



Meeting of Riverina Water County Council

The meeting will be held in the Riverina Water, Pat Brassil AM Meeting Room, 91 Hammond Ave, Wagga Wagga at 10:00 AM on Monday, 29 June 2026

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.

Statement of Ethical Reminders

Board members are reminded of the Oath or Affirmation of Office that they made under Section 233A of the Local Government Act 1993. Board members and staff are also reminded of their obligations under Council's Code of Conduct to disclose and appropriately manage conflicts of interest.

Acknowledgement of Country

Apologies

Declaration of pecuniary and non-pecuniary interests

Confirmation of Minutes

Minutes of Board Meeting 23 April 2026

Correspondence

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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 April 2026 and May 2026.

RECOMMENDATION that Council receive and note the report detailing external investments for the months of April 2026 and May 2026.

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 April 2026 and May 2026.

› **R1.1** **April 2026 Investment Report** [↓](#)

› **R1.2** **May 2026 Investment Report** [↓](#)

Strategic Alignment

Our Sustainability
Strategically manage our assets and finances

Financial Implications

Not applicable.

Workforce Implications

Not applicable.

Risk Considerations

Financial	
Medium	Investments - Riverina Water has a medium appetite for financial investment to maximise growth.

Risk Alignment

Reviewing the list of investments ensures adequate oversight of financial investment to maximise growth.

Monthly Investment Report as at 30/04/2026

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value
Term Deposits							
Australian Military Bank	11/02/2025	731	12/02/2027	BBB+	4.71	2.170%	\$1,000,000.00
Bank of Us	10/07/2025	335	10/06/2026	BBB+	4.11	2.170%	\$1,000,000.00
Bank of Us	26/06/2024	719	15/06/2026	BBB+	5.20	2.170%	\$1,000,000.00
Bank of Us	3/06/2025	552	7/12/2026	BBB+	4.08	2.170%	\$1,000,000.00
Bank of Us	2/04/2026	368	5/04/2027	BBB+	5.62	2.170%	\$1,000,000.00
Bank of Us	17/06/2025	730	17/06/2027	BBB+	4.10	2.170%	\$1,000,000.00
BankVic	22/10/2025	460	25/01/2027	BBB+	4.10	2.170%	\$1,000,000.00
BankVic	15/12/2025	483	12/04/2027	BBB+	4.75	2.170%	\$1,000,000.00
BankVic	4/02/2026	530	19/07/2027	BBB+	5.00	2.170%	\$1,000,000.00
BankVic	4/02/2026	593	20/09/2027	BBB+	5.00	2.170%	\$1,000,000.00
Heartland Bank	10/02/2026	391	8/03/2027	BBB	4.95	2.170%	\$1,000,000.00
Heartland Bank	26/03/2026	746	10/04/2028	BBB	5.60	3.255%	\$1,500,000.00
Heartland Bank	26/03/2026	816	19/06/2028	BBB	5.60	2.170%	\$1,000,000.00
Heritage and Peoples Choice	2/04/2026	74	15/06/2026	BBB+	4.89	6.509%	\$3,000,000.00
ING	10/07/2024	761	10/08/2026	A	5.25	2.170%	\$1,000,000.00
ING	10/07/2025	823	11/10/2027	A	4.08	2.170%	\$1,000,000.00
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NAB	12/03/2026	90	10/06/2026	AA-	4.78	2.170%	\$1,000,000.00
NAB	23/10/2025	412	9/12/2026	AA-	4.12	2.170%	\$1,000,000.00
NAB	6/01/2026	365	6/01/2027	AA-	4.60	2.170%	\$1,000,000.00
Police Bank	22/04/2026	957	4/12/2028	BBB+	5.60	4.339%	\$2,000,000.00
Police Credit Union SA	17/11/2025	371	23/11/2026	Unrated	4.56	3.255%	\$1,500,000.00
Police Credit Union SA	26/11/2025	740	6/12/2027	Unrated	4.48	2.170%	\$1,000,000.00
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Suncorp	17/06/2025	365	17/06/2026	AA-	4.21	3.255%	\$1,500,000.00
Suncorp	15/01/2025	700	16/12/2026	AA-	4.80	2.170%	\$1,000,000.00
Westpac	9/01/2025	641	12/10/2026	AA-	4.73	2.170%	\$1,000,000.00
						96.55%	\$44,500,000.00

Cash Deposit Account				
National Australia Bank	AA-	2.85	3.451%	\$1,590,340.95
			3.45%	\$1,590,340.95
TOTAL INVESTMENTS			100.00%	\$46,090,340.95
Cash at Bank	AA-	0.00		\$1,045,542.30
TOTAL FUNDS				\$47,135,883.25

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)	\$2,377,032.48
	Plant Replacement	\$2,241,834.59
	Sales Fluctuation	\$3,000,000.00
	Water Licences	\$1,335,285.20
		\$8,954,152.27
Unrestricted Funds		\$38,181,730.98
TOTAL FUNDS		\$47,135,883.25

* 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 \$2,964,475.21 for the month. The increase was due to receipts from customers being higher than payments to suppliers and staff in April. This resulted in increased funds in cash and investments.

Portfolio Performance

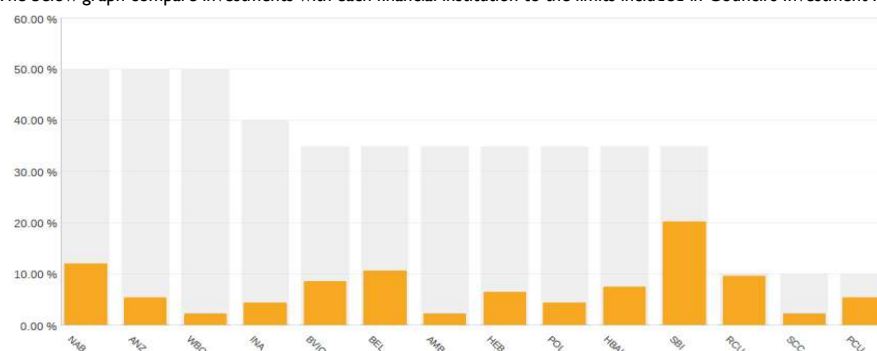
For the month of April, the portfolio (excluding cash) provided a return of +0.39% (actual) or +4.89% p.a. (annualised), outperforming the benchmark Ausbond Bank Bill Index return of +0.34% (actual) or +4.24% p.a. (annualised).

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

As maturities occur, Council continues to increase the average duration of the investment portfolio to increase revenue, targeting high yielding deposits with tenors between 1 and 3 years. This remains an optimal strategy to maximise returns over a longer-term cycle to outperform benchmark, assuming inflation is contained within the target band. Interest received in the period totalled \$43,866.10, with \$1,483,366.35 received and accrued for the year to date.

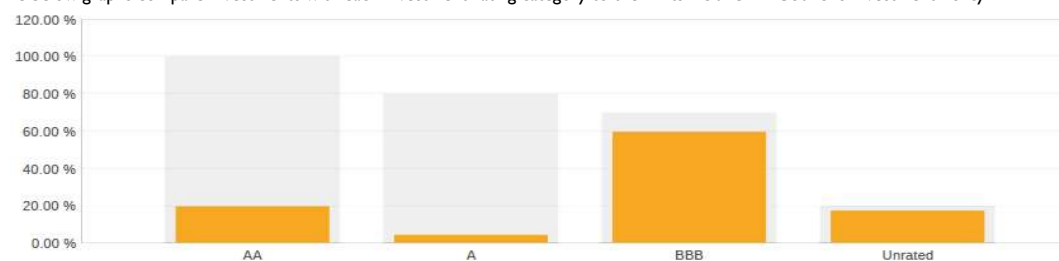
Counterparty Compliance

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



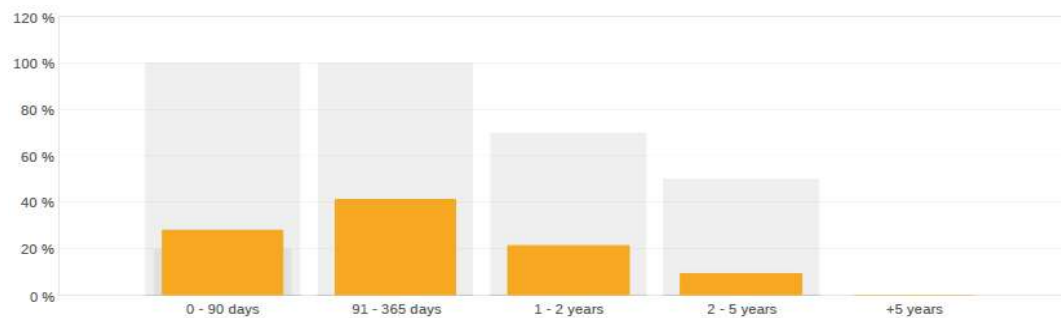
Credit Quality Compliance

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



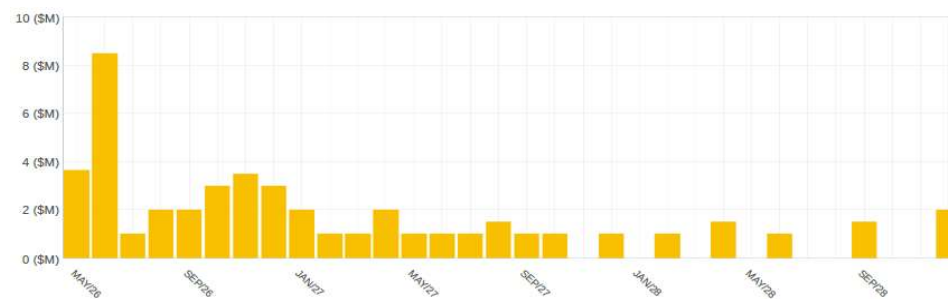
Term to Maturity

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



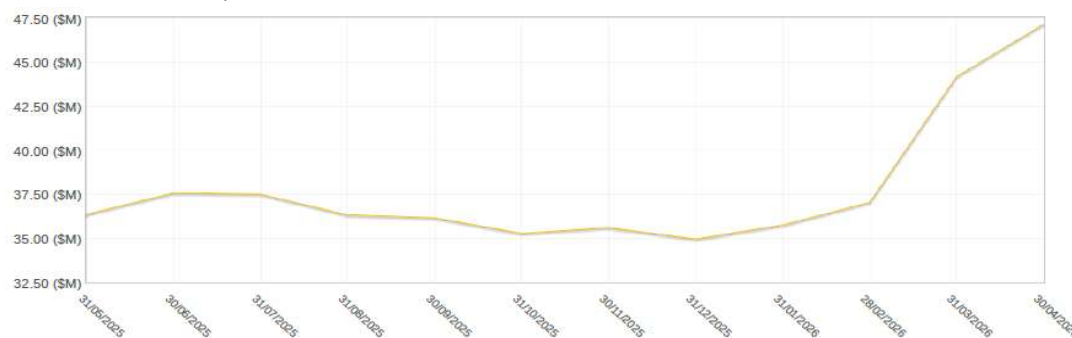
Maturity Cashflow

When investments will mature over time



Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



Monthly Investment Report as at 31/05/2026

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Westpac	9/01/2025	641	12/10/2026	AA-	4.73	2.115%	\$1,000,000.00
						97.27%	\$46,000,000.00

Cash Deposit Account				
National Australia Bank	AA-	3.10	2.735%	\$1,293,550.47
			2.74%	\$1,293,550.47
TOTAL INVESTMENTS			100.00%	\$47,293,550.47
Cash at Bank	AA-	0.00		\$1,174,200.91
TOTAL FUNDS				\$48,467,751.38

CERTIFICATE

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

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Unrestricted Funds		\$39,478,067.17
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Portfolio Performance

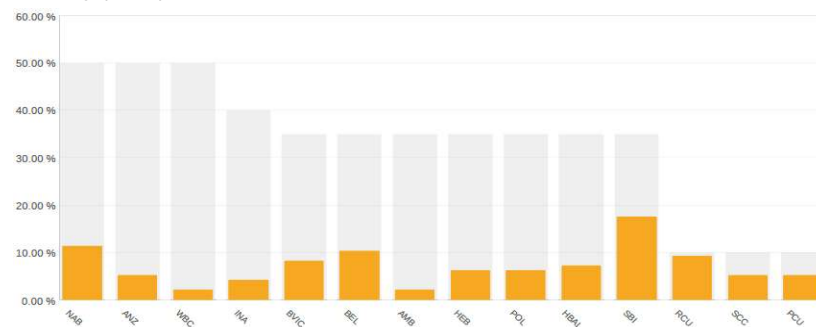
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The portfolio's performance is ahead of benchmark again over all time periods out to 12 months.

As maturities occur, Council continues to increase the average duration of the investment portfolio to increase revenue, targeting high yielding deposits with tenors between 1 and 3 years. This remains an optimal strategy to maximise returns over a longer-term cycle to outperform benchmark, assuming inflation is contained within the target band. Interest received in the period totalled \$49,083.49, with \$1,669,936.96 received and accrued for the year to date.

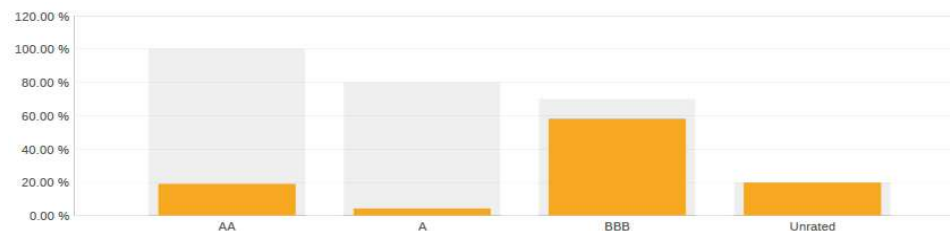
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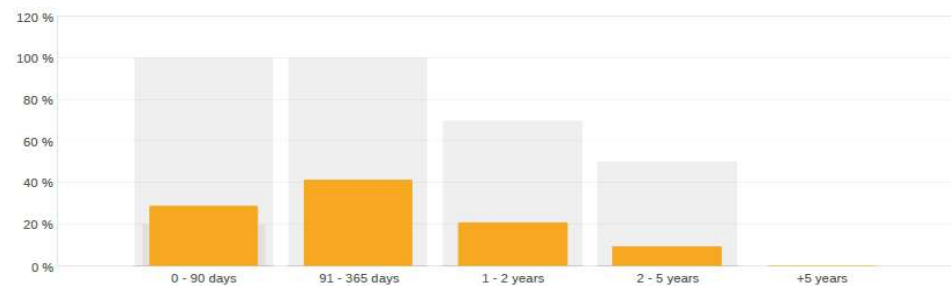
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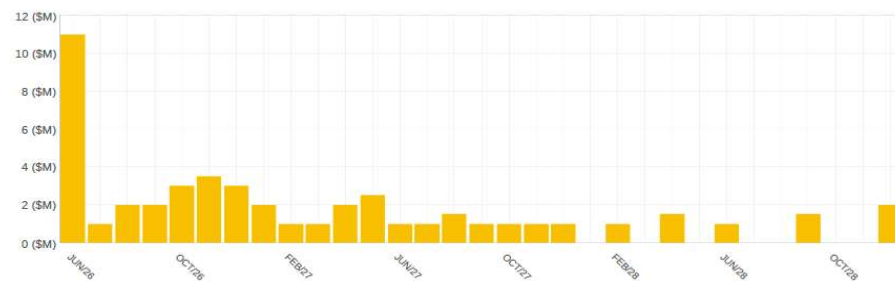
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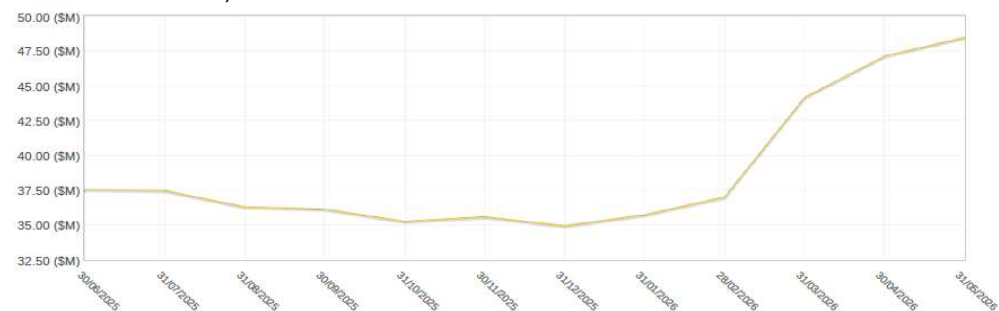
Maturity Cashflow

When investments will mature over time



Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



R2 Investments Policy

Organisational Area Corporate Services

Author Natasha Harris, Manager Finance & Sourcing

Summary The Riverina Water Investments Policy is required to be reviewed each Board term, with any amendments approved by the Board. A review has been undertaken and amendments proposed to the current policy. This policy is presented for endorsement and placement on public exhibition.

RECOMMENDATION that Council:

- a) Note the proposed amendments to the Investment Policy;
- b) Place the draft Investment Policy on public exhibition and invite public submissions on the draft policy; and
- c) Receive a further report following the exhibition and submission period:
 - i. Addressing any submissions made in respect of the proposed Investments Policy; and
 - ii. Proposing the adoption of the Policy unless there are any recommended amendments deemed to be substantial and requiring a further public exhibition period.

Report

Riverina Water's investment policy provides a framework for Riverina Water staff who have been delegated authority by the CEO to invest Riverina Water's funds. The policy ensures that adequate controls are in place to ensure Riverina Water's investments are managed appropriately, to maximise the return to Riverina Water in accordance with the risk appetite of the Board.

A review of the Investment Policy has been undertaken with input from Riverina Water's independent investment advisor, Arlo Advisory. Following the review, it was determined the following amendments be included in the policy:

- **Counterparty limit for unrated institutions - Increased from 10% to 20%.** This change reflects the consistent utilisation of the existing limit and the ongoing ability of selected unrated institutions to offer superior risk-adjusted returns compared to rated counterparts. The revised limit better aligns with current market conditions and investment opportunities, while remaining within an acceptable risk tolerance without materially increasing credit risk.
- **Maturity Limit for <3 months – Decreased the minimum from 20% to 10%.** Since the policy was last updated in 2024, the portfolio has grown significantly—from approximately \$20m

to \$48.5m—materially increasing the absolute value in dollars required under this limit. This has constrained portfolio flexibility without delivering a proportionate benefit to liquidity and returns management. The revised minimum remains adequate to meet short-term operational requirements, while better aligning the policy with the current portfolio size and cash flow profile.

- **Temporary threshold breaches – new clause included.** The inclusion provides a controlled framework for managing temporary breaches of investment limits, recognising that these can occur due to market movements, portfolio growth, or rating changes. It ensures breaches are handled pragmatically without forcing unnecessary losses, while maintaining discipline through clear remediation actions, timeframes, and transparent reporting.
- **Environmentally and Socially Responsible Investments (SRI) – clause consolidated.** Consolidated to remove duplication and simplify the policy, focusing on clear, practical guidance. The detailed criteria and definitions were removed as they are not directly measurable or verifiable with the information available for the types of investments held. Given the portfolio is invested in financial institutions rather than equities, this level of screening is not feasible. The streamlined approach relies on credible, accessible sources (such as Market Forces) to identify ethical considerations related to funding of fossil fuels, ensuring the policy remains practical, transparent, and aligned with available data and advisor guidance.
- **Reporting and Reviewing Investments – modernised.** Language updated to reflect current practices in investment management, record-keeping, and reporting. The revised clause replaces prescriptive and paper-based requirements with more flexible, principles-based wording that accommodates electronic records and standard industry confirmations.
- Minor formatting improvements have also been made.

- › **R2.1 Investment Policy with Markup** [↗](#)
- › **R2.2 Investment Policy - Clean Update** [↗](#)

Strategic Alignment

Our Sustainability

Strategically manage our assets and finances

Financial Implications

The content of the Investment Policy determines the types of investments and terms are allowable and its content outlines the framework Riverina Water staff can work within in making investment decisions.

The role of staff responsible for managing Riverina Water's investment portfolio is to maximise investment revenue earned, whilst adhering to the Investment Policy.

Riverina Water's portfolio balance was \$48.5M as of 31 May 2026 with budgeted investment income for the 2025/26 financial year of \$1.8M.

Workforce Implications

Nil

Risk Considerations

Financial	
Medium	Investments - Riverina Water has a medium appetite for financial investment to maximise growth.

Risk Alignment

- a. RISK INTENT: This item pursues optimises investment returns within a structured strategic framework. It also reduces existing financial risk through clearer controls, governance, and defined investment parameters.
- b. RISK APPETITE ALIGNMENT: This item is consistent with Riverina Water's medium risk appetite for financial investments. No material divergence is identified, the policy maintains focus on capital preservation while allowing moderate return optimisation. Any increased flexibility in investment options remains within Board-approved limits and does not introduce high or speculative risk exposure.



Investments Policy

Purpose

This policy provides a framework for the investing of Riverina Water County Council's (Riverina Water) funds.

Policy Statement

Riverina Water will invest funds at the most favourable rate of interest available to it at the time, whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met.

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

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

Scope

This policy applies to all investments made by Riverina Water.

Definitions

Act	Local Government Act 1993
ADI	Authorised Deposit Taking institutions (ADIs) are corporations that are authorised under the Banking Act 1959 (Cwth) to take deposits from customers.
AusBond BBI	The Bank Bill Index represents the performance of a notional rolling parcel of bills averaging 45 days and is the widely used benchmark for local councils and other institutional cash investments.
BBSW	The Bank Bill Swap reference rate (BBSW) is the average of mid-rate bank-bill quote from brokers on the BBSW Panel. The BBSW is calculated daily. Floating rate securities are most commonly reset quarterly to the 90-day BBSW.
Bill of Exchange	A bill of exchange is an unconditional order in writing, addressed by one person to another, signed by the person giving it, requiring the person to whom it is addressed to pay on demand, or at a fixed or determinable future time, a sum certain in money to or to the order of a specified person, or to bearer.
Council funds	Surplus monies that are invested by Riverina Water in accordance with section 625 of the Act

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Debenture	A debenture is a document evidencing an acknowledgement of a debt, which a company has created for the purposes of raising capital. Debentures are issued by companies in return for medium and long-term investment of funds by lenders.
FRN	A Floating Rate Note (FRN) is a medium to long term fixed interest investment where the coupon is a fixed margin ("coupon margin") over a benchmark, also described as a "floating rate". The benchmark is usually the BBSW and is reset at regular intervals – most commonly quarterly.
IP	The Investment Policy (IP) provides the general investment goals and objectives of Riverina Water and describes the strategies that must be employed to meet these objectives. Specific information on matters such as asset allocation, risk tolerance, and liquidity requirements are also included in the IP.
LGGR	Local Government (General) Regulation 2021 (NSW).
NCD	Is a short-term investment in an underlying security being a negotiable certificate of deposit (NCD) where the term of the security is usually for a period of 185 days or less (sometimes up to 2 years). NCDs are generally discount securities, meaning they are issued and on-sold to investors at a discount to their face value.
OLG	NSW Office of Local Government.
RAO	Responsible Accounting Officer of Riverina Water means a member of the staff of the council designated by the Chief Executive Officer (CEO), or if no such member has been designated, the CEO. (LGGR, clause 196)
T-Corp	New South Wales Treasury Corporation.

Legislative Context

All investments are to comply with the following:

- Local Government Act 1993
- Local Government (General) Regulation 2021
- Ministerial Investment Order
- Local Government Code of Accounting Practice and Financial Reporting
- Australian Accounting Standards; and
- Office of Local Government Circulars.

1 Policy Principles

1.1 Delegation of Authority

Authority for implementation of the Investments Policy is delegated by Riverina Water to the CEO in accordance with the Local Government Act 1993.

The CEO may in turn delegate the day-to-day management of Riverina Water's Investments to the Director Corporate Services.

Officers' who have delegated authority to manage Riverina Water's investments will be recorded and are required to acknowledge they have received a copy of this policy and

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understand their obligations in this role.

1.2 Prudent Person Standard

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

1.3 Ethics and Conflicts of Interest

Officers will refrain from personal activities that would conflict with the proper execution and management of Riverina Water's investment portfolio. This policy requires officers to disclose any conflict of interest to the CEO.

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

1.4 Approved Investments

All investments must be denominated in Australian Dollars. Authorised investments are limited to those allowed by the Ministerial Investment Order, currently:

- Commonwealth / State / Territory Government securities, for example bonds
- Interest bearing deposits / senior securities issued by an eligible ADI
- Bills of Exchange (< 200 days duration) guaranteed by an ADI
- Debentures issued by a NSW Council under Local Government Act (1993); and
- Deposits with T-Corp &/or Investments in T-CorplM Funds

1.5 Prohibited Investments

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

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

This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

1.6 Risk Management Guidelines

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

- Preservation of Capital – the requirement for preventing losses in an investment portfolio's total value (considering the time value of money)
- Diversification – setting limits to the amounts invested with a particular financial institution or government authority to reduce credit risk
- Credit Risk – the risk that a council has invested in fails to pay the interest and or repay the principal of an investment

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- Market Risk - the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices
- Rollover/Reinvestment Risk - the risk that income will not meet expectations or budgeted requirement because interest rates are lower than expected in future
- Liquidity Risk - the risk an investor is unable to redeem the investment at fair price within a timely period; and
- Maturity Risk - the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities.

1.7 Investment Advisor

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

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

2 Investment Guidelines

Investments are to comply with three key criteria relating to:

- (1) Portfolio Credit Framework: - limit overall credit exposure of the portfolio
- (2) Counterparty/Institution Credit Framework: -limit exposure to individual institutions based on their credit ratings, and
- (3) Term to Maturity Framework: - limits based upon maturity of securities

3 Portfolio Credit Framework

The portfolio credit guidelines to be adopted will be based on the Standard & Poor's (S&P) ratings system criteria. The maximum available limits in each rating category are as follows:

OVERALL PORTFOLIO CREDIT LIMITS		
Long Term Credit Ratings	Maximum percentage of portfolio	Definition
AAA Category	100%	Extremely strong capacity to pay
AA Category or Major Bank [^]	100%	Extremely strong capacity to pay

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A Category	80%	Strong capacity to pay
BBB Category	70%	Adequate capacity to pay
Unrated Category	20%	Unrated e.g. building societies, credit unions including local branches (all are ADIs regulated by APRA)

For the purpose of this Policy, Major Banks are currently defined as the ADI deposits or senior guaranteed principal and interest ADI securities issued by the major Australian banking groups.

- Australia and New Zealand Banking Group Limited (ANZ)
 - Commonwealth Bank of Australia (CBA)
 - National Australia Bank Limited (NAB)
 - Westpac Banking Corporation (WBC)
- including ADI subsidiaries whether or not explicitly guaranteed, and brands (such as St George).

Riverina Water may ratify an alternative definition from time to time.

- S&P ratings attributed to each individual institution will be used to determine maximum holdings. If the ADI is not rated by S&P i.e. by Moody's or Fitch, Riverina Water will apply the S&P equivalent rating

3.1 Counterparty/Institution Credit Framework

Exposure to individual counterparties/financial institutions will be restricted by their S&P rating so that single entity exposure is limited, as detailed in the table below:

INDIVIDUAL INSTITUTION LIMITS		
Long Term Credit Ratings	Maximum percentage of total investments with any one institution	Definition
AAA Category	60%	Extremely strong capacity to pay
AA Category or Major Bank^	50%	Extremely strong capacity to pay
A Category	40%	Strong capacity to pay
BBB Category	35%	Adequate capacity to pay
Unrated Category	10% 20%	Unrated e.g. building societies, credit unions including local branches (all are ADIs regulated by APRA)

3.2 Term to Maturity Framework

The investment portfolio is to be invested within the following terms to maturity constraints:

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OVERALL PORTFOLIO TERM TO MATURITY LIMITS		
	Minimum	Maximum
Portfolio % <3 months	20% 10%	100%
Portfolio % >3 months <1 year	0%	100%
Portfolio % >1 year <2 years	0%	70%
Portfolio % >2 years <5 years	0%	50%
Portfolio % >5 years	0%	0%

This will be the maximum investment term or WAL (weighted average life) for mortgage and asset-backed securities

3.3 Temporary Threshold Breaches

Temporary breaches of investment limits may occur due to changes in the overall size or composition of the investment portfolio, or due to changes in counterparty credit ratings. Such breaches are not considered a policy violation provided they are managed in accordance with this section. Repeated or persistent breaches of the same limit will be reviewed to determine whether amendments to cash management practices, portfolio strategy, or policy settings are required.

• Liquidity / <3 Month Maturity Breaches

Where the minimum allocation to investments with a maturity of less than 3 months falls below the policy limit due to changes in the total investment portfolio size, or timing of maturities and reinvestment, the following will apply:

i) Immediate forced sale of investments is not required

ii) Priority will be given to restoring compliance through:

- upcoming maturities; and/or
- directing new investments into shorter-term durations.

iii) The portfolio should be returned to compliance within a reasonable period, normally not exceeding 3 months, having regard to cash flow requirements and prevailing market conditions.

• Credit Rating / Counterparty Limit Breaches Due to Rating Changes

Where a breach of counterparty or credit limits occurs due to a change in a financial institution's credit rating:

i) No new investments are to be made with the affected institution where this would increase the breach.

ii) Immediate liquidation is not required unless, in the opinion of the Investment Advisor, there is a material risk to capital.

iii) The exposure will be reduced in an orderly manner, having regard to:

- maturity profile of existing investments; and



- minimising potential losses.

• **Reporting**

All breaches must be:

- i) reported in the monthly investment report; and
- ii) accompanied by an explanation and expected timeframe for returning to compliance.

4 Performance Benchmarks

Performance benchmarks need to be established and should be based on sound and consistent methodology.

Investment	Performance Benchmark
Cash	RBA Cash Rate
Fund/ Direct Investments	AusBond Bank Bill Index

5 Quotations ~~on~~for New Investments

Not less than three (3) quotations shall be obtained from authorised institutions when a new direct investment is proposed. Investments may be 'rolled over' with the current holder of the investment within the guidelines set out above.

6 Consideration of local economic benefit when making investment decisions

The relative local economic benefit provided by financial institutions is to be considered when making investment decisions. Preference is to be given to investments with locally owned and operated financial institutions that support the Riverina Water supply area, when:

- (1) they are offering a competitive rate of return, not more than 5 basis points below the highest rate attainable (within policy limits) for the same volume and duration; and
- (2) the investment complies with Riverina Water's credit, counterparty, and term to maturity frameworks under this policy.

Riverina Water will maintain a list of locally owned and operated financial institutions.

7 Environmentally and Socially Responsible Investments (SRI)

Where financial institutions are offering competitive investment returns with a similar credit rating, and the investment fits within the provisions of this Investment Policy, preference will be given to placing funds with institutions identified as being socially, ethically and environmentally responsible.

Without compromising the risk and return profile of the investment portfolio, Riverina Water gives preference to Socially Responsible Investments (SRI) which can transparently demonstrate:

- the avoidance of funding fossil fuel in the investment product

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- they are offering a competitive rate of return, not more than 5 basis points below the highest rate attainable (within policy limits) for the same volume and duration
- the investment complies with Riverina Water's credit, counterparty, and term to maturity frameworks under this policy.

~~SRI status may be in respect of the individual investment product, the issuer of the investment, or both and should be endorsed by an accredited environmentally and socially responsible industry body or institution. The criteria for SRI are all preferred and not mandatory requirements.~~

~~Riverina Water's criteria for an SRI are those which direct investment towards the socially and/or environmentally productive activities listed below.~~

~~Environmentally productive activities are considered to be:~~

- ~~○ resource efficiency especially water and energy~~
- ~~○ renewable energy~~
- ~~○ production of environmentally friendly products recycling, and waste and emissions reduction~~

~~Socially productive activities are considered to be:~~

- ~~○ fair trade and provision of a living wage~~
- ~~○ human health and aged care~~
- ~~○ equal opportunity employers, and those that support the values of communities, indigenous peoples and minorities~~
- ~~○ provision of housing, especially affordable housing~~

~~Riverina Water will also look to avoid investment in socially and/or environmentally harmful activities.~~

~~Environmentally harmful activities are considered to be:~~

- ~~○ production of pollutants, toxins and greenhouse gases (either in Australia or abroad)~~
- ~~○ habitat destruction, especially destruction of forests and marine eco-systems.~~
- ~~○ nuclear power~~
- ~~○ uranium mining~~

~~Socially harmful activities are considered to be:~~

- ~~○ abuse of Human Rights and Labour Rights~~
- ~~○ involvement in bribery/corruption~~
- ~~○ production or supply of armaments~~
- ~~○ manufacture of alcohol, tobacco or gambling products~~

8 Reporting and Reviewing Investments

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

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The documentary evidence must provide Riverina Water legal title to the investment.

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

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

~~A monthly report will be provided to Riverina Water. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value.~~

~~This Investment Policy will be reviewed at least once a board term or as required in the event of legislative changes. The Investment Policy may also be changed as a result of other amendments that are to the advantage of Riverina Water and in the spirit of this policy. Any amendment to the Investment Policy must be by way of Board resolution.~~

Sufficient evidence must be retained for each investment to support its existence, ownership, and value. This may include confirmations from financial institutions, electronic records, and other supporting documentation.

All investments must be recorded in an Investment Register, which is to be maintained and reconciled to Riverina Water's financial records on at least a monthly basis.

Independent confirmations of investment holdings must be obtained from financial institutions as at 30 June each year and reconciled to the Investment Register.

The Investment Advisor will supply a monthly investment report detailing the portfolio's performance, maturity profile, and exposure by counterparty and credit rating, including any material changes in market value.

This Policy will be reviewed at least once each Board term, or more frequently as required due to legislative or operational changes. Any amendments to this Policy must be approved by Board resolution.

Non-Compliance

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

**Policy number****4.10**

Responsible area

Finance & Sourcing

Approved by

Riverina Water Board – Res [24/088TBA](#)

Approval date

[7-August-2024TBA](#)

Legislation or related strategy

Local Government Act 1993

Local Government (General) Regulation 2021

Ministerial Investment Order

Local Government Code of Accounting
Practice and Financial Reporting

Australian Accounting Standards

Documents associated with this policy

Policy history

[Vers 6 TBA Res TBA](#)[Vers 5 7 Aug 2024 Res 24/088](#)

Vers 4 23 Feb 2023 Res 23/010

Vers 3 22 Feb 2017 Res 17/15 (previous 1.23)

Vers 2 22 Jun 2016 Res 16/84

Vers 1 24 Apr 2013 Res 13/39

Original 27 Apr 2011 Res 11/39

Review schedule

Every 2 years – due for review June 2028~~6~~

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

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Investments Policy

Purpose

This policy provides a framework for the investing of Riverina Water County Council's (Riverina Water) funds.

Policy Statement

Riverina Water will invest funds at the most favourable rate of interest available to it at the time, whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met.

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

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

This policy applies to all investments made by Riverina Water.

Definitions

Act	Local Government Act 1993
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Legislative Context

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1 Policy Principles

1.1 Delegation of Authority

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Officers' who have delegated authority to manage Riverina Water's investments will be recorded and are required to acknowledge they have received a copy of this policy and



understand their obligations in this role.

1.2 Prudent Person Standard

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

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

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

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- Credit Risk – the risk that a council has invested in fails to pay the interest and or repay the principal of an investment

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- Market Risk - the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices
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Riverina Water's investment advisor must be approved by Riverina Water and licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

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2 Investment Guidelines

Investments are to comply with three key criteria relating to:

- (1) Portfolio Credit Framework: - limit overall credit exposure of the portfolio
- (2) Counterparty/Institution Credit Framework: -limit exposure to individual institutions based on their credit ratings, and
- (3) Term to Maturity Framework: - limits based upon maturity of securities

3 Portfolio Credit Framework

The portfolio credit guidelines to be adopted will be based on the Standard & Poor's (S&P) ratings system criteria. The maximum available limits in each rating category are as follows:

OVERALL PORTFOLIO CREDIT LIMITS		
Long Term Credit Ratings	Maximum percentage of portfolio	Definition
AAA Category	100%	Extremely strong capacity to pay
AA Category or Major Bank [^]	100%	Extremely strong capacity to pay



A Category	80%	Strong capacity to pay
BBB Category	70%	Adequate capacity to pay
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For the purpose of this Policy, Major Banks are currently defined as the ADI deposits or senior guaranteed principal and interest ADI securities issued by the major Australian banking groups.

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- S&P ratings attributed to each individual institution will be used to determine maximum holdings. If the ADI is not rated by S&P i.e. by Moody's or Fitch, Riverina Water will apply the S&P equivalent rating

3.1 Counterparty/Institution Credit Framework

Exposure to individual counterparties/financial institutions will be restricted by their S&P rating so that single entity exposure is limited, as detailed in the table below:

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Long Term Credit Ratings	Maximum percentage of total investments with any one institution	Definition
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A Category	40%	Strong capacity to pay
BBB Category	35%	Adequate capacity to pay
Unrated Category	20%	Unrated e.g. building societies, credit unions including local branches (all are ADIs regulated by APRA)

3.2 Term to Maturity Framework

The investment portfolio is to be invested within the following terms to maturity constraints:

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OVERALL PORTFOLIO TERM TO MATURITY LIMITS		
	Minimum	Maximum
Portfolio % <3 months	10%	100%
Portfolio % >3 months <1 year	0%	100%
Portfolio % >1 year <2 years	0%	70%
Portfolio % >2 years <5 years	0%	50%
Portfolio % >5 years	0%	0%

3.3 Temporary Threshold Breaches

Temporary breaches of investment limits may occur due to changes in the overall size or composition of the investment portfolio, or due to changes in counterparty credit ratings. Such breaches are not considered a policy violation provided they are managed in accordance with this section. Repeated or persistent breaches of the same limit will be reviewed to determine whether amendments to cash management practices, portfolio strategy, or policy settings are required.

- **Liquidity / <3 Month Maturity Breaches**

Where the minimum allocation to investments with a maturity of less than 3 months falls below the policy limit due to changes in the total investment portfolio size, or timing of maturities and reinvestment, the following will apply:

- i) Immediate forced sale of investments is not required
- ii) Priority will be given to restoring compliance through:
 - upcoming maturities; and/or
 - directing new investments into shorter-term durations.
- iii) The portfolio should be returned to compliance within a reasonable period, normally not exceeding 3 months, having regard to cash flow requirements and prevailing market conditions.

- **Credit Rating / Counterparty Limit Breaches Due to Rating Changes**

Where a breach of counterparty or credit limits occurs due to a change in a financial institution's credit rating:

- i) No new investments are to be made with the affected institution where this would increase the breach.
- ii) Immediate liquidation is not required unless, in the opinion of the Investment Advisor, there is a material risk to capital.
- iii) The exposure will be reduced in an orderly manner, having regard to:
 - maturity profile of existing investments; and
 - minimising potential losses.



- **Reporting**

All breaches must be:

- i) reported in the monthly investment report; and
- ii) accompanied by an explanation and expected timeframe for returning to compliance.

4 Performance Benchmarks

Performance benchmarks need to be established and should be based on sound and consistent methodology.

Investment	Performance Benchmark
Cash	RBA Cash Rate
Fund/ Direct Investments	AusBond Bank Bill Index

5 Quotations for New Investments

Not less than three (3) quotations shall be obtained from authorised institutions when a new direct investment is proposed. Investments may be 'rolled over' with the current holder of the investment within the guidelines set out above.

6 Consideration of local economic benefit when making investment decisions

The relative local economic benefit provided by financial institutions is to be considered when making investment decisions. Preference is to be given to investments with locally owned and operated financial institutions that support the Riverina Water supply area, when:

- (1) they are offering a competitive rate of return, not more than 5 basis points below the highest rate attainable (within policy limits) for the same volume and duration; and
- (2) the investment complies with Riverina Water's credit, counterparty, and term to maturity frameworks under this policy.

Riverina Water will maintain a list of locally owned and operated financial institutions.

7 Environmentally and Socially Responsible Investments (SRI)

Where financial institutions are offering competitive investment returns with a similar credit rating, and the investment fits within the provisions of this Investment Policy, preference will be given to placing funds with institutions identified as being socially, ethically and environmentally responsible.

Without compromising the risk and return profile of the investment portfolio, Riverina Water gives preference to Socially Responsible Investments (SRI) which can transparently demonstrate:

- the avoidance of funding fossil fuel in the investment product
- they are offering a competitive rate of return, not more than 5 basis points below the



- highest rate attainable (within policy limits) for the same volume and duration
- the investment complies with Riverina Water's credit, counterparty, and term to maturity frameworks under this policy.

8 Reporting and Reviewing Investments

Sufficient evidence must be retained for each investment to support its existence, ownership, and value. This may include confirmations from financial institutions, electronic records, and other supporting documentation.

All investments must be recorded in an Investment Register, which is to be maintained and reconciled to Riverina Water's financial records on at least a monthly basis.

Independent confirmations of investment holdings must be obtained from financial institutions as at 30 June each year and reconciled to the Investment Register.

The Investment Advisor will supply a monthly investment report detailing the portfolio's performance, maturity profile, and exposure by counterparty and credit rating, including any material changes in market value.

This Policy will be reviewed at least once each Board term, or more frequently as required due to legislative or operational changes. Any amendments to this Policy must be approved by Board resolution.

Non-Compliance

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



Policy number	4.10
Responsible area	Finance & Sourcing
Approved by	Riverina Water Board – Res TBA
Approval date	TBA
Legislation or related strategy	Local Government Act 1993 Local Government (General) Regulation 2021 Ministerial Investment Order Local Government Code of Accounting Practice and Financial Reporting Australian Accounting Standards
Documents associated with this policy	
Policy history	Vers 6 TBA Res TBA Vers 5 7 Aug 2024 Res 24/088 Vers 4 23 Feb 2023 Res 23/010 Vers 3 22 Feb 2017 Res 17/15 (previous 1.23) Vers 2 22 Jun 2016 Res 16/84 Vers 1 24 Apr 2013 Res 13/39 Original 27 Apr 2011 Res 11/39
Review schedule	Every 2 years – due for review June 2028

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

Version 5

Page 9 of 9

Last revised date TBA

Next scheduled review 2028

R3 Delivery Program, Operational Plan & Long Term Financial Plan

Organisational Area Corporate Services

Author Emily Tonacia, Director Corporate Services

Summary The draft Delivery Program 2026–2030, Operational Plan 2026/27 including Fees and Charges, and Long Term Financial Plan 2026/27–2035/36 were publicly exhibited for a period of 28 days in accordance with legislative requirements. Two submissions were received from one member of the public relating to the proposed increase in water charges and the inclusion of the Solar Project within the capital works program. Management has reviewed and considered the matters raised in the submissions and determined that no amendments to the exhibited documents are warranted. Minor administrative updates have been made to the Fees and Charges schedule to reflect revised statutory fees and charges subsequently advised by the Office of Local Government.

RECOMMENDATION that Council:

- a) Note the submissions received during the public exhibition period and the management responses provided;
- b) Note that no amendments are recommended to the draft Delivery Program 2025 – 2029, Operational Plan 2026/27, Long Term Financial Plan 2026/27–2035/36 or proposed fees and charges as a result of the submissions received;
- c) Note the inclusion of the revised statutory Section 603 Certificate fee of \$105 and the reduction in the maximum interest rate payable on overdue rates and charges to 9.5% per annum, as determined by the Office of Local Government; and
- d) Adopt the Delivery Program 2025–2029, Operational Plan 2026/27, including Fees and Charges, and Long-Term Financial Plan 2026/27–2035/36 as presented.

Report

The draft Delivery Program 2025/26 - 2028/29, Operational Plan 2026/27, including the draft Fees & Charges, and Long Term Financial Plan 2026/27- 2035/36 were presented to the Board at its meeting on 23 April 2025. Following this, the documents were placed on public exhibition for a period of 28 days, closing on 31 May 2026, with public submissions invited throughout this period.

Public Submissions

Two submissions were received from one member of the public. A summary of the submissions, including a response from management, is provided below:

Submission 1 – Water Charges Increase and Solar Project Funding

The submitter objects to the proposed 8% increase in water charges, questioning why the increase exceeds the cost of living given population growth and additional water connections are expected to increase revenue. The submitter also expresses opposition to Riverina Water's proposed solar energy project, describing it as an inappropriate use of customer funds and raising concerns regarding potential impacts on water quality. The submitter does not support the proposed increase in water charges.

In relation to the concerns raised regarding the inclusion of solar project, the project has been identified as a strategic investment intended to improve energy resilience and reduce long-term operating costs associated with Riverina Water's significant electricity consumption. Any project undertaken by Riverina Water will be subject to applicable environmental, planning and operational requirements.

Management has considered the matters raised and does not believe the submission identifies any issues requiring amendment to the draft Delivery Program 2026–2030 or Operational Plan 2026/27. No changes are recommended.

Submission 2 – Solar Project

The submitter objects to the proposed \$11 million Solar Project included within the draft capital works program. Key concerns raised include:

- Potential environmental and public health risks associated with solar panels and battery energy storage systems, including concerns relating to PFAS/PFOS contamination, heavy metal leaching and fire-related hazards.
- Concerns regarding the potential impact of the project on water quality, agricultural land and biodiversity.
- Opposition to the use of customer funds for renewable energy infrastructure and concerns regarding the project's value for money.
- Assertions that renewable energy projects contribute to increased electricity costs and do not provide community benefit.
- Concerns regarding governance, regulatory oversight and compliance associated with renewable energy developments in the region.
- References to broader concerns regarding PFAS contamination, including recent legal proceedings involving PFAS chemicals and allegations regarding the importation and use of PFAS-containing materials in renewable energy infrastructure.

- The submitter requests that Riverina Water discontinue the proposed project and reconsider the investment.

Management response: Riverina Water acknowledges the concerns raised by the submitters. The proposed increase in water charges has been developed through the organisation's long-term financial planning process and is necessary to support increasing operating costs, asset renewal requirements, regulatory obligations and investment in infrastructure required to maintain safe and reliable water services for the region.

The Solar Project has been identified as a strategic investment to support long-term energy security, operational resilience and management of electricity costs. Any project undertaken by Riverina Water will be subject to applicable legislative, environmental, planning and safety requirements, including any approvals, assessments and compliance obligations required by relevant regulatory authorities.

Management has reviewed the matters raised in the submissions, including concerns relating to environmental impacts, public health, contamination risks and the broader renewable energy sector. While these concerns have been noted, management has not identified anything that would warrant amendment to the draft Delivery Program 2025–2029, Operational Plan 2026/27, Long Term Financial Plan, capital works program or proposed fees and charges.

Accordingly, no changes to the exhibited documents are recommended, and it is proposed that the draft plans be adopted as publicly exhibited.

Fees & Charges

The Office of Local Government (OLG) has determined, since exhibition of the plans, that the fee to be charged for a certificate under Section 603 of the Act be increased by \$5 to \$105 for the 2026/27 financial year.

The OLG has also determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2026 to 30 June 2027 (inclusive) be 9.5% per annum (currently 10.5% per annum).

The above amounts have been included in the schedule of Fees & Charges.

- › **R3.1** **Riverina Water Delivery Program 2025 - 2029 and Operational Plan 2026/27** [↓](#)
- › **R3.2** **Riverina Water Long Term Financial Plan 2026/27 - 2035/36** [↓](#)

Strategic Alignment

Our Sustainability

Strategically manage our assets and finances

Financial Implications

The Delivery Program, Operational Plan, Fees and Charges, and Long Term Financial Plan establish the financial framework for Riverina Water's operations and capital investment

program for the coming financial year and planning period. Adoption of the documents supports the organisation's long-term financial sustainability and provides the revenue necessary to fund operational activities, asset renewal, regulatory obligations and future infrastructure investment.

Workforce Implications

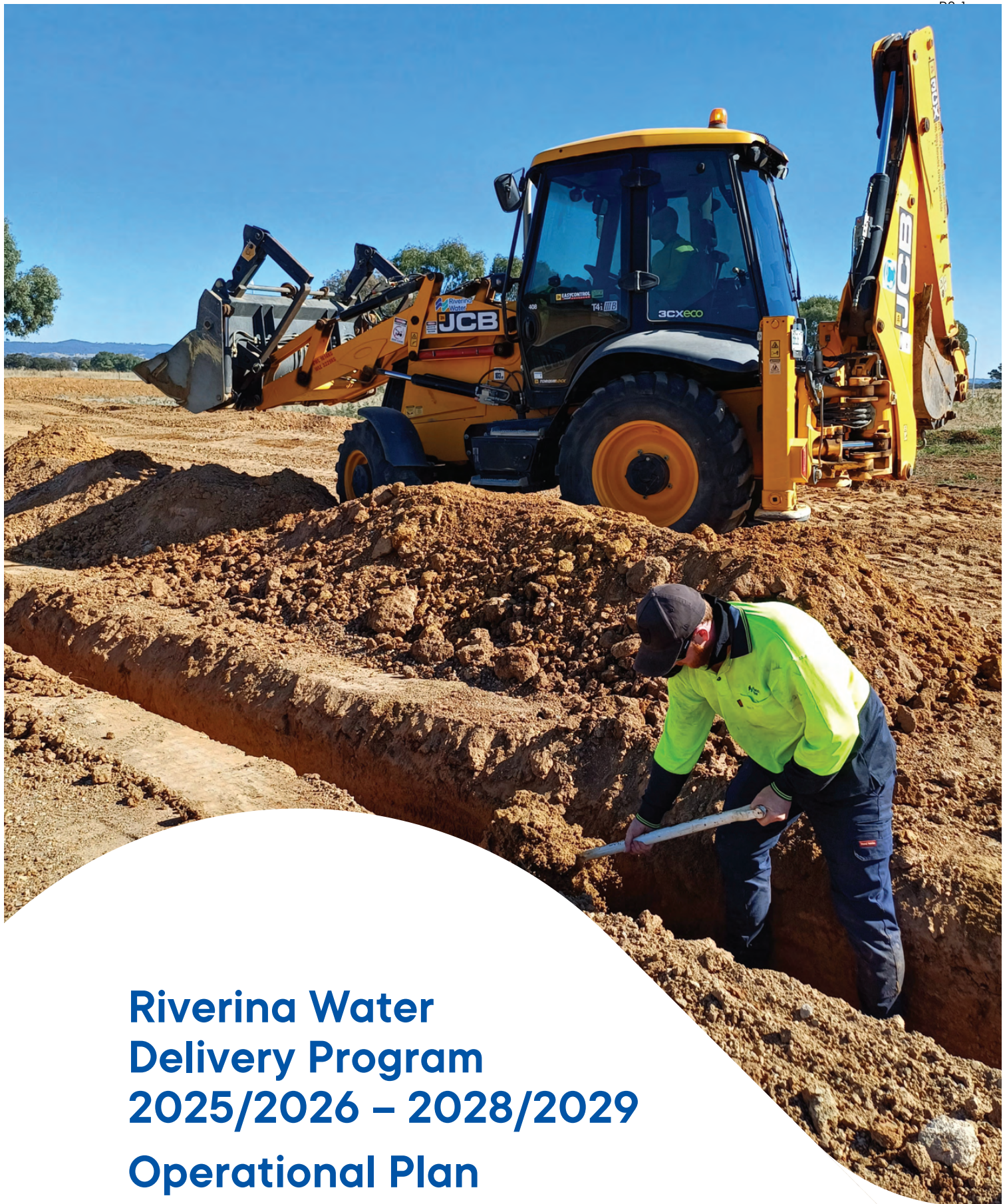
The Operational Plan incorporates the workforce resources required to deliver the actions, services and capital works program identified within the Delivery Program.

