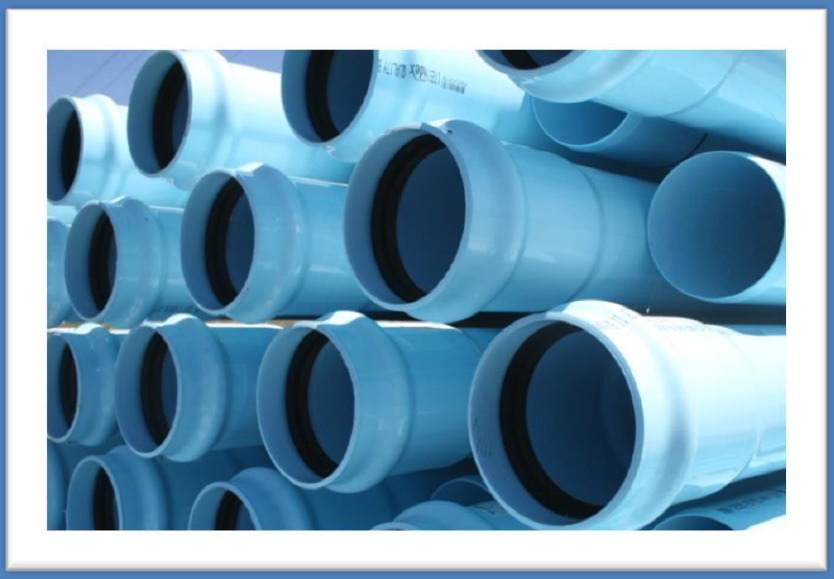

RIVERINA WATER COUNTY COUNCIL

REVISED DELIVERY PROGRAM 2015/2016 to 2017/2018 and OPERATIONAL PLAN 2015/2016

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APPENDICES

1. INTRODUCTION

This Delivery Program and Operational Plan has been prepared in accordance with the requirements of Chapter 13, Part 2 of the Local Government Act, 1993. It includes the proposed activities and financing of Riverina Water's activities for the year.

Riverina Water is responsible for the water supply functions within Lockhart, Urana, Wagga Wagga and part Greater Hume local government areas.

Council is a Category 1 business as defined by the National Competition Policy.

In accepting this responsibility Riverina Water County Council provides reticulated water to all urban and village areas within the County district. Water is also available to land within the rural area, where supply lines exist or can be laid at practical and economical recoverable cost.

Riverina Water provides a comprehensive service in the location, treatment, storage, movement and delivery of drinking quality water, and associated services.

This Revised Delivery Program is for the 3 years commencing July 2015, the Operational Plan for the Year commencing July 2015. Both may be read in conjunction with Riverina Water County Council Strategic Business Plan 2012.

2. GUIDING DOCUMENTS AND PLANS

The guiding documents which support this Delivery Program and Operational Plan are set out below.

- Local Government Act 1993
- Local Government (General) Regulation 2005
- Best Practice Management Guidelines for Water Supply and Sewerage
- Water Sharing Plans
- Integrated Water Cycle Management Strategy 2011
- Strategic Business Plan and Resourcing Strategy for Water Supply 2012
- Code of Conduct
- Asset Management Plan 2012
- Demand Management Plan 2012
- Workforce Plan 2012
- Development Servicing Plan 2013
- RWCC Guidelines to Determine Water Services Connections (new in June 2013)
- RWCC Guidelines to Determine Access to Water Supply (new in June 2013)

There are also numerous Acts and regulation aimed at various parts of Council's operations.

2.1 Integrated Water Cycle Management Plan and Strategic Business Plan and Resourcing Strategy for Water Supply

The NSW Office of Water (NOW) Guidelines for Best-Practice Management of Water Supply and Sewerage recommend the development of integrated water cycle management (IWCM) plans. It explores the integration of water supply, sewerage and stormwater so that water is used optimally.

In 2009 an IWCM Evaluation Study was commenced in partnership with our four Constituent Councils. The Evaluation Study was completed in March 2010 and recommends that Riverina Water make a Detailed Strategy. The Detailed Strategy was completed in 2011 and this will be the guiding strategic document for projects over the ensuing 30 years.

The IWCM Plan is a foundation for strategic planning documents adopted in December 2012 including documents to meet NOW Best Practice and satisfy the Division of Local Government's Integrated Planning and Reporting Guidelines. The Strategic Business Plan and Resourcing Strategy for Water Supply is the key guiding document.

3. PRINCIPAL ACTIVITIES – SERVICES TO BE PROVIDED

Goals

- To provide water supply to customers in accordance with acceptable levels of service.
- To build on a reputation as a leading utility service provider.
- To offer a comprehensive service in the abstraction, treatment, storage, movement and delivery of water and associated services.
- To achieve a substantial reduction in outdoor water use through demand management measures with a focus on outdoor use and the irrigation of turf.
- To include demand reduction as an alternative to augmentation where systems are stressed.

3.1 Services – objectives & targets

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

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

Pressure & Flow

Provide pressures between 12 and 120 metres head at the water meter when service has no flow.

Provide water to each connection at an available flow rate not less than:

Diameter of service pipe (mm)	20	25	32	40	50
Minimum flow rate (litres per minute)	20	35	60	90	160

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

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

Direct pumping from Council water mains is not permitted.

Consumption Restrictions in Droughts

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

Restrictions may also be applied at the request of NSW Office of Water or to comply with an adopted Water Sharing Plan.

The strategy will include a permanent conservation measure (ban on sprinklers between 10am and 5pm), pricing (stepped tariff), targets for reduced demand, changes to irrigation culture, regulations, information and rebates.

Interruptions to Supply

Planned
Domestic customers will receive 24 hours written notice and industrial customers will receive 7 days written notice.

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

Water for Fire-Fighting

Provide fire flows in reticulation systems in accordance with NSW Water Directorate Fire Flow guidelines.

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

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

Potable Water Supply

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

Response Time

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

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

1 hour (during working hours)
2 hours (after working hours)

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

3 hours (during working hours)
4 hours (after working hours)

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

One working day.

Priority 4 - defined as a minor problem or complaint, which can be dealt with at a time convenient to the customer and the water authority.

Within 2 weeks.

Catastrophe

Any situation of this nature would prompt immediate action involving senior personnel and emergency services with the aim of containing and resolving the situation as quickly as possible.

Customer Complaints and Enquiries of General Nature

Respond to 95% of written complaints or inquiries within 10 working days.
Respond to 95% of personal complaints or inquiries within 1 working day.
(Source: Riverina Water Strategic Business Plan and Resource Strategy for Water Supply, 2012)

Special Customers

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

Customer Relations

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

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

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

The Levels of Service (LOS) listed above are the primary driving force for RWCC's actions. These LOS will largely shape the objectives and requirements for operation, maintenance and provision of capital works within RWCC's water supply schemes. Achievement of target levels of service is the primary objective of the system.

Management of Drinking Water Quality

Riverina Water County Council developed its Hazard Analysis and Critical Control Points (HACCP) *Water Quality Management System* in 2006 which was originally based on the framework of the 2004 Australian Drinking Water Guidelines (ADWG). HACCP is a national risk management quality system developed for the food industry and is externally audited annually.
As with many other NSW local water utilities, this management system of drinking water quality includes *NSW Health Drinking Water Monitoring Program Supplies*, *NSW Code of*

Practice for Fluoridation of Public Water Supplies, and the *NSW Best-Practice Management of Water Supply and Sewerage Framework* and *Best Practice Management of Water Supply and Sewerage Guidelines*.

Further development of the ADWG (2011) provided a more structured risk-based approach to drinking water management and satisfies the requirement for a quality assurance program in the *Public Health Act 2010*.

The ADWG (2011) is structured into four general areas comprising of:

1. Commitment to drinking water quality management
   - Commitment to management
2. System analysis and management
   - Assessment of the water supply systems
   - Preventative measures for drinking water
   - Operational procedures and process control
   - Verification
   - Management of incidents and emergencies
3. Supporting requirements
   - Training and awareness
   - Community involvement
   - Research and Development
   - Documentation and reporting
4. Review, Evaluation and Auditing
   - Evaluating and audit
   - Continual improvements

As well as developing and implementing the Water Quality Management System as prescribed by NSW Health and NSW Office of Water in line with ADWG (2011), Riverina Water has elected to maintain its HACCP Water Quality Management System alongside the prescribed Water Quality Management System.

3.2 Services – means of achieving

Strategies / Actions	Measures
Monitor urban and rural per capita demands and determine if they significantly exceed the design peak demand levels of service.	Average kilolitres per quarter not exceeding design.
Manage demand effectively using a range of measures	Treated water consumption and water targets in Ml per day
Regularly monitor urban and village growth, and augment supply as required in line with ten year plan, and current needs	Customer needs met
Maintain network analysis of Wagga urban water system	Staff updating model outputs.
Maintain the water supply infrastructure in good working order.	Some but infrequent breakdowns.
Monitor the operation of the water supply system to ensure continuity of supply.	Continuity of supply maintained.
Reinforce throughout the organisation that we are customer orientated.	Timely responses.

Maintain a request and complaint handling system that ensures both attention to the request and advice of action taken or to be taken.	
Use customer newssheets to disseminate information to customers. Utilise the local media when appropriate to increase awareness within the community. Meet with sectional or interest groups or invite them to meet with us to communicate and receive feedback on relevant issues.	Numerous media outlets used to advise customers on demand management and Senior staff attend various meetings as required.
Increase inspection and documentation of consumer pipework where there is potential for contamination from backflow.	Required protection devices in use and management systems maintained.

3.3 Services – manner of assessment

- Carry out water sampling and testing to meet 2011 Australian Drinking Water Guidelines, monitor and act on test results.

- Maintain a current register of testable backflow prevention devices required and installed, and monitor the testing frequency.

- Record all information and calls concerning system failure, lack of supply, or water quality, and monitor response nature and time. Report monthly to General Manager, and to Councillors.

3.4 Key Performance Indicators

Service satisfaction rating revealed in annual customer survey:	> 4 (out of 5)
Water quality satisfaction rating revealed in annual customer survey:	> 4 (out of 5)

4. PRINCIPAL ACTIVITIES – CAPITAL WORKS

Capital Works that will allow Riverina Water to meet its mission and responsibility to customers and the community generally have been proposed for 2014/2015 and projected for the succeeding three years. These capital works are listed in the following two pages.

4.1 Capital Works – objectives and targets

The objectives are to manage and carry out the capital works programme as effectively and efficiently as possible, so that each facility is brought into service at the appropriate time, within the financial year proposed.

4.2 Capital Works – means of achieving

Each project that has been funded (from revenue, loans, reserves, subsidy or contributions) will be allocated to an appropriate staff member for coordination. Implementation is to be by means most appropriate to the need and circumstances. Items specifically identified for letting out to contract include:

- Supply of pressure pipes, fittings and meters
- Construction of reservoirs
- Construction of Water Treatment Plants
- Painting of reservoirs
- Supply of pumps and motors
- Drilling of bores
- Electrical distributions / control systems
- Consultants' services.

Improving the delivery of capital projects utilising outsourced project management is identified as a key activity.

