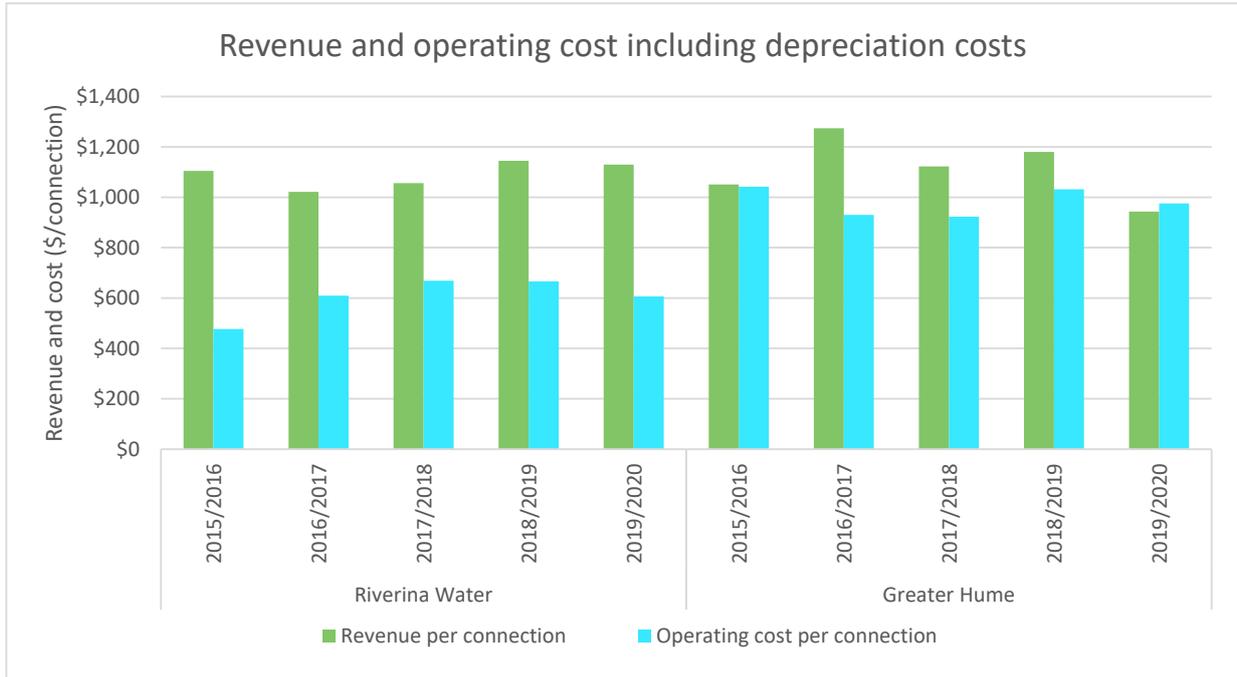


Source: Riverina Water schedule 3 data 2015/2016 – 2019/2020, Greater Hume schedule 3 data 2015/2016 – 2017/2018, DPIE performance monitoring data 2015/2016 - 2019/2020

Note 1: Revenue excludes Capital Works Grants

Note 2: Data was not specifically available for the Culcairn water supply system.

Figure 5-2 Revenue and operating costs (including depreciation costs)



Source: Riverina Water schedule 3 data 2015/2016 – 2019/2020, Greater Hume schedule 3 data 2015/2016 – 2017/2018, DPIE performance monitoring data 2015/2016 - 2019/2020

Note 1: Revenue excludes Capital Works Grants and cost excludes miscellaneous costs

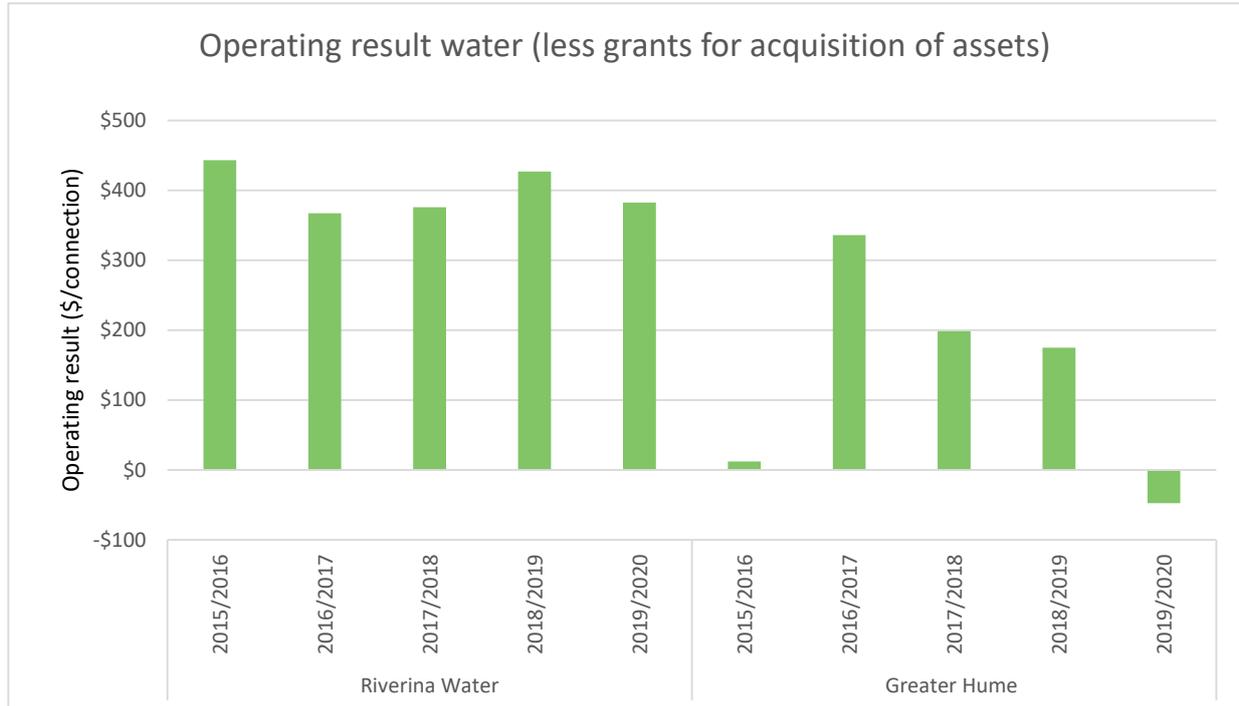
Note 2: Data was not specifically available for the Culcairn water supply system.

5.2 Operating result

The operating result for Riverina Water and Greater Hume is shown in Figure 5-3. The operating result is defined as the total revenue less the total expenses.

For the years reported, Riverina Water had a higher and more consistent operating result when compared to Greater Hume, which is decreasing over time.

Figure 5-3. Operating result (less grants for acquisition of assets)



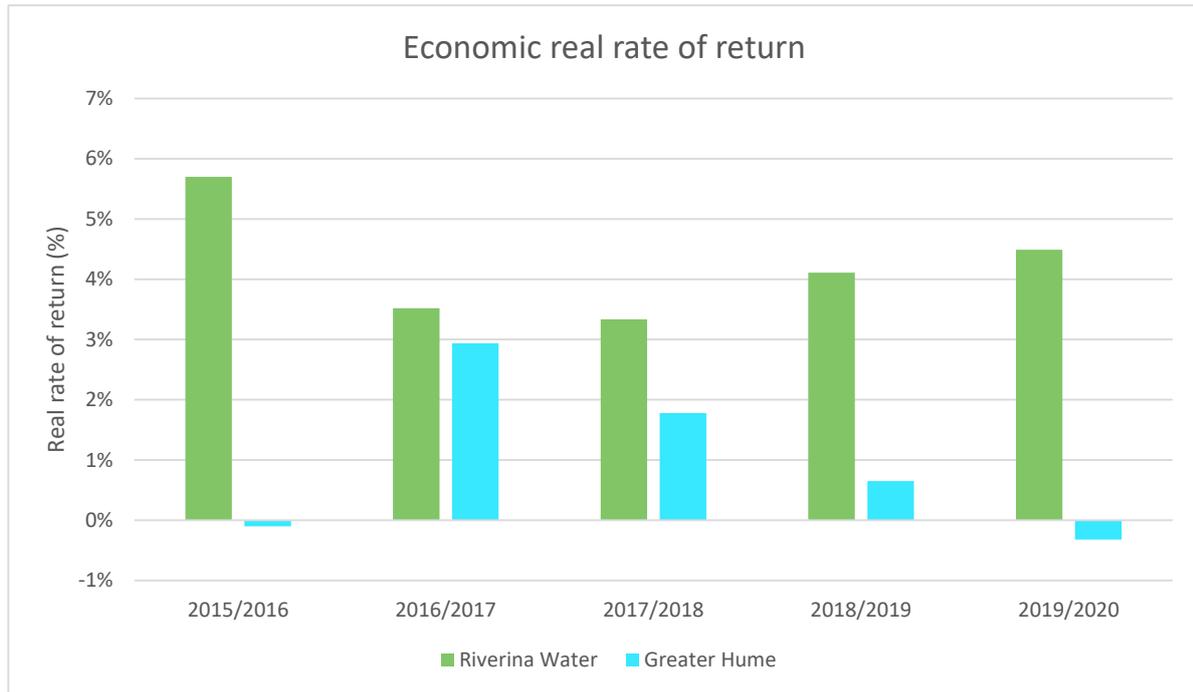
Source: Riverina Water schedule 3 data 2015/2016 – 2019/2020, Greater Hume schedule 3 data 2015/2016 – 2017/2018, Greater Hume Long Term General Purpose Financial Statements 2018/2019 and 2019/2020
 Note: Data was not specifically available for the Culcairn water supply system.

The economic real rate of return (ERRR) from 2015/2016 to 2019/2020 as a proportion of connected properties is shown in Figure 5-4. The ERRR is the rate of return generated from operating activities (excluding interest income, grants for acquisition of assets and gain/loss on disposal of assets).

Return on assets is shown in Figure 5-5. The return on assets indicates the earnings generated before interest or tax for the assets controlled by the business. It is calculated as the operating profit before dividends divided by the difference between total assets and total liabilities.

Riverina Water has greater a ERRR on assets compared to Greater Hume.

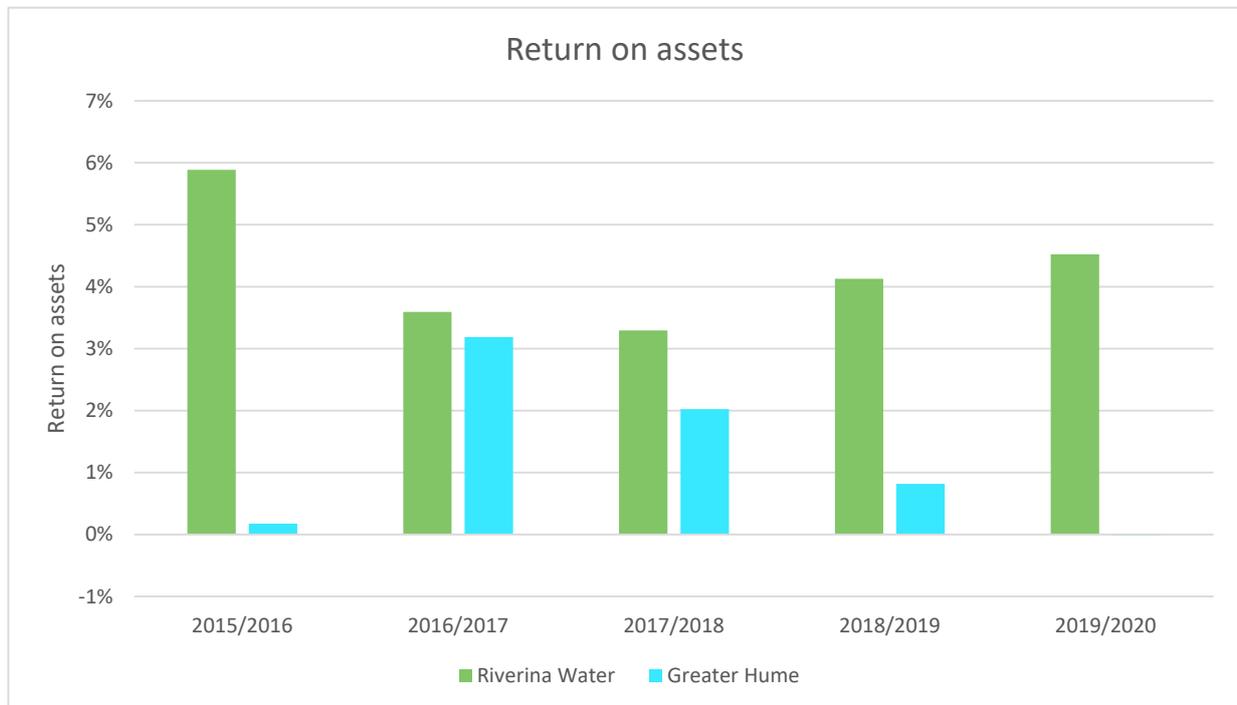
Figure 5-4. Water supply – Economic real rate of return



Source: DPIE performance monitoring data 2015/2016 - 2019/2020

Note: Data was not specifically available for the Culcairn water supply system.

Figure 5-5. Water supply – Return on assets



Source: DPIE performance monitoring data 2015/2016 - 2019/2020

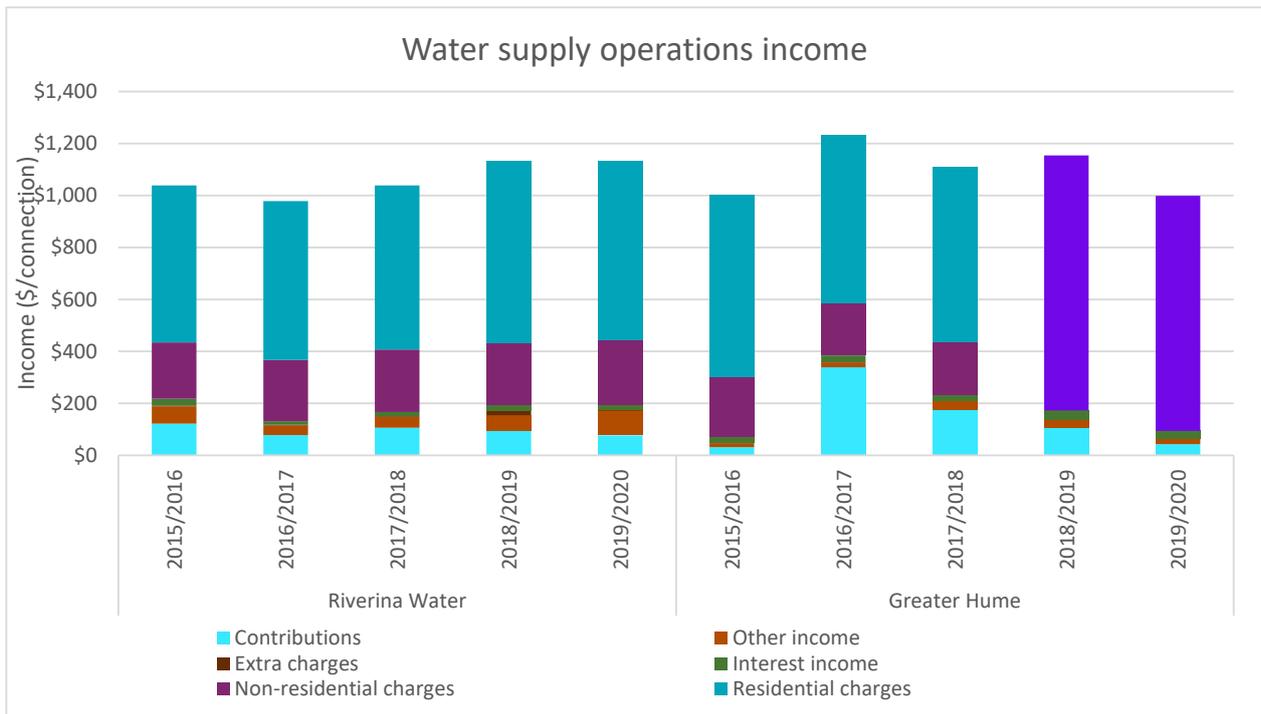
Note: Data was not specifically available for the Culcairn water supply system.

6 Detailed income analysis

A breakdown of income for Riverina and Greater Hume is included in this section. Data was not available for the township of Culcairn so the analysis was undertaken across the Greater Hume Shire.

A breakdown of income sources for Riverina Water and Greater Hume is shown in Figure 6-1. Residential charges are the largest contributor to both councils' incomes. A breakdown of usage and access charges are shown in Figure 6-2. Grants have been excluded from the calculations.

Figure 6-1. Water supply operations income (excluding grants)

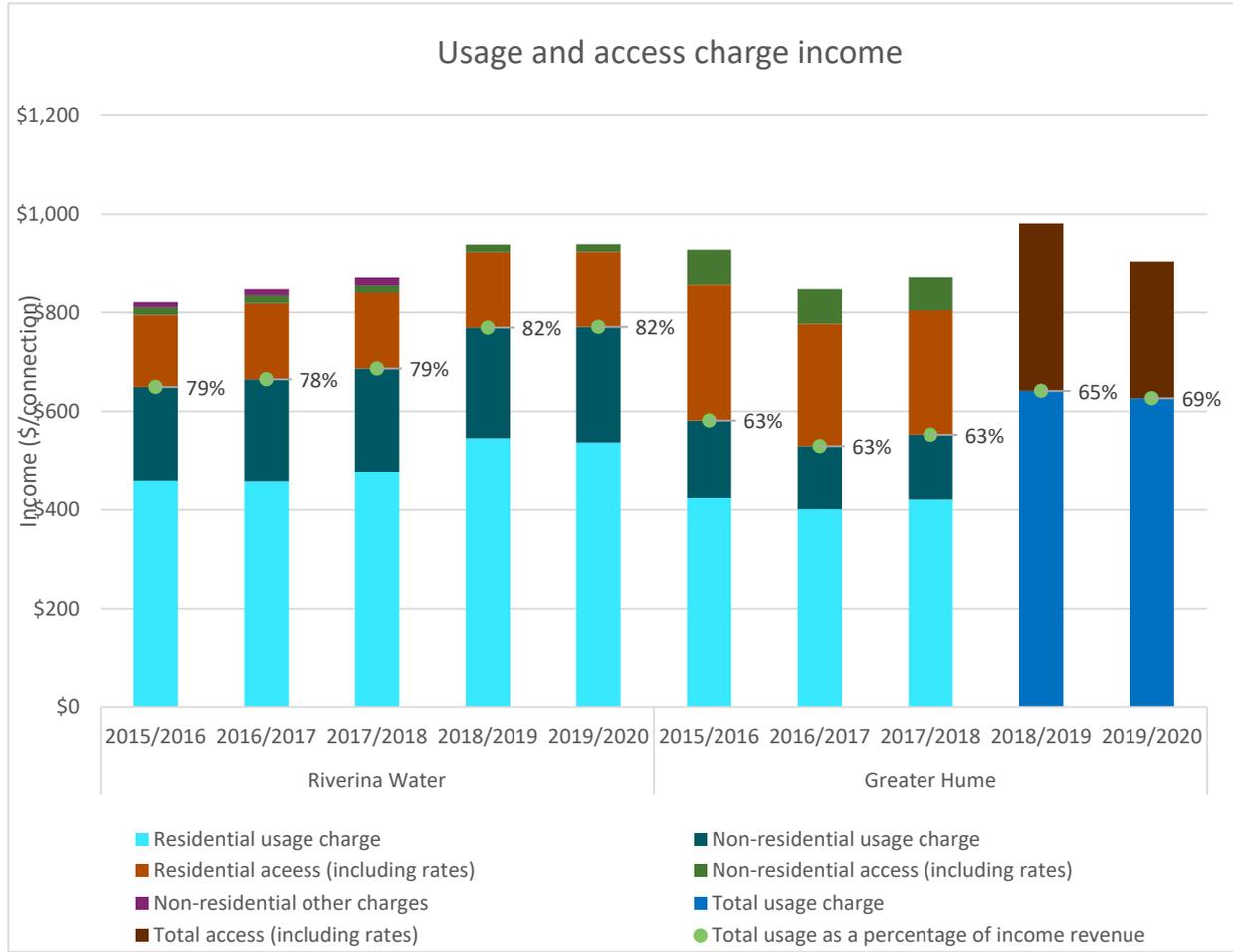


Source: Riverina Water schedule 3 data 2015/2016 – 2019/2020, Greater Hume schedule 3 data 2015/2016 – 2017/2018, DPIE performance monitoring data 2015/2016 - 2019/2020

Note 1: Greater Hume 2018/2019 and 2019/2020 data breakdown is an estimate based on financial schedules, totals have been utilised from NSW DPIE data. Total usage and access charges for Greater Hume 2018/2019 and 2019/2020 includes all residential and non-residential charges as this breakdown was not available

Note 2: Data was not specifically available for the Culcairn water supply system.