Risk Considerations

Financial	
Low	Financial Loss - Riverina Water has a low appetite for financial loss. We maintain a prudent financial strategy, ensuring stability and sustainable growth

Risk Alignment

This report aligns with Riverina Water's low appetite for financial loss and supports the strategic objective of sustainably managing assets and finances. Adoption of the Delivery Program, Operational Plan and Long Term Financial Plan provides a structured framework for managing financial sustainability, asset investment and service delivery risks. Failure to adopt the plans may impact Riverina Water's ability to effectively plan, resource and deliver essential water services and infrastructure. The public submissions received have been assessed and do not identify any material risks that would warrant amendments to the exhibited documents.



Riverina Water Delivery Program 2025/2026 – 2028/2029 Operational Plan 2026/2027



All Images: Riverina Water County Council

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.rwcc.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

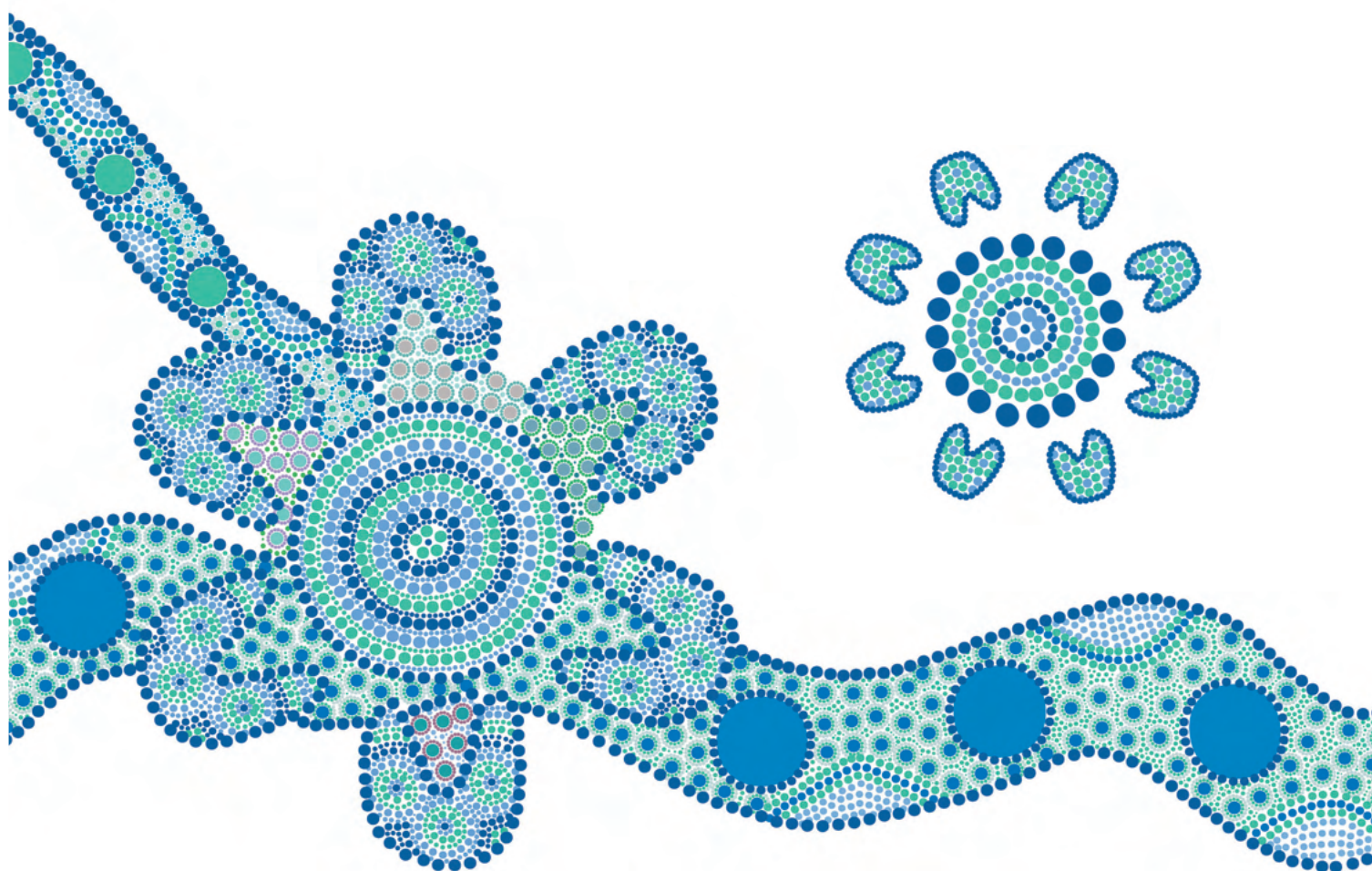
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Acknowledgement of Country

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 2026 - 2027. 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 2026 - 2027 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 2026 - 2027 to you.



Cllr Gail Driscoll
Board chair

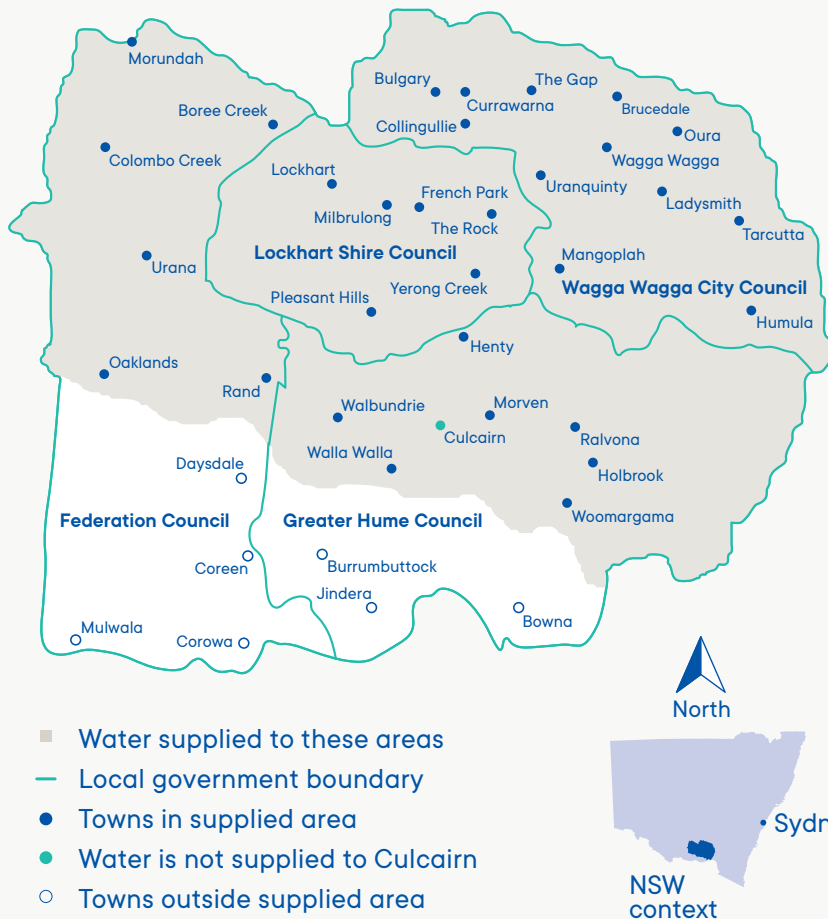


A handwritten signature in black ink, appearing to read 'A Crakanthorp'.

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.



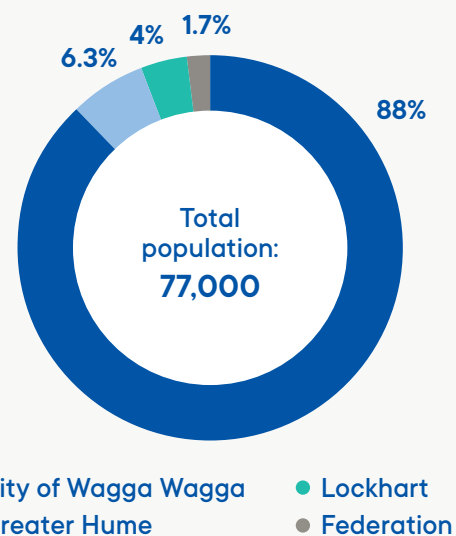
Our water supply network includes:

- > 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 Gail Driscoll
Lockhart Shire
Elected to Board in 2022
Elected as Chairperson
April 2026



Clr Allana Condron
Wagga Wagga City
Elected to Board in 2024
Elected as Deputy
Chairperson April 2026



Clr Pat Bourke
Federation
Elected to Board in 2017



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 Amelia Parkins
Wagga Wagga City
Elected to Board in 2026



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

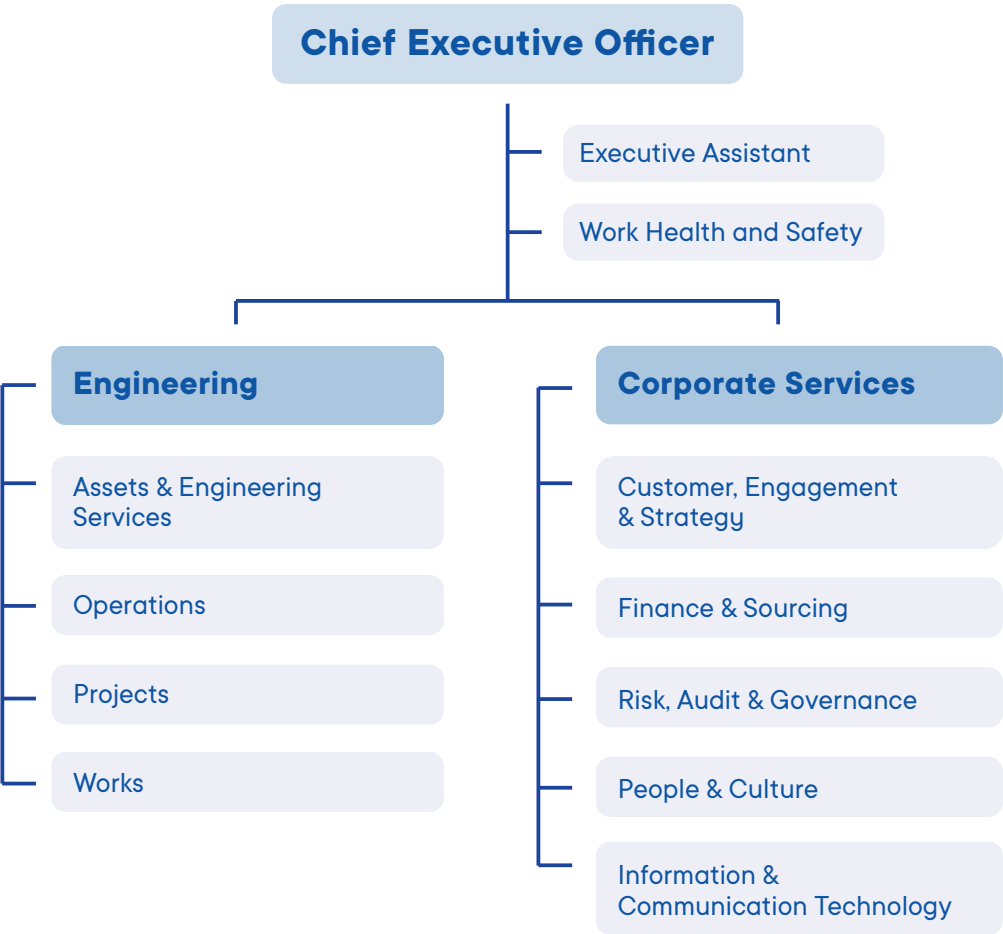


Emily Tonacia
Director Corporate Services
Appointed 2021



Troy van Berkel
Director Engineering
Appointed 2023

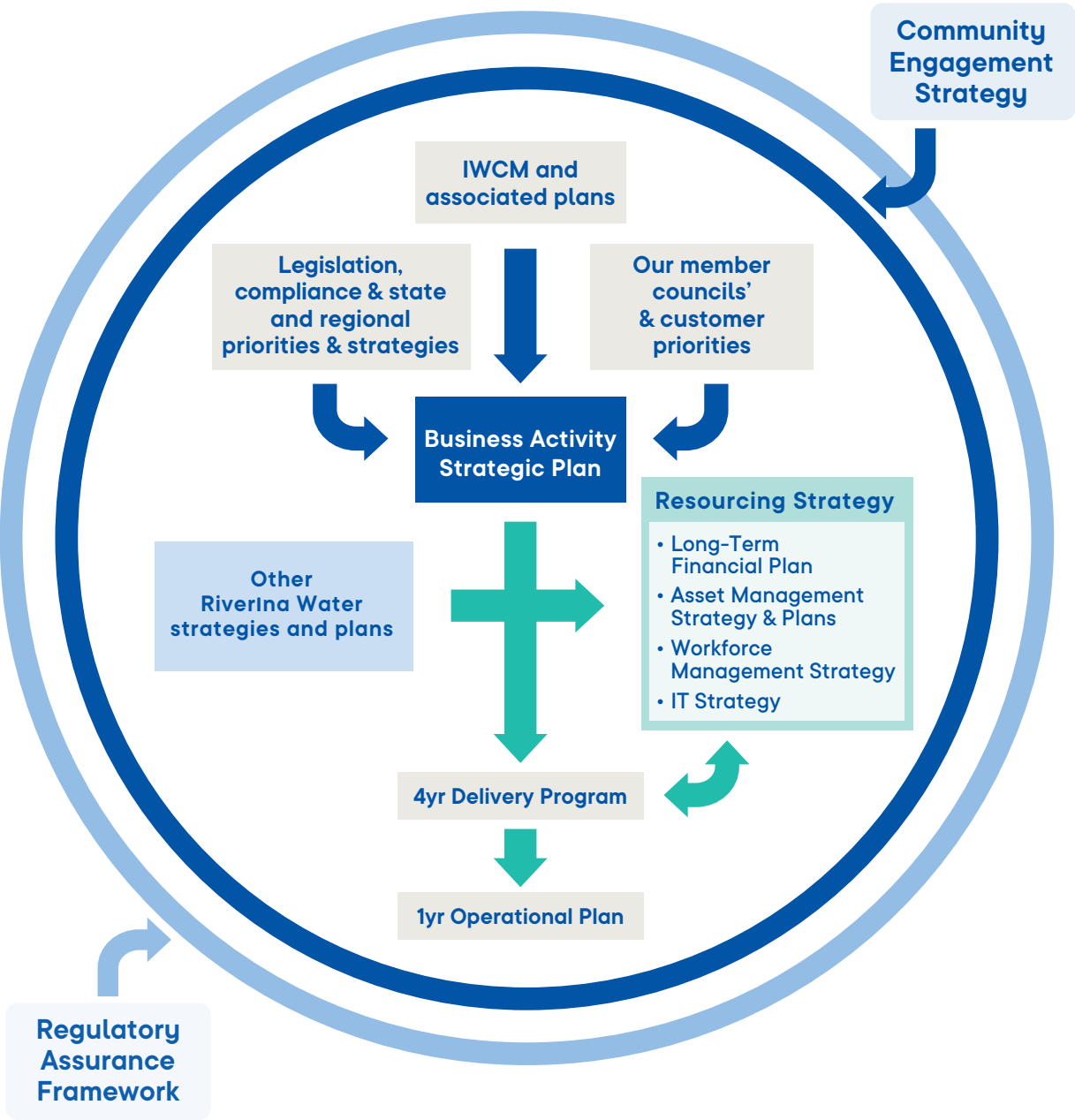
Currently there are 128 staff working for Riverina Water (February 2026)



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 oversighted 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 oversighted 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

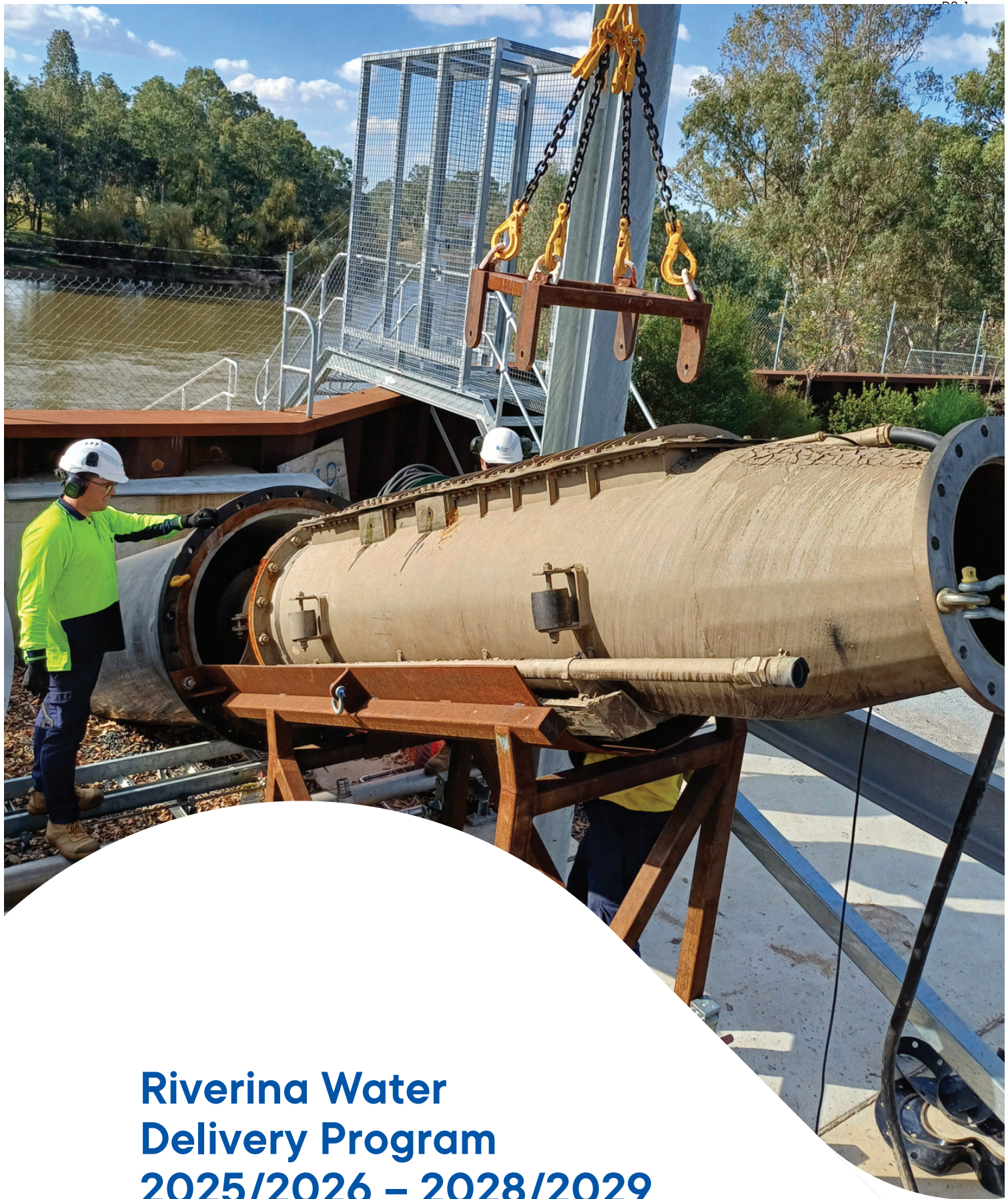
- › Understand service needs
- › Understand water security
- › Understand water quality
- › Understand our environmental impacts
- › Understand our system capacity, capability and efficiency
- › Understand our other key risks and challenges
- › Understand solutions to deliver services
- › Understand 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	› 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	› 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	› 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	› 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 (IWCM) 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.

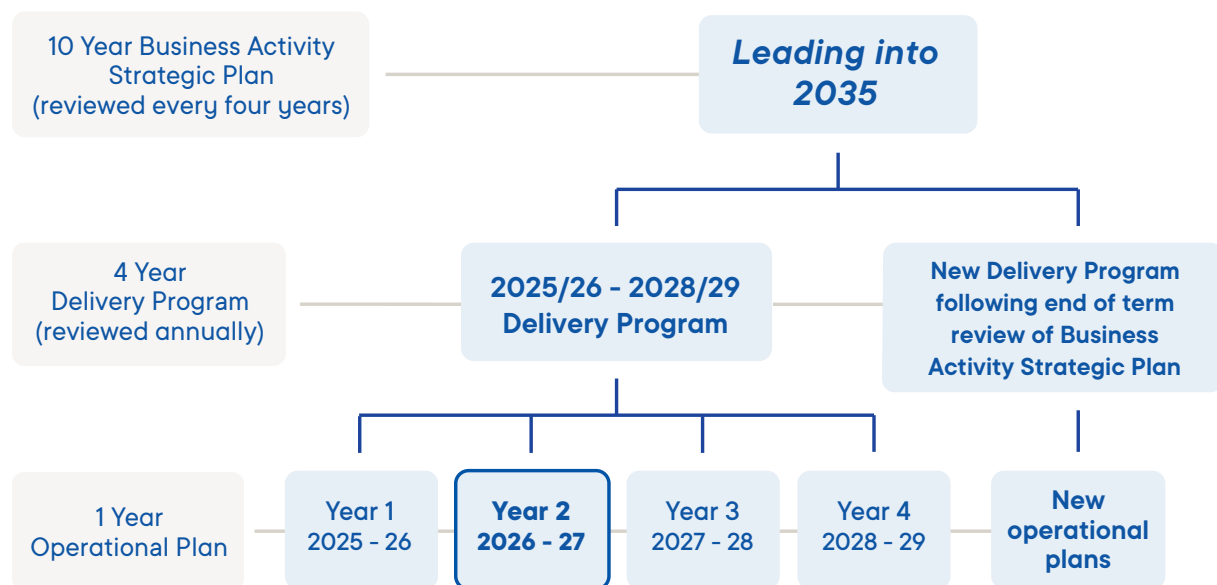
Resourcing the Delivery Program

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



*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
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	Assets	✓ 90% of work captured in the asset management system resulting in improved efficiency and reduced reactive repairs
2.1.2 Develop and commence implementation of Data Strategy, Digital Strategy and IoT Strategy	ICT	✓ Data Strategy, Digital Strategy and IoT Strategy adopted and implementation ongoing
2.1.3 Strengthen security by advancing Essential 8 maturity levels to enhance the protection of organisational systems	ICT	↑ Essential 8 maturity levels Target: 70% maturity
2.1.4 Strengthen ICT security culture through awareness, behaviour and continuous improvement	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	Executive Customer, Engagement & Strategy	✓ 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
2.3.1 Complete system-based risk assessment (summer readiness) with implemented controls and proposed actions addressing gaps outside of risk appetite	Engineering	✓ Ability to meet water demand during extended outages Target: 100%
2.3.2 Enhance risk identification, assessment and treatment capability across Riverina Water	Risk, Audit & Governance	↑ Formal risk assessments completed and actioned
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	Works	✓ Completion of business case and feasibility study for digital solutions
2.3.4 Proactively monitor and manage PFAS water supply risks to meet regulatory requirements and ensure reliability and safety of water supply	Executive Operations	✓ PFAS within Australian Drinking Water Guideline limits
2.3.5 Ensure Riverina Water is adequately insured in line with business operation requirements	Risk, Audit & Governance	✓ All arising claims or events in the period have been adequately covered and or paid



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 Risk, Audit & Governance	✓ 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 Customer, Engagement & Strategy	✓ 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, Audit & Governance	✓ 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, Engagement & Strategy	✓ 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, Engagement & Strategy	↑ 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, Engagement & Strategy	✓ 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, Engagement & Strategy	↑ 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, Engagement & Strategy	↑ Customer survey participation rates Target: 10% increase
4.2.3 Support the financial wellbeing of our customers	Customer, Engagement & Strategy	✓ 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, Engagement & Strategy	✓ 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, Engagement & Strategy	↑ 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, Engagement & Strategy	✓ 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	
	2025/2026 \$	2026/2027 \$	2027/2028 \$	2028/2029 \$
Income from continuing operations				
Revenue				
Rates and annual charges	6,584,587	7,359,115	7,512,450	7,668,851
User charges and fees	31,045,392	27,411,957	27,959,996	28,518,996
Other revenues	742,135	674,395	678,140	681,960
Grants and contributions provided for operating purposes	205,150	25,856	25,856	25,856
Grants and contributions provided for capital purposes	3,039,138	3,118,629	3,162,942	3,208,141
Interest and investment revenue	1,687,000	1,792,476	1,556,679	1,519,701
Total income from continuing operations	43,303,402	40,382,428	40,896,062	41,623,504
Expenses from continuing operations				
Employee benefits and on-costs	15,985,544	17,168,316	18,198,415	18,653,375
Borrowing costs	409,643	1,134,470	1,383,084	1,248,790
Materials and contracts	12,527,262	13,236,843	11,855,425	12,151,810
Depreciation and amortisation	10,012,500	10,012,500	10,192,725	11,376,194
Other expenses	266,000	266,000	267,250	268,531
Net losses from the disposal of assets	815,000	-	-	-
Total expenses from continuing operations	40,015,949	41,818,130	41,896,898	43,698,700
Operating result from continuing operations	3,287,453	(1,435,701)	(1,000,835)	(2,075,196)
Net operating result for the year	3,287,453	(1,435,701)	(1,000,835)	(2,075,196)
Net operating result before grants and contributions provided for capital purposes	248,315	(4,554,331)	(4,163,777)	(5,283,337)

Budgeted financial statements

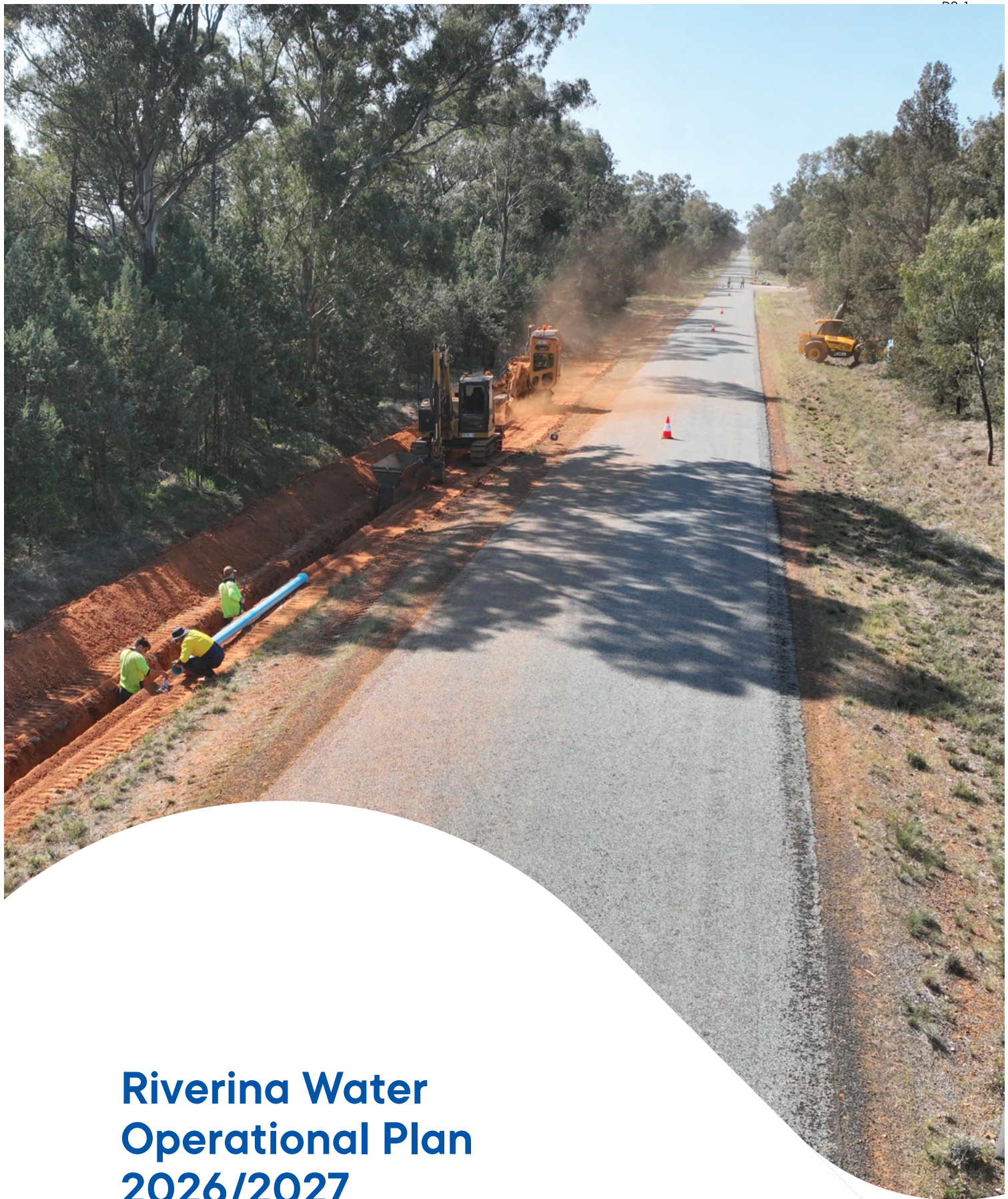
Balance sheet	Last year	Current year	Projected years	
	2025/2026	2026/2027	2027/2028	2028/2029
	\$	\$	\$	\$
Assets				
Current assets				
Cash and cash equivalents	2,000,000	2,000,000	2,000,000	2,000,000
Investments	19,772,988	18,227,551	13,484,761	8,493,964
Receivables	6,064,902	5,608,443	5,566,259	5,510,758
Inventories	3,806,552	4,022,167	3,602,407	3,692,467
Total current assets	31,644,443	29,858,161	24,653,428	19,697,189
Non-current assets				
Investments	11,612,770	10,705,128	7,919,665	4,988,545
Infrastructure, property, plant and equipment	459,931,631	470,822,137	481,629,412	485,253,218
Intangible assets	8,819,000	8,819,000	8,819,000	8,819,000
Total non-current assets	480,363,402	490,346,265	498,368,077	499,060,764
Total assets	512,007,844	520,204,426	523,021,505	518,757,952
Liabilities				
Current liabilities				
Payables	3,306,808	3,577,496	3,555,568	3,634,063
Borrowings	454,943	454,943	2,266,851	2,376,790
Employee benefit provisions	4,954,250	4,954,250	4,954,250	4,954,250
Total current liabilities	8,716,000	8,986,688	10,776,669	10,965,103

Balance sheet	Last year	Current year	Projected years	
	2025/2026	2026/2027	2027/2028	2028/2029
	\$	\$	\$	\$
Non-current liabilities				
Borrowings	8,087,641	17,449,236	19,477,170	17,100,379
Employee benefit provisions	66,750	66,750	66,750	66,750
Total non-current liabilities	8,154,391	17,515,986	19,543,920	17,167,129
Total liabilities	16,870,391	26,502,674	30,320,589	28,132,232
Net assets	495,137,453	493,701,752	492,700,916	490,625,721
Equity				
Retained earnings	173,266,453	171,830,752	170,829,916	168,754,720
Revaluation reserves	321,871,000	321,871,000	321,871,000	321,871,000
Council equity interest	495,137,453	493,701,752	492,700,916	490,625,720
Total equity	495,137,453	493,701,752	492,700,916	490,625,720

Capital works plan

Description	Last year	Current year	Projected years	
	2025/2026 \$	2026/2027 \$	2027/2028 \$	2028/2029 \$
Capital works expenditure	22,649,131	20,903,006	21,000,000	15,000,000





Riverina Water Operational Plan 2026/2027

CEO Foreword

This Operational Plan 2026 - 2027 sets out the actions we will take in the year ahead to deliver on our Delivery Program 2025/2026 - 2028/2029 and continue progressing our long-term strategy, *Leading into 2035*.

Riverina Water is operating in a period of strong regional growth. Meeting this demand requires careful planning in collaboration with our constituent councils, responsible financial management and continued investment in infrastructure and asset renewals. Our focus remains on delivering safe, reliable drinking water at the lowest sustainable cost, while ensuring we are well positioned for the future.

Safety continues to underpin everything we do. We will build on our work to strengthen safety systems, leadership capability, culture and employee engagement across the organisation. At the same time, we will prioritise succession planning and knowledge management to ensure critical skills and expertise are retained as our workforce evolves.

Technology and innovation will play an increasing role in how we deliver services. During this period, we will strengthen ICT strategy and cyber security, continue digitising operational systems and explore opportunities to responsibly leverage emerging technologies, including artificial intelligence. We will also progress business case development for smart metering to enhance customer service, water efficiency and network performance.

Recognising that water is a valuable and finite resource, we will continue demand management initiatives under the NSW Water Efficiency Framework and expand community education to support sustainable water use. We will also continue to monitor and manage

emerging water quality risks to ensure the ongoing safety and reliability of supply.

We remain committed to inclusion and community connection. Over the coming year, we will transition into the next stage of our Reconciliation Action Plan and implement our first Disability Inclusion Action Plan, alongside continued delivery of our Customer and Community Engagement Strategy.

We look forward to reporting on our progress and continuing to serve our growing region.



Andrew Crakanthorp
Chief Executive Officer

About the Operational Plan

The Operational Plan 2026 - 2027 (OP) is management's action plan for Year 2 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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.1.1	Create opportunities for cross functional collaboration	Cross functional collaboration opportunities are offered Target: 2 p/a	Executive	Qtr 4

DP 1.1.2 Strengthen leadership, culture and engagement

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.1.2.1	Continue uplift of leadership capabilities and culture via continued rollout of the leadership development program	100% of Riverina Water leaders have had exposure to the development initiatives	People & Culture	Qtr 4
1.1.2.2	Implement staff survey action plans	Year 2 identified actions are implemented Target: 30 June 2027	People & Culture	Qtr 4
1.2.2.3	Undertake bi-annual employee survey	Increased engagement in survey participation	People & Culture	Qtr 4
1.2.2.4	Develop a Diversity, Equity and Inclusion Strategy	Strategy is endorsed by Executive	People & Culture	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.2.1.1	Increase the adoption and utilisation of Artificial Intelligence (AI) tools across the workforce	30% increase in staff utilising corporate adopted AI tools	ICT	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.2.2.1	Continue to promote Riverina Water's EVP	At least 2 EVP promotional initiatives are undertaken	People & Culture	Qtr 4

DP 1.2.3 Establish and integrate essential capabilities and knowledge

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.2.3.1	Deliver annual training plan	75% of identified annual training is delivered	People & Culture	Qtr 4
1.2.3.2	Implement actions arising out of the Knowledge & Capability Strategy	Identified actions are implemented	Knowledge & Capability Lead	Qtr 4
1.2.3.3	Progress the OCR project	Project is delivered as per project plan	People & Culture	Qtr 4
1.2.3.4	Undertake an organisational review to support our organisational strategic plan, including our revised 30yr infrastructure master plan	Review and recommended changes are presented to the board	Executive	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.3.1.1	Implement Year 1 actions from the Disability Inclusion Action Plan (DIAP)	Actions identified for 2025-26 implemented	Executive	Qtr 4
1.3.1.2	Review and enhance staffing policies and operational standards	Policies and procedures are reviewed and endorsed as per the schedule	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.4.1.1	Implement Year 1 of the Work, Health & Safety Management System Improvement Programme	Policies and procedures review project 50% completed WHS Training improvement project 50% completed	WHS	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.4.2.1	Embed the every day use of BeSafe for notification and investigation of incidents and near misses	2 x Lessons Learned distributed per quarter BeSafe 'add on' endorsed for risk assessment in the field	WHS	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.4.3.1	Develop and implement a safety leadership program	At least 4 WHS SteerCo meetings completed	Executive	Qtr 4

DP 1.4.4 Prioritise employee wellbeing and support

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.4.4.1	Continue rollout of the WELL program	At least 6 wellbeing initiatives are delivered in the year	People & Culture	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.1.1.1	Develop processes for ongoing capture of pipe break data	Structured approach has been documented and implemented	Assets	Qtr 2
2.1.1.2	Develop and implement enhanced GIS data capture tools	New tools have been piloted and adopted	Assets	Qtr 4
2.1.1.3	Develop and implement an improved fleet management system	Structured approach has been documented and implemented	Assets	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.1.3.1	Commence bi-annual assessment reporting out of Vanta regarding our compliance against Essential 8 Level 2	2 reports presented to ARIC	ICT	Qtr 4
2.1.3.1	Assess if the current agreed adopted Level 2 of Essential 8 is appropriate or if a change is required	Review completed and recommendation provided on whether to maintain or revise the current Level 2 maturity target	ICT	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.1.4.1	Cyber awareness training campaign is rolled out to all staff	100% of employees complete the awareness training campaign	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

	2026 - 2027 Action	Key performance 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	Implement preventative maintenance programs, covering a further 40% of high-risk critical assets	Assets	Qtr 4
2.2.1.2	Develop a proactive maintenance schedule for critical assets leveraging staff knowledge based on system risk assessments	Sustainable valve and hydrant maintenance program is developed and implemented as scheduled maintenance	Works	Qtr 2

DP 2.2.2 Enhance effectiveness and efficiency in the delivery of services

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.2.2.2	Deliver a prioritised maintenance response function for the water distribution system to minimise interruptions and meet service levels for reliable supply, system performance and service delivery	Achieve customer service levels related to network service delivery	Works	Qtr 4

2.2.2.3	Operate and optimise treatment plants and water supply systems to meet demand and deliver safe, compliant drinking water in line with service levels and the DWMS	Compliance with drinking water quality standards and ensure reliable operations to meet system demand	Operations	Qtr 4
DP 2.2.3 Enhance water quality management by strengthening practices, culture and regulatory compliance				
	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.2.3.1	Continued water quality improvement program and implement Year 2 priority actions	Implemented Year 2 water quality improvement program actions	Operations	Qtr 4
2.2.3.2	Update drinking water management plan to reflect external audit and gap analysis	Implement controls to address high risk gaps and reflect in drinking water management plan	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				
	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.2.4.1	Prioritise the capital works program using the enterprise risk framework	100% of projects in the immediate capital plan are assessed and ranked based on risk criteria and supported by a project charter	Projects	Qtr 4
2.2.4.2	Prioritise mains replacement program based on asset condition and / or risk to service delivery	100% of mains replacement program in the immediate capital plan are assessed and ranked based on risk criteria and supported by a project charter	Works	Qtr 4
2.2.4.3	Commencement of detailed design for Wagga Wagga surface Water Treatment Plant augmentation	Preferred augmentation option confirmed, concept design completed and detailed design 50% complete	Projects	Qtr 2

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.2.5.1	Using hydraulic analysis and other suitable data, identify network locations where service levels would be impacted by additional development	Areas of constrained growth documented	Assets	Qtr 2
2.2.5.2	Deliver network infrastructure to support growth and supply new developments within agreed levels of service	Growth and development infrastructure is given priority within existing capital works program, resource capacities and development priority	Works	Qtr 4



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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.1.1	Continue system based risk assessment (summer readiness) identifying controls, gaps and proposed actions	System based risk assessment is completed for a total of 8 supply systems	Engineering	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.2.1	Implement Year 2 actions from forward plan to increase strategic risk management	80% of Year 2 actions completed from the Strategic Risk Management Forward Plan	Risk, Audit & Governance	Qtr 3
2.3.2.2	Implement Risk Management Software	System option identified, with implementation project commenced by June	Risk, Audit & Governance	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.3.1	Continue development of organisational business case by undertaking smart metering trial	Digital Meter trial complete	Works	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.4.1	Continue to work with key agencies to implement actions to mitigate PFAS risks including signing an MOU with Defence regarding East Wagga Bore Field	MOU signed and Tarcutta options assessment complete	Executive	Qtr 1

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.5.1	Complete annual insurance renewal	Annual insurance policies are renewed prior to expiry date	Risk, Audit & Governance	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.4.1.1	Explore and commence process of implementation of a system to better manage the compliance register	System option identified, with implementation project commenced by June	Risk, Audit & Governance	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.4.2.1	Create, review, and revise ICT policies as required	Identified policies are adopted	ICT	Qtr 4
2.4.2.2.	Maintain a structured review program to ensure policies, guidelines and procedures remain current, fit for purpose and effectively applied	≥90% of identified policies, guidelines and procedures reviewed, updated where required, approved and communicated	Risk, Audit & Governance	Qtr 4
2.4.2.3	Commence a records management uplift program to align Riverina Water practices with the requirements of the State Records Act 1998 (NSW) and the standard of State Records (NSW)	Year 1 actions arising out of RMAT assessment are implemented	Risk, Audit & Governance	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.4.3.1	Establish an ICT Steering Committee	Committee is established with clear and agreed charter	ICT	Qtr 4

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

	2026 - 2027 Action	Key performance 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 Council's as needed	Executive	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.1.1.1	Commence construction of solar plant to support our long term transition to net zero	Project milestones are being met within project plan	Projects	Qtr 4
3.1.1.2	Review and realign our approach to our current Net Zero roadmap, including consideration of ongoing resourcing (potentially through REROC)	Way forward is endorsed at Executive level and subsequent workshop with the Board	Executive	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.1.2.1	Undertake bank stabilisation construction works	Bank stabilisation works are completed 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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.2.1.1	Increase financial information around work functions and activities	2 new financial reports/ dashboard are released	Finance & Sourcing	Qtr 4
3.2.1.2	Embed and streamline finance service delivery and business processes	Two finance business processes are reviewed and improvements implemented	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

	2026 - 2027 Action	Key performance 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	Finance & Sourcing	Qtr 2
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	Finance & Sourcing	Qtr 4
3.2.2.3	Revised Development Servicing Plan is operationalised	Process for CDS Fee tables update and outstanding Statement of Fee documents amendment is documented and implemented	Assets	Qtr 1

DP 3.2.3 Strategically manage financial assets

	2026 - 2027 Action	Key performance 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	Finance & Sourcing	Qtr 4

DP 3.2.4 Optimise our infrastructure through improved asset life cycle management

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.2.4.1	Develop road map to improve asset management practices established, maintained and monitored	Asset Management Improvement Plan accepted, communicated, and implementation commenced	Assets	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.3.1.1	Adopt 30 year infrastructure master plan that will provide a detailed roadmap for delivering infrastructure based on resources, priorities, and constraints	30 year Infrastructure masterplan is endorsed by board	Engineering	Qtr 3

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.2.2.1	Develop a comprehensive overview of our corporate planning and reporting requirements across the entire organisation	Full planning and reporting schedule is developed	Customer, Engagement & Strategy	Qtr 4
3.3.2.2	Continue implementation of outcomes of Regulatory Assurance Framework Review	Identified outcomes for Year 2 are delivered and we have secured approval from Water NSW	Executive	Qtr 4

DP 3.3.3 Establish a standardised project management framework

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.3.3.1	Utilise project management software to align with project management methodology	All capital works projects managed by Project team in the system	Engineering	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.4.1.1	Develop Water Entitlement Strategy	Water Entitlement Strategy is adopted by the Board	Executive	Qtr 4

DP 3.4.2 Achieve organisational resilience through adequate incident management response planning

	2026 - 2027 Action	Key performance 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	1 sub plan reviewed and revised (Data Recovery)	Risk, Audit & Governance	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.4.3.1	Commence implementation of Year 1 actions from sustainable procurement roadmap	Year 1 action achieved	Finance & Sourcing	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.4.4.1	Implement drought management plan	Drought management plan is Board endorsed	Operations	Qtr 3



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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.1.1.1	Adopt Riverina Water's second Reconciliation Action Plan 'Innovate', meaningfully engaging First Nations people to ensure innovative opportunities for reconciliation	The 'Innovate' Reconciliation Action Plan is adopted	Customer, Engagement & Strategy	Qtr 4
4.1.1.2	Implement new and ongoing actions arising out of the Reconciliation Action Plan	All required action items in the Reconciliation Action Plan, including ongoing actions, are delivered	Customer, Engagement & Strategy	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.1.2.1	Invest in brand awareness initiatives, marketing, and information sharing	Annual marketing campaign developed and implemented	Customer, Engagement & Strategy	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.1.3.1	Offer community consultation via the stakeholder engagement matrix	All opportunities for public participation are offered to relevant stakeholders	Customer, Engagement & Strategy	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.2.1.1	Commence implementation of actions arising out of website information and architecture review	70% of website content has been reviewed and updated	Customer, Engagement & Strategy	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.2.2.1	Complete annual customer survey	Customer Survey participation target of 1000+ community members	Customer, Engagement & Strategy	Qtr 4

DP 4.2.3 Support the financial wellbeing of our customers

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.2.3.1	Explore and determine initiatives around how Riverina Water can offer more personalised support to our customers	At least one additional personalised support mechanism is introduced	Customer, Engagement & Strategy	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.3.1.1	Provide funding opportunities that support community projects and initiatives	Funding available is fully expended	Customer, Engagement & Strategy	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	Financial membership of Water Aid and participate in at least one initiative or offering	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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.4.1.1	Finalise adoption of NSW water efficiency framework and commence implementation of Year 1 actions	Year 1 actions achieved	Executive	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.4.2.1	Implement our education program and offering	Five schools utilise education material or participate in education opportunity	Customer, Engagement & Strategy	Qtr 4



**Operational Plan
finance and revenue
2026/2027**

Budgeted financial statements

Income statement	Last year 2025/2026 \$	Current year 2026/2027 \$
Income from continuing operations		
Revenue		
Rates and annual charges	6,584,587	7,359,115
User charges and fees	31,045,392	27,411,957
Other revenues	742,135	674,395
Grants and contributions provided for operating purposes	205,150	25,856
Grants and contributions provided for capital purposes	3,039,138	3,118,629
Interest and investment revenue	1,687,000	1,792,476
Total income from continuing operations	43,303,402	40,382,428
Expenses from continuing operations		
Employee benefits and on-costs	15,985,544	17,168,316
Borrowing costs	409,643	1,134,470
Materials and contracts	12,527,262	13,236,843
Depreciation and amortisation	10,012,500	10,012,500
Other expenses	266,000	266,000
Net losses from the disposal of assets	815,000	-
Total expenses from continuing operations	40,015,949	41,818,130
Operating result from continuing operations	3,287,453	(1,435,701)
Net operating result for the year	3,287,453	(1,435,701)
Net operating result before grants and contributions provided for capital purposes	248,315	(4,554,331)

Budgeted financial statements

Balance sheet	Current year
	2026/2027
	\$
Assets	
Current assets	
Cash and cash equivalents	2,000,000
Investments	18,227,551
Receivables	5,608,443
Inventories	4,022,167
Total current assets	29,858,161
Non-current assets	
Investments	10,705,128
Infrastructure, property, plant and equipment	470,822,137
Intangible assets	8,819,000
Total non-current assets	490,346,265
Total assets	520,204,426
Liabilities	
Current liabilities	
Payables	3,577,496
Borrowings	454,943
Employee benefit provisions	4,954,250
Total current liabilities	8,986,688

Balance sheet**Current year****2026/2027
\$**

Non-current liabilities	
Borrowings	17,449,236
Employee benefit provisions	66,750
Total non-current liabilities	17,515,986
Total liabilities	26,502,674
Net assets	
Equity	
Retained earnings	171,830,752
Revaluation reserves	321,871,000
Council equity interest	493,701,752
Total equity	493,701,752

Capital works plan

Description	Current year
	2026/2027 \$
Management	
Land and buildings for admin, depots and workshops	1,130,000
Plant and equipment (incl. solar installation)	12,703,000
Intangibles	-
Minor capital works budget	150,000
Total management	13,983,000
Sources	20,000
Total sources	20,000
Treatment plants	1,720,000
Total treatment plants	1,720,000
Pumping stations	150,000
Total pumping stations	150,000
Reservoirs	1,025,006
Total reservoirs	1,025,006
Mains, services and meters	
Mains	3,355,000
Sub-total mains	3,355,000
Services	600,000
Sub-total services	600,000
Meters	50,000
Sub-total meters	50,000
Total mains, services and meters	4,005,000
Totals	20,903,006



**Annual fees
and charges**

Recommended development servicing charges

Urban (residential) development servicing charge

Urban - including township and village - single residential lots	Tax	2025/2026			2026/2027		
		Cost per lot (based on lot size)			Cost per lot based on lot size)		
		<450 m ²	450-2000m ²	>2000 m ²	<450 m ²	450-2000m ²	>2000 m 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 \$4,992 per E.T.			1st Service - Nil - (note only applies for a single residence on the lot) 2nd and subsequent service based on \$4,992 per E.T.		
Lots (not prepaid) created since 01/01/1994	N	\$4,992	\$4,992	\$5,992	\$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 \$4,992			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	\$4,992 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	Units priced, as below, if lot size
Duplex - 3 or more Bedrooms		<450m ² per dwelling	<450m ² per dwelling
Units - 1 Bedroom	N	\$1,997	\$1,997
Units - 2 Bedrooms	N	\$2,995	\$2,995
Units - 3 or more Bedrooms	N	\$3,993	\$3,993
Multi-residential lots (high density >2 storey)		Developer charge per dwelling	Developer charge per dwelling
Multi storey apartments - 1 Bedroom	N	\$1,647	\$1,647
Multi storey apartments - 2 Bedrooms	N	\$2,496	\$2,496
Multi storey apartments - 3 or more Bedrooms	N	\$3,345	\$3,345
NOTE: The minimum Developer Servicing Charge per Lot is		\$4,992	\$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	2025/2026 Price per service connection \$					2026/2027 Price per service connection \$				
		20 mm	25 mm	*32 mm	*40 mm	*50 mm	20 mm	25 mm	*32 mm	*40 mm	*50 mm
Rural pipelines**	N	5,992	5,992	9,815	15,338	23,965	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	2025/2026 \$					2026/2027 \$				
		<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	4,992	12,783	19,968	44,934	79,885	4,992	12,783	19,968	44,934	79,885

Recommended service connection fees

Urban service connection

		2025/2026					2026/2027						
Urban - including township and village - single residential/ commercial/ industrial developments	Tax	Price per service connection for single unit \$					Price per service connection for single unit \$						
		20 mm	25 mm	*32 mm	*40 mm	*50 mm	20 mm	25 mm	*32 mm	*40 mm	*50 mm		
Lots where developers have prepaid the fees appropriate at time of Development	N	NIL	664	1,323	2,206	2,941	NIL	852	1,564	2,516	3,311		
All other lots including 2nd or subsequent services	N	1,675	2,340	2,999	3,881	4,617	1,809	2,527	3,239	4,191	4,986		
* 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	1,675	2,009	2,343	2,677	3,011	334	1,809	2,170	2,531	2,892	3,253	361

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	\$156 per metre	\$168 per metre

Rural service connection

Rural location	Tax	2025/2026 Price per service connection \$					2026/2027 Price per service connection \$				
		20 mm	25 mm	*32 mm	*40 mm	*50 mm	20 mm	25 mm	*32 mm	*40 mm	*50 mm
Rural pipelines **	N	1,912	2,624	3,222	4,126	4,898	2,065	2,834	3,480	4,456	5,290

**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

\$156 per metre

\$168 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 2026/2027

Availability charge per property, residential, strata unit or customer		2025/2026 \$	2026/2027 \$
Domestic	Tax	Per quarter	Per quarter
Built upon or connected property	N	49.50	53.00
Each additional dwelling erected on each parcel of property	N	49.50	53.00
Vacant land not connected (within 225 metres or adjacent to a main) - urban only	N	24.75	27.00
Commercial/Industrial			
Built upon or connected property	N	55.00	59.00
Non-metered connected premises	N	104.50	113.00
Each additional strata unit	N	55.00	59.00
Other			
Government Departments, including police stations, court houses, schools, staff housing, public offices, etc	N	55.00	59.00
Churches and similar "non-rateable" property	N	Usage charge only	Usage charge only
Additional fee for separate fire service connected	N	55.00	59.00

* Customers serviced through Goldenfields Water County Council will be charged at the relevant rate.

