# Meeting of Riverina Water County Council

The meeting will be held in the Pat Brassil AM Meeting Room, 91 Hammond Ave, Wagga Wagga at 9:30am on Thursday 22 June 2023

## **Meeting Agenda**

#### **Live Streaming of Council Meetings**

Riverina Water advises that Council meetings are live streamed on Council's website <a href="www.riverinawater.nsw.gov.au">www.riverinawater.nsw.gov.au</a>
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**

#### Livestreaming of Meeting

#### **Apologies**

Declaration of pecuniary and non-pecuniary interests

#### **Confirmation of Minutes**

Minutes of Board Meeting 27 April 2023

#### 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 2023 and May 2023.

**RECOMMENDATION** that Council receive and note the report detailing external investments for the months of April 2023 and May 2023.

#### **Report**

In accordance with the provisions of Clause 19(3) of the Local Government (Financial Management) Regulation 1993, reported are the details of Council's external investment portfolio as of April 2023 and May 2023.

- R1.1 April 2023 Investment Report 4 🖫
- R1.2 May 2023 Investment Report 🗓 📆

#### **Financial Implications**

Not applicable.

#### **Risk Considerations**

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

#### Monthly Investment Report as at 30/04/2023

		Term	Maturity	S&P	Interest			
Investment	Inception Date	(Days)	Date	Rating	Rate (%)	Percentage of Portfolio	Principal Value	Market Value
Term Deposits								
ING	23/06/2022	730	22/06/2024	A-2	4.40	7.609%	\$2,000,000.00	\$2,000,000.00
Westpac	19/08/2022	364	18/08/2023	A-I+	3.96	11.413%	\$3,000,000.00	\$3,000,000.00
Australian Unity Bank	7/07/2022	732	8/07/2024	A-2	4.24	7.609%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	25/07/2022	731	25/07/2024	A-2	4.34	9.511%	\$2,500,000.00	\$2,500,000.00
BOQ	25/07/2022	365	25/07/2023	A-2	4.07	9.511%	\$2,500,000.00	\$2,500,000.00
AMP	29/09/2022	732	30/09/2024	A-2	4.95	7.609%	\$2,000,000.00	\$2,000,000.00
National Australia Bank	23/09/2021	733	26/09/2023	A-I+	0.63	5.707%	\$1,500,000.00	\$1,500,000.00
AMP	14/09/2021	730	14/09/2023	A-2	0.75	3.805%	\$1,000,000.00	\$1,000,000.00
BOQ	6/05/2021	732	8/05/2023	A-2	0.49	9.511%	\$2,500,000.00	\$2,500,000.00
BOQ	21/06/2022	365	21/06/2023	A-2	4.10	5.707%	\$1,500,000.00	\$1,500,000.00
National Australia Bank	8/06/2021	730	8/06/2023	A-I+	0.60	7.609%	\$2,000,000.00	\$2,000,000.00
National Australia Bank	8/06/2021	1099	11/06/2024	A-I+	0.75	9.511%	\$2,500,000.00	\$2,500,000.00
						95.11%	\$25,000,000.00	\$25,000,000.00
Cash Deposit Account								
National Australia Bank				A-I+	2.70	4.888%	\$1,284,914.53	\$1,284,914.53
						4.89%	\$1,284,914.53	\$1,284,914.53
TOTAL INVESTMENTS						100.00%	\$26,284,914.53	\$26,284,914.53
Cash at Bank				A-I+	1.09			\$1,521,604.58
TOTAL FUNDS								\$27,806,519.11

#### 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 2005 and Council's Investments Policy number POL 1.23.



#### N Harris

#### MANAGER FINANCE & SOURCING

#### **Application of Investment Funds**

Restricted Funds	Description	Value
Internally Restricted		
internally Nestricted	Employee Leave Entitlements (50% of ELE)	\$2,277,547.08
	Plant Replacement	\$2,626,156.26
	Sales Fluctuation	\$3,000,000.00
	Water Treatment Plant	\$228,250.00
	Water Licences	\$669,385.20
	vvater Licences	\$667,363.20
		\$8,801,338.54
		Ψο,ουτ,330.5+
Unrestricted Funds		\$19,005,180.57
On estricted runds		\$17,003,160.37
TOTAL FUNDS		\$27,806,519.11

<sup>\*</sup> 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

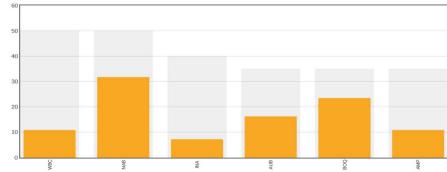
The investment portfolio increased by \$283,159.39 for the month. The increase was due to income in April being higher than expenditure.

#### Portfolio Performance

For the month of April, the portfolio (excluding cash) provided a return of +0.24% (actual), marginally underperforming the benchmark Ausbond Bank Bill Index return by +0.30% (actual). The relative 'underperformance' has been due to the unexpected aggressive rate hikes undertaken by the RBA. Whilst this 'underperformance' may continue in the short-term, this is anticipated to be temporary.

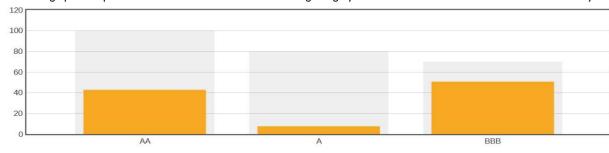
#### **Counterparty Compliance**

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



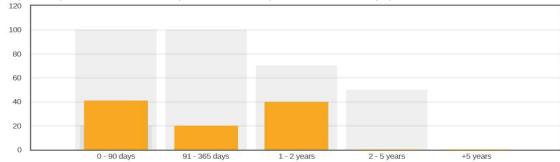
#### **Credit Quality Compliance**

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



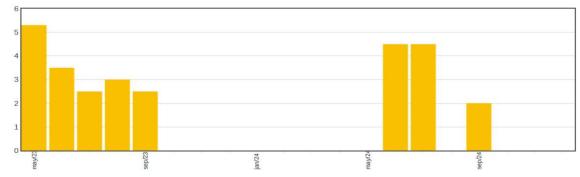
#### Term to Maturity

The percentage of investments maturing over the next ten years is detailed in the graph below



#### **Maturity Cashflow**

When investments will mature over time



#### Monthly Investment Report as at 31/05/2023

		Term	Maturity	S&P	Interest			
Investment	Inception Date	(Days)	Date	Rating	Rate (%)	Percentage of Portfolio	Principal Value	Market Value
Term Deposits								
AMP	14/09/2021	730	14/09/2023	A-2	0.75	3.676%	\$1,000,000.00	\$1,000,000.0
AMP	29/09/2022	732	30/09/2024	A-2	4.95	7.352%	\$2,000,000.00	\$2,000,000.0
Australian Unity Bank	7/07/2022	732	8/07/2024	A-2	4.24	7.352%	\$2,000,000.00	\$2,000,000.0
Australian Unity Bank	25/07/2022	731	25/07/2024	A-2	4.34	9.190%	\$2,500,000.00	\$2,500,000.0
BOQ	21/06/2022	365	21/06/2023	A-2	4.10	5.514%	\$1,500,000.00	\$1,500,000.0
BOQ	25/07/2022	365	25/07/2023	A-2	4.07	9.190%	\$2,500,000.00	\$2,500,000.0
ING	23/06/2022	730	22/06/2024	A-2	4.40	7.352%	\$2,000,000.00	\$2,000,000.0
National Australia Bank	8/06/2021	730	8/06/2023	A-I+	0.60	7.352%	\$2,000,000.00	\$2,000,000.0
National Australia Bank	8/06/2021	1099	11/06/2024	A-I+	0.75	9.190%	\$2,500,000.00	\$2,500,000.0
National Australia Bank	23/09/2021	733	26/09/2023	A-I+	0.63	5.514%	\$1,500,000.00	\$1,500,000.0
Westpac	19/08/2022	364	18/08/2023	A-I+	3.96	11.028%	\$3,000,000.00	\$3,000,000.0
MyState Bank	9/05/2023	167	23/10/2023	A-2	4.85	7.352%	\$2,000,000.00	\$2,000,000.0
MyState Bank	9/05/2023	195	20/11/2023	A-2	4.90	7.352%	\$2,000,000.00	\$2,000,000.0
						97.42%	\$26,500,000.00	\$26,500,000.00
Cash Deposit Account								
National Australia Bank				A-1+	2.70	2.583%	\$702,541.18	\$702,541.1
						2.58%	\$702,541.18	\$702,541.1
TOTAL INVESTMENTS						100.00%	\$27,202,541.18	\$27,202,541.18
Cash at Bank				A-I+	1.09			\$983,430.2
TOTAL FUNDS								\$28,185,971.4

#### 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 2005 and Council's Investments Policy number POL 1.23.



N Harris

#### MANAGER FINANCE & SOURCING

#### **Application of Investment Funds**

Restricted Funds	Description	Value
Internally Restricted		
	Employee Leave Entitlements (50% of ELE)	\$2,277,547.08
	Plant Replacement	\$2,645,497.16
	Sales Fluctuation	\$3,000,000.00
	Water Treatment Plant	\$228,250.00
	Water Licences	\$669,385.20
		\$8,820,679.44
Unrestricted Funds		\$19,365,291.99
TOTAL FUNDS		\$28,185,971.43

<sup>\*</sup> 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

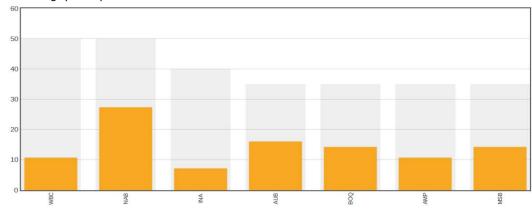
The investment portfolio increased by \$379,452.32 for the month. The increase was due to income in May being higher than expenditure.

#### Portfolio Performance

For the month of May, the portfolio (excluding cash) provided a return of +0.28% (actual), marginally underperforming the benchmark Ausbond Bank Bill Index return by +0.29% (actual). The relative 'underperformance' has been due to the unexpected aggressive rate hikes undertaken by the RBA. Whilst this 'underperformance' may continue in the short-term, this is anticipated to be temporary.

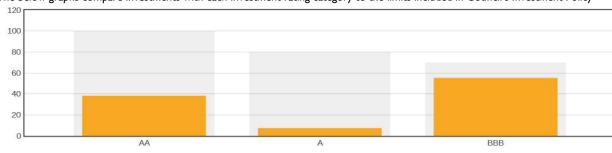
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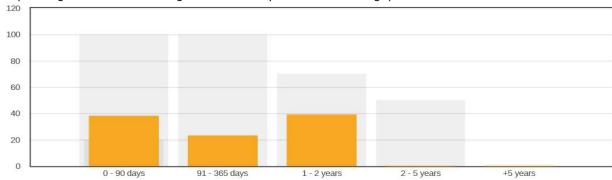
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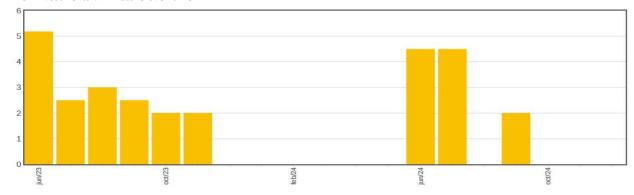
#### Term to Maturity

The percentage of investments maturing over the next ten years is detailed in the graph below



#### **Maturity Cashflow**

When investments will mature over time



## R2 Unreasonable Complainant Conduct Policy

Organisational Area Corporate Services

**Author** Josh Lang, Customer and Communications Team Leader

**Summary** This policy has been created in conjunction with the review of the

Complaints Management Policy and best-practice model by the NSW

Ombudsman

**RECOMMENDATION** that Council adopt the Unreasonable Complainant Conduct Policy noting there were no submissions received from the public during the exhibition period.

#### Report

This policy sets out Riverina Water's approach to conduct and communication by customers that is considered unreasonable or unacceptable and is intended to provide a consistent approach to manage these complainants.

These matters were previously addressed in the Complaints Management Policy. Since the last review of this policy, the NSW Ombudsman has released a Model Unreasonable Complainant Conduct Policy.

As such as new separate policy has been created in line with this model.

R2.1 Unreasonable Complainant Conduct Policy 🗓 🖼

#### **Financial Implications**

Not applicable.

#### **Risk Considerations**

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



### **Unreasonable Complainant Conduct Policy**

#### **Purpose**

This policy sets out Riverina Water's approach to conduct and communication by customers that is considered unreasonable or unacceptable; and is intended to provide a consistent approach to manage these complainants.

#### **Policy Statement**

The performance of Riverina Water, at times, may not be to the satisfaction of customers or other external stakeholders. In those circumstances, Riverina Water is committed to ensuring the opportunity is available to express dissatisfaction through an effective complaints management system and that any complaint received through the system is dealt with courteously, investigated fully and acted on within an appropriate time period.

However, when complainants behave unreasonably their conduct can significantly affect the successful conduct of Riverina Water's work by directly impacting the wellbeing of staff and using disproportionate resourcing, which impacts service delivery for other members of our community.

#### Scope

The principles set out in this policy only apply to Riverina Water's dealings with customers who are deemed to meet the criteria of an unreasonable complainant.

#### **Definitions**

Unreasonable complainants are individuals or groups who behave in ways that are inappropriate and unacceptable, despite Riverina Water's best efforts to assist them.

Unreasonable conduct by a complainant is any behaviour by a current or former complainant which, because of its nature or frequency, raises substantial health, safety, resource or equity issues for Riverina Water, its staff and other customers and complainants or the complainant themselves. It can be defined by five categories of conduct:

- Unreasonable persistence: continued, incessant and unrelenting conduct by a complainant that has a disproportionate and unreasonable impact on our organisation, staff, services, time, or resources.
- Unreasonable demands: demands expressly made by a complainant that have a disproportionate and unreasonable impact on our organisation, staff, services, time, or resources.

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- Unreasonable lack of cooperation: when a complainant is unwilling or unable to cooperate with us, our staff, or our complaints process – resulting in a disproportionate and unreasonable use of our services, time, or resources.
- Unreasonable arguments: any arguments that are not based on any reason or logic, that are incomprehensible, false, or inflammatory, trivial, or delirious, and that disproportionately and unreasonably impact upon our organisation, staff, services, time, or resources.
- Unreasonable behaviours: conduct that is unreasonable in all circumstances (regardless of how stressed, angry, or frustrated a complainant is) because it unreasonably compromises the health, safety and security of our staff, other service users or the complainant themselves.

#### **Principles**

Riverina Water will assess, respond, and manage unreasonable complainant conduct in guidance with the NSW Ombudsman Model Policy and Unreasonable Complainant Conduct (UCC) Manual.

Riverina Water may implement the following methods as required to manage unreasonable complainant conduct:

- > Changing or restricting a complainant's access to services, including;
  - o Who they have contact with
  - o What they can raise with Riverina Water
  - When they can have contact
  - How they can make contact
- Limiting the complainant to a sole contact point
- > Limiting when and how a complainant can contact Riverina Water
- Limiting face-to-face interviews to secure areas
- > In extreme or rare circumstances, completely terminate contact with a complainant
- Alternate dispute resolution strategies

When using the restrictions provided in this section, Riverina Water recognises that discretion will need to be used to adapt them to suit a complainant's personal circumstances such as level of competency, literacy skills, and cultural background. In this regard, Riverina Water also recognises that more than one strategy may be needed in individual cases to ensure their appropriateness and efficacy.

Unreasonable complainants are entitled to one request to appeal a decision to change/restrict their access to Riverina Water. The review of the appeal will be undertaken by staff independent of the original decision. If a complainant continues to be dissatisfied after the appeal process,

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they will be advised to seek an external review from an oversight agency such as the Ombudsman.

#### **Policy Implementation**

All Riverina Water representatives are responsible for familiarising themselves with this policy.

Staff should know how to access and be familiar with the NSW Ombudsman's model policy and manual available via its website or in the related documents section of this policy.

Staff are responsible for reporting UCC incidents they experience or witness to their supervisor as soon as possible.

In consultation with the Customer and Communications Team Leader, the relevant manager will determine if this policy applies to the complainant.

Any strategies that change or restrict a complainant's access to Riverina Water must be considered by the relevant Director in consultation with the Customer and Communications Team Leader.

#### **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. (Add any non-compliance information for outside the organisation as applicable)

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Policy number	Insert policy number here
Responsible area	Customer and Communications
Approved by	TBD
Approval date	TBD
Legislation or related strategy	Local Government Act 1993
	Independent Commission Against Corruption Ac 1988
	Ombudsman Act 1974
Documents associated with this polic	Code of Conduct
	Guidelines for dealing with Code of Conduct Complaints (DLG)
	Protected Disclosures Policy
	Practice Note No 9 - Complaints Management in Councils (DLG)
	Complaints Management Policy
	Customer Service Charter
	Privacy Policy
	NSW Ombudsman Unreasonable Complainant Conduct Model Policy
Policy history	TBD
Review schedule	Once every Board term

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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Last revised date XX/XX/XXXX



#### **END OF POLICY STATEMENT**

## R3 Complaints Management Policy

#### Organisational Area Corporate Services

**Author** Josh Lang, Customer and Communications Team Leader

**Summary** The Complaints Management Policy has been reviewed to ensure

Riverina is suitably managing complaints in a clear and effective

manner.

**RECOMMENDATION** that Council adopt the Complaints Management Policy noting there were no submissions received from the public during the exhibition period.

#### Report

As part of the review of all Riverina Water policies, the Complaints Management Policy has been updated to reflect current best practices and advice from the NSW Ombudsman.

The purpose of the Complaints Management Policy is:

- > To improve Riverina Water's operations through responding positively to complaints.
- > To facilitate the resolution of that complaint in accordance with Riverina Water's statutory powers and responsibilities.
- > To allow audit, monitoring and analysis to take place on complaints related data.
- To develop community confidence and trust that Riverina Water is responsive and caring.

Along with general revisions and updates, the unreasonable complainant section has been reduced as it has been developed into a separate draft strategy in accordance with the NSW Ombudsman's best practice guidelines.

R3.1 POL 1.5 Complaints Management Policy 🗓 🎏

#### **Financial Implications**

Not applicable.

#### **Risk Considerations**

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



## **Complaints Management Policy**

#### **Purpose**

- > To improve Riverina Water's operations through responding positively to complaints.
- > To facilitate the resolution of that complaint in accordance with Riverina Water's statutory powers and responsibilities.
- > To allow audit, monitoring and analysis to take place on complaints related data.
- To develop community confidence and trust that Riverina Water is responsive and caring.

#### **Policy Statement**

Riverina Water provides democratic government through its services and facilities for the benefit of our customers. Customers have the right to expect satisfactory standards of work and good conduct in service delivery.

The performance of Riverina Water, at times, may not be to the satisfaction of customers or other external stakeholders. In those circumstances, Riverina Water is committed to ensuring the opportunity is available to express dissatisfaction through an effective complaints management system and that any complaint received through the system is dealt with courteously, investigated fully and acted on within an appropriate time.

#### Scope

This policy covers the following types of complaint:

- > Complaints of a general nature,
- > Complaints of corrupt conduct, maladministration, or misuse of Riverina Water resources,
- Competitive neutrality complaints,
- > Complaints that cannot be resolved through normal Riverina Water procedures and where the customer expresses a clear desire and intention to lodge a formal complaint.
- Unreasonable complainant conduct.

The policy does not cover:

- Service requests,
- Requests for information or explanation of policies or procedures of decisions of Council,
- > Reports of damaged or faulty infrastructure,
- Reports of hazards,
- Reports concerning neighbours or neighbouring properties,

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Last revised date XX/XX/XXXX Next scheduled review XX/XXXX



- > Appeals against Council decisions, policies, or procedures, unless recorded as complaints about Council's decision-making process,
- Complaints under the Code of Conduct which are subject to a separate process,
- > Privacy complaints which are subject to separate processes.