Figure 6-2. Income – access and usage charges



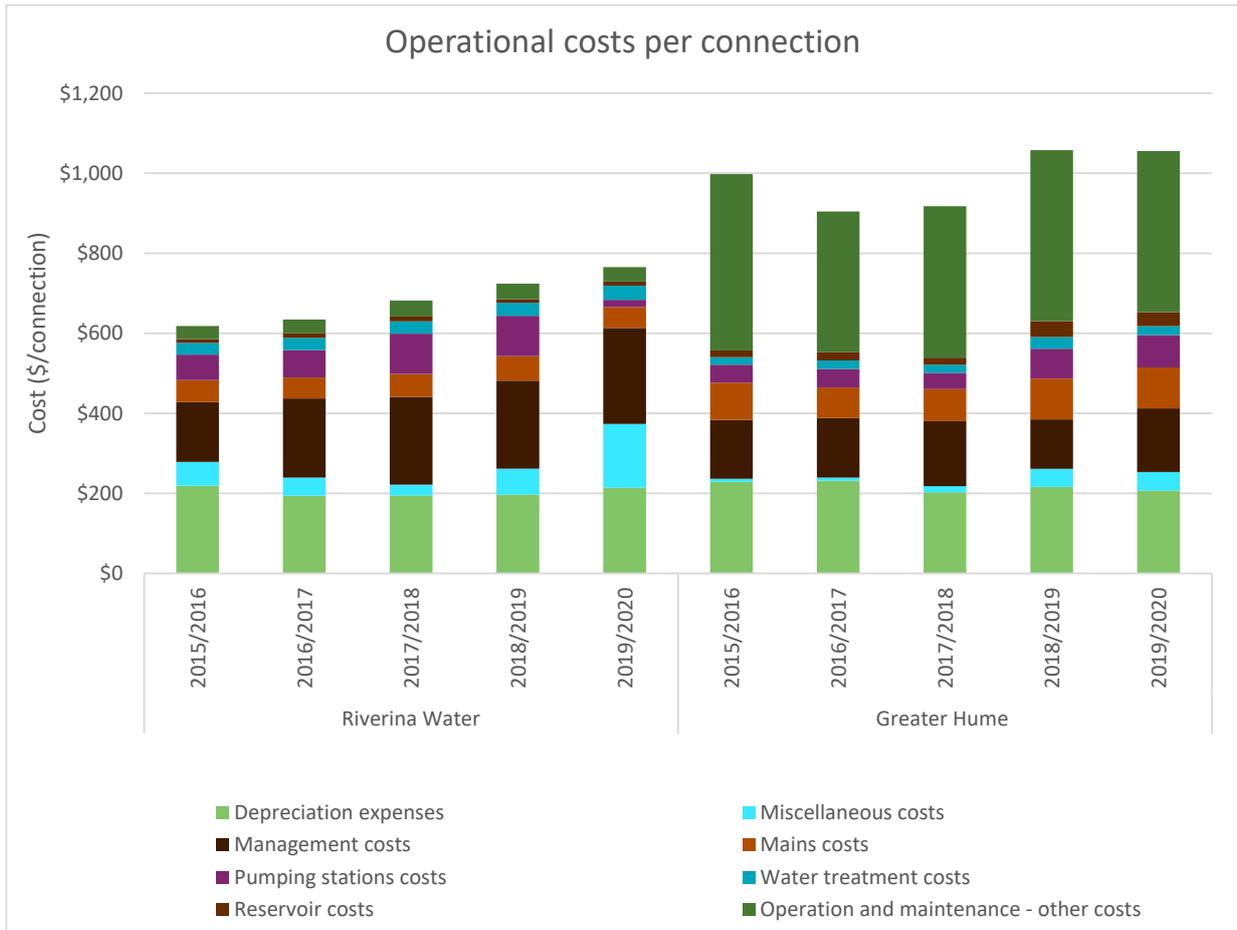
Source: Riverina Water schedule 3 data 2015/2016 – 2019/2020, Greater Hume schedule 3 data 2015/2016 – 2017/2018, DPIE performance monitoring data 2015/2016 - 2019/2020. Breakdown of usage charge income for residential and non residential was not available for Greater Hume 2018/2019 and 2019/2020

Note: Data was not specifically available for the Culcairn water supply system.

7 Detailed cost analysis

A breakdown of the operating costs presented in Section 5.1 is shown in Figure 7-1. These costs include items not specific to the reticulation and distribution system in Culcairn. Other costs, the highest portion for Greater Hume include costs for bulk purchase of water. The highest costs for Riverina Water are management costs, which will also be associated with whole of system costs including for treatment.

Figure 7-1. Total operational cost breakdown



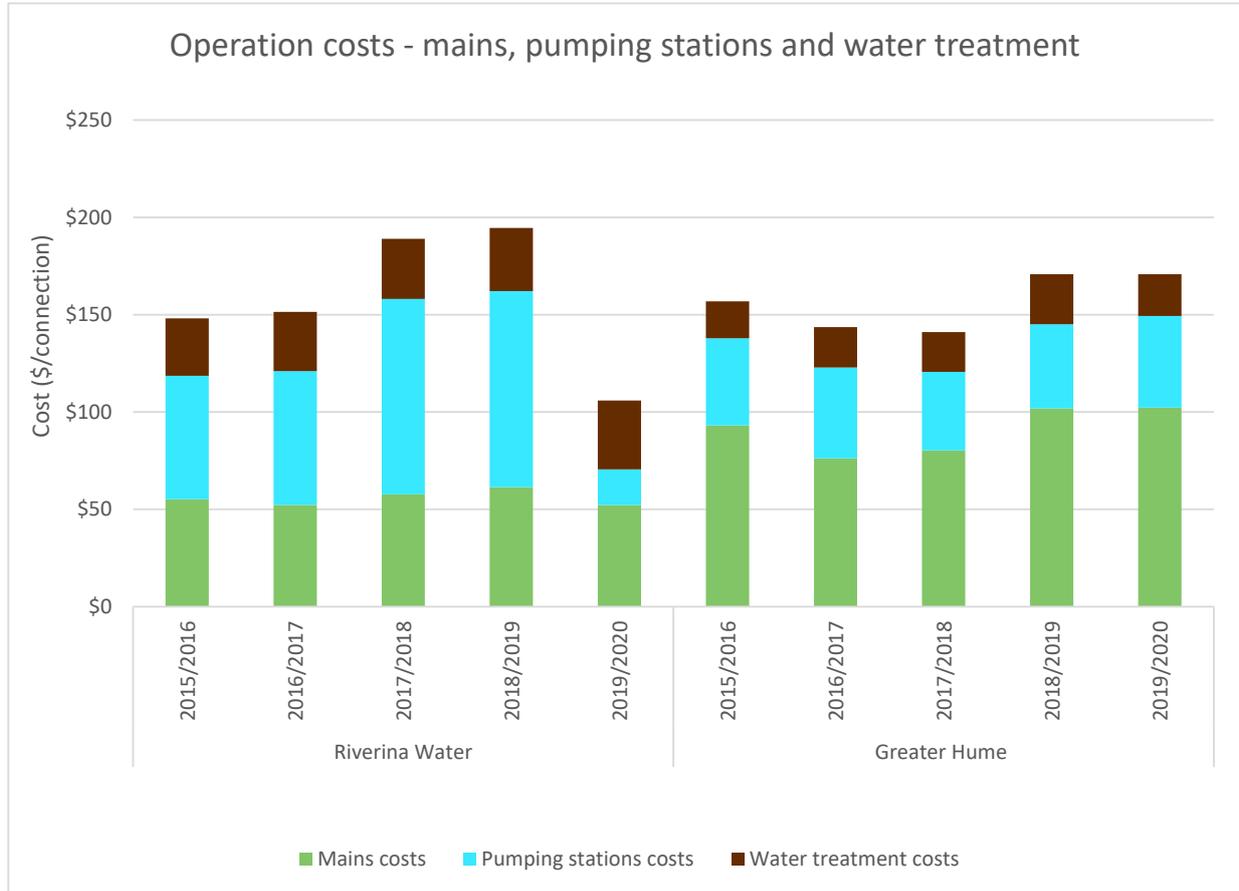
Source: Riverina Water schedule 3 data 2015/2016 – 2019/2020, Greater Hume schedule 3 data 2015/2016 – 2017/2018, DPIE performance monitoring data 2015/2016 - 2019/2020

Note 1: Depreciation, miscellaneous and management costs were not available for Greater Hume for 2018/2019 so it has been excluded from this graph

Note 2: Data was not specifically available for the Culcairn water supply system.

A breakdown of costs for the distribution and reticulation is shown in Figure 7-2. This graph excludes costs associated with bulk water purchase, dams/weirs, bores and treatment in line with the scope of this assessment.

Figure 7-2. Breakdown of operational costs - mains, pumping stations and reservoirs



Source: Riverina Water schedule 3 data 2015/2016 – 2019/2020, Greater Hume schedule 3 data 2015/2016 – 2017/2018, DPIE performance monitoring data 2015/2016 - 2019/2020

Note 1: Depreciation, miscellaneous and management costs were not available for Greater Hume for 2018/2019 so it has been excluded from this graph

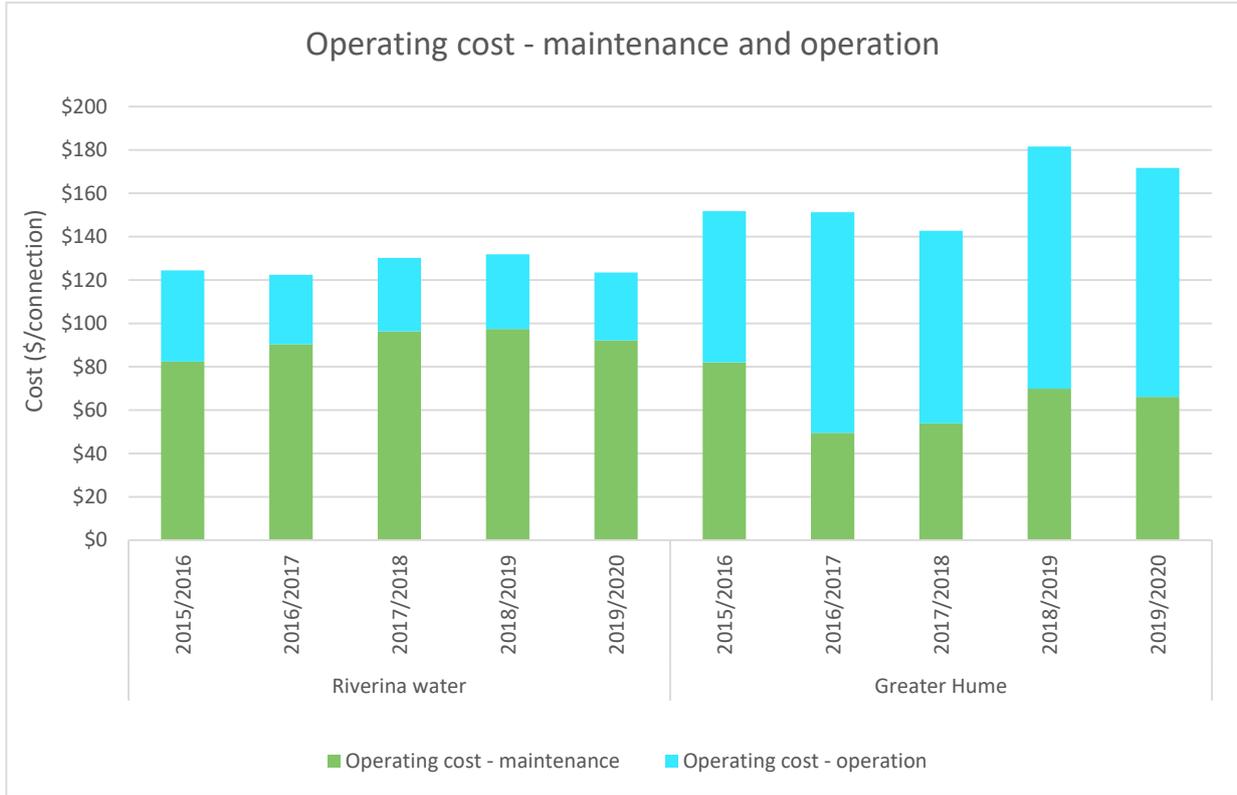
Note 2: Data was not specifically available for the Culcairn water supply system.

Note 3: Difference in energy costs between 2018/2019 and 2019/2020 for Riverina Water is as a result of the issuing and receiving dates of major electricity accounts at the time of compiling the financial year reports

Efficiency Review - Riverina Water and Culcairn

Maintenance and operation costs per connection is shown in Figure 7-3. This data includes treatment costs, as the breakdown of data for all years was unavailable for Greater Hume. Riverina Water maintenance and operation costs per connection were 72% of Greater Hume’s in 2019/2020. Riverina Water spends proportionally more on maintenance and Greater Hume on operations per connection.

Figure 7-3. Total operational and maintenance cost per connection



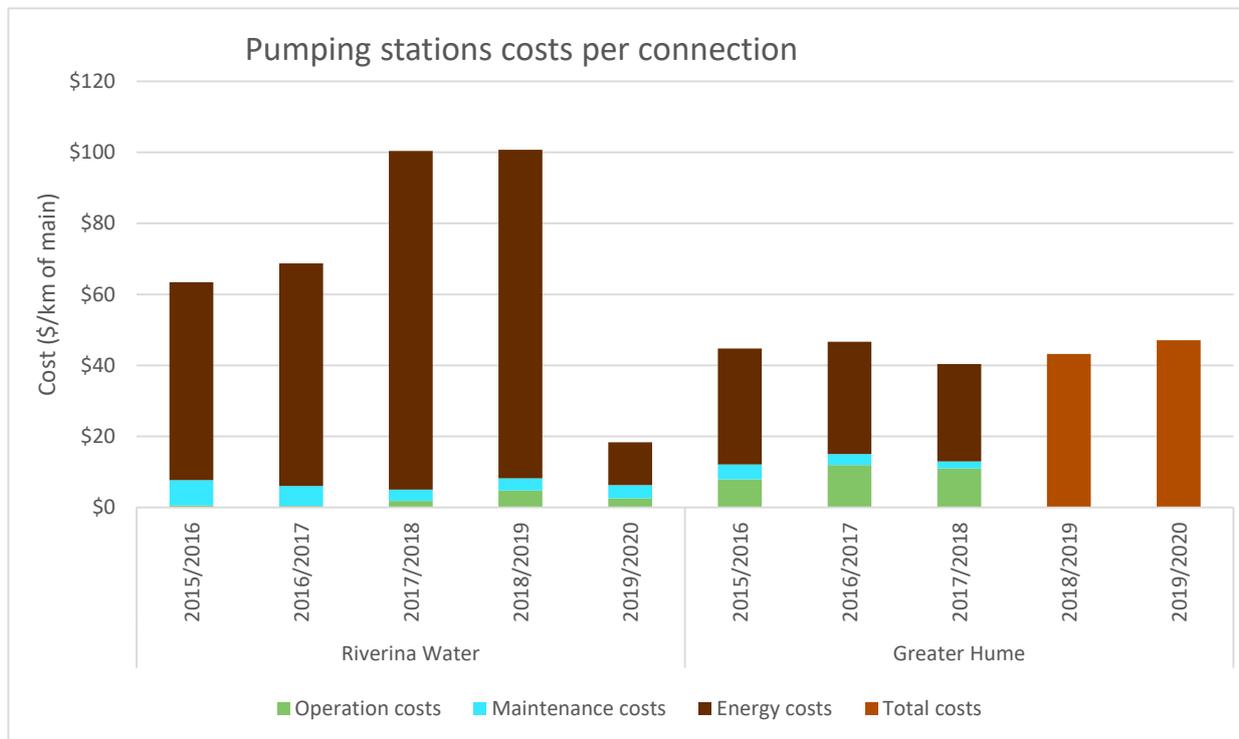
Source: DPIE performance monitoring data 2015/2016 – 2019/2020

Note: Includes treatment costs, as the breakdown of this data was unavailable for Greater Hume 2018/2019 and 2019/2020

A breakdown of pumping stations costs is shown in Figure 7-4. Riverina Water has greater pumping station costs per connection for all years except 2019/2020, largely due to energy costs. It is noted that the difference in energy costs between 2018/2019 and 2019/2020 for Riverina Water is as a result of the issuing and receipting dates of major electricity accounts at the time of compiling the financial year reports. An increase in energy costs was also seen in 2017/2018. Where a breakdown of data was not available, the total cost is provided for reference.

It is noted that Greater Hume only have one pumping station in Village Water Supply Scheme and for Culcairn, water is pumped from the treatment plant to the Gordon Street Reservoir and the reticulation. Pumping costs have been proportioned across all Greater Hume connections.

Figure 7-4. Breakdown of pumping stations operational cost per connection



Source: Water schedule 3 data 2015/2016 – 2019/2020, Greater Hume schedule 3 data 2015/2016 – 2017/2018, DPIE performance monitoring data 2015/2016 - 2019/2020

Note 1: Data was not specifically available for the Culcairn water supply system.