Usage charges for 2026/2027

Water Tariffs \$ per kilolitre	Tax	2025/2026	2026/2027
General tariff			
All users (except as detailed below)	N		
First 125 kls per quarter		1.77	1.91
Balance per kilolitre per quarter		2.65	2.86
Strata title units and flats			
First 125 kls per quarter per unit	N	1.77	1.91
Balance per kilolitre per quarter		2.65	2.86
(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	1.77	1.91
Balance above 42 kls per month		2.65	2.86
Balance above 3,000 kls per month		2.65	2.86
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	1.77	1.91
Balance above 3,000 kls per month		1.77	1.91
Commercial tariff			
All users (except as detailed below)	N		
First 125 kls per quarter/41 kls per month		1.77	1.91
Balance per kilolitre per quarter		2.65	2.86
Community facilities			
Hospitals, Schools / TAFE / University	N	1.77	1.91
Parks and Gardens, Council Swimming Pools			
Non-Potable water			
First 125 kls per quarter	N	0.87	0.94
Balance per kilolitre per quarter		1.31	1.41
Metered supply to standpipe agents or constituent Councils	N	2.48	2.68

Water Tariffs \$ per kilolitre	Tax	2025/2026	2026/2027
Supply from fixed standpipe and water filling stations (Minimum charge \$10.00 when via an Agent)	N	3.80	4.10
Bulk supply Application of this tariff will be at the discretion of the Council	N	1.77	1.91
Primary producers tariff Applicable to all rural services along Council's trunk mains	N	1.77	1.91
Rebates			
Eligible pensioner		\$30.00 per quarter	\$30.00 per quarter
Kidney dialysis machine users		20 kl per quarter	50 kl per quarter

Sundry fees and charges for 2026/2027

Sundry fees and charges	Tax	2025/2026	2026/2027
Search/enquiry certificate fee - s603 (as for property transfer)	N	\$100	\$105
Fee for providing information in writing, including Special meter reading	N	\$94	\$101.50
Formal GIPA access application	N	\$30	\$30
Formal GIPA processing fee	N	\$78 per hour	\$84 per hour
Reconnection fee - requires new service fee	N	Appropriate connection fee	Appropriate connection fee
Reconnection fee - new service not required	N	\$209.50 + cost of meter if required	\$226.50 + cost of meter if required
Remove flow restricting device	N	\$209.50	\$226.50
Meter repairs - s636 LG Act	Y	\$135 per hour	\$146 per hour
Meter test deposit	N	\$91	\$98.50
Test fees for backflow prevention devices			
Rpz devices	N	\$142	\$153.50
Other devices	N	\$111	\$120
Leak detection (minimum 1 hour)	Y	\$135 per hour	\$146 per hour
Water main locating involving potting or excavation	N	\$135 per hour	\$146 per hour
Dishonoured payments fee	N		Relevant bank fee incurred
Interest on overdue accounts	N	10.5% per annum	9.5% per annum
Written quotation fee	Y	\$103	\$111
Service call	Y	\$135 per hour	\$146 per hour
Plumbing permit including standard inspections	N	\$135	\$146

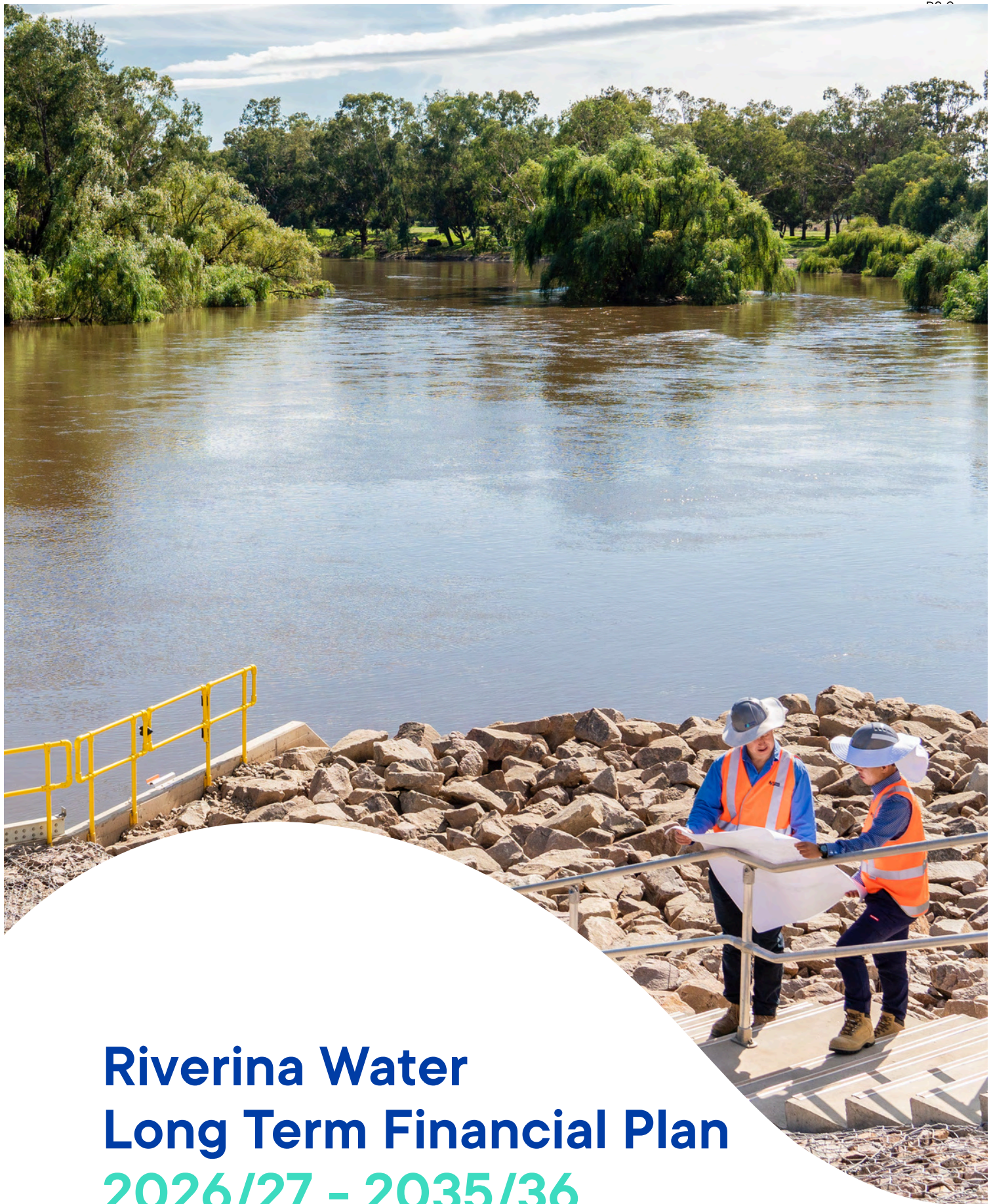
Sundry fees and charges	Tax	2025/2026	2026/2027
Additional plumbing inspection due to non-compliance	N	\$221	\$238.50
Non-compliance with water restrictions	N	\$312	\$220
Water filling station access	N	\$335	\$362
Replacement water filling station key	Y	\$68	\$73.50
Pressure and flow analysis application fee	N	\$218	\$235.50
Clearing of shrubs and small bushes	Y	\$135 per hour	\$146 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	\$13	\$14
Copy of financial data on properties	Y	\$12	\$13
Copy of 603 certificate administration	Y	\$13	\$14
Fee for reallocation of electronic payment	Y	\$12	\$13

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.





Riverina Water Long Term Financial Plan 2026/27 – 2035/36



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Disclaimer

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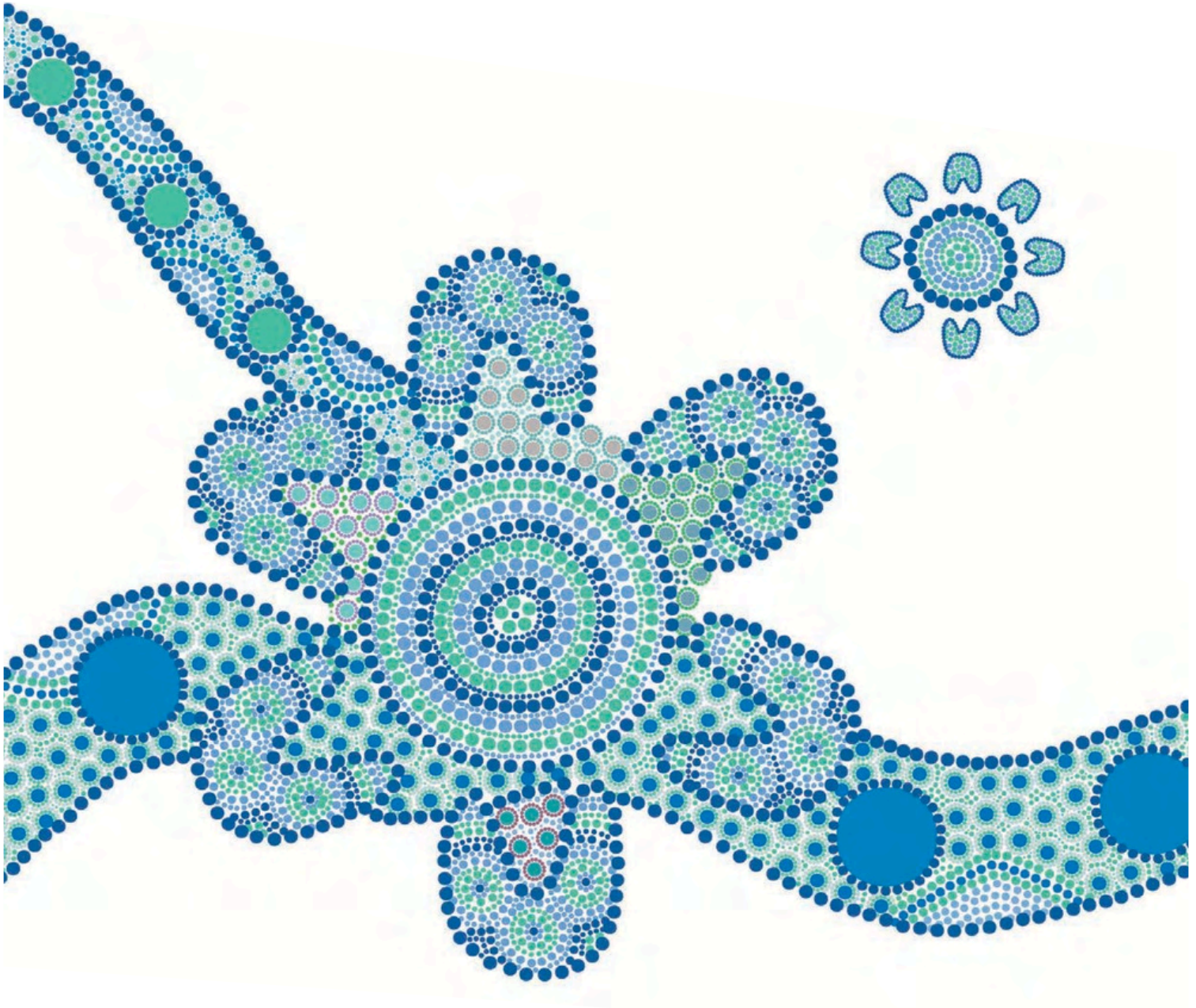
Or by visiting our office at 91 Hammond Avenue Wagga Wagga

Version	Purpose and description
0.1	Long Term Financial Plan 2026/27 – 2035/36 – Draft 23 April 2026
<i>All images: Riverina Water County Council</i>	

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.

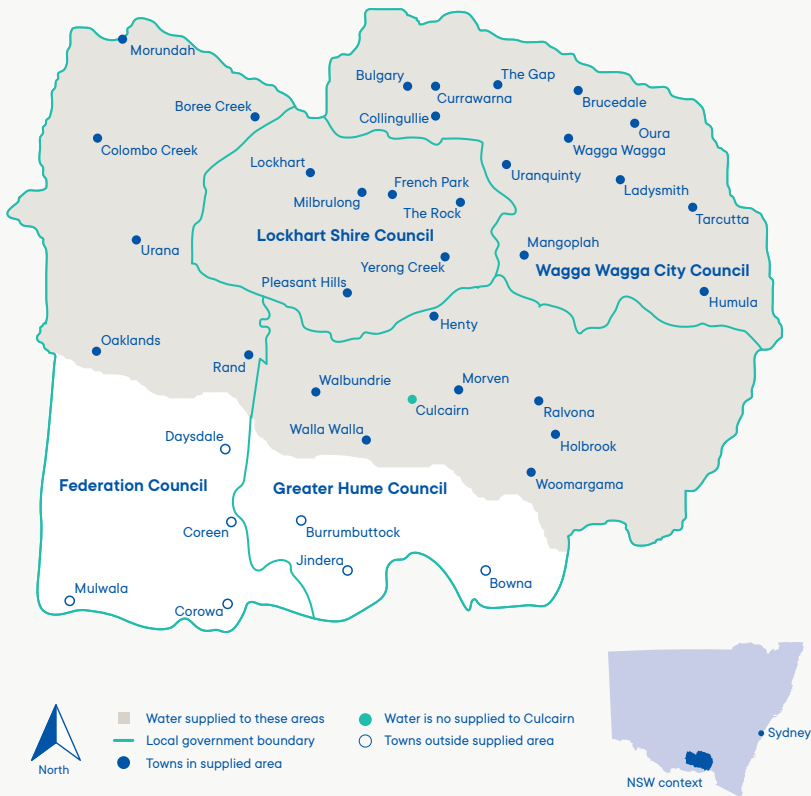


Our corporate documents feature elements from the artwork Living Water by Wiradyuri artist Owen Lyons. The artwork was commissioned by Riverina Water for its Reconciliation Action Plan. Learn more: rwcc.nsw.gov.au/reconciliation

All other images: Riverina Water County Council

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.



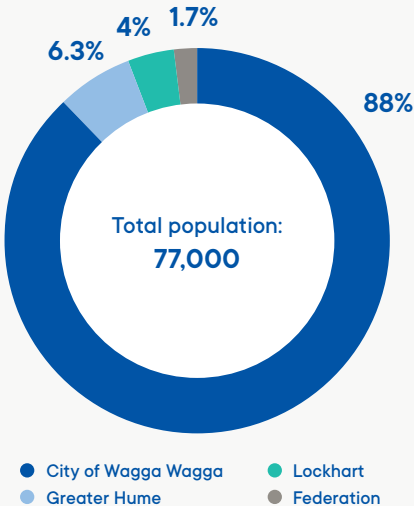
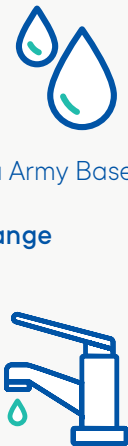
Our water supply network includes:

- > 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.

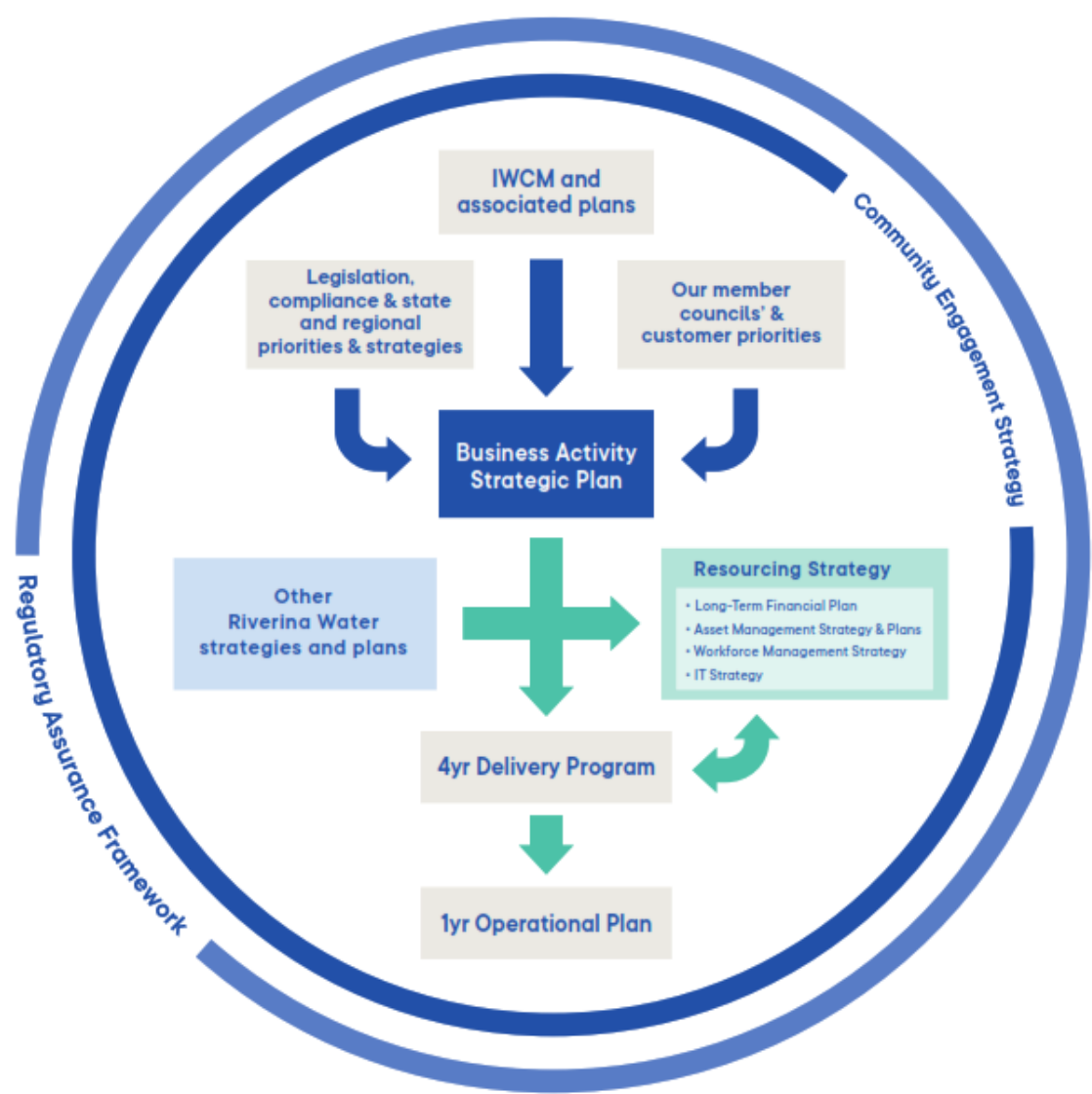
Our customers are diverse and range from households, to farmers, business, industry and other institutions such as hospitals, aged care facilities and education institutions such as Charles Sturt University.



Our 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 oversight by the Department of Primary Industry and Environment.



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

- 8% increase to water consumption charges, and other fees and charges in FY26/27
- 2% per annum growth in connections
- 4% increase in employee benefits & oncosts for FY26/27, 6% for FY 27/28 for Award changes, and 2.5% thereafter
- 2.5% per annum increase in operational expenditure
- **Scenario 1 (budgeted scenario):** Average water sales forecast at 14,176 ML
- **Scenario 2:** Below average water sales forecast at 12,195 ML
- **Scenario 3:** Above average water sales forecast at 15,579 ML

Sensitivity Analysis

Scenario 1 (budgeted scenario) – Average Water Sales 14,176 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.

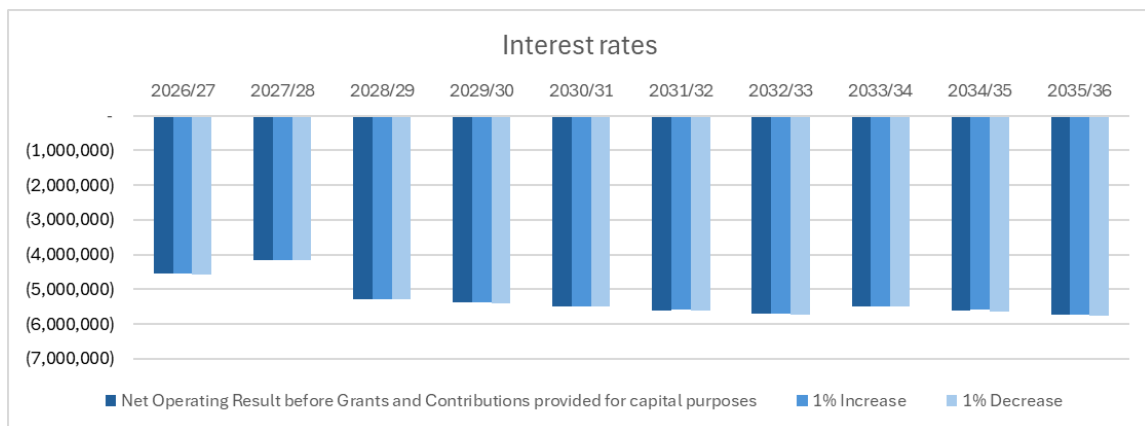


Figure 1. Interest rates

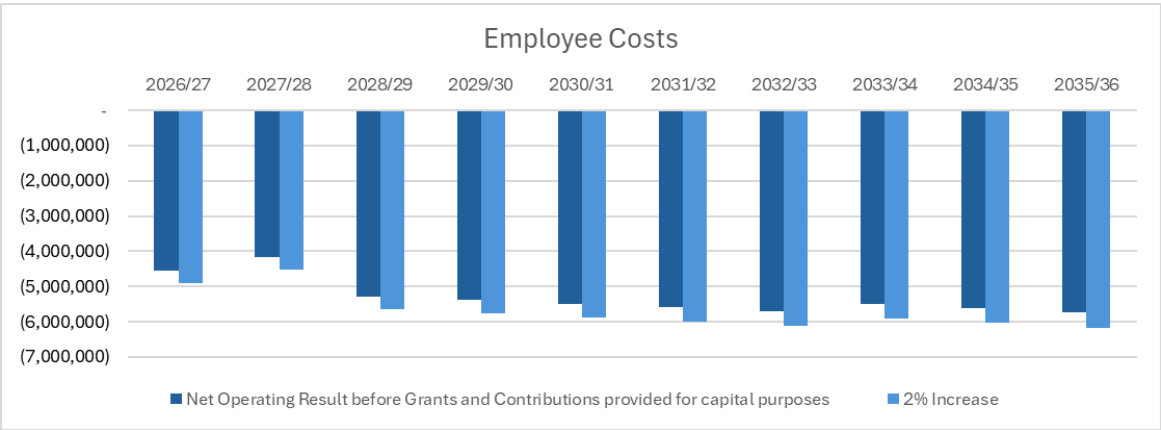


Figure 2. Employee costs

PERFORMANCE MEASURES

Scenario 1 (budgeted scenario) - Average Water Sales 14,176 ML

	Prior Year										
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Operating Performance Ratio	13.85%	-12.22%	-11.03%	-13.75%	-13.76%	-13.76%	-13.77%	-13.77%	-12.90%	-12.93%	-12.99%
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	93.20%	92.21%	92.20%	92.23%	92.26%	92.30%	92.33%	92.36%	92.45%	92.48%	92.51%
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	6.97	6.11	3.90	3.14	2.42	1.74	0.94	0.53	0.38	0.31	0.27
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	22.71	2.38	2.09	2.09	2.09	2.10	2.12	2.19	2.28	2.28	2.85
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	11.59%	11.44%	11.33%	11.33%	11.33%	11.33%	11.33%	11.33%	11.33%	11.33%	11.33%
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	1.29	0.71	0.72	0.69	0.68	0.66	0.00	0.00	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											

SCENARIOS

Scenario 1 (budgeted scenario) - Average Water Sales 14,176 ML Income Statement

	Prior Year	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	6,584,587	7,359,115	7,512,450	7,668,851	7,828,380	7,991,099	8,157,073	8,326,367	8,499,046	8,675,179	8,854,834
User Charges & Fees	34,498,548	27,411,957	27,959,996	28,518,996	29,089,176	29,670,759	30,263,974	30,869,054	31,486,235	32,115,760	32,757,875
Other Revenues	1,493,082	674,395	678,140	681,960	685,856	689,831	693,885	698,020	702,237	706,539	710,927
Grants & Contributions provided for Operating Purposes	205,150	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856
Grants & Contributions provided for Capital Purposes	3,039,138	3,118,629	3,162,942	3,208,141	3,254,244	3,301,268	3,349,234	3,398,158	3,448,062	3,498,963	3,550,882
Interest & Investment Revenue	1,902,000	1,792,476	1,556,679	1,519,701	1,521,409	1,523,151	1,524,929	1,526,742	1,860,591	1,862,477	1,864,401
Total Income from Continuing Operations	47,722,506	40,382,428	40,896,062	41,623,504	42,404,920	43,201,965	44,014,951	44,844,197	46,022,027	46,884,774	47,764,776
Expenses from Continuing Operations											
Employee Benefits & On-Costs	16,234,242	17,168,316	18,198,415	18,653,375	19,119,709	19,597,702	20,087,645	20,589,836	21,104,582	21,632,196	22,173,001
Borrowing Costs	157,837	1,134,470	1,383,084	1,248,790	1,110,679	965,910	816,669	660,054	501,596	334,757	172,100
Materials & Contracts	11,824,163	13,236,843	11,855,425	12,151,810	12,455,605	12,766,996	13,086,170	13,413,325	13,748,658	14,092,374	14,444,684
Depreciation & Amortisation	10,012,500	10,012,500	10,192,725	11,376,194	11,580,966	11,789,423	12,001,633	12,217,662	12,437,580	12,661,456	12,889,362
Other Expenses	266,000	266,000	267,250	268,531	269,845	271,191	272,570	273,985	275,434	276,920	278,443
Net Losses from the Disposal of Assets	905,000	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	39,399,742	41,818,130	41,896,898	43,698,700	44,536,804	45,391,221	46,264,687	47,154,861	48,067,850	48,997,704	49,957,590
Operating Result from Continuing Operations	8,322,764	(1,435,701)	(1,000,835)	(2,075,196)	(2,131,883)	(2,189,256)	(2,249,736)	(2,310,664)	(2,045,823)	(2,112,930)	(2,192,815)
Net Operating Result for the Year	8,322,764	(1,435,701)	(1,000,835)	(2,075,196)	(2,131,883)	(2,189,256)	(2,249,736)	(2,310,664)	(2,045,823)	(2,112,930)	(2,192,815)
Net Operating Result before Grants and Contributions provided for Capital Purposes	5,283,626	(4,554,331)	(4,163,777)	(5,283,337)	(5,386,127)	(5,490,524)	(5,598,969)	(5,708,823)	(5,493,885)	(5,611,893)	(5,743,697)

Scenario 1 (budgeted scenario) – Average Water sales 14,176 ML

Balance Sheet

	Prior Year	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	3,253,205	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	-	-	-	-	-
Investments	22,049,956	22,000,859	17,243,044	12,252,522	7,283,758	2,334,924	-	-	-	-	-
Receivables	7,449,230	5,694,632	5,676,299	5,620,359	5,567,610	5,517,268	5,509,170	5,606,901	5,706,586	5,808,265	5,911,978
Inventories	3,592,908	4,022,167	3,602,407	3,692,467	3,784,779	3,879,398	3,976,383	4,075,793	4,177,687	4,282,130	4,389,183
Total Current Assets	36,345,298	33,717,658	28,521,750	23,565,348	18,636,147	13,731,591	9,485,553	9,682,694	9,884,274	10,090,395	10,301,160
Non-Current Assets											
Investments	12,950,044	12,921,210	10,126,922	7,195,965	4,277,786	1,371,312	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	458,891,363	469,781,869	480,589,144	484,212,950	487,631,985	490,842,562	493,840,929	496,623,267	499,185,687	501,524,231	503,634,869
Intangible Assets	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000
Total Non-Current Assets	480,660,407	491,522,079	499,535,066	500,227,915	500,728,771	501,032,874	502,659,929	505,442,267	508,004,687	510,343,231	512,453,869
TOTAL ASSETS	517,005,706	525,239,737	528,056,816	523,793,263	519,364,917	514,764,464	512,145,482	515,124,961	517,888,961	520,433,626	522,755,029
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	2,129,289	9,951,558	17,430,640	24,903,020	31,717,197
Payables	3,269,358	3,577,496	3,555,568	3,634,063	3,714,390	3,796,593	3,880,717	3,966,806	4,054,907	4,145,067	4,237,336
Borrowings	454,943	454,943	2,266,851	2,376,790	2,493,401	2,582,659	2,618,216	2,757,359	2,904,946	2,392,228	813,177
Employee benefit provisions	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250
Total Current Liabilities	8,678,551	8,986,688	10,776,669	10,965,103	11,162,040	11,333,502	13,582,472	21,629,974	29,344,742	36,394,565	41,721,959
Non-Current Liabilities											
Borrowings	8,087,641	17,449,236	19,477,170	17,100,379	14,606,979	12,024,320	9,406,104	6,648,744	3,743,799	1,351,571	538,394
Employee benefit provisions	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750
Total Non-Current Liabilities	8,154,391	17,515,986	19,543,920	17,167,129	14,673,729	12,091,070	9,472,854	6,715,494	3,810,549	1,418,321	605,144
TOTAL LIABILITIES	16,832,942	26,502,674	30,320,589	28,132,232	25,835,769	23,424,572	23,055,326	28,345,468	33,155,291	37,812,886	42,327,103
Net Assets	500,172,764	498,737,063	497,736,227	495,661,031	493,529,148	491,339,892	489,090,157	486,779,493	484,733,670	482,620,740	480,427,925
EQUITY											
Retained Earnings	178,301,764	176,866,063	175,865,227	173,790,031	171,658,148	169,468,892	167,219,157	164,908,493	162,862,670	160,749,740	158,556,925
Revaluation Reserves	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	500,172,764	498,737,063	497,736,227	495,661,031	493,529,148	491,339,892	489,090,157	486,779,493	484,733,670	482,620,740	480,427,925
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	500,172,764	498,737,063	497,736,227	495,661,031	493,529,148	491,339,892	489,090,157	486,779,493	484,733,670	482,620,740	480,427,925

Scenario 1 (budgeted scenario) – Average water sales 14,176 ML

Cash flow statement

	Prior Year	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	6,469,956	7,387,742	7,518,117	7,674,631	7,834,276	7,997,113	8,163,208	8,332,624	8,505,428	8,681,689	8,861,475
User Charges & Fees	33,828,975	28,151,165	27,902,829	28,460,686	29,029,700	29,610,094	30,202,096	30,805,938	31,421,856	32,050,093	32,690,895
Investment & Interest Revenue Received	2,059,132	1,888,232	1,663,530	1,665,928	1,666,253	1,667,428	1,628,841	1,526,742	1,860,591	1,862,477	1,864,401
Grants & Contributions	3,163,304	3,153,068	3,184,988	3,230,110	3,276,135	3,323,081	3,370,965	3,419,808	3,469,627	3,520,442	3,572,274
Other	153,499	1,685,219	670,352	674,016	677,754	681,566	685,454	689,421	693,466	697,593	701,802
Payments:											
Employee Benefits & On-Costs	(16,238,011)	(17,112,334)	(18,144,282)	(18,629,466)	(19,095,203)	(19,572,583)	(20,061,898)	(20,563,445)	(21,077,531)	(21,604,469)	(22,144,581)
Materials & Contracts	(13,010,098)	(13,568,890)	(11,530,640)	(12,221,387)	(12,526,921)	(12,840,094)	(13,161,097)	(13,490,124)	(13,827,377)	(14,173,062)	(14,527,388)
Borrowing Costs	(157,837)	(1,134,470)	(1,383,084)	(1,248,790)	(1,110,679)	(965,910)	(816,669)	(660,054)	(501,596)	(334,757)	(172,100)
Other	(397,436)	(239,457)	(273,755)	(260,357)	(261,466)	(262,603)	(263,768)	(264,962)	(266,186)	(267,440)	(268,727)
Net Cash provided (or used in) Operating Activities	15,871,484	10,210,275	9,608,055	9,345,372	9,489,848	9,638,092	9,747,134	9,795,946	10,278,278	10,432,566	10,578,050
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	77,931	7,552,103	7,921,479	7,886,943	7,855,308	3,706,236	-	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(21,698,863)	(20,903,006)	(21,000,000)	(15,000,000)	(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	(21,698,863)	(20,825,075)	(13,447,897)	(7,078,521)	(7,113,057)	(7,144,692)	(11,293,764)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	7,400,000	11,000,000	6,000,000	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(562,416)	(1,638,405)	(2,160,158)	(2,266,851)	(2,376,790)	(2,493,401)	(2,582,659)	(2,618,216)	(2,757,359)	(2,904,946)	(2,392,228)
Net Cash Flow provided (used in) Financing Activities	6,837,584	9,361,595	3,839,842	(2,266,851)	(2,376,790)	(2,493,401)	(2,582,659)	(2,618,216)	(2,757,359)	(2,904,946)	(2,392,228)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,010,205	(1,253,205)	0	(0)	-	(0)	(4,129,289)	(7,822,270)	(7,479,082)	(7,472,380)	(6,814,177)
plus: Cash & Cash Equivalents - beginning of year	2,243,000	3,253,205	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	(2,129,289)	(9,951,558)	(17,430,640)	(24,903,020)
Cash & Cash Equivalents - end of the year	3,253,205	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	(2,129,289)	(9,951,558)	(17,430,640)	(24,903,020)	(31,717,197)
Cash & Cash Equivalents - end of the year	3,253,205	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	(2,129,289)	(9,951,558)	(17,430,640)	(24,903,020)	(31,717,197)
Investments - end of the year	35,000,000	34,922,069	27,369,966	19,448,487	11,561,544	3,706,236	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	38,253,205	36,922,069	29,369,966	21,448,487	13,561,544	5,706,236	(2,129,289)	(9,951,558)	(17,430,640)	(24,903,020)	(31,717,197)
Representing:											
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictitons	8,715,000	8,715,001	8,715,001	8,715,002	8,715,002	8,715,003	8,715,003	8,715,004	8,715,004	8,715,005	8,715,005
- Unrestricted	29,538,205	28,207,068	20,654,964	12,733,485	4,846,542	(3,008,767)	(10,844,292)	(18,666,562)	(26,145,644)	(33,618,024)	(40,432,202)
	38,253,205	36,922,069	29,369,966	21,448,487	13,561,544	5,706,236	(2,129,289)	(9,951,558)	(17,430,640)	(24,903,020)	(31,717,197)

Scenario 2 – Below average water sales 12,195 ML

Income Statement

	Prior Year	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	6,584,587	7,359,115	7,512,450	7,668,851	7,828,380	7,991,099	8,157,073	8,326,367	8,499,046	8,675,179	8,854,834
User Charges & Fees	34,498,548	24,044,881	27,959,996	28,518,996	29,089,176	29,670,759	30,263,974	30,869,054	31,486,235	32,115,760	32,757,875
Other Revenues	1,493,082	616,257	678,140	681,960	685,857	689,831	693,885	698,020	702,237	706,539	710,927
Grants & Contributions provided for Operating Purposes	205,150	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856
Grants & Contributions provided for Capital Purposes	3,039,138	3,118,629	3,162,942	3,208,141	3,254,244	3,301,268	3,349,234	3,398,158	3,448,062	3,498,963	3,550,882
Interest & Investment Revenue	1,902,000	1,792,476	1,556,679	1,519,701	1,521,409	1,523,151	1,524,929	1,526,742	1,860,591	1,862,477	1,864,401
Total Income from Continuing Operations	47,722,506	36,957,214	40,896,062	41,623,504	42,404,921	43,201,965	44,014,951	44,844,197	46,022,027	46,884,774	47,764,776
Expenses from Continuing Operations											
Employee Benefits & On-Costs	16,234,242	17,168,316	18,198,415	18,653,375	19,119,709	19,597,702	20,087,645	20,589,836	21,104,582	21,632,196	22,173,001
Borrowing Costs	157,837	1,134,470	1,383,084	1,248,790	1,110,679	965,910	816,669	660,054	501,596	334,757	172,100
Materials & Contracts	11,824,163	13,236,843	11,855,425	12,151,810	12,455,605	12,766,996	13,086,170	13,413,325	13,748,658	14,092,374	14,444,684
Depreciation & Amortisation	10,012,500	10,012,500	10,192,725	11,376,194	11,580,966	11,789,423	12,001,633	12,217,662	12,437,580	12,661,456	12,889,362
Other Expenses	266,000	266,000	267,250	268,531	269,845	271,191	272,570	273,985	275,434	276,920	278,443
Net Losses from the Disposal of Assets	905,000	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	39,399,742	41,818,130	41,896,898	43,698,700	44,536,804	45,391,221	46,264,687	47,154,861	48,067,850	48,997,704	49,957,590
Operating Result from Continuing Operations	8,322,764	(4,860,916)	(1,000,835)	(2,075,196)	(2,131,883)	(2,189,255)	(2,249,735)	(2,310,664)	(2,045,823)	(2,112,929)	(2,192,814)
Net Operating Result for the Year	8,322,764	(4,860,916)	(1,000,835)	(2,075,196)	(2,131,883)	(2,189,255)	(2,249,735)	(2,310,664)	(2,045,823)	(2,112,929)	(2,192,814)
Net Operating Result before Grants and Contributions provided for Capital Purposes	5,283,626	(7,979,545)	(4,163,777)	(5,283,337)	(5,386,127)	(5,490,524)	(5,598,969)	(5,708,823)	(5,493,884)	(5,611,892)	(5,743,697)

Scenario 2 – Below average water sales 12,195 ML

Balance Sheet

	Prior Year	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	3,253,205	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	-	-	-	-	-
Investments	22,049,956	20,159,456	15,118,994	10,133,666	5,164,807	215,974	-	-	-	-	-
Receivables	7,449,230	5,192,287	5,622,599	5,558,417	5,505,818	5,455,474	5,509,171	5,606,901	5,706,586	5,808,265	5,911,978
Inventories	3,592,908	4,022,167	3,602,407	3,692,467	3,784,779	3,879,398	3,976,383	4,075,793	4,177,687	4,282,130	4,389,183
Total Current Assets	36,345,298	31,373,909	26,344,000	21,384,549	16,455,404	11,550,847	9,485,554	9,682,694	9,884,274	10,090,395	10,301,161
Non-Current Assets											
Investments	12,950,044	11,839,744	8,879,457	5,951,550	3,033,316	126,843	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	458,891,363	469,781,869	480,589,144	484,212,950	487,631,985	490,842,562	493,840,929	496,623,267	499,185,687	501,524,231	503,634,869
Intangible Assets	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000
Total Non-Current Assets	480,660,407	490,440,614	498,287,602	498,983,500	499,484,300	499,788,404	502,659,929	505,442,267	508,004,687	510,343,231	512,453,869
TOTAL ASSETS	517,005,706	521,814,523	524,631,602	520,368,050	515,939,704	511,339,251	512,145,483	515,124,961	517,888,961	520,433,626	522,755,029
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	5,554,502	13,376,772	20,855,853	28,328,233	35,142,410
Payables	3,269,358	3,577,496	3,555,568	3,634,063	3,714,390	3,796,593	3,880,717	3,966,806	4,054,907	4,145,067	4,237,336
Borrowings	454,943	454,943	2,266,851	2,376,790	2,493,401	2,582,659	2,618,216	2,757,359	2,904,946	2,392,228	813,177
Employee benefit provisions	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250
Total Current Liabilities	8,678,551	8,986,688	10,776,669	10,965,103	11,162,040	11,333,502	17,007,685	25,055,187	32,769,956	39,819,778	45,147,172
Non-Current Liabilities											
Borrowings	8,087,641	17,449,236	19,477,170	17,100,379	14,606,979	12,024,320	9,406,104	6,648,744	3,743,799	1,351,571	538,394
Employee benefit provisions	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750
Total Non-Current Liabilities	8,154,391	17,515,986	19,543,920	17,167,129	14,673,729	12,091,070	9,472,854	6,715,494	3,810,549	1,418,321	605,144
TOTAL LIABILITIES	16,832,942	26,502,674	30,320,589	28,132,232	25,835,769	23,424,572	26,480,539	31,770,681	36,580,505	41,238,099	45,752,316
Net Assets	500,172,764	495,311,849	494,311,014	492,235,818	490,103,934	487,914,679	485,664,944	483,354,280	481,308,457	479,195,527	477,002,713
EQUITY											
Retained Earnings	178,301,764	173,440,849	172,440,014	170,364,818	168,232,934	166,043,679	163,793,944	161,483,280	159,437,457	157,324,527	155,131,713
Revaluation Reserves	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	500,172,764	495,311,849	494,311,014	492,235,818	490,103,934	487,914,679	485,664,944	483,354,280	481,308,457	479,195,527	477,002,713
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	500,172,764	495,311,849	494,311,014	492,235,818	490,103,934	487,914,679	485,664,944	483,354,280	481,308,457	479,195,527	477,002,713

Scenario 2 – Below average water sales 12,195 ML

Cash flow statement

	Prior Year	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	6,469,956	7,387,742	7,518,117	7,674,631	7,834,276	7,997,113	8,163,208	8,332,624	8,505,428	8,681,689	8,861,475
User Charges & Fees	33,828,975	25,135,312	27,551,607	28,460,686	29,029,700	29,610,094	30,202,096	30,805,938	31,421,856	32,050,093	32,690,895
Investment & Interest Revenue Received	2,059,132	1,951,162	1,654,300	1,674,171	1,666,101	1,667,431	1,567,047	1,526,742	1,860,591	1,862,477	1,864,401
Grants & Contributions	3,163,304	3,153,068	3,184,988	3,230,110	3,276,135	3,323,081	3,370,965	3,419,808	3,469,627	3,520,442	3,572,274
Other	153,499	1,715,274	582,158	674,016	677,754	681,566	685,455	689,421	693,467	697,593	701,802
Payments:											
Employee Benefits & On-Costs	(16,238,011)	(17,112,334)	(18,144,282)	(18,629,466)	(19,095,203)	(19,572,583)	(20,061,898)	(20,563,445)	(21,077,531)	(21,604,469)	(22,144,581)
Materials & Contracts	(13,010,098)	(13,568,890)	(11,530,640)	(12,221,387)	(12,526,921)	(12,840,094)	(13,161,097)	(13,490,124)	(13,827,377)	(14,173,062)	(14,527,388)
Borrowing Costs	(157,837)	(1,134,470)	(1,383,084)	(1,248,790)	(1,110,679)	(965,910)	(816,669)	(660,054)	(501,596)	(334,757)	(172,100)
Other	(397,436)	(239,457)	(273,755)	(260,357)	(261,466)	(262,603)	(263,768)	(264,962)	(266,186)	(267,440)	(268,727)
Net Cash provided (or used in) Operating Activities	15,871,484	7,287,406	9,159,410	9,353,615	9,489,696	9,638,095	9,685,340	9,795,947	10,278,278	10,432,566	10,578,051
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	3,000,800	8,000,748	7,913,236	7,887,094	7,855,305	342,817	-	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(21,698,863)	(20,903,006)	(21,000,000)	(15,000,000)	(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	(21,698,863)	(17,902,206)	(12,999,252)	(7,086,764)	(7,112,906)	(7,144,695)	(14,657,183)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	7,400,000	11,000,000	6,000,000	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(562,416)	(1,638,405)	(2,160,158)	(2,266,851)	(2,376,790)	(2,493,401)	(2,582,659)	(2,618,216)	(2,757,359)	(2,904,946)	(2,392,228)
Net Cash Flow provided (used in) Financing Activities	6,837,584	9,361,595	3,839,842	(2,266,851)	(2,376,790)	(2,493,401)	(2,582,659)	(2,618,216)	(2,757,359)	(2,904,946)	(2,392,228)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,010,205	(1,253,205)	(0)	0	-	(0)	(7,554,502)	(7,822,269)	(7,479,081)	(7,472,380)	(6,814,177)
plus: Cash & Cash Equivalents - beginning of year	2,243,000	3,253,205	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	(5,554,502)	(13,376,772)	(20,855,853)	(28,328,233)
Cash & Cash Equivalents - end of the year	3,253,205	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	(5,554,502)	(13,376,772)	(20,855,853)	(28,328,233)	(35,142,410)
Cash & Cash Equivalents - end of the year	3,253,205	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	(5,554,502)	(13,376,772)	(20,855,853)	(28,328,233)	(35,142,410)
Investments - end of the year	35,000,000	31,999,200	23,998,452	16,085,216	8,198,122	342,817	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	38,253,205	33,999,200	25,998,452	18,085,216	10,198,122	2,342,817	(5,554,502)	(13,376,772)	(20,855,853)	(28,328,233)	(35,142,410)
Representing:											
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictitons	8,715,000	8,715,001	8,715,001	8,715,002	8,715,002	8,715,003	8,715,003	8,715,004	8,715,004	8,715,005	8,715,005
- Unrestricted	29,538,205	25,284,199	17,283,450	9,370,214	1,483,120	(6,372,186)	(14,269,505)	(22,091,775)	(29,570,857)	(37,043,237)	(43,857,415)
	38,253,205	33,999,200	25,998,452	18,085,216	10,198,122	2,342,817	(5,554,502)	(13,376,772)	(20,855,853)	(28,328,233)	(35,142,410)

Scenario 3 – Above average water sales 15,579 ML

Income Statement

	Prior Year	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	6,584,587	7,359,115	7,512,450	7,668,851	7,828,380	7,991,099	8,157,073	8,326,367	8,499,046	8,675,179	8,854,834
User Charges & Fees	34,498,548	29,795,626	27,959,996	28,518,996	29,089,176	29,670,759	30,263,974	30,869,054	31,486,235	32,115,760	32,757,875
Other Revenues	1,493,082	715,553	678,140	681,960	685,857	689,831	693,885	698,020	702,237	706,539	710,927
Grants & Contributions provided for Operating Purposes	205,150	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856
Grants & Contributions provided for Capital Purposes	3,039,138	3,118,629	3,162,942	3,208,141	3,254,244	3,301,268	3,349,234	3,398,158	3,448,062	3,498,963	3,550,882
Interest & Investment Revenue	1,902,000	1,792,476	1,556,679	1,519,701	1,521,409	1,523,151	1,524,929	1,526,742	1,860,591	1,862,477	1,864,401
Total Income from Continuing Operations	47,722,506	42,807,256	40,896,062	41,623,504	42,404,921	43,201,965	44,014,951	44,844,197	46,022,027	46,884,774	47,764,776
Expenses from Continuing Operations											
Employee Benefits & On-Costs	16,234,242	17,168,316	18,198,415	18,653,375	19,119,709	19,597,702	20,087,645	20,589,836	21,104,582	21,632,196	22,173,001
Borrowing Costs	157,837	1,134,470	1,383,084	1,248,790	1,110,679	965,910	816,669	660,054	501,596	334,757	172,100
Materials & Contracts	11,824,163	13,236,843	11,855,425	12,151,810	12,455,605	12,766,996	13,086,170	13,413,325	13,748,658	14,092,374	14,444,684
Depreciation & Amortisation	10,012,500	10,012,500	10,192,725	11,376,194	11,580,966	11,789,423	12,001,633	12,217,662	12,437,580	12,661,456	12,889,362
Other Expenses	266,000	266,000	267,250	268,531	269,845	271,191	272,570	273,985	275,434	276,920	278,443
Net Losses from the Disposal of Assets	905,000	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	39,399,742	41,818,130	41,896,898	43,698,700	44,536,804	45,391,221	46,264,687	47,154,861	48,067,850	48,997,704	49,957,590
Operating Result from Continuing Operations	8,322,764	989,126	(1,000,835)	(2,075,196)	(2,131,883)	(2,189,255)	(2,249,735)	(2,310,664)	(2,045,823)	(2,112,929)	(2,192,814)
Net Operating Result for the Year	8,322,764	989,126	(1,000,835)	(2,075,196)	(2,131,883)	(2,189,255)	(2,249,735)	(2,310,664)	(2,045,823)	(2,112,929)	(2,192,814)
Net Operating Result before Grants and Contributions provided for Capital Purposes	5,283,626	(2,129,503)	(4,163,777)	(5,283,337)	(5,386,127)	(5,490,524)	(5,598,969)	(5,708,823)	(5,493,884)	(5,611,892)	(5,743,697)

Scenario 3 – Above average water sales 15,579 ML

Balance Sheet

	Prior Year	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	3,253,205	3,991,269	2,000,000	2,000,000	2,000,000	2,000,000	291,062	-	-	-	-
Investments	22,049,956	22,049,956	18,746,732	13,752,534	8,783,838	3,835,003	-	-	-	-	-
Receivables	7,449,230	6,050,260	5,714,315	5,664,211	5,611,354	5,561,015	5,513,648	5,606,901	5,706,586	5,808,265	5,911,978
Inventories	3,592,908	4,022,167	3,602,407	3,692,467	3,784,779	3,879,398	3,976,383	4,075,793	4,177,687	4,282,130	4,389,183
Total Current Assets	36,345,298	36,113,651	30,063,454	25,109,212	20,179,971	15,275,416	9,781,093	9,682,693	9,884,274	10,090,395	10,301,161
Non-Current Assets											
Investments	12,950,044	12,950,044	11,010,045	8,076,929	5,158,790	2,252,315	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	458,891,363	469,781,869	480,589,144	484,212,950	487,631,985	490,842,562	493,840,929	496,623,267	499,185,687	501,524,231	503,634,869
Intangible Assets	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000
Total Non-Current Assets	480,660,407	491,550,913	500,418,189	501,108,879	501,609,775	501,913,877	502,659,929	505,442,267	508,004,687	510,343,231	512,453,869
TOTAL ASSETS	517,005,706	527,664,565	530,481,644	526,218,091	521,789,745	517,189,293	512,441,022	515,124,961	517,888,961	520,433,626	522,755,029
LIABILITIES											
Current Liabilities											
Payables	3,269,358	3,577,496	3,555,568	3,634,063	3,714,390	3,796,593	3,880,717	3,966,806	4,054,907	4,145,067	4,237,336
Borrowings	454,943	454,943	2,266,851	2,376,790	2,493,401	2,582,659	2,618,216	2,757,359	2,904,946	2,392,228	813,177
Employee benefit provisions	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250
Total Current Liabilities	8,678,551	8,986,688	10,776,669	10,965,103	11,162,040	11,333,502	11,453,183	19,205,145	26,919,914	33,969,736	39,297,130
Non-Current Liabilities											
Borrowings	8,087,641	17,449,236	19,477,170	17,100,379	14,606,979	12,024,320	9,406,104	6,648,744	3,743,799	1,351,571	538,394
Employee benefit provisions	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750
Total Non-Current Liabilities	8,154,391	17,515,986	19,543,920	17,167,129	14,673,729	12,091,070	9,472,854	6,715,494	3,810,549	1,418,321	605,144
TOTAL LIABILITIES	16,832,942	26,502,674	30,320,589	28,132,232	25,835,769	23,424,572	20,926,037	25,920,639	30,730,463	35,388,057	39,902,274
Net Assets	500,172,764	501,161,890	500,161,055	498,085,859	495,953,976	493,764,721	491,514,985	489,204,321	487,158,499	485,045,569	482,852,755
EQUITY											
Retained Earnings	178,301,764	179,290,890	178,290,055	176,214,859	174,082,976	171,893,721	169,643,985	167,333,321	165,287,499	163,174,569	160,981,755
Revaluation Reserves	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	500,172,764	501,161,890	500,161,055	498,085,859	495,953,976	493,764,721	491,514,985	489,204,321	487,158,499	485,045,569	482,852,755
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	500,172,764	501,161,890	500,161,055	498,085,859	495,953,976	493,764,721	491,514,985	489,204,321	487,158,499	485,045,569	482,852,755

Scenario 3 – Above average water sales 15,579 ML

Cash flow statement

	Prior Year	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	6,469,956	7,387,742	7,518,117	7,674,631	7,834,276	7,997,113	8,163,208	8,332,624	8,505,428	8,681,689	8,861,475
User Charges & Fees	33,828,975	30,286,192	28,151,472	28,460,686	29,029,700	29,610,094	30,202,096	30,805,938	31,421,856	32,050,093	32,690,895
Investment & Interest Revenue Received	2,059,132	1,843,682	1,670,064	1,660,093	1,666,360	1,667,426	1,668,110	1,531,219	1,860,591	1,862,477	1,864,401
Grants & Contributions	3,163,304	3,153,068	3,184,988	3,230,110	3,276,135	3,323,081	3,370,965	3,419,808	3,469,627	3,520,442	3,572,274
Other	153,499	1,663,942	732,787	674,016	677,754	681,566	685,455	689,421	693,467	697,593	701,802
Payments:											
Employee Benefits & On-Costs	(16,238,011)	(17,112,334)	(18,144,282)	(18,629,466)	(19,095,203)	(19,572,583)	(20,061,898)	(20,563,445)	(21,077,531)	(21,604,469)	(22,144,581)
Materials & Contracts	(13,010,098)	(13,568,890)	(11,530,640)	(12,221,387)	(12,526,921)	(12,840,094)	(13,161,097)	(13,490,124)	(13,827,377)	(14,173,062)	(14,527,388)
Borrowing Costs	(157,837)	(1,134,470)	(1,383,084)	(1,248,790)	(1,110,679)	(965,910)	(816,669)	(660,054)	(501,596)	(334,757)	(172,100)
Other	(397,436)	(239,457)	(273,755)	(260,357)	(261,466)	(262,603)	(263,768)	(264,962)	(266,186)	(267,440)	(268,727)
Net Cash provided (or used in) Operating Activities	15,871,484	12,279,475	9,925,667	9,339,537	9,489,955	9,638,091	9,786,403	9,800,424	10,278,278	10,432,566	10,578,051
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	-	5,243,223	7,927,314	7,886,835	7,855,310	6,087,318	-	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(21,698,863)	(20,903,006)	(21,000,000)	(15,000,000)	(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	(21,698,863)	(20,903,006)	(15,756,777)	(7,072,686)	(7,113,165)	(7,144,690)	(8,912,682)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	7,400,000	11,000,000	6,000,000	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(562,416)	(1,638,405)	(2,160,158)	(2,266,851)	(2,376,790)	(2,493,401)	(2,582,659)	(2,618,216)	(2,757,359)	(2,904,946)	(2,392,228)
Net Cash Flow provided (used in) Financing Activities	6,837,584	9,361,595	3,839,842	(2,266,851)	(2,376,790)	(2,493,401)	(2,582,659)	(2,618,216)	(2,757,359)	(2,904,946)	(2,392,228)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,010,205	738,064	(1,991,269)	0	0	-	(1,708,938)	(7,817,792)	(7,479,081)	(7,472,380)	(6,814,177)
plus: Cash & Cash Equivalents - beginning of year	2,243,000	3,253,205	3,991,269	2,000,000	2,000,000	2,000,000	2,000,000	291,062	(7,526,730)	(15,005,811)	(22,478,191)
Cash & Cash Equivalents - end of the year	3,253,205	3,991,269	2,000,000	2,000,000	2,000,000	2,000,000	291,062	(7,526,730)	(15,005,811)	(22,478,191)	(29,292,368)
Cash & Cash Equivalents - end of the year	3,253,205	3,991,269	2,000,000	2,000,000	2,000,000	2,000,000	291,062	(7,526,730)	(15,005,811)	(22,478,191)	(29,292,368)
Investments - end of the year	35,000,000	35,000,000	29,756,777	21,829,463	13,942,628	6,087,318	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	38,253,205	38,991,269	31,756,777	23,829,463	15,942,628	8,087,318	291,062	(7,526,730)	(15,005,811)	(22,478,191)	(29,292,368)
Representing:											
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictitons	8,715,000	8,715,001	8,715,001	8,715,002	8,715,002	8,715,003	8,715,003	8,715,004	8,715,004	8,715,005	8,715,005
- Unrestricted	29,538,205	30,276,268	23,041,776	15,114,461	7,227,626	(627,685)	(8,423,941)	(16,241,734)	(23,720,816)	(31,193,196)	(38,007,373)
	38,253,205	38,991,269	31,756,777	23,829,463	15,942,628	8,087,318	291,062	(7,526,730)	(15,005,811)	(22,478,191)	(29,292,368)

R4 Determination of Fees for Board Members, Chairperson and ARIC members

Organisational Area Corporate Services

Author Emily Tonacia, Director Corporate Services

Summary The Local Government Remuneration Tribunal has determined a 3.70% increase in fees for Board Members from 1 July 2026. In line with previous years, this report recommends increasing board member and chairperson fees for both the Board, and the Audit, Risk & Improvement Committee (ARIC) also in line with the determination amount.