#### **Definitions**

#### Complaint

A complaint is any dissatisfaction expressed by an interested party about specific decisions, procedures, charges, staff, agents, or quality of service. The complainant defines the complaint.

## Formal Complaint

This relates to complaints that cannot be resolved through normal Council procedures and where the customer expresses a clear desire and intention to lodge a complaint in writing. Formal complaints are referred to the CEO for investigation following the Guidelines for Managing Complaints.

#### Competitive Neutrality Complaint

This is a complaint that Council has not met its obligations under the National Competition Policy and has not abided by the spirit of competitive neutrality in the conduct of a Council business. Competitive neutrality complaints are referred to the CEO for investigation following the Guidelines for Managing Complaints.

#### Complaint Under Code of Conduct

These complaints relate to breaches of the Code of Conduct. Code of Conduct complaints are made in writing to the CEO and are dealt with by processes set out in the Guidelines for Dealing with Complaints under the Code of Conduct.

## Protected Disclosure

This is a complaint made under the Protected Disclosures Act. It covers disclosures relating to corrupt conduct, maladministration or serious and substantial waste of public money.

The investigation of protected disclosures follows the Guidelines for Managing Complaints but is subject to additional requirements relating to confidentiality and protection from retribution which are set out in the Protected Disclosure Internal Reporting System.

#### Privacy Complaint

This is a complaint made under the Privacy and Personal Information Protection Act, 1998. It covers complaints concerning breaches of the Act by Riverina Water. The investigation of Privacy complaints is set out in the Privacy Policy.

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#### **Principles**

#### Riverina Water will:

- Deal with complaints promptly in accordance with its Complaints Management Policy,
- > Seek to resolve complaints at the time they are made,
- > Publicise its complaints management processes,
- > Ensure members of the public dissatisfied with Council's conduct are aware of their right to lodge complaints,
- Acknowledge complaints within seven working days including advice about the action taken to resolve the complaint,
- Advise complainants of their right to complain to the Ombudsman, the ICAC or the Office of Local Government
- > Deal with protected disclosures in accordance with its Protected Disclosures Policy,
- Ensure that only the people directly involved in the complaint, or in sorting it out, will have access to information about the complaint,
- Record complaints to monitor trends and allow improvement in processes to reduce further complaints

#### Lodging a complaint

Complaints can be made via the following methods.

- In person: At our administration office at 91 Hammond Avenue during normal business hours
- > **Phone:** (02) 6922 0608
- Mail: PO Box 456, Wagga Wagga NSW 2650
- > Online: Via the form on our website rwcc.nsw.gov.au
- Email: admin@rwcc.nsw.gov.au

It may be necessary to request that a complaint be provided in writing to ensure accuracy and additional information to assist with a timely review and response.

#### Complaints made to staff

The complaint handling process for employees is broken down into three levels:

#### <u>Level One – First Line Complaint Handling</u>

- All first line staff are responsible for receiving, recording, and ensuring the resolution of all straightforward, minor complaints as speedily as possible. They have the authority to resolve problems on the spot (within their approved delegation).
- > First line staff may refer complaints to their supervisor.
- > Complainants receive a response within five business days, and are advised if this is not possible or any other update

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#### <u>Level Two – Internal Review or Investigation</u>

- Where the customer is still dissatisfied and/or depending on the nature of the complaint, the matter will be referred to the appropriate Director or directly to the CEO, who will review the complaint and report back to the complainant.
- Riverina Water aims to resolve these complaints within 14 business days. If resolution cannot be reached within this time, complainants will be kept informed, provided with the name of who is responsible for resolving the complaint and given an estimated timeframe

#### Level Three - Independent Review

In all cases, if a complaint cannot be resolved within Riverina Water, the complainant is offered one of the following alternatives:

- > An alternative dispute resolution procedure such as mediation;
- > Referral to an external agency such as the Independent Commission Against Corruption, the NSW Ombudsman, or the Deputy Secretary of the NSW Office of Local Government.
- > Appeal procedures or other legal remedies.

#### **Complaints made to Board Members**

Complaints are sometimes made directly to Board Members rather than to staff. In order for the above processes to be followed, Board Members are requested to:

- Ask the complainant whether they have previously made the complaint to Riverina Water staff. If not, provide the methods of lodging a complaint set out in this policy
- Or log details of the complaint and refer it to the CEO and follow the appropriate levels of action in accordance with this policy

A report back to the respective Board Member will be made regarding action taken on the complaint.

#### Complaints concerning corrupt conduct

These complaints should be referred to the CEO or if the complaint relates to the CEO the complaint is referred to the Chairperson and dealt with in accordance with the Guidelines for Managing Complaints. All complaints relating to allegations of corrupt conduct are to be immediately referred to ICAC in accordance with the published procedure.

#### Complaints concerning competitive neutrality

In the event of a competitive neutrality complaint being received, the following procedures will be followed:

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- Competitive complaints must be submitted in writing,
- The CEO will acknowledge receipt of the letter within seven days and will provide details of how it is proposed to handle the complaint,
- The CEO will investigate the complaint, obtain any advice that is necessary and provide a full response within 21 days.

#### **Anonymous complaints**

It is difficult to resolve complaints of this nature without the ability to thoroughly investigate that matter, gather evidence and seek additional information.

Anonymous complaints will be reviewed to the extent that it is possible without being able to consult with the complainant.

#### **Resolving complaints**

An important part of complaint management is ensuring that if a complaint is found to be correct then some form of restitution is made to the complainant. Making restitution is a way of acknowledging that a wrong has been done and that it is regretted.

Depending on the complaint, an investigation may lead to one or more of a range of possible outcomes, including:

- an explanation;
- an apology;
- > mediation;
- a change in decision, procedure or practice;
- a correction of misleading records;
- > financial compensation, including a refund of a fee;
- > the remission of a penalty.

#### **Difficult Complainants**

Most complainants act reasonably and responsibly in their interactions with us, even when they are experiencing high levels of distress, frustration, and anger about their complaint. However, in a very small number of cases complainants display inappropriate and unacceptable behaviour including:

- unreasonable persistence
- unreasonable demands
- unreasonable lack of cooperation
- unreasonable arguments
- unreasonable behaviours

Version X.X Page 5 of 7

Last revised date XX/XX/XXXX Next scheduled review XX/XXXX



In such cases, Riverina Water will manage unreasonable complainant conduct in accordance with its Unreasonable Complainant Contact Policy.

#### **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.

Last revised date XX/XX/XXXX



Complaints Management Policy	1.5
Responsible area	Customer and Communications
Approved by	
Approval date	
Legislation or related strategy	Local Government Act 1993
	Independent Commission Against Corruption Act 198
	Ombudsman Act 1974
Documents associated with	Code of Conduct
this policy	Guidelines for dealing with Code of Conduct Complaints (DLG)
	Protected Disclosures Policy
	Practice Note No 9 - Complaints Management in Councils (DLG)
	Unreasonable Complainant Contact Policy
	Customer Service Charter
	Privacy Policy
Policy history	First adopted 24 October 2012
	Reviewed 15 Oct 2014
	Reviewed 26 Oct 2016
	Reviewed February 2023
Review schedule	Once every Board term

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 X.X

Page 7 of 7

Last revised date XX/XX/XXXX

## **R4** Customer Service Charter

#### Organisational Area Corporate Services

**Author** Josh Lang, Customer and Communications Team Leader

**Summary** Riverina Water identified a need to implement a Customer Service

Charter to set out the organisation's promise to its customers.

**RECOMMENDATION**: that Council adopt the Customer Service Charter noting there were no submissions received from the public during the exhibition period.

#### Report

Riverina Water identified in the Delivery Program 2022/23-2025/26 and Operational Plan 2022/23 that it a Customer Service Charter should be implemented.

The Customer Service Charter sets the organisation's commitment to its customers to deliver professional, reliable and consistent customer service.

The development of the charter is related to the review of the Complaints Management Policy and development of the Unreasonable Complainant Conduct Policy; which are also presented to this meeting to be adopted.

When adopted, the charter will be readily available and communicated to customers in various formats.

R4.1 Customer Charter 2023 U

#### **Financial Implications**

Not applicable.

#### **Risk Considerations**

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



#### **Customer Service Charter**

Riverina Water puts our customers and the community at the heart of everything we do.

The Customer Service Charter is our commitment to provide efficient and consistent service to you; and be fair and honest in our dealings with you.

#### Our commitment

We aim to give all customers a great experience every time they interact with us by being:

- > Courteous
- Helpful
- > Respectful
- Responsive
- Honest, and
- Efficient

While we aim to provide the best outcome for our customers, Riverina Water makes decisions that are consistent, fair and in line with our policies and relevant legislation that may result in decisions you may not agree with. When providing outcomes to you, we seek to do this in a way that is empathetic and understanding of your circumstances.

#### **Customer service standards**

We value our customers' time and are committed to offering a choice of how to interact with us.

#### When interacting with us, our people will:

- Attempt to resolve your enquiry at the first point of contact
- > Be supported by systems and processes to best serve you
- > Record necessary information in our official recordkeeping systems
- > Be professional, helpful and knowledgeable
- > Keep you informed regarding your enquiry
- > Be sensitive to any language or other communication
- > Maintain our commitment to protecting your personal information



#### If you call us, we will aim to:

- Answer calls promptly from 8.30am to 4.30pm each business day
- > Resolve your enquiry the first time, where possible, or:
  - forward your enquiry to a specialist staff member who can
  - take a clear message for the matter to be followed up
- Return calls within one business day
- Provide a 24-hour phone service for urgent, after-hours calls

#### If you contact us in writing via post, email or online form, we will aim to:

- Acknowledge correspondence or provide an interim reply (with approximate date of completion) within a reasonable timeframe
- Respond in writing, or by phone where appropriate, and record the response in our recordkeeping systems
- > Keep you updated on our progress if a response cannot be made in a timely manner

#### If you visit our administration office, we will aim to:

- > Attend to you at the customer service counter within five minutes
- Make specialist staff available by phone or in person, either on request (making a mutually convenient appointment) or by prior arrangement

#### If you visit our websites or social media profiles, we will aim to:

- > Provide clear and relevant information that is easily understandable
- Provide accessible content and services, or provide them upon request
- > Respond to any social media enquiries the same or next business day

#### If you see us working in our supply area, we will aim to:

- > Put your safety and that of our staff at the forefront of our interactions
- > Endeavour to resolve any enquiries related to the work we are doing or provide details of an alternate contact who can help

#### Help us to help you

#### We request that you:

- > Treat our staff with courtesy and respect
- Respect the rights of other customers
- Provide accurate and complete details relating to your enquiry



- Work with us to solve problems
- > Provide us with feedback to help us improve our services to you
- Respect community property

#### Complaints, compliments, and feedback

While we strive to do our best for the community, we understand that there will be times when we may not meet your expectations. We value our customers' input on how we can do better, and your voice is important to us.

If you are dissatisfied with a service, process, or staff member of Riverina Water, complaints can be made via the following methods:

In person: At our administration office at 91 Hammond Avenue during normal business hours

> Phone: (02) 6922 0608

> Mail: PO Box 456, Wagga Wagga NSW 2650

> Online: Via the form on our website – rwcc.nsw.gov.au

> Email: admin@rwcc.nsw.gov.au

It may be necessary to request that a complaint be provided in writing to ensure accuracy and additional information to assist with a timely review and response.

All complaints are managed under Riverina Water's Complaints Handling Policy.

We also want to hear about your positive experiences with our staff or services so we can keep doing more of what you like and acknowledge our team members for good work.

#### Privacy and personal information

Riverina Water is committed to protecting the privacy of our customers, business contacts, Board members, employees, contractors and volunteers.

Riverina Water maintains strict control over the use and disclosure of personal information in line with our Privacy Management Plan, privacy policy and document management guidelines.

Document name	Customer Service Charter
Responsible area	Corporate Services



Approved by	Council resolution number
Approval date	TBD
Associated documents	Complaints Management Policy
	Privacy Policy
	Privacy Management Plan
	Code of Conduct
	Integrated Water Cycle Management Plan (service levels)
Policy history	Customer Charter 2016
	Customer Charter 2012
Review schedule	Every four years (once per Board term)

## R5 Customer & Community Engagement Strategy 2023/24-2025/26

#### Organisational Area Corporate Services

**Author** Josh Lang, Customer and Communications Team Leader

**Summary** Following recent workshops with the Board, the new Customer &

Community Engagement Strategy has been developed.

**RECOMMENDATION** that Council adopt the Customer & Community Engagement Strategy 2023/24-2025/26 noting there were no submissions received from the public during the exhibition period.

#### Report

The Customer & Community Engagement Strategy 2023/24-2025/26 is presented to the Board for adoption following the public exhibition period.

The draft strategy looks beyond the minimum requirements set out in the Integrated Planning and Reporting Framework, noting this is more appropriate for general purpose councils, to define objectives related to Riverina Water's customers and community.

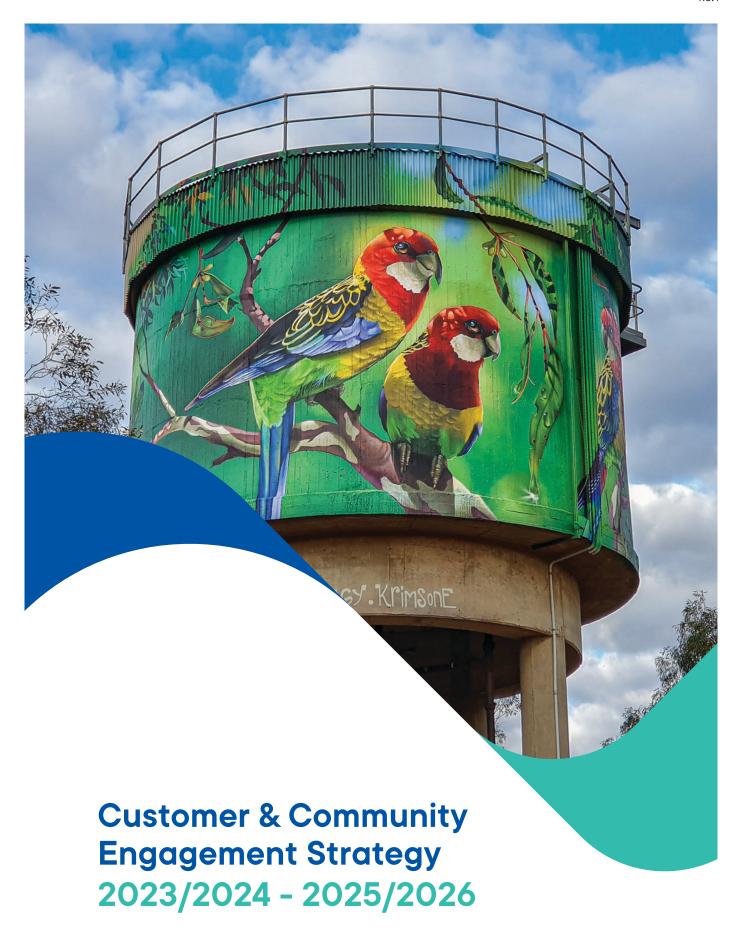
#### R5.1 Customer and Community Engagement Strategy June 2023 meeting 🗓 🖼

#### **Financial Implications**

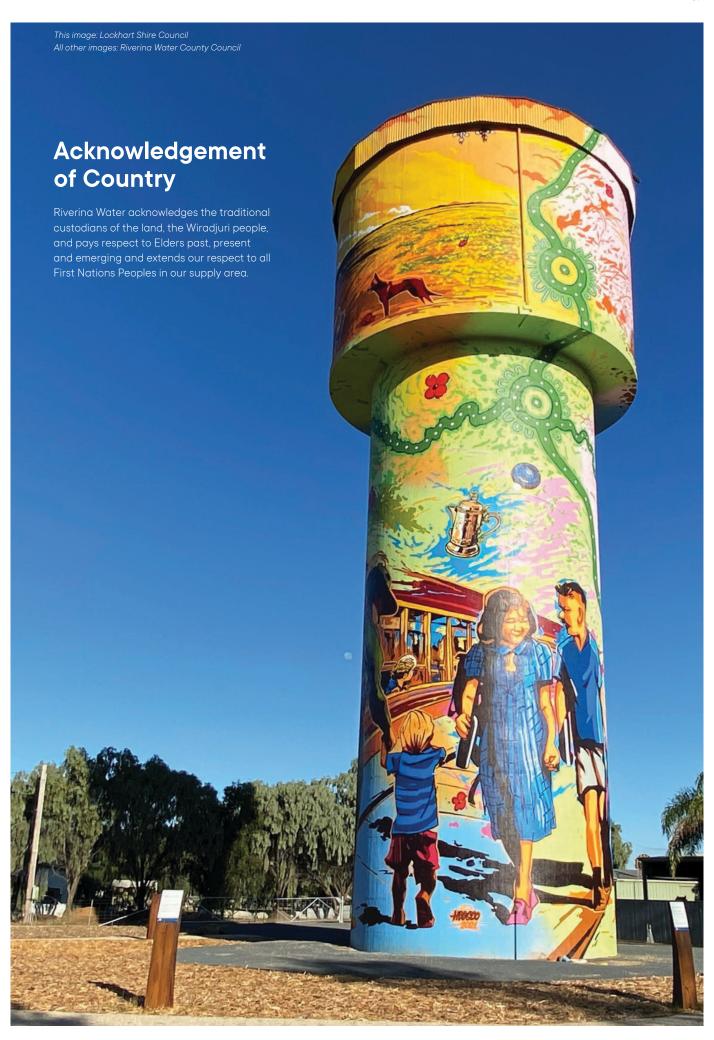
Initiatives and programs are included in the 2023-24 Operational Plan. During the development of the Operational Plan each year, Riverina Water will set out detailed objectives and initiatives in line with the strategic objectives.

#### **Risk Considerations**

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







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All Images: Riverina Water County Council

### Introduction

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

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

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

We understand that our community and customers are our most important asset. Our first Community Engagement Strategy was adopted in 2019 and we are now taking the next step on our journey of fostering proactive communication, engagement and partnerships with our customers and community.

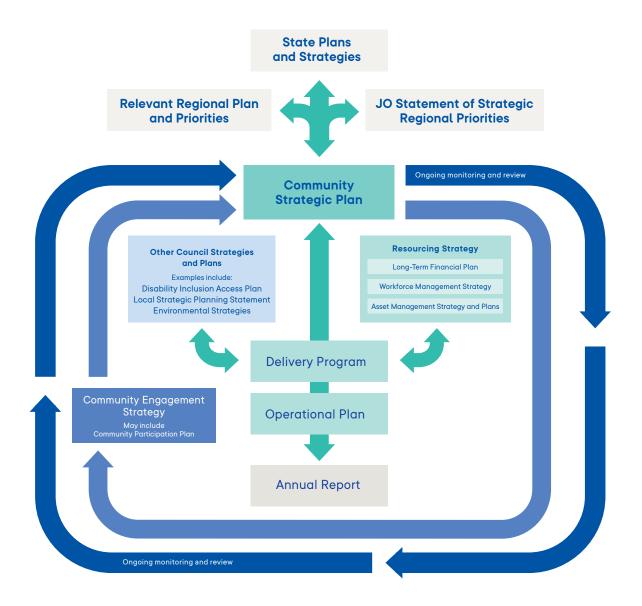


**Andrew Crakanthorp**Chief Executive Officer



Councillor Tim Koschel Chairperson

### **About this strategy**



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

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

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

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

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

A Community Engagement Strategy as a minimum must:

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

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

### Social justice principles

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

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



# Our customers and community

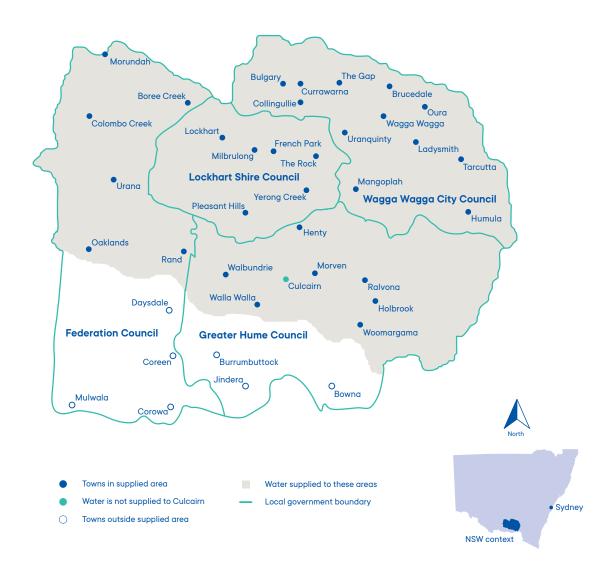
### Our supply area and network

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

We draw water from the Murrumbidgee River, which runs through the heart of Wagga Wagga. We also source water from 10 bores, which historically makes up 60 per cent of our source water supply.