4.3 Capital Works – manner of assessment

The capital works schedule will be reviewed at not less than quarterly intervals, and progress monitored and reported to the General Manager. The successful and timely commissioning of each item and the actual cost compared to estimate will be monitored.

CAPITAL WORKS PLAN

Details of the Capital Works plan for 2015/2016, 2016/17, 2017/18 and 2018/19 are available in Appendix "E".

The Capital Works Program is in accordance with recently completed strategies and works over the next four years are prioritised using a Criticality Assessment. Overall estimated expenditure is in line with the adopted Strategic Business Plan and Resourcing Strategy and Financial Plan as summarised below.

SUMMARY

$'000

	2015/16	2016/17	2017/18	2018/19
MANAGEMENT	4,010	1,297	1,076	1,111
SOURCES	210	185	195	195
TREATMENT	30,736	15,233	181	181
DISTRIBUTION	7,364	5,824	11,915	6,415
TOTALS	42,320	22,539	13,367	7,902

4.4 Key Performance Indicators

Projects completed from Capital Work Program: Target > 80%

5. PRINCIPAL ACTIVITY – DEMAND MANAGEMENT

Riverina Water undertakes a number of demand management strategies to mitigate overall consumption and peak demand pressures on the system. Some strategies are permanent; others will be introduced as necessary, depending on demand and funding constraints.

5.1 Permanent Conservation Measures

The use of fixed hoses and sprinklers is prohibited between 10 am and 5 pm each day as a permanent conservation measure. This is aimed to reduce evaporative losses from sprinklers irrigating lawns and gardens. This will continue indefinitely with only a small cost in advertising and policing.

5.2 Pricing

The State Government's published Guidelines of Best-Practice Management of Water Supply and Sewerage promote specific water pricing structures which Riverina Water is obliged to follow.

In 2009/10, Riverina Water introduced a stepped pricing structure for water usage. A second (higher) price per kilolitre takes effect once water consumption exceeded 125 kl per quarter on individual parcels of land. In 2011/12 the step was reduced from 150 kl to 125 kl to send a stronger pricing signal to high water consumers. This higher tariff was cost neutral as the consumption reduced in tandem with the higher price. The reduction in per capita consumption will result in scope to redistribute the spare capacity to accommodate growth with existing infrastructure and under existing Water Access Licenses and Water Sharing Plans.

Pricing, apart from enforced restrictions, is the most effective of all demand management tools and must be used in conjunction with other measures which may require substantial funding, such as rebates.

2015/16 water accounts will again include a bar graph showing the trend in the customers' water consumption over the previous 5 readings.

5.3 Media and Community Promotions of Demand Management

Riverina Water gives strong support to the efficient use of water, by involvement with relevant programmes and through publicity in advertising and editorial contributions when water is featured in the regional press. Riverina Water contributes to Water Week displays in both equipment and personnel. Council staff are available to give advice on household plumbing, water use and leak detection.

A range of helpful and supportive fact sheets is available and on display at 91 Hammond Avenue and other locations, including Council's website. Leaflets to inform and assist customers with demand management may continue to be distributed with accounts.

5.4 Measuring Results

Measuring the results of demand management measures is an imperfect science as other factors, and specifically the prevailing weather, can mask the trends in consumption.

One tool for tracking demand management will be the continuation of published weekly water targets for the Wagga Wagga urban area.

Trends in annual consumption will be tracked to gauge long term demand management results.

5.5 Key Performance Indicators

Peak day demand: < 65 Ml

6. PRINCIPAL ACTIVITIES – ASSET REPLACEMENT

Asset replacement is funded within the Capital Works Programme, as detailed in Section 4 of this report.

Asset replacement is in accordance with Council's Asset Management Plan 2012, including criticality assessments.

6.1 Asset Replacement – objectives and targets

- To operate and maintain existing, and build new assets, at least life cycle cost, while meeting agreed levels of service.
- To prioritise the replacement of assets and ensure existing assets are not augmented unnecessarily due to excessive and inappropriate customer usage.
- To incorporate continuous improvement practices in all activities.
- To minimize operational costs without adversely affecting performance. To minimize the impact and cost of breakdowns.
- To ensure the system is capable of meeting needed levels of service, both current and future.
- To provide required asset renewal and augmentation to a timetable that meets needs without over servicing.

6.2 Asset Replacement - means of achieving

Strategies / Actions	Measures
Develop and maintain a rolling replacement plan for all assets with review every 4 years.	Program documented and executed.
Identify potential system capacity deficiencies and incorporate in capital works programme.	Monitoring, pressure testing and failure analysis undertaken.
Maintain water network analysis programme to identify timetable of system improvements and extensions.	Network model calibrated and run.
Utilise Asset Register and associated technology and pipeline breakage history to determine the timing of mains replacement to minimise over all costs.	Pipe break definitions improved in reports.

6.3 Asset Replacement – manner of assessing

- Monitor reliability and performance of assets, using breakdown and failure recording referred to in Section 3.3
- Monitor progress and cost of annual asset replacement programme, compared to capital works plan and estimates.
- Follow the Asset Management Plan 2012, including criticality assessments.

6.4 Wagga Water Treatment Plant

Replacement of the 40 Ml/d Wagga Water Treatment Plant is Council's most significant asset replacement item. The estimated cost is $45M. The rated capacity will be increased to 55 Ml/d. The Concept Design has been completed and selective tenders opened in

March 2015. The initial stages of construction are expected to commence in the first quarter of 2015/16.

6.5 Southern Trunk Main

Replacement and augmentation of the northern end of the Southern Trunk Main commenced during 2013/14. Construction continued during 2014/15, with the total cost over three years approaching $5M.

6.6 New Depot Office and Warehouse

A New Depot Office and Warehouse Building, valued at $3.75M, commenced construction in April 2015. It is anticipated that this building will be completed by December 2015.

7. PRINCIPAL ACTIVITIES – SALE OF ASSETS

Assets which are not needed for current or future plans, and which can be disposed of for some return, should be sold. No major items in this category have been identified in the current plan.

7.1 Sale of Assets – objectives

To realise a cash return or equivalent by disposal of unnecessary assets.

In 2015/16 this will include:

- disposal of plant and motor vehicles that are replaced.
- disposal of scrap metal and other sundry items.

7.2 Sale of Assets – means of achieving

- monitor the plant and motor vehicle second hand market. Offer plant and vehicles for trade-in, sale by tender or public auction in order to provide the best financial return to Council.
- scrap metal and other surplus sundry items may be made available for sale by written sealed offers.

7.3 Sale of Assets – manner of assessing

- sales of assets will be considered satisfactory where the most advantageous of all offers received is accepted.

8. PRINCIPAL ACTIVITES – BUSINESS OR COMMERCIAL ACTIVITIES

Riverina Water County Council is required to act as a successful business, under the provisions of the Local Government Act. Activities are conducted in accord with good business practice; however its actual commercial operations are currently limited to:

(a) System monitoring, professional advice, installations and repairs for Gumly Gumly Private Irrigation District. This work is fully charged to the District, and is expected to continue.

(b) Occasional installation or maintenance work on pipelines, water supply systems or chlorinators operated by other authorities or owners. This work is fully charged to the relevant owner.

9. PRINCIPAL ACTIVITIES – HR & WORK HEALTH & SAFETY

Riverina Water County Council recognises the value of staff, and the key role they play in serving customers and the community.

Riverina Water County Council is continuing a structured safety management system so that we can achieve a consistently high standard of safety performance. In addition, it will serve to ensure Riverina Water meets the obligations of its internal WHS Policy and the relevant NSW WHS legislation.

9.1 Human Resources – goals and objectives 2015/16

- To maintain an efficient, effective, safe and non-discriminatory working environment, which enables employees a high degree of job satisfaction.
- To ensure workforce planning and employee development meets current and future organisational requirements.
- To enhance workforce accessibility, capability and capacity through improved technology, communication and participation.

9.2 Human Resources – means of achieving

Strategies / Actions	Outcomes
• Develop workforce capacity and capability through workplace learning & development	• Workforce is skilled & equipped to undertake agreed roles. • Training plan & budget is agreed & programed throughout the year – Cert III Civil Construction
• Review and align job roles & skill requirements to workforce needs	• Agreement, recognition & understanding of employee contribution & participation organisation objectives – position descriptions
• Improve workforce accessibility, culture & communication for employee engagement & workforce development	• Contribute to the provision of a healthy and active workforce - Health & Wellbeing programs, return to work support, leadership development • Implement methods & technologies that enhance skill development, flexibility & participation • Develop actions resulting from Employee engagement project • Increased employee participation in working parties and committees – training & accessibility to information & support • Utilise available technologies that improve & simplify communication & accessibility to information – Learning Management System, flexible learning & delivery, Online support
• Develop management & employee engagement	• Implement a leadership develop program

	• Employee participation in working parties and committees • Engagement and actions adhere to the RWCC Enterprise agreement & agreed policy & procedures.
• Workforce health & wellbeing	• HR resources are simple, proactive & supportive of WH&S & workplace needs • Contribute to a healthy & active workforce. Health & Wellbeing programs, return to work initiatives, EAP program, Fit to Work practises

9.3 Human Resources – manner of assessing

Success of human resources activities is indicated by:

- Training budget is aligned and implemented according to workforce and operational requirements – implementation of Cert III Civil Construction, access to online training and support
- Improvement in accessibility of skills development opportunities – introduction of Learning Management System, online learning, flexible learning and recognition
- HR analytics are within acceptable measures - employee turnover, industrial disputes, absenteeism, training completion
- Employee engagement project outcomes and recommendations are embedded in planning and development
- Workplace and employee incidents are managed at source rather than escalated.
- Humans Resources and payroll processing is manageable with allocated resources.
- Policy and procedure enhancement – Fit for Work, Education and training, employee grievance

9.4 Work Health & Safety Goals & Objectives 2015/2016

9.4.1 Objective/Goal

Riverina Water's WHS goal for 2015//16 is to eliminate workplace risk through good safety management practices. Where elimination is not achievable/practical all risks will be reduced to the lowest possible level. Unsafe work practices are to be eliminated through a combination of safety management and improved safety culture.

Objectives	Means of Achieving	Target / Measure
Improve communication and consultation	• Kit Kat team meetings • Regular face to face discussion between managers and staff • Provide timely and appropriate feedback on all WHS issues	• 12 X monthly meetings held by all teams. • Regular manager attendance at team meetings. • Workgroup meetings held quarterly.
Elimination/ reduction of workplace risks	• Develop CIAP • Staff training • Develop and monitor safe working practices and procedures • Provide adequate resources (staff & equipment) • Regular workplace inspections and audits	• CIAP activities at least 90% completion. • Procedures updated per schedule. • Low staff turnover. All teams fully staffed and equipped. • Audit and inspection schedule up to date.
Raise the safety culture	• Training of staff • Promotion of WHS responsibilities • Monitor WHS performance of staff • Regular editions of Safety Newsflash	• All staff trained to specified WHS requirements and levels. • All staff aware of their WHS role. • Reduced incident and discipline reports. • Minimum of one Newsflash per month
Maintain and improve health and wellbeing of staff	• Target specific health and wellbeing issues. • Provide EAP service. • Promotion through newsletter.	• Participation and interest shown in health promotions • Usage of EAP service

9.4.2 Key Performance Indicators

Number of days lost through injury:	Target < previous period
Cost of workplace injuries:	Target < previous period
Percentage of sick leave to ordinary hours worked:	Target < 3.5% (sector average)
Total hours worked compared to time lost through workplace injury & illness:	Target < previous period

10. ENVIRONMENTAL PROTECTION AND EFFICIENCY

Unlike a general purpose council, Riverina Water County Council is not required to address the general state of the environment; however it is responsible for environmental protection in relation to all its works and activities. The movement and treatment of water, and the disturbance of soil during construction work must have due regard for environmental issues.