RECOMMENDATION that Council:

- a) Approve a 3.70% increase in board member and chairperson fees for the 2026/27 financial year in line with the determination made by the Local Government Remuneration Tribunal.
- b) Approve a 3.70% increase in ARIC member and chairperson fees for the 2026/27 financial year.

Report

The Local Government Remuneration Tribunal (the Tribunal) handed down its Annual Report and Determination on the fees payable to councillors and mayors (or in Riverina Water's case, board members, and chairperson) on 15 May 2026.

The Tribunal has granted a 3.70% increase in the fees payable to councillors and mayors (Chairpersons and Board Members). The increase will take effect on and from 1 July 2026, with the determined amounts for County Councils to be as follows:

Councillor/Member Annual Fee (\$) effective 1 July 2026

Category	Minimum	Maximum
Water	\$2,170	\$12,050

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2026

Category	Minimum	Maximum
Water	\$4,660	\$19,790

* This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2))

The Riverina Water Board at its February 2018 meeting resolved that councillors' and chairperson's annual fees be set at 100% of the maximum allowable, as determined annually by the Tribunal (Res 18/11).

Accordingly, the annual fees for the Riverina Water board members for 2026/27 will be \$12,050 per member, and for the board chair \$31,840 (\$12,050 plus \$19,790).

Audit, Risk & Improvement Committee

Previous practice has been for Audit Risk & Improvement Committee (ARIC) fees to be increased in line with the determination for board members and chair each year.

Accordingly, the fees for ARIC members will increase to \$808.45 per meeting (\$4,042.25 per annum based on 5 meetings per year). For the chair, the fee will increase to \$1084.85 per meeting (\$5,424.25 per annum based on 5 meetings per year).

Travel by vehicle will be set at 88 cents per km (or as determined by the Taxation Office) and reasonable accommodation will be paid as determined by the CEO on receipt of an invoice.

Strategic Alignment

Our Operations

Provide effective leadership and governance

Financial Implications

The recommended increase in fees has been accommodated in the 2026-27 Operational Plan.

Workforce Implications

Not applicable.

Risk Considerations

Corporate Governance and Compliance	
Low	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 from time to time but it will be reported and responded to.

Risk Alignment

This recommendation aligns with Riverina Water's low appetite for corporate governance and compliance risk by ensuring fees paid to Board Members, the Chairperson and ARIC members are consistent with the annual determination of the Local Government Remuneration Tribunal and previous Board resolutions.

R5 Opening Doors Foundation - Correspondence from Dr Joe McGirr MP

Organisational Area Corporate Services

Author Emily Tonacia, Director Corporate Services

Summary Riverina Water has received correspondence from the office of Dr Joe McGirr MP supporting the Opening Doors Foundation and requesting reconsideration of the Board's previous decision not to apply discretionary exemptions under Section 558 of the Local Government Act 1993. Following discussions with Opening Doors Foundation, management has confirmed that the organisation respects Riverina Water's position and is instead advocating for legislative reform to align the Local Government Act with the Sydney Water Act in relation to charitable water charges. This report presents the correspondence for the Board's information and recommends maintaining the Board's previous position while monitoring any future legislative developments.

RECOMMENDATION that Council note the correspondence received from the office of Dr Joe McGirr MP regarding charitable water charge exemptions.

Report

At its meeting on 26 February 2026, the Board considered a request from Opening Doors Foundation (ODF), a registered charity and Public Benevolent Institution, seeking an exemption from availability charges and associated usage charges under Section 558 of the Local Government Act 1993.

Following consideration of the request, the Board resolved not to provide an exemption of water charges under Section 558 and approved a one-off donation of \$5,000 to ODF in recognition of the important community services provided by the organisation.

Since that decision, Riverina Water has received correspondence from the office of Dr Joe McGirr MP expressing support for ODF and requesting that Riverina Water reconsider its position regarding the discretionary application of Section 558 exemptions.

A copy of the correspondence received is attached for the Board's information.

Prior to receiving the correspondence from Dr Joe McGirr's office, management was aware that ODF was pursuing the matter at a broader policy level and advocating for legislative change. Riverina Water was subsequently contacted by the Office of Local Government seeking additional context regarding the operation of Section 558 of the Local Government Act and Riverina Water's approach to charitable exemptions.

Following receipt of the correspondence, Mr Shane McMullen, Chief Executive Officer of Opening Doors Foundation, contacted management to provide further clarification on the proposed intent of the request from Dr Joe McGirr.

Mr McMullen advised that ODF respects Riverina Water's decision and appreciates the consideration given to the matter by the Board, including the provision of a financial donation. He confirmed that ODF's ongoing advocacy efforts have been directed towards seeking legislative change rather than requesting that Riverina Water revisit its previous determination. The support sought from Dr McGirr was primarily aimed at advocating this through the Office of Local Government. Specifically, ODF is seeking consideration of amendments to Section 558 of the Local Government Act to more closely align with the Sydney Water Act, which provides registered charities with an exemption from availability charges. It should be noted however that unlike Section 558 of the Local Government Act, the Sydney Water Act does not prescribe a subsequent reduction in usage charges associated with the exemption.

Management's view is that the position previously adopted by the Board remains appropriate given the clarification provided by Mr McMullen and the fact the Board has already considered the request in detail.

It is therefore recommended that the Board acknowledge the correspondence received and continue to monitor any future legislative developments arising from ODF's advocacy efforts or any review undertaken by the Office of Local Government.

Should legislative amendments be made in the future, management will review any implications for Riverina Water and provide advice to the Board as required.

› **R5.1** **Exemption Request to Riverina Water from Dr Joe McGirr MP** [↓](#)

› **R5.2** **Opening Doors email request to Dr Joe McGirr MP** [↓](#)

Strategic Alignment

Our Community

Build stronger relationships with our diverse communities

Financial Implications

There are no direct financial implications associated with this report.

The Board's previous decision to provide a one-off donation of \$5,000 remains the extent of Riverina Water's financial support in relation to this matter.

Workforce Implications

Not applicable.

Risk Considerations

Financial	
Low	Financial Loss - Riverina Water has a low appetite for financial loss. We maintain a prudent financial strategy, ensuring stability and sustainable growth

Risk Alignment

Acknowledging the correspondence and maintaining a consistent position demonstrates that Riverina Water has appropriately considered the matter while balancing community expectations with its obligations to all customers.

Dr Joe McGirr MP

Independent Member for Wagga Wagga



JM103696

13 May 2026

Mr Andrew Crakanthorp
CEO
Riverina Water
PO Box 456
WAGGA WAGGA 2650

Dear Andrew

I am writing to express my strong support for Opening Doors Foundation Ltd (ODF) and to respectfully request your reconsideration of their application for an exemption from water service and access charges.

ODF is a Wagga Wagga-based registered public benevolent institution that provides affordable, secure housing for financially disadvantaged seniors and people with disability. Their 103-unit development at Pinaroo Drive represents a significant investment in addressing local housing need and plays a critical role in supporting some of the most vulnerable members of our community.

I understand that ODF's recent application for an exemption under the Local Government Act was not successful. However, I ask that consideration be given to the unique role that ODF fulfils and the broader community benefit it delivers. As a not-for-profit organisation, any savings realised through reduced operating costs would be directly reinvested into maintaining affordable housing and supporting residents who often have limited financial capacity.

64 Baylis Street, Wagga Wagga NSW 2650

P (02) 6921 1622 F (02) 6921 4424

E waggawagga@parliament.nsw.gov.au

www.joemcgirr.com.au



The current circumstances place additional financial pressure on an organisation whose sole purpose is to provide relief and stability to those in need. In this context, I respectfully encourage Riverina Water County Council to review the application again and consider whether there is scope, within the existing framework, to provide some form of relief or support.

I would greatly appreciate any further consideration you can give to this matter and welcome any advice you may be able to provide regarding potential pathways to assist ODF.

I look forward to your reply.

Yours sincerely



Dr Joe McGirr, MP
Member for Wagga Wagga

Date: 28/04/2026 11:25
From: ceo@odf.org.au
To: ElectorateOffice.WaggaWagga@parliament.nsw.gov.au
Case Ref: JM103696
Subject: Inequity in water rate exemptions for regional charities

Dr J McGirr MP
 Member for Wagga Wagga
 Parliament of New South Wales
 64 Baylis Street
 WAGGA WAGG NSW 2650

Dear Joe,

Re: Water Rate Exemption Inequity for Regional Charities

I am writing to share with you a copy of my recent letter to the Minister for Local Government regarding a significant inequity in the application of water rate exemptions for charities in regional NSW.

Opening Doors Foundation Ltd (ODF), based in Wagga Wagga, is a registered public benevolent institution providing affordable, secure housing for financially disadvantaged seniors and people with disability. Our 103-unit development at Pinaroo Drive represents a major contribution to the city's affordable housing supply and supports some of the region's most vulnerable residents.

The legislation governing the supply of water in our regional area is the Local Government Act. ODF applied to Riverina Water County Council (RWCC) seeking an exemption under the Act from water service/access charges. The granting of an exemption under the Local Government Act is at the discretion of RWCC and the application was denied. However, if our operations were located within the Sydney Water area, we would automatically qualify for an exemption from water service/access charges under the Sydney Water Act 1994.

This inconsistency places regional charities at a disadvantage and reduces funds that could otherwise support vulnerable residents.

Given the importance of equitable treatment for regional organisations, I am seeking your support in encouraging a review of the relevant legislation to ensure consistent access to exemptions across NSW.

I would welcome the opportunity to discuss this matter further and would appreciate any assistance you may be able to provide in advocating for a fair and consistent framework.

Attached is a copy of the letter sent to the Honourable Ron Hoenig , Minister for Local Government.

Thank you for your consideration.

Shane McMullen
 Chief Executive Officer

**Opening Doors Foundation Ltd**

PO Box 7225

Wagga Wagga NSW 2650

Email: ceo@odf.org.au

Mobile: 0438 520 051

Phone: 02 6925 7255

Web: www.openingdoorsfoundation.org.au

R6 Debt Management and Hardship Policy

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary The Debt Management and Hardship Policy has been reviewed and placed on public exhibition. It is now presented to the Board for adoption.

RECOMMENDATION that Council:

- a) Note there were no submissions made during the public exhibition period; and
- b) Adopt the Debt Management and Hardship Policy

Report

Riverina Water relies on timely payment of water accounts to maintain reliable water services for the community. The Debt Management and Hardship Policy establishes a fair and proportionate approach to recovering overdue accounts, while supporting customers experiencing financial hardship.

The reviewed Debt Management and Hardship Policy included changes aiming to formalise and mature Riverina Water's overall approach, such as:

- › A focus on earlier engagement with customers
- › Building in clearer safeguards around hardship and vulnerability
- › Providing more flexibility to work with customers to get better outcomes
- › Ensuring there is flexibility to modernise other practices as opportunities arise, such as new digital services

No submissions were received during the exhibition period from 24 April to 31 May 2026. Position titles in the policy have been updated to reflect the organisational structure endorsed at the April 2026 Board meeting.

› **R6.1 Debt Management and Hardship Policy** [↓](#)

Strategic Alignment

Our Community

Understand and respond to our customer needs and expectations

Financial Implications

Not applicable.

Workforce Implications

Not applicable.

Risk Considerations

Corporate Governance and Compliance	
Low	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 from time to time but it will be reported and responded to.

Risk Alignment

Riverina Water requires a structured and reasonable approach to recover outstanding debts owed in line with NSW Government guidelines and legislation.



Debt Management and Hardship Policy

Purpose

Riverina Water relies on timely payment of water accounts to maintain reliable water services for the community. This policy establishes a fair and proportionate approach to recovering overdue accounts while supporting customers experiencing financial hardship.

Policy Statement

Riverina Water will seek to recover outstanding debts owed when reasonable efforts to support customers or sundry debtors to meet their obligations for payment have been exhausted.

Riverina Water will consider individual cases of genuine financial hardship and is committed to engaging with its customers to limit the unreasonable use of legal action in recovering arrears.

Restriction or disconnection of water supply will only occur after reasonable attempts have been made to contact the customer and offer appropriate assistance.

Riverina Water will adopt a fair, flexible and respectful approach to customers experiencing financial hardship or vulnerability.

Scope

This policy applies to all parties that owe monies to Riverina Water, including but not limited to water account holders, consumers, and sundry debtors.

Different recovery processes within this policy may apply depending on the nature of the debt.



Definitions

Term	Meaning
External Debt Recovery Agent	An agency and/or law firm engaged by Riverina Water to recover amounts that are overdue.
Hardship	Difficulty in paying an account due to a change in circumstances (for example; loss of income, illness, loss from an accident, natural disaster or emergency).
Overdue bill/account	An account that has an amount that is unpaid after the due date specified on the issued bill.
Sundry Debtor	An account raised for goods or services provided separate to Council's potable water supply.
Water Flow Restriction "Restriction"	Water flow restriction involves reducing the maximum water supply to the property at the water meter, by inserting a flow restriction device. A small amount of water is supplied for health and hygiene purposes. Permitted under regulation 144 of the Local Government (General) Regulation 2005
Water Disconnection	Disconnection involves stopping the supply of water to the property by removing or locking the meter or disconnecting the service from the main so that supply is no longer available. Permitted under regulation 144 of the Local Government (General) Regulation 2005
Vulnerability	Circumstances that may impact a customer's ability to manage their account or engage with Riverina Water, including but not limited to family violence, mental health challenges, elder abuse, cultural or language barriers, disability, or other personal circumstances.

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Author: Customer & Comms

Version 4.0

Last revised date 22/06/2022

Next scheduled review: June 2026



Application of Policy

- 1.1 Riverina Water is committed to:
- Issuing accurate and timely bills
 - Always treating customers fairly and with courtesy
 - Providing options to ensure customers maintain access to essential water services for health and hygiene
 - Ensuring customers have access to payment assistance and other support options
 - Making reasonable attempts to contact customers prior to escalation of enforcement action
- 1.2 Customers are required to:
- Pay their bills promptly within their account terms
 - Notify Riverina Water if they are unable to pay before the due date
 - Agree and commit to a suitable payment plan, or other payment assistance
 - Provide notification if their financial situation changes

2. Payment and debt management of water accounts

- 2.1 Riverina Water issues water bills to property owners, unless it has previously been arranged in writing that accounts should be directed to managing agents or tenants.
- 2.2 Under the Local Government Act 1993, water charges remain the responsibility of the property owner, even where billing arrangements are directed to tenants or managing agents.
- 2.3 Payment of water accounts is due four weeks from the date of account issue.
- 2.4 A water flow restrictor may be installed where an account remains unpaid four weeks after the due date and reasonable attempts to contact the customer have been made.
- 2.5 Interest will be charged on water accounts at the current maximum rate set by the NSW Office of Local Government.
- 2.6 Riverina Water will make reasonable attempts to contact customers in arrears and offer payment assistance prior to progressing to restriction or legal action.
- 2.7 When a water account is overdue and the customer has not made contact, Riverina Water will adhere to the following debt management process:

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Last revised date 22/06/2022

Next scheduled review: June 2026



- If an account has not been paid by the due date, issue a final reminder notice via post or email
- Riverina Water may also attempt to contact the customer by phone or email where details are available.
- If the account remains unpaid, a restriction notice is issued at the property
- Following this, water supply will be restricted and a notice of left at the property. A restrictor removal fee will be applied to the account in line with Riverina Water's Fees and Charges.
- Restriction will generally not occur where the customer is actively engaging with Riverina Water regarding payment or hardship assistance.
- Riverina Water may refer overdue accounts to an external debt recovery agent where reasonable internal recovery efforts have not resulted in payment or engagement from the customer.

2.8

Once a water flow restrictor is installed, it will generally only be removed upon payment of the outstanding amount, including applicable fees, in full, on approval of the Manager Customer, Engagement & Strategy or Director Corporate Services where:

- The customer enters into an approved payment arrangement and adheres to the payment instalments; or
- Financial hardship assistance has been approved.

The restrictor removal fee will apply in accordance with Riverina Water's Fees & Charges, but may be waived where financial hardship is demonstrated.

- 2.9 Riverina Water will not restrict water supply where it is known that the resident is a registered kidney dialysis patient or has another medical condition requiring continuous access to unrestricted water supply.

- 2.10 Disconnection from the water supply network is at Riverina Water's discretion as a last resort and will only occur where other reasonable measures have been exhausted. It may be used in situations including, but not limited to, meter tampering, or unauthorised removal or damage to a restrictor. Vacant properties with unpaid accounts may be disconnected and left notice of disconnection following the same process above in lieu of restriction.



- 2.11 If the account remains unpaid, Riverina Water reserves the right to commence legal action. Riverina Water will recover legal costs and expenses incurred in the process of debt recovery where it is legally able to do so.
- 2.12 Riverina Water will not instigate legal action against any person who has evidenced genuine financial hardship and who is willing to enter into and comply with an affordable, approved payment arrangement.

3. Payment arrangements

- 3.1 Customers can contact Riverina Water for payment assistance options; including a payment arrangement or a payment extension.
- 3.2 Payment arrangements should be reasonable, affordable for the customer, and designed to progressively reduce the outstanding balance..
- 3.3 If a customer fails to meet the terms of an agreed payment plan, Riverina Water may cancel the arrangement and proceed with other debt management options.
- 3.4 Riverina Water, at its discretion, may withdraw or require changes to the arrangement.
- 3.5 Riverina Water will not instigate legal action against any person who is complying with an affordable, approved payment arrangement.
- 3.6 Where a payment arrangement is broken, Riverina Water will make reasonable attempts to re-engage with the customer before progressing enforcement action.

4. Hardship

- 4.1 Riverina Water recognises that any debt management procedures need to consider individual cases of genuine financial hardship.
- 4.2 Riverina Water recognises that hardship can arise from a temporary change in circumstances such as loss of income, illness, loss from an accident, natural disaster or emergency, family violence or financial impact due to externalities. Long term hardship can arise from the above or can relate to the challenge of managing living costs with a low or fixed income such as a pension.
- 4.3



Riverina Water will not instigate legal action against any person who is currently experiencing evidenced genuine financial hardship and who is actively engaging with Riverina Water..

- 4.4 As part of an application for payment relief under financial hardship, the customer must confirm the nature of the hardship and the estimated time the hardship will be experienced.

Riverina Water will take a proportionate approach to evidence requirements, which may include self-declaration, statutory declaration, referral from a recognised support service, or other reasonable documentation.

- 4.5 The Customer and Communications Team Leader will determine the appropriate payment relief that can be offered to a customer in proven financial hardship; and escalate to the Director Corporate Services or Chief Executive Officer as required in line with delegations.

- 4.6 If the customer continues to experience hardship after the period agreed to in the original application, a new application must be made. In such circumstances Riverina Water may require up to date personal financial information to confirm the ratepayer's continuing hardship.

- 4.7 Riverina Water, at its discretion, may reasonably withdraw any hardship concession.

- 4.8 Riverina Water may provide the following assistance to customers experiencing hardship:

- Extended payment arrangements
- Suspension and/or write off of interest during an approved hardship period
- Referral to independent financial counselling services

5. Support services

Riverina Water will refer customers facing financial hardship to the following:

- Moneysmart.gov.au: <https://moneysmart.gov.au/managing-debt>
- Legal Aid NSW: <https://www.legalaid.nsw.gov.au/get-legal-help/find-a-service>
- Community legal centres NSW: <https://www.clcnsw.org.au/find-legal-help>

Where appropriate and with customer consent, Riverina Water may facilitate referral to local financial counselling or community support services.

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Version 4.0

Last revised date 22/06/2022

Next scheduled review: June 2026



6. Sundry debtors

6.1 Payment of sundry debtor accounts is due two weeks from the date of invoice issue.

6.2 If an invoice has not been paid by the due date:

- A reminder is sent within 7 days of the due date passing
- If the account remains unpaid, a final reminder notice is sent
- If the account remains unpaid, Riverina Water reserves the right to suspend credit account and associated services and/or commence legal action, which may result in further charges being added to the customer's account

7. Making a complaint

If customers believe that a bill is incorrect, they should contact Riverina Water in the first instance.

Riverina Water will work with customers in line with its adopted Complaints Management Policy, including internal escalation as required.

Customers who remain dissatisfied with an outcome or if the dispute is unresolved may contact the NSW Ombudsman.

Policy number	Policy 4.03
Responsible area	Corporate Services
Approved by	Riverina Water Board Res 22/135
Approval date	24 August 2022
Legislation or related strategy	Local Government Act 1993 Local Government (General) Regulation 2021 Water Management Act 2000 Water Management (General) Regulation 2018

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Documents associated with this policy	Office of Local Government Debt Management and Hardship Guidelines 2018 Undetected Water Leaks Assistance Policy Complaints Management Policy
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Policy history	First adopted 20 July 2014 Reviewed 18 March 2015 Reviewed 22 June 2016 Reviewed 22 June 2022, consolidating the previous Debt Recovery Policy and Water Billing Hardship Policy
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Policy details may change prior to review date due to legislative or other changes, therefore this document is uncontrolled when printed. This policy will be revised following the commencement of a new Board.

END OF POLICY STATEMENT

R7 Donations and Sponsorships 2025-26 report

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary This report provides a summary of donations and sponsorships made during the current 2025/26 year.

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. Since the April 2026 Board meeting, one request has been funded, which means the donations and sponsorships budget is now fully expended. Fifty-nine community groups, clubs, initiatives and schools received funding during 2025/26.

Recipient	Description	Type	LGA	Amount
Murrumbidgee Local Health District	2026 MLHD Excellence Awards	Sponsorship	Wagga	\$1,000

Previously reported:

Recipient	Description	Type	LGA	Amount
Charles Sturt University	Annual Student Scholarships	Sponsorship	Wagga	\$6,000.00
Committee 4 Wagga	2026 Business Summitt	Sponsorship	Wagga	\$3,500.00
Freeroam Theatre	War of the Worlds Production	Sponsorship	Wagga	\$1,000.00
Koorungal Rotary	Science & Engineering Challenge	Sponsorship	Wagga	\$3,000.00

Rotary Club of South Wagga	Annual Charity Golf Day	Sponsorship	Wagga	\$1,400.00
Wagga Women's Health Centre	IWD Fundraiser	Donation	Wagga	\$ 1,000.00
Walbundrie Sportsground Building Committee	Walbundrie FNC Scoreboard	Donation	Greater Hume	\$3,500.00
Wagga Business Chamber	2026 sponsorship program, including membership	Sponsorship	Wagga	\$2,400.00
REROC	Build a Bridge 2026	Donation	All	\$2,000.00
Osborne Football Club	Urgent dam work for water supply	Donation	Lockhart Shire	\$3,500.00
Multicultural Council of Wagga	Norwuz Festival	Sponsorship	Wagga	\$2,000.00
Opening Doors Foundation	Donation towards ongoing work of organisation	Donation	Wagga	\$5,000.00
Mawang Gaway	Murun-Dhu event	Donation	Wagga	\$3,500.00
Wagga Wagga Country Club	Women's Pro Am	Sponsorship	Wagga	\$1,850.00
Forest Hill Neighbourhood Network	Colour Run event	Donation	Wagga	\$2,000.00
Wagga School of Arts Community	Annual season sponsorship	Sponsorship	Wagga	\$2,500.00
Rotary Club of Sunrise	Donation to purchase freezer	Donation	Wagga	\$1,967.00
The Rock Triathlon	2026 event	Donation	Lockhart Shire	\$500.00
Henty Show Society	Henty Show	Sponsorship	Wagga	\$2,500.00
Cancer Council NSW	Relay for Life 2025	Sponsorship	Wagga	\$2,000.00

Wagga Women's Health Centre	Fundraising walk	Donation	Wagga	\$1,000.00
School Awards Program	Awards for 17 schools as part of adopted program	Donation	All	\$2,800
Henty Bowling Club	Annual tournament	Donation	Greater Hume	\$300
Rotary Club of South Wagga	Nepal donation in lieu of participation	Donation	N/A	\$5,000
Ronald McDonald House	Sponsoring nights of accommodation for families	Donation	Wagga	\$3,500.00
Wollundry Rotary Club	Gears and Beers 2025	Sponsorship	Wagga	\$1,000.00
Wagga Wagga Takes 2	Golden Buzzer. Funds go directly to a nominated charity	Sponsorship	Wagga	\$3,000.00
Basketball NSW	NAIDOC 3X3 Basketball Gala Day	Donation	Wagga	\$3,000.00
Southern Sports Academy	Community Partner - Incl. Indigenous Talent Program - Talent ID day	Sponsorship	All regions	\$5,000.00
Specialist Medical Foundation	Carols by Candlelight at the Riverside Precinct	Sponsorship	Wagga	\$2,500.00
St Vincent de Paul	Winter Sleepout appeal	Sponsorship	Wagga	\$2,500.00
Spirit of the Land Lockhart Inc	Sponsorship annual Spirit of the Land Festival	Sponsorship	Lockhart	\$2,500.00
Riverina Conservatorium of Music	Christmas with the Con	Sponsorship	Wagga	\$2,500.00
Lockhart Picnic Race Clun Inc.	Picnic Races	Sponsorship	Lockhart	\$2,500.00
Kurrajong	Hildasid Farm	Donation	Wagga	\$2,000.00
The Rock Bowling Club	Rock for a Reason Event	Donation	Lockhart	\$500.00

RDA Riverina	ADF special dinner event	Sponsorship	Wagga	\$2,000.00
Liller Lodge	CanAssist Race Day	Sponsorship	Wagga	\$2,000.00
Fishing For Kynan	2025 event	Donation	Wagga	\$1,000.00
Murrumbidgee Landcare	Riverina Harvest Festival	Sponsorship	Wagga	\$3,000.00
Water Aid	Silver membership	Membership	N/A	\$11,000
Total				\$110,717.00

Strategic Alignment

Our Community

Actively support and contribute to our community

Financial Implications

The donations and sponsorships are funded annually within the 2025/26 Operational Plan.

The fund is now fully expended with the annual budget set at \$110,000.

Workforce Implications

Not applicable

Risk Considerations

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

Risk Alignment

Provision of funds to community groups, projects and initiatives is provided under the Donations and Sponsorships Policy. The policy provides eligibility criteria and assessment controls to ensure approved recipients align with strategic objectives.

R8 2025/26 Customer Satisfaction Survey

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary Riverina Water is required to complete an annual customer satisfaction survey. The 2025/26 survey took place during the May to June 2026 period and the results are now presented to the Board.

RECOMMENDATION that Council:

- a) Receive and note the report; and
- b) Acknowledge and thank staff for their ongoing good work as reflected in the consistent results of the community satisfaction survey results year-on-year.

Report

Each year, Riverina Water is required to complete a customer survey, undertaken internally since 2022.

The 2025/26 survey introduced a change to the scoring methodology, with most indicators moving from a 1-5 scale to 1-10.

Riverina Water has historically scored high levels of satisfaction in the survey. The 1-10 scale allows greater nuance in customer scoring and perceptions, while creating opportunities to benchmark against other utilities.

The following satisfaction bands apply to 10-point scores:

- › Very high: 9.0 and above
- › High: 7.5 to 8.9
- › Moderate: 6.0 to 7.4
- › Low: 4.0 to 5.9
- › Very low: below 4.0

The change to 1-10 scoring means results are not as directly comparable with previous years. The attached summary document's appendix includes scaling for a clearer year-on-year performance measurement.

Survey results summary

Riverina Water has again recorded strong levels of satisfaction. All customer service indicators returned weighted averages in the High band, and all water quality attributes returned High or Moderate results.

Only two indicators have moved noticeably on 2024/25 – affordability and value, and website user experience.

The attached summary document provides more detailed results, with key information provided below. While the overall picture is again strong, management is provided with further analysis of low-score responses and any individual responses of concern to address operationally.

Participation

Survey participation in 2025/26 was 1,041 eligible respondents. This is slightly below 2024/25 (1,105) but well above the four-year average of 724 and the representative sample of 500 participants when the survey was completed externally.

The survey was again promoted through the "Win your water for a year" competition, which encourages participation and increases customer contact information. Additionally, customers were able to be directly invited to participate via the customer portal for the first time.

Priorities and perceptions

Customers were asked to rank priority areas from 1-5, with results again reflecting Riverina Water's mission to supply safe and reliable water at the lowest sustainable cost:

- › Water quality: 4.76
- › Water supply reliability: 4.75
- › Water affordability: 4.48
- › Efficient and reliable customer service: 4.32
- › Incentives for water saving: 4.00
- › Water education programs: 3.49
- › Community grants, sponsorships and donations: 3.31

Affordability's ranking is consistent with 2024/25, while education programs and grants and donations have eased over three years, likely reflecting cost-of-living pressure; a pattern supported by the water saving incentives rating. There is an existing action to renew the Demand Management Strategy and investigate options in this area.

Customer perceptions moved to the 10-point scale this year, establishing a new baseline:

Indicator	Rating	Band
Satisfaction as provider	7.90	High
Overall trust	7.69	High
Reputation in community	7.64	High
Affordability and value	6.35	Moderate

55 to 65 per cent of customers rated satisfaction as a provider, overall trust and reputation in the Very high or High bands.

Affordability and value declined in 2025/26, with more customers rating it Low or Very low (36.8%) than Very high or High (31.4%) combined. Hot and dry weather conditions, very high summer water usage, annual price increases and broader cost-of-living pressures all contribute to this result.

These results compare favourably against the broader sector. The Essential Services Commission conducts rolling quarterly customer satisfaction tracking across all Victorian urban water utilities on a similar 10-point scale. On each of the four comparable indicators, Riverina Water's 2025/26 results exceed both the Victorian state average and the results of the most directly comparable regional utilities, North East Water and Goulburn Valley Water.

Customer service

Customers who had contact with Riverina Water in the past 12 months were asked to rate their experience across nine indicators.

- › Overall satisfaction with customer service was rated High (8.55 out of 10).
- › All individual customer service indicators were rated High, with the highest being friendly and caring service (8.82) and contact dealt with quickly (8.72).
- › The lowest indicator, consistent with previous years, was information easy to find on the website (7.68), though still rated as High.

On a like-for-like basis with 2024/25, customer service results are strong and stable.

Of those who had contact with Riverina Water recently, approximately 75% of enquiries were resolved the same day, and 98% within a week.

Water quality

Satisfaction with the quality of water remained strong and is consistent year on year.

- › Water supply reliability again returned the highest level of satisfaction at 8.61 out of 10, with 92.6% of customers satisfied and only 1.9% dissatisfied. This has been our strongest result in every year of the survey.
- › Water clarity was rated High (7.65). Water smell, pressure and taste were all rated Moderate.
- › The overall average across the five water quality attributes was 7.65 out of 10 (High).

On a like-for-like basis with 2024/25, water quality results are stable. All attributes move within the expected effect of the scoring scale change.

› R8.1 2025-26 Customer Survey Summary [↓](#)

Strategic Alignment

Our Community

Understand and respond to our customer needs and expectations

Financial Implications

The delivery of the survey in-house has reduced the cost of this annual requirement. Outside of marketing costs, up to \$800 in water bill credit is awarded to the competition winner.

Workforce Implications

Not applicable.

Risk Considerations

Corporate Governance and Compliance	
Low	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 from time to time but it will be reported and responded to.

Risk Alignment

Completion of an annual customer survey is required under Riverina Water's proclamation. Beyond this, Riverina Water utilises the survey to assess performance, inform planning, understand priorities and measure strategic objectives.

2025/26 Customer Satisfaction Survey

Summary of results | June Board Meeting 2026

How to read this year's results

This year we moved our satisfaction questions from a 5-point to a 10-point scale.

This will provide more nuance in results to identify strengths and areas of improvement, along with benchmarking opportunities against similarly sized utilities in Australia.

We read the new 10-point scores using these bands:

Band	Score out of 10
Very high	9.0 and above
High	7.5 to 8.9
Moderate	6.0 to 7.4
Low	4.0 to 5.9
Very low	Below 4.0

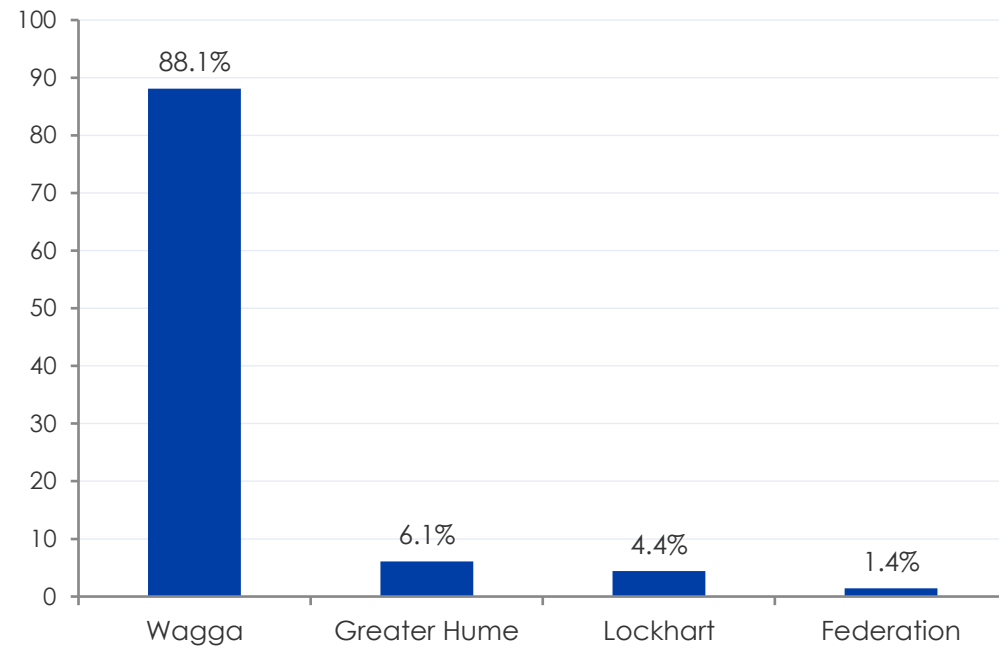
Note: Priority ranking questions remain on the 5-point scale and are directly comparable year on year. Satisfaction, trust, reputation and water quality scores are a new baseline in 2025/26. An indicative comparison with prior years can be found in the appendix.

Survey participation

1,041

eligible respondents

Well above our representative threshold of 500 and the four-year average of 724. Participation is open and not weighted to the supply area's demographic profile.



Respondents by local government area (%)

Who responded

Our typical respondent is a female homeowner in her 50s or 60s, living in a two-person household. This profile is consistent with previous years.

65%

Female

95%

Own their home

95%

Live in a house

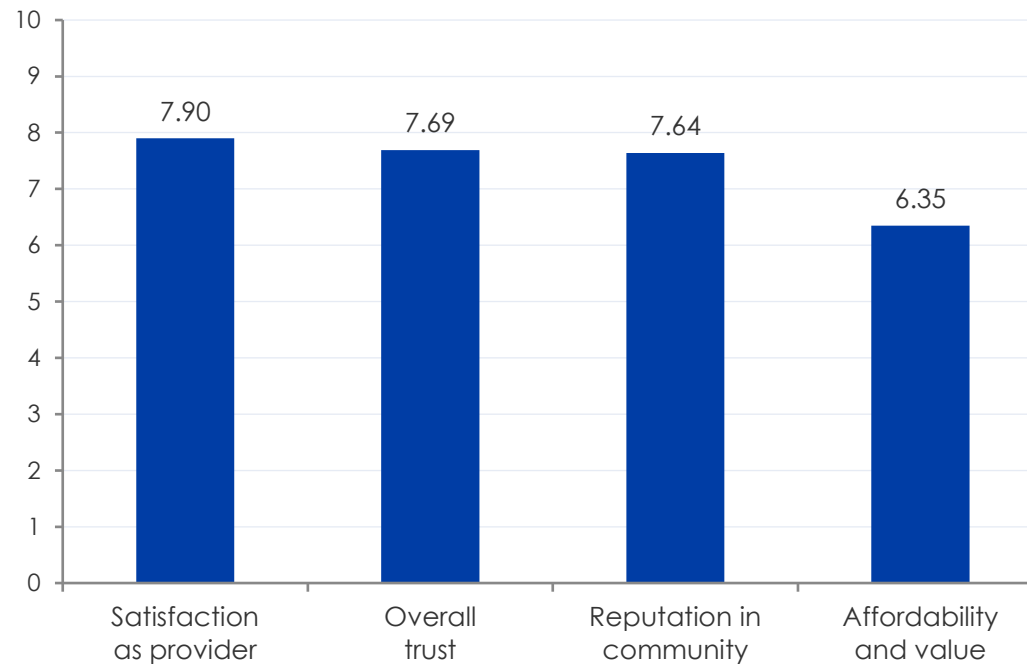
2.6

Average household size

Age is evenly spread: 65 and over (28%), 35 to 49 (28%), 50 to 64 (24%) and 18 to 34 (19%).



Customer perceptions



Mean score out of 10

Satisfaction, trust and reputation sit in the High band, reflecting a consistent and positive community view of Riverina Water.

Affordability and value is in the Moderate band. The downward trend for this indicator is attributed to the change in scoring scale, cost-of-living pressures, annual fees and charges increases, and the dry and hot weather conditions in summer that saw a substantial increase in water usage.

Customer perceptions - satisfaction breakdown

Indicator	Very high	High	Moderate	Low	Very low	Mean /10
Satisfaction as a service provider	45.4%	19.4%	21.5%	10.6%	3.2%	7.90
Overall trust	38.6%	20.7%	26.2%	11.6%	2.9%	7.69
Reputation in community	37.6%	20.2%	26.4%	13.3%	2.5%	7.64
Affordability and value	16.3%	15.1%	31.9%	29.1%	7.7%	6.35

Satisfaction as a service provider, trust and reputation all have 55 to 65 per cent of customers in the Very high or High bands. While the majority of customers (63.3%) are Moderately satisfied or higher with Affordability, there is a large percentage of customers that have Low satisfaction in 2025/26.



What customers prioritise

Priority (scored out of 5)	2023/24	2024/25	2025/26
Water quality	4.67	4.72	4.76
Water supply reliability	4.79	4.74	4.75
Water affordability	4.34	4.48	4.48
Efficient and reliable customer service	4.49	4.42	4.32
Incentives for water saving	4.00	4.04	4.00
Water education programs	3.58	3.60	3.49
Community grants, sponsorships and donations	3.69	3.43	3.31

Priorities are very stable and reflect our mission to provide safe and reliable water at the lowest sustainable cost. Interest in water saving incentives maintains high and is an area of opportunity.

Customer awareness of grants programs was 30% in 2025/26.

Priority rankings remain on the 5-point scale and are directly comparable year on year



Satisfaction with water quality

Attribute	Mean /10	Band	% satisfied (7+)	% dissatisfied (≤ 4)
Water supply reliability	8.61	High	92.6%	1.9%
Water clarity	7.65	High	78.1%	9.1%
Water smell	7.41	Moderate	73.9%	10.7%
Water pressure	7.35	Moderate	71.6%	14.9%
Water taste	7.25	Moderate	72.6%	15.0%

Supply reliability is again the standout - 93% of customers are satisfied and only 1.9% dissatisfied. Taste and pressure are the softest attributes, each with around one in seven customers dissatisfied.



Satisfaction with customer service

Indicator	Mean /10	Band	% satisfied (7+)	% dissatisfied (≤4)
Friendly and caring service	8.82	High	90%	4%
Contact dealt with quickly	8.72	High	89%	4%
Knowledge and skill of staff	8.70	High	89%	3%
Convenient hours of operation	8.62	High	89%	2%
Handling your transaction accurately	8.62	High	87%	4%
Ease of doing business	8.59	High	88%	4%
Meeting your needs on first contact	8.55	High	88%	6%
Overall satisfaction with service	8.55	High	87%	5%
Information easy to find on the website	7.68	High	74%	7%

Based on customers who had contact with us in the past 12 months. Website findability remains the lowest indicator, consistent with prior years, though still a High score. Website improvements are part of both the current and 2026/27 Operational Plan.



Contact with Riverina Water

Reason for contact	%	How they contacted us	%
Account enquiry	56.5	Telephone	73.9
Payment of account	18.3	Email	10.0
Leaking meter or meter tap	7.3	Visited our office	8.8
Report a broken pipe	6.3	Website	4.6
Connection of supply	4.2	Self-service portal	2.0
Pressure or flow interruption	3.7	Letter	0.7

Contact is overwhelmingly transactional and by telephone. 92% of contact was made during business hours. There is an opportunity to convert more customers to digital services, noting some prefer phone or in-person contact methods and these options will always remain available.



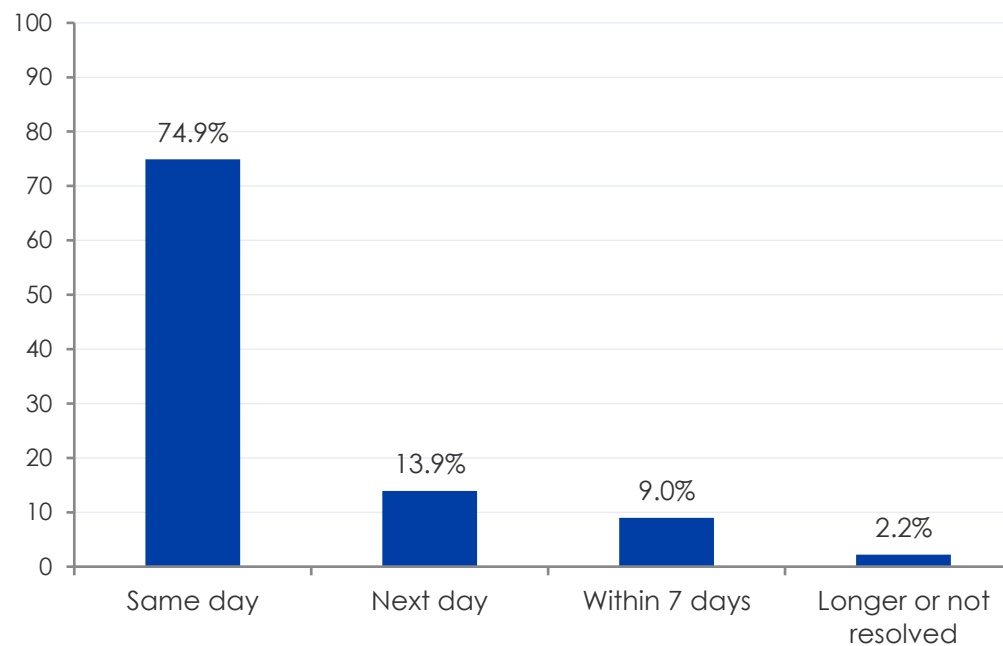
How quickly we responded

75%

resolved the same day

98%

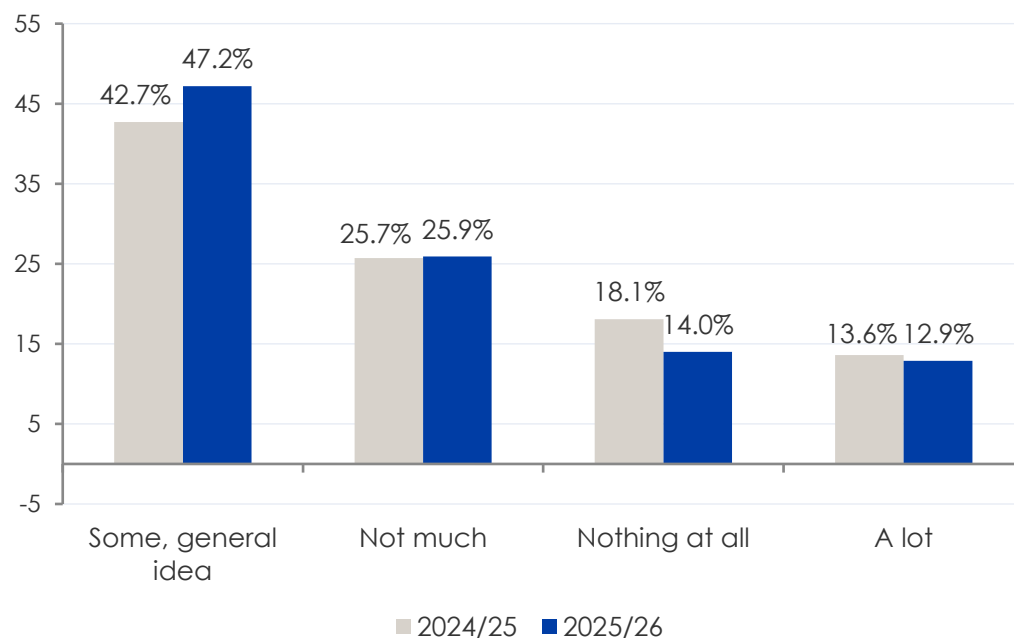
resolved within a week



When the request was responded to (%)



Water literacy

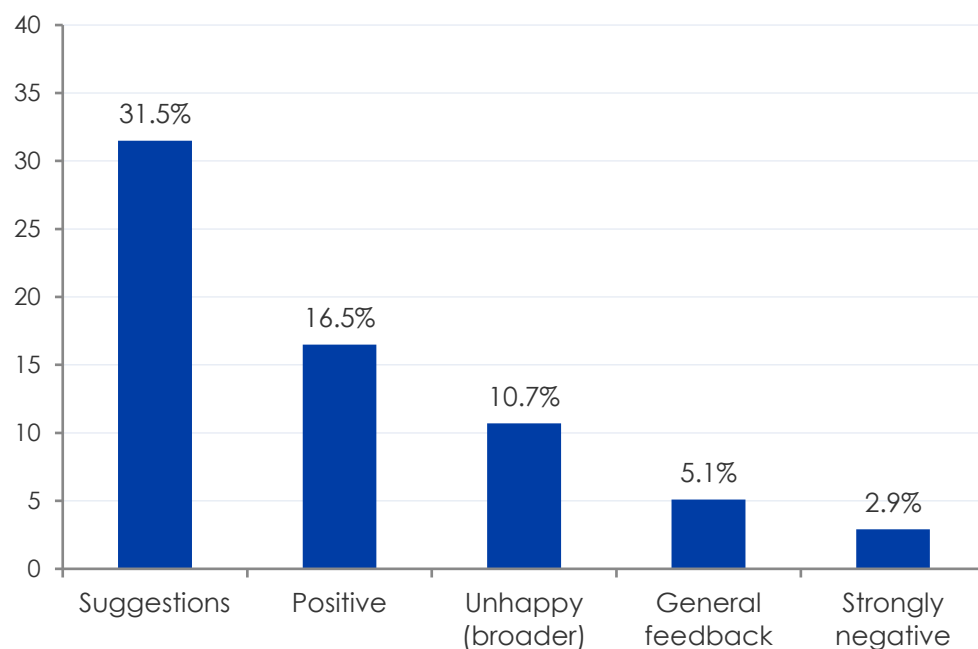


How much customers say they know about where their water comes from (%)

Demonstrated knowledge	2024/25	2025/26
Strong - named source and supply system	~5%	~10%
Partial - named a source only	~51%	~59%
Minimal or no understanding	~44%	~31%

Strong understanding has approximately doubled from 2025/25. The proportion with minimal knowledge has fallen by 13 percentage points.