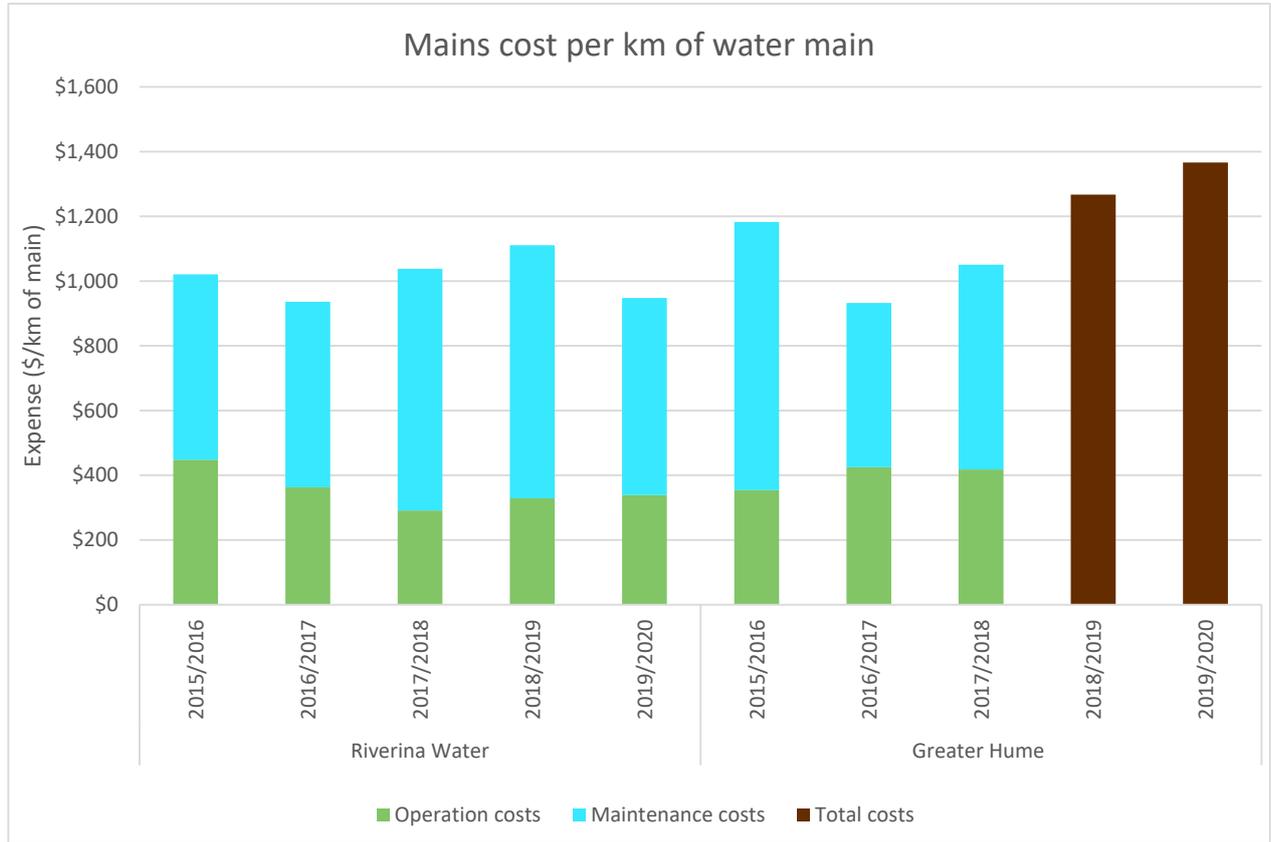
Note 2: Difference in energy costs between 2018/2019 and 2019/2020 for Riverina Water is as a result of the issuing and receipting dates of major electricity accounts at the time of compiling the financial year reports

Efficiency Review - Riverina Water and Culcairn

Riverina Water mains costs per connection were 51% of Greater Hume’s in 2019/2020 when (Figure 7-2). The breakdown of mains costs per kilometre of water main is shown in Figure 7-5. Where a breakdown of data was not available, the total cost is provided for reference.

When compared per km of main, operating costs across both councils are more consistent, apart from 2019/2020 when Riverina Waters costs were 69% of the Greater Hume’s.

Figure 7-5. Breakdown of mains operational cost per km



Source: Water schedule 3 data 2015/2016 – 2019/2020, Greater Hume schedule 3 data 2015/2016 – 2017/2018, DPIE performance monitoring data 2015/2016 - 2019/2020

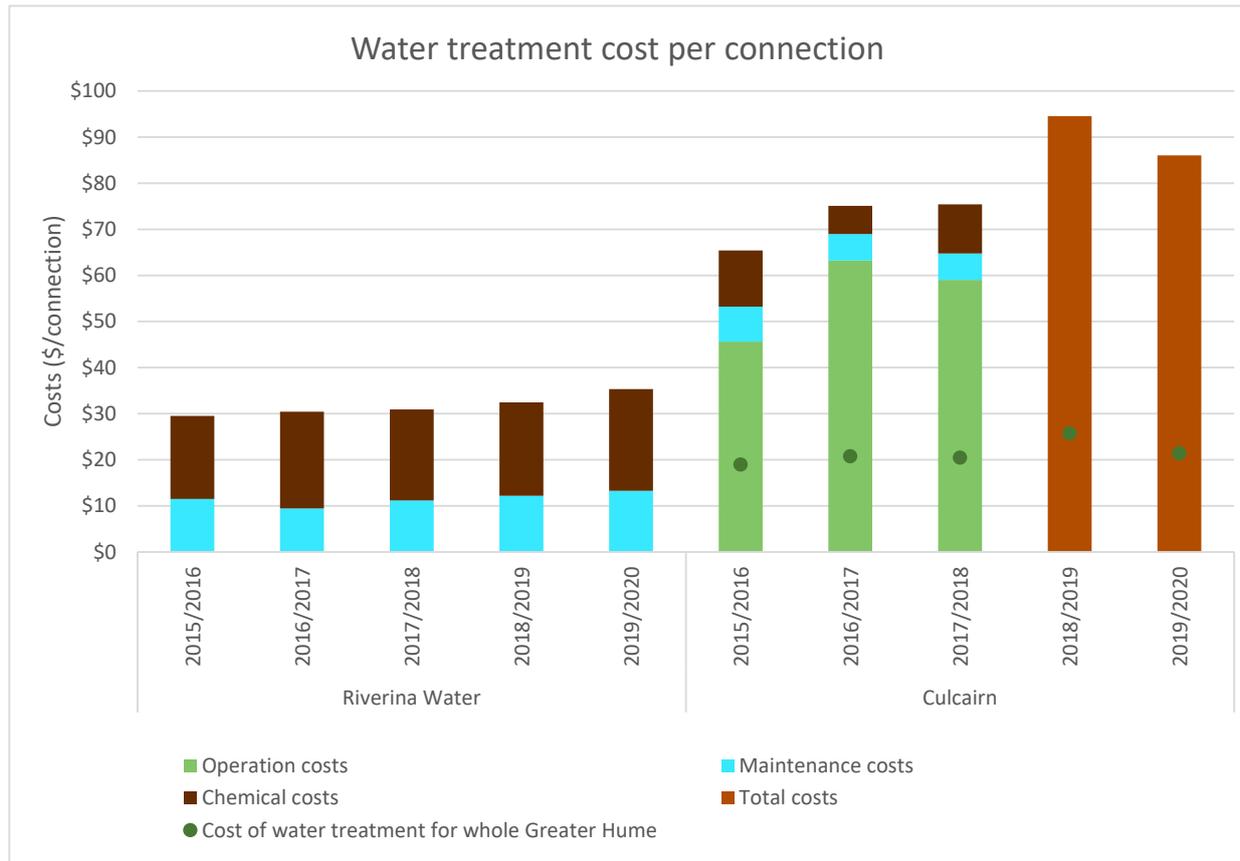
Note 1: For Riverina Water and Greater Hume / Culcairn, data of operation and maintenance costs were not available for 2018/2019 or 2019/2020 for Greater Hume / Culcairn

Note 2: Data was not specifically available for the Culcairn water supply system.

A breakdown of water treatment cost for Riverina Water and the Culcairn WTP is shown in Figure 7-6. Greater Hume operates one water treatment plant as part of the Culcairn WSS and rechlorinates five reservoirs in the Villages WSS using calcium hypochlorite tablets. As rechlorination is tablet dosing, chemical costs for Culcairn were assumed to be 80% of total chemical costs. All other costs associated with treatment have been attributed to Culcairn WTP and been calculated against the number of connections in Culcairn.

Where a breakdown of data was not available, the total cost is provided for reference.

Figure 7-6. Breakdown of water treatment operating cost per connection



Source: Water schedule 3 data 2015/2016 – 2019/2020, Greater Hume schedule 3 data 2015/2016 – 2017/2018, DPIE performance monitoring data 2015/2016 - 2019/2020

Note 1: Cost breakdowns were not available for 2018/2019 or 2019/2020 for Greater Hume

Note 2: Chemical costs for Culcairn were assumed to be 80% of all chemical treatment costs for Greater Hume as the only treatment undertaken for the villages is that of chlorine tablets. All other costs associated with treatment have been attributed to Culcairn WTP.

8 Assets and liabilities

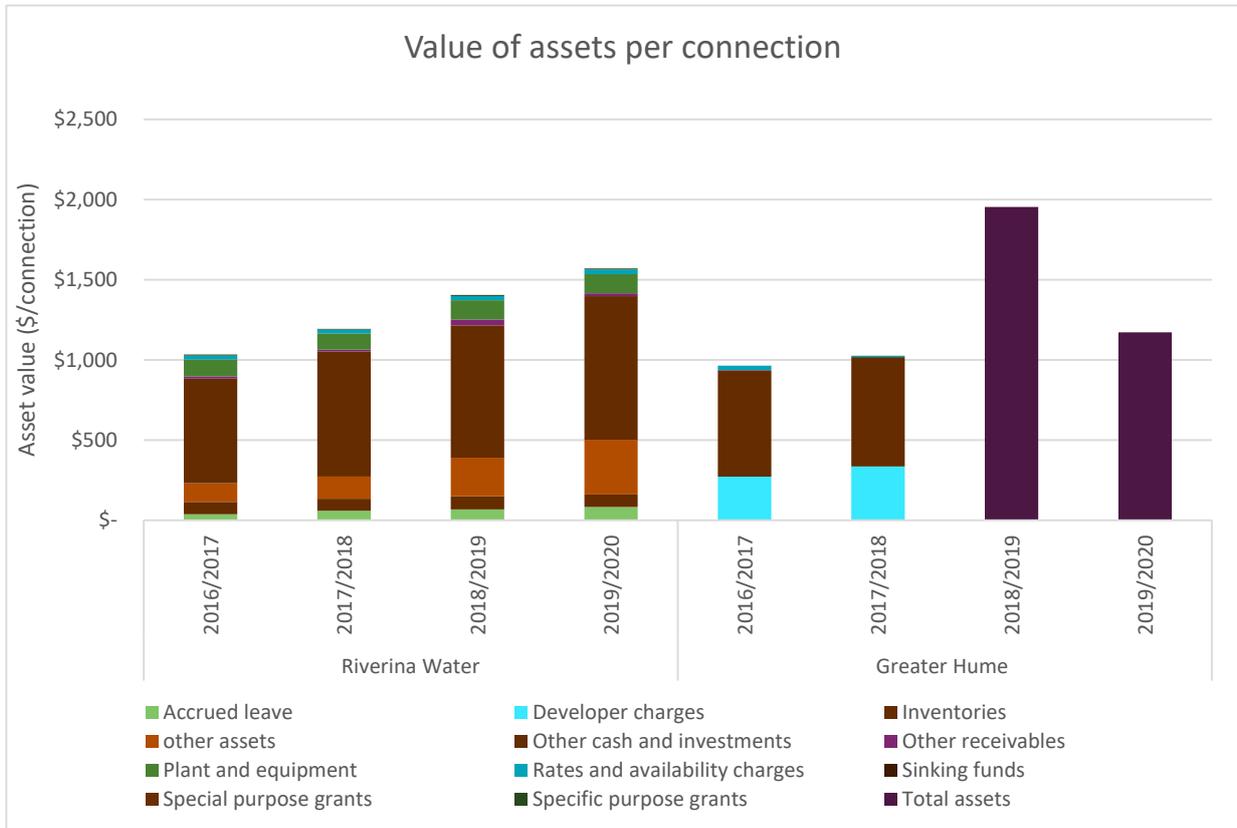
The assets and liabilities held by Riverina Water and Greater Hume are discussed in this section. NSW DPIE performance data was used to supplement the analysis where Special Schedule financial data was unavailable. Greater Hume is taken to represent Culcairn in this section unless stated otherwise.

8.1 Assets

8.1.1 Asset value

The value of assets held for Riverina Water and Greater Hume is shown in Figure 8-1. Riverina Water holds on average a greater level of asset value per connection than Greater Hume.

Figure 8-1. Value of all assets per connection

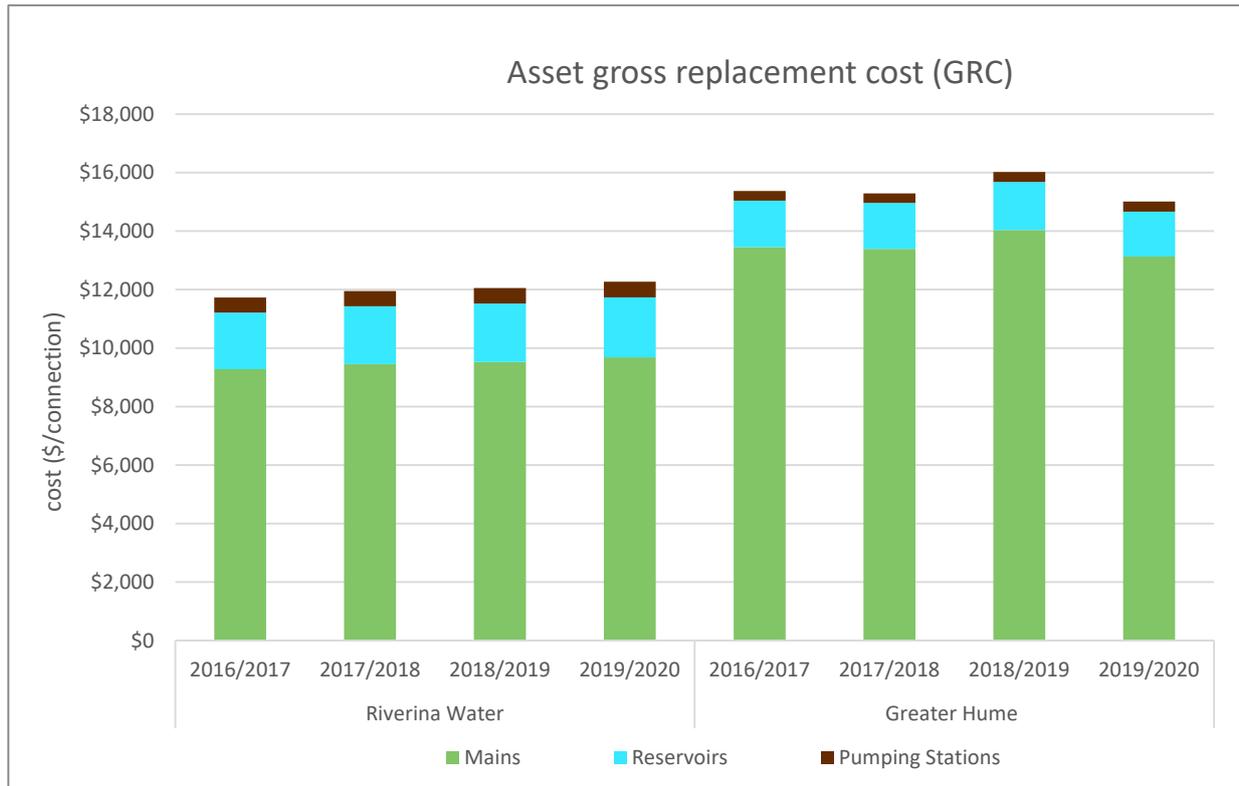


Source: Riverina Water schedule 4 data 2015/2016 – 2019/2020, Greater Hume schedule 4 data 2015/2016 – 2017/2018, DPIE performance monitoring data 2015/2016 - 2019/2020

Note: Data was not specifically available for the Culcairn water supply system.

A breakdown of the gross replacement costs (GRC) of water supply assets (mains, reservoirs and pumping stations) is shown in Figure 8-2. Mains’ replacement costs are the highest percentage of assets across both councils. Riverina Waters’ GRC per connection for mains is 75% of that of Greater Humes’ per connection. It is noted that there are five reservoirs as part of the Villages Supply in Greater Hume and two in the Culcairn supply. This assessment has not considered the replacement costs of individual assets.

Figure 8-2. Asset gross replacement cost



Source: Riverina Water schedule 4 data 2015/2016 – 2019/2020, Greater Hume schedule 4 data 2015/2016 – 2017/2018
 Note: Data was not specifically available for the Culcairn water supply system.

8.1.2 Asset conditions

Asset condition ratings for mains, reservoirs and pumping stations are shown in Figure 8-3 to Figure 8-5. Data presented is assessed by Council and has not been audited.

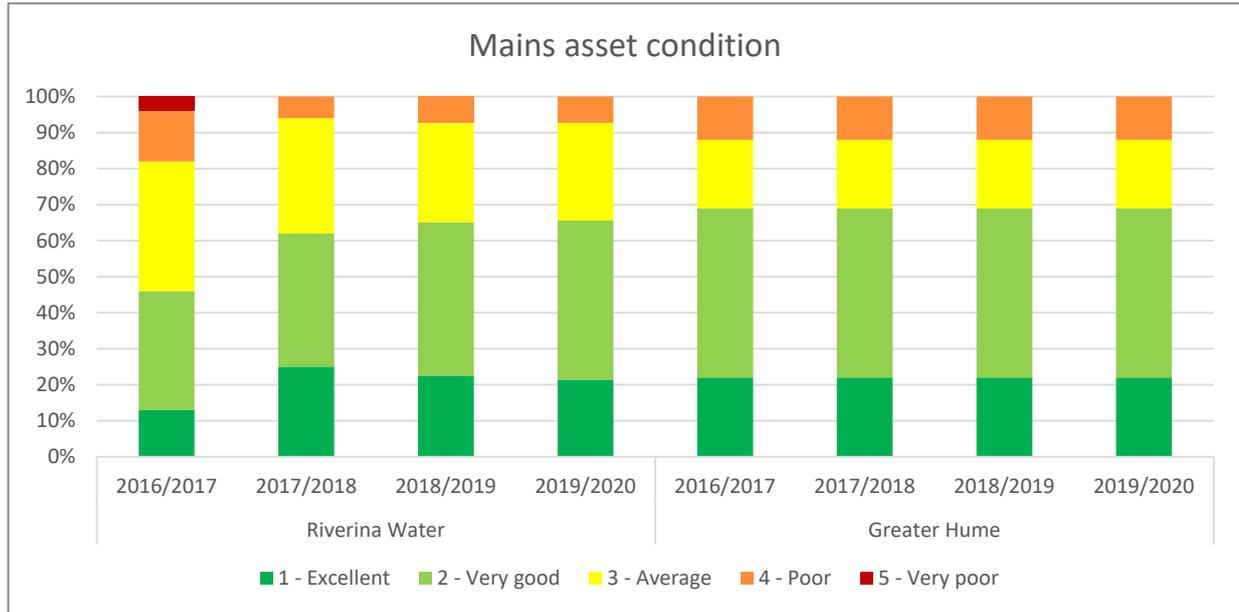
The infrastructure asset condition ratings are based on the following assessment:

- Asset condition 1: Excellent - No work required (normal maintenance)
- Asset condition 2: Good - Only minor maintenance work required
- Asset condition 3: Average - Maintenance work required
- Asset condition 4: Poor - Renewal required
- Asset condition 5: Very Poor - Urgent renewal/upgrading required

Generally, Riverina Water assets have a lower condition rating than the Greater Hume ratings despite having a lower gross replacement cost per connection. Both Riverina Water and Greater Hume have similar levels of assets condition for mains.