Our water supply network includes:

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



### **Customer profile**

More than 77,000 people rely on Riverina Water to provide safe drinking water every day.

We have more than 33,000 properties connected directly to our water supply network.



We refer to the Community Strategic Plans of our constituent councils

to better understand the many voices from within our supply area.



Riverina Water services more than 6000 non-residential retail customers and two bulk supply customers;



the RAAF Airbase and the Kapooka Army Base.

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

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

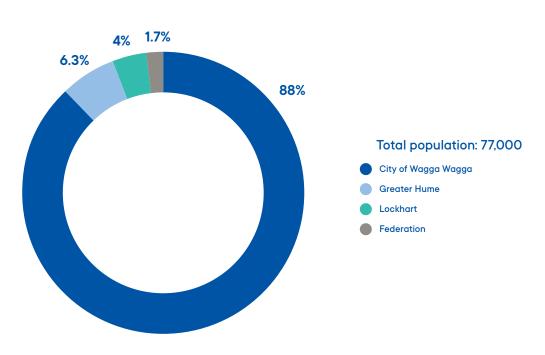


Our customers are diverse and range from households, to farmers, business, industry and other institutions

such as hospitals, aged care facilities and education institutions such as Charles Sturt University.



#### Serviced population by Local Government Area



### Communities provided with reticulated services

Water supply system	Communities
Major supply systems	
Wagga Wagga	Wagga Wagga, Bellevue/Glenoak, Gregadoo, Forest Hill, and Ladysmith
Southern Trunk	San Isidore, Kapooka, Uranquinty, The Rock, Mangoplah, Milbrulong, Yerong Creek, Henty, Pleasant Hills, Morven and Walla Walla (Note: Culcairn township is supplied by Greater Hume Shire Council)
North Wagga	North Wagga, Bomen, Estella, Charles Sturt University, Cartwrights Hill, Boorooma, The Gap, Euberta, Tooyal, Currawarna and Brucedale
West Wagga	Bulgary, Lockhart, Boree Creek, Urana, Coorabin and Oaklands

Independent systems	
Collingullie	Collingullie
Holbrook	Holbrook
Humula	Humula
Morundah	Morundah
Oura	Oura
Tarcutta	Tarcutta
Walbundrie-Rand	Walbundrie-Rand
Woomargama	Woomargama

### **Community engagement target groups**

- Direct customers
- > Indirect customers
- > Community groups
- Ratepayer and resident associations
- Business and industry

- > Constituent councils
- Wiradjuri and First Nations people
- People from culturally and linguistically diverse backgrounds (CALD)
- > People of all abilities
- Villages and rural communities
- Government stakeholders

### How we connect

### Communication and engagement methods



#### **Community Engagement**

- > 1:1 meeting(s)
- Community meeting(s)
- Stakeholder workshop(s)
- Drop-in session(s)
- > Survey/feedback form(s)



#### **Digital**

- > Riverina Website
- > Social media
- Quarterly newsletter (email)



#### Traditional media

- > Media release
- Media opportunity or interview



#### Mail

- Quarterly newsletter (post)
- Letterbox drop(s)
- Addressed letter(s)



#### Marketing

- Print advertising
- Broadcast media advertising
- Digital and social media advertising
- Merchandise and branding collateral
- Sponsorship
- Promotion and other marketing opportunities



# Strategic approach

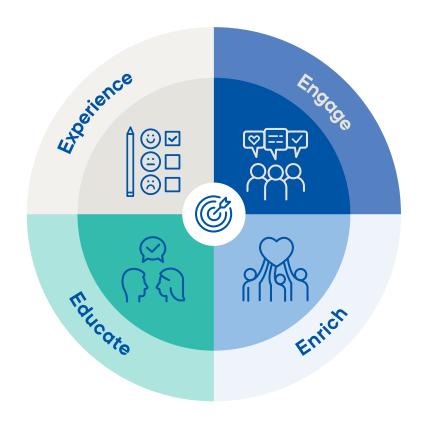
### Strategic aim

We enable our community and customers to thrive by building strong relationships, increasing water literacy, and supporting them in meaningful ways.

Our Community Engagement Strategy is built on four strategic objectives:

- > Engage
- > Enrich
- > Educate
- Experience

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



# International Association of Public Participation (IAP2)

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

Increasing level of public impact								
	Inform	Consult	Involve	Collaborate	Empower			
Goal	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.			
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.			
Style	"Here's what's happening"	"Here are some options, what do you think?"	"Here's a problem, what ideas do you have?"	"Let's work together to solve this problem"	"You care about this issue and are leading an initiative, how can we support you?"			
Example tools	<ul> <li>› Fact sheets</li> <li>› Websites</li> <li>› Open houses</li> <li>› Publishing social media</li> <li>› Newsletters</li> <li>› Email distribution</li> </ul>	<ul><li>› Public comment</li><li>› Focus groups</li><li>› Surveys</li><li>› Public meetings</li></ul>	<ul><li>› Workshops</li><li>› Deliberate polling</li></ul>	<ul> <li>Citizen advisory committees</li> <li>Consensus- building</li> <li>Participatory decision-making</li> </ul>	<ul><li>› Citizen juries</li><li>› Ballots</li><li>› Delegated decisions</li></ul>			



#### Strategic objective:

### **Engage**

Our community and customers are involved in decision-making, and our engagement is planned, proactive and meaningful leading to trusted relationships.



#### **Targeted outcomes**

- To increase customer understanding and perceived value of Riverina Water's products and services
- To increase awareness of Riverina Water and the role Riverina Water plays in the community
- To generate positive associations with the Riverina
   Water brand and product service offering
- To build stronger relationships to enable informed and inclusive decision making

#### **Agreed actions**

- Invest in communications, marketing (including sponsorships), and brand awareness, and associated technologies
- Respectfully engage with our First Nations Community
- Continue to grow how we drive engagement with customers and our diverse community to have input on the services we provide



# Strategic objective: **Enrich**

We enrich our community by providing meaningful support, providing opportunities to grow and demonstrating social responsibility.



#### **Targeted outcomes**

- Investment is made in our community that supports the enhancement of the social, cultural, and environmental life of our community
- Increase employee satisfaction and strengthen our network by participating in programs and initiatives that have impact broader than our local community

#### **Agreed actions**

- Provide funding opportunities including but not limited to a grants program that supports community projects and initiatives
- Seek opportunities to be involved in initiatives that extend broader than our local community
- Invest in our community through the services we provide outside of ordinary operations
- Continue to fund the supply of drinking water stations in public space
- Continue to grow how we drive engagement with customers and our diverse community to have input on the services we provide



### Strategic objective:

Our communities and customers are educated on everything to do with Riverina Water.



#### **Targeted outcomes**

- > Our community has a greater understanding of the value of water and where it comes from
- > Our customers and community are able to find the relevant information that correctly informs them about Riverina Water and what we do
- > Our community recognises water as a valuable resource

#### **Agreed actions**

- > We provide our community with opportunities to interact with us in an accessible and convenient way
- > We provide clear, accessible and relevant educational information to our customers and the community
- > Help the community better manage its water usage through demand management initiatives



### Strategic objective: **Experience**

Riverina Water is committed to working together as one team, to provide a great customer experience.



#### **Targeted outcomes**

- > Customer experience is improved via our service offerings
- > We gain a greater understanding of our customers and their needs
- > Continue to build and foster a culture of customer centricity

#### **Agreed actions**

- > Identify and implement key service enhancement, including digital products, that improve customer experiences across channels
- > Develop an enhanced understanding of our customers through data, insights and analytics

# Reporting

Actions in this strategy are integrated in the yearly Operational Plan. We provide reports to the Board and community on our progress and performance every six months and in the Annual Report.

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



### **Directory**

#### **Headquarters**

91 Hammond Avenue Wagga Wagga

#### Postal address

PO Box 456 Wagga Wagga 2650

#### E-mail

admin@rwcc.nsw.gov.au

#### Web

www.rwcc.nsw.gov.au

#### **Telephone**

(02) 6922 0608 (all hours)

#### Office hours

8.30am to 4.30pm Monday to Friday

#### **Bank**

National Australia Bank Ltd

#### **External auditors**

NSW Audit Office

#### **Internal auditors**

National Audits Group

#### **Emergency**

Wagga Wagga

(02) 6922 0608 (all hours)

The Rock

(02) 6922 0608 (all hours)

Lockhart

(02) 6922 0608 (all hours)

Uranquinty

(02) 6922 0608 (all hours)

Urana/Oaklands

(02) 6922 0608 (all hours)

Culcairn/Holbrook/Walla Walla (02) 6922 0608 (all hours)

# Customer information – payment facilities

# Ed

#### **Telephone**

Australia Post Telephone Billpay



#### **Billpay**

Please call 13 18 16 to pay your bill using your credit card, or register to pay using your savings or cheque account from your bank, building society or credit union. Please have your water account ready as you will be required to key in payment details. Your Billpay code and reference number is located beside the Australia Post symbol on the front of your account. This service is available 7 days a week, 24 hours per day. (For the cost of a local call).



#### **Credit cards**

Ring the 13 18 16 number as listed above.



#### To pay by the internet

www.postbillpay.com.au

(Access to this option is also available via Council's Internet site listed above).



#### **Bpay**

Phone your participating Bank, Credit Union or Building Society to make this payment from your cheque, savings or credit card account. Your Biller Code and Reference Number is located beside the BPAY symbol located on the front of your account.



#### Mail

Send cheques to PO Box 456, Wagga Wagga with the "tear off payment slip". Keep the top portion of the account (with details of cheque etc.) for your record. No receipts will be issued unless the whole of the account is returned with the cheque.



#### In person

Bring your account with you to pay at Australia Post Shops or Post Offices anywhere throughout Australia. Riverina Water County Council office at 91 Hammond Avenue, Wagga Wagga.











### R6 2023 Customer Satisfaction Survey

#### Organisational Area Corporate Services

**Author** Josh Lang, Customer and Communications Team Leader

**Summary** Riverina Water conducted its Customer Satisfaction Survey throughout

April and May 2023, with all water quality and customer service

indicators again returning high satisfaction scores

#### **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 undertake a customer survey. In 2022, Riverina Water undertook the survey using internal resources for the first time; with 445 survey submissions.

Following this success, the 2023 survey was conducted using internal resources again in April-May 2023 with 819 responses.

Riverina Water again promoted the survey with a "Win your water for a year" competition for eligible submissions of \$800 total of new water charges for the 2023-24 financial year.

Along with encouraging participation, this initiative delivers updated customer contact information.

It is important to note participation was open and not weighted against the supply area's demographic profile.

#### Survey results summary

Riverina Water has historically enjoyed strong levels of satisfaction in its annual customer surveys, and 2023 proved no different.

All Customer Service and Water Quality indicators returned weighted averages of either very high (>4.5 out of 5) or high (>3.75) levels of satisfaction.

It should be noted that the average score of all indicators was above 4 out of 5, with marginal changes between data year-to-year.

More detailed results are attached to this report.

#### <u>Customer Service</u>

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

First contact resolution, ease of working with Riverina Water, and friendly and caring service were all rated as 5 – very high satisfaction by more than 75.5% of respondents.

The rating over overall customer service was 4.69 out of 5.

The responses were all on trend with previous years and in line with Riverina Water's historically strong levels of customer satisfaction.

#### **Water Quality**

Satisfaction with the quality of water again remained high and is consistent year-on-year.

Water supply reliability had the highest level of satisfaction, as it did in the 2022 survey. It had a weighted average of 4.68 out of 5 with almost 78% of respondents rating it 5 – Very Satisfied.

All water quality attributes were rated higher in the high satisfaction band (>3.75 out of 5).

R6.1 2023 Customer Satisfaction Survey 4 📆

#### **Financial Implications**

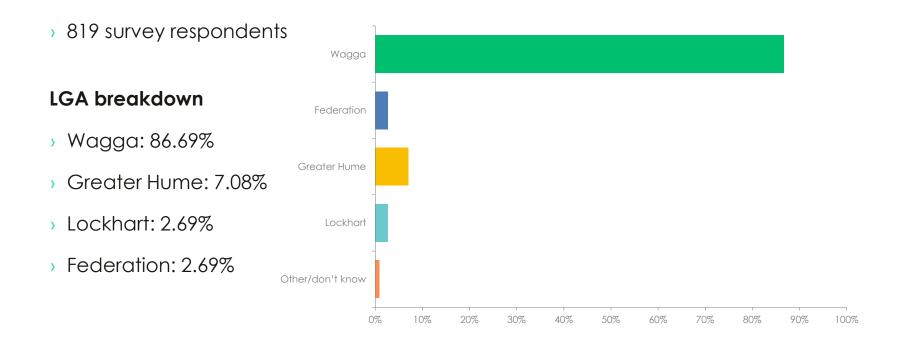
Not applicable.

#### **Risk Considerations**

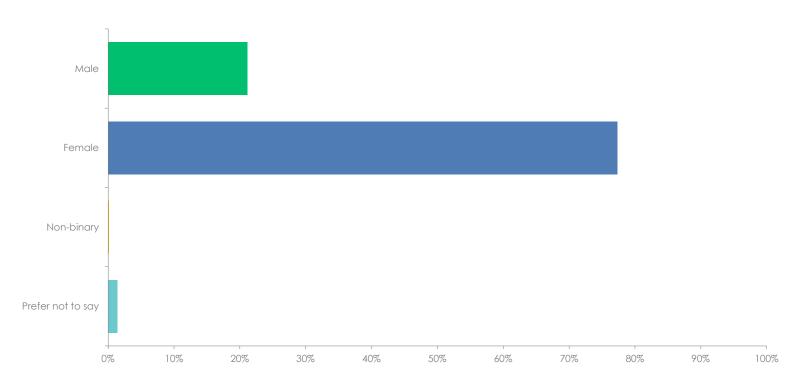
Corporate Governance And Compliance						
Avoid	Riverina Water will avoid risks relating to corporate governance and compliance including ethical, responsible and transparent decision making and procedural/policy, legal and legislative compliance.					



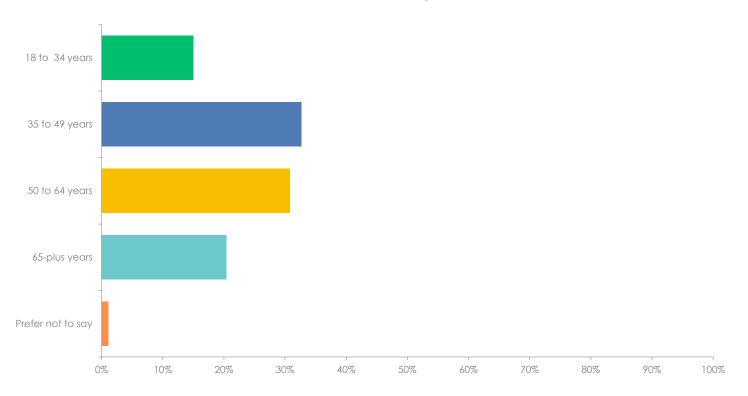
# **Survey participation**



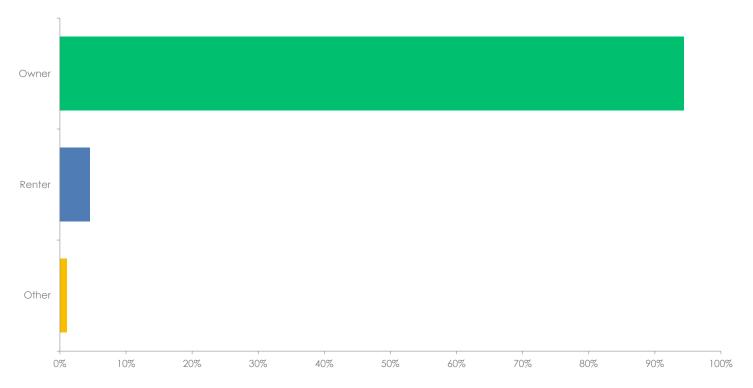
# Survey participation - gender



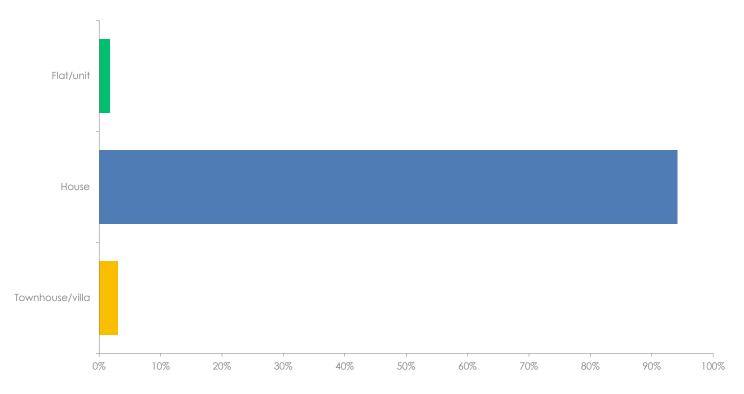
# Survey participation - age



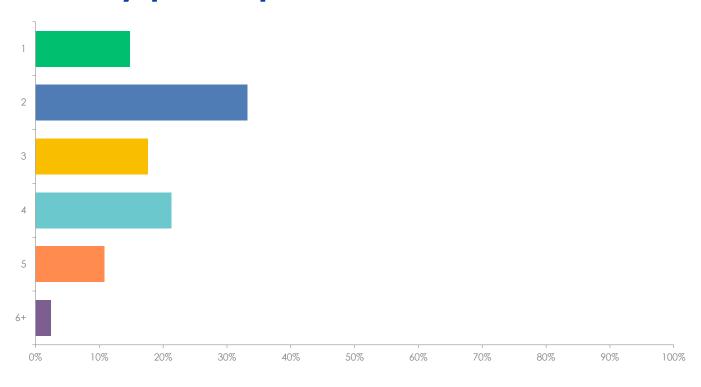
# Survey participation - dwellings



# Survey participation - dwellings



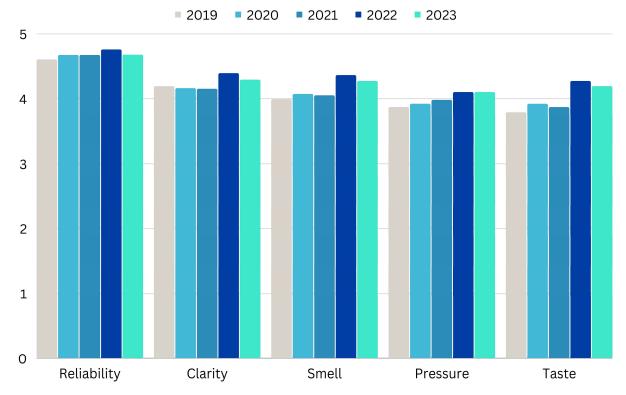
# Survey participation – household size



# **Satisfaction with Water Quality**

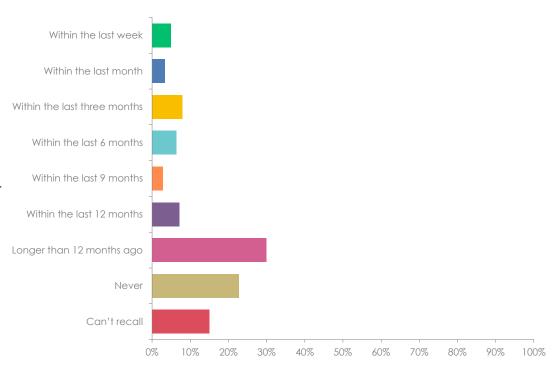
	1 VERY DISSATISFIED	2	3	4	5 VERY SATISFIED	CAN'T SAY	TOTAL	WEIGHTED AVERAGE
Water taste	3.52% 27	6.13% 47	10.30% 79	26.47% 203	51.50% 395	2.09% 16	767	4.19
Water smell	3.13% 24	4.05% 31	11.10% 85	24.28% 186	55.48% 425	1.96% 15	766	4.27
Water clarity	2.22% 17	4.18% 32	11.88% 91	25.85% 198	55.35% 424	0.52% 4	766	4.29
Water pressure	4.72% 36	4.98% 38	15.47% 118	24.77% 189	49.54% 378	0.52% 4	763	4.10
Water supply reliability	0.91% 7	1.82% 14	3.91% 30	14.71% 113	77.99% 599	0.65% 5	768	4.68