Customer comments – free text summary



Theme	Key words
Positive	Staff, service, grants, community, thank you
Negative or Unhappy	Hard water and calcium, pressure, taste and smell
Suggestions - education and programs	Community, water saving, subsidies, education
Suggestions - communications	Notifications, outages, app, alerts, portal suggestions

Key takeaways

- 1,041 customers responded – well above our previous representative threshold of 500 and the four-year average of 724, though slightly down on 2024/25.
- Customer service averaged 8.55 out of 10 across all nine indicators. 75% of enquiries were resolved the same day and 98% within a week.
- Water supply reliability is again our highest-rated attribute at 8.61 out of 10, with 93% of customers satisfied. This has been our strongest result every year of the survey.
- Trust, reputation and overall satisfaction as a provider all sit in the High band, reflecting a consistent and positive community view of Riverina Water.
- Affordability and value sits in the Moderate band at 6.35 out of 10, with more customers in Low or Very low (36.8%) than in Very high or High (31.4%). Timing of the survey after a hot summer, higher consumption and recent price increases are all contributing factors.
- Understanding of where drinking water comes from has improved – strong understanding approximately doubled compared with last year, providing a solid baseline for future education work.
- 16.5% of customers who left a comment were genuinely positive. Fewer than 3% were strongly negative.
- Website findability remains the one consistent gap in an otherwise strong customer service picture, with improvement work on this already under way.



Appendix: scaled results for transition year comparison

Comparing with previous years

- Satisfaction questions moved from a 5-point to a 10-point scale. The two cannot be compared directly.
- To provide continuity this year, we halved the 2025/26 scores to a 5-point equivalent. Halving introduces a small downward bias: for example, customers who previously chose 4 or 5 now spread across 8, 9 and 10.
- Across all indicators, that bias consistently measured around 0.3. Any indicator falling significantly outside this indicates noticeable movement in results.

On a like-for-like basis, 2025/26 is consistent with 2024/25. Only affordability and value, and website findability move beyond the 0.3 threshold.
From 2026/27, we will be able to compare 10-point results directly.



Continuity check: customer perceptions

Indicator	2023/24 /5	2024/25 /5	2025/26 /10	2025/26 halved	Net of scale
Satisfaction as provider	4.30	4.26	7.90	3.95	In line with scale
Overall trust	4.30	4.21	7.69	3.85	In line with scale
Reputation in community	4.20	4.15	7.64	3.82	In line with scale
Affordability and value	3.80	3.67	6.35	3.17	Outside of scale, 3.47

Bold column is the real 2025/26 result. The halved column is an indicative, conservative conversion for continuity only



Continuity check: water quality

Attribute	2024/25 /5	2025/26 /10	2025/26 halved	Net of scale
Water supply reliability	4.57	8.61	4.30	In line with scale
Water clarity	4.20	7.65	3.82	In line with scale
Water smell	4.16	7.41	3.70	In line with scale
Water pressure	4.00	7.35	3.68	In line with scale
Water taste	4.00	7.25	3.63	In line with scale



Continuity check: customer service

Indicator	2024/25 /5	2025/26 /10	2025/26 halved	Scaled (+0.3)
Friendly and caring service	4.63	8.82	4.41	In line with scale
Contact dealt with quickly	4.58	8.72	4.36	In line with scale
Knowledge and skill of staff	4.61	8.70	4.35	In line with scale
Convenient hours of operation	4.61	8.62	4.31	In line with scale
Handling transaction accurately	4.59	8.62	4.31	In line with scale
Ease of doing business	4.58	8.59	4.29	In line with scale
Meeting needs on first contact	4.60	8.55	4.27	In line with scale
Overall satisfaction with service	4.56	8.55	4.28	In line with scale
Information easy to find on website	4.27	7.68	3.84	Outside of scale, 4.14

Eight of nine indicators move with the uniform scale shift. Website findability softens slightly beyond it and was already our lowest indicator.



R9 2026/27 Grants program

Organisational Area Corporate Services

Author	Josh Lang, Customer and Communications Team Leader
Summary	The funding methodology and guidelines for the 2026/27 Riverina Water Grants Program is presented for Board consideration and endorsement.

RECOMMENDATION that Council:

- a) Endorse the Riverina Water grants program guidelines as attached to this report
- b) Nominate one Board member and an alternate per Local Government Area, as required, to the Enriching Communities grants assessment panels
- c) Delegate authority to the CEO (in conjunction with the Chairperson) to make changes to the assessment panel members due to unavailability or conflict of interest to be made at his discretion, should it be required

Report

Since 2018, the Riverina Water Grants Program has been a key initiative in the organisation's commitment to supporting the communities it serves. To date, Riverina Water has invested more than \$1.7 million in grant funding for grassroots community projects across its supply area.

Funding allocation

Since 2023, the grants program's funding pool is 3% of Operating Surplus (before capital) with a minimum annual pool of \$100,000. In practice, the program has been funded at \$100,000 over the past three programs.

It is proposed that the 2026/27 program be funded at \$100,000, consistent with recent years, and that the Board endorse this as the standing commitment for the upcoming program rather than applying the variable formula, which is estimated to be \$158,598.

Several factors have informed this proposed approach:

- › **Customer context:** Maintaining the program at \$100,000 rather than scaling it to a stronger revenue year reflects consideration for cost of living and increases to fees and charges. The Customer Satisfaction Survey report included in this Business Paper indicates most customers prioritise other areas of focus.
- › **Total community investment:** Riverina Water provides support to the community in many ways, such as annual Donations and Sponsorships for more than \$100,000, the provision and installation of Tap2Go stations to our member councils, provision of temporary Tap2Go stations and/or merchandise to community events, education programs and more.

- › **Program context:** Larger funding pools have historically been more challenging to award, resulting in undersubscribed years or funding being provided to applications that were not as strong as others. In the past two programs, funds were not fully expended and were awarded separately or transferred to other initiatives. Since 2023/24, the program has averaged 39 applicants per year, which included extension of application periods in some years.

2026/27 program guidelines

In 2024/25, funding blocks of \$5,000 or \$10,000 were introduced to:

- › Improve the overall efficiency of the assessment process, along with no longer having to manage dollars and cents
- › Ensure applicants have resources or monies to complete a project in that they can fund the gap between a grant and project cost if needed
- › Ensure the grants program complements rather than competes with donations and sponsorships
- › Reflected the type of funds typically requested by applicants

For the 2026/27 program, it is proposed to expand on this, with applicants able to request funding in \$5,000 increments up to the maximum of their Local Government Area's allocation.

LGA	Funding pool	Grant amounts
Wagga Wagga City Council	\$40,000	Applicants can apply for funding amounts in \$5,000 increments up to a maximum of \$40,000
Lockhart Shire Council	\$20,000	Applicants can apply for funding amounts in \$5,000 increments up to a maximum of \$20,000
Greater Hume Council	\$20,000	
Federation Council	\$20,000	

The proposed approach creates an opportunity for more significant community projects to be considered; such as those that may deliver greater impact, reach more people, and provide Riverina Water with a more meaningful platform for recognition and community profile.

While this means one applicant could receive the entirety of a LGA allocation, assessment panels retain full discretion to recommend less funding be awarded than requested to ensure the best distribution of funds for a community.

Other minor updates have been made to the program guidelines to strengthen wording or provide clarity in some areas.

2026/27 program timeline

By determining the funding allocation earlier, there is more flexibility around setting the application period and program administration; along with greater lead up for promotion.

The proposed timeline is:

- › Applications open: 9am, Monday 31 August 2026
- › Applications close: 12pm noon, Monday 12 October 2026
- › Assessment of applications and administration: 21 October to 4 December 2026
- › Approval of grant allocations: Thursday 10 December 2026 Board Meeting
- › Notification of outcome to applicants: By 18 December 2026
- › Deadline for project completion and acquittal: By 31 January 2028

Assessment process and panel nominations

The assessment process includes the establishment of panels for each of the four Local Government Areas (LGAs).

The assessment panels review applications individually via an online survey, then convene (in person or via online meeting) to discuss and determine the projects recommended for funding to be presented to the December 2026 Board meeting.

For prospective panel members' information, the individual survey period will likely be between 26 October to 13 November 2026 and assessment panel meetings between 16 November to 4 December 2026, pending availability of members.

The assessment panel for each LGA includes:

- › Riverina Water Chairperson
- › Riverina Water CEO
- › One Constituent Council staff member plus alternate if required due to conflict of interest or unavailability substantially impacting assessment
- › One Constituent Council Board member plus alternate if required due to conflict of interest or unavailability substantially impacting assessment

In the case of Federation and Lockhart Shire councils, Councillors Bourke and Driscoll are automatically appointed to each respective assessment panel.

The Board is asked to please take nominations to determine the panellist and alternate for the Wagga Wagga City Council and Greater Hume Council panels.

A Chairperson election is required at the October 2026 Board meeting, prior to assessment commencing. A holding report will be included in the October agenda to address any required changes to make up of the assessment panels following the election.

› R9.1 Draft 2026/27 Grants program guidelines [↓](#)

Strategic Alignment

Our Community

Actively support and contribute to our community

Financial Implications

An increase in the overall grant funding pool represents an increase to the projected operating deficit in the 2026/27 Delivery Plan of \$1.435m

Workforce Implications

Not applicable.

Risk Considerations

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

Risk Alignment

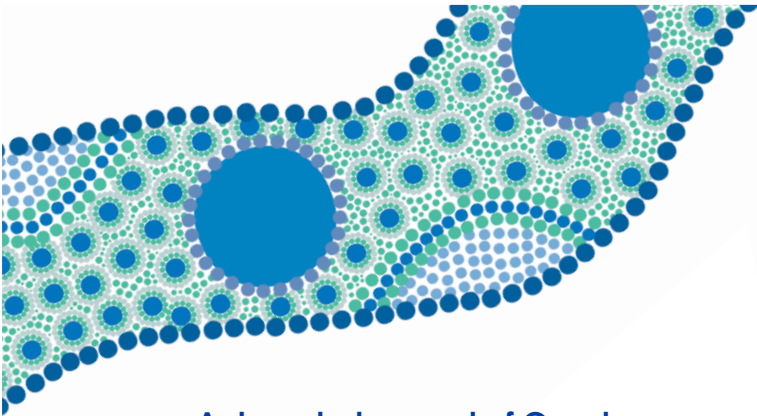
The grants program sits within the Enrich focus area of the Customer and Community Engagement Strategy 2025/2026-2028/2029, with its primary strategic contribution being to invest in the community and support the enhancement of the social, cultural and environmental life of our community, as reflected in Delivery Program strategy 4.3.1.



2026/27 Grants Program

Guidelines & information pack for applicants

rwcc.nsw.gov.au/grants | community@rwcc.nsw.gov.au



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 and present, 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.

Living Water (2023), Owen Lyons



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Introduction

At Riverina Water, we know that water is more than what flows from the tap – it sustains our lifestyles, our livelihoods, and the places we call home.

Our customers and community are at the heart of everything we do. Alongside delivering safe, reliable water every day, we are committed to supporting projects that strengthen connection, celebrate who we are, and care for the environment we share.

The Riverina Water Grants Program is one of the ways we invest in our region's future. By providing meaningful funding opportunities to community organisations across Wagga Wagga, Lockhart, Greater Hume and Federation councils, we help bring local ideas to life – whether that's improving vital community spaces, making local events possible or protecting our natural environment and resources.

Through this program, we aim to reflect the aspirations and needs of our communities, fostering projects that make a lasting difference. Together, we can create thriving places where people feel connected, valued, and inspired.

We look forward to seeing the creativity, passion, and dedication of this year's applicants, and to supporting initiatives that will continue to make the Riverina a great place to live, work and play.



Andrew Crakanthorp
Chief Executive Officer



Cr Gail Driscoll
Chairperson

2 | Key information

Program timeline



Applications open: 9am, Monday 31 August 2026



Applications close: 12pm noon, Monday 12 October 2026



Assessment of applications and administration: 21 October to 4 December 2026

Approval of grant allocations: Thursday 10 December 2026 Board Meeting

Notification of outcome to applicants: By 18 December 2026

Deadline for project completion and acquittal: By 31 January 2028

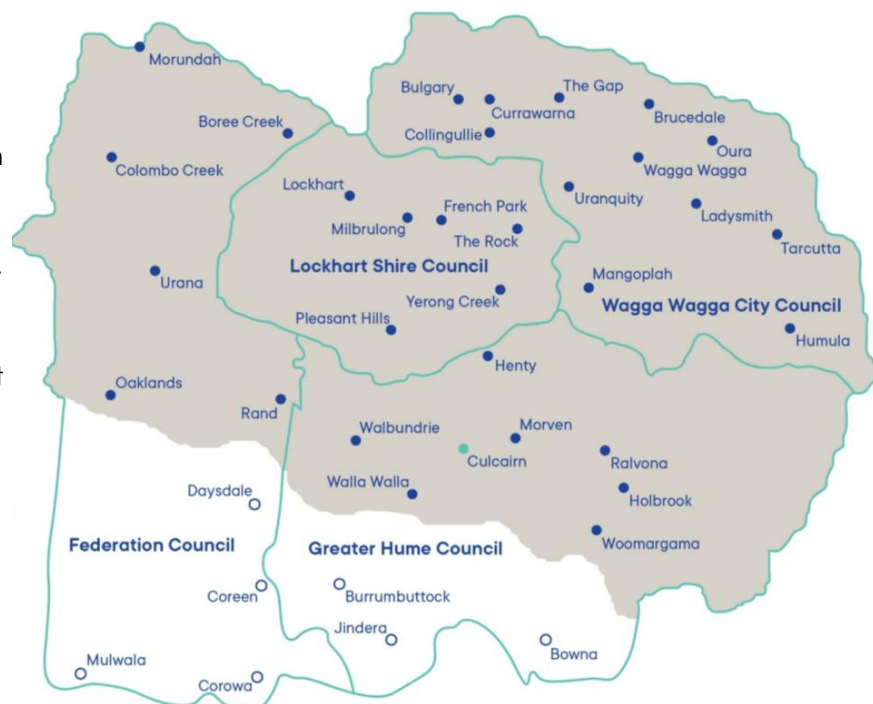
Grant funding allocations per local government area (LGA)

LGA	Funding pool	Grant amounts
Wagga Wagga City Council	\$40,000	Applicants can apply for funding amounts in \$5,000 increments up to a maximum of \$40,000
Lockhart Shire Council	\$20,000	Applicants can apply for funding amounts in \$5,000 increments up to a maximum of \$20,000
Greater Hume Council	\$20,000	
Federation Council	\$20,000	

Riverina Water supply area

Only applications from within our supply area that are to be delivered in our supply area, are accepted.

Please note we do not supply water to most parts of Culcairn; and only provide water to parts of Federation and Greater Hume councils.



3 | Grants program objectives

Applications must meet at least one of our program objectives

Caring for Country & Water

- › Support for community projects that protect, respect and enhance our natural environment and water resources.
- › This includes initiatives that:
 - Conserve water through improved infrastructure or community education
 - Promote water literacy and sustainable water behaviours
 - Restore or protect local environments, including native habitats and biodiversity
 - Build community resilience to climate change
 - Share or apply Traditional ecological knowledge
 - Create or improve shared green spaces, gardens or nature-based projects

Connected & Inclusive Communities

- › Support for projects that strengthen social connection, improve access, and celebrate community identity and wellbeing.
- › This includes initiatives that:
 - Improve or enhance community infrastructure such as halls, clubrooms or meeting spaces
 - Support inclusion and participation for underrepresented groups, including First Nations people, people with disability, young people and multicultural communities
 - Promote health, wellbeing, social connection and resilience
 - Celebrate local identity through events, storytelling or shared experiences
 - Encourage volunteering, partnership and community-led development

Culture, Creativity & Place

- › Support for projects that enable creative expression and celebrate local identity, culture and diversity.
- › This includes initiatives that:
 - Deliver public art, murals or creative installations in shared spaces
 - Support participation in music, performance, visual arts or cultural activities
 - Celebrate First Nations culture, language and storytelling
 - Explore community identity, heritage or local values through creative means
 - Provide platforms for youth, multicultural and intergenerational expression

4 | Eligibility requirements

To be eligible, applications must:

- › Demonstrate how the application meets at least one of the program's objectives (as per section 3 of this document)
- › Meet the supply area requirements (as per section 2 of this document)
- › Be either an incorporated not-for-profit community organisation; or Council committee, as constituted under section 355 of the Local Government Act

Incorporated not-for-profit bodies are organisations that are registered and approved as not-for-profit bodies by NSW Fair Trading including:

- › Charities
- › Organisations with Deductible Gift Recipient (DGR) or Public Benevolent Institution (PBI) status
- › Cooperatives
- › Trusts that are registered with the Australian Charities and Not-for-profits Commission (ACNC)

Auspice and sponsoring organisations

Organisations that are not incorporated may seek a sponsoring organisation to auspice their application for example your local Council.

Individual artists must have a sponsoring organisation. Details of the sponsoring organisation and proof of it will auspice must be supplied in your application.

It is preferred that any Section 355 Committee that is successful in receiving funding should invoice Riverina Water via their Council.

Riverina Water will not fund projects by:

- › Individuals or groups of individuals (with the exception for individual artists, who may apply if they are sponsored by an incorporated organisation)
- › Unincorporated organisations without an appropriate sponsoring organisation
- › Organisations without an ABN
- › For-profit commercial organisations, including registered clubs
- › Local Government Councils; excluding council committees constituted under Section 355 of the Local Government Act (please note Councils may auspice)
- › School, university, or technical college, including organisations seeking funding to support these (e.g. P&C committees, alumni groups)

5 | Additional information

Assessment considerations

The grants program is a competitive application process. Applications are assessed by a panel comprised of Riverina Water staff, Board members and representatives from the relevant Council.

When assessing applications, the panel will give consideration to factors such as:

- › Alignment with the grant outcomes and guidelines, and the proposed positive impact on the community
- › Whether Riverina Water is the primary funding body
- › Ability for the project to be delivered in the timeframe, and the applicant's ability to deliver
- › Any in-kind and/or financial contribution made by the applicant organisation
- › Whether the proposed budget and project are feasible
- › The level of previous funding provided to the applicant organisation by Riverina Water and other bodies
- › How Riverina Water is recognised for its funding

Riverina Water cannot support late applications, or applications that do not meet the eligibility criteria or the assessment criteria. This includes failure to attach compulsory documents, budgets, or other required information. Assessment panels may recommend part funding. The decision is carefully considered with the view of maintaining the integrity of the proposal.

Preparing your application

- › Before completing an application, become familiar with these guidelines
- › A Word document copy of the application form questions is available to download. This document is to help prepare and plan your application and should not be submitted. Applications must be submitted by the online portal for consideration.
- › Budgets must be submitted and clearly display how grant funds are used and ensure they are for eligible components only. See excluded projects for more information.
- › A minimum of one quote must be provided for goods, equipment, supplies and services. If you are an individual artist preparing an auspiced application, you should include at least one quote that is not for your own services.

- › If your project requires a development application, land owner consent, public liability insurance (for example, events) etc then this information must be included
- › Applicants can apply once per Local Government Area
- › Projects must be deliverable within the grant timeframes
- › Applications must be submitted online via the Riverina Water grants portal and will only be considered if all mandatory documentation is provided. Missing or changed documentation cannot be provided after the closing date.
- › Applicants must provide accurate financial information as part of the submission process, such as a statement of income and expenditure
- › Applicants may include letters of support. Letters of support are not mandatory but may strengthen your application when they are from groups who are confirming a role they will play in your project.
- › The requested grant amount and budget figures provided should be exclusive of GST. Riverina Water will add GST if your organisation is eligible to your grant payment if successful. Please factor this into your application planning
- › Please include the value of in-kind support from your group or organisation including labour for example \$25 per hour for unskilled labour and \$50 per hour for skilled labour
- › Consider your project milestones and how you will need the requested funding delivered. For example, 80% upfront and the remainder closer to completion

Successful applicants

If you are successful, you will receive formal notification about your approval via email, including any specific conditions attached to the grant. If unsuccessful, we will notify you in writing and give you an opportunity to discuss the outcome.

If your application is successful, you will be required to do the following:

- › Acknowledge, by execution of the funding agreement that, Riverina Water is not in any way liable for any incident arising out of the use of the funds provided under the program
- › Supply any other documents per your approval letter as requested by Riverina Water
- › Funding may not be used for any purpose other than for which it is granted, without the written permission of Riverina Water
- › Riverina Water will not be responsible for shortfalls in project budgets if the applicant is unable to meet project costs
- › You may be required to undertake a risk assessment and provide this to Riverina Water. Please liaise directly with third parties for example property owners in regard to

this. The risk assessment does not form part of the application process but may be required as part of project delivery

- › Funding will not be paid until all requested information has been supplied
- › Recognise Riverina Water as a sponsor through acknowledgement and promotion; and participate in activities organised by Riverina Water to promote the funding
- › Riverina Water may visit you during the project period or at the completion of your project to review your compliance with the grant agreement. Riverina Water may also inspect your records you are required to keep under the grant agreement. We will provide you with reasonable notice of any compliance visit
- › It is the responsibility as the applicant to notify us if anything is likely to affect your project or organisation. We need to know of any key changes to your organisation or its business activities, particularly if they affect your ability to complete your project, carry on business and pay debts due
- › Comply with any special conditions that may be attached to the funding offer noting the amount of financial assistance offered may vary from that requested
- › Issue Riverina Water with a tax invoice for the grant amount, plus GST, if applicable
- › Upon execution of the funding agreement, and receipt of a valid tax invoice, Riverina Water will pay funding as per agreed funding milestones to be determined based on your project
- › Provide a copy of the organisation's Certificate of Currency for Public Liability Insurance for \$20M as a minimal insured amount (for projects with a public activity component only). For more information, please contact your insurer
- › Applicants are required to submit an acquittal form at the completion of the project
- › Applicants are advised that Riverina Water is not in any way liable for any incident arising out of the use of the grant funding provided under this grant program. By signing the funding agreement, applicants acknowledge this condition
- › A conflict of interest will occur if your private interests conflict with your obligations under the grant. Conflicts of interest could affect the awarding or performance of your grant. A conflict of interest can be real (or actual), apparent (or perceived), and/or potential
- › Grants are assessable for income for taxation purposes, unless exempted by a taxation law. We recommend you seek independent professional advice on your taxation obligations or seek help from the Australian Taxation Office. We do not provide advice on tax
- › Recipients complete an acquittal report to demonstrate the expenditure of funds; including copies of receipts/invoices, photos or video files, media releases including social media posts etc

- › Acquittals must be submitted by the deadline. If acquittals are not received, future applications may not be considered Riverina Water can seek return of grant funding.
- › Any unexpended funds must be returned to Riverina Water

Government information (Public Access) Act

The Government Information (Public Access) Act 2009 applies to documents in the possession of Riverina Water. In response to requests made in accordance with the Act, in some circumstances copies of grant applications may be released, subject to the deletion of exempt material.

Excluded projects

- | | |
|---|---|
| <ul style="list-style-type: none"> › Projects outside the Riverina Water supply area › Projects requesting retrospective funding for monies that have already been spent on works completed › Projects that are unlawful or irresponsible › Projects that have not submitted mandatory documentation › Funds that will be distributed to other persons/organisations in the form of a donation, gift or prize › Funds that will contribute to organisational running costs i.e. wages, insurances, rent, administration | <ul style="list-style-type: none"> › Works that are the responsibility of government bodies › Recurring or ongoing expenditure (for example annual maintenance costs or ongoing maintenance) › Funding to undertake studies or investigations. › Funding for the development or provision of commercial ventures › Costs for the provision of services and support activities not related to the proposed project for example catering › Payment for development approval, project planning and management costs that total more than 5% of funding requested |
|---|---|

Contact us

Need help with your grant application?

Our Riverina Water community engagement team is here to help:

Email: community@rwcc.nsw.gov.au | **Phone:** 6922 0608 (business hours)

For full information on the grants program, visit rwcc.nsw.gov.au/grants

R10 Reconciliation Action Plan Working Group - Terms of Reference

Organisational Area Corporate Services

Author	Josh Lang, Customer and Communications Team Leader
Summary	The Terms of Reference have undergone annual review, with the scale of changes requiring Board endorsement.

RECOMMENDATION that Council endorse the Terms of Reference for the Reconciliation Action Plan Working Group.

Report

As part of developing Riverina Water's first Reconciliation Action Plan (RAP) a RAP Working Group was established, with Terms of Reference adopted by the Board at the February 2025 meeting.

An annual review of the Terms of Reference has been conducted at the most recent meeting of the RAP Working Group, with significant changes made which require Board endorsement.

This change reflects the composition of the RAP Working Group, notably:

- › Increasing the size from a maximum of 10 to 15 members
- › Defining required roles that have responsibility to deliver actions in the RAP
- › Allowing a broader range of other staff members to participate

Minor amendments have been made to improve wording in other areas. Both the current and draft Terms of Reference are attached.

By way of a general update to the Board, the RAP Working Group is progressing work on Riverina Water's draft Innovate Reconciliation Action Plan. Annual actions from the Reflect Reconciliation Action Plan continue to be delivered during this time.

- › **R10.1** **Draft Terms of Reference** [↗](#)
- › **R10.2** **Current Terms of Reference** [↗](#)

Strategic Alignment

Our Community
Build stronger relationships with our diverse communities

Financial Implications

Not applicable.

Workforce Implications

The RAP Working Group meets quarterly and staff are invited to attend external events in line with RAP actions.

Risk Considerations

Corporate Governance and Compliance	
Low	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 from time to time but it will be reported and responded to.

Risk Alignment

This item pursues a strategic objective, supporting progression of Riverina Water's Innovate Reconciliation Action Plan. The updated Terms of Reference strengthen RAP Working Group governance.

Reconciliation Action Plan Working Group – Terms of Reference

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

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

1. Background and Context

Riverina Water is committed to implementing the inaugural Reflect Reconciliation Action Plan (RAP). The plan was developed to allow Riverina Water to better connect with Aboriginal and Torres Strait Islander peoples, to create a greater level of cultural awareness and understanding within our organisation, and to identify the real changes that can contribute to greater opportunities and outcomes with First Nations peoples, particularly the Wiradyuri people whose lands we operate on.

The formal process of developing the RAP was commenced in 2023 when Riverina Water staff consulted with local Aboriginal groups. The Reflect Reconciliation Action Plan July 2024 – December 2025 was conditionally approved by Reconciliation Australia in July 2024 and endorsed by the Riverina Water Board that same month. The Reconciliation Action Plan Working Group (RWG) will govern the coordination and delivery of the agreed RAP actions and report regularly to the Board via the RWG chair.

2. Working Group Objectives

The RAP Working Group will facilitate Riverina Water to lay the foundations for reconciliation and prepare for future RAPs and reconciliation initiatives. To achieve this objective the RAP Working Group must be committed to:

- Scoping and reflecting on how Riverina Water can contribute to reconciliation.
- Build an understanding of the Aboriginal and Torres Strait Islander stakeholders and sphere of influence that live and operate within the Riverina Water supply area.
- Collaborate with Aboriginal and Torres Strait Islander peoples and relevant stakeholders with the aim of improving relationships through respectful communication, consultation, and information sharing.
- Assist Riverina Water identify and remove barriers to appropriate and equitable access of Riverina Water services, facilities and programs for Aboriginal and Torres Strait Islander peoples within the Riverina Water supply area.
- Provide feedback and advice to Riverina Water on its policies, plans, events and service provision for the Aboriginal and Torres Strait Islander peoples within the Riverina Water supply area.
- Monitor progress and provide feedback on the implementation of current and future RAPs.

- Provide input into the review and evaluation of the Riverina Water RAP, including assisting the development of future plans.

3. Roles and Function of Working Group

- To provide the Board of Riverina Water and senior management with advice and recommendations on reconciliation and implementation of the RAP
- Oversee the implementation of the documented RAP actions
- Report RAP progress regularly to Reconciliation Australia
- Report RAP progress internally at a Board meeting every 6 months
- Report RAP progress to relevant First Nations stakeholders
- Develop a new RAP when the period of the current RAP is due to expire

4. Role and responsibilities of Working Group members

RWG members are expected to:

- Make themselves available as required to attend and participate in meetings.
- Contribute the time needed to review and understand information provided to it, and to seek clarification in the instance information is not understood.
- Apply good analytical skills, objectivity and judgement.
- Act in the best interests of First Nations and Aboriginal Communities.
- Act in the best interests of Riverina Water.
- Listen and learn from the life experiences of Aboriginal and Torres Strait Islanders.
- Have the personal courage for self-reflection, raise and deal with tough issues, and express opinions.
- Maintain effective working relationships with the board and management.
- Have strong leadership qualities (chair).
- Lead effective committee meetings (chair).

5. Code of Conduct

Committee members are required to comply with Riverina Water's Code of Conduct, provided to members by Riverina Water.

6. Conflict of Interest

- Committee members and observers must declare any pecuniary or non-pecuniary conflicts of interest they may have in a matter being considered at the meeting at the start of each meeting or as soon as they become aware of the conflict of interest. Where a committee member or observer declares a pecuniary or a significant non-pecuniary conflict of interest, they must remove themselves from committee deliberations on the issue. Details of conflicts of interest declared at meetings must be appropriately recorded in meeting minutes.

7. **Composition of Working Group**

The RWG shall be comprised up to 15 members, aiming for diverse representation, with relevant interests or experiences, including:

- Minimum of one Aboriginal and Torres Strait Islander People Representative
- Riverina Water CEO
- Riverina Water Chairperson and/or minimum of one Board member representative
- Director Corporate Services
- Manager Customer, Engagement and Strategy
- Communications and Engagement Officer
- Manager Finance and Sourcing or Procurement Coordinator
- People and Culture Business Partner
- Up to four other staff representatives as self-nominated, ensuring representation from across Riverina Water's business units
- Minimum of one external group member

8. **Chair**

- The Chair of the RWG Meetings is to be the Riverina Water CEO as well as the RAP 'Champion' as named in the RAP.
- Guide the meeting according to the agenda and time available.
- Assist members to abide by the roles and responsibilities of the RAP Working Group, including the Code of Conduct.

9. **Administrative support**

The Chair will delegate one of the RWG members or Riverina Water staff member for administrative support, this member will be responsible for:

- Creating meeting agendas.
- Compile meeting minutes.
- Circulate agendas to RAP Working Group members.
- Organise upcoming meeting venues.

10. **Meeting Frequency**

- The RWG is to meet quarterly.

11. **Review**

- These terms of reference must be reviewed annually by the committee and once each Board term by the Board. Any substantive changes are to be approved by the Board.

Reconciliation Action Plan Working Group – Terms of Reference

Riverina Water 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 our supply area.

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

1. Background and Context

Riverina Water is committed to implementing the inaugural Reflect Reconciliation Action Plan (RAP). The plan was developed to allow Riverina Water to better connect with Aboriginal and Torres Strait Islander peoples, to create a greater level of cultural awareness and understanding within our organisation, and to identify the real changes that can contribute to greater opportunities and outcomes with First Nations peoples, particularly the Wiradyuri people whose lands we operate on.

The formal process of developing the RAP was commenced in 2023 when Riverina Water staff consulted with local Aboriginal groups. The Reflect Reconciliation Action Plan July 2024 – December 2025 was conditionally approved by Reconciliation Australia in July 2024 and endorsed by the Riverina Water Board that same month. The Reconciliation Action Plan Working Group (RWG) will govern the coordination and delivery of the agreed RAP actions and report regularly to the Board via the RWG chair.

2. Working Group Objectives

The RAP Working Group will facilitate Riverina Water to lay the foundations for reconciliation and prepare for future RAPs and reconciliation initiatives. To achieve this objective the RAP Working Group must be committed to:

- Scoping and reflecting on how Riverina Water can contribute to reconciliation.
- Build an understanding of the Aboriginal and Torres Strait Islander stakeholders and sphere of influence that live and operate within the Riverina Water supply area.
- Collaborate with Aboriginal and Torres Strait Islander peoples and relevant stakeholders with the aim of improving relationships through respectful communication, consultation, and information sharing.
- Assist Riverina Water identify and remove barriers to appropriate and equitable access of Riverina Water services, facilities and programs for Aboriginal and Torres Strait Islander peoples within the Riverina Water supply area.

- Provide feedback and advice to Riverina Water on its policies, plans, events and service provision for the Aboriginal and Torres Strait Islander peoples within the Riverina Water supply area.
- Monitor progress and provide feedback on the implementation of current and future RAPs.
- Provide input into the review and evaluation of the Riverina Water RAP, including assisting the development of future plans.

3. Roles and Function of Working Group

- To provide the Board of Riverina Water and senior management with advice and recommendations on reconciliation and implementation of the RAP
- Oversee the implementation of the documented RAP actions
- Report RAP progress regularly to Reconciliation Australia
- Report RAP progress internally at a Board meeting every 6 months
- Report RAP progress to relevant First Nations stakeholders
- Develop a new RAP when the period of the current RAP is due to expire

4. Role and responsibilities of Working Group members

RWG members are expected to:

- Make themselves available as required to attend and participate in meetings.
- Contribute the time needed to review and understand information provided to it, and to seek clarification in the instance information is not understood.
- Apply good analytical skills, objectivity and judgement.
- Act in the best interests of First Nations and Aboriginal Communities.
- Act in the best interests of Riverina Water.
- Listen and learn from the life experiences of Aboriginal and Torres Strait Islanders.
- Have the personal courage for self-reflection, raise and deal with tough issues, and express opinions.
- Maintain effective working relationships with the board and management.
- Have strong leadership qualities (chair).
- Lead effective committee meetings (chair).

5. Code of Conduct

Committee members are required to comply with Riverina Water's Code of Conduct, provided to members by Riverina Water.

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- Committee members and observers must declare any pecuniary or non-pecuniary conflicts of interest they may have in a matter being considered at the meeting at the start of each meeting or as soon as they become aware of the conflict of interest. Where a committee member or observer declares a pecuniary or a significant non-pecuniary conflict of interest,

they must remove themselves from committee deliberations on the issue. Details of conflicts of interest declared at meetings must be appropriately recorded in meeting minutes.

7. Composition of Working Group

The RWG shall be comprised of between six to ten members, aiming for diverse representation, with relevant interests or experiences, including:

- Minimum of one Aboriginal and Torres Strait Islander People Representative.
- Riverina Water CEO (and/or appointed Senior Management representatives).
- A representative from each of Riverina Water's internal departments (Corporate, Projects, Works and Water Quality).
- Minimum of one representative from the Riverina Water board.
- Minimum of one external group member.

8. Chair

- The Chair of the RWG Meetings is to be the Riverina Water CEO and RAP 'Champion' named in the RAP.
- Guide the meeting according to the agenda and time available.
- Assist members to abide by the roles and responsibilities of the RAP Working Group, including the code of conduct.

9. Administrative support

The Chair will delegate one of the RWG members or Riverina Water staff member for administrative support, this member will be responsible for:

- Creating meeting agendas.
- Compile meeting minutes.
- Circulate agendas to RAP Working Group members.
- Organise upcoming meeting venues.

10. Meeting Frequency

- The RWG is to meet quarterly.

11. Review

- These terms of reference must be reviewed annually by the committee and once each board term by the Board. Any substantive changes are to be approved by the Board.

R11 Draft PFAS MOU with Department of Defence

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary Management have been working with senior representatives from the Federal Department of Defence to finalise a Memorandum of Understanding (MOU) regarding the monitoring of PFAS related risks to water supply. This report presents the draft MOU and seeks Board approval for the CEO to sign the MOU.

RECOMMENDATION that the Board note the report and delegate authority to the CEO to execute the Memorandum of Understanding with the Commonwealth Department of Defence.

Report

The Commonwealth of Australia represented by Department of Defence (PFAS Investigations and Management Branch) and Riverina Water are aware of PFAS contamination around RAAF Base Wagga Wagga that is expected to impact groundwater in the East Wagga Wagga Borefield, one of the borefields used to supply drinking water to the City of Wagga Wagga and associated communities.

The attached MOU has been produced by Defence and Riverina Water for the purpose of setting out the agreed framework through Defence and Riverina Water will work together to support the conduct of activities including ongoing monitoring and supporting activities such as stakeholder communications.

Board Members are requested to read the attached MOU as the content provides detail on the following elements and does not need to be reproduced in this report:

- Background
- Purpose
- Roles and Responsibilities, and
- Communication and Engagement

Defence produced the draft and in reviewing same, Riverina Water sought the advice of law firm Beatty Hughes, with some changes being made and subsequently agreed to by Defence.

Board Members will note that the MOU is not legally binding (Clause 3.6), however the MOU represents the first formal step by both parties to shape future actions by both parties.

Riverina Water's interests are strengthened by Clause 3.7 which formalises the pathway forward to manage the emerging risks.

Staff from Defence visited Wagga Wagga and toured the East Wagga Borefield and associated infrastructure in 2025, the results of which informed the MOU.

The next steps are outlined at Clause 5.4 which will see the formalisation of quarterly meetings to implement the actions committed to in the MOU and triggered also by the results on the ongoing monitoring program.

As the Board is aware, Riverina Water has secured a Special Purpose Access Water Licence to draw water from the Murrumbidgee River if PFAS is detected in the East Wagga Borefield at levels that exceed the Australian Drinking Water Guidelines.

By way of further information, Defence have advised that they have completed remediation works at RAAF Base Wagga to remove the source material. Defence are hopeful that this will reduce the likelihood of PFAS impacting the East Wagga Borefield.

› R11.1 **Draft MOU Defence and Riverina Water - APRIL 2026** [↗](#)

Strategic Alignment

Our Operations

Assure ongoing service delivery

Financial Implications

Riverina Water is incurring minor additional costs associated with monitoring the bores in the East Wagga Borefield. There is a high likelihood of significant future capital expenditure to replace any bore impacted by PFAS. The intent of management is to progress work with Defence to develop a plan for that scenario including a commitment by Defence to fund such future capital works.

Workforce Implications

There are no immediate workforce implications.

Risk Considerations

Service delivery and Asset Management - Risks to health and safety of customers	
Very Low	Riverina Water has a very low appetite for supply of water that poses a risk to the health and safety of our customers.

Risk Alignment

This item does seek to reduce an existing risk for Riverina Water and is aligned with our low-risk appetite regarding risks which may compromise water quality.

MEMORANDUM OF UNDERSTANDING

BETWEEN

COMMONWEALTH OF AUSTRALIA AS
REPRESENTED BY THE DEPARTMENT OF
DEFENCE (PFAS INVESTIGATIONS &
MANAGEMENT BRANCH)
(ABN 68 706 814 312)

AND

RIVERINA WATER COUNTY COUNCIL
(ABN 52 084 883 210)

REGARDING

MONITORING OF PFAS RELATED RISKS TO
WATER SUPPLY

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PART A: BACKGROUND AND PURPOSE

1 Parties

- A. Commonwealth of Australia, represented by the Department of Defence (PFAS Investigations & Management Branch) (ABN 68 706 814 312) (**Defence**);

AND

- B. Riverina Water County Council (ABN 52 084 883 210) (**Riverina Water**) collectively, the **Parties**.

2 Background

- 2.1 The parties are aware of per- and poly-fluoroalkyl substances (**PFAS**) contamination around RAAF Base Wagga Wagga that is expected to impact groundwater in the East Wagga Wagga bore field, one of the bore fields used to supply drinking water for the City of Wagga Wagga.
- 2.2 Defence remains committed to working with Riverina Water to ensure the integrity of the water supply for Wagga Wagga. In support of this work, Defence is a member of the Wagga Wagga PFAS Risks Review Project Governance Group (PGG) and its two sub committees the Strategy and Planning Working Group and Communications Working Group.
- 2.3 Defence continues to work closely with Riverina Water to facilitate ongoing monitoring of PFAS-related risks from Defence bases to water supply for Wagga Wagga, with the assistance of environmental consultants engaged by Defence.

3 Purpose

- 3.1 The purpose of this Agreement is to set out the agreed framework through which Defence and Riverina Water will work together to support the conduct of activities including ongoing monitoring and supporting activities such as stakeholder communications.
- 3.2 The collaboration will focus on ongoing monitoring and reporting arrangements, including engagement between Defence and Riverina Water on the interpretation of PFAS sampling results and associated responses.
- 3.3 Defence will collaborate with Riverina Water to progress contingency planning and options analysis for the East Wagga bore field to ensure the integrity of that water supply.
- 3.4 Defence will work with Riverina Water to develop mutually agreed external communication protocols and to coordinate joint written agreement of all responses to external communications, including media.
- 3.5 The parties also acknowledge that the management of PFAS contamination in the water supply may require investment in infrastructure, including but not limited to new bore fields and

treatment systems, and agree to approach any future discussions regarding the allocation between them of associated costs with openness and good faith.

- 3.6 This Agreement does not create any legally binding rights or obligations for the Parties, and shall not be construed as an allocation or admission of liability, responsibility, or fault by either Party in relation to matters subject of or related to this Agreement.
- 3.7 The fundamental objectives of the Parties are to:
- (a) Collaborate on the design and implementation of the monitoring program (**Monitoring Program**) and the management of any changes in risk detected by monitoring;
 - (b) Share relevant data and technical expertise to inform monitoring and management efforts; and
 - (c) Ensure timely and transparent communication between the Parties and with consultants and stakeholders.
 - (d) Agree to suitable management strategies to secure clean drinking water.

PART B: OPERATIVE PART

4 Roles and Responsibilities

- 4.1 Defence is responsible to lead the technical design and implementation of the Monitoring Program, that outlines what Defence and Riverina Water are sampling (e.g. water), where the sampling will take place, and how often.
- 4.2 Riverina Water will support Defence in identifying key monitoring locations, and providing access to relevant sites, documents and information to Defence and its contractors.
- 4.3 Unless otherwise agreed in writing, Defence will undertake and bear the costs of:
- (a) Technical monitoring and sampling;
 - (b) Laboratory analysis; and
 - (c) Production of technical reports necessary to deliver the Defence PFAS Investigation and Management Program.
- 4.4 Riverina Water will contribute in-kind resources to support the Monitoring Program, including:
- (a) Access to properties owned or managed by Riverina Water required for sampling.
 - (b) Sharing of relevant data collected by Riverina Water.

5 Communication and Engagement

- 5.1 The Parties agree to proactively and transparently coordinate the exchange of all information, documentation or data reasonably necessary to support the Monitoring Program in a timely manner. This could include:
- (a) Riverina Water to provide details of water supply bore operations and projected growth for the City of Wagga Wagga that may impact water supply requirements.
 - (b) Defence to provide details on the notification of upcoming sampling events, initial notifications of sampling results and provision of sampling event reports and ongoing monitoring reports.
- 5.2 The Parties agree that all communications to third party stakeholders, including media, relating to matters subject of this Agreement must be mutually approved in writing by both Parties.
- 5.3 Each Party will comply with all applicable laws and policies relating to the collection and retention of information.
- 5.4 The Parties agree to set quarterly meetings to discuss this Agreement and work underway to support the integrity of water supply in the City of Wagga Wagga.

PART C: AGREEMENT GOVERNANCE

6 Points of Contact

- 6.1 The Parties each nominate an Agreement Manager and an Entity Representative from their respective organisations:

Department	Contact
Defence	<u>Agreement Manager:</u> Nelma Akhund A/g Assistant Secretary, PFAS Investigation and Management Branch] nelma.akhund1@defence.gov.au 0477 689 809 <u>Entity Representative:</u> Kate Leane Assistant Secretary, PFAS Investigation and Management Branch kathleen.leane@defence.gov.au

	0417454028
Riverina Water	<u>Agreement Manager:</u> Troy Van Berkel Director, Engineering tvanberkel@rwcc.nsw.gov.au 0429337930 <u>Entity Representative:</u> Andrew Crakanthorp: acrakanthorp@rwcc.nsw.gov.au 0409662307

- 6.2 The Agreement Manager for each Party is responsible for timely and transparent communication and cross-agency engagement in relation to matters associated with the procedural, administrative and day-to-day management of this Agreement.
- 6.3 To the greatest extent possible, all matters relating to the Agreement and its governance should be handled by the Agreement Manager for each Party, and should only be escalated to the Entity Representative if all other potential solutions for officer-level resolution have been exhausted.

7 Confidentiality

‘Confidential Information’ means:

- (a) the existence and terms of this Agreement;
- (b) all information exchanged between the Parties under this Agreement or during the negotiations preceding the formation of this Agreement;
- (c) any information relating to the Monitoring Program provided by or on behalf of either Party; and
- (d) all other information treated by either party as confidential.

- 7.2 Unless otherwise agreed in writing by the Parties, but subject to the other provisions of this clause 7, each Party must keep confidential the Confidential Information.
- 7.3 Each Party must take all necessary precautions to ensure that its officers, employees, contractors, advisers and agents comply with this clause 7.
- 7.4 Additionally:

- (a) a party may also disclose Confidential Information:
- (b) to its legal, financial or accounting advisers if they agree in writing to keep confidential the Confidential Information and need to know the information in order for them to perform their roles;
- (c) as required or authorised by Law;
- (d) as necessary for the conduct of any dispute resolution or legal proceedings arising in connection with this Agreement;
- (e) to its employees, officers or agents who need to know the information in order for a party to perform its obligations under this Agreement; and
- (f) the Commonwealth may also disclose Confidential Information if that disclosure is:
- (g) required by law (including as a consequence of the Commonwealth complying with its obligations under the *Freedom of Information Act 1982* (Cth), the *Auditor-General Act 1997* (Cth) and the *National Anti-Corruption Commission Act 2023* (Cth)); or
- (h) made by the Commonwealth, a Minister or Parliament in accordance with statutory or portfolio duties or functions, including following a request by a Parliament, a parliamentary committee or a Minister.

8 Term of Agreement

- 8.1 This Agreement will commence on the date of signing by the last Party and will continue until written notice is provided by one Party to the other seeking to terminate the Agreement.

9 Variation of Agreement

- 9.1 This Agreement may only be amended by written agreement of both Parties.
- 9.2 Any amendment to this Agreement must be:
- (a) first progressed and overseen by the respective Agreement Manager for each Party; and
 - (b) subsequently approved in writing by the respective Entity Representative for each Party.

10 Application

- 10.1 This Agreement is a Memorandum of Understanding, and is not legally binding. The Agreement is intended to set out the mutual understanding of the Parties in relation to the funding and administrative governance of the Monitoring Program.

11 Record keeping and retention

12 Execution

Signed as a Memorandum of Understanding

Signed for and on behalf of the Department of Defence
(ABN 68 706 814 312) by an authorised person in the)
presence of:)
)

.....
Witness Signature

.....
Signature of Authorised Person

.....
Name (please print)

.....
[Name]

.....
Title

.....
[Position]

.....
Date of signing

.....
Date of signing

Signed for and on behalf of the Riverina Water County
Council (ABN 52 084 883 210) by an authorised person)
in the presence of:)
)

.....
Witness Signature

.....
Signature of Authorised Person

.....
Name (please print)

.....
[Name]

.....
Title

.....
[Position]

.....
Date of signing

.....
Date of signing

R12 Acting Chief Executive Officer for 1 July 2026 - 30 June 2027

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 2026 to 30 June 2027.

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 2026;
- b) The Board appoints the Acting 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 2026;
- 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 2027;
- 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 2027.
- 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 Water 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. Edwina Marks will be employed in the role of Acting Director Corporate Services for the period 15 July to 22 December and is agreeable to acting in the role of CEO if needed and as referenced in the recommendation.

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

Our Operations	
Provide effective leadership and governance	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 Murray Darling Association 2026 Annual Conference

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary The Murray Darling Association 2026 National Conference & Annual General Meeting is being held in Shepparton from 24th to the 27th August 2026

RECOMMENDATION that

- a) Riverina Water be represented at the Murray Darling Association 2026 National Conference and Annual General Meeting.
- b) Chairperson Driscoll attend the conference as a voting delegate.
- c) Nominations be called for other Board Members to attend the conference
- d) A member of staff also attends as a Riverina Water representative

Report

The Murray Darling Association (MDA) has advised that the 2026 national conference and AGM will be held in Shepparton from 24th to the 27th August 2026.

Riverina Water is a member of Region 9 of the MDA and has traditionally attended the national conference to represent Riverina Water's interests.

The conference is of benefit to Riverina Water as a way of keeping abreast of the challenges and initiatives in the management of our source water, which comes entirely from the Murray Darling catchment.

Motions from the different regions are also put to the AGM regarding governance and advocacy issues, and to which Riverina Water has a voting right.

Chairperson Driscoll is Riverina Water's delegate to the Region 9 MDA Committee and has indicated her interest in attending the conference. Unfortunately in 2026, the last day of the conference clashes with the August meeting of the Board of Riverina Water, precluding Chairperson Driscoll's attendance at the conference for that day

The program for the conference is available [here](#).

› **R13.1 MDA 2026 National Conference** [↓](#)

Strategic Alignment

Our Operations

Provide effective leadership and governance

Financial Implications

Attendance at the annual MDA National Conference is allowed for in the current Operational Plan. Arrangements for accommodation and travelling will be put in place following the Board's consideration of this report

Workforce Implications

Attendance by staff at the conference has also occurred in past years with the Director Engineering or CEO attending

Risk Considerations

Corporate Governance and Compliance	
Low	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 from time to time but it will be reported and responded to.

Risk Alignment

There are no risk related matters arising with this report.

Melissa Vincent

From: Tim Zeller <t.zeller@mda.asn.au>
Sent: Wednesday, 10 June 2026 2:59 PM
Cc: Cr Shari Blumer
Subject: [SEC=OFFICIAL] Murray Darling Basin future on the Agenda in Shepparton
Attachments: MDA_2026 Conference Summary_A4_9-6-26.pdf; MEDIA RELEASE_2026NatCon_9-6-26.pdf; MDA_Letter to Members_2026.pdf

This message is from an external sender, please be mindful of the content/links.

Dear Members,

We are excited to invite you to the Murray Darling Association's 2026 National Conference in Shepparton, themed "Working Together for our Basin's Future."