Carbon emissions are significant in our operations due to pumping and treatment processes and also fleet and plant operation.

10.1 Environmental Protection – objectives and targets

Riverina Water draws on the surface and groundwater resource in the Murrumbidgee and Murray Valleys, and is bound by state statutes and policies, administered by the NSW Department of Environment and Heritage, and that Department's NSW Office of Water. It is essential that any water we return to the environment is of an appropriate quality.

It is also important that any water we produce and manage is governed to reduce related environmental impacts such as dry-land salinity. Over-watering in parts of Wagga Wagga will recharge groundwater and increase salinity issues closer to the river. Joint efforts with constituent councils are required to address such environmental impacts.

Any disturbance of the soil during pipelaying, or other water supply work is to be protected by recognised soil and water conservation practices during the project, and returned to a state equal or better than pre-existing on completion of the work.

Riverina Water aims to minimise the amount of electricity used, and thus contribute to programmes which reduce greenhouse gas emissions. Electricity usage is primarily based on water demands and programmes such as water demand management also contribute to reduction of greenhouse gas emissions per capita.

Council’s fleet is almost exclusively diesel powered and this is considered to be the more practical and cost effective means of achieving environmental aims, when compared to petrol or hybrid vehicles.

Land and buildings owned by Riverina Water are to be cared for in an environmentally sustainable way.

Riverina Water aims to reduce wastage and make customers aware that water is a finite resource that the provision of water supply is costly, and that inefficient and wasteful practices should be eliminated.

10.2 Environmental Protection – means to achieve

10.2.1 Filtration plant effluent.

Since the completion of Wagga’s sludge and backwash treatment plant in 2005/06, Wagga’s filtration plant discharges have been meeting its Environment Protection License (EPL) obligations for returned water into Murrumbidgee River.

Returned water from other filtration plants (Urana and Morundah) are treated and controlled via settling lagoon systems.

10.2.2 Soil and water management.

Courses on practical soil and water management have been completed. Practices such as site containment, storm flow and sediment control, and re-vegetation are undertaken wherever needed on work sites.

A sludge tanker and a vacuum unit are on hand and used in conjunction with underboring, to eliminate any flow of muddy waters from the work site.

Continue close liaison with constituent councils on issues such as dry-land salinity and assist with the introduction of appropriate measures.

10.2.3 Electricity use

Riverina Water will continue to work at reducing electricity consumption, by installing more efficient equipment and minimising power losses. This will assist the reduction in greenhouse gas emissions in NSW. The possible re-introduction of carbon trading schemes will also be monitored with regard to requirements on the water industry. For example, Riverina Water is a very large consumer of electricity and consumed approximately 11.2GWh in 2013/14 and generated approximately 10.4 kilo tonnes of carbon dioxide. Despite the removal of the Carbon Tax, Riverina Water County Council will continue in its efforts to reduce its carbon footprint.

Improvements to electricity efficiency are expected to offset most of the rises in the price of electricity. Continuing improvement programmes include: power factor correction programs, solar site generation, and power wastage minimisation

10.2.4 Native vegetation

An environmental project, to restore native vegetation and generally improve the river bank and Marshalls Creek, at Council's Hammond Avenue property, has been completed in recent years. Further improvements will be deferred until detailed plans are developed which are consistent with the new treatment plant, new inlet works, bank stabilization and flood mitigation works.

10.2.5 Fleet

The replacement and purchase of vehicles will continue to consider environmental criteria. The performance and environmental benefits of the current diesel fleet will continue to be monitored.

10.3 Environmental Protection – manner of assessing

Strategies / Actions	Measures
Water returned to the environment from the filtration plant will be monitored for Environmental License compliance.	EPA standards achieved.
All field work-sites will be protected and restored to eliminate degradation.	No soil loss or siltation. Vegetation restored.
Soiled water from Urban field site works will be returned for proper disposal.	No soiled water entering town drainage systems.
Electrical efficiency will be considered in infrastructure design and benefit costs assessments for existing installations to implement energy efficiency programmes.	Electrical efficiency taken into account. Suggested measures: Tonnes (CO2)/ ML, Tonnes (CO2)/number of connections.
Marshalls Creek environmental project to restore native vegetation and protect creek bed.	Native vegetation restored. Stable creek bed.
Fleet replacements to consider environmental criteria	

10.4 Key Performance Indicators

Power used per megalitre of water produced: (KWh & $)	< same period last year (KWh & $)

11. PRINCIPAL ACTIVITIES – EQUAL EMPLOYMENT OPPORTUNITY

11.1 Equal Employment Opportunity – objectives and targets

To comply with standard requirements for Equal Employment Opportunity, so as to ensure all people are fairly treated in employment practices.

11.2 Equal Employment Opportunity – means of achieving

Implement and carry out the Equal Employment Opportunity policy and operational plan adopted by Council. A copy of the policy statement on the succeeding page summarises the principle provisions. Copies of the full Equal Employment Opportunity policy and operational plan have been circulated throughout the office, works, depot and other workplace locations.

11.3 Equal Employment Opportunity – manner of assessing

Evaluation of the effectiveness will be carried out as detailed in the EEO Policy and operational plan.

11.4 Key Performance Indicators

Number of complaints lodged:	Target = Nil
Percentage of women returning from maternity leave:	Target = 100%

12. FINANCE AND REVENUE – ESTIMATES: INCOME & EXPENDITURE 2015/16

The Forecast Operating Result for 2014/2015 indicates an Operating Result of a surplus of $6,763,000

The Budgeted Operating Result for 2015/2016 indicates an Operating Result of a surplus of $4,255,000

12.1 Notes on Estimates of Income and Expenditure 2015/2016

12.1.1 Financial Results & Projections

$,000	Forecast 2014/2015	Budget 2015/2016	Proposed 2016/2017	Proposed 2017/2018	Proposed 2018/2019
Operating Result	6,763	4,255	3,425	3,031	2,974
Increase/(Decrease) Net Current Assets	(6,178)	(21,048)	(597)	(388)	538
Net Current Assets	27,146	6,097	5,501	5,112	5,651

Cost Recovery

Water sales in 2006/07 reached a record level of 16,286 megalitres as the drought continued, 2010/11 saw a low of 10,010 due to wet weather. Over the last ten years the range has been 10,010 megalitres to 16,286 megalitres per annum. With our current level of funds, accepting some risk of a low sales year is not unreasonable, and from the trend analysis undertaken, water sales for 2015/16 have been budgeted at 12,082 megalitres, the average water usage for the past 5 years less 5%, due to demand management measures.

In order to fully cover operating costs and depreciation an increase in tariff is required for 2015/16 of 5%

NSW Office of Water (NOW) Best Practice Management of Water Supply guidelines have previously recommend, to encourage water conservation, high water residential customers should be subject to a stepped price increase of at least 50% for incremental usage above a level up to 600 kl/annum per household. Riverina Water had decreased this tariff step to 500 kl/annum. This is calculated on a monthly or quarterly basis, depending on the nature of the consumer.

The 2015/16 residential tariff for urban and non-urban is $1.40 cents per kilolitre for the first 125 kilolitres per quarter then $2.10 per kilolitre per quarter.

Access charges will remain unchanged at $40 per quarter.

Capital Works Programme 2015/2016

This budget continues with the capital works programme as forecast in our Strategic Business Plan and Resourcing Strategy 2012, network modelling and more refined investigation reports, and a risk based criticality assessment. Striking the best balance between maintaining adequate infrastructure and what can be achieved in any one year

with the resources allowed has always been difficult, and emphasis is placed on key projects and improving resourcing techniques to achieve delivery.

The 2015/16 capital works programme will be financed as follows:

		$'000
a)	Capital Contributions	$ 2,300
b)	Revenue Allocations	$17,704
c)	Loan Funding and Reserves	$22,606
	Total	$42,610

Restricted Assets: Cash and Investment

Assets recognised in the statement of financial position, the general purpose financial report, shall identify by way of note, those assets the uses of which are restricted, wholly or partially, by regulations or other externally or internally imposed requirements where those restrictions are relevant to assessments of the performance, financial position or financing and investing of the Council.

Council's cash and investment internal restriction included in Council's operational plan are:

Employee Leave Entitlements: The standard provision in local government is to fund 30% of the total Employee Leave Entitlement Liability. A provision of 30% of the Employee Leave Entitlement has been made.

Budgeted Restricted Cash & Investment	$'000
Asset Replacement	1,475
Sales Fluctuations	2,000
Employee Leave Entitlements	1,030
Unexpended Loans	nil
Un-restricted Cash & Investments	3
Estimate 30th June 2016	$4,508

Assumptions used in preparation of Estimates

Other matters taken into consideration in the preparation of the Estimates 2015/2016 were:

- An increase in Wages and Salaries of 3.5%
- An inflation figure on other items of 3.5%
- The trend in water sales over the previous 10 years has been analysed, and on this basis, sales have been budgeted on the average consumption of the past 5 years less 5%. The actual sales will be largely dependent on seasonal weather conditions and continued success of our Demand Management Strategy.

- The level of Availability Charges, Water Tariffs and Miscellaneous Charges outlined in Section 12 of this Report for Urban and Non-Urban Section of the Fund has been utilized in the calculation of the estimated income for 2015/2016.
- Tax equivalents, payment is included.

Dividend payments are not included in cost recovery.

12.2 Budget

Financial Statements summarising the Anticipated Result for 2014/2015 and Projected Budgets for 2015/16, 2016/17, 2017/18 and 2018/19 are included as Appendix “F”.

13. FINANCE & REVENUE – CHARGES AND FEES

13.1 Connection Costs

Connection fees have two basic components – a development servicing charge (a contribution towards infrastructure based on the potential increase in demand on the system), and a Service Connection Fee (the (averaged) cost of physically installing the connection and meter). Land developers are also required to meet the reticulation costs.

13.2 Development Servicing Charge

The Development Servicing Plan (DSP) was prepared in accordance with New South Wales Office of Water (NOW) guidelines and adopted by Council in June 2013.

In accordance with the DSP, the Developer Charge for 2015/2016 is $4,930 per E.T. (Equivalent Tenement).

Equivalent Tenement figures for developments will be determined in accordance with "Section 64 Determinations of equivalent tenements guidelines" published by the NSW Water Directorate.