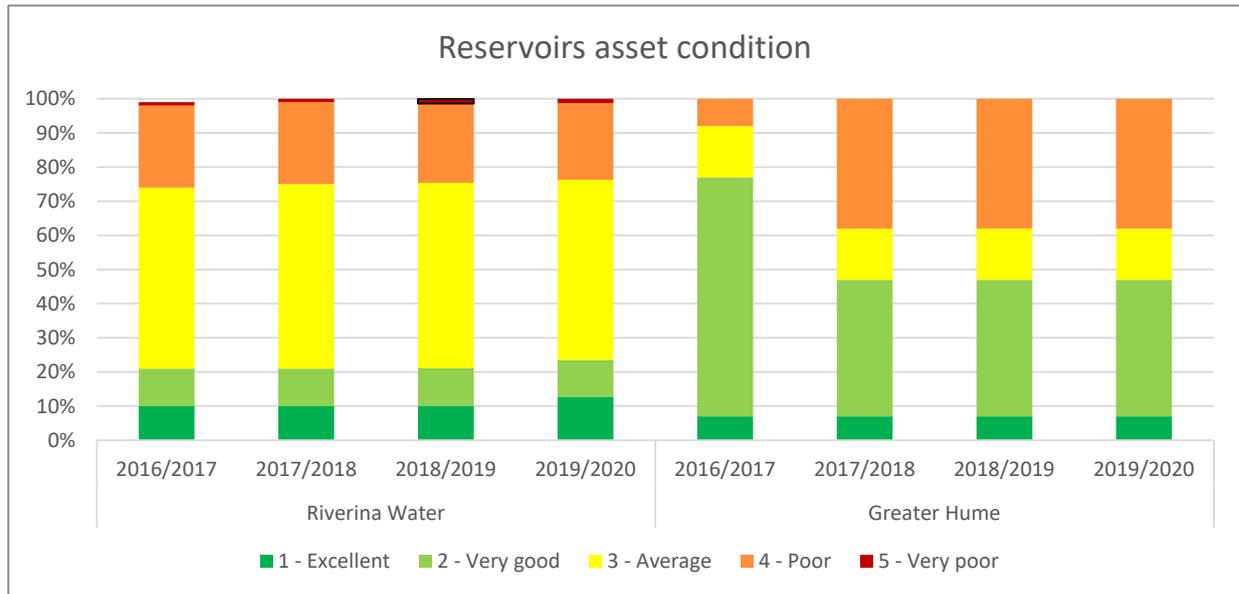
Efficiency Review - Riverina Water and Culcairn

Figure 8-3. Mains – proportion of asset condition class



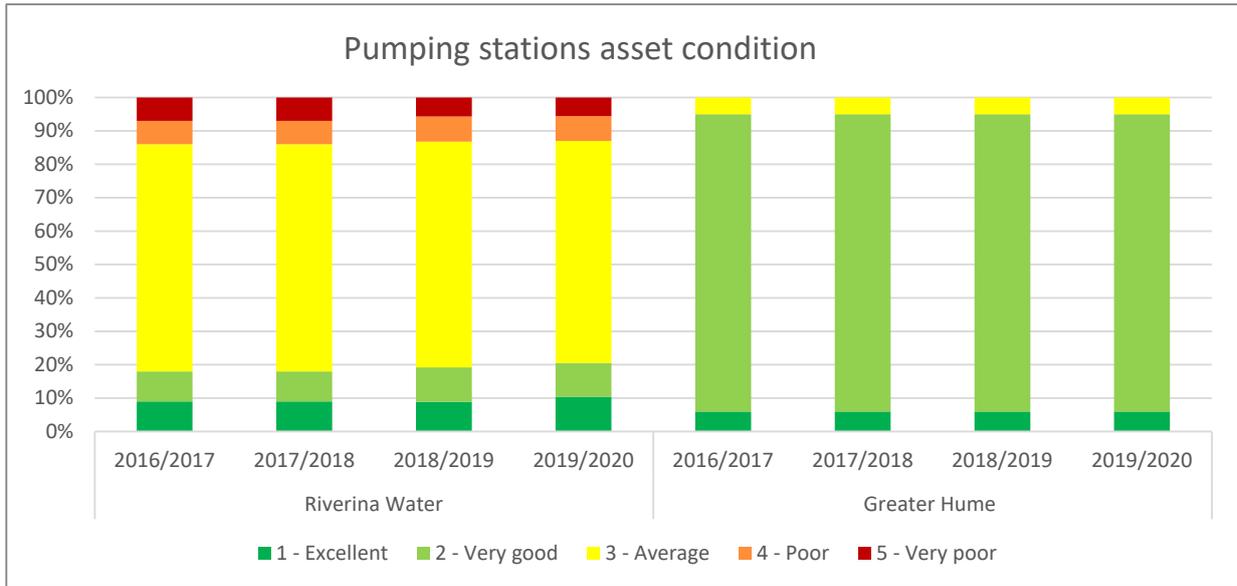
Source: Riverina Water schedule 4 data 2015/2016 – 2019/2020, Greater Hume schedule 4 data 2015/2016 – 2017/2018
 Note: Data was not specifically available for the Culcairn water supply system.

Figure 8-4. Reservoirs – proportion of asset condition class



Source: Riverina Water schedule 4 data 2015/2016 – 2019/2020, Greater Hume schedule 4 data 2015/2016 – 2017/2018
 Note: Data was not specifically available for the Culcairn water supply system.

Figure 8-5. Pumping stations - proportion of asset condition class

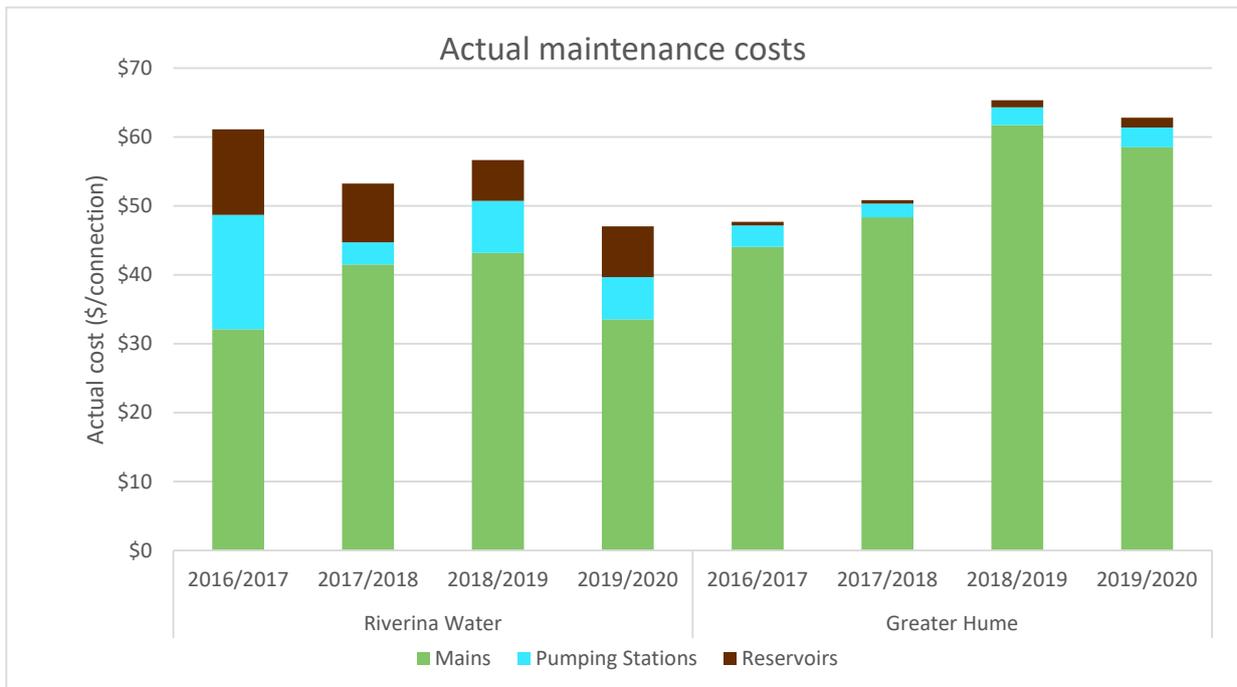


Source: Riverina Water schedule 4 data 2015/2016 – 2019/2020, Greater Hume schedule 4 data 2015/2016 – 2017/2018
 Note: Data was not specifically available for the Culcairn water supply system.

8.1.3 Maintenance costs

A breakdown of maintenance costs for mains, pumping stations and reservoirs is shown in Figure 8-6, with mains contributing the highest proportion across both councils. Greater Hume had higher maintenance costs per connection in 2018/2019 and 2019/2020.

Figure 8-6. Actual maintenance costs for water assets

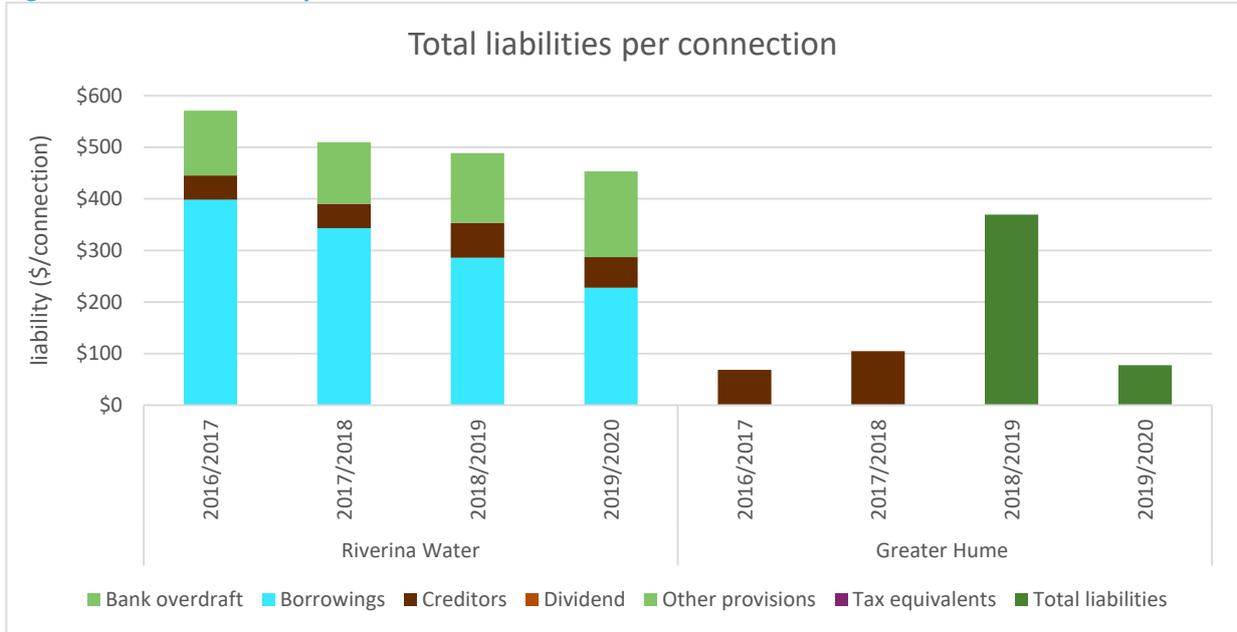


Source: Riverina Water schedule 4 data 2015/2016 – 2019/2020, Greater Hume schedule 4 data 2015/2016 – 2017/2018
 Note: Data was not specifically available for the Culcairn water supply system.

8.2 Liabilities

The liabilities of both councils per connection is included in Figure 8-7. Riverina Water have a higher liabilities per connection than Greater Hume. Riverina Water's borrowings were as a result of the construction of a new water treatment plant.

Figure 8-7. Total liabilities per connection



Source: Water schedule 4 data 2015/2016 – 2019/2020, Greater Hume schedule 4 data 2015/2016 – 2017/2018, DPIE performance monitoring data 2015/2016 - 2019/2020

Note: Data was not specifically available for the Culcairn water supply system.

9 Discussion

Data collected as part of this review has been compiled and presented for comparison. Analysis has mainly been undertaken per connection for consistent analysis across populations. Greater Hume data has generally assumed to be equivalent to the Culcairn system, unless otherwise noted. Estimates were also made for Culcairn where able based on system understanding and information sourced from the Greater Hume IWCM and the Drinking Water Management System.

In 2019/2020 Riverina Water had 18.1 connections per km of water main and Greater Hume had 13.3. In the same period, Riverina Water had 3.3 full time equivalent water employees per 1000 properties and Greater Hume had 1.2.

For the analysis of financial data, it was found that Riverina Water had a higher net operating result for all years reviewed. Greater Hume had higher total operating costs, which contributing factors being depreciation costs and bulk purchase of water costs. Operating costs for the distribution (mains, pumping stations and reservoirs) for Riverina Water and Greater Hume (including the Culcairn WSS) were similar. Greater Hume had higher operating costs associated with mains and Riverina Water with pumping stations. Treatment costs for Culcairn were higher than that of Riverina water. The Riverina Water developer charge were consistently higher than Culcairn.

Review of water asset conditions found that the Greater Hume has a higher gross replacement cost for their water assets. However, Riverina Water reservoirs and pumping stations reported as being in a poorer condition than Greater Hume's; while Greater Hume's reservoirs had a high percentage of poor rated conditions.

10 References

Bureau of Meteorology (2018) 'National urban water utility performance reporting framework: Indicators and definitions', Bureau of Meteorology, Melbourne.

Greater Hume Shire Council (2017) '2017-2021 Delivery Program, 2017-2018 Operational Plan', Greater Hume Council.

Greater Hume Shire Council (2017) 'General Purpose Financial Statements 2016-2017', Greater Hume Council.

Greater Hume Shire Council (2018) 'General Purpose Financial Statements 2018', Greater Hume Council.

Greater Hume Shire Council (2019) 'Annual Financial Statements to year end 30 June 2019', Greater Hume Council.

Greater Hume Shire Council (2019) 'Fees and Charges 2018-2019', Greater Hume Council.

Greater Hume Shire Council (2020) 'Annual Financial Statements to year end 30 June 2020', Greater Hume Council.

Greater Hume Shire Council (2020) 'Fees and Charges 2019-2020', Greater Hume Council.

Greater Hume Shire Council (2021) 'Fees and Charges 2020-2021', Greater Hume Council.

HydroScience (2012) 'Strategic Business Plan for Resourcing Strategy for Water Supply', Riverina Water.

HydroScience (2013) 'Development Servicing Plan for Water Supply', Riverina Water.

NSW Department of Planning, Industry and Environment Water (2021) [LWU Performance Monitoring Data and Reports](#) NSW Department of Planning, Industry and Environment Water, Accessed 17 May 2021.

NSW Department of Water and Energy (2007) Best Practice Management of Water Supply and Sewerage, NSW Government.

NSW Government Public Works Advisory (2020), 'Greater Hume Council Integrated Water Cycle Management Strategy', Greater Hume Council.

NSW Government Public Works Advisory (2021), 'Riverina Water County Council Integrated Water Cycle Management Strategy', Riverina Water.

Office of Local Government (2016) 'Special Schedule Requirements' Office of Local Government.

Riverina Water County Council (2021) [Fees and Charges](#), Riverina Water, accessed 19 May 2021.

Riverina Water County Council (2017) 'General Purpose Financial Statements to year end 30 June 2017', Greater Hume Council.

Riverina Water County Council (2018) 'General Purpose Financial Statements to year end 30 June 2018', Greater Hume Council.

Riverina Water County Council (2019) 'General Purpose Financial Statements to year end 30 June 2019', Greater Hume Council.

References

Riverina Water County Council (2020) 'General Purpose Financial Statements to year end 30 June 2020', Greater Hume Council.

Viridis Consultants (2016) 'Risk Based Drinking Water Management System', Greater Hume Council.

Appendix A Proclamation

LOCAL GOVERNMENT ACT 1993 - PROCLAMATION

(L.S.) GORDON SAMUELS, Governor.

I, the Honourable Gordon Samuels A.C., Governor of the State of New South Wales, with the advice of the Executive Council, and in pursuance of section 387 of the Local Government Act 1993, establish on and from 2 May 1997 a county council with the name, area of operations, number of persons to be elected by each constituent council to the county council's governing body, and functions set out in Schedule "A" hereto, and make provisions with regard to the county council as set out in Schedules "B", "C" and "D" hereto.

For the purposes of this proclamation a reference to Great Southern Energy is a reference to the corporation constituted as an energy distributor with that corporate name under section 7 of the Energy Services Corporations Act 1995.

By His Excellency's Command

ERNIE PAGE

**E. T. Page, B.E., B.Comm., M.P.,
Minister for Local Government**

GOD SAVE THE QUEEN!

SCHEDULE A

Constitution of Riverina Water County Council

Name

1. The name of the County Council is Riverina Water County Council.

Area of operations

2. The area of operations of Riverina Water County Council is -
 - (a) the City of Wagga Wagga which was constituted as the Municipality of Wagga Wagga and proclaimed as the City of Wagga Wagga under the Local Government Act 1919 and continued as an area and as that City and taken to be constituted under the Local Government Act 1993 by clause 21 of Schedule 7 to that Act; and

- (c) the areas of Culcaim, Holbrook, Lockhart and Urana being in each case an area which was constituted as a Shire having the same name under the Local Government Act 1919 and which was continued as an area and taken to be constituted under the Local Government Act 1993 by clause 21 of Schedule 7 to that latter Act.

Governing body

3. Subject to Schedule B, the governing body of Riverina Water County Council shall consist of 9 members, and the number of persons to be elected by each of the Councils of the areas coming within the area of operations of Riverina Water County Council to be members of the governing body of the County Council shall be as shown respectively opposite the name of each area in the table below:

<u>Name of area</u>	<u>Number of members</u>
Culcaim	1
Holbrook	1
Lockhart	1
Urana	1
Wagga Wagga City	5

Functions

4. Commencing on 1 July 1997 the functions of Riverina Water County Council are to comprise the functions of a council for the provision, care, control and management of water supply works, services and facilities within its area of operations subject to the provisions of Schedules C and D hereto.
5. Prior to 1 July 1997 the functions of Riverina Water County Council are as described in paragraph 3 of Schedule B.

SCHEDULE B

Provisions relating to the provisional governing body of Riverina Water County Council

Appointment of provisional governing body

1. There shall be a provisional governing body of the County Council who shall be a person nominated and appointed by the Minister for Local Government. Such person has all the powers, functions, duties and responsibilities of the governing body of the County Council.
2. The term of office of the provisional governing body appointed under paragraph 1 above shall commence on 2 May 1997 and shall terminate on 30 June 1997.

Preliminary functions of the County Council

3. From 2 May 1997 to 30 June 1997 the functions of Riverina Water County Council are -
 - (a) the provision of temporary office accommodation for the County Council;
 - (b) the preparation, performance and carrying into effect of all such acts, matters and things as in the opinion of the County Council are necessary or expedient to enable that Council to undertake its functions as described in paragraph 4 of Schedule A as from 1 July 1997, including the preparation of a draft management plan under section 402 of the Local Government Act 1993 and the making of rates and/or charges for the County Council for the year commencing on 1 July 1997;
 - (c) the making of necessary arrangements for the first election of the County Council.

Appointment of acting General Manager

4. The provisional governing body of the County Council may employ on a temporary basis an acting General Manager who may hold office until the General Manager is appointed by the governing body of the County Council after the election of such governing body as provided in Schedule C.
5. The acting General Manager may be but is not limited to being an employee of one of the councils of the areas within the County Council's area of operations other than any Council or Councils which by arrangement or agreement with the County Council has or have functions which have the effect of making such Council or Councils the principal provider or providers of services within the County Council's area of operations, or one of the employees of a corporation or other body which for the time being is providing water supply services within the County Council's area of operations.

Appointment of temporary employees

6. The provisional governing body may but is not required to appoint employees to the county council's staff to assist it in carrying out its functions as described in paragraph 3 above, but shall not appoint any employee on any other than a temporary basis.