The conference will bring together Local Government, State and Federal leaders, scientists, as well as community representatives from across the Murray-Darling Basin to tackle the Basin's most pressing water challenges.

Attendees will have the opportunity to engage in workshops addressing the Basin Plan Review, European Carp Management and Water Quality, SDLAM Reconciliation and Constraints, Basin-wide Integrated Catchment Management, Water Security, as well as the measurement of Basin Plan socio-economic impacts.

With the Basin Plan under review, as well as the Water Act Review and SDLAM Reconciliation on the horizon, this year's National Conference is the moment to engage directly with decision-makers, shape water policy, and build collaboration across the Basin.

We hope to see you in Shepparton, 24-27 AUGUST 2026!

To register, see: www.mda.asn.au/events/2026natcon

Early bird closes: 30 JUNE 2026

Please do not hesitate to reach out should you have any questions!

Kind Regards,

Tim



Communications and Engagement Officer

Tim Zeller (formerly Phillips)

Murray Darling Association

Contact: (03) 5480 3805, or 0429 862 122
t.zeller@mda.asn.au | www.mda.asn.au

Murray Darling Association acknowledges the traditional owners & custodians of country and pay our respects to the people, cultures and elders past, present and emerging.

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R14 Local Government NSW - 2026 Water Management Conference

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary Arrangements are being put in place for representatives from Riverina Water to attend the Local Government NSW 2026 Water Management Conference. This report provides the conference program and an update on those arrangements. The conference will be held in Ballina from the 2nd to the 4th September 2026.

RECOMMENDATION that:

- a) Riverina Water be represented at the Local Government New South Wales 2026 Water Management Conference
- b) The Chairperson or her nominee attends as a voting delegate
- c) Nominations of other Board Members to attend be called
- d) The Chief Executive Officer and Manager Operations or their nominees attend as observers

Report

The Local Government NSW Water Management Committee has advised that the 2026 Conference will be held in Ballina from the 2nd to the 4th September 2026, hosted by Ballina Shire Council and supported by Rous County Council.

The draft Program is [linked](#) to this report. Registration for the conference has opened with early bird registration closing on 30 June 2026 and it is expected registrations will be taken up until a fortnight before the conference.

Chairperson Driscoll has expressed interest in attending as the voting delegate for Riverina Water. The CEO is attending and the Manager Operations will be presenting at the conference. Riverina Water's Constituent Councils usually attend as the conference considers sewerage related matters as well as potable water matters.

The Conference is of benefit to Riverina Water as a way of keeping abreast of challenges and initiatives in the management of water, as well as an opportunity to network with other councils and water utilities. The conference presents the most current and relevant information from a local government perspective on water policy and regulation, water utility management, water security and quality and service delivery.

The 2025 conference was held in Albury in September with the Director Engineering, Director Corporate Services and Manager Operations attending with Chairperson Driscoll and Board Member Brian Liston.

Accommodation has been secured for two registered delegates to attend in addition to the CEO and Manager Operations. This can be increased (or cancelled) should more Board Members express interest in attending or should no Board Members attend.

The purpose of this report is to lock in names for up to a further two elected representatives to attend. Travel details will be confirmed with the delegates prior to travel.

Strategic Alignment

Our Operations

Provide effective leadership and governance

Financial Implications

Attendance at the annual Water Management Conference is provided for in the current Operational Plan.

Workforce Implications

Nil

Risk Considerations

Corporate Governance and Compliance	
Low	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 from time to time but it will be reported and responded to.

Risk Alignment

There are no risk related matters associated with this report.

R15 Local Government NSW Annual Conference

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary The Local Government NSW Annual Conference is being held at WIN Sports & Entertainment Centres in Wollongong from Sunday 22 November to Tuesday 24 November 2026 and this report recommends the appointment of the Chairperson as Council's voting delegate at the conference.

RECOMMENDATION that Council:

- a) Approve the attendance of the Chairperson and the CEO at the 2026 LGNSW Annual Conference to be held at the WIN Sports & Entertainment Centres Wollongong from Sunday 22 November to Tuesday 24 November 2026
- b) elect the Chairperson as Council's voting at the Conference
- c) Nominations be called for other Board Members to attend in late October 2025

Report

The Local Government NSW (LGNSW) Annual Conference will be held at WIN Sports & Entertainment Centres in Wollongong from Sunday 22 November to Tuesday 24 November 2026. The Conference includes the debate and resolution of motions setting the LGNSW advocacy agenda for the ensuing twelve-month period.

Motions for the Conference will close on Thursday 30 September 2025. Riverina Water successfully put forward a motion to the 2025 conference and at this stage, no motions have been suggested to be put in the 2026 agenda.

The 2025 Conference was held at the Penrith Panthers, Penrith in November 2025, and Council was represented at that Conference via the attendance of the CEO (observer), together with Chairperson Koschel and Board Members Pat Bourke and Brian Liston.

The draft 2026 LGNSW Annual Conference Program is not yet available, however it will be made available in the coming months. The conference usually commences mid-afternoon on Sunday 22 November and concludes lunch time on Tuesday 24 November. Travel will likely be via car to and from Wollongong.

Reservations for accommodation for up to four representatives to attend have been made. In accordance with the rules of the Association, Council can nominate one voting delegate to the conference, usually the Chairperson or their delegate.

As is past practice, Council will invite councillors and senior staff from the four constituent Councils to a dinner on the Sunday night.

The Business Paper for the Conference, including motions, will be forwarded to members at least one week prior to the Conference.

Strategic Alignment

Our Operations

Provide effective leadership and governance

Financial Implications

The costs of being represented at the conference will be funded from the travelling expenses budget for 2026/27 and are expected to be \$2000 per attendee

Workforce Implications

Nil

Risk Considerations

Corporate Governance and Compliance	
Low	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 from time to time but it will be reported and responded to.

Risk Alignment

There are no risk related matters attached to attendance at the conference.

R16 Code of Meeting Practice

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary This report recommends that Council rescind Resolution 25/182 adopting the 2025 Code of Meeting Practice following the disallowance of the Local Government (General) Amendment (Model Code of Meeting Practice) Regulation 2025 by the NSW Legislative Council. The report also outlines advice received from the Office of Local Government regarding the continued application of the previously prescribed Model Code of Meeting Practice.

RECOMMENDATION that Council rescind Resolution 25/182 adopted at the Board Meeting held on 11 December 2025, which adopted the Code of Meeting Practice 2025.

Report

At the Ordinary Council Meeting held on 15 December 2025, Council adopted a revised Code of Meeting Practice based on the 2025 Model Code of Meeting Practice prescribed by the Local Government (General) Amendment (Model Code of Meeting Practice) Regulation 2025.

On 27 May 2026, the Legislative Council of the NSW Parliament disallowed the Local Government (General) Amendment (Model Code of Meeting Practice) Regulation 2025.

Subsequent advice received from the Office of Local Government (OLG) confirms that, pursuant to section 41(4) of the Interpretation Act 1987, the effect of the disallowance is that the amendments made by the Regulation cease to have effect and the provisions of the previously prescribed Model Code of Meeting Practice continue to apply.

The advice from OLG further notes that councils should rescind resolutions adopting the 2025 Model Code of Meeting Practice at the next available Council meeting to ensure consistency with section 360 of the Local Government Act 1993.

Accordingly, this report recommends that Council rescind Resolution 25/182, which adopted the revised Code of Meeting Practice based on the now disallowed 2025 Model Code of Meeting Practice. As more than three months have passed since Council adopted the current Code of Meeting Practice, the signatures of three councillors are not required to rescind the resolution.

The effect of the disallowance is that the previously prescribed Model Code of Meeting Practice continues to apply, including the removal of restrictions introduced under the 2025 Model Code relating to councillor workshops and briefing sessions and mandatory in-person attendance requirements for councillors participating remotely in meetings.

A copy of the previously adopted Code of Meeting Practice, based on the 2021 Model Code of Meeting Practice, is attached for Councillors' reference.

Board Members are referred to Report 11 in the Business Paper for the meeting held on the 11 December 2025 which went into further detail on what the new Code allowed and did not allow.

No other amendments to Council's Code of Meeting Practice are proposed as part of this report. Should Council wish to make further amendments to the applicable Code of Meeting Practice, including retaining supplementary provisions from the 2025 Code that are not inconsistent with the mandatory provisions of the 2021 Model Code, a draft amended Code would need to be publicly exhibited in accordance with section 361 of the Local Government Act 1993.

The Office of Local Government has also advised that the NSW Government is progressing a further updated Model Code of Meeting Practice, with formal advice to be provided to councils once drafting has been completed.

› **R16.1 Code of Meeting Practice Policy 1.02** [↓](#)

Strategic Alignment

Our Operations

Provide effective leadership and governance

Financial Implications

There are no financial implications associated with this report.

Workforce Implications

There are no workforce implications associated with this report.

Risk Considerations

Corporate Governance and Compliance	
Low	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 from time to time but it will be reported and responded to.

Risk Alignment

Adoption and application of the Code of Meeting Practice ensures that Riverina Water complies with governance requirements set out by the NSW Office of Local Government.

Riverina Water Code of Meeting Practice

June 2022 | Policy 1.02

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1. Introduction

This *Code of Meeting Practice* incorporates the mandatory provisions of the Model Meeting Code and some optional provisions as determined by the Board.

The Board and any committees of the council of which all the members are board members, must conduct its meetings in accordance with this *Code of Meeting Practice*. Council committees whose members include persons other than board members may adopt their own rules for meetings unless the Board determine otherwise.

2. Meeting principles

2.1 Board and committee meetings should be:

- Transparent:** Decisions are made in a way that is open and accountable.
- Informed:** Decisions are made based on relevant, quality information.
- Inclusive:** Decisions respect the diverse needs and interests of the local community.
- Principled:** Decisions are informed by the principles prescribed under Chapter 3 of the Act.
- Trusted:** The community has confidence that Board members and staff act ethically and make decisions in the interests of the whole community.
- Respectful:** Board members, staff and meeting attendees treat each other with respect.
- Effective:** Meetings are well organised, effectively run and skilfully chaired.
- Orderly:** Board member, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

3. Before the meeting

Timing of ordinary board meetings

- 3.1 The Board shall, by resolution, set the frequency, time, date and place of its ordinary meetings.
- 3.2 The Board may, by resolution, vary the time, date and place of ordinary meetings for flexibility on given circumstances.

Extraordinary meetings

- 3.3 If the chairperson receives a request in writing, signed by at least two (2) board members, the chairperson must call an extraordinary meeting of the Board to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt

of the request. The chairperson can be one of the two board members requesting the meeting.

Note: Clause 3.3 reflects section 366 of the Act.

Notice to the public of council meetings

- 3.4 The Board must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of committees of the council.

Note: Clause 3.4 reflects section 9(1) of the Act.

- 3.5 For the purposes of clause 3.4, notice of a meeting of the Board and of a committee of council is to be published before the meeting takes place. The notice must be published on the council's website, and in such other manner that the council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.

- 3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

Notice to members of ordinary board meetings

- 3.7 The chief executive officer (CEO) must send to each board member, at least three (3) working days before each meeting of the Board a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

Note: Clause 3.7 reflects section 367(1) of the Act.

- 3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to board members in electronic form, but only if all members have facilities to access the notice, agenda and business papers in that form.

Note: Clause 3.8 reflects section 367(3) of the Act.

Notice to members of extraordinary meetings

- 3.9 Notice of less than three (3) days may be given to board members of an extraordinary meeting of the Board in cases of emergency.

Note: Clause 3.9 reflects section 367(2) of the Act.

Giving notice of business to be considered at board meetings

- 3.10 A board member may give notice of any business they wish to be considered by the Board at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted four (4) business days before the meeting is to be held.

- 3.11 A board member may, in writing to the CEO, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.
- 3.12 If the CEO considers that a notice of motion submitted by a board member for consideration at an ordinary meeting of the Board has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the CEO may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by the Board.
- 3.13 A notice of motion for the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the CEO must either:
 - (a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the Board, or
 - (b) by written notice sent to all board members with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by the Board to such a date specified in the notice, pending the preparation of such a report.

Questions with notice

- 3.14 A board member may, by way of a notice submitted under clause 3.10, ask a question for response by the CEO about the performance or operations of the council.
- 3.15 A board member is not permitted to ask a question with notice under clause 3.14 that comprises a complaint against the CEO or a member of staff of the council, or a question that implies wrongdoing by the CEO or a member of staff of the council.
- 3.16 The CEO or their nominee may respond to a question with notice submitted under clause 3.14 by way of a report included in the business papers for the relevant meeting of the Board or orally at the meeting.

Agenda and business papers for ordinary meetings

- 3.17 The CEO must cause the agenda for a meeting of the Board or a committee of the council to be prepared as soon as practicable before the meeting.
- 3.18 The CEO must ensure that the agenda for an ordinary meeting of the Board states:
 - (a) all matters to be dealt with arising out of the proceedings of previous meetings of the Board, and
 - (b) any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and

- (c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
 - (d) any business of which due notice has been given under clause 3.10.
- 3.19 Nothing in clause 3.18 limits the powers of the chairperson to put a minute to a meeting under clause 8.6.
- 3.20 The CEO must not include in the agenda for a meeting of the Board any business of which due notice has been given if, in the opinion of the CEO, the business is, or the implementation of the business would be, unlawful. The CEO must report, without giving details of the item of business, any such exclusion to the next meeting of the Board.
- 3.21 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the CEO, is likely to take place when the meeting is closed to the public, the CEO must ensure that the agenda of the meeting:
- (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
 - (b) states the grounds under section 10A(2) of the Act relevant to the item of business.

Note: Clause 3.21 reflects section 9(2A)(a) of the Act.

- 3.22 The CEO must ensure that the details of any item of business which, in the opinion of the CEO, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to board members for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a board member or by any other person to another person who is not authorised to have that information.

Statement of ethical obligations

- 3.23 Business papers for all ordinary and extraordinary meetings of the board and committees of the council must contain a statement reminding board members of their oath or affirmation of office made under section 233A of the Act and their obligations under the council's Code of Conduct to disclose and appropriately manage conflicts of interest.

Availability of the agenda and business papers to the public

- 3.24 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the Board and committees of council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council.

Note: Clause 3.24 reflects section 9(2) and (4) of the Act.

- 3.25 Clause 3.24 does not apply to the business papers for items of business that the CEO has identified under clause 3.22 as being likely to be considered when the meeting is closed to the public.

Note: Clause 3.25 reflects section 9(2A)(b) of the Act.

- 3.26 For the purposes of clause 3.25, copies of agendas and business papers must be published on the council's website and made available to the public at a time that is as close as possible to the time they are available to board members.

Note: Clause 3.26 reflects section 9(3) of the Act.

- 3.27 A copy of an agenda, or of an associated business paper made available under clause 3.24, may in addition be given or made available in electronic form.

Note: Clause 3.27 reflects section 9(5) of the Act.

Agenda and business papers for extraordinary meetings

- 3.28 The CEO must ensure that the agenda for an extraordinary meeting of the Board deals only with the matters stated in the notice of the meeting.
- 3.29 Despite clause 3.28, business may be considered at an extraordinary meeting of the Board, even though due notice of the business has not been given, if:
- (a) a motion is passed to have the business considered at the meeting, and
 - (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the Board before the next scheduled ordinary meeting of the board.
- 3.30 A motion moved under clause 3.29(a) can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with.
- 3.31 Despite clauses 9.20–9.30, only the mover of a motion moved under clause 3.29(a) can speak to the motion before it is put.
- 3.32 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.29(b) on whether a matter is of great urgency.

Pre-meeting briefing sessions

- 3.33 Prior to each ordinary meeting of the council, the CEO may arrange a pre-meeting briefing session to brief members on business to be considered at the meeting. Pre-meeting briefing sessions may also be held for extraordinary meetings of the council and meetings of committees of the council.
- 3.34 Pre-meeting briefing sessions are to be held in the absence of the public.
- 3.35 Pre-meeting briefing sessions may be held by audio-visual link
- 3.36 The CEO or a member of staff nominated by the CEO is to preside at pre-meeting briefing sessions.

- 3.37 Board members must not use pre-meeting briefing sessions to debate or make preliminary decisions on items of business they are being briefed on, and any debate and decision-making must be left to the formal board or committee meeting at which the item of business is to be considered.
- 3.38 Board members (including the chairperson) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of a briefing at a pre-meeting briefing session, in the same way that they are required to do so at a board or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at pre-meeting briefing sessions and how the conflict of interest was managed by the board member who made the declaration.

4. Public forums

- 4.1 The council may hold a public forum prior to each ordinary meeting of the Board for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary board meetings and meetings of committees of the council.
- 4.2 Public forums may be held by audio-visual link
- 4.3 Public forums are to be chaired by the chairperson or their nominee.
- 4.4 To speak at a public forum, a person must first make an application to the council in the approved form. Applications to speak at the public forum must be received by midday on the Monday before the date on which the public forum is to be held, and must identify the item of business on the agenda of the council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.
- 4.5 A person may apply to speak on no more than two (2) items of business on the agenda of the board meeting.
- 4.6 Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.
- 4.7 The CEO or their delegate may refuse an application to speak at a public forum. The CEO or their delegate must give reasons in writing for a decision to refuse an application.
- 4.8 No more than two (2) speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the board meeting.
- 4.9 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the CEO or their delegate may request the speakers to nominate from among themselves the persons who are to address the board on the item of business. If the speakers are not able to agree on whom to nominate to address the Board, the CEO or their delegate is to determine who will address the Board at the public forum.

- 4.10 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the CEO or their delegate may, in consultation with the chairperson or the chairperson's nominated chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the Board to hear a fuller range of views on the relevant item of business.
- 4.11 Approved speakers at the public forum are to register with the council any written, visual or audio material to be presented in support of their address to the Board at the public forum, and to identify any equipment needs no more than two days before the public forum. The CEO or their delegate may refuse to allow such material to be presented.
- 4.12 The CEO or their delegate is to determine the order of speakers at the public forum.
- 4.13 Each speaker will be allowed five (5) minutes to address the Board. This time is to be strictly enforced by the chairperson.
- 4.14 Speakers at public forums must not digress from the item on the agenda of the board meeting they have applied to address the Board on. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.
- 4.15 A board member (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument.
- 4.16 Speakers are under no obligation to answer a question put under clause 4.15. Answers by the speaker to each question are to be limited to 3 minutes.
- 4.17 Speakers at public forums cannot ask questions of the Board, members or council staff.
- 4.18 The CEO or their nominee may, with the concurrence of the chairperson, address the Board for up to 5 minutes in response to an address to the Board at a public forum after the address and any subsequent questions and answers have been finalised.
- 4.19 Where an address made at a public forum raises matters that require further consideration by council staff, the CEO may recommend that the Board defer consideration of the matter pending the preparation of a further report on the matters.
- 4.20 When addressing the Board, speakers at public forums must comply with this Code and all other relevant council codes, policies and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the council's Code of Conduct or making other potentially defamatory statements.
- 4.21 If the chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in clause 4.20, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any

inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking.

- 4.22 Clause 4.21 does not limit the ability of the chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 14 of this Code.
- 4.23 Where a speaker engages in conduct of the type referred to in clause 4.20, the CEO or their delegate may refuse further applications from that person to speak at public forums for such a period as the CEO or their delegate considers appropriate.
- 4.24 Board members (including the chairperson) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a board or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the board member who made the declaration.

Note: Public forums should not be held as part of a board or committee meeting. Board or committee meetings should be reserved for decision-making by the board or committee of council. Where a public forum is held as part of a board or committee meeting, it must be conducted in accordance with the other requirements of this code relating to the conduct of board and committee meetings.

5. Coming together

Attendance by board members at meetings

- 5.1 All board members must make reasonable efforts to attend meetings of the board and of committees of the council of which they are members.

Note: A board member may not attend a meeting as a member (other than the first meeting of the Board after the member is elected or a meeting at which the member takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.

- 5.2 A board member cannot participate in a meeting of the Board or of a committee of the council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this Code
- 5.3 Where a board member is unable to attend one or more ordinary meetings of the board, the member should request that the board grant them a leave of absence from those meetings. This clause does not prevent a member from making an apology if they are unable to attend a meeting. However the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act.

- 5.4 A board member's request for leave of absence from board meetings should, if practicable, identify (by date) the meetings from which the member intends to be absent and the grounds upon which the leave of absence is being sought.
- 5.5 The Board must act reasonably when considering whether to grant a member's request for a leave of absence.
- 5.6 A board member's civic office will become vacant if the member is absent from three (3) consecutive ordinary meetings of the Board without prior leave of the Board, or leave granted by the Board at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the Board has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

Note: Clause 5.6 reflects section 234(1)(d) of the Act.

- 5.7 A board member who intends to attend a meeting of the Board despite having been granted a leave of absence should, if practicable, give the CEO at least two (2) days' notice of their intention to attend.

The quorum for a meeting

- 5.8 The quorum for a meeting of the board is a majority of the members of the Board who hold office at that time and are not suspended from office.

Note: Clause 5.8 reflects section 368(1) of the Act.

- 5.9 Clause 5.8 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the Board.

Note: Clause 5.9 reflects section 368(2) of the Act.

- 5.10 A meeting of the board must be adjourned if a quorum is not present:
 - (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
 - (b) within half an hour after the time designated for the holding of the meeting, or
 - (c) at any time during the meeting.
- 5.11 In either case, the meeting must be adjourned to a time, date and place fixed:
 - (a) by the chairperson, or
 - (b) in the chairperson's absence, by the majority of the members present, or
 - (c) failing that, by the CEO.
- 5.12 The CEO must record in the Board minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the Board together with the names of the members present.

- 5.13 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety and welfare of board members, council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the chairperson may, in consultation with the CEO and, as far as is practicable, with each board member, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the council's website and in such other manner that the council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.
- 5.14 Where a meeting is cancelled under clause 5.13, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the Board or at an extraordinary meeting called under clause 3.3.

Meetings held by audio-visual link

- 5.15 A meeting of the Board or a committee of the council may be held by audio visual link where the chairperson determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The chairperson may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of board members and staff at risk. The chairperson must make a determination under this clause in consultation with the CEO and, as far as practicable, with each member.
- 5.16 Where the chairperson determines under clause 5.15 that a meeting is to be held by audio-visual link, the CEO must:
- (a) Give written notice to all board members that the meeting is to be held by audio-visual link, and
 - (b) take all reasonable steps to ensure that all board members can participate in the meeting by audio-visual link, and
 - (c) cause a notice to be published on the council's website in such other manner the CEO is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.
- 5.17 The code applies to a meeting held by audio-visual link under clause 5.15 in the same way it would if the meeting was held in person.

Note: Where a council holds a meeting by audio-visual link under clause 5.15, it is still required under section 10 of the Act to provide a physical venue for members of the public to attend in person and observe the meeting

Attendance by board members at meetings by audio-visual link

- 5.18 Board members may attend and participate in meetings of the Board and committees of the council by audio-visual link.

- 5.19 A board member who attends a meeting of the Board or a committee of the council by audio-visual link is to be taken as present at the meeting.
- 5.20 This code applies to a board member attending a meeting by audio-visual link in the same way it would if the member was attending the meeting in person. Where a board member attends a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.
- 5.21 Where a board member is attending a meeting by audio-visual link and for whatever reason that link is broken, the board member will be noted in the minutes as having left the meeting. If and when that link is restored and the board member rejoins the meeting, the minutes will note the time of return.
- 5.22 A board member must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The member's camera must be on at all times during the meeting except as may be otherwise provided for under this code.
- 5.23 A board member must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting, or that are likely to bring the Board or the committee into disrepute.

Entitlement of the public to attend board meetings

- 5.24 Everyone is entitled to attend a meeting of the board and committees of the council. The council must ensure that all meetings of the Board and committees of the council are open to the public.

Note: Clause 5.24 reflects section 10(1) of the Act.

- 5.25 Clause 5.24 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.
- 5.26 A person (whether a board member or another person) is not entitled to be present at a meeting of the Board or a committee of the council if expelled from the meeting:
- (a) by a resolution of the meeting, or
 - (b) by the person presiding at the meeting if the Board has, by resolution, authorised the person presiding to exercise the power of expulsion.

Note: Clause 5.26 reflects section 10(2) of the Act.

Note: Clauses 14.13 and 14.14 confer a standing authorisation on all chairpersons of meetings of the Board and committees of the council to expel persons from meetings. If adopted, clause 15.13 authorises chairpersons to expel any person, including a member, from a board or committee meeting. Alternatively, if adopted, clause 14.14 authorises chairpersons to expel persons other than members from a board or committee meeting.

Webcasting of meetings

- 5.27 Each meeting of the Board or a committee of the council is to be recorded by means of an audio or audio-visual device..
- 5.28 At the start of each meeting of the Board or a committee of the council, the chairperson must inform the persons attending the meeting that:
- (a) the meeting is being recorded and will be made publicly available on the council's website, and
 - (b) persons attending the meeting should refrain from making any defamatory statements
- 5.29 The recording of a meeting is to be made publicly available on the council's website :
- (a) at the same time the meeting is taking place, or
 - (b) as soon as practicable after the meeting
- 5.30 The recording of a meeting is to be made publicly available on the council's website for at least 12 months after the meeting.
- 5.31 Clauses 5.29 and 5.30 do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Act.
- Note: Clause 5.29 – 5.31 reflect section 236 of the Regulation
- 5.38 Recording of meetings may be disposed of in accordance with the *State Records Act 1998*

Attendance of the chief executive officer (CEO) and other staff at meetings

- 5.33 The CEO is entitled to attend, but not to vote at, a meeting of the board or a meeting of a committee of the council of which all of the members are board members.
- Note: Clause 5.33 reflects section 376(1) of the Act.**
- 5.34 The CEO is entitled to attend a meeting of any other committee of the council and may, if a member of the committee, exercise a vote.
- Note: Clause 5.34 reflects section 376(2) of the Act.**
- 5.35 The CEO may be excluded from a meeting of the Board or a committee while the Board or committee deals with a matter relating to the standard of performance of the CEO or the terms of employment of the CEO
- Note: Clause 5.35 reflects section 376(3) of the Act.**
- 5.36 The attendance of other council staff at a meeting, (other than as members of the public) shall be with the approval of the CEO.

- 5.37 The CEO and other council staff may attend meetings of the Board and committees of the council by audio-visual link. Attendance by council staff at meetings by audio-visual link (other than as members of the public) shall be with the approval of the CEO.

6. The chairperson

The chairperson at meetings

- 6.1 The chairperson, or at the request of or in the absence of the chairperson, the deputy chairperson (if any) presides at meetings of the Board.

Note: Clause 6.1 reflects section 369(1) of the Act.

- 6.2 If the chairperson and the deputy chairperson (if any) are absent, a member elected to chair the meeting by the members present presides at a meeting of the Board.

Note: Clause 6.2 reflects section 369(2) of the Act.

Election of the chairperson in the absence of the chairperson and deputy chairperson

- 6.3 If no chairperson is present at a meeting of the Board at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.
- 6.4 The election of a chairperson must be conducted:
- (a) by the CEO or, in their absence, an employee of the council designated by the CEO to conduct the election, or
 - (b) by the person who called the meeting or a person acting on their behalf if neither the CEO nor a designated employee is present at the meeting, or if there is no CEO or designated employee.
- 6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.
- 6.6 For the purposes of clause 6.5, the person conducting the election must:
- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
 - (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.
- 6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.
- 6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

- 6.9 When the chairperson rises or speaks during a meeting of the Board:
- (a) any board member then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and
 - (b) every member present must be silent to enable the chairperson to be heard without interruption.

7. Order of business for ordinary board meetings

- 7.1 The general order of business for an ordinary meeting of the Board shall be:
- 01 Opening meeting
 - 02 Acknowledgement of country
 - 03 Apologies and applications for a leave of absence or attendance by audio visual link by board members
 - 04 Confirmation of minutes
 - 05 Disclosures of interests
 - 06 Chairperson minute(s)
 - 07 Reports of committees
 - 08 Reports to the board
 - 09 Notices of motions/Questions with notice
 - 10 Confidential matters
 - 11 Conclusion of the meeting
- 7.2 The order of business as fixed under clause 7.1 may be altered for a particular meeting of the Board if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.
- Note: Part 12 allows the board to deal with items of business by exception.**
- 7.3 Despite clauses 9.20 – 9.30, only the mover of a motion referred to in clause 7.2 may speak to the motion before it is put.

8. Consideration of business at board meetings

Business that can be dealt with at a board meeting

- 8.1 The Board must not consider business at a meeting of the Board:
- (a) unless a board member has given notice of the business, as required by clause 3.10, and

- (b) unless notice of the business has been sent to the members in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.
- 8.2 Clause 8.1 does not apply to the consideration of business at a meeting, if the business:
 - (a) is already before, or directly relates to, a matter that is already before the Board, or
 - (b) is the election of a chairperson to preside at the meeting, or
 - (c) subject to clause 8.9, is a matter or topic put to the meeting by way of a chairperson minute, or
 - (d) is a motion for the adoption of recommendations of a committee, including, but not limited to, a committee of the council.
- 8.3 Despite clause 8.1, business may be considered at a meeting of the Board even though due notice of the business has not been given to the members if:
 - (a) a motion is passed to have the business considered at the meeting, and
 - (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the Board before the next scheduled ordinary meeting of the board.
- 8.4 A motion moved under clause 8.3(a) can be moved without notice. Despite clauses 9.20–9.30, only the mover of a motion referred to in clause 8.3(a) can speak to the motion before it is put.
- 8.5 A motion of dissent cannot be moved against a ruling by the chairperson under clause 8.3(b).

Chairperson minutes

- 8.6 A chairperson's minute, when put to a meeting, takes precedence over all business on the Board's agenda for the meeting.
- 8.7 A recommendation made in a chairperson minute put by the chairperson is, so far as it is adopted by the Board, a resolution of the Board.
- 8.8 A chairperson's minute must not be used to put without notice matters that are routine and not urgent, or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by the Board before the next scheduled ordinary meeting of the Board
- 8.9 Where a chairperson's minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the chairperson minute does not identify a funding source, the Board must defer consideration of the matter, pending a report from the CEO on the availability of funds for implementing the recommendation if adopted.

Staff reports

- 8.10 A recommendation made in a staff report is, so far as it is adopted by the Board a resolution of the Board.

Reports of committees of council

- 8.11 The recommendations of a committee of the council are, so far as they are adopted by the Board, resolutions of the Board
- 8.12 If in a report of a committee of the council distinct recommendations are made, the Board may make separate decisions on each recommendation.

Questions

- 8.13 A question must not be asked at a meeting of the Board unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.14.
- 8.14 A board member may, through the chairperson, put a question to another member about a matter on the agenda.
- 8.15 A board member may, through the CEO, put a question to a council employee about a matter on the agenda. Council employees are only obliged to answer a question put to them through the CEO at the direction of the CEO.
- 8.16 A board member or council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to documents. Where a board member or council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the board
- 8.17 Board members must put questions directly, succinctly, respectfully and without argument.
- 8.18 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a board member or council employee.

9. Rules of debate

Motions to be seconded

- 9.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of motion

- 9.2 A board member who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 9.3 If a board member who has submitted a notice of motion under clause 3.10 wishes to withdraw it after the agenda and business paper for the meeting at which it is to be considered have been sent to members, the member may request the withdrawal of the motion when it is before the Board.
- 9.4 In the absence of a board member who has placed a notice of motion on the agenda for a meeting of the Board:
- (a) any other member may, with the leave of the chairperson, move the motion at the meeting, or
 - (b) the chairperson may defer consideration of the motion until the next meeting of the Board.

Chairperson's duties with respect to motions

- 9.5 It is the duty of the chairperson at a meeting of the board to receive and put to the meeting any lawful motion that is brought before the meeting.
- 9.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 9.7 Before ruling out of order a motion or an amendment to a motion under clause 9.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.
- 9.8 Any motion, amendment or other matter that the chairperson has ruled out of order is taken to have been lost.

Motions requiring the expenditure of funds

- 9.9 A motion or an amendment to a motion which if passed would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the motion. If the motion does not identify a funding source, the Board must defer consideration of the matter, pending a report from the CEO on the availability of funds for implementing the motion if adopted.

Amendments to motions

- 9.10 An amendment to a motion must be moved and seconded before it can be debated.
- 9.11 An amendment to a motion must relate to the matter being dealt with in the original motion before the Board and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the

original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.

- 9.12 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 9.13 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before the Board at any one time.
- 9.14 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 9.15 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.
- 9.16 An amendment may become the motion without debate or a vote where it is accepted by the member who moved the original motion.

Foreshadowed motions

- 9.17 A board member may propose a foreshadowed motion in relation to the matter the subject of the original motion before the Board, without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded. If the original motion is carried, the foreshadowed motion lapses.
- 9.18 Where an amendment has been moved and seconded, a board member may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before the Board at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.
- 9.19 Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.

Limitations on the number and duration of speeches

- 9.20 A board member who, during a debate at a meeting of the board, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.

- 9.21 A board member, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 9.22 A board member must not, without the consent of the Board, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.
- 9.23 Despite clause 9.22, the chairperson may permit a board member who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the member to make a statement limited to explaining the misrepresentation or misunderstanding.
- 9.24 Despite clause 9.22, the Board may resolve to shorten the duration of speeches to expedite the consideration of business at a meeting.
- 9.25 Despite clauses 9.20 and 9.21, a board member may move that a motion or an amendment be now put:
- (a) if the mover of the motion or amendment has spoken in favour of it and no member expresses an intention to speak against it, or
 - (b) if at least two (2) members have spoken in favour of the motion or amendment and at least two (2) members have spoken against it.
- 9.26 The chairperson must immediately put to the vote, without debate, a motion moved under clause 9.25. A seconder is not required for such a motion.
- 9.27 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 9.20.
- 9.28 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.
- 9.29 All board members must be heard without interruption and all other members must, unless otherwise permitted under this code, remain silent while another member is speaking.
- 9.30 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.

10. Voting

Voting entitlements of board members

- 10.1 Each board member is entitled to one (1) vote.

Note: Clause 10.1 reflects section 370(1) of the Act.

- 10.2 The person presiding at a meeting of the Board has, in the event of an equality of votes, a second or casting vote.

Note: Clause 11.2 reflects section 370(2) of the Act.

- 10.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

Voting at board meetings

- 10.4 A board member who is present at a meeting of the board but who fails to vote on a motion put to the meeting is taken to have voted against the motion.
- 10.5 If a board member who has voted against a motion put at a board meeting so requests, the CEO must ensure that the member's dissenting vote is recorded in the council's minutes
- 10.6 The decision of the chairperson as the result of a vote is final unless the decision is immediately challenged and not fewer than two (2) board members rise and call for a division.
- 10.7 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The CEO must ensure that the names of those who vote for the motion and those who vote against it are recorded in the Board's minutes for the meeting.
- 10.8 When a division on a motion is called, any board member who fails to vote will be recorded as having voted against the motion in accordance with clause 10.4 of this code.
- 10.9 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the Board may resolve that the voting in any election by members for chairperson or deputy chairperson is to be by secret ballot.
- 10.10 All voting at board meetings, (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of members who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.

11. Committee of the whole

- 11.1 The Board may resolve itself into a committee to consider any matter before the Board.

Note: Clause 11.1 reflects section 373 of the Act.

- 11.2 All the provisions of this code relating to meetings of the Board, so far as they are applicable, extend to and govern the proceedings of the Board when in committee of the whole, except the provisions limiting the number and duration of speeches.

Note: Clauses 9.20–9.30 limit the number and duration of speeches.

- 11.3 The CEO or, in the absence of the CEO, an employee of the council designated by the CEO, is responsible for reporting to the Board the proceedings of the committee of the whole. It is not necessary to report the proceedings in full but any recommendations of the committee must be reported.
- 11.4 The Board must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the Board's minutes. However, the Board is not taken to have adopted the report until a motion for adoption has been made and passed.

12. Dealing with items by exception

- 12.1 The Board or a committee of council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution.
- 12.2 Before the Board or committee resolves to adopt multiple items of business on the agenda together under clause 12.1, the chairperson must list the items of business to be adopted and ask board members to identify any individual items of business listed by the chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on, or ask questions of management.
- 12.3 The Board or committee must not resolve to adopt any item of business under clause 12.1 that a board member has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.
- 12.4 Where the consideration of multiple items of business together under clause 12.1 involves a variation to the order of business for the meeting, the Board or committee must resolve to alter the order of business in accordance with clause 8.3.
- 12.5 A motion to adopt multiple items of business together under clause 12.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.
- 12.6 Items of business adopted under clause 12.1 are to be taken to have been adopted unanimously.
- 12.7 Board members must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 12.1 in accordance with the requirements of the council's Code of Conduct.

13. Closure of board meetings to the public

Grounds on which meetings can be closed to the public

- 13.1 The Board or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:

- (a) personnel matters concerning particular individuals (other than board members),
- (b) the personal hardship of any resident or ratepayer,
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
- (d) commercial information of a confidential nature that would, if disclosed:
 - (i) prejudice the commercial position of the person who supplied it, or
 - (ii) confer a commercial advantage on a competitor of the council, or
 - (iii) reveal a trade secret,
- (e) information that would, if disclosed, prejudice the maintenance of law,
- (f) matters affecting the security of the council, board members, council staff or council property,
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
- (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
- (i) alleged contraventions of the council's Code of Conduct.

Note: Clause 13.1 reflects section 10A(1) and (2) of the Act.

- 13.2 The board or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

Note: Clause 13.2 reflects section 10A(3) of the Act.

Matters to be considered when closing meetings to the public

- 13.3 A meeting is not to remain closed during the discussion of anything referred to in clause 13.1:

- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
- (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the Board or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

Note: Clause 13.3 reflects section 10B(1) of the Act.

- 13.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 13.1(g) unless the advice concerns legal matters that:

- (a) are substantial issues relating to a matter in which the Board or committee is involved, and

- (b) are clearly identified in the advice, and
- (c) are fully discussed in that advice.

Note: Clause 13.4 reflects section 10B(2) of the Act.

- 13.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 13.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 13.1.

Note: Clause 13.5 reflects section 10B(3) of the Act.

- 13.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:
- (a) a person may misinterpret or misunderstand the discussion, or
 - (b) the discussion of the matter may:
 - (i) cause embarrassment to the Board or committee concerned, or to board members or to employees of the council, or
 - (ii) cause a loss of confidence in the Board or committee.

Note: Clause 13.6 reflects section 10B(4) of the Act.

- 13.7 In deciding whether part of a meeting is to be closed to the public, the Board or committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

Note: Clause 13.7 reflects section 10B(5) of the Act.

Notice of likelihood of closure not required in urgent cases

- 13.8 Part of a meeting of the Board, or of a committee of the council, may be closed to the public while the Board or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed, but only if:
- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 13.1, and
 - (b) the Board or committee, after considering any representations made under clause 13.9, resolves that further discussion of the matter:
 - (i) should not be deferred (because of the urgency of the matter), and
 - (ii) should take place in a part of the meeting that is closed to the public.

Note: Clause 13.8 reflects section 10C of the Act.

Representations by members of the public

- 13.9 The Board, or a committee of the council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

Note: Clause 13.9 reflects section 10A(4) of the Act.

- 13.10 A representation under clause 13.9 is to be made after the motion to close the part of the meeting is moved and seconded.
- 13.11 Where the matter has been identified in the agenda of the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 13.9, members of the public must first make an application to the council in the approved form. Applications must be received by midday of the Monday preceding the Board meeting before the meeting at which the matter is to be considered.
- 13.12 The CEO (or their delegate) may refuse an application made under clause 13.11. The CEO or their delegate must give reasons in writing for a decision to refuse an application.
- 13.13 No more than four (4) speakers are to be permitted to make representations under clause 13.9.
- 13.14 If more than the permitted number of speakers apply to make representations under clause 13.9, the CEO or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the board. If the speakers are not able to agree on whom to nominate to make representations under clause 13.9, the CEO or their delegate is to determine who will make representations to the board.
- 13.15 The CEO (or their delegate) is to determine the order of speakers.
- 13.16 Where the Board or a committee of the council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 13.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than four (4) speakers to make representations in such order as determined by the chairperson.
- 13.17 Each speaker will be allowed three (3) minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers must confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

Expulsion of non-members from meetings closed to the public

- 13.18 If a meeting or part of a meeting of the Board or a committee of the council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a board member and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 13.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

Obligation of board members attending meetings by audio-visual links

- 13.20 Board members attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

Information to be disclosed in resolutions closing meetings to the public

- 13.21 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:
- (a) the relevant provision of section 10A(2) of the Act,
 - (b) the matter that is to be discussed during the closed part of the meeting,
 - (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

Note: Clause 13.21 reflects section 10D of the Act.

Resolutions passed at closed meetings to be made public

- 13.22 If the Board passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.
- 13.23 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 13.22 during a part of the meeting that is webcast.

14. Keeping order at meetings

Points of order

- 14.1 A board member may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.
- 14.2 A point of order cannot be made with respect to adherence to the principles contained in clause 2.1.
- 14.3 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the board member raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

- 14.4 The chairperson, without the intervention of any other board member, may call any member to order whenever, in the opinion of the chairperson, it is necessary to do so.
- 14.5 A board member who claims that another member has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.
- 14.6 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the Board.
- 14.7 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

- 14.8 A board member can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 14.9 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.
- 14.10 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

- 14.11 A board member commits an act of disorder if the member, at a meeting of the Board or a committee of the council:

- (a) contravenes the Act or any regulation in force under the Act, the Regulation or this code, or
- (b) assaults or threatens to assault another board member or person present at the meeting, or
- (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the board or the committee, or addresses or attempts to address the board or the committee on such a motion, amendment or matter, or
- (d) insults, makes unfavourable personal remarks about, or imputes improper motives to any other council official, or alleges a breach of the council's Code of Conduct, or
- (e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the Board or the committee into disrepute.

Note: Clause 15.11 reflects section 182 of the Regulation

14.12 The chairperson may require a board member:

- (a) to apologise without reservation for an act of disorder referred to in clauses 14.11(a), (b), or (e), or
- (b) to withdraw a motion or an amendment referred to in clause 15.11(c) and, where appropriate, to apologise without reservation, or
- (c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 15.11(d) and (e).

Note: Clause 14.12 reflects section 233 of the Regulation

How disorder at a meeting may be dealt with

14.13 If disorder occurs at a meeting of the Board, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The Board, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of board members.

Expulsion from meetings

14.14 All chairpersons of meetings of the Board and committees of the council are authorised under this code to expel any person including any board member, from a board or committee meeting, for the purposes of section 10(2)(b) of the Act.

14.15 Clause 14.14, does not limit the ability of the Board or a committee of the council to resolve to expel a person, including a board member, from a board or committee meeting, under section 10(2)(a) of the Act.

- 14.16 A board member may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the Board for having failed to comply with a requirement under clause 14.12. The expulsion of a board member from the meeting for that reason does not prevent any other action from being taken against the board member for the act of disorder concerned.

Note: Clause 15.16 reflects section 233(2) of the Regulation

- 14.17 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the Board for engaging in or having engaged in disorderly conduct at the meeting.
- 14.18 Where a board member or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.
- 14.19 If a board member or a member of the public fails to leave the place where a meeting of the Board is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the board member or member of the public from that place and, if necessary, restrain the board member or member of the public from re-entering that place for the remainder of the meeting.

How disorder by board members attending meetings by audio-visual link may be dealt with

- 14.20 Where a board member is attending a meeting by audio-visual link, the chairperson or a person authorised by the chairperson may mute the board member's audio-link to the meeting for the purposes of enforcing compliance with the code.
- 14.21 If a board member attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the chairperson of the meeting or a person authorised by the chairperson, may terminate the board member's audio-visual link to the meeting.

Use of mobile phones and the unauthorised recording of meetings

- 14.22 Board members, council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the Board and committees of the council.
- 14.23 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the Board or a committee of the council without the prior authorisation of the Board or the committee.
- 14.24 Without limiting clause 15.17, a contravention of clause 15.23 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.17. Any person who contravenes or attempts to contravene clause 14.23, may be expelled from the meeting as provided for under section 10(2) of the Act.

14. 25 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

15. Conflicts of interest

- 15.1 All board members and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of the Board and committees of the council in accordance with the council's Code of Conduct. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.
- 15.2 Board members attending a meeting by audio-visual link must declare and manage any conflicts of interest they may have in matters being considered at the meeting in accordance with the council's Code of Conduct. Where a board member has declared a pecuniary or significant non-pecuniary conflict of interest in a matter being discussed at the meeting, the board member's audio-visual link to the meeting must be suspended or terminated and the Board member must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the Board or committee, or at any time during which the Board or committee is voting on the matter.

16. Decisions of the board

Board decisions

- 16.1 A decision supported by a majority of the votes at a meeting of the Board at which a quorum is present is a decision of the board.

Note: Clause 16.1 reflects section 371 of the Act.

- 16.2 Decisions made by the board must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or altering board decisions

- 16.3 A resolution passed by the Board may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.10.

Note: Clause 16.3 reflects section 372(1) of the Act.

- 16.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

Note: Clause 16.4 reflects section 372(2) of the Act.

- 16.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.10.

Note: Clause 16.5 reflects section 372(3) of the Act.

- 16.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) board members if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

Note: Clause 16.6 reflects section 372(4) of the Act.

- 16.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

Note: Clause 16.7 reflects section 372(5) of the Act.

- 16.8 The provisions of clauses 16.5–16.7 concerning lost motions do not apply to motions of adjournment.

Note: Clause 16.8 reflects section 372(7) of the Act.

- 16.9 A notice of motion submitted in accordance with clause 16.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.

- 16.10 A motion to alter or rescind a resolution of the Board may be moved on the report of a committee of the council and any such report must be recorded in the minutes of the meeting of the Board.

Note: Clause 16.10 reflects section 372(6) of the Act.

- 16.11 Subject to clause 16.7, in cases of urgency, a motion to alter or rescind a resolution of the Board may be moved at the same meeting at which the resolution was adopted, where:

- (a) a notice of motion signed by three(3) board members is submitted to the chairperson, and
- (b) a motion to have the motion considered at the meeting is passed, and
- (c) the chairperson rules the business that is the subject of the motion is of great urgency on the grounds that it requires a decision by the Board before the next scheduled ordinary meeting of the Board.

- 16.12 A motion moved under clause 16.11(b) can be moved without notice. Despite clauses 9.20–9.30, only the mover of a motion referred to in clause 16.11(b) can speak to the motion before it is put.
- 16.13 A motion of dissent cannot be moved against a ruling by the chairperson under clause 16.11(c).

Recommitting resolutions to correct an error

- 16.14 Despite the provisions of this Part, a board member may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:
- (a) to correct any error, ambiguity or imprecision in the Board's resolution, or
 - (b) to confirm the voting on the resolution.
- 16.15 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 16.14(a), the board member is to propose alternative wording for the resolution.
- 16.16 The chairperson must not grant leave to recommit a resolution for the purposes of clause 16.14(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.
- 16.17 A motion moved under clause 16.14 can be moved without notice. Despite clauses 9.20–9.30, only the mover of a motion referred to in clause 16.14 can speak to the motion before it is put.
- 16.18 A motion of dissent cannot be moved against a ruling by the chairperson under clause 16.14.
- 16.19 A motion moved under clause 16.14 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

17. After the meeting

Minutes of meetings

- 17.1 The council is to keep full and accurate minutes of the proceedings of meetings of the Board.

Note: Clause 17.1 reflects section 375(1) of the Act.

- 17.2 At a minimum, the CEO must ensure that the following matters are recorded in the Board's minutes:
- (a) the names of board members attending a board meeting, and whether they attended the meeting in person or by audio-visual link
 - (b) details of each motion moved at a board meeting and of any amendments moved to it,

- (c) the names of the mover and seconder of the motion or amendment,
- (d) whether the motion or amendment was passed or lost, and
- (e) such other matters specifically required under this code.

17.3 The minutes of a board meeting must be confirmed at a subsequent meeting of the Board.

Note: Clause 17.3 reflects section 375(2) of the Act.

17.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

17.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

Note: Clause 17.5 reflects section 375(2) of the Act.

17.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

17.7 The confirmed minutes of a board meeting must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

17.8 The Board and committees of the council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

Note: Clause 17.8 reflects section 11(1) of the Act.

17.9 Clause 17.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

Note: Clause 17.9 reflects section 11(2) of the Act.

17.10 Clause 17.8 does not apply if the Board or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

Note: Clause 17.10 reflects section 11(3) of the Act.

17.11 Correspondence or reports to which clauses 17.9 and 17.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the council

17.12 The CEO is to implement, without undue delay, lawful decisions of the Board.

Note: Clause 17.12 reflects section 335(b) of the Act.

18. Council committees (sec 20 in model code)

Application of this Part

18.1 This Part only applies to committees of the council whose members are all board members.

Council committees whose members are all board members

18.2 The Board may, by resolution, establish such committees as it considers necessary.

18.3 A committee of the council is to consist of the chairperson and such other board members as are elected by the members or appointed by the Board

18.4 The quorum for a meeting of a committee of the council is to be:

- (a) such number of board members as the board decides, or
- (b) if the Board has not decided a number – a majority of the board members of the committee.

Functions of committees

18.5 The Board must specify the functions of each of its committees when the committee is established, but may from time to time amend those functions.

Notice of committee meetings

18.6 The CEO must send to each board member, regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:

- (a) the time, date and place of the meeting, and
- (b) the business proposed to be considered at the meeting.

18.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

Attendance at committee meetings

18.8 A committee member (other than the chairperson) ceases to be a member of a committee if the committee member:

- (a) has been absent from three (3) consecutive meetings of the committee without having given reasons acceptable to the committee for the member's absences, or

- (b) has been absent from at least half of the meetings of the committee held during the immediately preceding year without having given to the committee acceptable reasons for the member's absences.

18.9 Clause 18.8 does not apply if all of the members of the Board are members of the committee.

Non-members entitled to attend committee meetings

18.10 A board member who is not a member of a committee of the council is entitled to attend, and to speak at a meeting of the committee. However, the Board member is not entitled:

- (a) to give notice of business for inclusion in the agenda for the meeting, or
- (b) to move or second a motion at the meeting, or
- (c) to vote at the meeting.

Chairperson and deputy chairperson of council committees

18.11 The chairperson of each committee of the council must be:

- (a) the chairperson, or
- (b) if the chairperson does not wish to be the chairperson of a committee, a member of the committee elected by the Board, or
- (c) if the Board does not elect such a member, a member of the committee elected by the committee.

18.12 The Board may elect a member of a committee of the council as deputy chairperson of the committee. If the Board does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.

18.13 If neither the chairperson nor the deputy chairperson of a committee of the council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.

18.14 The chairperson is to preside at a meeting of a committee of the council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

Procedure in committee meetings

18.15 Subject to any specific requirements of this code, each committee of the council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the council unless the Board or the committee determines otherwise in accordance with this clause.

- 18.16 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless the board or the committee determines otherwise in accordance with clause 20.15.
- 18.17 Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Closure of committee meetings to the public

- 18.18 The provisions of the Act and Part 13 of this code apply to the closure of meetings of committees of the council to the public in the same way they apply to the closure of meetings of the Board to the public.
- 18.19 If a committee of the council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of the Board. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.
- 18.20 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 18.19 during a part of the meeting that is webcast.

Disorder in committee meetings

- 18.21 The provisions of the Act and this code relating to the maintenance of order in board meetings apply to meetings of committees of the council in the same way as they apply to meetings of the board.