In applying these guidelines the following multipliers will be used to determine Local E.T.'s:-

Development Type	Local ET Multiplier	DSP Reference
Single Residential	Recommended ET	Table 1
Multi Residential	0.7 x Recommended ET	
Rural (Stock and Domestic) up to 25mm Service	Recommended ET (will typically be that for a large residential Lot > 2000m^2)	Table 1
Rural (Stock and Domestic) greater than 25mm Service	$\frac{(\text{meter size})^2}{25^2}$ x Recommended ET	Table 1
Commercial/Industrial	0.7 x Recommended ET **OR** Assessed Peak day Demand ÷ 3.8 kl	Tables 2 and 3

The methodology to calculate the number of E.T.'s for a development is to primarily use the NSW Water Directorate guidelines, as referred to in this Operational Plan. However it is only when these guidelines do not address the type of development is the alternate method used, where we assess peak day demands and divide by 3.8kl.

The developer charge for any newly created parcel of land or development will be based on a minimum of one E.T.

13.3 Large Service Infrastructure Contribution

Prior to the Development Servicing Plan, there were minimum infrastructure charges set for larger service. The infrastructure charges have now been replaced by the E.T. based Development Servicing Charge (DSC).

Notwithstanding this, minimum assumed E.T.'s have been set for larger service sizes. The minimum DSC for a 100mm service will be calculated on the basis of 4 E.T.

For other service sizes refer to table at the end of Section 13.8.1.

3.4 Service Connection Fee

The average cost of physically connecting allotments in Wagga Wagga is estimated to be $1,332.50. The estimated costs for larger services and rural services are set out in table 13.8.2.

13.5 Service Connection Fees - Multiple Units

Multiple units will incur a development charge as per 13.2 above. The cost of the physical service will be $1,332.50 for the first unit and $266.50 for each additional unit connected to the same service, and $1,332.50 for each free standing unit, with separate services. Riverina Water will determine the service size in consultation with the developer.

13.6 Service Connection Fees - Rural Connections

The service connection fee for rural connections is based on average installation costs and is set out in Section 13.8.2. The connection fee is in addition to the development servicing charge.

Where mains or spur lines need upgrading or extending due to a new connection, an additional capital contribution is calculated on an individual basis.

13.7 Reticulation Mains Construction and Costs

Land developers are required to meet the full cost of reticulation mains construction within the area being developed. Minimum reticulation main sizes will be 100mm diameter in residential areas and 150mm diameter in commercial/Industrial areas. Council will meet the additional cost of increased diameter pipes laid by Council to provide flow through the area to serve other land.

13.8 Recommended Fees

The two connection cost components are documented in:-

- Section 13.8.1 Development Servicing Charges, and
- Section 13.8.2 Service Connection Fees.

13.8.1 Recommended Development Servicing Charges

URBAN (RESIDENTIAL) DEVELOPMENT SERVICING CHARGE

NOTE: This charge is in addition to the applicable service connection fee.

URBAN – including Township & Village – SINGLE RESIDENTIAL LOTS	**Tax**	**COST PER LOT (based on Lot size)**		
		<450m^2	**450 – 2000m^2**	**>2000m^2**
Lots where developers have prepaid the fees appropriate at time of Development		NIL – (Note only applies for a single residence on the Lot)		
Lots (not prepaid) existing prior to 1/1/1994 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 $4,930 per E.T.		
Lots (not prepaid) created since 1/1/1994	N	$4,930	$4,930	$5,915
URBAN – including Township & Village – MULTIPLE RESIDENTIAL UNITS		**PRICE FOR MULTIPLE UNITS**		
Lots where developers have pre-paid the fees		Nil – Provided correct charges have been pre-paid		
Lots (not prepaid) existing prior to 1/1/1994	N	Fee applicable for newly created lots Less $4,930		
Lots (not prepaid) created since 1/1/1994:				
MULTI-RESIDENTIAL LOTS (MEDIUM DENSITY 1-2 STOREY)		**Developer Charge Per Dwelling**		
Dual Occupancy – 1 Bedroom	N	$4,930 if lot size > 450m2 per dwelling		
Dual Occupancy – 2 Bedrooms				
Dual Occupancy -3 or more Bedrooms				
Duplex – 1 Bedroom		Applicable Charge for units if lot size <450m^2 per dwelling		
Duplex – 2 Bedrooms				
Duplex – 3 or more Bedrooms				
Units - 1 Bedroom	N	$1,972		
Units – 2 Bedrooms	N	$2,958		
Units – 3 Bedrooms	N	$3,944		
MULTI-RESIDENTIAL LOTS (HIGH DENSITY > 2 STOREY)		**Developer Charge Per Dwelling**		
Multi Storey Apartments – 1 Bedroom	N	$1,627		
Multi Storey Apartments – 2 Bedrooms	N	$2,465		
Multi Storey Apartments – 3 or more Bedrooms	N	$3,300		
NOTE: The minimum Developer Servicing Charge per Lot is $4,930				
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.		

RURAL DEVELOPMENT SERVICING CHARGES

NOTE: These charges are in addition to the applicable service connection fee

The Development Servicing Charge for rural connections is based on E.T.'s determined from service size. The following charges relate to properties greater than 2000m^2. For smaller rural properties divide the listed charge by 1.2

RURAL LOCATION	Tax	PRICE PER SERVICE CONNECTION				
		20mm	25mm	32mm	*40mm	*50mm
		$	$	$	$	$
RURAL PIPELINES **	N	$5,915	5,915	9,691	15,143	23,662
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.						
NOTE: Due to limitations of existing reticulation a capital contribution towards upgrading may also be required for some rural connections, calculated on an individual basis.						

COMMERCIAL OR INDUSTRIAL DEVELOPMENT SERVICING CHARGES

NOTE: These charges are in addition to the applicable service connection fee

Development Servicing Charges for Industrial or Commercial developments are based on a charge of $4,930 per E.T. (Equivalent Tenement).

For **Industrial Development**, E.T.'s will be calculated by one of the following 2 methods – whichever gives the Higher E.T.

Method 1: Use the Water Directorate Guidelines, and multiply the recommended E.T. value by a factor of 0.7.

Method 2: Where the Water Directorate Guidelines are silent about the particular type of development, calculate the E.T. by dividing the assessed peak day demand by 3.8 kilolitres. (e.g. a peak day demand of 19 kilolitres = 5 E.T.)

NOTE: At the time of subdivision, if no development type is specified, the Developer Servicing Charge will be based on 1 E.T. per Lot. The charges will then be re-assessed when the owner makes application for connection to the water supply.

For **Commercial Development**, E.T.'s will be calculated according to the Water Directorate Guidelines, in particular Table 2, and by multiplying the recommended E.T. Value by a factor of 0.7

NOTE:

1. At the time of requesting a service connection, the applicable E.T.'s will be recalculated and credit will be given for any previously paid E.T.'s.

2. Notwithstanding all of the above, there will be a minimum Development Servicing Charge of $$4,930 per Lot, AND the following minimum development servicing charges will apply to each service connection, based on service connection size.

SERVICE SIZE	Tax	<80mm	80mm	100mm (minimum 4 E.T.)	150mm	200mm
Minimum Charge	N	$4,930	$12,621	$19,718	$44,366	$78,873

13.8.2 Recommended Service Connection Fees

URBAN SERVICE CONNECTION

NOTE: This fee is in addition to the Developer Servicing Charge

The following urban connection fees include the costs of providing a tapping from a water main, service pipe to property boundary and the corresponding size water meter, and in the case of 20mm and 25mm services a household tap adjacent to the meter.

URBAN – including Township & Village – SINGLE RESIDENTIAL/ COMMERCIAL/ INDUSTRIAL DEVELOPMENTS	**Tax**	**PRICE PER SERVICE CONNECTION FOR SINGLE UNIT**				
		20mm	**25mm**	**32mm**	***40mm**	***50mm**
Lots where developers have prepaid the fees appropriate at time of Development	N	NIL	$528	$1,051	$1,753	$2,337
All other lots including 2nd or subsequent services	N	$1,332	$1,860	$2,383	$3,085	$3,670
*** The availability of a service connection greater than 25mm diameters is dependent on capacity to supply with the reticulation network and must have Engineering Approval.**						
URBAN – including Township & Village – MULTIPLE RESIDENTIAL UNITS		**PRICE FOR MULTIPLE UNITS**				
		1 unit	**2 units**	**3 Units**	**4 units**	**5 units**	**Extra Units**
Lots where developers have pre-paid the fees		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	$1,332	$1,599	$1,866	$2,132	$2,399	$266
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 internal 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					
b) Where the service requires a rail crossing and approval from the Railway Authorities	N	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.					
Road Underboring	N	$120.00 per metre					

RURAL SERVICE CONNECTION

The following rural service connection fees include the tapping, provision of service pipe for a distance not greater than 40 metres, and the water meter. The service connection and meter will generally be located adjacent to or within the road reserve containing the water main.

All plumbing work, including installations on private property must be carried out by a licensed plumber engaged by the customer. This includes the component of a service line beyond the 40 metres included in the fee.

RURAL LOCATION	Tax	PRICE PER SERVICE CONNECTION				
		20mm	25mm	32mm	*40mm	*50mm
		$	$	$	$	$
RURAL PIPELINES **	N	1,519	2,050	2,562	3,280	3,895
WALBUNDRIE TO RAND PIPELINE URANGELINE/BIDGEEMIA RURAL SCHEME & OTHER RURAL 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 Rail Authorities	N	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				
Road Underboring	N	$120.00 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.						
NOTE: Due to limitations of existing reticulation a capital contribution towards upgrading may also be required for some rural connections, calculated on an individual basis.						

LARGE SERVICE CONNECTIONS

This is the actual cost of installing the service connection and will be determined on a case by case basis.

13.9 Availability and Usage Charges

The availability and usage charges as used in preparing the estimates are detailed in the following schedules.

13.9.1 Availability charges for 2015/2016 for the Wagga Wagga Urban Area are the same level as the Rural, Towns & Villages.

AVAILABILITY CHARGE PER PROPERTY, RESIDENTIAL, STRATA UNIT OR CUSTOMER		
DOMESTIC	**Tax**	
Built upon or connected property	N	$40.00
Each additional dwelling erected on each parcel of property	N	$40.00
Vacant land not connected (within 225 metres or adjacent to a main)-urban only	N	$17.50
COMMERCIAL / INDUSTRIAL		
Built upon or connected property	N	$45.00
Non-metered connected premises	N	$90.00
Each additional strata unit	N	$45.00
OTHER		
Government Departments including, police stations, court houses, schools, staff housing, public offices etc.	N	$45.00
Churches and similar “non-rateable” property	N	Usage charge only
Additional fee for separate fire service connected	N	$45.00

NOTE: A rural property comprises of all adjacent or adjoining land held under the one ownership.