Operating funds and other resources

7. Pending the transfer of assets, rights and liabilities to the County Council on or after 1 July 1997 as referred to in paragraph 6 of Schedule C the provisional governing body may enter into arrangements with Great Southern Energy for the provision of funds, employees and other resources and assistance necessary to enable the County Council to undertake its functions both before and after 1 July 1997, and may receive and utilise such funds, employees, resources and assistance for the purpose of undertaking such functions.
8. Funds and resources provided to Riverina Water County Council by arrangement as referred to in paragraph 7 above shall be taken into account in the determination of assets, rights, liabilities and obligations to be transferred to the County Council as referred to in paragraph 6 of Schedule C.
9. The provisions of sections 345, 413, 422, 425, 428 and 440 of the Local Government Act 1993 do not apply to Riverina Water County Council from 2 May 1997 to 30 June 1997 inclusive.

SCHEDULE C

Provisions concerning the election, functions and operation of Riverina Water County Council

First election of the County Council

1. The first election of the governing body of Riverina Water County Council must be held before 1 July 1997.
2. The term of office of a member elected at the first election of the governing body of the County Council shall commence on 1 July 1997 and shall terminate on the day appointed for the next ordinary election of members.

Appointment of General Manager

3. The General Manager of the County Council may, but is not required to be selected from among the General Managers of any of the Councils of areas within the County Council's area of operations other than any Council or Councils which by arrangement or agreement with the County Council has or have functions which have the effect of making such Council or Councils the principal provider or providers of services within the County Council's area of operations.

Transfer of employees

4. Employees of Great Southern Energy who agree to become employees of Riverina Water County Council or who are transferred to the employment of Riverina Water County Council consequent upon the County Council assuming water supply functions formerly provided by Great Southern Energy become, on the date on which such agreement or transfer takes effect, employees of the County Council.
5. As from the date upon which a person becomes an employee of the County Council as provided in paragraph 4 above that person must, until other provision is duly made under any Act, law or agreement between such person and the County Council, and subject to any Act or other legislation concerning superannuation rights entitlements and obligations applicable or which becomes applicable to that person, be employed by the County Council under the same terms and conditions and with such entitlements as were applicable to such person as an employee of Great Southern Energy immediately before that person's transfer.

Assets, rights and liabilities

6. The assets, rights, liabilities and obligations of Great Southern Energy relating to water supply functions within the area of operations of Riverina Water County Council shall, on the date on which they are transferred to the County Council from Great Southern Energy consequent upon the County Council assuming water supply functions formerly provided by Great Southern Energy vest in and belong to the County Council.

Continuation of water services

7. If the assets, rights and liabilities of Great Southern Energy relating to its water supply functions within the area of operations of Riverina Water County Council are not transferred to the County Council on 1 July 1997 the County Council is responsible for and must undertake the provision, care, control and management within its area of operations of the water services formerly operated by Great Southern Energy pending transfer of such assets rights and liabilities.

Operating funds and other resources

8. Pending the transfer of employees, assets, rights, liabilities and obligations from Great Southern Energy to the County Council as referred to in paragraphs 4 and 6 above the County Council may enter into or continue with arrangements with Great Southern Energy for the provision of funds, employees and other resources and assistance necessary to enable the County Council to undertake its functions on and after 1 July 1997, and may receive and utilise such funds, employees, resources and assistance for the purpose of undertaking such functions.

Additional provisions as to functions

9. Riverina Water County Council shall not undertake the functions of the provision, care, control or management of headworks, distribution and reticulation of water in the town of Culcaim.
10. Culcaim Shire Council shall undertake the functions of the provision, care, control and management of headworks, distribution and reticulation of water in the town of Culcaim.
11. Riverina Water County Council must review the relative efficiencies and economies of the functions referred to in paragraphs 9 and 10 above being undertaken by Culcaim Shire Council as compared with the undertaking of those functions by the County Council and make a report to the Minister for Land and Water Conservation not later than 3 years after the date of constitution of the County Council and thereafter at not more than 3 yearly intervals for so long as the arrangement set out in paragraphs 9 and 10 above continues.
12. Riverina Water County Council shall not exercise any of its functions in relation to works controlled and administered by the Administrator under the South-west Tablelands Water Supply Administration Act 1941 before or after such works are transferred to and become vested in and belong to Goldenfields Water County Council as constituted under the Local Government Act 1993 or in relation to the supply of water within the area of operations of Riverina Water County Council from such works to land which received water from such works immediately before such works are so transferred to Goldenfields Water County Council.
13. Upon transfer of assets, rights and liabilities arising from or in connection with the care, control and management of the South-west Tablelands Water Supply to Goldenfields Water County Council, and subject to any arrangement or agreement between Goldenfields Water County Council and Riverina Water County Council made on or after the date of this proclamation, Goldenfields Water County Council may continue to obtain and convey water from and through former South-west Tablelands Water Supply works in the City of Wagga Wagga and to supply water to land within the City which received water from such works immediately before the date of transfer of such assets, rights and liabilities and make and levy rates and charges in respect of such supply as though that land was within the area of operations of the Goldenfields Water County Council.

SCHEDULE D**Additional provisions concerning the administration and objectives of Riverina Water County Council**

1. Riverina Water County Council shall develop, implement and maintain strategic business plans to facilitate the efficient provision and operation of water supply services. It shall have due regard for:
 - Principles of commercial performance;
 - integrated resource management; and
 - community involvement.
2. Riverina Water County Council is to:
 - Establish a customer advisory committee;
 - establish after community consultation levels of service acceptable to the community; and
 - conduct annual customer surveys.
3. Riverina Water County Council shall make maximum endeavour to contract in, or franchise out, to constituent councils and others, management, administration and accounting functions to ensure least-cost implementation of the County Council's strategic business objectives.
4. For the first five years of its operations or for such lesser period as the Minister for local Government after consultation with the Minister for Land and Water Conservation may determine, Riverina Water County Council shall publish annually separate financial statements according to Special Schedules 3 and 4 of the Local Government Code of Accounting Practice for the provision of water supply services within
 - the City of Wagga Wagga; and
 - the remainder of its area of operations.
5. The principal objectives of Riverina Water County Council are as follows:
 - (a) To be a successful business and, to this end -
 - (i) to operate at least as efficiently as any comparable business; and
 - (ii) to exhibit a sense of social responsibility by having regard to the interests of the community in which it operates;

- (b) to protect the environment by conducting its operations in compliance with the principles of ecologically sustainable development contained in section 6(2) of the Protection of the Environment Administration Act 1991; and
 - (c) In respect of the supply of potable water, to protect public health by supplying safe drinking water to its customers and other members of the public.
-

2 May 1997

OFFICIAL NOTICES

2483

OFFICIAL NOTICES**Appointments****ABORIGINAL LAND RIGHTS ACT 1983**

Election of a Councillor to Represent the
Western Metropolitan Region on the
N.S.W. Aboriginal Land Council

FOLLOWING the close of the poll on Saturday, 19 April
1997 and pursuant to section 27AA of the Aboriginal Land
Rights Act 1983, Robert LESTER is declared elected.

Dated 24th April, 1997.

E. I. DICKSON,
Electoral Commissioner
for New South Wales.

State Electoral Office,
Level 2, 1 Francis Street, Darlinghurst.

LOCAL GOVERNMENT ACT 1993

NOTICE is hereby given that I have appointed Tim
ROGERS, Deputy Director General of the Department of
Local Government, as the provisional governing body of
Goldenfields Water County Council, MidCoast County
Council and Riverina Water County Council. The
appointments are made by authority of and in accordance
with proclamations published in the *Government Gazette* on
2 May 1997, establishing those County Councils.

E. T. PAGE, B.E., B.Comm., M.P.,
Minister for Local Government.

PUBLIC SECTOR MANAGEMENT ACT 1988

Appointment of Director
Attorney General's Department
Community Justice Centre

HIS Excellency the Governor, with the advice of the
Executive Council, pursuant to section 13 of the Public
Sector Management Act 1988, has appointed Wendy
FAULKES, Director, Community Justice Centre, from
8 April 1997 to 30 June 1997.

J. W. SHAW, Q.C., M.L.C.
Attorney General.

UNIVERSITY OF WESTERN SYDNEY ACT 1988

Notification of Appointments to the Board of Governors of
Charles Sturt University

I, JOHN JOSEPH AQUILINA, Minister for Education and
Training, Minister Assisting the Premier on Youth Affairs in
pursuance of section 9 (5) of the Charles Sturt University
Act 1989, appoint the following persons:

Susan Elizabeth BENEDYKA
John Kevin James MAHON
Gavin O'MEARA
John SUTTON

as members of the Board of Governors of Charles Sturt
University for a term of office commencing on the date of
publication in the *Government Gazette* and expiring on
18 October 1998.

Dated 23rd April, 1997.

J. AQUILINA, M.P.,
Minister for Education and Training.

VETERINARY SURGEONS ACT 1986

Appointment of Consumer Member
Veterinary Surgeons Disciplinary Tribunal

I, RICHARD AMERY, M.P., Minister for Agriculture,
pursuant to section 25 (2) (c) of the Veterinary Surgeons Act
1986, am pleased to appoint Yolande DUBOW to the
Veterinary Surgeons Disciplinary Tribunal for a period from
the date hereof to 13 March 2000.

Dated this 14th day of April, 1997.

R. AMERY, M.P.,
Minister for Agriculture.

VETERINARY SURGEONS ACT 1986

Appointment of Member to the
Veterinary Surgeons Investigating Committee

I, RICHARD AMERY, M.P., Minister for Agriculture,
pursuant to section 24 (3) (d) of the Veterinary Surgeons Act
1986, has been pleased to appoint Marilyn Anne
MCKENZIE to the Veterinary Surgeons Investigating
Committee for a period from 1 April 1997 to 31 March
1998.

Dated this 19th day of March, 1997.

R. AMERY, M.P.,
Minister for Agriculture.

HOMEFUND COMMISSIONER ACT 1993

Appointment of HomeFund Commissioner

GORDON SAMUELS, Governor.

I, GORDON SAMUELS, A.C., Governor of the State of
New South Wales, with the advice of the Executive Council
and pursuant to section 5 (1) of the HomeFund
Commissioner Act 1993, hereby appoint Terrence LYNCH
as HomeFund Commissioner for the period 9 April 1997 to
30 June 1997, both dates inclusive.

Dated at Sydney this 9th day of April, 1997.

G. SAMUELS, A.C.,
Governor.

By His Excellency's Command,

FAYE LO PO', M.P.,
Minister for Fair Trading.

NEW SOUTH WALES GOVERNMENT GAZETTE No. 47

R16 Council Resolution Sheet

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary The report provides an update on the status of previous resolutions of the Board.

RECOMMENDATION that the report detailing the status of the active resolutions of the Board of Riverina Water be noted and received.

Report

The attachment to this report provides details on the implementation of previous Board resolutions.

› R16.1 Council Resolution Sheet [↓](#) 

Strategic Alignment

Our Business

Improve strategic planning and accountability

Financial Implications

Nil

Workforce Implications

Nil

Risk Considerations

Corporate Governance And Compliance	
Avoid	Riverina Water will avoid risks relating to corporate governance and compliance including ethical, responsible and transparent decision making and procedural/policy, legal and legislative compliance.

OUTSTANDING ACTIONS REPORT

Printed: Friday, 11 April 2025
3:36:56 PM

Meeting	Date	Officer	Title	Target
Board Meeting 26/10/2022	26/10/2022	Vidler, Greg	The Rock Reservoir Land Acquisition	9/11/2022
Resolution				
22/183	RESOLVED:			
	On the Motion of Councillors D Meyer OAM and T Quinn			
	That Council:			
	(a) proceed with the compulsory acquisition of the land described as 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991; and			
	(b) make an application to the Minister and the Governor for approval to acquire 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), for the purpose of the construction of the Rock Reservoir and associated access in accordance with Section 186(1) of the Local Government Act 1993			
	(c) upon acquisition, classify the land as operational land in accordance with the Local Government Act.			
	(d) Delegate authority to the CEO to sign all documents relating to the compulsory acquisition and pay requisite compensation for the land.			
	CARRIED			
Notes For Action				
07 Dec 2022 9:50am Vincent, Melissa				
The acquisition process continues as planned.				
14 Feb 2023 11:20am Vincent, Melissa				
The acquisition process continues again more slowly than expected. Council's solicitor has carriage of the process				
08 Jun 2023 3:18pm Vincent, Melissa				
The RMS rejected the proposed access which has put the project behind schedule. Revised plans have been completed and it is expected that Riverina Water will gain title to the required land by March 2024.				
19 Jun 2024 4:10pm Vincent, Melissa				
A workshop to update the Board on this matter was held on 27 June 2024.				
29 Nov 2024 8:33am Vincent, Melissa				
Riverina Water have engaged NSW Public Works to finalise the land acquisition by June 2025				
Meeting	Date	Officer	Title	Target
Board Meeting 27/02/2025	27/02/2025	Crakanthorp, Andrew	Membership of Riverina Eastern Regional Organisation of Councils (REROC)	13/03/2025
Resolution				
25/020	RESOLVED:			
	On the Motion of Councillors G Davies and G Driscoll			
	That Riverina Water defer consideration of the request by the Riverina Eastern Regional Organisation of Council's (REROC) to rejoin REROC, pending any decision by Wagga Wagga City Council to join or not rejoin REROC.			
	CARRIED			
Notes For Action				
11 Apr 2025 3:36pm Vincent, Melissa				
A report is expected to be provided to the June meeting of the Board				
Meeting	Date	Officer	Title	Target
Board Meeting 27/02/2025	27/02/2025	Crakanthorp, Andrew	Award Negotiation Update	13/03/2025
Resolution				
25/022	RESOLVED:			
	On the Motion of Councillors G Davies and D Tout			
	That the Board receive and note the report.			
	CARRIED			
Notes For Action				
11 Apr 2025 3:36pm Vincent, Melissa				
There is a report on the 2025 Riverina Water Enterprise Award included in this business paper.				

R17 Works Report covering February 2025

Organisational Area Engineering

Author Troy van Berkel, Director Engineering

Summary This report provides an overview of water usage, connections, maintenance and water quality matters during February 2025.

RECOMMENDATION that the Works Report covering February 2025 be received and noted.

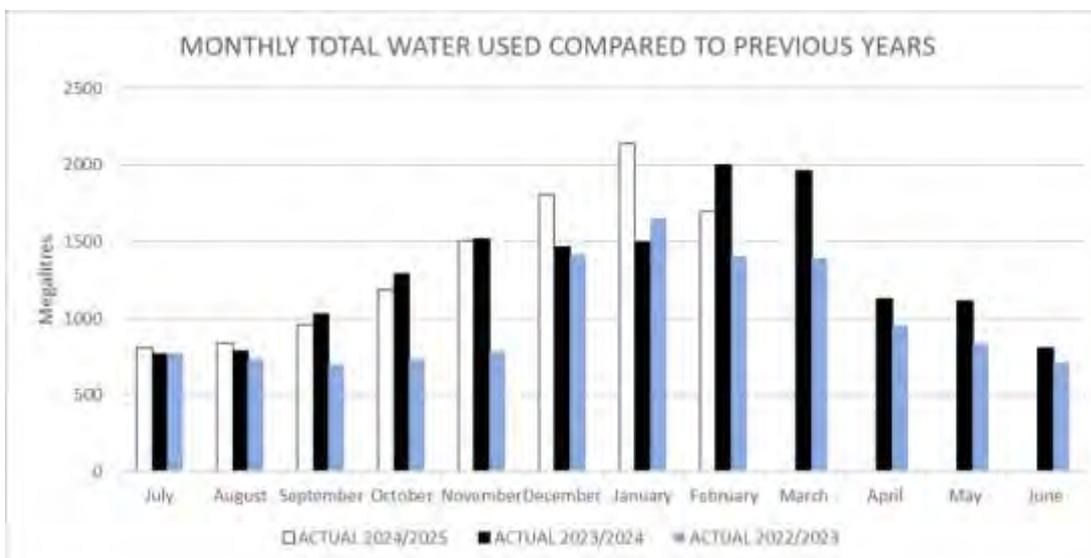
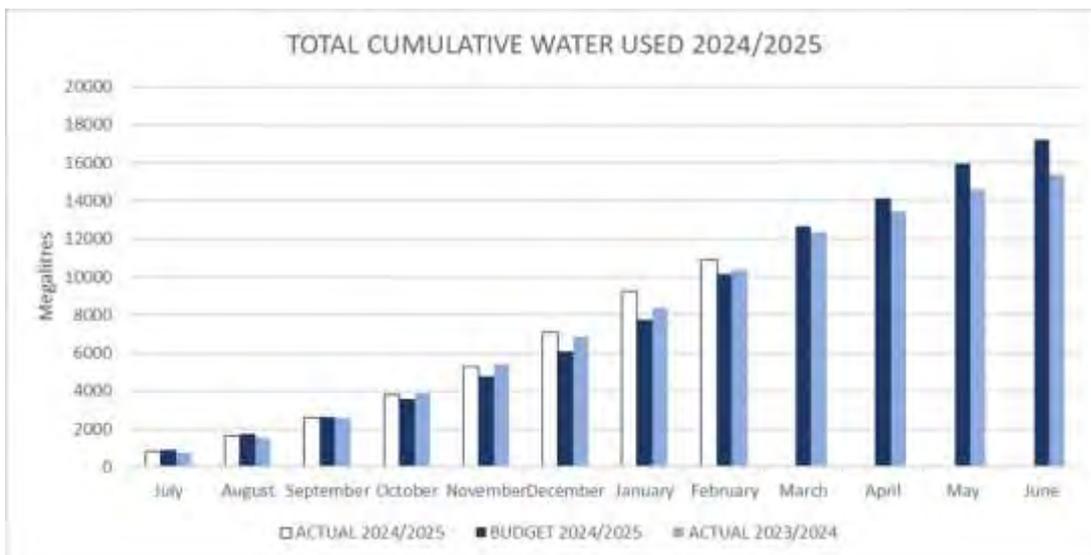
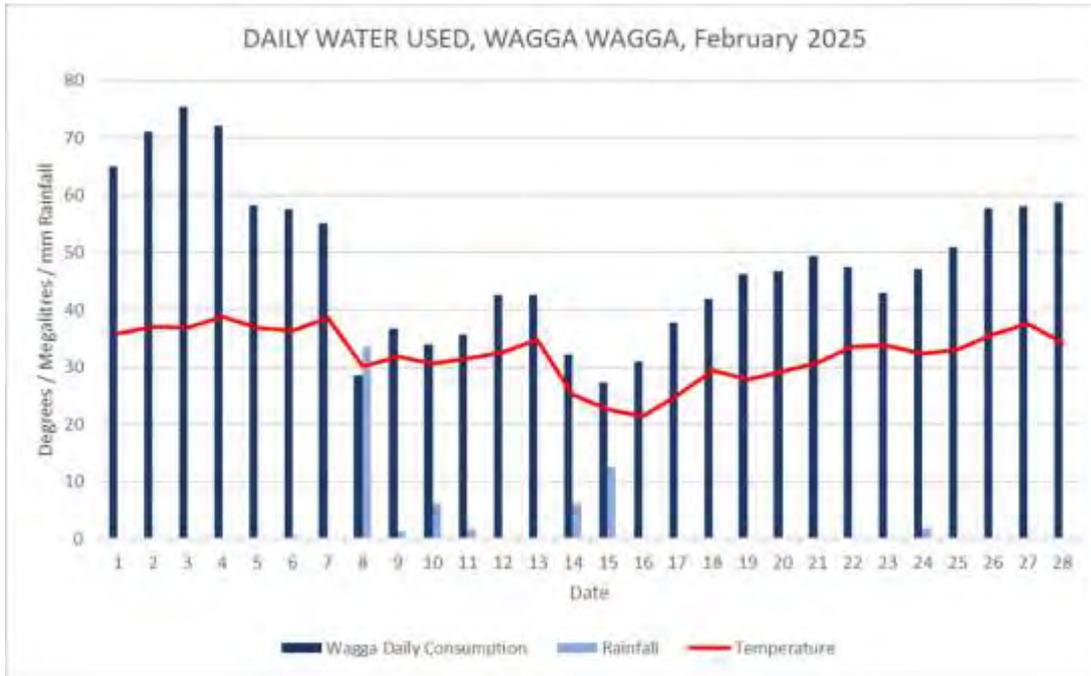
Report