## Satisfaction with Water Quality trends



### Last contact with Riverina Water

- Respondents who contacted Riverina Water within the past 12 months (240 people) were asked additional questions on how they contacted us, the reason and when their request was responded to
- They were then asked to rate Riverina Water's Customer Service based on 9 indicators



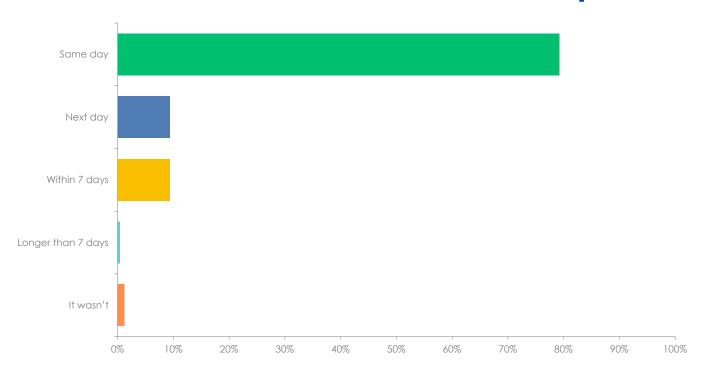
### **Contact with Riverina Water - methods**

ANSWER CHOICES	RESPONSES	
Telephone	75.10%	187
Riverina Water website	6.02%	15
Email	7.63%	19
Social Media	0%	0
Letter	1.20%	3
Visited Riverina Water office	6.43%	16
TOTAL		240

# Contact with Riverina Water - purpose

ANSWER CHOICES	responses	
Account enquiry	39.27%	97
Payment of account	15.38%	38
Connection of water supply	7.29%	18
Pressure / flow interruption	5.67%	14
Report a broken pipe	8.91%	22
Leaking meter / meter tap	6.48%	16
Water quality	4.05%	10
Education resources or fact finding	3.24%	8
TOTAL		223

## Contact with Riverina Water – response time



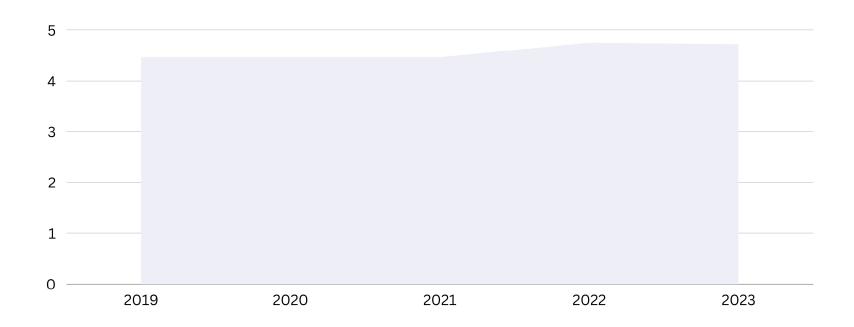
### Satisfaction with Customer Service

	1 VERY DISSATISFIED	2	3	4	5 VERY SATISFIED	CAN'T SAY	TOTAL	WEIGHTED AVERAGE
The ability to meet your needs on the first contact.	3.66% 9	0.41% 1	4.07% 10	12.20% 30	79.27% 195	0.41% 1	246	4.64
Handling your transaction accurately	2.45% 6	0.82% 2	2.45% 6	11.84% 29	80.82% 198	1.63% 4	245	4.71
Ease of doing business here	2.45% 6	0% 0	4.90% 12	14.29% 35	77.96% 191	0.41% 1	245	4.66
Contact was dealt with quickly	2.44% 6	0.81% 2	2.85% 7	11.79% 29	81.30% 200	0.81% 2	246	4.70

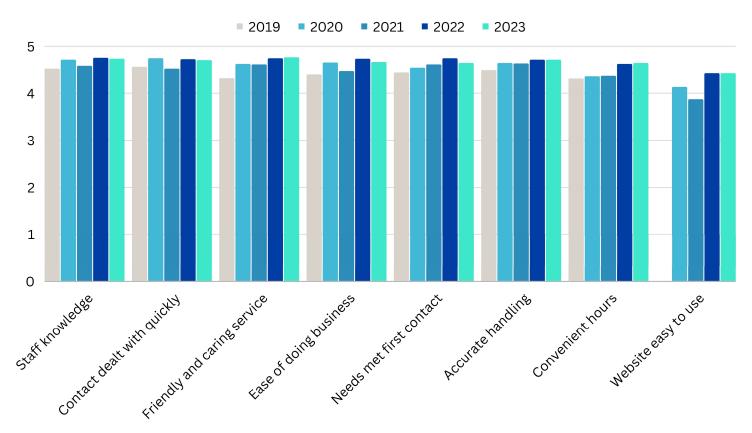
### Satisfaction with Customer Service

	1 VERY DISSATISFIED	2	3	4	5 VERY SATISFIED	CAN'T SAY	TOTAL	WEIGHTED AVERAGE
Knowledge & skill of staff	2.03% 5	0.81% 2	1.63% 4	12.20% 30	80.89% 199	2.44% 6	246	4.73
Friendly and caring service	1.22% 3	0.81% 2	1.63% 4	13.41% 33	81.71% 201	1.22% 3	246	4.76
Convenient hours of operation	1.22% 3	0.81% 2	3.25% 8	20.73% 51	70.73% 174	3.25% 8	246	4.64
Information is easy to find on the website	0.82% 2	1.64% 4	9.84% 24	19.67% 48	50.41% 123	17.62% 43	244	4.42
Overall satisfaction with service	1.22% 3	0% 0	3.27% 8	20.0% 49	75.51% 185	0% 0	245	4.69

### **Overall Customer Service satisfaction trends**

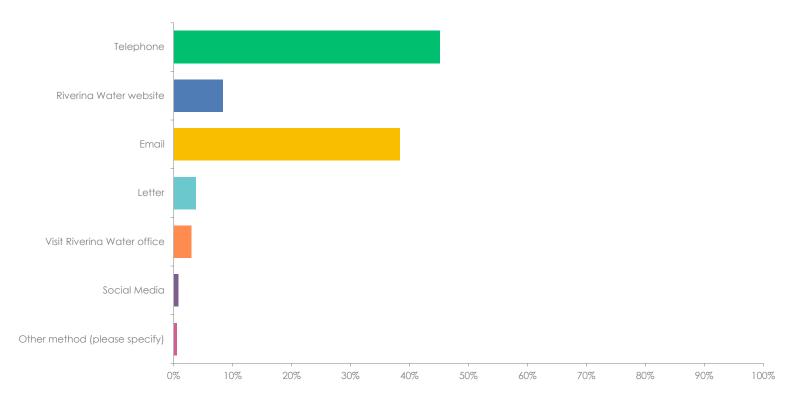


### Satisfaction with Customer Service trends



17

### Preferred future contact with Riverina Water



# R7 Assistance for Undetected Water Leaks Provided 2022-23

### Organisational Area Corporate Services

**Author** Josh Lang, Customer and Communications Team Leader

**Summary** The Assistance for Undetected Water Leaks Policy requires an annual

report to the Board to summarise support given to customers.

**RECOMMENDATION** that Council receive and note the report.

### Report

In April 2022, the Board endorsed Riverina Water's newly created Assistance for Undetected Water Leaks Policy.

Riverina Water previously provided varying levels of support to customers who have received a large bill due to an undetected leak on an ad-hoc basis. The policy formalised this process to provide clarity for customers and staff on the type of assistance that can be provided, set out eligibility requirements and align Riverina Water's approach with best practice in the industry.

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

The policy requires a report be made to the Board annually to summarise the leak assistance provided each financial year.

As at 13 June 2023, Riverina Water provided leak rebates totalling \$33,970 to 45 customers across the supply area in the 2022-23 financial year.

In the period the new policy first operated over May and June 2022 in the previous financial year, a total of \$1,540.71 was provided in rebates to four customers.

### **Financial Implications**

The policy's implementation reflects forgone revenue given as customer support for undetected leaks.

### **Risk Considerations**

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

# R8 Donations and Sponsorships 2022-23

### Organisational Area Corporate Services

**Author** Josh Lang, Customer and Communications Team Leader

**Summary** As per the Donation Policy, an annual summary of donations and

sponsorships is made to the Board

**RECOMMENDATION** that Council 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.

For many years now, Council has supported countless community groups, events, and initiatives.

In accordance with the provision of the Donation Policy, these contributions are reported to the Board annually.

In 2021-22, Riverina Water provided a total of \$77,470.82 to 26 initiatives or organisations. There was a budget of \$90,000 for donations and sponsorship this financial year.

The total value funded was similar to 2021-22, however more initiatives have been funded this financial year.

A summary of donations and sponsorships follows:

Recipient	Description	Funding
City of Wagga Wagga Eisteddfod Society	Wagga Eisteddfod 2023	\$3,000
Henty Bowling Club	Sponsorship Invitation Triples	\$300
Immune Deficiency Foundation	Sponsorship World Festival of Magic	\$600
Kooringal Rotary	Science Engineering Challenge	\$3,500
Kurrajong Waratah	Kurrajong Race Day	\$3,000
Lockhart Picnic Race Club Inc	Sponsorship	\$2,500
Pro Patria Centre	Stage 2 development	\$1,500
REROC*	Build a bridge annual sponsorship	\$2,750
Ronald McDonald House	20 nights accommodation for families	\$3,200
Rotary Club of South Wagga Inc	Sponsorship Annual Golf Day	\$1,300

Rotary Club of South Wagga Inc	Sponsorship of building activities in Nepal	\$7,078.64
St Vinnies	Winter sleepout appeal	\$2,500
The Rock & District Meals on Wheels	Charity Golf Day	\$250
The Rock Men's Shed*	Tradies health barbecue	\$437.18
The Rock Triathlon	Sponsorship	\$500
Urana Campdraft	Sponsorship	\$500
Uranquinty Progress Assoc	Next stage of tower artwork project	\$2,200
Wagga School of Arts Community	Sponsorship	\$2,200
Winnovators	Funds towards Water Aid as part of staff development project	\$200
Women in Business	Event sponsorship	\$2,000
Wagga Takes Two	Golden Buzzer sponsorship	\$9,000
Wollundry Rotary	Photography competition	\$2,000
Wagga Wagga Business Chamber	Membership	\$440
Wagga Wagga Country Club	Sponsorship of 2023 Women's Pro-Am	\$1,815
Wagga Filipino Community	125th Philippine Independence Day Celebration	\$500
WaterAid*	Membership	\$24,200
Total		\$77,470.82

<sup>\*</sup>Yet to be invoiced at time of report submission

### **Financial Implications**

The annual budget for donations in 2021-22 was \$90,000 of which \$77,470.82 is to be expended.

### **Risk Considerations**

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

# R9 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%

increase in fees for Councillors from 1 July 2023. In line with previous years, this report recommends increasing 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 3.0% increase in board member and chairperson fees for the 2023/24 financial year in line with the determination made by the Local Government Remuneration Tribunal.
- b) Approve a 3.0% increase in ARIC member and chairperson fees for the 2023/24 financial year.

### Report

The Local Government Remuneration Tribunal (the Tribunal) handed down its 2023 Annual Report and Determination on the fees payable to councillors and mayors (or in Riverina Water's case, board members, and chairperson) on 10 May 2023.

The Tribunal has granted a 3.0% increase in the fees payable to councillors and mayors. The increase will take effect on and from 1 July 2023.

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).

Whilst some categorisation changes have been made, county councils remain the same – separated into water or other.

### Councillor/Member Annual Fee (\$) effective 1 July 2023

Category	Minimum	Maximum		
Water	1,960	10,870		
Other	1,960	6,490		

### Mayor/Chairperson Additional Fee\* (\$) effective 1 July 2023

Category	Minimum	Maximum
Water	4,200	17,850
Other	4,200	11,860

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

Accordingly, the annual fees for the Riverina Water board members for 2023/24 will be \$10,870 per member, and for the board chair \$28,720 (\$10,870 plus \$17,850).

Audit Risk & Improvement Committee fees are increased in line with the determination for board members and chair each year.

Accordingly, the fees for ARIC members will increase to \$731.30 per meeting (\$3,656.50 per annum based on 5 meetings per year). For the chair, the fee will increase to \$978.50 per meeting (\$4,892.50 per annum based on 5 meetings per year).

Travel by vehicle will remain at 78cents per km and reasonable accommodation will be paid as determined by the CEO on receipt of an invoice.

### **Financial Implications**

The recommended increase in fees is accommodated in the 2023-24 Operational Plan.

### **Risk Considerations**

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

# R10 Operational Plan 2023/24 and revised Delivery Program 2022/23 - 2025/26

### Organisational Area Corporate Services

**Author** Emily Tonacia, Director Corporate Services

**Summary** The 2023/24 Operational Plan and revised Delivery Program 2022/23 –

2025/26 are presented to the Board for adoption following a 28-day period of public exhibition. Minor changes have been made to these

plans and are detailed in the body of the report.

### **RECOMMENDATION** that the:

- a) The 2023/24 Operational Plan and revised Delivery Program 2022/23 2025/26, as exhibited and following close of public comments, be adopted, subject to the proposed changes listed in the body of this report; and
- b) Fees and Charges be made for the 2023/24 financial year, as outlined in the Operational Plan.

### Report

Following the 27 April board meeting, in accordance with Sections 404 and 405 of the Local Government Act (the Act), the 2023/24 Operational Plan together as a combined document with the revised Delivery Program 2022/23 – 2025/26 was placed on public exhibition for 28 days. No public submissions were received.

It is recommended that the 2023/24 Operational Plan and revised Delivery Program 20233/23 – 2025/26, as exhibited following close of public comments, can now be adopted, subject to the following proposed changes:

### 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 \$95 for the 2023/24 financial year.

The OLG has also determined that the maximum rate of interest payable on overdue rates and changes for the period 1 July 2023 to 30 June 2024 (inclusive) be 9.0% per annum (currently 6.0% per annum).

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

### Operating Budget

\$3,000 added to Work Health & Safety for Asbestos Testing.

### Capital Expenditure Budget

- \$1,400,700 remediation of land at Wagga Wagga High School (reservoir construction) following all other alternatives being exhausted.
- \$150,000 Project FLOW (approved 27 April. Resolution 23/056).

The Riverina Water Operational Plan 2023/24 and the revised Delivery Program 2022/23 – 2025/26 are presented to the Board for adoption to commence 1 July 2023.

The proposed adjustments do not have a material adverse impact to Riverina Water's future financial position as discussed at the February budget workshop.

> R10.1 Delivery Program 2022/23 - 2025/26 & Operational Plan 2023/24 #

### **Financial Implications**

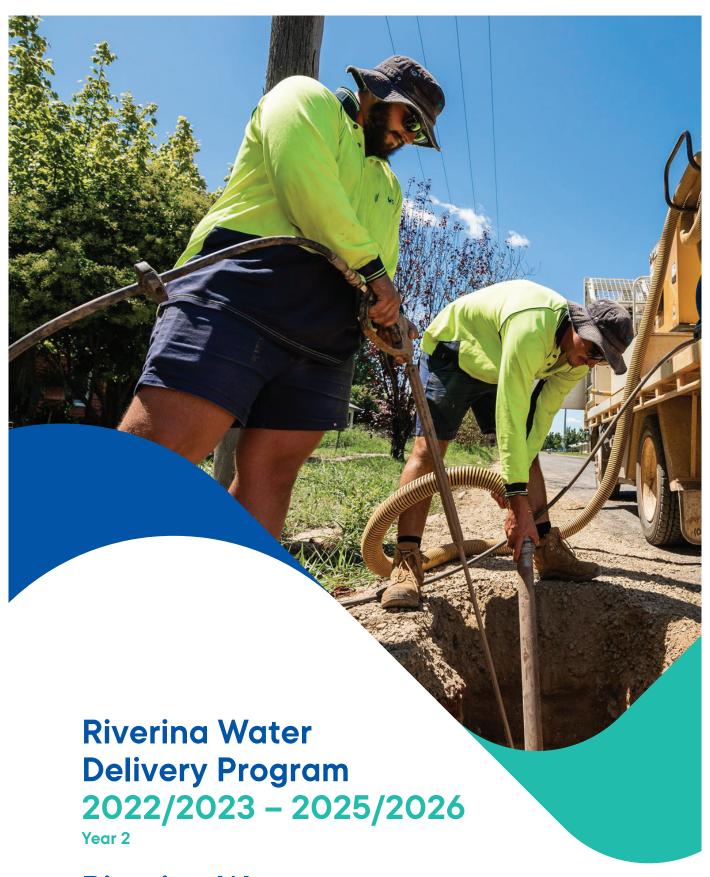
The proposed recommended adjustments result in an increase of \$3,000 to the Operational Budget and increase of \$1,550,700 to capital expenditure.

The anticipated operating result for the 2023/24 financial year is a surplus of \$3,197,000.

Pricing scenarios and associated financial implications were discussed by the board during their consideration of the Operational Plan at the February Budget workshop.

### **Risk Considerations**

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



Riverina Water Operational Plan 2023/2024



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.riverinawater.nsw.gov.au

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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 2022/2023 2025/2026 and Operational Plan 2022/2023 27 April 2022
- 1.0 Endorsed by Riverina Water Board 22 June 2022
- 2.0 Draft Delivery Program 2022/2023 2025/2026 Yr 2 and Operational Plan 2023/2024 27 April 2023

To be endorsed by Riverina Water Board – 22 June 2023

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# **Acknowledgment of Country**

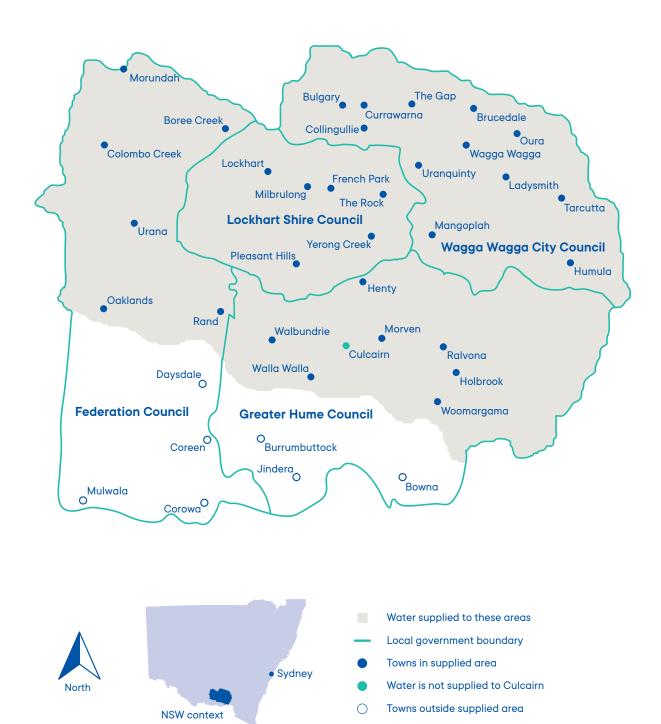
Riverina Water acknowledges the traditional custodians of the land, the Wiradjuri people, and pays respect to Elders past, present and emerging and extends our respect to all First Nations Peoples in our supply area.