13.9.2 Usage charges for 2014/2015 are as follows:

WATER TARIFFS $ per kilolitre	Tax	2014/2015	2015/2016
General Tariff All users (except as detailed below) *First 125 kls per quarter* *Balance per kilolitre per quarter*	N	 1.33 2.00	 1.40 2.10
Strata Title Units and Flats *First 125 kls per quarter per unit* *Balance per kilolitre per unit* (For Strata complexes and Flats where units are not individually metered the total metered consumption will be evenly apportioned between units)	N	 1.33 2.00	 1.40 2.10
Industrial Tariffs for processing or manufacturing industries with consistent year round usage connected since 1/7/2009 *First 41 kilolitres per month* *Balance above 42kl per month* *Balance above 3,000 kl per month* Applicable to large scale processing or manufacturing industries with consistent year round usage and specifically approved by Council *First 3,000 kl per month* *Balance above 3,000 kl per month*	N N	 1.33 2.00 2.00 1.33 1.33	 1.40 2.10 2.10 1.40 1.40
Commercial Tariff All users (except as detailed below): *First 125 kls per quarter/41 Kl per month* *Balance per kilolitre per quarter*	N	 1.33 2.00	 1.40 2.10
Community Facilities Hospitals, Schools / TAFE / University, Parks and Gardens, Council Swimming Pools	N	1.33	1.40
Non-Potable water *First 125 kilolitres per quarter* *Balance per kilolitre per quarter*	N	 0.67 1.01	 0.70 1.05
Metered supply to standpipe agents or constituent Councils	N	1.83	1.97
Supply from fixed standpipe and water filling stations (Minimum charge $10.00 when via an Agent)	N	2.89	3.11
Bulk Supply Application of this tariff will be at the discretion of the Council	N	1.33	1.40
Primary Producers Tariff Applicable to all rural services along Council's trunk mains	N	1.33	1.40
REBATES			
Eligible pensioner		$24.37 per quarter	
Kidney dialysis machine users		20 kl per quarter.	

NOTE: Water used for fire-fighting purposes will not be charged. If applicable, it is the responsibility of the customer to notify Council, in order for the necessary billing adjustments to be made.

NOTE: With regard to Industrial Tariffs, referred on the previous page, Consistent use is deemed to be when individual monthly consumption is between.75 and 1.25 times the average monthly consumption based on the previous 12 month rolling average.

13.10 Other Charges

13.10.1 Sundry Fees & Charges

Sundry Fees & Charges	Tax	2014/2015	2015/2016
Search / Enquiry Certificate Fee – S603 (as for property transfer)	N	$70	$75
Fee for providing information in writing, including Special meter reading	N	$70	$70
Formal GIPA Access Application	N	$30	$30
Formal GIPA Processing Fee	N	N/A	$30 per hour
Reconnection fee – requires new service	N	Appropriate connection fee	Appropriate connection fee
Reconnection fee (new service not required)	N	$162 + cost of meter if required	$166.50 + cost of meter if required
Remove Flow Restricting Device	N	$162	$166.50
Meter repairs – s636 LG Act	Y	N/A	$105 per hour
Meter Test Deposit	N	$72.50	$74.50
Test Fees for Back Flow Prevention Devices RPZ Devices Other Devices	N	 $106.50 $ 85	 $109.50 $ 87.50
Leak Detection (Minimum 1 hour)	Y	$101.95 per hour	$105 per hour
Water main location involving potting or excavation	N	$101.95 per hour	$105 per hour
Dishonoured cheque fee	N	Double the relevant bank fee incurred	Double the relevant bank fee incurred
Interest on overdue accounts	N	8.5%	8.5%
Service call	Y	$101.95 per hour	$105 per hour
Plumbing Permit including standard inspections	N	$101.95	$105
Additional Plumbing Inspection due to non-compliance	N	$168	$173
Non-compliance with water restrictions	N	$240	$247
Water Filling Station Access	N	$279	$287
Replacement Water Filling Station Key	Y	$57	$58.50
Pressure and flow analysis application fee	N	$168	$173
Clearing of shrubs and small bushes	Y	$101.95 per hour	$105 per hour
Repair to damaged water main	N	Minimum $500 Actual costs plus 20%	Minimum $500 Actual costs plus 20%
Private Works	Y	Actual costs plus 20%	Actual costs plus 20%
Print/Copy A4 single sided Black & White	Y	N/A	$0.45
Print/Copy A4 single sided Colour	Y	N/A	$2.50
Print/Copy A3 single sided Black & White	Y	N/A	$0.95
Print/Copy A3 single sided Colour	Y	N/A	$3.25
Copy of Water Notice	Y	N/A	$11
Copy of Financial Data on Properties	Y	N/A	$10
Copy of 603 Certificate administration	Y	N/A	$11
Fee for Reallocation of Electronic Payment	Y	N/A	$10

13.9 Key Performance Indicators

Level of water accounts overdue compared to water sales for previous 12 months: Target < 5%

Level of sundry debtor accounts overdue compared to debtors raised for previous 12 months: Target < 5%

14. FINANCE & REVENUE – PRICING POLICY

Riverina Water County Council supports a pricing system, which is equitable and reflects the actual cost of the service provision over the long term. Cross-subsidisation between classes of customers is to be minimised, however some standardisation of pricing is necessary to avoid unreasonable charges for remote areas. The township and rural pricing of water was equalized in 2012/2013.

A New Development Servicing Plan has been developed and is currently on display. This will retain the principal of Development Servicing Charges based on an E.T. (Equivalent Tenement) Basis.

Service connection fees include a much wider differential, so that the non-urban areas meet additional costs related to the longer lengths of service lines required.

The pricing systems should be transparent, and understandable, and an excessive number of different tariffs is to be avoided.

The abandonment of rating and water allowances and the introduction of access (availability) and usage charges in 1994 was undertaken after a thorough examination of numerous pricing combinations.

To introduce a stepped (inclining block) tariff for all categories of consumers except certain community based facilities such as hospitals, education facilities, parks and gardens, primary producers and council swimming pools. All existing commercial and industrial users progressed to the full stepped tariff in 2013/2014, unless specifically exempted by Council.

The stepped tariff will also act as one of the incentives to conserve water.

This will be again reviewed in the future when other demand strategies have been developed according to Integrated Water Cycle Management Plan.

Strategies / Actions	Measures
Stepped tariff, subject to some concession for large year round users.	Stepped pricing applied.
New capital works are to continue to require capital contributions from developers. Specific works will be at full cost to the developer while headworks will be partly developer and partly water sales funded, as per the Development Servicing Plan	Funding balance achieved.

15. FINANCE & REVENUE – CHARGES FOR WORK ON PRIVATE LAND

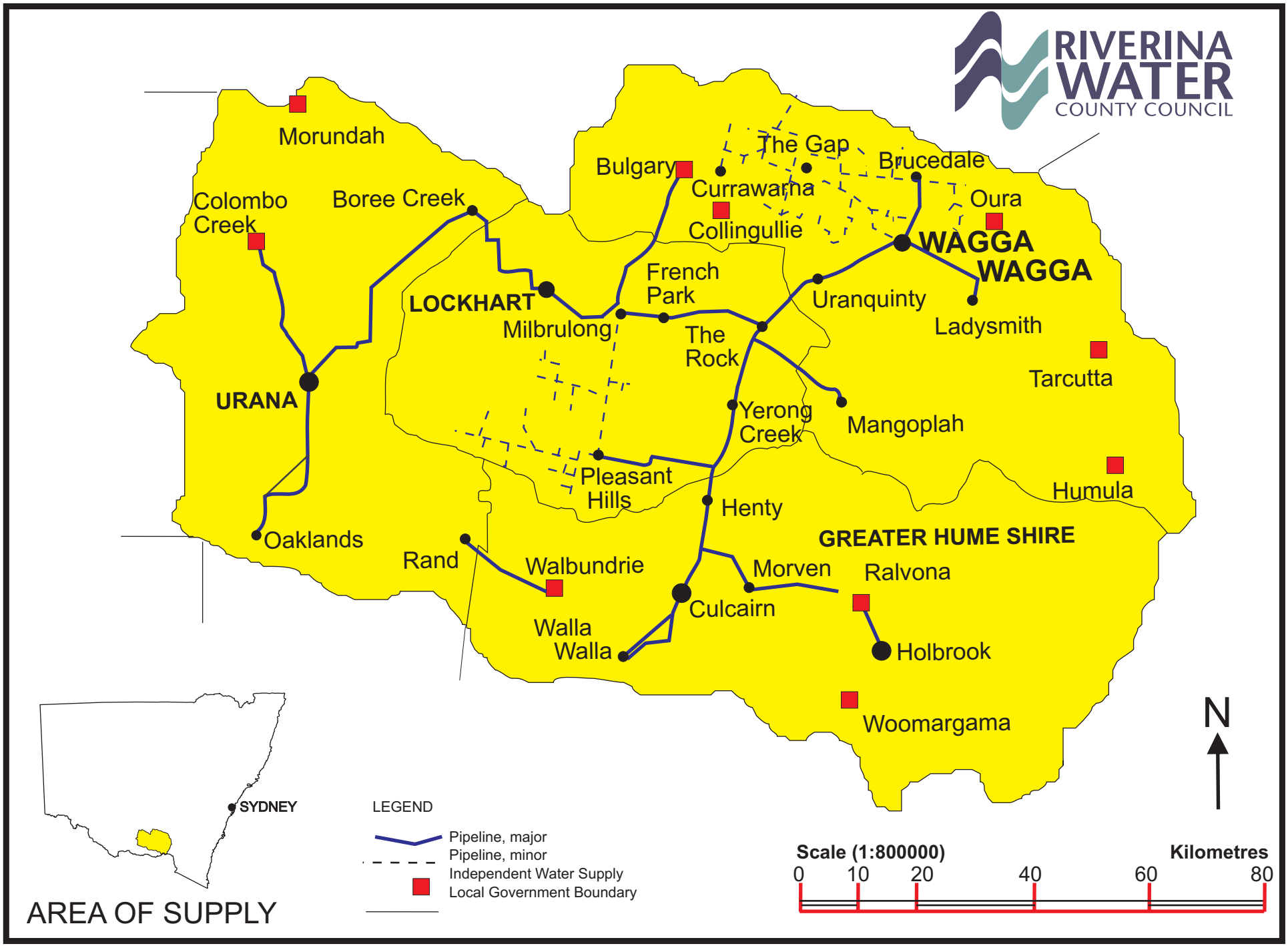
Riverina Water County Council does not seek nor carry out significant amounts of work on private land, however occasionally it is of mutual benefit to do so.