Minutes of council committee meetings

- 18.22 Each committee of the council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:
- (a) details of each motion moved at a meeting and of any amendments moved to it,
 - (b) the names of the mover and seconder of the motion or amendment,
 - (c) whether the motion or amendment was passed or lost, and
 - (d) such other matters specifically required under this code.
- 18.23 All voting at meetings of committees of the council (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of board members who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.

- 18.24 The minutes of meetings of each committee of the council must be confirmed at a subsequent meeting of the committee.
- 18.25 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 18.26 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.
- 18.27 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 18.28 The confirmed minutes of a meeting of a committee of the council must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of meetings of committees of the council on its website prior to their confirmation.

19. Irregularities

- 19.1 Proceedings at a meeting of the Board or a council committee are not invalidated because of:
 - (a) a vacancy in a civic office, or
 - (b) a failure to give notice of the meeting to any board member or committee member, or
 - (c) any defect in the election or appointment of a board member or committee member, or
 - (d) a failure of a board member or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a board or committee meeting in accordance with the council's code of conduct, or
 - (e) a failure to comply with this code.

Note: Clause 19.1 reflects section 374 of the Act

20. Definitions

the Act	the <i>Local Government Act 1993</i>
act of disorder	an act of disorder as defined in clause 14.11 of this code
amendment	In relation to an original motion, means a motion moving an amendment to that motion
audio recorder	Any device capable of recording speech
audio-visual link	Means a facility that enables audio and visual communication between persons at different places
business day	any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	In relation to a meeting of the board – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 17.11 of this code
this code	the council's adopted <i>Code of Meeting Practice</i>
committee of the council	a committee established by the board in accordance with clause 18.2 of this code (being a committee consisting only of board members) or the board when it has resolved itself into committee-of-the-whole under clause 11.1
council official	Has the same meaning it has in the <i>Model Code of Conduct for Local Councils in NSW</i>
day	calendar day
division	a request by two members under clause 10.7 of this code requiring the recording of the names of the members who voted both for and against a motion
foreshadowed amendment	a proposed amendment foreshadowed by a board member under clause 9.18 of this code during debate on the first amendment
foreshadowed motion	a motion foreshadowed by a board member under clause 9.17 of this code during debate on an original motion
open voting	voting on the voices or by a show of hands or by a visible electronic voting system or similar means

planning decision	a decision made in the exercise of a function of a council under the <i>Environmental Planning and Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act
performance improvement order	an order issued under section 438A of the Act
quorum	the minimum number of board members or committee members necessary to conduct a meeting
the Regulation	the <i>Local Government (General) Regulation 2021</i>
webcast	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later time
year	the period beginning 1 July and ending the following 30 June

21. Policy details

Policy number	Policy 1.02
Responsible area	Chief Executive Office
Approved by	Riverina Water Board – Res 22/087
Approval date	22 June 2022
Legislation or related strategy	Local Government Act 1993 Model Code of Conduct 2018 Procedures for the Administration of the Code of Conduct 2018
Documents associated with this policy	Policy 1.6 Conflict of Interest Policy 1.3 Good Governance Policy 1.14 Fraud & Corruption Prevention Policy 1.28 Related Parties Disclosure
Policy history	Amended 26 Aug 2020 (Res 20/081) 26 June 2019 Resolution No 19/86 Replaces Code of Meeting Practice 2017 Res 17/136

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

R17 Regional Banking Investment Alliance (RBIA)

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary The CEO of Regional Australia Bank recently made a presentation at a meeting of REROC regarding a recently launched campaign to keep regional bank branches open. Following the meeting, the Regional Banking Investment Alliance has written to the member Councils of REROC seeking they endorse and participate in the campaign

RECOMMENDATION that Council:

1. Formally endorse the *Obligation on banks to fund face-to-face banking in regional Australia* campaign led by the Regional Banking Investment Alliance and include the Riverina Water logo on RBIA materials.
2. Advocate to the Commonwealth Government to legislate a cost sharing model for banks to fund regional face-to-face banking services.
3. Continue to leverage Riverina Water's existing advocacy platforms to amplify the campaign.

Report

Since 2017, over 870 bank branches have closed in regional and remote Australia. Despite numerous inquiries and recommendations, including the appointment of a Regional Banking Taskforce, there is currently no support to help regional banks provide essential services to people in regional, rural and remote communities.

Small regional banks are increasingly being used as de facto branches for the majors in a process known as "pass-through banking", where small banks carry the costs of providing face-to-face banking services but receive none of the commercial benefits with home loans and deposits being held by larger or digital banks. Regional banks are also subject to higher costs for cash-in-transit services due to their location.

A moratorium on regional bank closures was announced in 2025 by the Treasurer and the Big 4 banks, which is set to expire in 2027. The moratorium does not affect any other banks, nor does it apply to opening hours. Bank@Post offers very limited services compared to a bank branch with properly trained staff.

In 2024, Treasury began proposing the concept of a community service obligation on banks.

The Regional Banking Investment is made up of 24 regional banks and a number of supporter organisations. They have taken Treasury's proposal and developed it into a community service obligation cost sharing model for banks.

The model would be used to provide a direct contribution to any bank which maintains or expands regional bank branches. It would ensure ongoing support to preserve the financial viability of existing branches and incentivise banks to invest in new ones.

This report proposes that Riverina Water support our constituent Councils and communities by formally endorsing the *Community Service Obligation on banks to fund face-to-face banking in regional Australia* campaign led by the Regional Banking Investment Alliance and advocate for a cost-sharing model to keep face-to-face branch services open in regional, rural and remote communities.

The model is 100% funded by banks with no taxpayer funds required.

Mechanics of the model

The model would be used to help fund trained staff in work in face-to-face banking roles in regional and remote Australia.

It would apply only to banks that provide trained face-to-face core retail banking services, including cash management.

The CSO would cover about 32% of the average cost of running a regional bank branch, equivalent to three FTE staff. Across the industry this would amount to around \$153 million, or 0.17% of the total operating income of the major banks.

The advantage of an FTE base for a subsidy is that it scales according to the level of service provided. If a bank branch is open for five days of the week, then it is providing a better service than one opening just three days – all else being equal. FTE numbers will reflect this longer opening time.

It is also proposed that the base FTE costs is adjusted annually by a suitable wage price index.

Similar schemes

Other essential services in Australia are legislated in a similar way to the Community Service Obligation proposed by the Regional Banking Investment Alliance.

- A Universal Service Obligation already exists in telecommunications to ensure that Standard Telephone Services and public payphones are made reasonably accessible to all Australians on an equitable basis, requiring the primary universal service provider.
- A Community Service Obligation funding pool was established by the Federal Government in 2006 to ensure that arrangements are in place to provide all Australians with ongoing and timely access to all PBS medicines, through community pharmacies.
- The Risk Equalisation (RE) Scheme is a financial transfer mechanism administered by the Australian Prudential Regulation Authority (APRA) under the Private Health Insurance Act 2007. It operates as a zero-sum pool, redistributing money among private health insurers (PHIs) to support the sustainability and fairness of Australia's private health insurance system.

Importance to regional/remote communities

Keeping business local - When a local bank branch closes, customers are compelled to travel elsewhere for their banking needs, reducing foot traffic and transactions at other local shops and businesses. While this shift may benefit larger regional centres, it negatively impacts smaller ones.

Security - Another significant issue arising from increased travel distances and reduced access to banking services is the heightened financial and physical risk associated with individuals and businesses needing to retain larger cash holdings for extended periods. Given there is a cash mandate on grocery and fuel retailers, security risks become even greater for these business types when local branches are closed.

Community support – Many community groups rely on their local banks for sponsorships and support for local events, sporting groups and community projects. Local banks are part of their local communities and want to contribute to the prosperity of the community in which they live.

Employment – Local bank branches provide flexible, skilled jobs in regional and remote communities encouraging young people to stay in their local community and attracting new families to regional towns.

Local context – Local bank branches understand their community, its economics and the people in it. This understanding is added to metrics to help inform and work with members of their community. This can also aid in detecting financial abuse, scams and fraud.

Digital disadvantage, outages and natural disasters – Rates of digital exclusion are higher in regional areas, as are outages and spotty network coverage. Regional areas also suffer from more natural disasters. Face-to-face cash services are a necessity for these communities.

Conclusion

The banking system provides essential services that underpin a market-based economy, and these services must be universally accessible.

Regional communities contribute to Australia's prosperity, and the highly profitable banks who owe their success to regional communities should be obligated to service them.

Supporting the *Obligation on banks to fund face-to-face banking in regional Australia* acknowledges the importance of face-to-face banking services as part of the main street businesses in towns throughout the country.

If regional Australia is expected to grow, produce and sustain, then face-to-face banking services need to be maintained and supporting this campaign puts that expectation where it belongs, on the banks themselves.

- › **R17.1** **RBIA CSO - Introduction and background** [↓](#)
- › **R17.2** **RBIA CSO - Policy Outline** [↓](#)

Strategic Alignment

Our Operations

Proactively manage risks and opportunities

Financial Implications

Not applicable

Workforce Implications

Not applicable

Risk Considerations

Financial	
Medium	Investments - Riverina Water has a medium appetite for financial investment to maximise growth.

Risk Alignment

There are no inherent risks associated with Riverina Water supporting this campaign.



Community Service Obligation for Face-To-Face Regional Bank Branches

Discussion Paper – Introduction

(prepared by Nick Hossack from Benchmark Analytics)

The closure of regional and remote bank branches across Australia is a significant issue affecting many communities. Data from the Australian Prudential Regulation Authority (APRA) highlights the scale of this decline, with over 2,489 branches closing nationally from 2017 to June 2024.

These closures impact regional areas, and can result in limited access to essential complex bank services from trained staff, inconvenience for customers, higher cash handling security risks, less competition, and loss of local employment opportunities. A bank branch closure can contribute to an adverse downward economic cycle for a community.

In a survey undertaken in December 2024, it was found, for example, that 98% of surveyed people agreed that a branch from an accredited bank was needed to provide them with ‘overall security and protection’. (Evans, 2024, p. 11).

Regional Australia contributes significantly to the Australian economy. Branch closures in regional areas are examples of market failure where the value of those branches is not adequately reflected in the cost/benefit analysis decision to close them. This underscores the need for government to consider a form of Community Service Obligation (CSO). Bank branches provide an essential service, so there is a strong case to ensure that an adequate network is maintained into the future, similar to service standard obligations operating in telecommunications and pharmacy.

(This report supplements other policy work undertaken to address regional branch closures. According to an Australian Financial Review (AFR) report, Commonwealth Treasury has also developed a subsidy model to address regional branch closures. It is understood this model has not yet been adopted due to concerns around design complexity.)

Facts about regional branch closures

Trends in branch numbers and other banking infrastructure are available through the annual Points of Presence (POP) statistics published by the Australian Prudential Regulation Authority (APRA).

The statistics detail location information for five types of service channels: a branch level of service, other face-to-face points of presence, Bank@Post, automatic teller machines (ATMs), and electronic funds transfer at point of sale (EFTPOS) machines.

Location information is then classified according to a remoteness criterion, as defined in the Australian Statistical Geography Standard (ASGS). (Australian Bureau of Statistics, 2021).

Trends in branch closures were widely catalogued and discussed as part of a Senate inquiry undertaken by the Rural and Regional Affairs and Transport Committee (Senate Committee) which reported in May 2024.

Between 2017 and June 2025, Australia witnessed the closure of over 2,489 bank branches, amounting to a nearly 44 per cent reduction in metropolitan areas and a 36 per cent reduction in regional areas. (APRA, 2025). In evidence to the Senate Committee, financial analyst Martin North noted that:

- 141 towns that once had one or more major banks now only have a franchise and/or mutual bank;
- 28 towns that once had one or more major banks now have only a minor corporate bank and, in a few cases, a community-funded option;
- 596 towns that once had one or more major banks have no form of bank at all; and
- 259 of the towns that have no banks at all have lost two or more big four banks. (Rural and Regional Affairs and Transport References Committee, May 2024, p. 6)

FIGURE 1

Bank branches in Australia

	June 2017	June 2025	Change	% Change
Major Cities of Australia	3,359	1,746	-1,613	-48.0%
Inner Regional Australia	1,305	828	-477	-36.6%
Outer Regional Australia	807	506	-301	-37.3%
Remote Australia	148	87	-61	-41.2%
Very Remote Australia	75	38	-37	-49.3%
Total	5,694	3,205	-2,489	-43.7%

Source: APRA Points of Presence, October 2025

Through the course of the Senate hearing, it was revealed the Australia and New Zealand Banking Group Limited (ANZ) had materially cut its branch network. ANZ now operates the smallest regional bank network in Australia, having closed 440 branches (71.5 per cent) and now has just 175 remaining open. (Rural and Regional Affairs and Transport References Committee, May 2024, p. 6).

In 2025 this trend continues with a number of banks, including BOQ and Bendigo, announcing branch closures in regional Australia.

Implications of branch closures

Growth & productivity opportunity perspective

It is important to approach the regional bank branch closure issue from a positive, growth and productivity perspective. While branch closures have negative impacts, bank branches are there to serve customers and therefore help communities grow. Regional Australia is currently in a renaissance, with low unemployment and an influx of young people moving to regions to access more affordable housing (Scully, 2024), and regional communities continue to make significant contributions to the broader Australian economy.

For many decades in Australia, the unemployment rates in areas outside the capital cities were typically higher. Data as of April 2025 shows that the rate of unemployment in regional Australia is 3.8%, compared to 4.1% for Australia overall.

Job vacancy data is also indicative of growth in regional Australia. In April of this year, there were registered 66,694 on online advertising job ads on employment websites. Of these, the top two occupations needing workers were (a) Professionals (26%) of the total, and (b) Technical and Trade Workers (16%). (Regional Australia Institute, 2025).

Bank branches are needed to contribute to this growth phase of regional areas. Regional areas need full-service banking facilities with trained staff for this growth, including bank branches, and not limited offerings such as those provided by Australia Post. Bank branches provide essential services and growth economies must have this basic infrastructure in place.

Regional areas account for Australia's two critical export earning industries, that of mining and agriculture. The wide range of subsidised services such as education, health and transport can only be provided due to industries located in regional areas. It is essential public policy reflect this fact and ensure essential services like bank branches are retained to ensure continuity of regional industries.

Inefficiency

The most immediate consequence of regional and remote branch closures is the inconvenience and inefficiency imposed upon individuals requiring in-person banking services. The Senate Committee's report extensively documents numerous cases illustrating the inefficiencies imposed on people when branches close.

For instance, customers of Westpac residing in Carnamah now face a 240 km round trip following the branch's closure to access branch-exclusive services. To do this, customers rely on a twice-weekly bus service from Carnamah to Moora—a journey that necessitates an overnight stay..." (Rural and Regional Affairs and Transport References Committee, May 2024, p. 47)

A Western Queensland Alliance of Councils survey, conducted across 22 councils, estimated the average round trip for communities without a bank branch is from four to twelve hours. (Rural and Regional Affairs and Transport References Committee, May 2024, p. 52)

The Senate Committee found that volunteer-run community organisations frequently encounter difficulties establishing and maintaining robust financial management practices without branches. A bank branch provides a secure and trusted meeting point where, for instance, volunteers can meet face-to-face with banking professionals to arrange critical financial tasks.

While banking services at Australia Post outlets are often suggested as an alternative, several essential services remain unavailable through these channels. Notably, customers are unable to open or close accounts, reset Personal Identification Numbers (PINs), set up new bank cards, or have suspicious transactions immediately investigated. While these functions may be available online, the reality is that many people only feel comfortable doing them in-person across a branch counter.

Security issues

A significant issue arising from increased travel distances and reduced access to banking services is the heightened financial and physical risk associated with individuals and businesses needing to retain larger cash holdings for extended periods. Criminal entities, including motorcycle gangs, possess sophisticated knowledge and operational capabilities, allowing them to exploit vulnerabilities created by branch closures.

Businesses reliant on regular cash transactions, such as pubs, cafes, and petrol stations, become particularly vulnerable. Where a branch access is inconvenient or unavailable, cash is either retained at the premises overnight or transported to residences by business owners. Mitigating these risks incurs higher cash-handling expenses.

The Senate Committee heard of a shop owner who, attempting to avoid an hour-long trip to a distant bank branch, kept a larger-than-usual cash float on site. Criminals clearly identified this vulnerability, and the business was subsequently cleaned out in a robbery. (Rural and Regional Affairs and Transport References Committee, May 2024, p. 53)

The lack of face-to-face banking facilities can expose older people, disabled people, and victims of domestic abuse to a greater risk of financial abuse.

From a security perspective, financial elder abuse cannot be identified online like it can be in face-to-face situations, and branches also play an important role in advice on scam prevention and recovery, as well as fraud.

Competition and customer value

While the immediate effects of declining bank branch networks involve inconvenience (efficiency losses) and heightened personal and financial risks, reduced branch availability also affects another critical public policy objective—competition.

Competition serves as the primary mechanism for safeguarding consumer interests in Australia by incentivising banks, to deliver high-value services. The proximity of alternative banking options, such as a competing branch, provides an incentive for better service and better value. Conversely, if a town is left with only a single bank or has just one distant branch, customers don't get the full benefit of competition.

Closures can also increase costs because services are no longer available. For example, the Senate Committee heard of a shop owner in Western Australia who reported, after a branch closure, a notable shift away from cash to electronic transactions. Because electronic transactions usually involve a merchant service fee, the business's higher payment processing costs cut the business' profits by approximately 10 per cent. (Rural and Regional Affairs and Transport References Committee, May 2024, p. 19)

The General Manager of the Bribie Island Bowls Club, told the Senate Committee that 'for the seven months to 1 April, for the financial year, [his] transaction fees were nearly \$19,000'. (Rural and Regional Affairs and Transport References Committee, May 2024, p. 30)

The reduction in cash usage in a town due to a branch closure may get financially worse for businesses if the Government proceeds to ban surcharging (RBA, 2025) of card transactions. This will remove the ability of merchants to offset the costs of accepting non-cash transactions.

Downward spiral risk

When a local bank branch closes, customers are compelled to travel elsewhere for their banking needs, reducing foot traffic and transactions at other local shops and businesses. Consumer spending migrating to larger towns is termed 'escape expenditure'. While this shift may benefit larger regional centres, it negatively impacts smaller ones.

The impact is especially hard on businesses providing groceries, cafés, farm equipment, and various smaller purchases. Customers find it more convenient to consolidate shopping and banking activities. (Rural and Regional Affairs and Transport References Committee, May 2024, p. 51)

Market failure – banking services are essential services

The issues outlined above can collectively be understood through the economic concept of market failure¹. When banks close branches, they impose considerable costs on communities—costs that are typically overlooked or inadequately accounted for by bank headquarters in the cost/benefit analysis of branch closures.

Bank branch services represent an essential service to a community but, from a bank's perspective, it is just a component of their business. Because banks do not have the perspective of their products as essential services, inevitably they will not consider the full range of costs and benefits in making branch closure decisions.

However, due to the essential nature of bank services, the Australian taxpayer supports² the maintenance of banking services. This is most clearly shown with the designation of Australia's four major bank as being 'too big to fail' or, in bureaucratic jargon, being 'domestically systemically important'. (APRA, 2013)

This designation effectively means banks are protected from failure, which affords very strong competitive advantages to them. For example, they can raise deposits more cheaply and they achieve an enhancement of their credit ratings by two notches³, reducing the cost of wholesale debt (King, Abramson, & Harris, 29 June 2018, p. 184). It follows logically that with this level of support, in addition to banks providing an essential service, the major banks have an obligation to all taxpayers (including regionally based taxpayers) and community members to maintain accessible and affordable services.

¹ A market failure is an adverse outcome in which the forces of supply and demand fail to achieve balance, leading to an inefficient distribution of goods and services in the free market.

The theory of supply and demand states that these two forces inevitably balance each other out in an ideally functioning free market. The level of products produced will match the level of demand for the products, with prices for the products rising or falling to maintain equilibrium. In a market failure, the balance is disrupted. (Kelly, 2025)

² Through Implied Government Support, see (King, Abramson, & Harris, 29 June 2018, p. 183)

³ Rating 'notch' means the difference between one rating and the rating immediately below it, for example, from "BB+" to "BB" by the rating agency or such similar lower or equivalent rating.

Findings from community research study

About the study

In December 2024, a survey of people living in regional areas of NSW and Qld was conducted by the research firm Informed Decisions (.id). It was commissioned by Regional Australia Bank with the objective of determining what regional communities value most in having a physical bank branch available in their town.

This survey sought responses on the role the branch played, the services needed and whether or not Australia Post was a suitable alternative. The survey answers were supplemented with demographic information, enabling deeper insights. (Evans, 2024)

Study findings

The research findings demonstrate categorically the extent to which people living in regional areas value access to bank branches. It was found, for instance, that 98% of surveyed people agreed that a branch from an accredited bank was needed to provide them with 'overall security and protection'. (Evans, 2024, p. 11)

The report reinforces the view that bank branches remain essential for regional and rural communities, providing trusted, secure, and face-to-face services that digital alternatives cannot fully replace.

While communities adapt to changes, they are deeply concerned about the future risks posed by branch closures, particularly around access, financial security, and economic stability. Communities place the greatest value on bank branches for essential tasks such as fraud prevention, large cash withdrawals, and resolving complex financial matters like estate management and power of attorney transactions.

Beyond individual impacts, communities perceive branch closures as damaging to local economies, removing employment opportunities and weakening support for small businesses. (Evans, 2024). The full report is publicly available at <https://rbialliance.com.au/wp-content/uploads/2025/07/Community-Views-Branch-Insights-Report-Dec-2024.pdf>.

Need for a community service obligation

The community and political concern over branch closures, as evidenced by the Senate Committee report, the research report cited above, and other parliamentary inquiries, highlight that this is a legitimate issue requiring resolution.

The banking system provides essential services that underpin a market-based economy, and these services must be universally accessible. Branch closures that compromise on this universal service constitute a clear market failure. Consequently, there exists a robust economic justification for targeted government intervention to address and correct this failure.

Notification and consultation are not the answer, and have just been a source of frustration

While improved consultation is often presented as an option to closures, it does not adequately address the core problem. The fundamental issue is the absence of a convenient face-to-face banking branch service, not a lack of communication or notification.

Even so, the promises of meaningful consultation made by the Australian Bankers' Association (ABA) and individual banks have been a source of frustration for affected communities. Throughout the Senate inquiry, the Committee visited numerous towns impacted by branch closures and heard repeated accounts of fragmented and poorly coordinated communication from banks.

Frequently, banks have neglected even basic engagement with local councils and key stakeholders, including cases where councils are immediate neighbours or longstanding bank customers.

According to the Senate Committee's final report, genuine consultation has been absent, with no real attempts to measure or understand the impacts that closures would have on communities. Local councils and businesses have neither been offered opportunities to negotiate alternatives to branch closures, nor given sufficient notice to develop alternative solutions. (Rural and Regional Affairs and Transport References Committee, May 2024, p. 87)

In practice, the ABA Branch Closure Protocol has not functioned as a mechanism to prevent closures; rather, it has served primarily to manage community dissatisfaction and create the impression of action without delivering substantive outcomes. If there is no prospect that a branch closure decision will be reversed, then consultation is ultimately just wasting everyone's time.

How a universal service obligation works in telecommunications

Recognising the importance of reliable telephone access, the telecommunications industry in Australia is subject to a Universal Service Obligation (USO), established under the Telecommunications (Consumer Protection and Service Standards) Act 1999. The Act mandates that Standard Telephone Services (STS) and public payphones must be made reasonably accessible to all Australians on an equitable basis, requiring the primary universal service provider—currently Telstra—to supply STS upon request.

Telstra is obligated to provide fixed voice services to premises throughout Australia, subject to reasonable requests. In urban areas, these services are primarily delivered through NBN Co's fixed-line network. However, outside the NBN fixed-line footprint, Telstra continues to rely on its own infrastructure, including legacy copper networks, to fulfil this obligation. In addition, Telstra must ensure public payphones remain reasonably accessible nationwide.

Telstra is legally prohibited from refusing a valid request for telephone services, provided the requester supplies essential details including their name, location address, and desired service commencement date. Additionally, the legislation includes a Customer Service Guarantee (CSG) that sets enforceable standards for connection timeframes, fault repair periods, and appointment commitments. Failure to meet these standards may require compensation to affected customers.

Community Service Obligation (CSO) funding pool in pharmacy distribution

In 2006, the Federal Government established the Community Service Obligation (CSO) Funding Pool arrangement, which continues under the Seventh Community Pharmacy Agreement (7CPA).

The primary objective of the CSO Funding Pool is to ensure that arrangements are in place to provide all Australians with ongoing and timely access to all PBS medicines, through community pharmacies.

Under the CSO Funding Pool arrangements, eligible entities, known as CSO Distributors, receive payments for supplying medicines. To receive these payments, distributors must meet a set of service obligations. (Department of Health and Aged Care, 2022, p. 1)

The CSO Administration Agency is an independent agency that is responsible for administering funding and assessing compliance. The Australian Government provides around \$200 million funding annually.

The US Community Reinvestment Act (CRA)

The Community Reinvestment Act (CRA), enacted in 1977, is a United States federal law designed to encourage banks and other depository institutions to help meet the credit needs of the communities where they operate, particularly low- and moderate-income (LMI) neighbourhoods. (FFIEC, 2025)

The legislation was introduced in response to discriminatory practices such as redlining, where financial institutions systematically denied services to residents based on racial or socioeconomic characteristics⁴. Under the CRA, federal banking regulators assess institutions' records in meeting credit obligations, without compromising their safe and sound operation. (Federal Reserve, 2025)

Banks are evaluated under the CRA, include examining factors such as the volume and diversity of loans made to borrowers, the extent of investments in community development initiatives, and the accessibility of banking services in underserved areas. The results of these assessments are publicly disclosed and considered by regulators when reviewing banks' applications for mergers, acquisitions, or branch expansions, thereby incentivising institutions to actively engage with and support their communities. (Wikipedia, 2025)

The CRA has played a substantial role in directing financial resources towards underserved communities. These investments have supported economic growth, stability, and revitalisation in communities that may otherwise have been neglected by traditional banking services. (American Bankers Association, 2025)

Important consideration – who owns the branch?

Much of the discussion about regional bank branches is undertaken without reference to the nature of the bank branch owner, assuming therefore that a major ASX-listed bank branch delivers equivalent community valued services as that owned by a smaller bank, such as one structured as a customer-owned or mutual bank.

However, there is one fundamental difference. A customer-owned bank is structured so that surplus earnings are returned to the stakeholders of the business.

Who are those stakeholders? They are either customers (owners, typically regionally based people), staff (regionally based workers), or service providers (regionally based small businesses).

For every dollar of profit made by a major bank, a portion of that money will be repatriated out of the region and into the cities and, given significant foreign ownership of bank stock, much of it repatriated overseas.

This has one important implication, it suggests that where possible, any policy or regulatory initiative to safeguard bank branches in regional areas should probably prioritise any subsidies to those banks structured as customer-owned or, at a minimum, banks that primarily maintain regional branches and have their head offices outside metropolitan areas.

⁴ While this type of discrimination is not directly relevant to the issue of regional branch closures, the experience of the US CRA is generally aimed at ensuring fair access to banking services for all groups. This general principle is relevant to regional communities facing branch closures.

Should regional customers pay more for bank branches?

The number of bank branches closures across regional Australia has created disruption and concern within affected communities. An obvious question arises, if the branches are highly valued, then should regional customers pay more to keep them open?

There are several inter-related reasons why this is not a feasible response to regional branch closures. Firstly, banks have moved away from direct charges for undertaking most branch related services, such as account management, withdrawing and depositing funds. Services are now largely funded out of the margin in household and business lending.

Housing lending is a national market with very strong price competition. Banks have very little room in terms of increasing interest rates on mortgages, which is the primary banking product driving earnings.

Banks also typically develop and market products with a common set of features that apply nationally or apply consistently in all the markets they operate. This simplifies their product development, communications and marketing. If NAB was to impose a branch withdrawal fee in rural Western Australia, but not in Perth, then it would complicate their business and product offerings and increase costs.

The major banks are the main price setters in Australia with deposit and loan products. Major banks have economies of scale and get funding cheaper than all other banks. They have considerable market share and maintain the primary networks. Without the major banks imposing new branch service user-pays pricing models, then there will not be any wholesale change in this area.

For these reasons, we have not seen any bank attempt to increase fees on specific bank branch services to prevent a closure. While CBA attempted to shift a large cohort of its customers onto a new transaction account which did impose a \$3 over-the-counter withdrawal fee, the initiative was abandoned following social media and political backlash (Eyers & Kehoe, 2024). Notably, the fee applied nationally, not just at regional branches.

Clarity on what is really going on – givers, takers, free riders

A major source of frustration amongst those banks which actively provide branch services to regionally based customers is the free-rider problem, where banks with city-based head offices and zero branch services are able to use their cost savings to aggressively offer high rates on deposits and lower rates on loans.

This represents a double hit to small regionally based banks, they have to pay for branch services, and the consequence of this is that they miss out on lucrative deposit and loan business. Housing lending is the main banking product in Australia, and the supply of these loans is considered as a 'national' market. Some of the most aggressive participants in this market are those without branches, as they do not need to include branch costs in the prices of their loans.

But the no-branch model is only viable because other banks provide branch services. Assuming all branches closed tomorrow, every community around Australia would be in revolt, the politicians and government would need to respond with obligations on the sector to restore branch banking. And, given the nature of legislation and regulatory rules which, by their nature, apply to all suppliers, then every bank would have to meet their branch benchmark.

Branchless banks can thrive only because others have branches for customers. There is a free-rider problem. In considering options for how to increase the number of regional branches in Australia, one rational approach is for the government to require all retail banks to meet a certain level of branch service.

If that benchmark is not met, then there is a case to apply some form of tax on those banks. While this is a rational approach to addressing the regional branch problem, it is not one recommended in this paper. Instead, the paper recommends a solution best understood as providing a subsidy incentive available to any bank that invests in regional branches. The elements of this are discussed in the next sections.

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Community Service Obligation (CSO) for face-to-face regional branch services

Cost sharing model

Despite numerous inquiries and recommendations, including the appointment of a Regional Banking Taskforce, there is currently no support to help regional banks provide essential infrastructure and services to people in regional, rural and remote communities. This disadvantages people who live and work in these communities including older Australians, people living with disabilities, First Nations communities and small businesses.

Why is a cost sharing model necessary?

Small regional banks are increasingly being used as de facto branches for the majors in a process known as “pass-through banking”, where small banks carry the costs of providing face-to-face banking services but receive none of the commercial benefits with home loans and deposits being held by larger or digital banks. This “pass-through banking” results in an estimated 30% revenue loss.

Regional banks are also subject to higher costs for cash-in-transit services due to their location.

The average annual operational expense for a regional or remote bank branch in Australia is estimated at \$959,578.

FTE and branch cost estimates				
Remoteness	Branch Size	FTE / per branch	Branch costs / per FTE (\$)	Branch costs / per branch (\$)
Inner regional	Large	5.6	179,292	1,011,038
	Medium	4.0	298,681	1,191,739
	Small	2.5	269,937	668,364
	Total	4.9	207,702	1,020,324
Outer regional	Large	4.6	342,553	1,577,456
	Medium	3.7	300,008	1,099,528
	Small	2.5	265,551	660,273
	Total	2.9	286,245	839,842
Remote	Large	7.4	99,782	742,709
	Medium	3.4	341,367	1,143,580
	Small	2.2	389,262	836,914
	Total	5.6	151,226	841,724
TOTAL		4.4	216,984	959,478

Source: Data from three regional banks; Benchmark Analytics calculations

Who will fund the CSO?

The recommendation is that the **banking industry fund 100% of a CSO to support face-to-face regional bank branches, with an opt out exemption for smaller banks** (with less than 1% of industry assets). No taxpayer funds would be needed.

Who will receive funding?

The CSO is used to provide **a direct contribution to any bank which maintains OR expands regional bank branches**. It would ensure ongoing support to preserve the financial viability of existing branches and incentivise banks to invest in new ones.

To be effective, the CSO must make a meaningful contribution to the running costs of a regional branch but not be so significant as to undermine market forces and competition.

What are branch services?

Branch services should meet criteria that the community generally expects from retail branch services, such as cash handing, advisory from trained staff, home loans, transaction accounts, term deposit management, and so on.

For the purposes of defining a branch for eligibility for a CSO contribution, it is essential that banks only include those ***providing trained face-to-face core retail services, including cash management services***.

Service Offerings	Branch	Bank@Post	ATM
Withdraw (W) + Deposit (D) cash	Yes	Yes – but limited in both	Yes – but limited in both
Check acc details and credit card payment	Yes	Only with card present	Only with card present
Deposit cheques	Yes	Selective, also confusing as Australia Post as a business do not accept cheques	No
Change for business floats	Yes	Limited, franchisee choice	No
Open and close savings accounts	Yes	No	No
Apply for loan/ loan advice	Yes	No	No
Small business/ agribusiness banking advice	Yes	No	No
Card activation, Lock card / report stolen	Yes	No	No
Set or change pin	Yes	No	Yes
Account problem solving	Yes	No	No
Scams advice	Yes	Not specific	No
Enhanced security	Yes	No	No
Power of Attorney transactions	Yes	No	No
Passbook transactions	Yes	Limited to 2 banks	No
Access to term deposits	Yes	No	No
Financial Inclusion Action Plan	Yes	No	No
Banking expertise	Yes	No	No

What should the funding cover?

The CSO proposal ties the level of subsidy to the metric of Full-time Equivalent (FTE) staff working in branches. As trained face-to-face services are the main reason why branch services are valued and demanded by regional communities, it is essential to directly link subsidies to the number of employees in a branch.

The advantage of an FTE base for a subsidy is that it scales according to the level of service provided. If a bank branch is open for five days of the week, then it is providing a better service than one opening just three days – all else being equal. FTE numbers will reflect this longer opening time.

It is also proposed that the base FTE costs is adjusted annually by a suitable wage price index.

How much is the CSO contribution?

The CSO would cover about **32% of the average cost of running a regional bank branch, equivalent to three FTE staff**. Across the industry this would amount to around \$153 million, or 0.17% of the total operating income of the major banks.

R18 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.

› **R18.1 Council Resolution Sheet** [↓](#)

Strategic Alignment

Our Operations

Proactively manage risks and opportunities

Financial Implications

Nil

Workforce Implications

Nil

Risk Considerations

Corporate Governance and Compliance	
Low	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 from time to time but it will be reported and responded to.

Risk Alignment

Not Applicable

OUTSTANDING ACTIONS REPORT

Printed: Thursday, 11 June 2026
9:35:59 AM

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 16 Jun 2025 8:17am Vincent, Melissa Work continues on the land acquisition by NSW Public Works with a meeting held with the landowner in June 10 Oct 2025 9:00am Vincent, Melissa Our application for compulsory acquisition can commence from the 31 October 2025, as the nominal end of the six-month negotiation period required by the Just Terms Act and the Office of Local Government (OLG) annual "PAN Pause" period during which compulsory acquisitions are not permitted. We are still in discussions with the landowner who have indicated they are seeking an independent valuation. If no agreement is reached with the landowner by the 31 October 2025, we will initiate compulsory acquisition 02 Dec 2025 8:23am Vincent, Melissa NSW Public Works lodged paperwork as the next step in the acquisition on November 12. The NSW Office of Local Government are expected to process the application by December 17", The Landowner remains difficult to contact and negotiate with. The compulsory acquisition process will now continue to allow Riverina Water to conclude this matter in the coming months 13 Feb 2026 9:42am Vincent, Melissa Ministerial approval from OLG has been received., 1. Riverina Water will be authorised to formally serve the PAN on Mr Black, 2. Service of the PAN will commence the statutory 90-day negotiation period under the Act, 3. Riverina Water and the landowner will seek to reach agreement on just terms compensation during this period, 4. If agreement is not reached, the matter may proceed to compulsory acquisition and compensation determination by the Land and Environment Court 11 Jun 2026 9:10am Vincent, Melissa Riverina Water has agreed to extend the 120-day negotiation period by one month due to the recent ill-health of Mr Black and also to allow him time to receive his own valuation report and respond to our offer before the acquisition is finalised by compulsory acquisition				

Meeting	Date	Officer	Title	Target
Board Meeting 26/02/2026	26/02/2026	Harris, Natasha	New Borrowing - Plumpton Road (WWCC Works)	12/03/2026
Resolution				
26/030 RESOLVED: On the Motion of Councillors L Parker and B Liston That Council; a) Resolve to borrow \$3,000,000 over a 10-year fixed term as outlined in the body of the report to fund the Plumpton Road Watermain Replacement Project; and b) Authorise management to complete all documentation required to establish the loan facility based on the most competitive offer available at the time of execution, including affixing the common seal of Riverina Water (if required).				

OUTSTANDING ACTIONS REPORT

Printed: Thursday, 11 June 2026
9:35:59 AM

Meeting	Date	Officer	Title	Target
CARRIED				
Notes For Action 09 Apr 2026 12:56pm Vincent, Melissa The loan was drawn down in early April and the funds have been invested in the short term				

Meeting	Date	Officer	Title	Target
Board Meeting 26/02/2026	26/02/2026	Lang, Josh	Request from Opening Doors Foundation	12/03/2026
Resolution 26/031 RESOLVED: On the Motion of Councillors J McKinnon and G Davies That Council: a) Receive and note the report; b) Determine not to provide an exemption of water charges under Section 558 of the Local Government Act 1993 in relation to the request received from Opening Doors Foundation; and c) Approve a one-off donation of \$5,000 to the Opening Doors Foundation. CARRIED				
Notes For Action 09 Apr 2026 12:56pm Vincent, Melissa The CEO of Opening Doors Foundation has accepted an invitation to attend the June meeting of the Board				

Meeting	Date	Officer	Title	Target
Board Meeting 26/02/2026	26/02/2026	Vidler, Greg	Tender RFT2025/26 - Oura Reservoir Replacement - Design & Construct Concrete Reservoir	12/03/2026
Resolution 26/032 RESOLVED: On the Motion of Councillors B Liston and G Davies That the Board: a) Accepts the Tender Submission from Hornick Constructions Pty Ltd under a lump sum contract for the amount specified in the report in accordance with Specification W341. b) Authorise the Chief Executive Officer to enter into a Contract for the Oura Reservoir Replacement - Design & Construct Concrete Reservoir project. CARRIED				
Notes For Action 09 Apr 2026 12:57pm Vincent, Melissa The contract was signed and the contractor commenced on site on 9 April 2026. Households in proximity to the project have been provided with information relating to the project.				

Meeting	Date	Officer	Title	Target
Board Meeting 23/04/2026	23/04/2026	Crakanthorp, Andrew	Temporary Lease of 1 Gigalitre of Town Water Entitlement	7/05/2026
Resolution 26/074 RESOLVED: On the Motion of Board Members G Davies and D Tout That Council: a) Approve releasing Riverina Water's 1,000 ML of Town Water Entitlement from the Murrumbidgee Regulated River Water (Part of WAL37747) onto the temporary water market for the remaining water year ending 30 June 2026 b) Delegate authority to the Chief Executive Officer to enter into a lease with the successful bidder at a price not less than included in the attached report. CARRIED				
Notes For Action 11 Jun 2026 9:35am Vincent, Melissa The temporary trade paperwork and associated transaction was approved by NSW Water on 5 June and the funds have been received by Riverina Water				

OUTSTANDING ACTIONS REPORT

Printed: Thursday, 11 June 2026
9:35:59 AM

R19 Works Report covering April 2026

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 April 2026.

RECOMMENDATION that the Works Report covering April 2026 be received and noted

Report

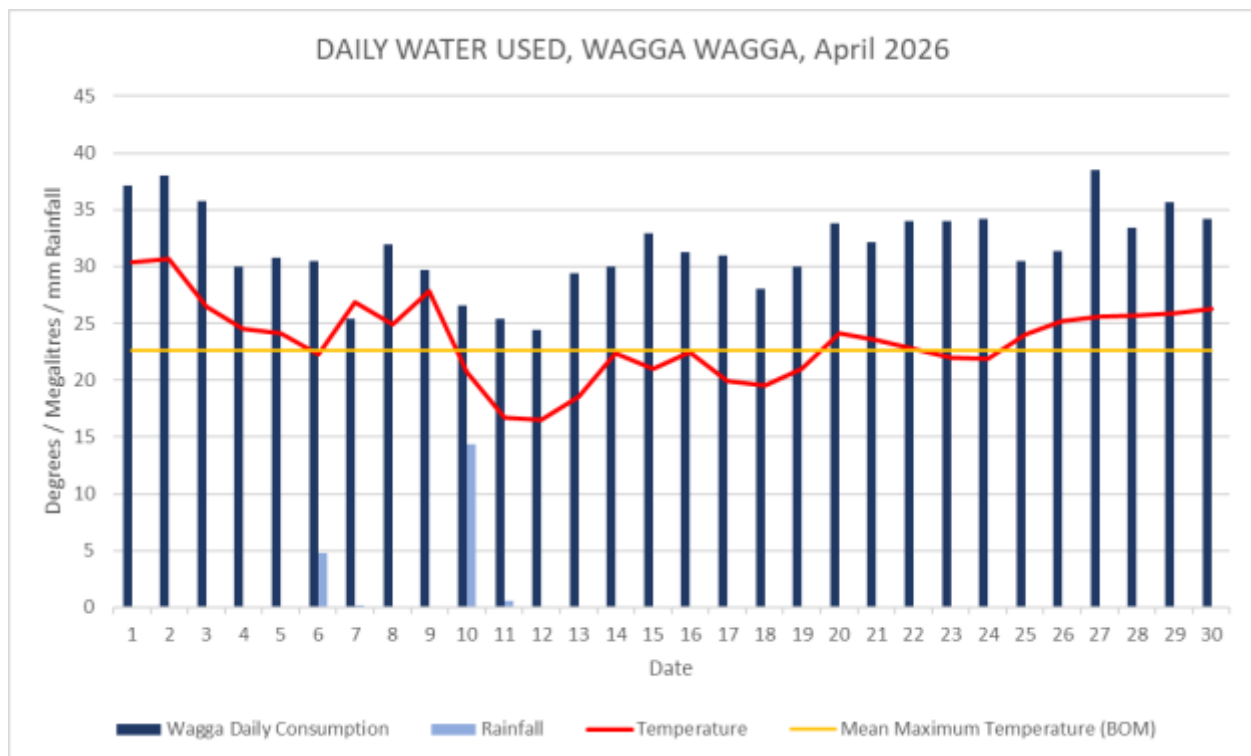
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 30th April 2026.

Water Sourced and Used

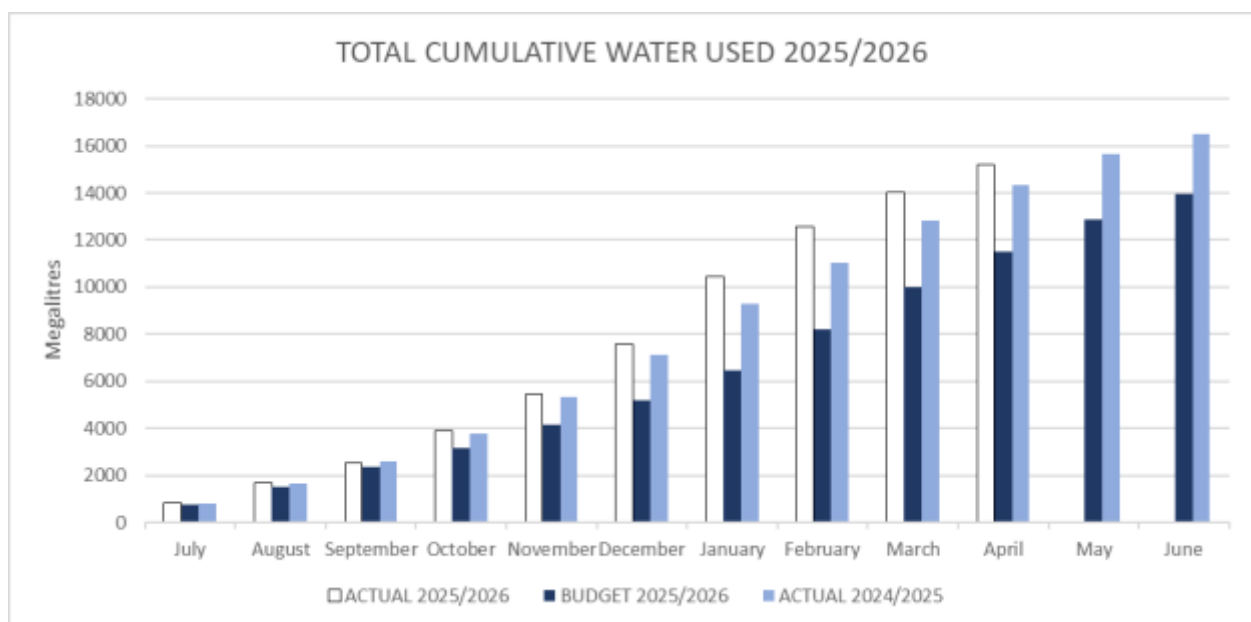
WATER SOURCED - Megalitres [ML]		April		
		2024	2025	2026
	Rainfall [mm]	38.6	2.4	20.0
	Wet Days	6	1	4
Surface Water Sources				
Murrumbidgee Regulated River Water	Sub-Total	577.6	1,159.5	117.1
	Wagga Wagga - Murrumbidgee River	576.5	1,158.6	117.1
	Morundah - Yanco Creek	1.06	0.85	0.00
	Urana - Colombo Creek	0.0	0.0	0.0
Groundwater Sources				
	Sub-Total	586.3	432.1	1,116.3
Wagga Wagga Alluvial Groundwater				
	East Wagga Wagga	146.3	65.9	291.2
	West Wagga Wagga	112.0	133.1	463.4
	North Wagga Wagga	227.8	84.2	249.8
	Oura	3.8	5.3	4.1
Mid Murrumbidgee Zone 3 Alluvial Groundwater				
	Collingullie	7.5	7.5	5.6
	Bulgary	50.4	64.1	44.5
Billabong Creek Alluvial Groundwater				
	Walla Walla (near Culcairn)	5.0	31.3	21.6
	Ralvona	19.4	24.6	18.4
	Walbundrie	3.7	5.5	3.1
Gundagai Alluvial Groundwater (Tarcutta)		3.9	4.6	6.3
Lachlan Fold Belt MDB Groundwater				
	Woomargama	1.2	1.7	1.0
	Humula	0.4	0.6	0.4
Goldenfields Water (bulk supply)		4.9	3.7	6.8
Surface and Groundwater - TOTAL		1,163.9	1,591.6	1,233.4

WATER SUPPLIED - Megalitres [ML]			April		
			2024	2025	2026
Greater Wagga Wagga	Wagga Wagga System	Sub-Total	676.8	973.8	742.4
	Wagga Low Level		94.5	124.3	102.4
	Wagga High Level		511.7	663.9	515.9
	Bellevue/Glenoak Level		62.3	113.4	74.0
	Ladysmith		8.3	7.4	5.8
	Gregadoo			64.8	44.4
	North Wagga System	Sub-Total	245.7	287.2	252.3
	North Wagga/Bomen		96.9	74.9	77.8
	East Bomen		21.8	24.5	24.8
	Estella		91.0	139.4	109.7
	Rural - Brucedale		22.6	27.7	21.8
	Rural - The Gap/Tooyal			12.0	8.8
	Rural - Currawarna/Cottee		13.5	8.7	9.3
	GREATER WAGGA WAGGA - TOTAL		922.5	1,261.0	994.7
Rural	Southern Trunk System	Sub-Total	121.3	164.4	113.9
	(Southern Trunk- Rural Connections)			76.6	36.5
	San Isadore			10.4	6.6
	Kapooka			16.6	14.5
	Uranquinty			14.4	9.6
	The Rock			9.3	6.0
	Mangoplah			2.6	1.5
	Yerong Creek			2.6	1.8
	Pleasant Hills			14.4	14.5
	Milbrulong			0.4	0.2
	Henty			10.3	12.8
	Morven			5.9	4.8
	Walla Walla			8.5	5.3
	Transferred to Western Trunk			-7.5	-8.8
	Western Trunk System	Sub-Total	52.1	79.0	53.3
	(Western Trunk - Rural Connections)			47.4	33.0
	Lockhart			13.3	10.0
	Boree Creek			1.9	1.5
	Urana			4.3	4.2
	Oaklands			4.8	4.0
	Morundah*				0.5
	Transferred from Southern Trunk			7.5	8.8
	Independent Villages	Sub-Total	40.5	49.1	38.6
	Collingullie		7.0	7.0	5.1
	Humula		0.4	0.6	0.4
	Morundah*		1.0	0.8	
	Oura		3.8	5.3	4.1
	Woomargama		1.2	1.7	1.0
	Tarcutta		3.9	4.3	5.8
	Holbrook		19.4	24.0	18.5
	Walbundrie-Rand		3.7	5.4	3.7
	RURAL - TOTAL		213.8	292.6	205.8
	GREATER WAGGA WAGGA & RURAL - TOTAL		1,136.3	1,553.6	1,200.5