### **About us**

Riverina Water is a county council created in 1997 under the Local Government Act 1993, as a single-purpose water supply council. We supply water to customers across four constituent local council areas: Federation Council; Greater Hume Council; Lockhart Shire Council and Wagga Wagga City Council, and our future direction aligns with the social, economic and environmental needs of the communities we serve.

We deliver safe and reliable drinking water to a community of more than 73,000 people across more than 15,000 square kilometres.

# **Area of supply**



### **Our Board**



**Councillor Tim Koschel** Wagga Wagga City Council Chairperson



**Councillor Doug Meyer OAM** Greater Hume Council Deputy Chairperson



**Councillor Pat Bourke** Federation Council



**Councillor Georgie Davies** Wagga Wagga City Council



Councillor Gail Driscoll Lockhart Shire Council



**Councillor Dan Hayes** Wagga Wagga City Council



**Councillor Michael Henderson** Wagga Wagga City Council



**Councillor Jennifer McKinnon** Wagga Wagga City Council



**Councillor Tony Quinn** Greater Hume Council

# **Our Management**



**Andrew Crakanthorp**Chief Executive Officer



**Troy Van Berkel**Director Engineering



**Emily Tonacia**Director Corporate Services

### **Our vision**

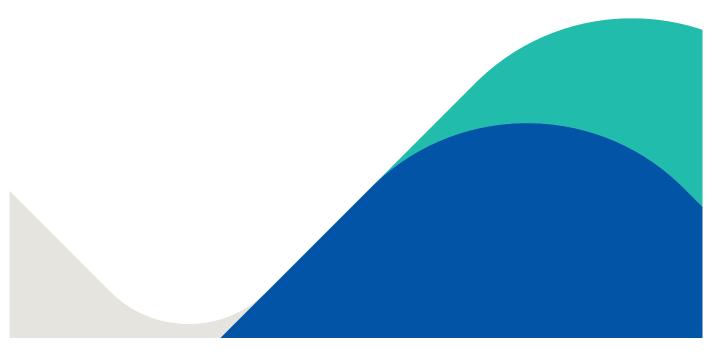
Provide passionate and professional leadership in the water industry.

## **Our mission**

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

### **Our values**

Respect, honesty and integrity.





(Reviewed Feb 2023)

# About the Delivery Program

The Delivery Program 2022/2023 – 2025/2026 is a statement of commitment from Riverina Water to our stakeholders about what we will deliver during the board term to achieve the strategic objectives established in our Business Activity Strategic Plan (BASP). The Delivery Program allows the board to determine what is achievable over the next 4 years, what the priorities are, and how programs will be scheduled.

As this current board term is only 3 years, the 2025/2026 year in this Delivery Program is indicative only and will effectively form the basis of the first year of the Delivery Program to be developed following the appointment of the new Riverina Water Board in October 2024.

The BASP is our 10 year plan for Riverina Water and guides us on the activities, programs and actions we need to deliver to achieve our strategic priorities and move us towards our vision of providing passionate and professional leadership in the water industry. A copy of our BASP is available on our website.

### **Our strategic priorities**

### Our people

We have a highperformance culture, achieved through accountability, diversity, respect and investment in our people.



### **Our business**

We strive to be an industry leader by continuously improving our operations and the management of our assets.



### **Our community**

We enable our community and customers to thrive by providing exceptional service and demonstrating social responsibility.



### Our focus areas

> Customer-centricity

We put customers at the heart of everything we do

> Innovation

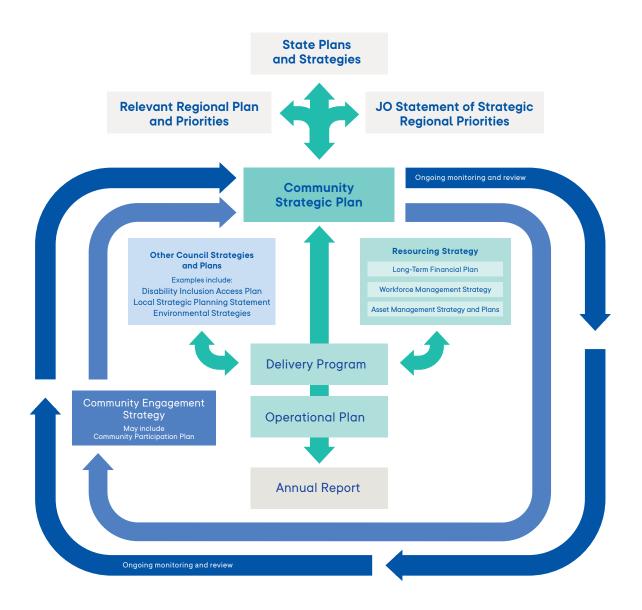
We are a successful organisation that pursues innovation and continuous improvement at all times  $\,$ 

Sustainability

We are environmentally responsible, financially secure and aspire to have a positive impact on our natural world

## The 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 of their communities.



As a council responsible for water supply, Riverina Water must also comply with the requirements of the NSW Government's Best-Practice Management of Water Supply and Sewerage Guidelines (2007). Our Integrated Water Cycle Management Strategy 2021 (IWCM) sets out Riverina Water's 30-year strategy for delivering water in accordance with these requirements. A simple diagram showing the IWCM and its place in Riverina Water's planning cycle is shown below.

Best-Practice Management of Water Supply and Sewerage Framework



Integrated Planning and Reporting Framework

As well as the resourcing strategy plans (the Asset Management Plan, Workforce Plan and the Long Term Financial Plan), the Delivery Program seeks to align activities with a range of strategies and plans including the:

- > Community Engagement Strategy
- Digital Strategy
- > Internal Communications Strategy
- Net Zero Emissions Policy

Importantly the Delivery Program also allows Riverina Water to demonstrate how its "business as usual" (BAU) activities help achieve the BASP objectives.

# Achieving the Delivery Program

Every year the council identifies specific actions to be undertaken to deliver on the strategies of the Delivery Program. These actions are contained within the Operational Plan. The actions are shown as either arising from a recognised plan or strategy or being a BAU activity.

One of the important requirements of both the Delivery Program and the Operational Plan is to identify who will be responsible for completing the various projects or activities. This gives a clear picture of expectations, accountabilities and timeframes. In the Delivery Program responsibilities are allocated to a directorate level (CEO, Director of Engineering, Director Corporate Services). Actions in the Operational Plan are allocated to directorate or department level depending on the action.

For the Delivery Program, measurement of achievement is mainly focussed on outcomes whereas the Operational Plan measurement is focussed on what was achieved in that particular year.

# Reporting and review

Riverina Water reviews the Delivery Program each year and reports against progress every 6 months through the Operational Plan 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 activities are progressing well and still working towards achieving the strategic goals contained within the BASP.

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

# Delivery Program 2022/2023 - 2025/2026

(Reviewed Feb 2023)

### 1. Our people

Strategic objective: We have a high-performance culture, achieved through accountability, diversity, respect and investment in our people.

- **1.1** Attract, retain and develop our people
- **1.2** Foster diversity, inclusion, respect and gender equality at all levels of our organisation
- **Strategies**
- **1.3** Create an engaging, positive, collaborative and innovative workplace culture
- **1.4** Build upon our strong history of safety and wellbeing
- **1.5** Invest in and evolve our HR systems, processes and frameworks



Our	Our People 1.1 Attract, retain and develop our people							
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26	
1.1.1	Develop and implement workforce strategies to ensure capacity, capability and readiness for future organisational requirements	Workforce Management Plan 2023/2026 is reviewed and implemented	Corporate Services	•	•	•	•	
1.1.2	Continue to develop leadership skills across our organisation	Leadership development program is endorsed by Senior Executive and implemented	Corporate Services		•	•	•	
1.1.3	Gear recruitment and onboarding practices towards attracting talent and inducting them into our good organisational culture	Recruitment processes and supporting HR policies are reviewed	Corporate Services			•		
1.1.4	Proactively engage in initiatives that make Riverina Water an employer of choice	Applications for advertised Riverina Water positions produce strong candidate fields	Corporate Services	•		•		

Our	Our People 1.2 Foster diversity, inclusion, respect and gender equality at all levels of the organisation						
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
1.2.1	Establish programs and systems that enhance a support our commitmen to diversity, equity and inclusion	nnd Programs and systems are	Corporate Services	•	•	•	
1.2.2	Embed our organisation values into people practices and culture to support a quality emplo experience	Organisational values are updated and embedded	CEO	•	•		

Our I	People 1.3 Create an er	ngaging, positive, collabora	tive and inno	vative w	orkplace	culture	
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
1.3.1	Collaborate with our staff and ensure strong employee engagement and communication across the organisation	Internal staff engagement strategies are reviewed and updated	Corporate Services	•	•	•	•
1.3.2	Prepare our people to embrace change based on the organisational and community needs	Change management strategies are developed and implemented	Corporate Services			•	
1.3.3	Create a value based reward system that rewards outstanding performance and fosters adequate feedback	Values based reward system is developed and implemented	Corporate Services	•			
1.3.4	Strengthen mechanisms to capture staff ideas and implement innovative and transformative business solutions	Staff engagement is embedded in project planning and employee participation is encouraged	CEO			•	

	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
1.4.1	Prioritise employee mental health, physical health and overall wellbeing	Wellbeing program is implemented and staff survey results show improved wellbeing	Corporate Services		•		
1.4.2	Maintain a strong safety culture across the organisation	Safety obligations are well understood and adhered to	CEO	•	•		
1.4.3	Develop and monitor WHS metrics	WHS metrics are developed, monitored regularly and modifications are made where required based on insights	CEO		•	•	•

Our	Our People 1.5 Invest in and evolve our HR systems, processes and frameworks									
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26			
1.5.1	Implement and evolve fit for purpose systems, processes and frameworks	HR management framework and action plan are developed and implemented	Corporate Services	•	•	•				
1.5.2	Develop and implement knowledge management processes to improve efficiency and enable informed decisions	Knowledge management framework is developed and implemented	Corporate Services		•	•				

### 2. Our business

**Strategies** 

Strategic objective: We strive to be an industry leader by continuously improving our operations and the management of our assets.

- **2.1** Optimise our network and infrastructure
- 2.2 Enhance and integrate our asset management system
- **2.3** Deliver business value through digitisation with a focus on accessible and accurate information, integrated and secure services that promote agile operations
- **2.4** Adopt emerging technology that increases our efficiency
- 2.5 Improve strategic planning and accountability
- **2.6** Take actions that deliver responsible financial management and ensure long term sustainability
- **2.7** Improve our operations to future proof our business
- **2.8** Collaborate and share our knowledge with other organisations



Our E	Business 2.1 Optimise our	network and infrastructure					
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
2.1.1	Supply water to all viable urban areas, villages and rural land within the Riverina Water supply area	Reticulated water supply is available where practical and economically recoverable	Engineering	•	•	•	•
2.1.2	Ensure our water supply system is capable of meeting current and future levels of service	Levels of service are met	Engineering	•	•	•	•
2.1.3	Manage water quality to ensure supply is in accordance with 2011 Australian Drinking Water Guidelines	Water quality remains within Australian Drinking Water Guidelines	Engineering	•	•	•	•
2.1.4	Monitor and manage the risks posed by PFAS in the Lachlan Aquifer in collaboration with DPIE Water	Risks associated with PFAS are managed	Engineering	•	•	•	•
2.1.5	Build, operate, monitor and maintain assets at least lifecycle cost, whilst meeting agreed levels of service	Operational costs are minimised without adversely affecting performance	Engineering Corporate Services	•	•	•	•
2.1.6	Undertake a number of demand management strategies to mitigate overall consumption and peak demand pressures on the system	Demand pressures are managed without adversely affecting water supply	Engineering	•		•	•

Our E	Business 2.2 Enhance and	d integrate our asset mana	gement syster	m and pr	actices		
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
2.2.1	Implement central asset management system in ERP solution (FLOW)	Asset management register operational in Flow	Engineering	•	•		
2.2.2	Develop condition and criticality ratings for all asset classes in the central asset management system	Condition ratings uploaded to system	Engineering	•	•	•	
2.2.3	Integrate central asset management system with financial information	Systems integration	Engineering Corporate Services	•	•		
2.2.4	Implement Esri GIS system	GIS system operational	Engineering	•	•		
2.2.5	Identify, assess and appropriately manage risks associated with assets	Risks associated with assets managed appropriately	Engineering Corporate Services		•	•	•
2.2.6	Develop and input asset maintenance schedules for major assets	Maintenance schedules are in place	Engineering	•	•	•	•

Our Business	2.3 Deliver business value through digitisation with a focus on accessible and accurate
	information, integrated and secure services that promote agile operations

	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
2.3.1	Ensure secure and accurate data that is actionable and enables intelligent decision making	Accurate data supports all decision making activities of Board and Senior Executive	CEO Corporate Services Engineering	•	•	•	
2.3.2	Ensure seamless and intelligent systems and processes that enable us to do our job well	100% of business processes are captured electronically	Corporate Services	•	•	•	•
2.3.3	Strengthen mechanisms to capture staff ideas and implement innovative or transformative business solutions	Innovative ideas are captured and have frameworks and mechanisms to support their implementation	Corporate Services		•	•	•
2.3.4	Ensure Riverina Water structures provide clear direction, transparency and accountability	Direction, transparency and accountability is clear	CEO Corporate Services	•	•	•	•

### Our Business 2.4 Adopt emerging technology that increases our efficiency

	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26	
2.4.1	Implement our Net Zero policy	Net emissions reduced	Engineering	•	•	•	•	
2.4.2	Invest in research and development	Opportunity for investment is identified and made	CEO			•	•	

	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
2.5.1	Develop accountability tools in line with our mission and vision	Accountability tools are used across the organisation	Corporate Services		•	•	•
2.5.2	Deliver, monitor and review plans, frameworks and policies in line with regulatory and governance requirements	Best practice is maintained via adherence to governance requirements	Corporate Services	•	•	•	•
2.5.3	Continue to mature enterprise risk management, culture and frameworks to ensure compliance and business continuity	Risk is well managed at Riverina Water to ensure compliance and business continuity	Corporate Services		•	•	•

Our E	Our Business 2.6 Take actions that deliver responsible financial management and ensure long term sustainability									
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26			
2.6.1	Implement and review sound financial processes and practices	Nil management letter or all management items addressed	Corporate Services	•	•	•	•			
2.6.2	Ensure sufficient funds are available for long term operational requirements	All future CAPEX and OPEX requirements are able to be funded	Corporate Services	•	•	•	•			
2.6.3	Drive smart business decisions through proactive development and delivery of financial metrics and business insights	Decision making is driven by financial metrics	Corporate Services	•	•	•	•			

Our E	Business 2.7 Improve our	operations to future proof	our business				
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
2.7.1	Investigate sustainable and ethical procurement practices	Procurement at Riverina Water is undertaken both ethically and sustainably	Corporate Services	•		•	•
2.7.2	Adopt circular economy practices in the planning and delivery of assets, products and services	Circular economy practices are embedded	CEO			•	•
2.7.3	Update our water cycle and environmental management plans	Plans approved by DPE Water	Engineering	•			
2.7.4	Protect and restore sites to eliminate and prevent degradation	No soil loss or siltation and vegetation is restored	Engineering	•	•	•	•
Our F	Quainage 20 Callab averte	and shows any longitudes	vith other curre				
Our E	Activity	and share our knowledge v Success indicator	Lead Area	22/23	23/24	24/25	25/26

Our E	Our Business 2.8 Collaborate and share our knowledge with other organisations								
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26		
2.8.1	Contribute to relevant industry benchmarks for operational excellence	Relevant contribution is made	CEO	•	•	•	•		
2.8.2	Create opportunities for Riverina Water to collaborate with other industry experts	Ongoing participation in committees and conferences	CEO	•	•	•	•		

### 3. Our community

Strategic objective: We enable our community and customers to thrive by providing exceptional service and demonstrating social responsibility.

- **3.1** Actively support and participate in our community
- 3.2 Create stronger connections with our diverse community to help deliver positive impact
- **3.3** Continue to develop positive relationships with our First Nations community

### Strategies

- **3.4** Provide exceptional customer service by tailoring and improving our systems, processes and service offers
- **3.5** Understand and prepare to serve our customers of the future
- 3.6 Share our knowledge and expertise to make a positive change in our global community



Image: Jack of Hearts

	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
3.1.1	Provide and support education opportunities for youth, tertiary and the wider community	The community receives tangible educational opportunities through Riverina Water	Corporate Services	•	•	•	•
3.1.2	Strengthen opportunities to collaborate with constituent councils JOs and industry	Relationships are strengthened via regular meetings	CEO	•	•	•	•
3.1.3	Provide access to tap water in community spaces in the Riverina Water supply area	Tap2Go refill stations installed in consultation with constituent councils	Engineering	•	•	•	•
3.1.4	Investigate and implement ways we can invest in our community to achieve desired outcomes	The community is enriched by the Community Grants program	Corporate Services	•	•	•	•

Our C	Our Community 3.2 Create stronger connections with our diverse community to help deliver positive impact							
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26	
3.2.1	Drive strong community engagement through an endorsed strategy	Community Engagement Strategy implemented	Corporate Services	•	•	•	•	
3.2.2	Improve our understanding and strengthen our connection with our diverse community	Connection with our diverse community is strengthened	Corporate Services		•	•		

Our (	Our Community 3.3 Continue to develop positive relationships with our First Nations Community								
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26		
3.3.1	Develop and implement adequate strategies, frameworks and education systems to support Riverina Water's commitment to strengthening our relationship with our First Nations community	Values and viewpoints of Aboriginal peoples and communities are reflected in our operations and decisions	CEO	•	•	•	•		

Our	Our Community 3.4 Provide exceptional customer service by understanding our customers and tailoring and improving our systems, processes and service offerings to their needs						
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
3.4.1	Develop and capture data regularly in regards to our customers to help us understand them, their needs and expectations	Annual customer survey is completed	Corporate Services	•	•	•	•
3.4.2	Ensure we have the best systems, processes and frameworks that reflect our commitment to our customer centricity	Processes and systems are ever evolving to ensure customer commitment and centricity	Corporate Services	•	•	•	
3.4.3	Support customers with sustainable pricing models that meet levels of service and both operational and infrastructure requirements	Customer support framework is reviewed and implemented	Corporate Services	•	•	•	•

Our (	Our Community 3.5 Understand and prepare to serve our customers of the future							
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26	
3.5.1	Collaborate with constituent councils to support supply area growth	Growth in the number of connections	CEO	•	•	•	•	
3.5.2	Monitor emerging trends in customer service technology and business processes	Opportunities to implement any solutions or processes that support emerging trends in customer service technology and business processes are explored and implemented where feasible	Corporate Services	•	•	•	•	

Our (	Community 3.6 Share communi	our knowledge and expertis	se to make a po	ositive ch	nange in	our glol	oal
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
3.6.1	Provide ongoing support and participation in altruistic and/or knowledge-sharing programs and initiatives	Participation in programs and initiatives that have impact broader than our local community	CEO	•	•	•	•

# Our service level promises

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 and 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 Level 1 Restriction during daylight savings, pricing (stepped tariff), targets for reduced demand, changes to irrigation 3.1 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)

<u>Priority 2</u> - 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)

**<u>Priority 3</u>** - defined as failure to maintain continuity or quality of supply to a single customer.

One working day.