When work for other parties or an individual is carried out, the charges are based on:

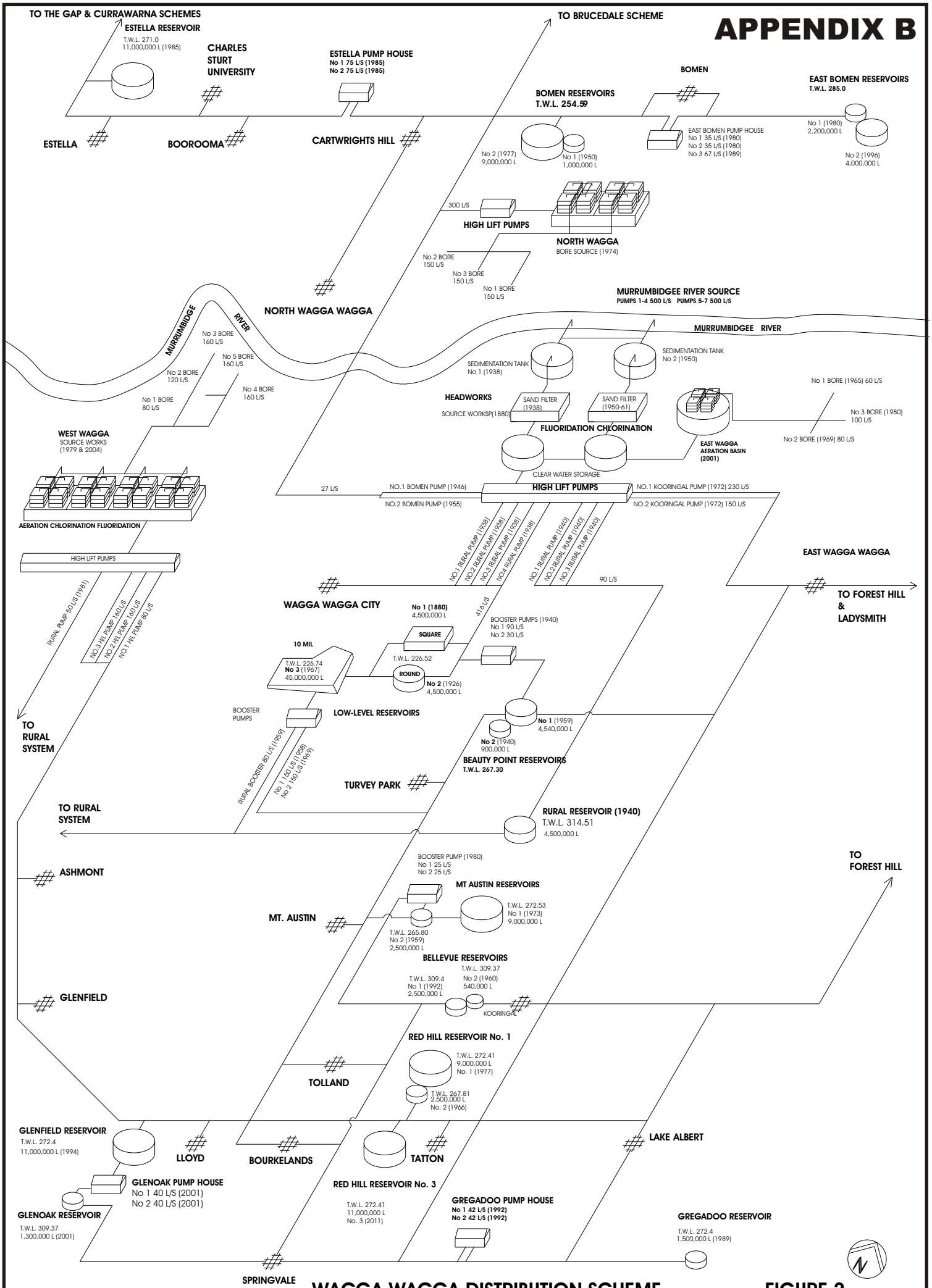
Preparation of a fixed quotation, or
Actual costs including overheads + 20%

In both cases, charges include:

- labour costs
- labour overheads
- engineering overheads
- materials used
- stores overheads
- purchases and hired equipment
- RWCC equipment hire

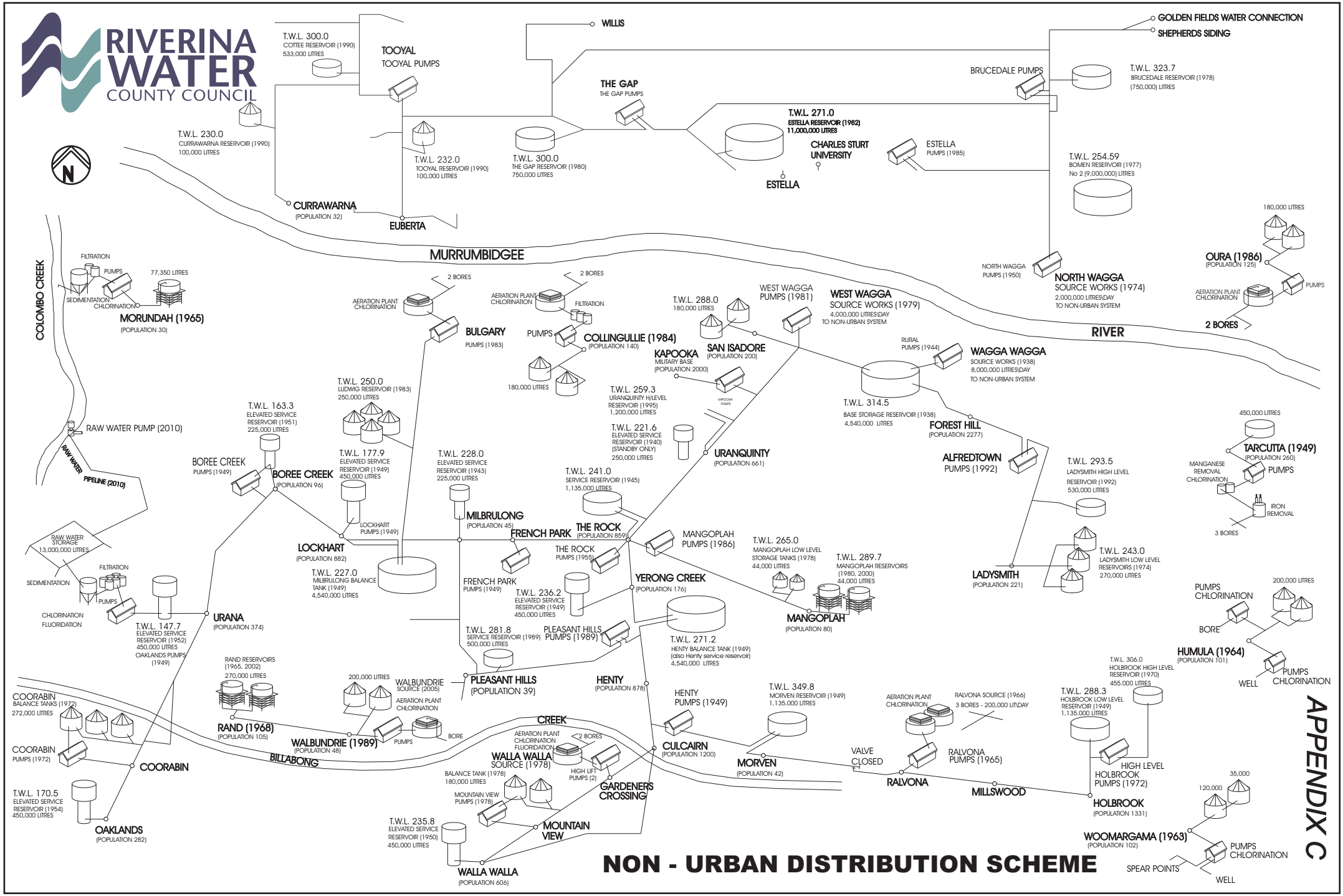

RIVERINA WATER COUNTY COUNCIL
Morundah
Colombo Creek
Boree Creek
Bulgary
The Gap
Brucedale
Currawarna
Oura
Collingullie
WAGGA WAGGA
French Park
LOCKHART
Uranquinty
Milbrulong
Ladysmith
The Rock
Tarcutta
URANA
Yerong Creek
Mangoplah
Pleasant Hills
Humula
Henty
GREATER HUME SHIRE
Oaklands
Rand
Walbundrie
Morven
Ralvona
Culcairn
Walla Walla
Holbrook
Woomargama
N
SYDNEY
LEGEND
Pipeline, major
Pipeline, minor
Independent Water Supply
Local Government Boundary
Scale (1:800000)
Kilometres
0 10 20 40 60 80
AREA OF SUPPLY
APPENDIX A