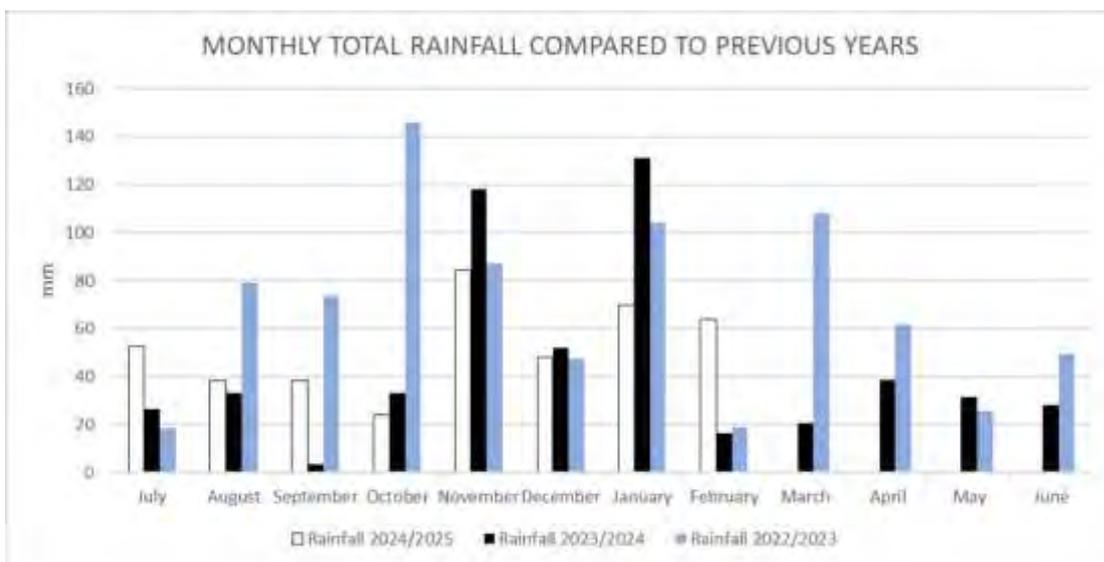
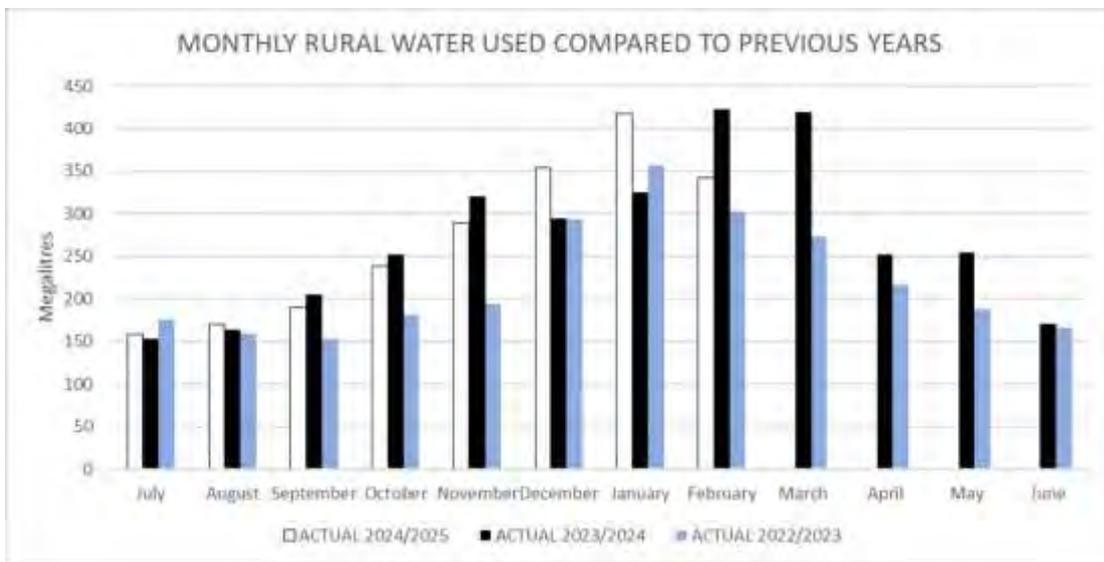
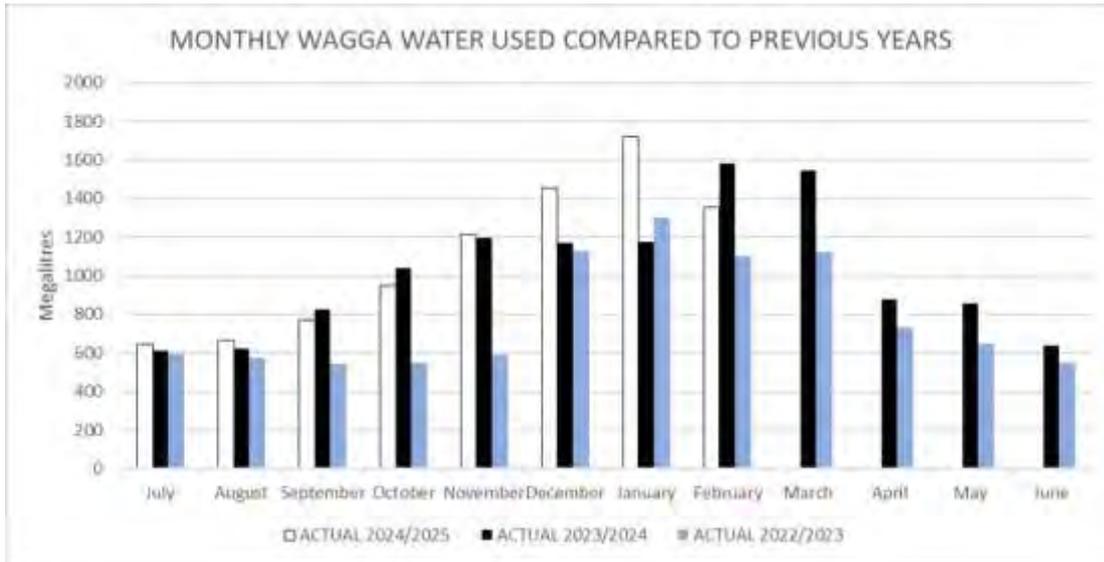
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 28th February 2025.

Water Sourced and Used

WATER SOURCED - Megalitres [ML]		February		
		2023	2024	2025
Rainfall [mm]		19.0	16.4	63.8
Wet Days		7	6	9
Surface Water Sources				
Murrumbidgee Regulated River Water		Sub-Total	1,008.4	810.5
				937.0
	Wagga Wagga - Murrumbidgee River	1,007.1	809.1	933.1
	Morundah - Yanco Creek	1.25	1.41	1.27
	Urana - Colombo Creek	0.0	0.0	2.7
Groundwater Sources		Sub-Total	442.7	1,191.2
				834.3
Wagga Wagga Alluvial Groundwater				
	East Wagga Wagga	65.1	312.0	120.7
	West Wagga Wagga	147.5	379.9	246.6
	North Wagga Wagga	107.6	327.2	304.7
	Oura	4.6	7.5	5.7
Mid Murrumbidgee Zone 3 Alluvial Groundwater				
	Collingullie	7.4	9.6	11.0
	Bulgary	41.6	72.2	68.7
Billabong Creek Alluvial Groundwater				
	Walla Walla (near Culcairn)	32.0	33.4	27.4
	Ralvona	20.5	31.0	31.3
	Walbundrie	5.6	5.9	6.6
Gundagai Alluvial Groundwater (Tarcutta)				
		5.6	6.1	5.4
Lachlan Fold Belt MDB Groundwater				
	Woomargama	1.3	1.9	1.9
	Humula	0.5	0.7	0.7
Goldenfields Water (bulk supply)				
		3.41	3.94	3.56
Surface and Groundwater - TOTAL		1,451.0	2,001.7	1,771.3

WATER SUPPLIED - Megalitres [ML]			February		
			2023	2024	2025
Greater Wagga Wagga	Wagga Wagga System	Sub-Total	860.1	1,290.6	1,092.6
	Wagga Low Level		169.7	189.0	159.2
	Wagga High Level		586.5	945.3	747.4
	Bellevue/Glenoak Level		97.0	144.9	120.6
	Ladysmith		6.9	11.5	8.8
	Gregadoo				56.6
	North Wagga System	Sub-Total	301.1	368.0	322.3
	North Wagga/Bomen		74.8	101.9	84.2
	East Bomen		33.6	28.9	29.0
	Estella		138.0	171.9	159.0
	Rural - Brucedale		34.2	37.8	29.5
	Rural - The Gap/Tooyal				12.0
	Rural - Currawarna/Cottee		20.5	27.5	8.5
	GREATER WAGGA WAGGA - TOTAL			1,161.1	1,658.6
Rural	Southern Trunk System	Sub-Total	155.2	193.9	177.7
	(Southern Trunk- Rural Connections)				74.3
	San Isadore				10.5
	Kapooka				17.9
	Uranquinty				17.7
	The Rock				11.6
	Mangoplah				2.4
	Yerong Creek				2.8
	Pleasant Hills				13.8
	Milbrulong				0.6
	Henty				18.0
	Morven				6.3
	Walla Walla				10.4
	Transferred to Western Trunk				-8.6
	Western Trunk System	Sub-Total	41.8	89.0	88.1
	(Western Trunk - Rural Connections)				39.0
	Lockhart				20.8
	Boree Creek				2.9
	Urana				9.0
	Oaklands				7.8
	Transferred from Southern Trunk				8.6
	Independent Villages	Sub-Total	44.3	63.4	60.9
	Collingullie		6.1	9.0	10.0
Humula		0.5	0.7	0.7	
Morundah		1.2	1.4	1.2	
Oura		4.6	7.5	3.8	
Woomargama		1.3	1.9	1.9	
Tarcutta		4.5	6.1	5.4	
Holbrook		20.6	31.0	31.5	
Walbundrie-Rand		5.6	5.9	6.5	
RURAL - TOTAL			241.3	346.2	326.8
GREATER WAGGA WAGGA & RURAL - TOTAL			1,402.4	2,004.8	1,741.6





Repairs, Meters, Locations and Complaints

Suburb	DISCONNECT	METERMODIFY	WATERTASTE	WATERODOUR	WATERHAMMER	LOCATE	HYDMAINT	WATERDIRTY	METERCOCKFAIL	PRESSURE	WATERLEAK	METERLEAK	Grand Total
Suburb Not Recorded									1		26		27
ASHMONT		1					2	1	3			5	12
BOMEN											3		3
BOOROOMA				1						2	1	2	6
BRUCEDALE									1	4	2	1	8
COLLINGULLIE											1	1	2
EAST WAGGA WAGGA													3
ESTELLA					2						1	2	5
FOREST HILL											4	7	11
GLENFIELD PARK									1	2	2	7	12
GOBBAGOMBALIN												2	2
GUMLY GUMLY												1	1
HENTY							1						1
HENTY TO HOLBROOK												1	1
HOLBROOK								1	1	2	2		6
KOORINGAL									2			6	8
LADYSMITH											2		2
LAKE ALBERT						1		3	1			15	20
LLOYD										1			2
LOCKHART			1			2						3	6
MOUNT AUSTIN										1		6	7
NORTH WAGGA WAGGA										1			1
PLEASANT HILLS											2		2
SAN ISIDORE									1	5			6
TARCUTTA									1			1	2
TOLLAND					1	1				2			6
TURVEY PARK									1		4	8	13
WAGGA WAGGA	1					2	4	7	3	4	7	17	45
WALLA WALLA												2	2
WOOMARGAMA										1			1
LOCKHART TO THE ROCK												2	2
RAND											1		1
THE ROCK												3	3
BOREE CREEK TO URANA										3			3
BIDGEEMIA												2	2
URANA											3		3
OAKLANDS										2			2
DOWNSIDE												1	1
BOREE CREEK										1	1		2
OSBORNE											1		1
Grand Total	1	1	1	1	3	6	7	12	16	31	63	102	244

New Connections

Count of #	Resp.				
Activity	Suburb	CONSGANGS	NEWSERVICE	RURALGANG	Grand Total
MTRINST	COLLINGULLIE			1	1
	CURRAWARNA		1		1
	EAST WAGGA WAGGA	1			1
	GLENFIELD PARK		1		1
	GOBBAGOMBALIN		6		6
	GUMLY GUMLY		1		1
	KOORINGAL		1		1
	LAKE ALBERT		2		2
	Oaklands			1	1
	PLEASANT HILLS			1	1
	SPRINGVALE		1		1
	THE ROCK			1	1
	TURVEY PARK		2		2
	WAGGA WAGGA		1		1
	WALLA WALLA			1	1
Grand Total		1	16	5	22

Water System Repairs

Activity	Days (Date)	Suburb	Problem	AssetType	Count of #
MAINRPR	01-Feb	COLLINGULLIE	JOINTLEAK	Water Main	1
		COLLINGULLIE	LONGSPLIT	Water Main	1
		TOLLAND	LONGSPLIT	Water Main	1
	02-Feb	ESTELLA	JOINTLEAK	Water Main	1
		GOBBAGOMBALIN	JOINTLEAK	Water Main	1
	03-Feb	LAKE ALBERT	JOINTLEAK	Water Main	1
	04-Feb	BOREE CREEK	LONGSPLIT	Water Main	1
		MORVEN	JOINTLEAK	Water Main	1
	05-Feb	COLLINGULLIE	JOINTLEAK	Water Main	1
	06-Feb	LOCKHART	JOINTLEAK	Water Main	1
	07-Feb	TURVEY PARK	GROUNDMO	Water Main	1
		TURVEY PARK	SEALFAIL	Water Main	1
	09-Feb	LADYSMITH	LONGSPLIT	Water Main	1
	11-Feb	BIDGEEMIA		Water Main	1
		RAND	JOINTLEAK	Water Main	1
		URANA	JOINTLEAK	Water Main	2
	12-Feb	SAN ISIDORE	GROUNDMO	Water Main	1
	14-Feb	LLOYD	GROUNDMO	Water Main	1
		WAGGA WAGGA	JOINTLEAK	Water Main	1
	17-Feb	BRUCEDALE	GROUNDMO	Water Main	1
		COLLINGULLIE	ROUNDSPL	Water Main	1
	18-Feb	HOLBROOK	ROUNDSPL	Water Main	1
		LADYSMITH	EXCESSWE	Water Main	1
		WAGGA WAGGA	GROUNDMO	Water Main	1
	19-Feb	BOMEN	JOINTLEAK	Water Main	1
		WAGGA WAGGA	ROUNDSPL	Water Main	1
		MANGOPLAH TO THE ROCK	JOINTLEAK	Water Main	1
	21-Feb	PLEASANT HILLS	JOINTLEAK	Water Main	1
	23-Feb	WAGGA WAGGA	JOINTLEAK	Water Main	1
	24-Feb	LOCKHART	JOINTLEAK	Water Main	1
	25-Feb	WAGGA WAGGA	EXCESSWE	Water Main	1
		YERONG CREEK	JOINTLEAK	Water Main	1
	26-Feb	HOLBROOK		Water Main	1
	27-Feb	MILBRULONG	ROUNDSPL	Water Main	1
	28-Feb	WAGGA WAGGA	GROUNDMO	Water Main	1
Grand Total					36

Water Quality Complaints

Types	Days (Call Date)	Suburb	Action Taken	Count of SR#
WATERTASTE	13-Feb	LOCKHART	Tested at front tap. Taste and odour fine, 7.71 pH, 0.58 NTU, 1.46 Free Cl2, 1.53 Total Cl2.All within ADWG. Customer said only tasted metallic for half a day, maybe after storms.	1
WATERODOUR	18-Feb	BOOROOMA	Called Sue-Ann, discussed water sources and that the marks she is seeing are calcium build up. She has moved from Leeton where she didn't have groundwater so this is new for her.	1
WATERDIRTY	03-Feb	LAKE ALBERT	Flushed main until clear spoke to customer	1
		LAKE ALBERT	Flushed main customer came out and said the water had come clean in his residence	1
	11-Feb	WAGGA WAGGA	Flushed meter	1
	13-Feb	HOLBROOK	Flush main and service	1
	18-Feb	WAGGA WAGGA	Flushed main	1
	19-Feb	WAGGA WAGGA	Flushed meter	1
		WAGGA WAGGA	Flushed hydrant	1
		WAGGA WAGGA	FLUSHED HYDRANT	1
		WAGGA WAGGA	Maintenance Team had attended earlier today and flushed at the main meter (advised by Josh Matthews on call). I advised owner to flush own back tap until clear.	1
	25-Feb	ASHMONT	New meter washer	1
	26-Feb	LAKE ALBERT	Flushed water clear again	1
	28-Feb	WAGGA WAGGA	Owner has advised water is starting to clear	1
Grand Total				14

New water mains laid – New and Replacement

Summary	WO#	Asset Type	Width	Type	Sum of Meters
Boree to Morundah Pipeline	1819	Water Main	150	OPVC	2603
Lloyd West Trunk	1839	Water Main	150	OPVC	18
			300	DICL	18
Lake Albert Manors subdivision - stage 2	2168	Water Main	100	DICL	6
29 Gibson St	1848	Water Main	100	OPVC	108
Cummins Rd San Isadore	1899	Water Main	32	OPVC	45
150mm oPVC x 100mm Fire Service Long - 6					
Dangar Pl, East Wagga	4708	Water Meter	100	DICL	6
Urana to Oaklands, Federation Way - Billabong					
Creek crossing and main replacement	5088	Water Main	150	OPVC	229
Lloyd West Stage 2 subdivision - Watson Blvd & Lingiari Dr	3939	Water Main	150	OPVC	290
Bowler Street Main replacement	5050	Water Main	100	DICL	36
Grand Total					3359

Major Repairs / Overhauls

Facility	Work done
Wagga Wagga WTP	High lift pump preventative maintenance
North Wagga WTP	Fluoride system repairs
Oura WTP	High lift pump upgrade

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	251
Estella Farrer Road	103
Forest Hill Elizabeth Avenue	100
Glenfield Red Hill Road	228
Henty Olympic Way	37
Holbrook Millswood Road	162
Lake Albert Plumpton Road	67
Lockhart Napier Road	86
Pleasant Hills Manson Street	102
Ralvona	50
The Rock	67
Urana Federation Way	188
Woomargama Murray St	4
Walla Walla Short St	43
Yerong Creek Finlayson Street	11

Fleet Disposals

Vehicle No	Description	Vehicle Type	Make & Model	Year	KMs	Method	Price (ex GST)
Nil							

Fleet Acquisitions

Vehicle No	Tenders received	Accepted Tenderer	Vehicle type	Make/Model	Price ex GST
Nil					

Strategic Alignment

Our Business

Provide exceptional customer service by tailoring and improving our systems, processes and service

Financial Implications

Nil

Workforce Implications

N/A

Risk Considerations

Service Delivery	
Avoid	Riverina Water will avoid taking on any risks which may compromise water quality.