<u>Priority 4</u> - 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 Riverina Water's actions. These LOS will largely shape the objectives and requirements for operation, maintenance and provision of capital works within Riverina Water's water supply schemes. Achievement of target levels of service is the primary objective of the system.

### Management of drinking water quality

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

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:

- Commitment to drinking water quality management
  - > Commitment to management
- 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

# Budget summary



### Capital works plan

		Current year		Projected yea	rs
Description	2022/2023 \$	2023/2024 \$	2024/2025 \$	2025/2026 \$	2026/2027 \$
Management					
Land and buildings for admin, depots and workshops	2,325,810	1,070,000	4,572,072	2,960,000	730,000
Plant and equipment (incl. Solar installation)	3,434,663	2,884,547	1,562,993	5,534,000	12,364,000
Intangibles	2,809,001	1,500,000	_	-	-
Total management	8,569,474	5,454,547	6,135,065	8,494,000	13,094,00
Sources	161,344	57,500	142,500	162,500	105,000
Total sources	161,344	57,500	142,500	162,500	105,000
Treatment plants	5,320,317	2,542,900	2,296,200	1,891,800	787,500
Total treatment plants	5,320,317	2,542,900	2,296,200	1,891,800	787,500
Pumping stations	150,000	190,000	2,125,700	1,025,000	-
Total pumping stations	150,000	190,000	2,125,700	1,025,000	-
Reservoirs	1,286,562	2,115,700	1,960,000	340,000	1,400,000
Total reservoirs	1,286,562	2,115,700	1,960,000	340,000	1,400,000
Mains, services and meters					
Mains	4,123,332	3,895,000	5,385,000	5,230,000	4,845,000
Sub-total mains	4,123,332	3,895,000	5,385,000	5,230,000	4,845,000
Services	639,000	1,040,000	1,040,000	880,000	880,000
Sub-total services	639,000	1,040,000	1,040,000	880,000	880,000

Meters	631,558	775,000	425,000	2,900,000	2,900,000
Sub-total meters	631,558	775,000	425,000	2,900,000	2,900,000
Total mains, services and meters	5,393,890	5,710,000	6,850,000	9,010,000	8,625,000
Totals	20,881,587	16,070,647	19,509,465	20,923,300	24,011,500

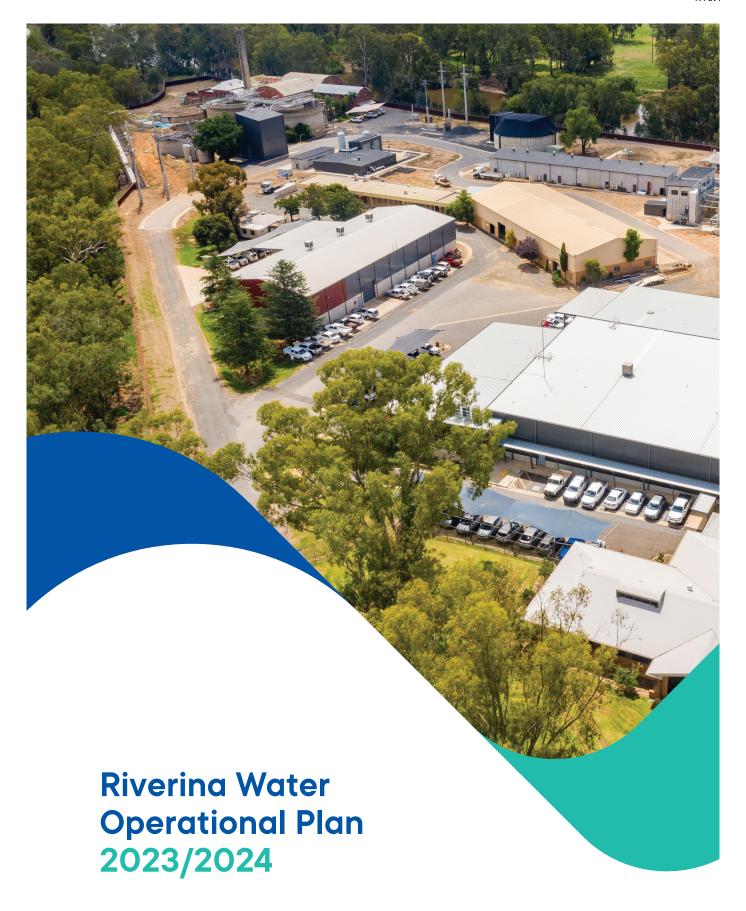
### **Budgeted financial statements**

Income statement		Current year	ı	Projected yea	rs
	2022/2023 \$'000	2023/2024 \$'000	2024/2025 \$'000	2025/2026 \$'000	2026/2027 \$'000
Income from continuing operations					
Revenue:					
Rates and annual charges	5,424	6,514	6,650	6,790	6,932
User charges and fees	24,541	25,095	25,597	26,109	26,631
Interest and investment revenue	200	332	279	460	276
Other revenues	339	290	296	301	308
Grants and contributions provided for operating purposes	15	15	15	15	15
Grants and contributions provided for capital purposes	3,150	2,000	2,030	2,060	2,091
Total income from continuing operations	33,669	34,246	34,867	35,735	36,253
Expenses from continuing operations					
Employee benefits and on-costs	10,485	11,580	11,811	12,048	12,289
Borrowing costs	1,031	104	961	884	799
Materials and contracts	8,462	10,410	10,619	10,831	11,048
Depreciation and amortisation	8,791	8,700	8,857	9,016	9,178
Other expenses	227	255	256	257	258
Total expenses from continuing operations	28,996	31,049	32,504	33,036	33,572
Operating result from continuing operations	4,673	3,197	2,363	2,699	2,681
Net operating result for the year	4,673	3,197	2,363	2,699	2,681
Net operating result before grants and contributions provided for capital purposes	1,523	1,197	333	639	590

### **Budgeted financial statements**

Balance sheet		Current year	ar Projected years		rs
	2022/2023 \$'000	2023/2024 \$'000	2024/2025 \$'000	2025/2026 \$'000	2026/2027 \$'000
Assets					
Current assets					
Cash and cash equivalents	22,762	18,130	29,699	19,490	6,289
Receivables	4,096	4,168	4,357	4,342	4,302
Inventories	3,064	3,770	3,845	3,922	4,000
Total current assets	29,922	26,068	37,901	27,754	14,591
Non-current assets				_	
Infrastructure, property, plant and equipment	360,580	367,950	377,994	389,280	403,479
Total non-current assets	360,580	367,950	377,994	389,280	403,479
Total assets	390,502	394,018	415,895	417,034	418,070
Liabilities					
Current liabilities	,			_	
Bank overdraft	_	-	_	-	-
Payables	2,510	2,940	2,997	3,056	3,115
Borrowings	111	117	1,620	1,704	1,820
Provisions	4,555	4,555	4,555	4,555	4,555
Total current liabilities	7,176	7,612	9,172	9,315	9,490
Non-current liabilities					
Borrowings	1,823	1,706	19,660	17,956	16,136
Total Non-current liabilities	1,823	1,706	19,660	17,956	16,136
Total liabilities	8,999	9,318	28,832	27,271	25,626
Net assets	381,503	384,700	387,063	389,763	392,444

Equity					
Retained earnings	164,157	167,354	169,717	172,417	175,098
Revaluation reserves	217,346	217,346	217,346	217,346	217,346
Council equity interest	381,503	384,700	387,063	389,763	392,444
Total equity	381,503	384,700	387,063	389,763	392,444



# **Foreward**

On behalf of Riverina Water, I am pleased to present our Operational Plan for 2023/2024.

This Operational Plan describes the actions we will undertake during the 2023-24 financial year towards meeting the Year 2 commitments of the Delivery Program 2022/2023 – 2025/2026.

This Operational Plan will be resourced through the annual budget.

The Strategic Planning documents for Riverina Water are based around three important pillars.

### > Our people

One of our key focus areas for 2023/2024 will be on implementing our newly adopted Workforce Plan which identifies the key challenges for Riverina Water and has created an action plan to address those challenges.

### Our Business

We will be implementing our new financial and asset management software which experienced some implementation delays during 2022/2023. The new software will provide Riverina Water with a state of the art technology platform that enhances the services we provide to our customers.

Also scheduled for 2023/2024 will be a focus on improved data management and integration of our systems, ongoing maturity of our enterprise risk management approach and further work on implementing our Net Zero policy.

Our capital works program will see a number of key projects commencing as well as some pro-active maintenance for our infrastructure.

#### Our Community

We will be developing educational resource kits, facilitating tours and open days and developing customer metrics and regularly monitoring analytics to continuously improve our customer experience.

We look forward to continuing to deliver quality services to our communities across the region during 2023/2024 and providing six monthly reports on how we are tracking.



**Andrew Crakanthorp** Chief Executive Officer

# About the Operational Plan

The Operational Plan (OP) is management's action plan for achieving the strategic priorities outlined in the Business Activity Strategic Plan (BASP) and the Delivery Program (DP). An Operational Plan is prepared each year and identifies the projects, programs and activities to help Riverina Water to achieve the strategies within the DP for that year.

The actions contained within the Operational Plan are linked to either a strategy or adopted plan (indicated as Strategy) or to "business as usual" (indicated as BAU). In this way staff and stakeholders are able to see how what they are doing contributes to the success of Riverina Water.

The Operational Plan includes a detailed annual budget and a Statement of Revenue Policy, 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.

# Where are we now?

The table below provides a summary of some of the key challenges and opportunities facing Riverina Water that the Delivery Program and this Operational Plan help to address.

Strategic pillar	Key challenges and opportunities
	<ul> <li>Relatively high turnover of staff in last two years has seen the loss of some corporate knowledge.</li> </ul>
1. Our people	Having attraction and retention strategies to ensure we have the right staff at the right time
	> Change in staff leading to change in culture, and how best to understand and manage that.
	Opportunity to build on our existing safety culture by better utilisation of Vault.
	<ul> <li>Changing weather patterns are seeing wetter and cooler summers affecting water sales compounded by increases in operating costs.</li> </ul>
2. Our business	Opportunities for simplifying and streaming organisational processes and governance.
	Opportunity to implement new finance and asset management system.
	Supply chain issues are impacting on some of our major capital works projects including a new pipeline between Boree Creek and Morundah.
	> Relatively low community awareness of Riverina Water and what it does.
3. Our community	<ul> <li>Opportunity to deliver community engagement initiatives and positively contribute to our communities.</li> </ul>
	Changing ways that customers prefer to do business.
	Opportunity to strengthen our relationship with our First Nations community.

# Achieving the Operational Plan (OP)

Actions in the OP are allocated to directorate or department level depending on the action.

As the OP is an annual plan with multiple actions, progress is generally measured in terms of outputs rather than outcomes. The achievement of outcomes will be assessed over the 4 years of the Delivery Program (DP). The sum of all actions undertaken should move the council toward achieving the strategic objectives in the BASP.

Not every DP strategy is included in the Operational Plan. The DP will indicate the year of delivery, so that if it is not to be actioned in a particular year, that strategy will not be included in the OP. However, if an action in the Operational Plan is not achieved in that year, a decision may be made to roll that into the following year, and the DP will be adjusted accordingly.

# **Reporting and Review**

Operational Plan actions are entered into our management planning and reporting software. Tasks relating to these actions are allocated to staff so that ongoing monitoring and reporting to management is achieved on a quarterly basis.

As well as progress of the OP being monitored by management each quarter, a Quarterly Budget Review Statement is reviewed 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 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.

# 1. Our people

Strategic objective: We have a high-performance culture, achieved through accountability, diversity, respect and investment in our people.



Our Peo	ple 1.1 Attract, retain a	nd develop our people						
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP1.1.1	Develop and implement w organisational requiremen	orkforce strategies to ensu nts	re capacity	, capability and r	eadin	ess fo	r futu	re
1.1.1.1	Implement actions and outcomes from first year of Workforce Plan	Actions and outcomes are implemented as per action plan	Strategy	People & Culture	•	•	•	•
1.1.1.2	Equip staff with relevant annual training plan	Training is delivered as per plan	BAU	People & Culture	•	•	•	•
1.1.1.3	Undertake review of hourly working week arrangements	Review is presented to LGEA, USU & ETU Unions	Strategy	People & Culture			•	•

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP1.1.2	Continue to develop lead	ership skills across our orga	ınisation					
1.1.2.1	Develop Supervisors Handbook	Supervisors handbook is rolled out to supervisors in the organisation	BAU	People & Culture				•
1.1.2.2	Implement leadership capability framework	Leadership capability framework is implemented with leaders in the organisation	Strategy	People & Culture				•
Our Peo	ple 1.2 Foster diversity organisation	r, inclusion, respect and q	gender eq	uality at all leve	els of	the		
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP1.2.1	Establish programs and s inclusion	ystems that enhance and s	upport our	commitment to d	iversit	y, equ	uity aı	nd
1.2.1.1	Develop EEO plan to support reviewed policy	EEO plan endorsed by management	Strategy	People & Culture				•
DP1.2.2	Embed our organisationa experience	I values into people practic	es and cult	ure to support a c	quality	/ emp	loyee	
1.2.2.1	Commence embedding of new organisational values	Organisational values are promoted and understood by staff	Strategy	CEO	•	•	•	•
Our Peo	ple 1.3 Create an enga	ging, positive, collaborat	ive and in	novative workpl	ace o	ultu	re	
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP1.3.1	Collaborate with our staff organisation	and ensure strong employe	ee engagen	nent and commu	nicatio	on ac	ross t	he
1.3.1.1	Implement the internal communications strategy	Internal communication activities are delivered in line with strategy	Strategy	Customer & Comms	•	•	•	•
13.1.2	Undertake staff survey and develop action plan from results	Staff survey is completed and action plan adopted	BAU	People & Culture		•		

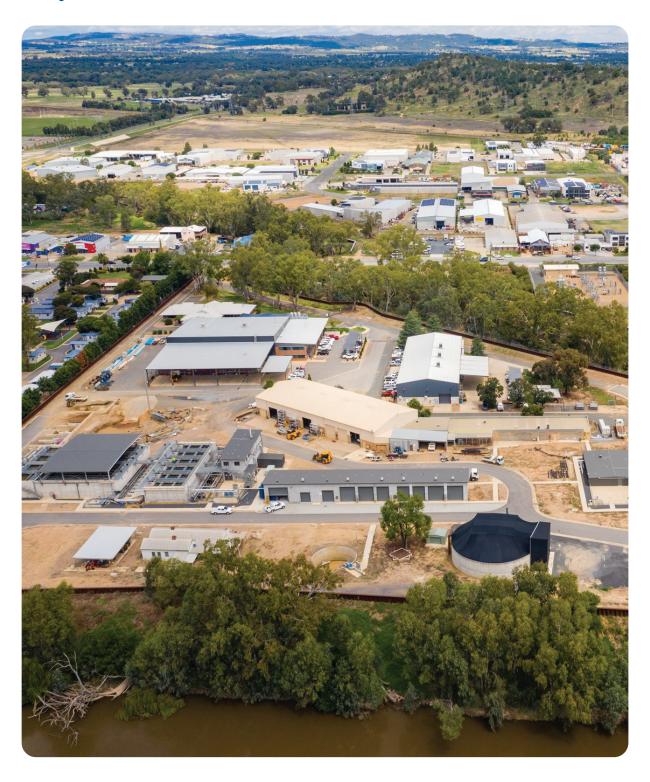
1.3.1.3	Introduce collaborative organisation-wide training sessions and activities	12 organisation-wide training sessions are conducted	BAU	People & Culture	•	•	•	•
1.3.1.4	Implement reward and recognition program	Reward and recognition system is endorsed	BAU	People & Culture			•	

Our Peop	ole 1.4 Build upon our s	trong history of safety ar	nd wellbei	ing				
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtı 4
DP1.4.1	Prioritise employee menta	l health, physical health an	d overall w	vellbeing				
1.4.1.1	Continue implementation of WELL program including psychosocial wellbeing	Monthly actions and initiatives are implemented in line with WELL calendar/action register	BAU	People & Culture	•	•	•	•
DP1.4.2	Maintain a strong safety o	culture across the organisat	ion					
1.4.2.1	Conduct annual Safety Breakfast	Event is held and positive feedback received	BAU	WHS		•		
1.4.2.2	Develop and implement a WHS communication plan that incorporates regular toolbox meetings and newsletters	Plan developed and implemented	BAU	WHS			•	
DP1.4.3	Develop and monitor WHS	metrics						
1.4.3.1	Use current systems to begin to develop meaningful metrics for WHS	Metrics are developed and evaluated	Strategy	WHS			•	
1.4.3.2	Conduct annual analysis and comparison of workers compensation claims	Annual report presented to MANEX, WHS Committee and ARIC	BAU	WHS		•		

Our Peop	Action	olve our HR systems, prod Measure	cesses an	Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP1.5.1	Implement and evolve fit f	or purpose systems, proces	ses and fro	ameworks				
1.5.1.1	Continue to implement Staff Annual Review Process (SARP)	Actions are delivered in line with agreed implementation plan	Strategy	People & Culture	•	•	•	•
1.5.1.2	Commence implementation of HRIS system in line with FLOW Project plan	Project plan milestones are completed on time	Strategy	People & Culture			•	•
1.5.1.3	Review HR audit findings and develop forward plan for best practice, governance, policies and procedures	Audit report that includes management responses and action dates is endorsed by ARIC	Strategy	People & Culture		•		
1.5.1.4	Review staff induction booklet and onboarding and offboarding procedures	New onboarding/ offboarding processes are adopted.	BAU	People & Culture			•	
1.5.1.5	Implement outcomes from review of skills system	Outcomes are implemented in line with action plan	Strategy	People & Culture				•
DP1.5.2	Develop and implement kr decisions	nowledge management pro	cesses to i	mprove efficiency	and (	enable	e info	rmed
1.5.2.1	Develop strategy and action plan to address knowledge management and business process gaps across the organisation	Strategy and action plan are endorsed by MANEX	Strategy	Director Corporate Services				•

# 2. Our business

Strategic objective: We strive to be an industry leader by continuously improving our operations and the management of our assets.