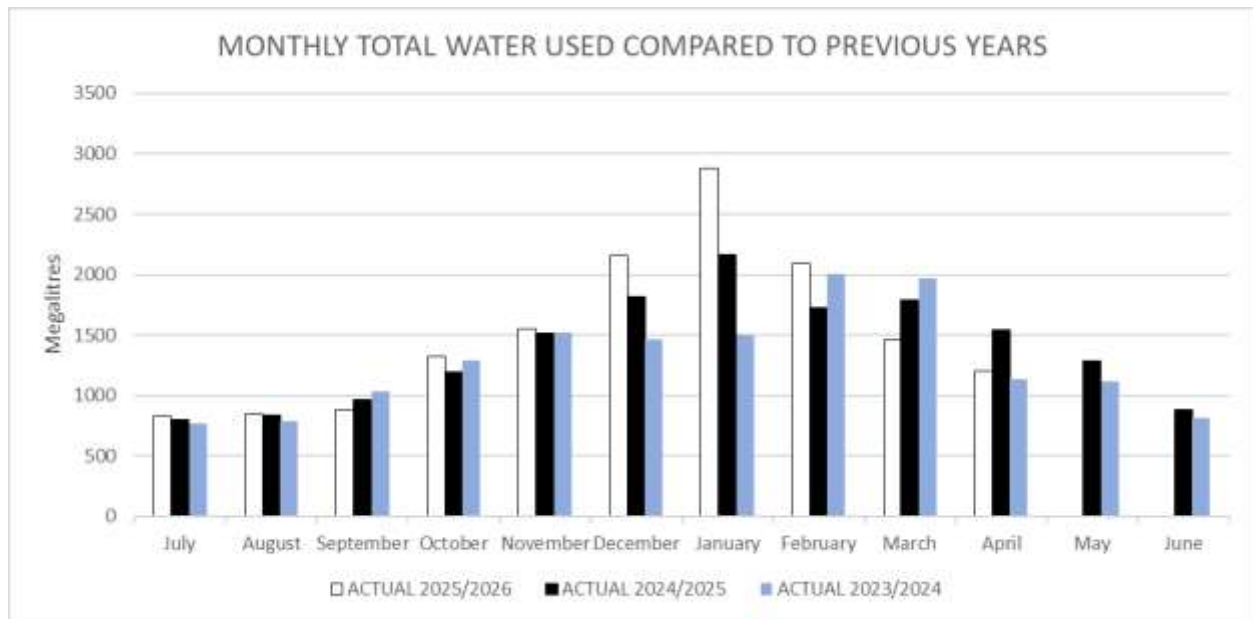
Graph 1



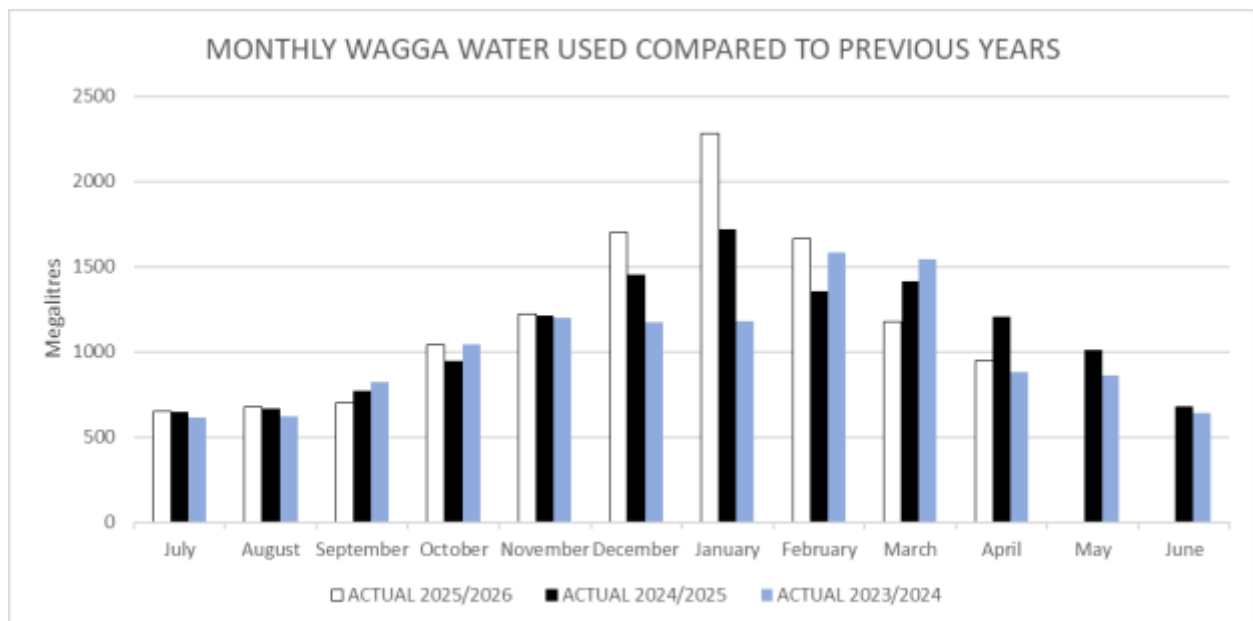
Graph 2



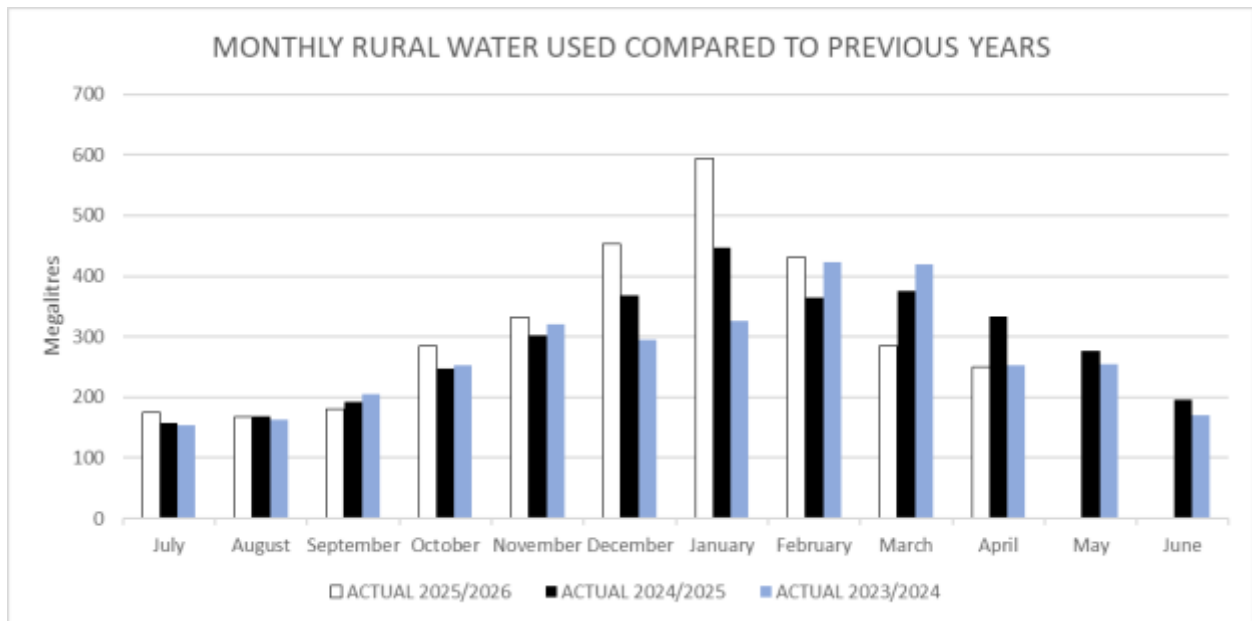
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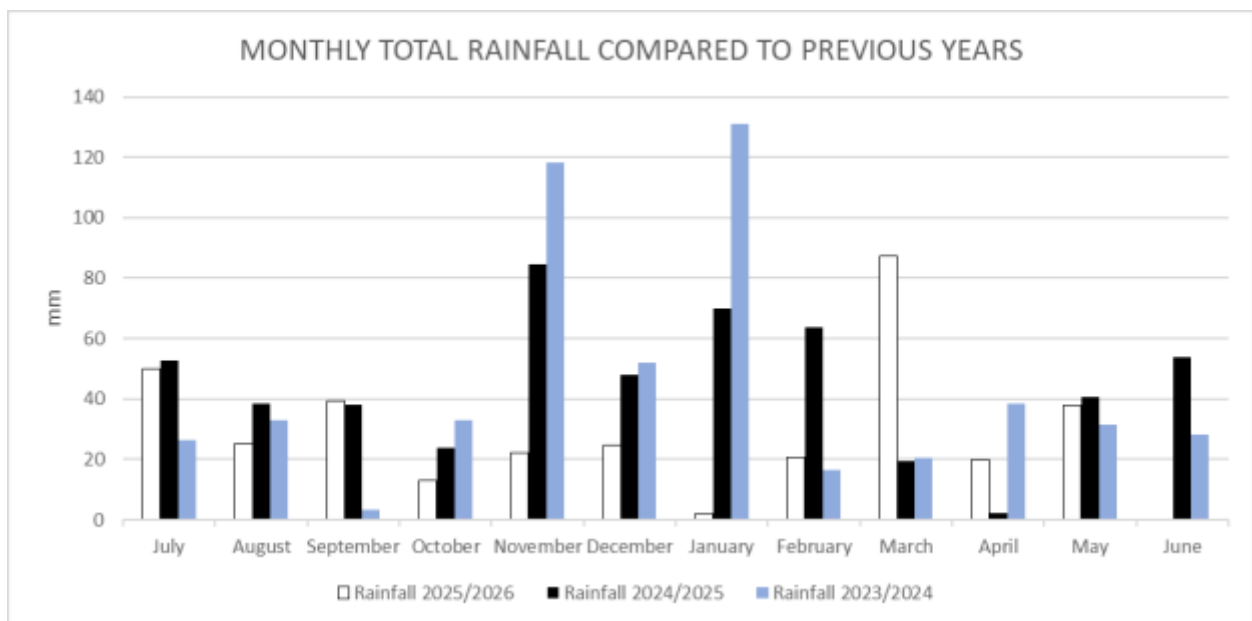
Graph 4



Graph 5



Graph 6



Repairs, Meters, Locations and Complaints

Suburb	DISCONNECT	WATERTASTE	WATERDIRTY	METERMODIFY	LOCATE	HYDMAINT	PRESSURE	METERCOCKFAIL	WATERLEAK	METERLEAK	Grand Total
ASHMONT							2	1		1	4
BOOROOMA							1	1		1	3
BOREE CREEK									1		1
BOREE CREEK TO URANA									1		1
BOURKELANDS								2	2	4	8
BRUCEDALE							2		4	2	8
CARTWRIGHTS HILL									1		1
COLLINGULLIE										1	1
CURRAWARNA									1	2	3
DOWNSIDE							1				1
EAST WAGGA WAGGA									2	3	5
FOREST HILL									2	1	3
GLENFIELD PARK							1			1	2
GOBBAGOMBALIN					1				2	1	4
HENTY						1	1				2
HENTY TO CULCAIRN						1					1
HOLBROOK				1						1	2
HUMULA								1			1
KOORINGAL							2	3	3	7	15
LADYSMITH										1	1
LAKE ALBERT						1		3	1	4	9
LLOYD										1	1
LOCKHART										1	1
LOCKHART TO BOREE CREEK									1		1
LOCKHART TO THE ROCK									1		1
MILBRULONG					1						1
MORUNDAH							1				1
MOUNT AUSTIN									1		1
NORTH WAGGA WAGGA									3	1	4
OAKLANDS										1	1
OURA							2				2
PLEASANT HILLS									1		1
RAND									1		1
SAN ISIDORE								3		1	4
Suburb Not Recorded								1	3		4
TARCUTTA									1	1	2
TATTON									1	2	3
TOLLAND								1	4	2	7
TURVEY PARK				2				2	5	4	13
URANA							1				1
URANA TO OAKLANDS							1				1
URANQUINTY									1		1
WAGGA TO THE ROCK									1		1
WAGGA WAGGA	1	1	2	1	2	2	5	8	6	9	37
WALBUNDRIE TO RAND									1		1
WALLA WALLA										1	1
YERONG CREEK									1		1
Grand Total	1	1	2	4	4	5	20	26	52	54	169

New Connections

Count of #	Resp.					
Activity	Suburb	CONSGANGS	NEWSERVICE	RURALGANG	WORKS	Grand Total
MTRINST	ESTELLA		3			3
	FOREST HILL		1			1
	GOBBAGOMBALIN		13			13
	GUMLY GUMLY	1	3			4
	HENTY			1		1
	HOLBROOK			1		1
	LAKE ALBERT		11			11
	LLOYD		4			4
	LOCKHART			1		1
	SPRINGVALE		1			1
	TATTON		4			4
	THE ROCK			1		1
	WAGGA WAGGA	1	1		2	4
Grand Total		2	41	4	2	49

Water System Repairs

Activity	Date	Suburb	Problem	AssetType	Count of #
MAINRPR	2/04/2026	BIDGEEMIA	ROUNDSPLIT	Water Main	1
		OSBORNE	ROUNDSPLIT	Water Main	1
		URANGELINE	ROUNDSPLIT	Water Main	1
		WAGGA WAGGA	GROUNDMOVE	Water Main	1
	3/04/2026	BRUCEDALE	EXCESSWEAR	Water Main	1
		MOUNT AUSTIN	GROUNDMOVE	Water Main	1
	7/04/2026	LOCKHART	ROUNDSPLIT	Water Main	2
	8/04/2026	WAGGA TO THE ROCK	JOINTLEAK	Water Main	1
	13/04/2026	BRUCEDALE	EXCESSWEAR	Water Main	1
		HENTY		Water Main	1
	14/04/2026	THE ROCK	JOINTLEAK	Water Main	1
	15/04/2026	LAKE ALBERT	JOINTLEAK	Water Main	1
		THE GAP	EXCESSWEAR	Water Main	1
	16/04/2026	ASHMONT	EXCESSWEAR	Water Main	1
		MOUNT AUSTIN	EXCESSWEAR	Water Main	1
		TURVEY PARK		Water Main	1
	17/04/2026	PLEASANT HILLS	ROUNDSPLIT	Water Main	1
		URANQUINTY	JOINTLEAK	Water Main	1
		WAGGA WAGGA	EXCESSWEAR	Water Main	1
		WALBUNDRIE TO RAND	JOINTLEAK	Water Main	1
	21/04/2026	BRUCEDALE	EXCESSWEAR	Water Main	1
		YERONG CREEK	ROUNDSPLIT	Water Main	1
	23/04/2026	PLEASANT HILLS	ROUNDSPLIT	Water Main	1
		WAGGA WAGGA	JOINTLEAK	Water Main	1
	24/04/2026	FOREST HILL	ROUNDSPLIT	Water Main	1
		WALLA WALLA	LONGSPLIT	Water Main	1
	27/04/2026	NORTH WAGGA WAGGA	JOINTLEAK	Water Main	1
	29/04/2026	BOREE CREEK	JOINTLEAK	Water Main	1
		PLEASANT HILLS	ROUNDSPLIT	Water Main	1
Grand Total					30

Water Quality Complaints

Types	Date	Suburb	Action Taken	Count of SR#
WATERTASTE	20/04/2026	WAGGA WAGGA	AM attended 12 Sullivan Avenue, arrived at 14:40. Analytes: Appearance - NilEC - 299Odour - NilpH - 7.54Taste - NilTDS - 143.8Temp - 20.4Turbidity - 0.65 Chlorine (Free) - 0.98Chlorine (Total) - 1.19All analytes were within the ADWG. Spoke to Harley on-site and explained that from our perspective the water was acceptable quality and I couldn't identify the issue he had raised. He seemed to accept this and AM left at 15:00.	1
WATERDIRTY	16/04/2026	WAGGA WAGGA	Water has been cleared	1
	28/04/2026	WAGGA WAGGA	WO created renew gal service	1
Grand Total				3

New water mains laid – New and Replacement

Summary	WO#	Asset Type	Width	Type	Sum of Meters
☐ Lloyd Stage 11-12, 73 Lot Subdivision 1,113m 100mm oPVC - DICL *Construction Fees paid only	☐ 8441	☐ Water Main	☐ 100	OPVC	144
☐ Mitchell Rd, Kyemba Ave to Inglewood	☐ 10168	☐ Water Main	☐ 150	DICL	30
		Water Main	150	OPVC	744
☐ Rudd St , Heydon to Hodson St, Turvey Park	☐ 9135	☐ Water Main	☐ 100	DICL	108
		Water Main	200	DICL	12
☐ 1-3 Veneris St, Lockhart Subdivision Plans attached of design	☐ 9977	☐ Water Main	☐ 100	OPVC	42
☐ Install remaining watermain on Henty Pleasant Hills Rd - approx 150m of 100mm	☐ 12495	☐ Water Main	☐ 100	OPVC	114
☐ Behind Sth Wagga Public School cut 250mm stop valve	☐ 11396	☐ Water Main	☐ 250	DICL	24
		Water Main	250	OPVC	12
☐ Commercial Street from Railway Street to Walla Walla 1,2	☐ 12925	☐ Water Main	☐ 150	OPVC	6
Grand Total					1236

Major Repairs / Overhauls

Facility	Work done
East Wagga Bore 1	Pump Replacement and Soft Started Installation

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	51
Estella Farrer Road	162
Forest Hill Elizabeth Avenue	416
Glenfield Red Hill Road	141
Henty Olympic Way	41
Holbrook Millswood Road	5
Lake Albert Plumpton Road	231
Lockhart Napier Road	118
Pleasant Hills Manson St	67
Ralvona	15

Tarcutta	149
The Rock	5
Urana Federation Way	42
Walla Walla	51
Woomargama Murray St	6
Yerong Creek Finlayson Street	9

Fleet Disposals

Vehicle No	Description	Vehicle Type	Make & Model	Year	KMs	Method	Price (ex GST)
328	Plant	Backhoe	JCB 3CX	2014	5343hrs	Auction	\$35,501.82
336	Truck	8.5T Truck	Isuzu NQR450	2015	281699	Auction	\$15,820.00
414	Light Vehicle	4x4 Dual cab	Nissan Navara	2019	114,826	Auction	\$17,088.64

Fleet Acquisitions

Vehicle No	Tenders received	Accepted Tenderer	Vehicle type	Make/Model	Price ex GST
527	3	Cumberland Ford	4x4 extra cab with canopy & fitout	Ford Ranger	\$78,976.41
528	3	Cumberland Ford	4x4 extra cab with canopy & fitout	Ford Ranger	\$73,676.10
539	1	DWL Machinery	4.5T Plant Trailer	Sureweld Rollmax	\$14,805.00
541	3	Tumut Toyota	EV	Toyota BZ4X	\$46,100.00 (less \$5,000 NSW Gov't grant)

Strategic Alignment

Our Operations
Assure ongoing service delivery

Financial Implications

Nil

Workforce Implications

Nil

Risk Considerations

Service delivery and Asset Management - Significant or long term disruption	
Low	Riverina Water has a low tolerance for risk of failure of infrastructure assets that would result in significant and/or prolonged disruption to our services and infrastructure that does not have the capacity to meet customer demands.

Risk Alignment

Regular reporting enables management to monitor water production, quality and infrastructure to ensure ongoing capacity to meet customer demands

R20 Works Report covering May 2026

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 May 2026.

RECOMMENDATION that the Works Report covering May 2026 be received and noted

Report

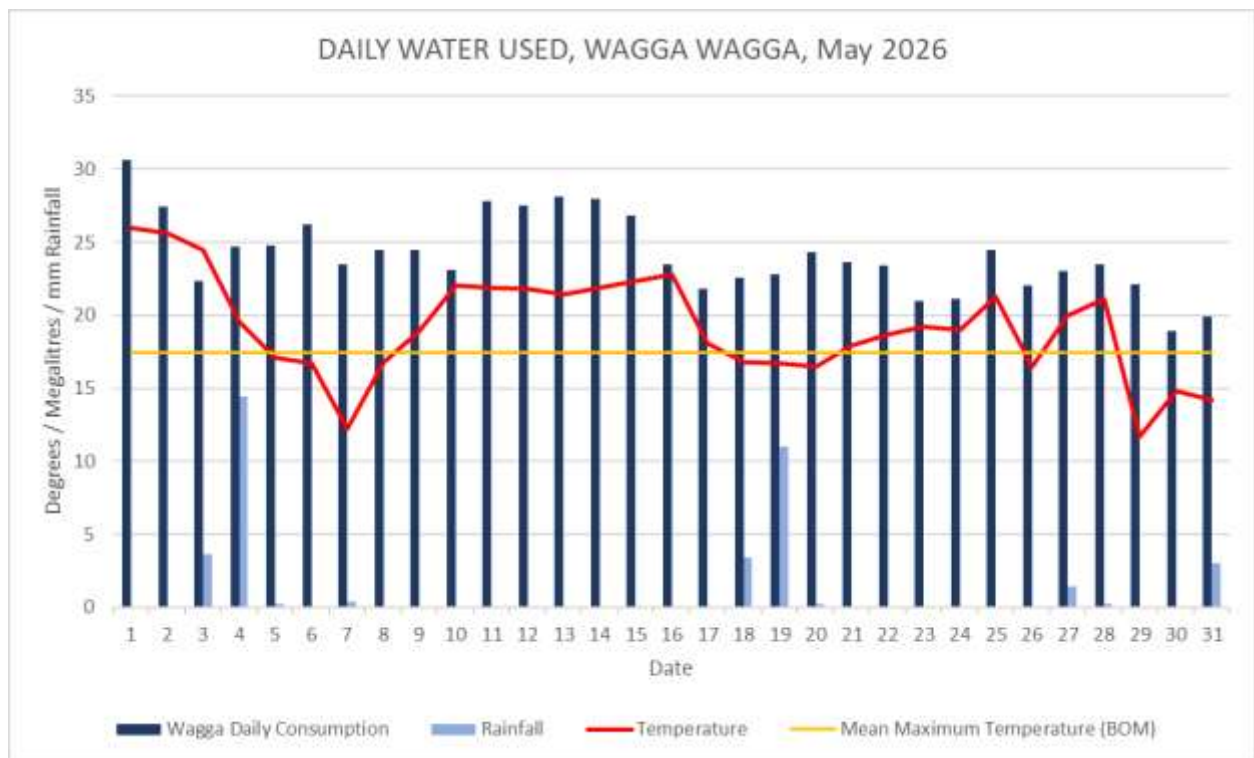
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 31st May 2026.

Water Sourced and Used

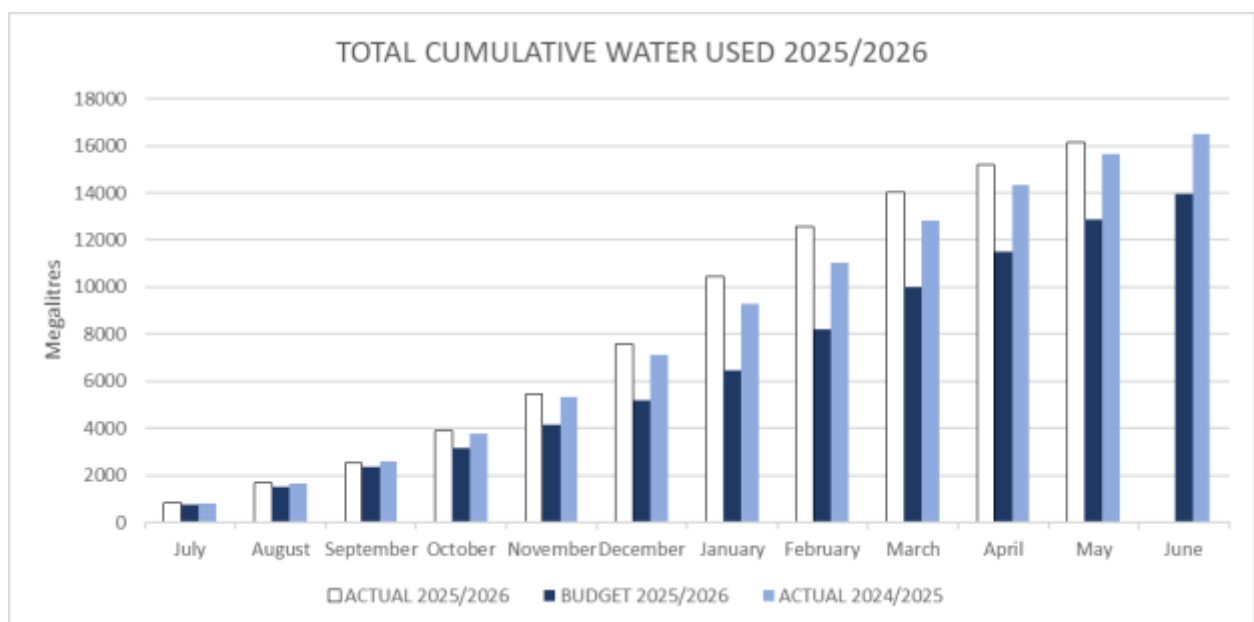
WATER SOURCED - Megalitres [ML]		May		
		2024	2025	2026
	Rainfall [mm]	31.8	40.6	37.8
	Wet Days	5	8	10
Surface Water Sources				
Murrumbidgee Regulated River Water	Sub-Total	478.0	531.2	34.7
	Wagga Wagga - Murrumbidgee River	477.7	530.8	34.7
	Morundah - Yanco Creek	0.32	0.46	0.00
	Urana - Colombo Creek	0.0	0.0	0.0
Groundwater Sources				
	Sub-Total	655.5	804.1	931.9
Wagga Wagga Alluvial Groundwater				
	East Wagga Wagga	216.9	317.9	238.7
	West Wagga Wagga	118.1	381.5	402.2
	North Wagga Wagga	231.2	0.1	213.6
	Oura	4.3	4.7	3.0
Mid Murrumbidgee Zone 3 Alluvial Groundwater				
	Collingullie	8.4	7.3	4.5
	Bulgary	48.5	40.1	26.9
Billabong Creek Alluvial Groundwater				
	Walla Walla (near Culcairn)	2.3	16.2	11.6
	Ralvona	14.3	21.7	17.9
	Walbundrie	4.1	4.9	3.5
Gundagai Alluvial Groundwater (Tarcutta)				
		3.9	5.4	5.0
Lachlan Fold Belt MDB Groundwater				
	Woomargama	0.9	1.3	0.9
	Humula	0.6	0.5	0.4
Goldenfields Water (bulk supply)				
		2.1	2.5	3.8
Surface and Groundwater - TOTAL		1,133.5	1,335.4	966.6

WATER SUPPLIED - Megalitres [ML]			May		
			2024	2025	2026
Greater Wagga Wagga	Wagga Wagga System	Sub-Total	657.0	793.7	574.3
	Wagga Low Level		90.1	96.2	69.6
	Wagga High Level		492.2	556.6	419.7
	Bellevue/Glenoak Level		67.8	83.4	53.5
	Ladysmith		6.8	6.0	5.3
	Gregadoo			51.6	26.2
	North Wagga System	Sub-Total	245.0	260.5	213.9
	North Wagga/Bomen		91.8	84.1	74.6
	East Bomen		23.2	26.1	23.2
	Estella		94.0	111.0	87.3
	Rural - Brucedale		20.4	22.8	16.2
	Rural - The Gap/Tooyal			8.8	5.8
	Rural - Currawarna/Cottee		15.7	7.7	6.8
	GREATER WAGGA WAGGA - TOTAL		902.0	1,054.2	788.3
Rural	Southern Trunk System	Sub-Total	119.8	144.8	92.3
	(Southern Trunk- Rural Connections)			74.6	29.2
	San Isadore			7.7	3.8
	Kapooka			19.9	16.1
	Uranquinty			12.9	6.9
	The Rock			7.8	5.0
	Mangoplah			1.7	1.2
	Yerong Creek			1.8	1.7
	Pleasant Hills			11.9	10.4
	Milbrulong			0.3	0.2
	Henty			8.4	9.2
	Morven			4.5	4.6
	Walla Walla			6.3	4.1
	Transferred to Western Trunk			-13.2	-7.4
	Western Trunk System	Sub-Total	56.0	66.5	34.3
	(Western Trunk - Rural Connections)			34.2	19.9
	Lockhart			10.2	7.9
	Boree Creek			1.3	0.9
	Urana			3.8	2.4
	Oaklands			3.8	2.8
	Morundah*				0.2
	Transferred from Southern Trunk			13.2	7.4
	Independent Villages	Sub-Total	36.1	45.0	33.7
	Collingullie		8.0	6.6	4.1
	Humula		0.6	0.5	0.4
	Morundah*		0.3	0.4	
	Oura		4.3	4.7	3.0
	Woomargama		0.9	1.3	0.9
	Tarcutta		3.6	4.1	4.5
	Holbrook		14.4	22.5	18.0
	Walbundrie-Rand		4.1	4.9	2.9
	RURAL - TOTAL		211.9	256.3	160.2
	GREATER WAGGA WAGGA & RURAL - TOTAL		1,113.9	1,310.5	948.5

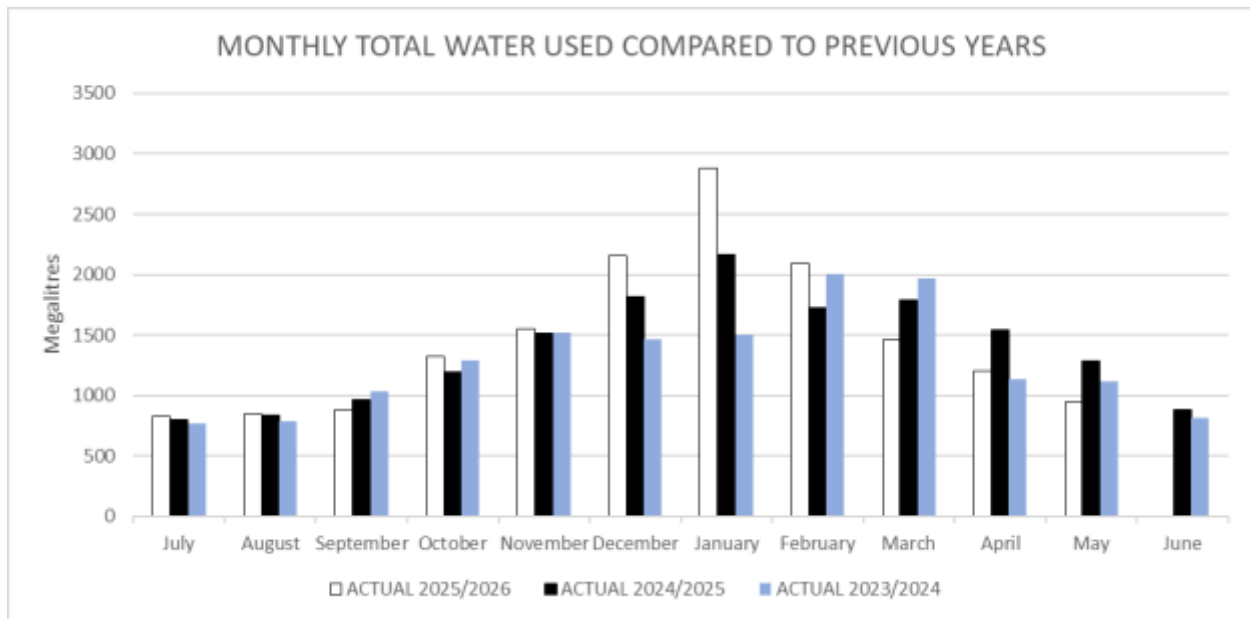
Graph 1



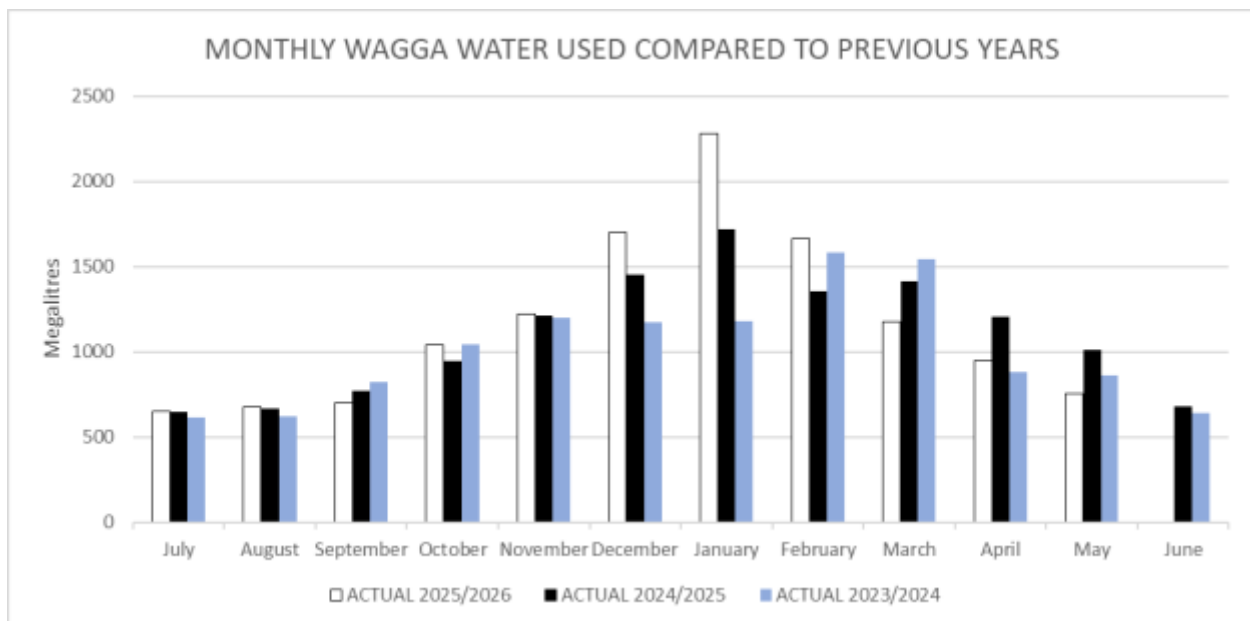
Graph 2



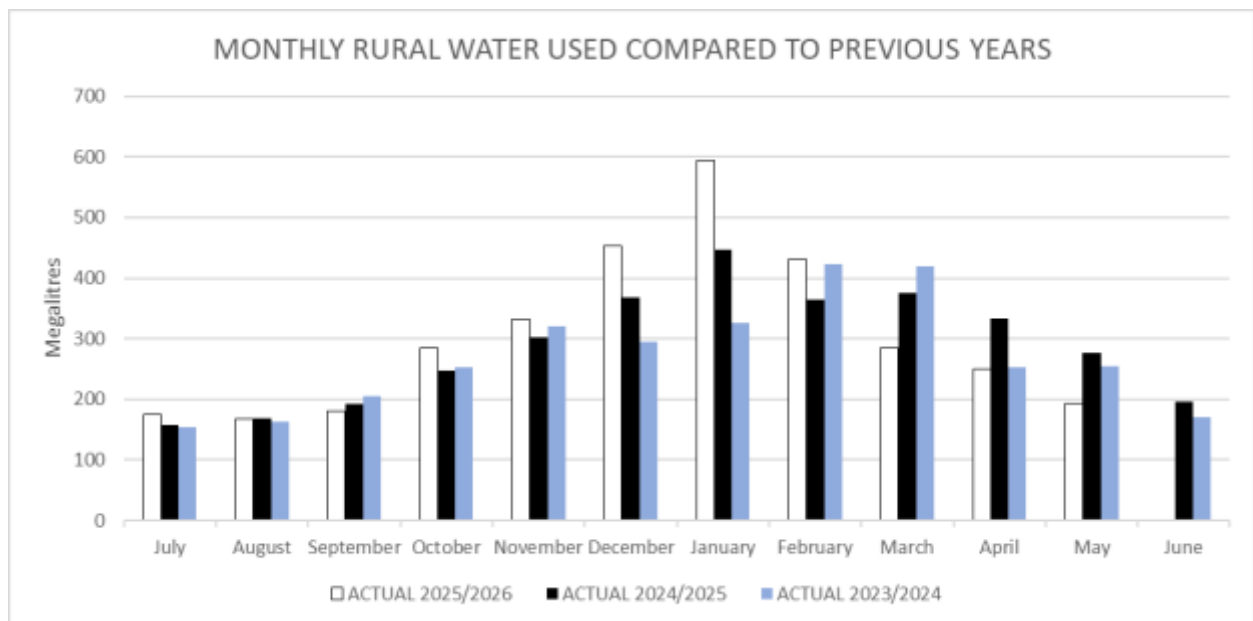
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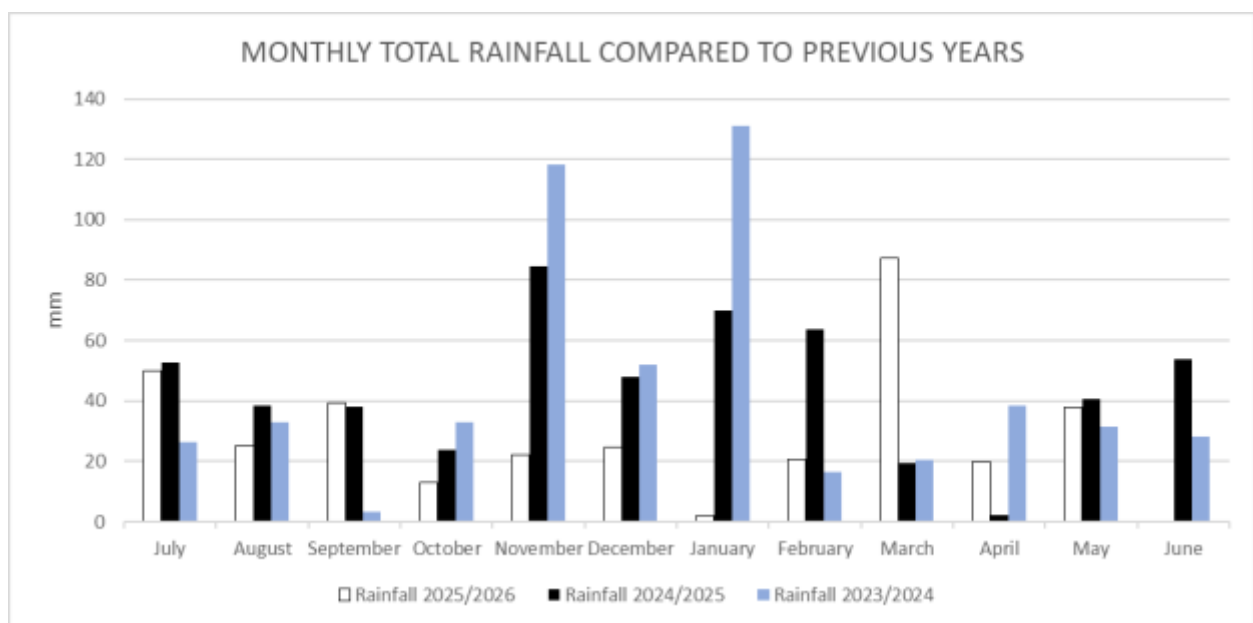
Graph 4



Graph 5



Graph 6



Repairs, Meters, Locations and Complaints

Suburb	DISCONNECT	WATERWASTE	LOCATE	METERMODIFY	WATERHAMMER	WATERDIRTY	PRESSURE	METERCOCKFAIL	METERLEAK	WATERLEAK	Grand Total
ASHMONT						1		1	2	3	7
BOOROOMA									1		1
BOREE CREEK					1		2				3
BOREE CREEK TO URANA								1		1	2
BOURKELANDS								1	2	1	4
BRUCEDALE						1	1			7	9
COLLINGULLIE										1	1
CURRAWARNA										1	1
EAST WAGGA WAGGA										2	2
ESTELLA							2		1	1	4
FOREST HILL								1	3		4
GLENFIELD PARK					1		1		2	1	5
GOBBAGOMBALIN									1	1	2
GUMLY GUMLY			1						1		2
HENTY									1		1
HENTY TO HOLBROOK										1	1
HOLBROOK								1	3	1	5
KOORINGAL							2	5	8	3	18
LADYSMITH				1							1
LAKE ALBERT	1				1	2	1	2	1	4	12
LLOYD				1					1	3	5
LOCKHART										1	1
MOORONG										1	1
MOUNT AUSTIN				1				1	4	1	7
NORTH WAGGA WAGGA									1	1	2
ROWAN										1	1
SAN ISIDORE								1			1
SPRINGVALE		1									1
Suburb Not Recorded						1			1	1	3
TATTON									1		1
THE ROCK TO HENTY							1				1
TOLLAND									1		1
TURVEY PARK						2	3	1	4		10
URANQUINTY			1								1
WAGGA WAGGA						3	3	3	5	7	21
WALLA WALLA								1			1
WOOMARGAMA							1			1	2
YERONG CREEK							2				2
Grand Total	1	1	2	3	3	10	19	19	44	45	147

New Connections

Count of #	Resp.				
Activity	Suburb	NEWSERVICE	RURALGANG	WORKS	Grand Total
MTRINST	BOOROOMA	2			2
	COLLINGULLIE		1		1
	ESTELLA	4			4
	FOREST HILL	2			2
	GOBBAGOMBALIN	13			13
	GUMLY GUMLY	2			2
	HENTY		1		1
	LADYSMITH	2			2
	LLOYD	9			9
	MANGOPLAH		1		1
	WAGGA TO THE ROCK		1		1
	WAGGA WAGGA			2	2
	WALLA WALLA		1		1
Grand Total		34	5	2	41

Water System Repairs

Activity	Date	Suburb	Problem	AssetType	Count of #
MAINRPR	4/05/2026	BIDGEEMIA	ROUNDSPLIT	Water Main	1
		LAKE ALBERT	GROUNDMOVE	Water Main	1
		URANA	JOINTLEAK	Water Main	1
		URANGELINE	ROUNDSPLIT	Water Main	1
	5/05/2026	KOORINGAL	ERRORRWCC	Water Main	1
	6/05/2026	BRUCEDALE	EXCESSWEAR	Water Main	1
		LAKE ALBERT	GROUNDMOVE	Water Main	1
	11/05/2026	BRUCEDALE	GROUNDMOVE	Water Main	1
		THE GAP	EXCESSWEAR	Water Main	1
	12/05/2026	LAKE ALBERT	GROUNDMOVE	Water Main	1
	13/05/2026	HOLBROOK	ROUNDSPLIT	Water Main	1
	14/05/2026	THE GAP	EXCESSWEAR	Water Main	1
	15/05/2026	LAKE ALBERT	GROUNDMOVE	Water Main	1
		WAGGA WAGGA	EXCESSWEAR	Water Main	1
	19/05/2026	LAKE ALBERT	GROUNDMOVE	Water Main	1
	20/05/2026	FOREST HILL	TREERROOTS	Water Main	1
		YERONG CREEK	JOINTLEAK	Water Main	1
		YERONG CREEK	ROUNDSPLIT	Water Main	1
	22/05/2026	LADYSMITH	TREERROOTS	Water Main	1
	24/05/2026	URANQUINTY	JOINTLEAK	Water Main	1
	26/05/2026	LAKE ALBERT	JOINTLEAK	Water Main	1
		ROWAN	EXCESSWEAR	Water Main	1
Grand Total					22

Water Quality Complaints

Types	Date	Suburb	Action Taken	Count of SR#
WATERTASTE	29/05/2026	SPRINGVALE	AM attended the residence at 13:10 and conducted the basic in field testing, the results were within the ADWG:Odour - NoneTaste - NoneColour - NonepH - 7.46EC - 353.7TSS - 203.5Turb - 1.04Chlorine (Free) - 1.51Chlorine (Total) - 1.69Spoke to Rolf on site and explained the results, he mentioned a grey/green buildup in his kettle. I suggested it may be an internal issue and a plumber may be required to look at the pipework, or to utilise a filter system in the meantime. He seemed content with this explanation.	1
WATERDIRTY	3/05/2026	THE GAP	Gal pipe on consumers side	1
	4/05/2026	TURVEY PARK	Flushed at meter. 0.35 NTU tested	1
	7/05/2026	LAKE ALBERT	Flushed main and service	1
	10/05/2026	ASHMONT	Flushed meter	1
	12/05/2026	BRUCEDALE	Flushed air from service	1
		LAKE ALBERT	Referred to John King who is on site	1
	14/05/2026	WAGGA WAGGA	Water fine. New tenants so RE may have had dirty water from sitting in pipes before move in but tenants knew nothing about it	1
	18/05/2026	WAGGA WAGGA	Flushed at meter. Spoke to owner about gal pipes all through house.	1
	19/05/2026	WAGGA WAGGA	Flushed main	1
	20/05/2026	TURVEY PARK	Flushed at meter. Works at railway possibly stirred up water	1
Grand Total				11

New water mains laid – New and Replacement

Summary	WO#	Asset Type	Width	Type	Sum of Meters
Rudd St , Heydon to Hodson St, Turvey Park	9135	Water Main	100	DICL	36
2028 Culcairn - Holbrook Road Morven NSW 2660 Four (4) Lot Torrens Title Subdivision - subdivision of existing Lots 136 and 137 DP753751 into four new lots - 202m 100mm oPVC / DICL main extension	12332	Water Main	100	DICL	18
		Water Main	100	OPVC	182
Oura Reservoir Replacement D&C (Works - pipework)	12374	Water Main	200	DICL	31
		Water Main	200	OPVC	38
RAAF Base Entrance 150mm Upgrade from AC to OPVC	12418	Water Main	150	DICL	24
8 Lot Sub division 35-37 Pritchard Pl, Lockhart	13032	Water Main	100	OPVC	94
Grand Total					423

Major Repairs / Overhauls

Facility	Work done
The Gap Pump Station	Replacement of High Lift Pump 1
Wagga Wagga WTP	Inlet Channel Cleaning

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	31
Estella Farrer Road	155
Forest Hill Elizabeth Avenue	275
Glenfield Red Hill Road	92
Henty Olympic Way	10
Holbrook Millswood Road	38
Lake Albert Plumpton Road	132
Lockhart Napier Road	36
Pleasant Hills Manson St	28
Tarcutta	112
The Rock	1
Urana Federation Way	25
Walla Walla	36
Woomargama Murray St	3
Yerong Creek Finlayson Street	7

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
536	3	Biti Motors	4x4 extra cab	Ford Ranger	\$42,908.18
538	2	RivSteel	3.5T Materials Trailer	Rivsteel Skel	\$11,109.09
542	3	Subaru Canberra	EV AWD	Subaru Solterra	\$57,139.10 (NSW Gov't grant pending)

Strategic Alignment

Our Operations
Assure ongoing service delivery

Financial Implications

Nil

Workforce Implications

Nil

Risk Considerations

Service delivery and Asset Management - Significant or long term disruption	
Low	Riverina Water has a low tolerance for risk of failure of infrastructure assets that would result in significant and/or prolonged disruption to our services and infrastructure that does not have the capacity to meet customer demands.

Risk Alignment

Regular reporting enables management to monitor water production, quality and infrastructure to ensure ongoing capacity to meet customer demands

R21 Morundah Pipeline Project Close Out Report

Organisational Area Engineering

Author Troy van Berkel, Director Engineering

Summary The 42 km Boree Creek to Morundah pipeline is complete. Morundah is now connected to the Riverina Water network and receiving quality drinking water. This report outlines the reasons costs exceeded the last Board-approved budget, confirms the project was delivered well below NSW industry reference rates, and summarises the benefits delivered and the lessons learned.

RECOMMENDATION that Council receive and note the report, including the current year budget overspend, which is being offset by underspends across the 2025/26 Capital Works Program.

Report

Project Completion

The 42 km Boree Creek to Morundah potable water pipeline is complete. Morundah residents are now receiving high-quality, fluoridated drinking water from the integrated Riverina Water network, replacing an ageing and isolated Water Treatment Plant (WTP) that had reached the end of its life. All pipework and mechanical works are done. All Electrical and SCADA commissioning is complete which now allows remote monitoring and control.

Budget Implications

As outlined in previous Board reports and approved budget variations, additional scope was required to import and place sand bedding along the pipeline corridor due to unsuitable in-situ material. This resulted in additional material, labour, haulage and plant costs over the course of the project.

Further costs beyond the last approved budget were primarily driven by:

- more challenging ground conditions than anticipated, particularly through sections of Buckingbong State Forest, which reduced construction productivity and extended the project duration.
- Adverse weather conditions, including periods of wet weather, fog and extreme heat, also contributed to delays and increased labour and plant costs.

- Several construction requirements emerged during delivery that were not included in the original estimate, including additional road and rail interface works, approvals, staging requirements and expanded traffic management measures.

The project was completed at a total cost of \$5.25 million, resulting in a current year budget overspend of \$599,698. This overspend is being offset through collective underspends across the 2025/26 Capital Works Program. The completed works have delivered a compliant and resilient asset that is expected to provide reliable service over its design life.

Cost Compared to Industry Rates

Total project expenditure and commitments were approximately \$5.25 million. Benchmarking the project using 2024 NSW reference rates for an equivalent DN150 PVC-O trunk main (construction \$134.55/m, site investigation and project management \$14.95/m, rock excavation \$23.40/m over an estimated 6,000 m), the same pipeline procured at market rates would have cost approximately \$6.42 million. Riverina Water's own crews delivered the project at around 18.3% below that benchmark, a saving of over \$1.17 million for our customers. This reflects the genuine value of keeping major construction works in-house, with contractors brought in only where they offer a clear efficiency advantage and/or where project delivery and organisational risks are being managed.

What This Project Means for the Community

Morundah residents now have reliable access to safe, fluoridated drinking water that meets current standards, which is something the old WTP could no longer consistently deliver. The pipeline removes the town's dependence on an isolated plant exposed to raw water quality risks and eliminates the need for Riverina Water to spend time and money maintaining that ageing infrastructure. The new system also brings real operational improvements: operators can remotely monitor pressures and flows across the network, receive early warnings of potential leaks, and isolate sections of the network without cutting supply to other customers. Rural customer connections along the route remain a future opportunity as the network matures.

What Worked Well and What We Are Improving

Several approaches delivered real value. Drone surveys completed the full route survey in-house, saving outsourcing costs and improving accuracy. Digital tools including Procore, live "Before You Dig Australia" service data and Rover survey integration kept field and office teams aligned and reduced rework. Sand slingers and sand boxes improved bedding efficiency and cut material waste, as well as improving on safety and reducing repetitive manual handling risks. Carpooling and strategic plant staging along the route reduced daily mobilisation costs significantly. Stakeholder coordination was also a strength: early engagement with irrigation scheme members avoided conflicts and cut-ins at reservoirs were completed with minimal customer disruption. The project gave younger crew members sustained exposure to a wide variety of plant and conditions, building internal experience and capability that they will carry into future projects.

On the improvement side, we have updated our project methodology to:

- involve and promote greater engagement from construction crews earlier in design reviews to avoid redesign during delivery;
- maintain personnel continuity from design through to construction;
- strengthen incoming materials inspection to catch defects before installation and;
- build more rigorous scope identification and construction industry reference rates into early estimates to reduce the chance of unforeseeable items emerging mid-project.

These changes are already being applied to upcoming capital works.

Strategic Alignment

Our Sustainability

Strategically manage our assets and finances

Financial Implications

The final project cost was \$5.25 million, resulting in an overspend of \$599,698 against the approved 2025/26 budget allocation.

No additional funding is sought from the Board. The overspend will be accommodated through collective underspends across the 2025/26 Capital Works Program and is not expected to have a material impact on Riverina Water's overall capital expenditure position for the financial year.

Workforce Implications

Continued use of contractor engagement to assist with delivery and reduce the impact on internal resources to allow continuity of other Riverina Water projects

Risk Considerations

Service delivery and Asset Management - Short term interruptions Riverina Water recognise there may be levels of risk involved to deliver efficiencies, enhance capabilities and provide water to our community.	
Medium	Riverina Water has a medium appetite for infrequent and short duration interruptions to services consistent with providing lowest sustainable cost water to our customers.

Risk Alignment

The Boree Creek to Morundah pipeline project aligns with strategic objectives by securing Morundah's water supply and mitigating water quality risks associated with the Yanco Creek. This mitigates risk and aligns with the Boards risk appetite, while ensuring we provide our community with safe, reliable water at the lowest sustainable cost.

CONF-1 Confidential Minutes of Audit, Risk and Improvement Committee held on 14 May 2026

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 27 May 2026.

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 Tender RFT2026/06 - W344 - Wagga Wagga WTP Bank Stability Project

Organisational Area Engineering

Author Greg Vidler, Manager Projects and Catherine Smith, Procurement Coordinator

Summary This report provides a recommendation on the preferred tenderer for construction services for the Wagga Wagga Water Treatment Plant Bank Stability Project. The works are required to address bank erosion adjacent to the Wagga Wagga Water Treatment Plant and protect the existing levee system and critical water supply infrastructure.

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-3 Procurement of Operational Technology and Engineering services in response to IT/OT Audit Report

Organisational Area Engineering

Author Christopher Moosbrugger, Project Engineer

Summary This report recommends that the Board accept the procurement of services for the design, supply, integration and commissioning of a segregated operational technology (OT) network at the Wagga Wagga Water Treatment Plant. The work directly addresses a critical finding of the June 2023 IT/OT Cyber Security Audit – relating to network segregation – and supports Riverina Water's obligations as a critical-infrastructure asset under the Security of Critical Infrastructure Act 2018.

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 Acting Director Corporate Services

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary Emily Tonacia, Director Corporate Services commences parental leave in late July 2026, and this report provides information to the Board on the appointment of Edwina Marks to the role of Acting Director Corporate Services.

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)