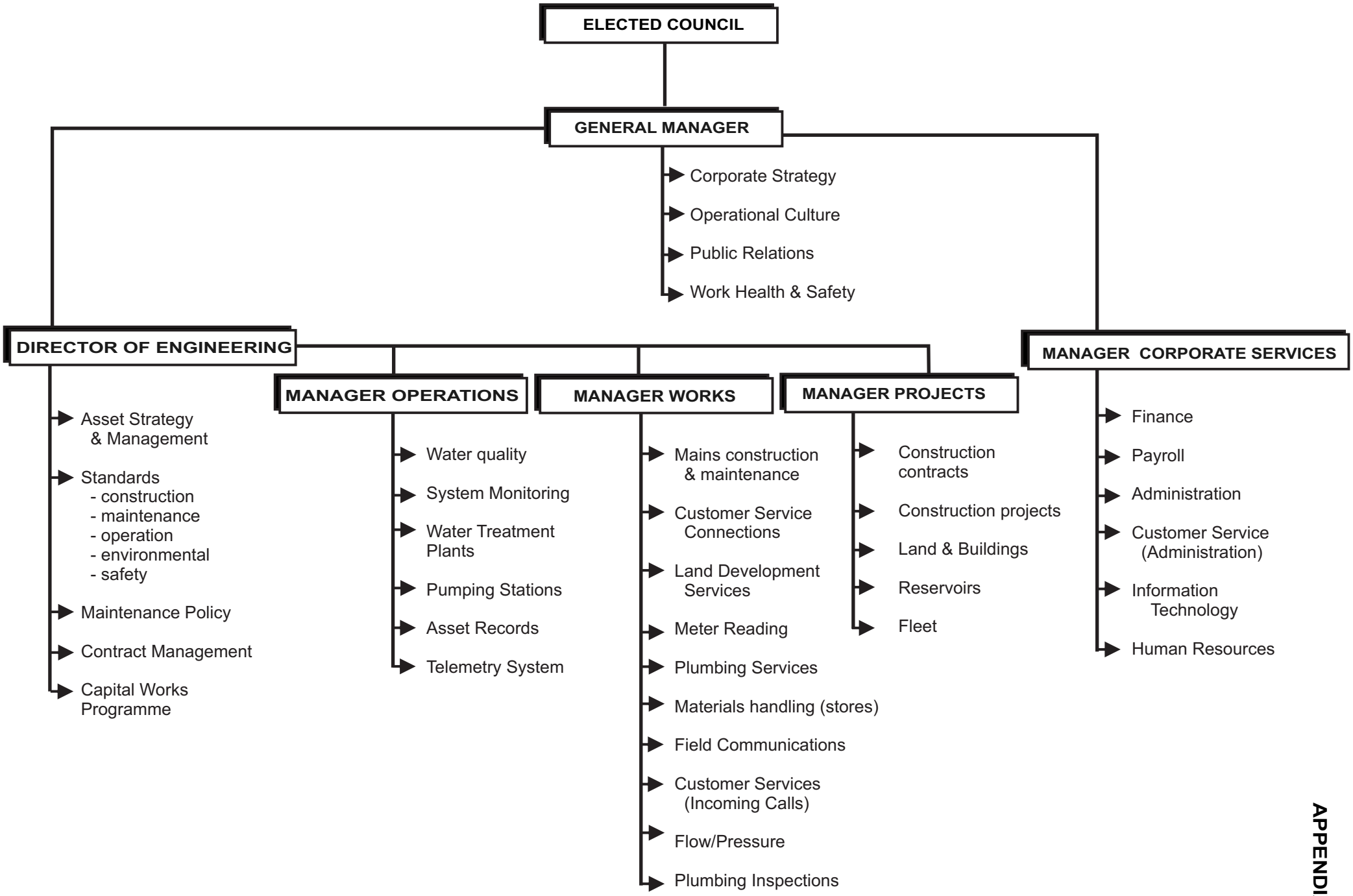
APPENDIX B



WAGGA WAGGA DISTRIBUTION SCHEME

FIGURE 2


RIVERINA WATER COUNTY COUNCIL
N
T.W.L. 300.0
COTTEE RESERVOIR (1990)
533,000 LITRES
TOOYAL
TOOYAL PUMPS
WILLIS
GOLDEN FIELDS WATER CONNECTION
SHEPHERDS SIDING
BRUCEDALE PUMPS
T.W.L. 323.7
BRUCEDALE RESERVOIR (1978)
(750,000) LITRES
THE GAP
THE GAP PUMPS
T.W.L. 271.0
ESTELLA RESERVOIR (1982)
11,000,000 LITRES
CHARLES STURT UNIVERSITY
ESTELLA
ESTELLA PUMPS (1985)
T.W.L. 230.0
CURRAWARNA RESERVOIR (1990)
100,000 LITRES
T.W.L. 232.0
TOOYAL RESERVOIR (1990)
100,000 LITRES
T.W.L. 300.0
THE GAP RESERVOIR (1980)
750,000 LITRES
T.W.L. 254.59
BOMEN RESERVOIR (1977)
No 2 (9,000,000) LITRES
CURRAWARNA
(POPULATION 32)
EUBERTA
MURRUMBIDGEE
RIVER
COLOMBO CREEK
FILTRATION
PUMPS
77,350 LITRES
SEDIMENTATION
CHLORINATION
MORUNDAH (1965)
(POPULATION 30)
NORTH WAGGA PUMPS (1950)
NORTH WAGGA
SOURCE WORKS (1974)
2,000,000 LITRES\DAY
TO NON-URBAN SYSTEM
180,000 LITRES
OURA (1986)
(POPULATION 125)
AERATION PLANT
CHLORINATION
PUMPS
2 BORES
2 BORES
AERATION PLANT
CHLORINATION
BULGARY
PUMPS (1983)
PUMPS
COLLINGULLIE (1984)
(POPULATION 140)
180,000 LITRES
AERATION PLANT
CHLORINATION
FILTRATION
WEST WAGGA
PUMPS (1981)
WEST WAGGA
SOURCE WORKS (1979)
4,000,000 LITRES\DAY
TO NON-URBAN SYSTEM
T.W.L. 288.0
180,000 LITRES
KAPOOKA
MILITARY BASE
(POPULATION 2000)
SAN ISADORE
(POPULATION 200)
RURAL
PUMPS (1944)
WAGGA WAGGA
SOURCE WORKS (1938)
8,000,000 LITRES\DAY
TO NON-URBAN SYSTEM
T.W.L. 250.0
LUDWIG RESERVOIR (1983)
250,000 LITRES
T.W.L. 259.3
URANQUINTY H/LEVEL
RESERVOIR (1995)
1,200,000 LITRES
KAPOOKA PUMPS
T.W.L. 314.5
BASE STORAGE RESERVOIR (1938)
4,540,000 LITRES
FOREST HILL
(POPULATION 2277)
T.W.L. 163.3
ELEVATED SERVICE
RESERVOIR (1951)
225,000 LITRES
RAW WATER PUMP (2010)
RAW WATER PIPELINE (2010)
T.W.L. 221.6
ELEVATED SERVICE
RESERVOIR (1940)
(STANDBY ONLY)
250,000 LITRES
URANQUINTY
(POPULATION 661)
450,000 LITRES
TARCUTTA (1949)
(POPULATION 260)
MANGANESE
REMOVAL
CHLORINATION
PUMPS
IRON
REMOVAL
3 BORES
BOREE CREEK
PUMPS (1949)
BOREE CREEK
(POPULATION 96)
T.W.L. 177.9
ELEVATED SERVICE
RESERVOIR (1949)
450,000 LITRES
T.W.L. 228.0
ELEVATED SERVICE
RESERVOIR (1943)
225,000 LITRES
T.W.L. 241.0
SERVICE RESERVOIR (1945)
1,135,000 LITRES
ALFREDTOWN
PUMPS (1992)
T.W.L. 293.5
LADYSMITH HIGH LEVEL
RESERVOIR (1992)
530,000 LITRES
LOCKHART
PUMPS (1949)
MILBRULONG
(POPULATION 45)
FRENCH PARK
THE ROCK
(POPULATION 859)
MANGOPLAH
PUMPS (1986)
T.W.L. 265.0
MANGOPLAH LOW LEVEL
STORAGE TANKS (1978)
44,000 LITRES
T.W.L. 289.7
MANGOPLAH RESERVOIRS
(1980, 2000)
44,000 LITRES
LOCKHART
(POPULATION 882)
THE ROCK
PUMPS (1955)
T.W.L. 243.0
LADYSMITH LOW LEVEL
RESERVOIRS (1974)
270,000 LITRES
LADYSMITH
(POPULATION 221)
RAW WATER
STORAGE
13,000,000 LITRES
FILTRATION
SEDIMENTATION
PUMPS
CHLORINATION
FLUORIDATION
T.W.L. 227.0
MILBRULONG BALANCE
TANK (1949)
4,540,000 LITRES
FRENCH PARK
PUMPS (1949)
T.W.L. 236.2
ELEVATED SERVICE
RESERVOIR (1949)
450,000 LITRES
YERONG CREEK
(POPULATION 176)
T.W.L. 147.7
ELEVATED SERVICE
RESERVOIR (1952)
450,000 LITRES
OAKLANDS PUMPS
(1949)
URANA
(POPULATION 374)
T.W.L. 281.8
SERVICE RESERVOIR (1989)
500,000 LITRES
PLEASANT HILLS
PUMPS (1989)
T.W.L. 271.2
HENTY BALANCE TANK (1949)
(also Henty service reservoir)
4,540,000 LITRES
MANGOPLAH
(POPULATION 80)
PUMPS
CHLORINATION
BORE
200,000 LITRES
HUMULA (1964)
(POPULATION 101)
WELL
PUMPS
CHLORINATION
RAND RESERVOIRS
(1965, 2002)
270,000 LITRES
200,000 LITRES
WALBUNDRIE
SOURCE (2005)
AERATION PLANT
CHLORINATION
PLEASANT HILLS
(POPULATION 39)
HENTY
(POPULATION 878)
HENTY
PUMPS (1949)
T.W.L. 349.8
MORVEN RESERVOIR (1949)
1,135,000 LITRES
AERATION PLANT
CHLORINATION
RALVONA SOURCE (1966)
3 BORES - 200,000 LIT\DAY
T.W.L. 306.0
HOLBROOK HIGH LEVEL
RESERVOIR (1970)
455,000 LITRES
T.W.L. 288.3
HOLBROOK LOW LEVEL
RESERVOIR (1949)
1,135,000 LITRES
COORABIN
BALANCE TANKS (1972)
272,000 LITRES
RAND (1968)
(POPULATION 105)
WALBUNDRIE (1989)
(POPULATION 48)
PUMPS
BORE
CREEK
BILLABONG
AERATION PLANT
CHLORINATION
FLUORIDATION
2 BORES
WALLA WALLA
SOURCE (1978)
HIGH LIFT
PUMPS (2)
BALANCE TANK (1978)
180,000 LITRES
MOUNTAIN VIEW
PUMPS (1978)
GARDENERS
CROSSING
CULCAIRN
(POPULATION 1200)
MORVEN
(POPULATION 42)
VALVE
CLOSED
RALVONA
PUMPS (1965)
RALVONA
MILLSWOOD
HIGH LEVEL
HOLBROOK
PUMPS (1972)
HOLBROOK
(POPULATION 1331)
COORABIN
PUMPS (1972)
COORABIN
T.W.L. 170.5
ELEVATED SERVICE
RESERVOIR (1954)
450,000 LITRES
OAKLANDS
(POPULATION 282)
T.W.L. 235.8
ELEVATED SERVICE
RESERVOIR (1950)
450,000 LITRES
MOUNTAIN
VIEW
WALLA WALLA
(POPULATION 606)
35,000
120,000
WOOMARGAMA (1963)
(POPULATION 102)
PUMPS
CHLORINATION
SPEAR POINTS
WELL
NON - URBAN DISTRIBUTION SCHEME
APPENDIX C


ELECTED COUNCIL
GENERAL MANAGER
Corporate Strategy
Operational Culture
Public Relations
Work Health & Safety
DIRECTOR OF ENGINEERING
Asset Strategy & Management
Standards
- construction
- maintenance
- operation
- environmental
- safety
Maintenance Policy
Contract Management
Capital Works Programme
MANAGER OPERATIONS
Water quality
System Monitoring
Water Treatment Plants
Pumping Stations
Asset Records
Telemetry System
MANAGER WORKS
Mains construction & maintenance
Customer Service Connections
Land Development Services
Meter Reading
Plumbing Services
Materials handling (stores)
Field Communications
Customer Services (Incoming Calls)
Flow/Pressure
Plumbing Inspections
MANAGER PROJECTS
Construction contracts
Construction projects
Land & Buildings
Reservoirs
Fleet
MANAGER CORPORATE SERVICES
Finance
Payroll
Administration
Customer Service (Administration)
Information Technology
Human Resources

APPENDIX D

CAPITAL EXPENDITURE BUDGET 2015 - 2019

Description	Current Budget 2014/15	2015/16	2016/17	2017/18	2018/19
	$	$	$	$	$
MANAGEMENT					
LAND & BUILDINGS FOR ADMIN. DEPOTS AND WORKSHOPS					
Administration Office	15,000	100,000	10,000	10,000	10,000
Depot Buildings	3,515,000	20,000	10,000	10,000	10,000
Workshops	10,000	5,000	5,000	5,000	5,000
Access, Parking and Landscaping	239,000	1,980,000	0	0	0
SUB-TOTAL LAND & BUILDINGS FOR ADMIN, DEPOTS & WORKSHOPS	**3,779,000**	**2,105,000**	**25,000**	**25,000**	**25,000**
PLANT & EQUIPMENT					
IT Equipment	331,500	303,500	95,000	95,000	95,000
Office Furniture & Equipment	3,000	4,000	4,000	4,000	4,000
Working Plant & Vehicle Purchases	1,150,000	1,043,000	858,000	739,000	774,000
Fixed Plant Tools & Equipment	32,000	0	0	0	0
Telemetry & Control Systems Upgrade	135,000	210,000	110,000	60,000	60,000
Radio Communications Upgrade/Replacements/Improvements	10,000	40,000	10,000	10,000	10,000
RTUs - New/Additional	20,000	25,000	10,000	10,000	10,000
RTUs - Replacements/Upgrades	26,000	68,000	65,000	63,000	63,000
Energy Efficiency & Cost Minimisation	30,000	120,000	120,000	70,000	70,000
CAD/GIS/Asset Management System	100,000	20,000	0	0	0
Communication Equipment	56,000	72,000	0	0	0
SUB-TOTAL PLANT & EQUIPMENT	**1,893,500**	**1,905,500**	**1,272,000**	**1,051,000**	**1,086,000**
TOTAL MANAGEMENT	**5,672,500**	**4,010,500**	**1,297,000**	**1,076,000**	**1,111,000**
SOURCES					
Bores-renew/refurbish/decommission	389,000	180,000	180,000	190,000	190,000
Source Works General Improvements	10,000	25,000	0	0	0
Switchboards Improvements/Replacements	10,000	5,000	5,000	5,000	5,000
TOTAL SOURCES	**409,000**	**210,000**	**185,000**	**195,000**	**195,000**