	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.1.1	Supply water to all viable	urban areas, villages and ru	ral land wi	ithin the Riverina	Wate	r supp	oly are	a
2.1.1.1	Install water supply mains and services infrastructure to service new developments as required	Completion of works to enable water supply to new developments	BAU	Works	•	•	•	•
2.1.1.2	Replace existing WTP at Morundah with pipeline from Boree Creek	Construction of pipeline 50% or more complete Control system designed and implemented	Strategy	Works Projects	•	•	•	•
2.1.1.3	Complete detailed design for Urana WTP replacement	Detailed design completed	Strategy	Projects	•	•	•	•
2.1.1.4	Upgrade telemetry and radio communications	Current analog sites are transferred to the digital system	BAU	Operations	•	•	•	•
2.1.1.5	Undertake electrical and control switchboard improvements at Ralvona to ensure compliance with Australian Standards	Switchboards meet current Australian Standards.	BAU	Operations			•	
2.1.1.6	Upgrade water treatment facility at Woomargama	Staged completion of the new water treatment plant	BAU	Operations	•	•	•	•
2.1.1.7	Continue program of maintenance and installation of bulk water filling stations to enable access for water carters and contractors	Water filling station activities completed in line with Capex budget	BAU	Works	•	•	•	•

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.1.2	Ensure our water supply s	ystem is capable of meeting	g current a	nd future levels o	of serv	ice		
2.1.2.1	Undertake water main renewals, upgrades and system improvements to maintain or improve levels of service	Completion of projects in line with Capex program and budget	BAU	Works	•	•	•	•
2.1.2.2	Monitor network performance and investigate supply complaints	Engineering reports capture customer complaints and response in line with adopted levels of service	BAU	Works Operations	•	•	•	•
2.1.2.3	Purchase additional water licences to ensure ability to meet future demands	Additional water licence secured	Strategy	Operations				•
2.1.2.4	Conduct minor refurbishment and upgrades of pump stations (like-for-like replacements)	Upgrades completed in line with capital budget	BAU	Operations	•	•	•	•
2.1.2.5	Evaluate options to make repairs at Rand Reservoir 1	Completed options report including budget	BAU	Projects	•	•	•	•
2.1.2.6	Acquire land and easements for The Rock Reservoir and access track	Land acquired	BAU	Projects	•	•		
DP2.1.3	Manage water quality to e Guidelines	ensure supply is in accordar	nce with 20	011 Australian Drir	nking \	Water		
2.1.3.1	Replace North Wagga WTP shade cover	Construction of new shade structure completed	BAU	Projects	•	•	•	
2.1.3.2	Upgrade/replace online and remote monitoring equipment at WTPs	Equipment replaced as per program	BAU	Operations	•	•	•	•
2.1.3.3	Upgrade/ replace laboratory equipment at WTPs	Equipment replaced as per program	BAU	Operations		•		

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.1.4	Monitor and manage the r	risks posed by PFAS in the Lo	achlan Aqı	uifer in collaborat	tion w	ith DF	PIE Wo	ıter
2.1.4.1	Continue to collaborate with state agencies (NSW EPA, NSW DPE and NSW Health) that regulate/manage natural resources contaminated by PFAS	One meeting per year held with all relevant parties	BAU	Operations	•	•	•	•
DP2.1.5	Build, operate, monitor an service	d maintain assets at least li	fecycle co	st, whilst meeting	g agre	ed lev	els of	
2.1.5.1	Deliver the adopted fleet replacement program	Replacement vehicles ordered	BAU	Projects	•	•	•	•
2.1.5.2	Continue programmed development of Hammond Avenue site	All programmed works for 2023/2024 completed	BAU	Projects	•	•	•	•
	Undertake programmed			D : .				
2.1.5.3	construction at The Rock depot	Construction of stage 1	BAU	Projects	•	•	•	•
2.1.5.3  Our Busi	construction at The Rock depot			·	•	•		•
	construction at The Rock depot	Construction of stage 1  tegrate our asset manag  Measure		·	Qtr	Qtr 2	Qtr 3	Qtr 4
	construction at The Rock depot  ness 2.2 Enhance and in  Action	tegrate our asset manag	ement sys	stem Responsibility				
Our Busi	construction at The Rock depot  ness 2.2 Enhance and in  Action	tegrate our asset manag Measure	ement sys	stem Responsibility				Otr 4
Our Busi	construction at The Rock depot  ness 2.2 Enhance and in  Action  Implement central asset in  Implement asset management module in FLOW	Measure  Management system in ERP  Asset Management module	ement sys solution (F Strategy	Responsibility CLOW)  Assets	1	2	•	•
<b>DP2.2.1</b> 2.2.1.1	construction at The Rock depot  ness 2.2 Enhance and in  Action  Implement central asset in  Implement asset management module in FLOW	Measure  Management system in ERP  Asset Management module 'live' in FLOW	ement sys solution (F Strategy	Responsibility CLOW)  Assets	1	2	•	•

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.2.3	Integrate central asset m	anagement system with fine	ancial infor	mation				
2.2.3.1	Develop strong financial management of assets through the integration of financial and asset systems	Integration of finance data into asset systems is completed	Strategy	Finance & Sourcing	•	•	•	•
DP2.2.4	Implement Esri GIS system	n						
2.2.4.1	Implement ESRI GIS system and integrate with associated corporate systems	ESRI GIS system implementation and integration complete and 'live'	Strategy	Works	•	•	•	
DP2.2.5	Identify, assess and appro	opriately manage risks asso	ciated with	assets				
2.2.5.1	Provide safe access, secure enclosure and surveillance cameras at reservoirs	Design of reservoir access upgrade	BAU	Projects	•	•	•	•
2.2.5.2	Continue the asset demolition programme to remove decommissioned and abandoned assets/ facilities	Programmed items/assets demolished	BAU	Projects			•	•
2.2.5.3	Conduct analysis of customer complaint data to map trends in recurring asset issues.	Data analysis successfully incorporated into Engineering reports	BAU	Operations	•	•	•	•
DP2.2.6	Develop and input asset r	maintenance schedules for	major asse	ts				
2.2.6.1	Develop and input asset maintenance schedules for assets within asset management system	Asset maintenance schedules in asset management system	Strategy	Assets	•	•	•	•

Our Business 2.3 Deliver business value through digitisation with a focus on accessible and accurate information, integrated and secure services that promote agile operations

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.3.1	Ensure secure and accura	ite data that is actionable o	ınd enable	s intelligent decis	sion m	aking		
2.3.1.1	Develop a data strategy and data management framework	Strategy and roadmap endorsed by MANEX	Strategy	ICT	•	•	•	
2.3.1.2	Review Business Intelligence and Analytics approach and capability	Demonstratable improvement in data-driven decision making	Strategy	ICT			•	•
2.3.1.3	Commence data acquisition pilot	Demonstratable business improvement in data-driven decision making	Strategy	ICT				•
DP2.3.2	Ensure seamless and intel	ligent systems and process	es that end	able us to do our j	job we	ell		
2.3.2.1	Implement and integrate FLOW finance modules	Project plan milestones are completed on time	BAU	Finance & Sourcing	•	•	•	•
2.3.2.2	Plan and commence digital capture of all paper-based records	50% of all paper-based records are captured digitally	BAU	Director Corporate Services				•
2.3.2.3	Undertake a review of Vault and prepare forward action plan	Increased adoption, improved quality of reporting	BAU	ICT		•	•	
2.3.2.4	Modernise communication technology including meeting rooms, call centre and PABX	internal user experience,	BAU	ICT	•	•		
DP2.3.3	Strengthen mechanisms to solutions	o capture staff ideas and im	nplement ir	nnovative or trans	sform	ative	busin	ess
2.3.3.1	Commence conceptualistion of innovation at Riverina Water	Concepts for supporting organisational innovation are presented to MANEX with a preferred concept/ way forward determined	Strategy	Director Corporate Services				•

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.3.4	Ensure Riverina Water stru	uctures provide clear direct	tion, transp	arency and acco	untab	ility		
2.3.4.1	Review and align IT/OT	Improved operational efficiency, stability and security across project and operational activities	Strategy	ICT	•	•	•	•
2.3.4.2	Develop and rollout an ICT services catalogue	Adoption of ICT service catalogue, improved delivery of services	Strategy	ICT	•	•	•	•
Our Busin	ness 2.4 Adopt emerging	g technology that increas	ses our eff	iciency				
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.4.1	Implement our Net Zero po	olicy						
2.4.1.1	Finalise design and approvals for Solar Pilot plant including connection to grid and flood study	Design completed and documents submitted for approval	Strategy	Projects	•	•	•	•
2.4.1.2	Undertake sitework and procurement of equipment for Solar Pilot plant	Sitework completed and orders placed for equipment	Strategy	Projects	•	•	•	•
2.4.1.3	Design Solar Pilot plant control system	Solar Pilot plant control system design completed	Strategy	Projects	•	•	•	•
2.4.1.4	Create renewable energy program	Program is endorsed	Strategy	Projects	•	•	•	•
2.4.1.5	Continue to explore opportunities to transition to electric vehicles	Electric vehicle replacement options are assessed as they arise	Strategy	Projects	•	•	•	•

Our Busi	ness 2.5 Improve strateg	gic planning and account	ability					
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.5.1	Develop accountability to	ols in line with our mission (	and vision					
2.5.1.1	Undertake a review of all organisational reporting (both internal and external) and develop forward plan for corporate system integration, alignment and streamlining	Review is completed and forward plan is adopted by MANEX	BAU	Governance Risk & Corporate Performance			•	
DP2.5.2	Deliver, monitor and review requirements	w plans, frameworks and po	licies in lin	e with regulatory	and g	joveri	nance	
2.5.2.1	Develop and deliver internal audit action plan in line with new risk management audit guidelines	Risk management audit guidelines are fully implemented	BAU	Governance Risk & Corporate Performance	•	•	•	•
2.5.2.2	Review registers to ensure that data is current and meets regulatory and governance requirements	All registers are current and meet regulatory and governance requirements	BAU	Governance Risk & Corporate Performance		•		
DP2.5.3	Continue to mature enter business continuity	prise risk management, cult	ure and fro	ameworks to ensu	ire co	mplia	nce a	nd
2.5.3.1	Review existing organisational risk management approach and develop a forward action plan	Forward action plan is developed and endorsed by MANEX	BAU	Governance Risk & Corporate Performance	•	•	•	•
2.5.3.2	Conduct review of ICT Disaster Recovery planning	Review is conducted	Strategy	ICT				•
2.5.3.3	Adopt mobile device management to increase security and administrative oversight	Demonstrated increase in security posture on mobile devices	BAU	ICT				•

<b>Our Business</b>	2.6 Take actions that deliver responsible financial management and ensure long term
	sustainability

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.6.1	Implement and review sou	und financial processes and	practices					
2.6.1.1	Undertake regular financial management/ budget meetings	12 management meetings are undertaken for the year	BAU	Finance & Sourcing	•	•	•	•
2.6.1.2	Develop centre-led procurement framework	Policies, processes, systems and other documents are endorsed by MANEX	Strategy	Finance & Sourcing	•	•	•	•
DP2.6.2	Ensure sufficient funds are	e available for long term ope	erational r	equirements				
2.6.2.1	Undertake annual long term financial planning review	Long term financial plan is updated and placed on public exhibition	Strategy	Finance & Sourcing			•	
DP2.6.3	Drive smart business deci-	sions through proactive dev	elopment	and delivery of fir	nancio	ıl met	rics a	nd
2.6.3.1	Commence the development of advanced financial reporting post FLOW implementation	1x new financial management report is developed	BAU	Finance & Sourcing				•
		erations to future proof o	ur busine:	SS				
Our Busii	ness 2./ Improve our ope	crations to ratare proof of						

Sessions attended and

Relevent policies are

report provided to MANEX

BAU

BAU

CEO

Director

Services

Corporate

2.7.2.1

2.7.2.2

Attend relevant industry

economy

Review policies to

incorporated

consider how circular

sessions regarding circular

economy principles can be reviewed

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.7.4	Protect and restore sites t	o eliminate and prevent de	gredatior	1				
2.7.4.1	Undertake river and creek banks stabilisation program	Planned stages completed	BAU	Projects	•	•	•	•
2.7.4.2	Undertake training for relevant staff in protection and restoration of work sites	Training completed by relevant staff	BAU	Works Projects Operations	•	•	•	•
Our Busi	ness 2.8 Collaborate and	d share our knowledge wi	ith other	organisations				
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.8.1	Contribute to relevant ind	ustry benchmarks for opera	ational ex	cellence				
2.8.1.1	Participate in and nominate for industry awards	Submission of nominations	BAU	CEO	•	•	•	•
2.8.1.2	Share information with the GM working group for Rous County, Central Tablelands County and Goldenfields County Councils	Meaningful actions and learnings from the meetings are provided to MANEX	BAU	CEO	•	•	•	•
DP2.8.2	Create opportunities for R	tiverina Water to collaborat	e with ot	ner industry expert	s			
2.8.2.1	Attend industry forums and conferences and deliver papers on recent successes	Present to at least one industry event each financial year	BAU	CEO	•	•	•	•

# 3. Our community

Strategic objective: We enable our community and customers to thrive by providing exceptional service and demonstrating social responsibility.



Our Com	nmunity 3.1 Actively sup	port and participate in o	ur commu	nity				
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP3.1.1	Provide and support educ	ation opportunities for yout	h, tertiary	and the wider co	mmur	ity		
3.1.1.1	Commence development of educational resource kit, framework and material	Educational resource kit, framework and material is endorsed	Strategy	Customer & Comms				•
3.1.1.2	Facilitate tours and open days	1x open day is delivered to general public	BAU	Customer & Comms				•
DP3.1.2	Strengthen opportunities	to collaborate with constitu	ent counc	ils JOs and indus	try			
3.1.2.1	Attend forums of business chambers in supply area	Attendance at two events each financial year	BAU	CEO	•	•	•	•
DP3.1.3	Provide access to tap wat	er in community spaces in t	he Riverin	a Water supply a	rea			
3.1.3.1	Continue program of installing Tap2Go refill stations in constituent councils	Tap2Go refill stations are installed as per constituent council request	BAU	Customer & Comms	•	•	•	•
DP3.1.4	Investigate and implemen	t ways we can invest in our	communit	y to achieve desi	red ou	ıtcom	es	
3.1.4.1	Develop water efficiency program in line with endorsed Drought Contingency and Emergency Response (DC&ER) Plan	Water efficiency program is endorsed	Strategy	Customer & Comms				•
3.1.4.2	Develop and roll out new customer packs	Customer packs are released to public	Strategy	Customer & Comms				•
3.1.4.3	Deliver agreed community grants program	100% of community grants are awarded	Strategy	Customer & Comms	•	•	•	•
3.1.4.4	Continue to enrich our community via endorsed community partnerships	100% of community partnerships budget is expended	Strategy	Customer & Comms	•	•	•	•
3.1.4.5	Continue to enrich our community via the delivery of donations and sponsorships	100% of donation and sponsorship budget is expended	BAU	Customer & Comms	•	•	•	•

Our Com	nmunity 3.2 Create str positive impa	onger connections with our divers ct	e community to	help	delive	er	
	Action	Measure	Responsibility	Qtr 1	Qtr 2	Qtr 3	Qti 4
DP3.2.1	Drive strong community	engagement through an endorsed str	ategy				
3.2.1.1	Develop and implement a brand awareness campaign	Brand awareness campaign strateg	Customer & Comms				•
DP3.2.2	Improve our understand	ing and strengthen our connection wi	th our diverse com	munit	y		
3.2.2.1	Develop a Disability Action	n DIAP is endorsed by Board BAU	Customer & Comms				•
Our Com	munity 3.3 Continue	o develop positive relationships wi	th our First Natio	ns co	mmu	nity	
	Action	Measure	Responsibility	Qtr 1	Qtr 2	Qtr 3	Qt 4
DP3.3.1		adequate strategies, frameworks and ening our relationship with our First N		s to su	pport	Cour	cil's
3.3.1.1	Develop a Reconciliation Action Plan	RAP adopted by the Board BAU	CEO		•		
Our Com	munity 3.4 Provide ex	ceptional customer service by und		ustom	ers o	nd	
	tailoring and i	mproving our systems, process and	service offering	to the			
	tailoring and i	mproving our systems, process and  Measure	Responsibility	to the Qtr 1			
DP3.4.1	Action	Measure ta regularly in regards to our custome	Responsibility	Qtr 1	Qtr 2	eds Qtr 3	Qt 4
<b>DP3.4.1</b> 3.4.1.1	Action  Develop and capture do needs and expectations	Measure ta regularly in regards to our custome	Responsibility	Qtr 1	Qtr 2	eds Qtr 3	4
	Action  Develop and capture do needs and expectations  Conduct annual Custom	Measure  ta regularly in regards to our custome  Annual customer survey is undertaken and results reported to June board  BAU	Responsibility  rs to help us under  Customer &  Comms  Customer &	Qtr 1	Qtr 2	eds Qtr 3	4

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP3.4.2	Ensure we have the best customer centricity	systems, processes and frame	eworks the	at reflect our con	nmitm	ent to	our	
3.4.2.1	Continue implementation of customer and billing modules in FLOW in line with project plan	Project plan milestones are completed on time	BAU	Customer & Comms	•	•	•	•
DP3.4.3	Support customers with s and infrastructure require	sustainable pricing models the ements	at meet le	vels of service ar	nd bot	h ope	ration	nal
3.4.3.1	Undertake annual pricing review	New pricing structure is adopted for following financial year	BAU	Finance & Sourcing			•	
Our Com	munity 3.5 Understand	and prepare to serve our c	customer	s of the future				
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP3.5.1	Collaborate with constitu	ent councils to support suppl	y area gr	owth				
3.5.1.1	Meet with staff of constituent councils as requested and actively participate in planning activities	Staff attend strategic planning session/s as conducted by the four constituent councils	BAU	CEO	•	•	•	•
Our Com		nowledge and expertise to	o make a	positive chang	je in d	our gl	lobal	
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP3.6.1	Provide ongoing support initiatives	and participation in altruistic	and/or kr	nowledge-sharing	prog	rams	and	
3.6.1.1	Renew membership of WaterAid and continue relationship with DFAT in Vietnam and annual visit	Renewed membership and reports to MANEX and /or the Board	Strategy	CEO	•	•	•	•

# Finance and revenue 2023/2024



## Recommended development servicing charges Urban (residential) development servicing charge

Urban - including township and village - single residential lots		Cost per lot (based on lot size)				
Testuentium lots		<450m2	450 - 2000m2	>2000m2		
Lots where developers have prepaid the fees appropriate at time of development		Nil - (note only	applies for a single re	sidence 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 residue on the lot) 2nd and subsequent service based on \$4,678 per E				
Lots (not prepaid) created since 01/01/1994	N	\$4,678	\$4,678	\$5,614		
Urban - including township and village - multiple residential units		Price for multiple units				
Lots where developers have prepaid the fees		Nil - provided	correct charges have t	peen prepaid		
Lots (not prepaid) existing prior to 01/01/1994	N	Fee applicable for newly created lots less \$4,678				
Lots (not prepaid) created since 01/01/1994						
Multi-residential lots (medium density 1-2 storey)		Developer ch	arge per dwelling			
Dual occupancy - 1 Bedroom						
Dual occupancy - 2 Bedrooms	N	\$4,678 if lot siz	e > 450m2 per dwelling	g		
Dual occupancy - 3 or more Bedrooms						
Duplex - 1 Bedroom						
Duplex - 2 Bedrooms		Units priced, a	s below, if lot size <450	m2 per dwelling		
Duplex - 3 or more Bedrooms						
Units - 1 Bedroom	N	\$1,871				
Units - 2 Bedrooms	N	\$2,806				
Units - 3 or more Bedrooms	N	\$3,742				
Multi-residential lots (high density >2 storey)		Developer ch	arge per dwelling			
Multi storey apartments - 1 Bedroom	N	\$1,543				
Multi storey apartments - 2 Bedrooms	N	\$2,339				
Multi storey apartments - 3 or more Bedrooms	N	\$3,134				
NOTE: The minimum Developer Servicing Charge per La	ot is \$4,6	78				
Urban - additional costs (to be read in conjunction v	with the	DSP)				
Lots which require significant supply mains in advance of sequential development	N	An amount cal	culated to recoup the	cost of the supply		

### Rural development servicing charge

**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 2000m2. For smaller rural properties divide the listed charge by 1.2

Rural location	lax	Price per service connection				
		20mm	25mm	*32mm	*40mm	*50mm
Rural pipelines **	N	\$5,614	\$5,614	\$9,197	\$14,372	\$22,456

#### 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 \$4,678 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 days 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:** 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.