R18 Works Report covering March 2025

Organisational Area Engineering

Author Troy van Berkel, Director Engineering

Summary This report provides an overview of water usage, connections, maintenance and water quality matters during March 2025.

RECOMMENDATION that the Works Report covering March 2025 be received and noted.

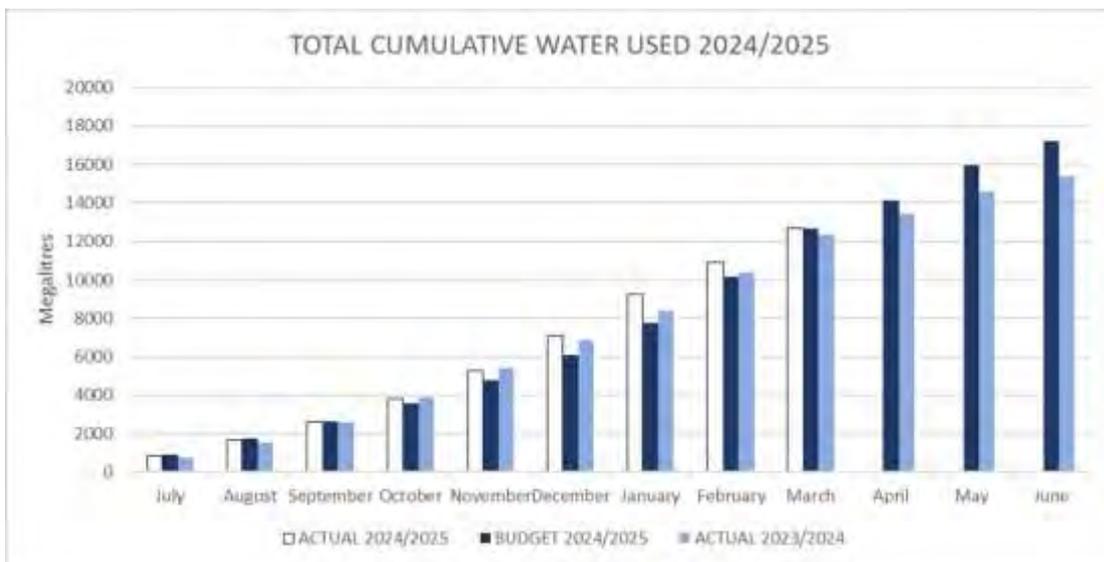
Report

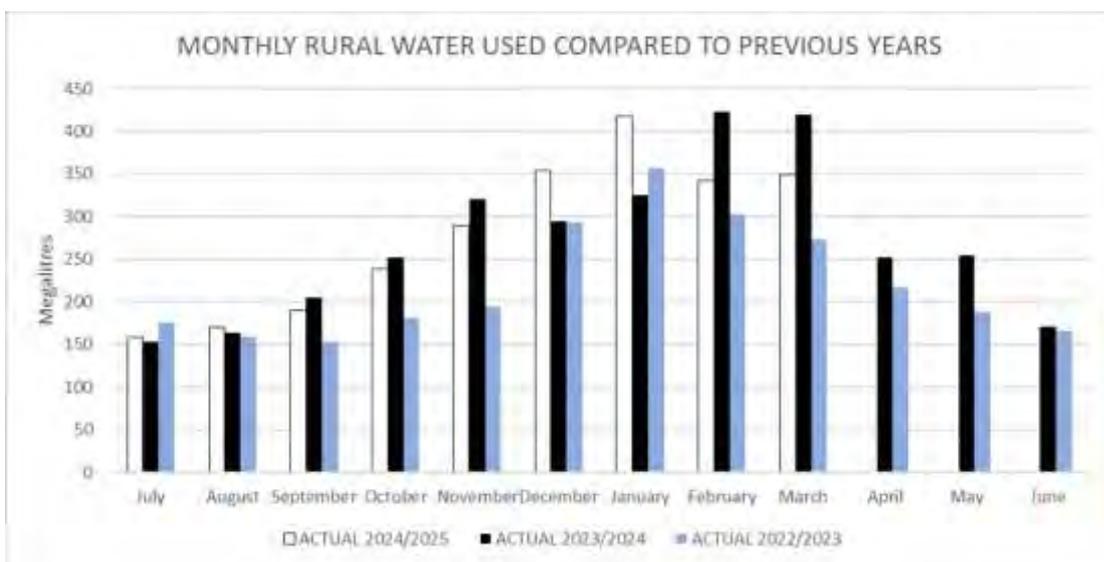
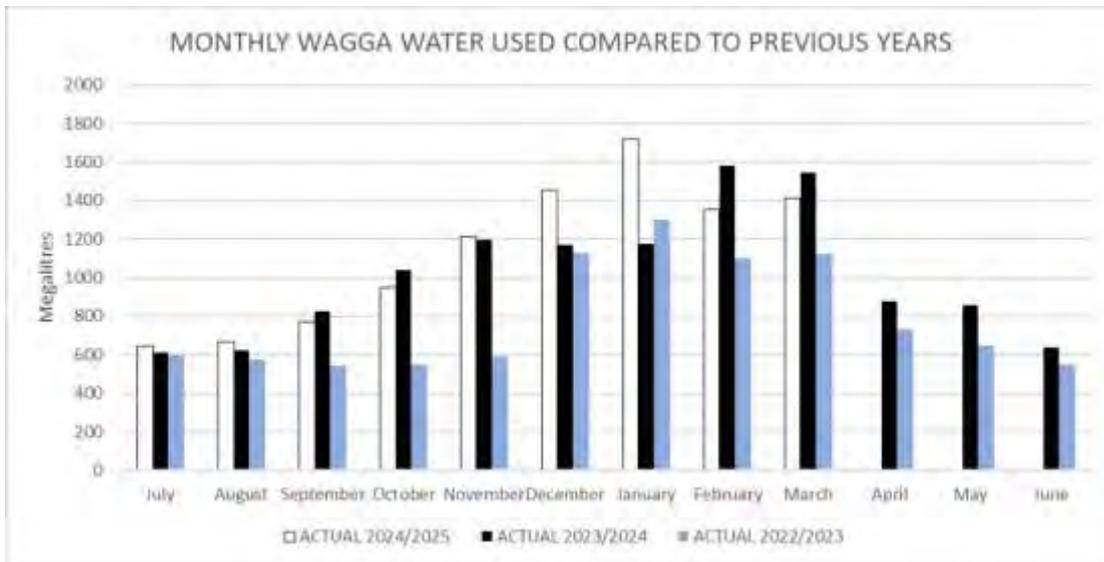
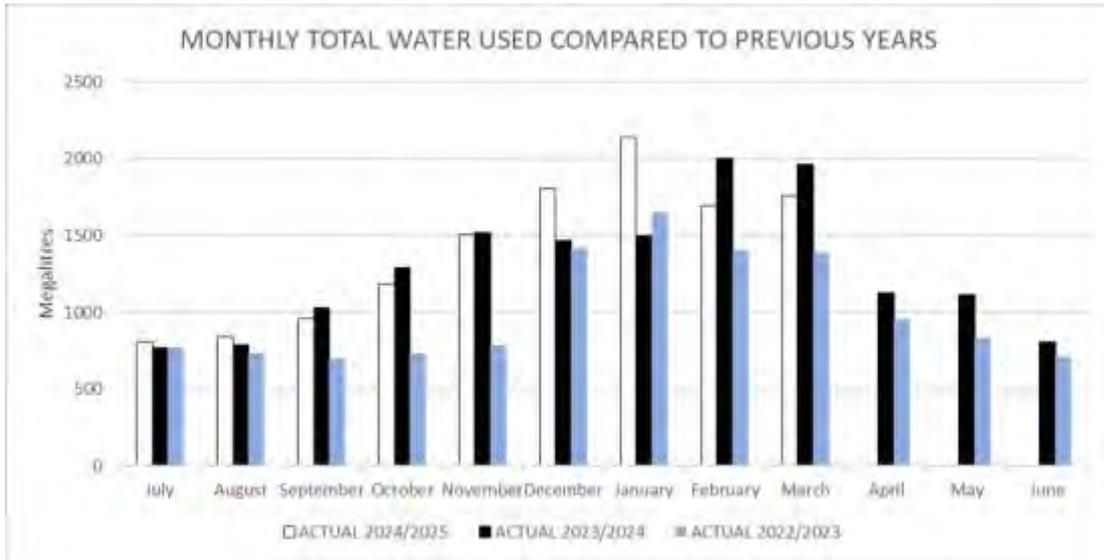
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 31st March 2025.

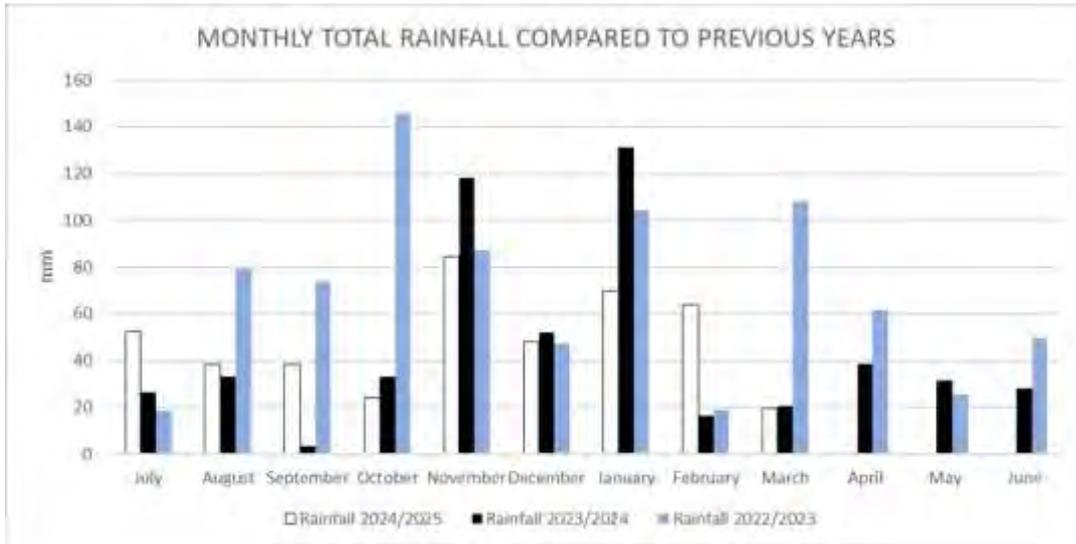
Water Sourced and Used

WATER SOURCED - Megalitres [ML]		March		
		2023	2024	2025
Rainfall [mm]		108.0	20.6	19.6
Wet Days		9	2	7
Surface Water Sources				
Murrumbidgee Regulated River Water		Sub-Total	1,284.1	890.7
		943.0		
Wagga Wagga - Murrumbidgee River		1,282.9	888.8	941.3
Morundah - Yanco Creek		1.13	1.99	0.89
Urana - Colombo Creek		0.0	0.0	0.8
Groundwater Sources		Sub-Total	273.2	1,091.3
		910.5		
Wagga Wagga Alluvial Groundwater				
East Wagga Wagga		5.7	264.6	133.8
West Wagga Wagga		135.3	327.9	288.5
North Wagga Wagga		0.0	329.6	336.0
Oura		4.1	6.6	7.3
Mid Murrumbidgee Zone 3 Alluvial Groundwater				
Collingullie		8.0	10.4	9.7
Bulgary		50.8	71.7	59.3
Billabong Creek Alluvial Groundwater				
Walla Walla (near Culcairn)		31.1	32.9	27.3
Ralvona		21.4	28.4	30.3
Walbundrie		4.3	6.3	5.2
Gundagai Alluvial Groundwater (Tarcutta)				
		5.2	7.3	5.6
Lachlan Fold Belt MDB Groundwater				
Woomargama		1.5	1.7	2.1
Humula		0.7	0.8	0.8
Goldenfields Water (bulk supply)				
		5.26	3.35	4.53
Surface and Groundwater - TOTAL		1,557.3	1,982.0	1,853.5

WATER SUPPLIED - Megalitres [ML]		March			
		2023	2024	2025	
Greater Wagga Wagga	Wagga Wagga System	Sub-Total	913.7	1,242.1	1,141.9
	Wagga Low Level		169.9	148.8	150.8
	Wagga High Level		625.1	915.7	783.3
	Bellevue/Glenoak Level		111.9	165.4	137.0
	Ladysmith		6.9	12.1	9.1
	Gregadoo				61.7
	North Wagga System	Sub-Total	330.2	382.8	333.1
	North Wagga/Bomen		87.6	77.9	77.3
	East Bomen		35.8	31.2	28.3
	Estella		150.4	206.2	172.6
	Rural - Bruceedale		32.6	39.5	32.4
	Rural - The Gap/Tooyal				12.8
	Rural - Currawarna/Cottee		23.8	28.2	9.7
	GREATER WAGGA WAGGA - TOTAL			1,243.9	1,624.9
Rural	Southern Trunk System	Sub-Total	171.9	194.8	192.5
	(Southern Trunk - Rural Connections)				96.1
	San Isadore				12.6
	Kapooka				17.4
	Uranquinty				19.6
	The Rock				11.5
	Mangoplah				2.9
	Yerong Creek				3.1
	Pleasant Hills				14.5
	Milbrulong				0.5
	Henty				16.9
	Morven				7.1
	Walla Walla				8.9
	Transferred to Western Trunk				-18.6
	Western Trunk System	Sub-Total	51.4	82.7	98.1
	(Western Trunk - Rural Connections)				45.3
	Lockhart				19.4
	Boree Creek				2.5
	Urana				5.9
	Oaklands				6.4
	Transferred from Southern Trunk				18.6
	Independent Villages	Sub-Total	45.9	62.7	60.9
	Collingullie		7.7	9.7	9.0
Humula		0.7	0.8	0.8	
Morundah		1.1	1.9	0.9	
Oura		4.1	6.6	6.6	
Woomargama		1.5	1.7	2.1	
Tarcutta		5.1	7.2	5.5	
Holbrook		21.5	28.5	30.4	
Walbundrie-Rand		4.3	6.3	5.5	
RURAL - TOTAL			269.1	340.2	351.5
GREATER WAGGA WAGGA & RURAL - TOTAL			1,513.0	1,965.1	1,826.5







Repairs, Meters, Locations and Complaints

Suburb	METERMODIFY	WATERTASTE	WATERHAMMER	LOCATE	HYDMAINT	WATERODOUR	WATERDIRTY	METERCOCKFAL	PRESSURE	WATERLEAK	METERLEAK	Grand Total
Suburb Not Recorded										19	1	20
ASHMONT	1						2	2		1	2	8
BOMEN											7	7
BOOROOMA											2	2
BOURKELANDS								1		2	1	4
BRUCEDALE									2	3	1	6
COLLINGULLIE									1			1
CURRAWARNA									2	1		3
EAST WAGGA WAGGA								1			3	4
ESTELLA			1								4	5
FOREST HILL							1		2	2	2	7
GLENFIELD PARK							1	1	1	3	2	8
GUMLY GUMLY				1						1		2
HENTY							1		2		1	4
HENTY TO HOLBROOK										1		1
HOLBROOK					1				2	1		4
KOORINGAL								3	1	1	7	12
LADYSMITH											1	1
LAKE ALBERT						1	3	5	2	4	9	24
LLOYD							2				1	3
LOCKHART											1	1
MOUNT AUSTIN									2	3	3	8
NORTH WAGGA WAGGA										1	1	2
SAN ISIDORE						2				1		3
TATTON		1					1	1		1	1	5
TOLLAND					1		1	1	2	2	5	12
TURVEY PARK			1								2	3
URANA TO OAKLANDS									1			1
URANQUINTY							2					2
WAGGA WAGGA		1		1	2		1	4	3	7	15	34
WALLA WALLA									2	1	1	4
WOOMARGAMA									2	2		4
YERONG CREEK										1		1
LOCKHART TO THE ROCK								2				2
CULCAIRN									1	1		2
MOORONG							1					1
RAND											1	1
THE ROCK							3		2		1	6
BOREE CREEK TO URANA									2			2
OURA											1	1
BIDGEEMIA									1	2		3
LOCKHART TO BOREE CREEK										1		1
HUMULA									1		1	2
URANA						2			1		2	5
DOWNSIDE					1							1
BOREE CREEK										2		2
CULCAIRN TO WALLA WALLA				2								2
MANGOPLAH TO THE ROCK										1		1
Grand Total	1	2	2	4	5	5	19	21	35	65	79	238

New Connections

Count of #	Resp.					
Activity	Suburb	CONSGANGS	NEWSERVICE	RURALGANG	WORKS	Grand Total
MTRINST	CULCAIRN			1		1
	EAST WAGGA WAGGA	1	2			3
	FOREST HILL		2		3	5
	GOBBAGOMBALIN		14			14
	GUMLY GUMLY		1			1
	HENTY				1	1
	HOLBROOK				1	1
	KOORINGAL		1		3	4
	LAKE ALBERT		3			3
	LOCKHART			1		1
	MANGOPLAH		1			1
	Oaklands			2		2
	PLEASANT HILLS			1		1
	TATTON		2			2
	THE ROCK			2	1	3
	TURVEY PARK		1			1
	URANA			1		1
	URANQUINTY			1		1
	WAGGA WAGGA	2	7		5	14
Grand Total		3	34	9	14	60

Water System Repairs

Activity	Days (Date)	Suburb	Problem	AssetType	Count of #
MAINRPR	01-Mar	SAN ISIDORE	LONGSPLIT	Water Main	1
	04-Mar	TURVEY PARK	JOINTLEAK	Water Main	1
		WALLA WALLA	JOINTLEAK	Water Main	1
	05-Mar	HOLBROOK	LONGSPLIT	Water Main	1
		MOUNT AUSTIN	LONGSPLIT	Water Main	1
		WAGGA WAGGA	GROUNDMA	Water Main	1
	06-Mar	DOWNSIDE	JOINTLEAK	Water Main	1
		HOLBROOK	JOINTLEAK	Water Main	1
	07-Mar	TUMBARUMBA		Water Main	1
	11-Mar	SAN ISIDORE	LONGSPLIT	Water Main	1
		LOCKHART TO BOREE CREEK		Water Main	1
	12-Mar	BIDGEEMIA	ROUNDSPL	Water Main	1
	13-Mar	COLLINGULLIE	LONGSPLIT	Water Main	1
	16-Mar	OURA	EXCESSWE	Water Main	1
	17-Mar	BULGARY	ROUNDSPL	Water Main	1
		LAKE ALBERT	LONGSPLIT	Water Main	1
	19-Mar	WOOMARGAMA	ROUNDSPL	Water Main	1
	20-Mar	PLEASANT HILLS	JOINTLEAK	Water Main	1
		URANA	LONGSPLIT	Water Main	1
	22-Mar	MOUNT AUSTIN	EXCESSWE	Water Main	1
	24-Mar	HENTY	JOINTLEAK	Water Main	1
		HENTY	LONGSPLIT	Water Main	1
		LAKE ALBERT	TREERROOTS	Water Main	1
	25-Mar	BOREE CREEK TO URANA	JOINTLEAK	Water Main	1
		THE GAP	EXCESSWE	Water Main	1
		URANA	JOINTLEAK	Water Main	1
	26-Mar	CURRAWARNA	EXCESSWE	Water Main	1
	27-Mar	ASHMONT	EXCESSWE	Water Main	1
		FOREST HILL	EXCESSWE	Water Main	1
		FOREST HILL	LONGSPLIT	Water Main	1
	28-Mar	BRUCEDALE	EXCESSWE	Water Main	1
		CULCAIRN	JOINTLEAK	Water Main	1
		MANGOPLAH TO THE ROCKS	JOINTLEAK	Water Main	1
Grand Total					33