Description	Current Budget 2014/15	2015/16	2016/17	2017/18	2018/19
	$	$	$	$	$
TREATMENT PLANTS					
General Improvements	5,000	25,000	25,000	25,000	25,000
Aeration Tower Replacements	132,000	15,000	15,000	15,000	15,000
Aeration Tower Covers	50,000	70,000	60,000	30,000	30,000
Specific Treatment Plant improvements	52,000	72,000	72,000	0	0
Treatment Plant refurbishments	2,711,000	30,493,000	8,500,000	0	0
Laboratory Equipment	6,000	6,000	6,000	6,000	6,000
Laboratory Facilities Upgrade	35,000	50,000	50,000	100,000	100,000
Treatment Plant Switchboards/Control Systems Replacement/Upgrade	40,000	5,000	5,000	5,000	5,000
TOTAL TREATMENT PLANTS	**3,031,000**	**30,736,000**	**8,733,000**	**181,000**	**181,000**
PUMPING STATIONS					
General Improvements	9,000	30,000	30,000	20,000	20,000
Magflow Replacements	0	10,000	10,000	10,000	10,000
Pump Stations Renewal/Refurbish/Upgrade	552,000	15,000	15,000	15,000	15,000
Pump & Motor Maintenance / Replacements	56,000	0	180,000	0	0
Pump Station Switchboards/Control Systems Replacement/Upgrade	5,000	5,000	5,000	5,000	5,000
TOTAL PUMPING STATIONS	**622,000**	**60,000**	**240,000**	**50,000**	**50,000**
RESERVOIRS					
General Improvements	18,000	29,000	21,000	13,000	13,000
New/Replacement Reservoirs	910,000	1,970,000	500,000	5,000,000	0
Reservoirs - Refurbish	15,000	0	0	0	0
Reservoirs - Upgrade Ladders and Access	25,000	25,000	25,000	25,000	25,000
Reservoir Hatches Magflows	10,000	80,000	48,000	12,000	12,000
Reservoirs - Control Valves & Systems	15,000	0	0	0	0
TOTAL RESERVOIRS	**993,000**	**2,104,000**	**594,000**	**5,050,000**	**50,000**

Description	Current Budget 2014/15	2015/16	2016/17	2017/18	2018/19
	$	$	$	$	$
MAINS, SERVICES & METERS					
System Improvements	170,000	170,000	445,000	170,000	170,000
Reticulation Mains Extensions	15,000	0	0	0	0
Reticulation for Developers (including other extensions)	860,000	860,000	860,000	860,000	860,000
Trunk Mains Extensions	0	180,000	330,000	330,000	330,000
Renew Reticulation Mains	856,486	650,000	1,100,000	1,800,000	1,800,000
Renew Trunk Mains	4,686,000	2,250,000	0	1,400,000	1,000,000
SUB-TOTAL MAINS	**6,587,486**	**4,110,000**	**2,735,000**	**4,560,000**	**4,160,000**
SERVICES					
Service Connections, new including Meters	560,000	700,000	700,000	700,000	700,000
Renew Services	90,000	150,000	150,000	150,000	150,000
SUB-TOTAL SERVICES	**650,000**	**850,000**	**850,000**	**850,000**	**850,000**
METERS					
Water meters replacement	180,000	180,000	180,000	180,000	180,000
Remote metering	10,000	300,000	1,200,000	1,200,000	800,000
Water Filling Stations Upgrade	0	50,000	25,000	25,000	25,000
Water Filling Stations New	75,000	0	0	0	0
SUB-TOTAL METERS	**265,000**	**530,000**	**1,405,000**	**1,405,000**	**1,005,000**
TOTAL MAINS, SERVICES & METERS	**7,502,486**	**5,490,000**	**4,990,000**	**6,815,000**	**6,015,000**
TOTALS	**18,229,986**	**42,610,500**	**16,039,000**	**13,367,000**	**7,602,000**

Riverina Water County Council

APPENDIX F

2015 - 2019 OPERATIIONAL PLAN

OPERATING SUMMARY	2014/15 PROJECTED ACTUAL $'000	2015/16 BUDGET $'000	2016/17 BUDGET $'000	2017/18 BUDGET $'000	2018/19 BUDGET $'000
OPERATING INCOME					
Access Charges					
Urban	3,831	3,898	4,015	4,135	4,259
Non-Urban	990	946	974	1,003	1,033
	4,821	4,844	4,989	5,138	5,293
User Charges					
Consumption Charges					
Urban	14,971	15,123	15,577	16,044	16,525
Non-Urban	3,111	3,164	3,259	3,357	3,458
	18,083	18,288	18,836	19,401	19,983
Extra Charges					
Urban	20	20	20	20	20
Non-Urban	20	20	20	20	20
	40	40	40	40	40
Other Income	952	770	791	811	833
Interest	1,250	390	320	220	170
Operating Grants & Contributions	195	205	205	205	205
Capital Grants & Contributions	2,820	2,775	2,715	2,660	2,600
TOTAL OPERATING INCOME	**28,160**	**27,311**	**27,896**	**28,476**	**29,124**
OPERATING EXPENSES					
Management	7,019	7,866	8,784	9,246	9,422
Operations & Maintenance					
Buildings & Grounds					
Urban	724	763	790	817	846
Non-Urban	51	54	56	58	60
	776	818	846	876	906

OPERATING SUMMARY	2014/15 PROJECTED ACTUAL $'000	2015/16 BUDGET $'000	2016/17 BUDGET $'000	2017/18 BUDGET $'000	2018/19 BUDGET $'000
Management - Operations					
Urban	970	1,000	1,035	1,071	1,109
Non-Urban	400	410	424	439	455
	1,370	1,410	1,459	1,510	1,563
Sources					
Urban	816	875	906	938	971
Non-Urban	227	235	243	252	261
	1,043	1,111	1,149	1,190	1,231
Pumping Stations					
Urban	386	304	315	326	337
Non-Urban	198	218	225	233	241
	585	522	540	559	579
Reservoirs					
Urban	180	170	176	182	189
Non-Urban	71	48	50	52	54
	252	219	226	234	242
Treatment Plant					
Urban	1,672	1,675	1,734	1,795	1,858
Non-Urban	544	538	556	576	596
	2,216	2,213	2,290	2,371	2,454
Mains & Services					
Supervision	230	290	301	311	322
Urban	1,161	1,161	1,202	1,244	1,287
Non-Urban	656	656	678	702	727
	2,046	2,107	2,181	2,257	2,336
Other Operations	-709	-309	-320	-331	-342
Depreciation	6,800	7,100	7,313	7,532	7,758
TOTAL OPERATING EXPENSES	**21,397**	**23,056**	**24,470**	**25,444**	**26,150**
OPERATING RESULT	**6,763**	**4,255**	**3,426**	**3,031**	**2,974**

Riverina Water County Council

INCOME STATEMENT	Current Year	Projected Years			
	2014/15	2015/16	2016/17	2017/18	2018/19
	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations					
Revenue:					
Rates & Annual Charges	4,821	4,844	4,989	5,138	5,293
User Charges & Fees	18,755	18,971	19,540	20,126	20,730
Interest & Investment Revenue	1,250	390	320	220	170
Other Revenues	319	127	127	127	127
Grants & Contributions provided for Operating Purposes	195	205	205	205	205
Grants & Contributions provided for Capital Purposes	2,820	2,775	2,715	2,660	2,600
Total Income from Continuing Operations	**28,160**	**27,311**	**27,895**	**28,476**	**29,124**
Expenses from Continuing Operations					
Employee Benefits & On-Costs	7,846	8,650	8,952	9,266	9,590
Borrowing Costs	907	1,039	1,853	2,073	1,997
Materials & Contracts	2,344	2,629	2,690	2,784	2,881
Depreciation & Amortisation	6,800	7,100	7,313	7,532	7,758
Other Expenses	3,500	3,638	3,662	3,790	3,923
Total Expenses from Continuing Operations	**21,397**	**23,056**	**24,470**	**25,445**	**26,150**
Operating Result from Continuing Operations	**6,763**	**4,255**	**3,425**	**3,031**	**2,974**
Net Operating Result for the Year	**6,763**	**4,255**	**3,425**	**3,031**	**2,974**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**3,943**	**1,480**	**710**	**371**	**374**

Riverina Water County Council

BALANCE SHEET	Current Year	Projected Years			
	2014/15	2015/16	2016/17	2017/18	2018/19
	$'000	$'000	$'000	$'000	$'000
ASSETS					
Current Assets					
Cash & Cash Equivalents	3,077	2,000	2,000	2,000	2,580
Investments	21,500	2,508	2,134	1,984	1,984
Receivables	3,508	2,708	2,780	2,852	2,928
Inventories	4,515	5,063	5,180	5,361	5,549
Other	86	92	93	96	100
Total Current Assets	32,686	12,370	12,187	12,294	13,141
Non-Current Assets					
Infrastructure, Property, Plant & Equipment	209,830	245,017	253,413	258,912	258,412
Intangible Assets	2,100	2,100	2,100	2,100	2,100
Total Non-Current Assets	211,930	247,117	255,513	261,012	260,512
TOTAL ASSETS	**244,616**	**259,487**	**267,700**	**273,305**	**273,653**
LIABILITIES					
Current Liabilities					
Bank Overdraft	-	-	-	-	-
Payables	703	740	624	645	666
Borrowings	1,411	1,997	2,413	2,770	2,935
Provisions	3,425	3,535	3,649	3,767	3,889
Total Current Liabilities	5,539	6,272	6,686	7,181	7,490
Non-Current Liabilities					
Borrowings	13,343	23,227	27,601	29,679	26,744
Total Non-Current Liabilities	13,343	23,227	27,601	29,679	26,744
TOTAL LIABILITIES	**18,883**	**29,499**	**34,287**	**36,860**	**34,234**
Net Assets	**225,733**	**229,989**	**233,414**	**236,445**	**239,419**
EQUITY					
Retained Earnings	80,361	84,617	88,042	91,073	94,047
Revaluation Reserves	145,372	145,372	145,372	145,372	145,372
Council Equity Interest	225,733	229,989	233,414	236,445	239,419
Total Equity	**225,733**	**229,989**	**233,414**	**236,445**	**239,419**