Water Quality Complaints

Types	Days (Call Date)	Suburb	Action Taken	Count of SR#
WATERTASTE	06-Mar	TATTON	Tested water at the meter tap. Free chlorine 0.87 mg/L, total chlorine 1.24 mg/L, pH 7.32, Turbidity 0.46 NTU. Meets ADWG. Spoke to Gloria and explained ADWG and our internal limits, she is reassured that it is highly unlikely to be the cause of her skin/hair problem.	1
	19-Mar	WAGGA WAGGA	Tested water at front tap, pH 7.29, Free Cl2 0.65, turbidity 0.47, meets ADWG, suggested flushing taps.	1
WATERODOUR	11-Mar	SAN ISIDORE	Flushed meter	1
		SAN ISIDORE	Change assignment to inspector 23500 from inspector 3460 by 1510.	1
	14-Mar	LAKE ALBERT	Called Ruby, explained water hardness and the water sources which supply her area, discussed ADWG limits and reassured her the levels are well within recommendations.	1
	20-Mar	URANA	Change assignment to inspector 20100 from inspector 3460 by 735.	1
		URANA	Water service flushed. Chlorine 1.10, Turbidity 0.96	1
WATERDIRTY	04-Mar	ASHMONT	Flushed service	1
		ASHMONT	Tested water at the meter. 0.59 NTU, 0.89 Cl2, 7.41 pH @ 21 degrees C, Taste, odour and appearance good. Spoke with tenant on the phone, sounds like a recurring dirty water issue is the main concern. Reassured customer that the water quality meets ADWG, and to call back if the issue arises again. Suggested consulting a plumber to check internal plumbing.	1
		GLENFIELD PARK	Flushed service	1
	05-Mar	WAGGA WAGGA	Flushed main	1
	06-Mar	TATTON	Flushed meter	1
	07-Mar	LLOYD	Flushed meter	1
	11-Mar	THE ROCK	Flushed water main	1
	13-Mar	THE ROCK	Change assignment to inspector 20100 from inspector 23500 by 23500.	1
		THE ROCK	Flushed main and service again. Turbidity 02.56. Very good. Told consumer could be gal pipes on her side or hot water system	1
	17-Mar			1
	19-Mar	URANQUINTY	Flushed main and service- D Flynn	1
	20-Mar	URANQUINTY	Flushed service. Was dirty. Chlorine 1.10 Turbidity 2.17	1
	24-Mar	HENTY	Flushed main	1
	25-Mar	MOORONG	Flushed meter clear	1
	28-Mar	FOREST HILL	Flushed service until clear	1
		LAKE ALBERT	Flushed water meter	1
		LAKE ALBERT	Flushed service until clear No one was home	1
30-Mar	LAKE ALBERT	Told customer to contact WWCC sewer	1	
31-Mar	TOLLAND	Replaced faulty meter and flushed water till clear.	1	
Grand Total				26

New water mains laid – New and Replacement

Summary	WO#	Asset Type	Width	Type	Sum of Meters
Boree to Morundah Pipeline	1819	Water Main	150	OPVC	1352
Lloyd West Trunk	1839	Water Main	150	OPVC	48
23 Best St Uranquinty	1844	Water Main	100	OPVC	228
Lloyd West Stage 2 subdivision - Watson Blvd & Lingiari Dr	3939	Water Main	150	OPVC	144
Bowler Street Main replacement	5050	Water Main	100	DICL	65
GOBBAGOMBALIN Stage 6-7 - 68 Lot Subdivision	4315	Water Main	100	DICL	29
Adjacent Tarcutta RFS - Filling Station - Humelink	3989	Water Main	100	DICL	75
				OPVC	406
Grand Total					2347

Major Repairs / Overhauls

Facility	Work done
Morundah WTP	Raw Water Pump Replaced
West Wagga WTP	Fluoride system maintenance
Wagga Wagga WTP	Lamella sludge scraper repairs
Bulgary WTP	Fluoride system repairs

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	165
Estella Farrer Road	152
Forest Hill Elizabeth Avenue	302
Glenfield Red Hill Road	299
Henty Olympic Way	91
Holbrook Millswood Road	127
Lake Albert Plumpton Road	214
Lockhart Napier Road	119
Pleasant Hills Manson Street	105
Ralvona	2
The Rock	114
Urana Federation Way	187
Woomargama Murray St	3
Walla Walla Short St	10
Yerong Creek Finlayson Street	21

Fleet Disposals

Vehicle No	Tenders received	Accepted Tenderer	Vehicle type	Make/Model	Price ex GST
286			Mower	Bobcat	\$5000
98			Trailer	Homemade	Sold with above as package.

Fleet Acquisitions

Vehicle No	Description	Vehicle Type	Make & Model	Year	KMs	Method	Price (ex GST)
504	Ford Ranger XL Dual Cab utility	Ute	Ford Ranger	2025	0	LGP	\$45,971.81
505	Ford Ranger XL Dual Cab utility	Ute	Ford Ranger	2025	0	LGP	\$45,971.81

Strategic Alignment

Our Business

Provide exceptional customer service by tailoring and improving our systems, processes and service

Financial Implications

Nil

Workforce Implications

N/A

Risk Considerations

Service Delivery	
Avoid	Riverina Water will avoid taking on any risks which may compromise water quality.

R19 Tarcutta PFAS Response Update

Organisational Area Engineering

Author Jason Ip, Manager Operations

Summary This report provides an overview of impacts of PFAS to Tarcutta's water supply system. This was initiated by NSW Health treated water screening tests during October 2024 in response to the release of the proposed Australian Drinking Water Guidelines (ADWG) limits for PFAS in drinking water on 21st October 2024. The proposed ADWG PFAS review is expected to be finalised end of April 2025

RECOMMENDATION that Council receive and note the report.

Report

The Tarcutta water supply is an independent scheme consisting of two groundwater bores (Tarcutta Bore 4 & Tarcutta Bore 5). Treatment processes include iron removal, manganese removal and chlorination. Tarcutta Bore 5 is generally used in preference than Tarcutta Bore 4 as contains lower levels of iron.

Tarcutta Bore 5 is located on the same site as Tarcutta Water Treatment Plant (WTP) opposite Tarcutta Hotel, at the lowest drainage point of the township. Tarcutta Bore 4 is located approx. 320 metres south-west adjacent to Tarcutta Creek – refer Figure 1 below.

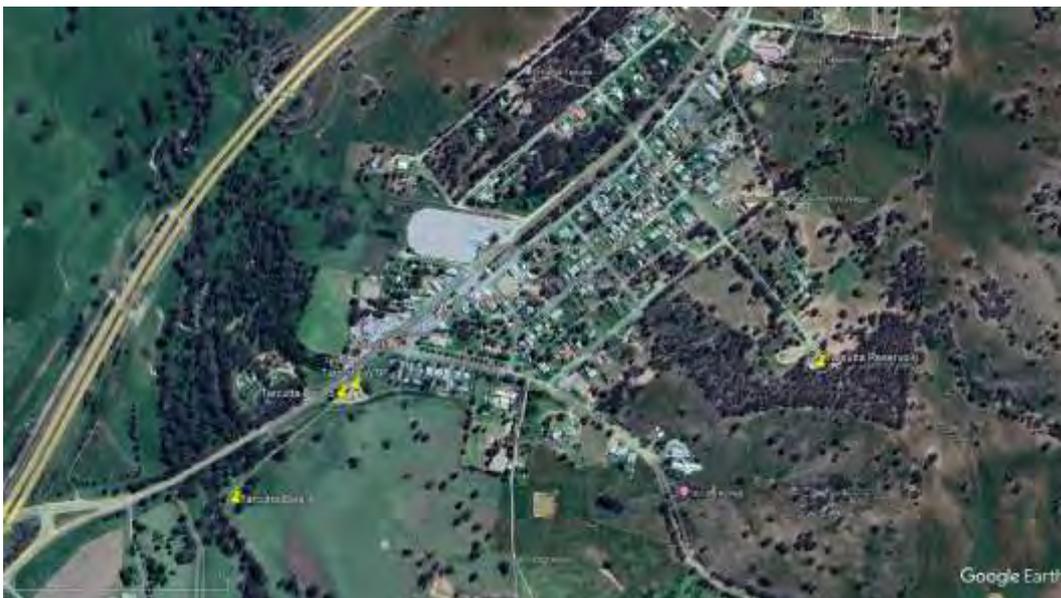


Figure 1: Locality Map – Tarcutta Bores 4 & 5 and Tarcutta Water Treatment Plant

Soon after the release of the proposed Australian Drinking Water Guidelines (ADWG) for PFAS in October 2024, NSW Health conducted an initial screening test from each drinking water

supply system operated by 83 local water utilities in NSW (excluding Sydney Water and Hunter Water). The four primary components of PFAS specifically listed in the proposed ADWG are PFOS, PFHxS, PFOA and PFBS, each having their own prescribed limits as tabulated below in Table 1.

Table 1: Current and Proposed ADWG PFAS Limits

Chemical	Existing ADWG level	Draft updated level
PFOS	70 ng/L or 70 parts per trillion (Less than 0.07 micrograms per litre of PFOS and PFHxS combined)	4 ng/L (Less than 0.004 micrograms per litre)
PFHxS		30 ng/L (Less than 0.03 micrograms per litre)
PFOA	560 ng/L, or 560 parts per trillion (Less than 0.56 micrograms per litre)	200 ng/L (Less than 0.2 micrograms per litre)
PFBS		1000 ng/L (Less than 1.0 micrograms per litre)

NSW Health screening tests identified four water supplies in NSW affected by PFAS above the proposed ADWG limits: Tarcutta, Bungendore, Narrabri and Warialda (north of Tamworth). Note: Warialda was the only source having detections above both proposed and current guidelines values.

Investigations of Tarcutta source works concluded that Tarcutta Bore 5 consistently had PFOS concentrations greater than the proposed ADWG limit 0.004 µg/L, ranging between 0.011 - 0.016 µg/L (micrograms per litre) (or 2.75 to 4 times the proposed ADWG limit for PFOS) after 6 samples to date. Tarcutta Bore 4 also experienced PFOS concentrations in one of its 6 samples (to date) above the proposed limit. All results were under current ADWG values.

Efforts to operate Tarcutta Bore 4 as an immediate response in November 2024 (instead of Tarcutta Bore 5) was affected by the need to clean and redevelop the bore. This work was only completed last week, together with preparation of the water treatment plant to manage higher levels of raw water iron concentrations. In the interim, advice from NSW Health indicated that whilst the proposed ADWG PFAS limits were being reviewed, Riverina Water was meeting current ADWG requirements.

Historical PFAS sampling results for Tarcutta Bores 4 & 5 are illustrated in Figure 2 below.

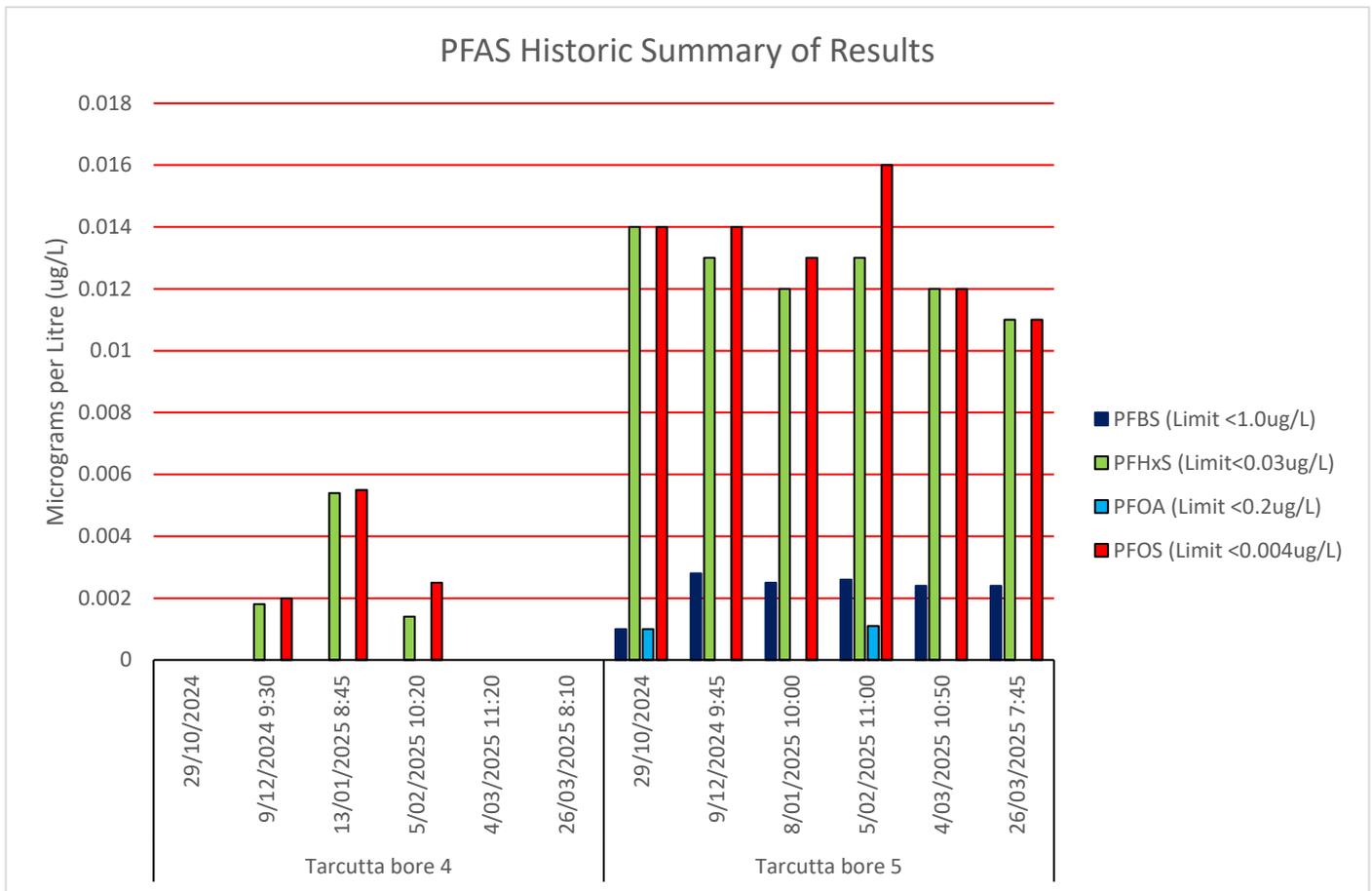


Figure 2: Historic Summary of PFAS Results – Tarcutta Bores 4 & 5

Initial meetings with NSW Health, NSW Department Climate Change, Environment, Energy & Water (DCCEE), and the NSW Environmental Protection Agency (EPA) resulted in Riverina Water conducting a preliminary hydrogeological investigation of Tarcutta's groundwater sources in relation to possible sources of PFAS contamination.

The hydrogeological investigation was completed in February 2025 and provides a conceptual model of groundwater systems associated with Tarcutta groundwater bores and the township's natural drainage.

In March 2025, Riverina Water engaged a specialist environmental monitoring service to sample available salinity bores within Tarcutta, as well as a Transport for NSW (TfNSW) bore used during the construction of the Hume Highway bypass around Tarcutta. We expect finalisation of the sampling report by end of April 2025.

Considering outcomes of both above-mentioned reports, management hope to determine the next course of action if the new ADWG PFAS limits are adopted by NSW Health, and may include a combination of:

- 1) Greater utilisation of Bore 4

- 2) Establishing a new water supply bore in a low-risk part of the catchment, and/or utilise the abandoned TfNSW bore (if suitable)
- 3) Consider PFAS treatment and removal at the water treatment plant

In the meantime, NSW Health, NSW DCCEEW and NSW EPA have each offered assistance in further sampling/monitoring costs and seeking funding from Commonwealth government to assist LWUs ongoing cost.

The current costs associated with Tarcutta PFAS response include:

- Ongoing PFAS Testing: \$10,233 per year (including GST and labour oncosts)
- Tarcutta Preliminary Hydrogeological Investigation - Water Resource Consulting: \$16,500 Inc GST (completed)
- Tarcutta Investigation Sampling & Testing - Ventia Utility: \$22,758 Inc GST (scheduled for completion end of April 2025)

The National Health Medical Research Council (NMHRC) indicated that the review of the proposed PFAS guidelines is on track with an expected completion and approval in late April 2025, and publication soon afterwards. Though, NHMRC did note that there may be a delay due to the caretaker period for federal elections. During the caretaker period, the NHMRC cannot publish guideline documents.

Strategic Alignment

Our Business

Improve our operations to future proof our business

Financial Implications

Not Applicable

Workforce Implications

Not Applicable

Risk Considerations

Reputation	
Averse	Riverina Water is averse to taking risks that may adversely impact its reputation.

CONF-1 Confidential Minutes of Audit, Risk and Improvement Committee held on 13 February 2025

Organisational Area Chief Executive Officer

Author Melissa Vincent, Executive Assistant

Summary This report presents the minutes of the Audit, Risk and Improvement Committee meeting held on 13 February 2025.

This report is CONFIDENTIAL in accordance with Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public.

CONF-2 Appointment of ARIC Chair

Organisational Area Corporate Services

Author Wendy Reichelt, Governance & Corporate Planning Officer

Summary The current ARIC Chair will retire at the end of June 2025, having completed the maximum eight-year term under the Committee's Terms of Reference. Following an expression of interest and interview process, Mr David Kortum is recommended by the selection panel for appointment as Chair from 1 July 2025, for a four-year term, subject to satisfactory performance.

This report is CONFIDENTIAL in accordance with Section 10A(2) 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)

CONF-3 Tender - RFT2025/3 W330 - North Wagga Aeration Cover Footings

Organisational Area Engineering

Author Greg Vidler, Manager Projects and Catherine Smith, Procurement Coordinator

Summary This report details the outcome of the tendering process for the North Wagga Aeration Cover Footings project for the information of the board.

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

(di) commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it

CONF-4 Electricity Market Conditions and Contract Arrangements

Organisational Area Engineering

Author Jason Ip, Manager Operations and Catherine Smith, Procurement Coordinator

Summary There are two current electricity retail contracts relating to Riverina Water's 24 large sites and 54 smaller sites. The large site contract comprising approximately 90% of total annual electricity costs of \$2.9M to \$3.2M (depending on seasonal demands), and a small site contract and is the smaller component of electricity costs. The large site contract was recently renewed and commenced on 1st January 2025. The Small Site contract is due to be renewed and tenders have been received based on collective purchasing with other councils and similar (multi-site) businesses.

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

(di) commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it

CONF-5 2025 Award Negotiation Update

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary **Council's Enterprise** Award expires in June 2025 and this report provides an update on the negotiations for the next three-year Award which will commence on 1 July 2025.

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

(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business

CONF-6 Performance Review - Chief Executive Officer

Organisational Area Chief Executive Officer

Author Tim Koschel, Councillor

Summary **The Chief Executive Officer's Performance Review Panel met in February to undertake the mid-year review of the performance of the Chief Executive Officer and this report provides the outcomes of that mid-year review.**

This report is CONFIDENTIAL in accordance with Section 10A(2) 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)