Notwithstanding all of the above, there will be a minimum Development Servicing Charge or \$4,348 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	\$4,678	\$11,978	\$18,712	\$42,104	\$74,853

### Recommended service connection fees

### Urban service connection

Urban - including township and village	Tax	Price per service connection for single unit						
- single residential/commercial/ industrial developments		20mm	25mm		*32mm	*40mm	*50mm	
Lots where developers have prepaid the fees appropriate at time of Development	N	NIL	\$586		\$1,168	\$1,946	\$2,596	
All other lots including 2nd or subsequent services	N	\$1,479	\$2,065		\$2,647	\$3,425	\$4,075	
* 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	Tax	Price for	multiple ur	nits				
- multiple residential 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						
All other lots including 2nd or subsequent services	N	\$1,479	\$1,774	\$2,069	\$2,364	\$2,659	\$295	
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 W	WCC charge	es				
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								

\$138 per metre

A fee assessed on a similar basis

costs

Road underboring

generates other similar extraordinary N

Ν

### Rural service connection

Rural location	Tax	Price per service connection				
		20mm	25mm	*32mm	*40mm	*50mm
Rural pipelines **	N	\$1,687	\$2,316	\$2,844	\$3,642	\$4,323
Walbundrie to Rand Pipeline Urangeline/Bidgeemia Rural Scheme and other rural schemes		Refer to Eng schemes	gineering staff r	regarding availa	ability and costi	ng for these

#### **Additional costs**

Where the service requires a rail crossing and approval from the Railway 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	\$138 per metre

<sup>\*</sup> 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.

<sup>\*\*</sup> 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 2023/2024

### Availability charge per property, residential, strata unit or customer

Domestic	Tax	Per quarter
Built upon or connected property	N	\$45
Each additional dwelling erected on each parcel of property	N	\$45
Vacant land not connected (within 225 metres or adjacent to a main) - urban only	N	\$22.50
Commercial/Industrial		
Built upon or connected property	N	\$50
Non-metered connected premises	N	\$95
Each additional strata unit	N	\$50
Other		
Government Departments, including police stations, court houses, schools, staff housing, public offices, etc	N	\$50
Churches and similar "non-rateable" property	N	Usage charge only
Additional fee for separate fire service connected	N	\$50

<sup>\*</sup> Customers serviced through Goldenfields Water County Council will be charges at the relevant rate'.

### Usage charges for 2023/2024

Water Tariffs \$ per kilolitre	Tax	2022/2023	2023/2024
General tariff			
All users (except as detailed below)	N		
First 125 kls per quarter		1.51	1.56
Balance per kilolitre per quarter		2.27	2.34
Strata title units and flats			
First 125 kls per quarter per unit	N	1.51	1.56
Balance per kilolitre per quarter		2.27	2.34
(For Strata complexes and Flats where units are not individually metere apportioned between units).	ed the total m	etered consumptic	n will be evenly
<b>Industrial tariffs</b> for processing and manufacturing industries as well round usage connected since 01/07/2009.	as livestock n	narketing centres w	ith consistent year
First 41 kls per month	N	1.51	1.56
		2.27	2.34
Balance above 42 kls per month			
Balance above 42 kls per month  Balance above 3,000 kls per month		2.27	2.34
Balance above 3,000 kls per month  Applicable to large scale processing and manufacturing industries as v year round usage and specifically approved by Council.	well as livesto N		
Balance above 3,000 kls per month  Applicable to large scale processing and manufacturing industries as v year round usage and specifically approved by Council.  First 3,000 kls per month		ck marketing centre	es with consistent
Balance above 3,000 kls per month  Applicable to large scale processing and manufacturing industries as v year round usage and specifically approved by Council.		ck marketing centre	es with consistent
Balance above 3,000 kls per month  Applicable to large scale processing and manufacturing industries as v year round usage and specifically approved by Council.  First 3,000 kls per month  Balance above 3,000 kls per month  Commercial tariff		ck marketing centre	es with consistent
Balance above 3,000 kls per month  Applicable to large scale processing and manufacturing industries as v year round usage and specifically approved by Council.  First 3,000 kls per month  Balance above 3,000 kls per month  Commercial tariff  All users (except as detailed below)	N	ck marketing centre	es with consistent
Balance above 3,000 kls per month  Applicable to large scale processing and manufacturing industries as v year round usage and specifically approved by Council.  First 3,000 kls per month  Balance above 3,000 kls per month  Commercial tariff	N	ck marketing centro 1.51 1.51	es with consistent  1.56  1.56
Balance above 3,000 kls per month  Applicable to large scale processing and manufacturing industries as very year round usage and specifically approved by Council.  First 3,000 kls per month  Balance above 3,000 kls per month  Commercial tariff  All users (except as detailed below)  First 125 kls per quarter/41 kls per month	N	ck marketing centre 1.51 1.51 1.51	es with consistent  1.56  1.56
Balance above 3,000 kls per month  Applicable to large scale processing and manufacturing industries as vector year round usage and specifically approved by Council.  First 3,000 kls per month  Balance above 3,000 kls per month  Commercial tariff  All users (except as detailed below)  First 125 kls per quarter/41 kls per month  Balance per kilolitre per quarter	N	ck marketing centre 1.51 1.51 1.51	es with consistent  1.56  1.56
Balance above 3,000 kls per month  Applicable to large scale processing and manufacturing industries as vector year round usage and specifically approved by Council.  First 3,000 kls per month  Balance above 3,000 kls per month  Commercial tariff  All users (except as detailed below)  First 125 kls per quarter/41 kls per month  Balance per kilolitre per quarter  Community facilities	N N	1.51 1.51 1.51 2.27	1.56 1.56 1.56 2.34
Balance above 3,000 kls per month  Applicable to large scale processing and manufacturing industries as vector year round usage and specifically approved by Council.  First 3,000 kls per month  Balance above 3,000 kls per month  Commercial tariff  All users (except as detailed below)  First 125 kls per quarter/41 kls per month  Balance per kilolitre per quarter  Community facilities  Hospitals, Schools / TAFE / University	N N	1.51 1.51 1.51 2.27	1.56 1.56 1.56 2.34
Balance above 3,000 kls per month  Applicable to large scale processing and manufacturing industries as very year round usage and specifically approved by Council.  First 3,000 kls per month  Balance above 3,000 kls per month  Commercial tariff  All users (except as detailed below)  First 125 kls per quarter/41 kls per month  Balance per kilolitre per quarter  Community facilities  Hospitals, Schools / TAFE / University  Parks and Gardens, Council Swimming Pools	N N	1.51 1.51 1.51 2.27	1.56 1.56 1.56 2.34
Balance above 3,000 kls per month  Applicable to large scale processing and manufacturing industries as very year round usage and specifically approved by Council.  First 3,000 kls per month  Balance above 3,000 kls per month  Commercial tariff  All users (except as detailed below)  First 125 kls per quarter/41 kls per month  Balance per kilolitre per quarter  Community facilities  Hospitals, Schools / TAFE / University  Parks and Gardens, Council Swimming Pools  Non-Potable Water	N N	1.51 1.51 1.51 2.27	1.56 1.56 2.34

Supply from fixed standpipe and water filling stations (Minimum charge \$10.00 when via an Agent)	N	3.35	3.40
<b>Bulk supply</b> Application of this tariff will be at the discretion of the Council	N	1.51	1.56
Primary producers tariff Applicable to all rural services along Council's trunk mains	N	1.51	1.56

### Rebates

Eligible pensioner	\$30 per quarter
Kidney dialysis machine users	20 kls per quarter

#### Sundry fees and charges

Sundry fees and charges	Tax	2022/2023	2023/2024
Search/Enquiry Certificate Fee - s603 (as for property transfer)	N	\$90	\$95
Fee for providing information in writing, including Special meter reading	N	\$81	\$83
Formal GIPA Access Application	N	\$32	\$32
Formal GIPA Processing Fee	N	\$67 per hour	\$69 per hour
Reconnection Fee - requires new service fee	N	Appropriate connection fee	Appropriate connection fee
Reconnection Fee - new service not required	N	\$180 + cost of meter if required	\$185 + cost of meter if required
Remove flow restricting device	N	\$180	\$185
Meter Repairs - s636 LG Act	Υ	\$116 per hour	\$119 per hour
Meter test deposit	N	\$78	\$80
Test fees for backflow prevention devices			
Rpz devices	N	\$121	\$125
Other devices	N	\$95	\$98
Leak detection (minimum 1 hour)	Υ	\$116 per hour	\$119 per hour
Water main locating involving potting or excavation	N	\$116 per hour	\$119 per hour
Dishonoured payments fee	N	Relevant bank fee incurred	Relevant bank fee incurred
Interest on overdue accounts	N	6%	9% per annum
Written quotation fee	Υ	\$88	\$91
Service call	Υ	\$116 per hour	\$119 per hour
Plumbing permit including standard inspections	N	\$116	\$119
Additional plumbing inspection due to non-compliance	N	\$189	\$195
Non-compliance with water restrictions	N	\$267	\$275
Water filling station access	N	\$295	\$295

Replacement water filling station key	Υ	\$60	\$60
Pressure and flow analysis application fee	N	\$186	\$192
Clearing of shrubs and small bushes	Υ	\$116 per hour	\$119 per hour
Repair to damaged water main	N	Actual costs plus 20%	Actual costs plus 20%
Private works	Υ	Actual costs plus 20% unless a fixed quotation	Actual costs plus 20% unless a fixed quotation
Copy of water notice	Υ	\$11	\$11.50
Copy of financial data on properties	Υ	\$10	\$10.50
Copy of 603 certificate administration	Υ	\$11	\$11.50
Fee for reallocation of electronic payment	Υ	\$10	\$10.50

#### Capital works plan

	Current year
Description	2023/2024 \$'000
Management	
Land and buildings for admin, depots and workshops	1,070,000
Plant and equipment (incl. Solar installation)	2,884,547
Intangibles	1,500,000
Total management	5,454,547
Sources	57,500
Total sources	57,500
Treatment plants	2,542,900
Total treatment plants	2,542,900
Pumping stations	190,000
Total pumping stations	190,000
Reservoirs	2,115,700
Total reservoirs	2,115,700
Mains, services and meters	
Mains	3,895,000
Sub-total mains	3,895,000
Services	1,040,000
Sub-total services	1,040,000
Meters	775,000
Sub-total meters	775,000
Total mains, services and meters	5,710,000
Totals	16,070,647

#### **Budgeted financial statements**

Income statement	Current year	
	2023/2024 \$'000	
Income from continuing operations		
Revenue:		
Rates and annual charges	6,514	
User charges and fees	25,095	
Interest and investment revenue	332	
Other revenues	290	
Grants and contributions provided for operating purposes	15	
Grants and contributions provided for capital purposes	2,000	
Total income from continuing operations	34,246	
Expenses from continuing operations		
Employee benefits and on-costs	11,580	
Borrowing costs	104	
Materials and contracts	10,410	
Depreciation and amortisation	8,700	
Other expenses	255	
Total expenses from continuing operations	31,049	
Operating result from continuing operations	3,197	
Net operating result for the year	3,197	
Net operating result before grants and contributions provided for capital purposes	1,197	

#### **Budgeted financial statements**

Balance sheet	Current year
	2023/2024 \$'000
Assets	
Current assets	
Cash and cash equivalents	18,130
Receivables	4,168
Inventories	3,770
Total current assets	26,068
Non-current assets	
Infrastructure, property, plant and equipment	367,950
Total non-current assets	367,950
Total assets	394,018
Liabilities	
Current liabilities	
Bank overdraft	-
Payables	2,940
Borrowings	117
Provisions	4,555
Total current liabilities	7,612
Non-current liabilities	
Borrowings	1,706
Total Non-current liabilities	1,706
Total liabilities	9,318
Net assets	384,700

Equity	
Retained earnings	167,354
Revaluation reserves	217,346
Council equity interest	384,700
Total equity	384,700

#### Glossary

#### > Annual Report

Report on the council'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.

#### > 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. 10- year plan identifying the main priorities for Riverina Water, strategic objectives and strategies for achieving those objectives.

#### BAU

Business as Usual. Ongoing activities – core business.

#### > 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 and Wagga Wagga City Council.

#### DIAP

Disability Action Plan. A document that sets out 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 and strategies to deliver the BASP. Reviewed every year as part of the development of the Operational Plan. Includes 4- year budget forecasts.

#### DPE

NSW Department of Planning and Environment

#### EEO

**Equal Employment Opportunity** 

#### > FLOW

Working name for our new enterprise finance and asset software.

#### > IP&R

Integrated planning and reporting

#### ) ICT

Information and Communication Technology

#### > IT/OT

Integration of information technology and operational technology

#### > IWCM

Integrated Water Cycle Management. 30-year strategic plan.

#### Journey map/s

A research-based way of visualising how customers experience our services and revealing areas for improvement.

#### > 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 roadmap

Includes an action plan, milestones and pathway for communication to enable Riverina Water to meet its Net Zero emissions targets.

#### OP

Operational Plan. 1 year plan detailing the activities and actions to achieve the Delivery Program. Includes annual budget.

#### Opex

Operational expenditure budget

#### PFAS

Per-and Polyfluoroalkyl substances

#### > 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.

#### Regulation

Local Government Regulations 2021

#### > Strategy

Strategy refers to an adopted plan showing longerterm goals and how they are to be achieved (eg workforce, asset management, financial management). In the Operational Plan actions marked as strategy relate to an adopted plan, roadmap or policy.

#### Tap2Go

Riverina Water refill stations that enable people to easily access potable water for water bottles etc (ie public bubbler).

#### > Telemetry

Automatic measurement and wireless transmission of data from remote sources.

#### WELL program

Staff wellbeing program

#### Workforce Management Plan

4-year plan to address the human resourcing requirements of the Delivery Program.

#### > WTP

Water treatment plant











# R11 Workforce Strategic Plan 2023/24 - 2025/26

Organisational Area Corporate Services

**Author** Emily Tonacia, Director Corporate Services

**Summary** In accordance with the Integrated Planning & Reporting Framework,

the Workforce Strategic Plan 2023/24 – 2025/26 is attached for the board's consideration and adoption. The plan describes our current workforce; considers the impact of environmental context, workforce trends and future demands; and outlines a range of strategic focus areas that will ensure we have the right people with the right skills to

deliver the outcomes identified in our Delivery Program.

**RECOMMENDATION** that Council adopt the Workforce Strategic Plan 2023/24 – 2025/26.

#### Report

Riverina Water is required to comply with the NSW local Government Integrated Planning and Reporting Framework (IP&R). The IP&R framework is underpinned by a Resourcing Strategy that shows how all Councils across New South Wales will resource its strategic priorities. The Workforce Strategic Plan is a part of the Resourcing Strategy and articulates how Riverina Water aims to continue to perform its function to the community by ensuring that our people have the right skills and capabilities to effectively perform at their best and support Riverina Water's vision and mission.

Riverina Water's Workforce Strategic Plan was developed over several months with the active participation of people across different departments of Riverina Water. The working group comprised of the People and Culture Team, Management Executive and Supervisors.

The plan reflects work done through collaboration, rigorous research, and data analysis. It details our current workforce demographic and highlights our areas of improvement. We have built on the knowledge, experience, and observation of the internal and external landscape of the organisation to ensure that we can achieve a fit-for-purpose workforce plan that will help us accomplish our goals.

The four key strategic focus areas of our Workforce Strategic Plan are:

- 1. Attraction and Retention
- 2. Resource Planning
- 3. Succession Planning
- 4. Technological Upskilling

These strategies will be executed alongside our broader operational plans as set out in Riverina Water's Business Activity Strategic Plan (BASP).

#### Note from the CEO:

This Plan replaces the 2019 Workforce Strategic Plan and is a credit to the staff who developed it. I would like to acknowledge Tobi Aluko – People and Culture Business Partner, Anthea Stephenson – People and Culture Officer and Emily Tonacia – Director Corporate Services – in particular for their enthusiasm and professionalism in producing the plan. I also acknowledge and thank the members of the Working Group. The Plan is made even more robust and meaningful by virtue of it being developed in house (as opposed to engaging a third party to work with staff to prepare the Plan)

> R11.1 Workforce Strategic Plan 2023/24 - 2025/26 🗓 🖼

#### **Financial Implications**

All costs associated with the implementation of the Workforce Strategic Plan have been considered and included in the relevant year within the Operational Plan and Delivery Program.

#### **Risk Considerations**

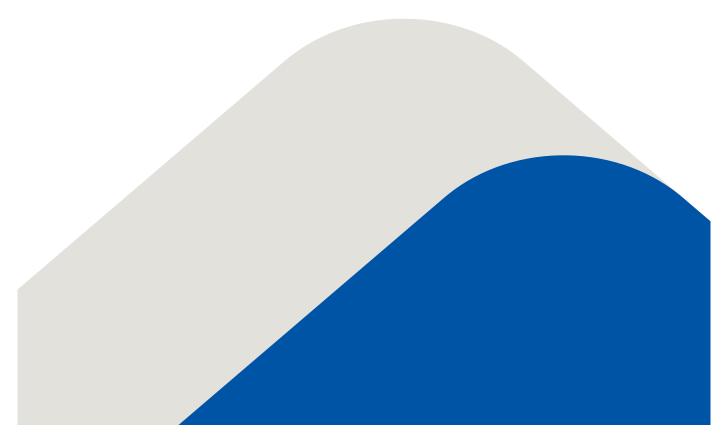
Human Resources/People Management				
Accept	Riverina Water will accept risks in developing its human resources program/s to ensure attraction of the most suitable applicants for positions and retention and development of staff.			



Riverina Water

# **Acknowledgement** of Country

Riverina Water acknowledges the traditional custodians of the land, the Wiradjuri people, and pays respect to Elders past, present and emerging and extends our respect to all First Nations Peoples in our supply area.



#### **Our mission**

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

#### **Our vision**

Provide passionate and professional leadership in the water industry.

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# **Executive** summary

Riverina Water is working hard to increase our focus on creating a sustainable workforce with a high-performance culture through accountability, diversity, respect, and investment in our people. We understand that ensuring we have suitably skilled people in the right place and at the right time will contribute to Riverina Water's continued growth and sustainability.

The next few years will see a significant shift in our focus to strategic talent management, our employee value proposition and developing the skills and capabilities of our people. In addition, we will focus on creating and embedding a high-performance culture in our ways of working.

Like all businesses across Australia, Riverina Water faces increasing challenges in the war of talent, skills shortages and ageing population which are addressed in this plan. We understand that for us to build and develop the future workforce of Riverina Water, and to operate efficiently and effectively, there is a need to adopt a strategic approach to building and maintaining a high-performing workforce that can cater to the current and future needs of Riverina Water.

Our Workforce Strategic Plan was developed over several months with the active participation of people across different departments of Riverina Water. The plan reflects work done through collaboration, rigorous research, and data analysis. We have built on the knowledge, experience, and observation of the internal and external landscape of our organisation to ensure that we can achieve a fit-for-purpose workforce plan that will help us accomplish our goals. As a group, it was decided that the goal of our Workforce Strategic Plan is to have;

"a fit-for-purpose Workforce Strategic Plan that has taken into consideration mid-level workforce planning and addresses present and future risks that are required for a high-performance workforce and aligns where possible to our Delivery Program".

To ensure that we achieve this goal, we will focus on the below key strategies:

- 1. Attraction and Retention
- 2. Resource Planning
- 3. Succession Planning
- 4. Technological Upskilling

These strategies will be executed alongside our broader operational plans as set out in Riverina Water's Business Activity Strategic Plan (BASP).

We are confident that this plan will place Riverina Water in an excellent position to deliver strong performance and an engaged workforce in the future.



Andrew Crakanthorp
Chief Executive Officer



**Emily Tonacia**Director Corporate Services



Troy Van Berkel
Director Engineering

#### How our Workforce Strategic Plan came together

We applied a comprehensive and robust methodology to develop our Workforce Strategic Plan. The methodology and activities (which includes a series of workshops, conversation with Riverina Water's Leaders and employees, and group exercises) within each phase are detailed as follows:

#### 1. Analysis and alignment:

An analysis of the current workforce was carried out against organisational direction by:

Conducting some internal (using SWOT analysis and internal data sources such as workforce snapshot: headcount, age, diversity, length of service, employee cost, leave liability etc) & environmental scanning and activities (using PESTLE analysis - External trends that may impact the workforce analysis (Refer to Figure 1 in Appendix).

#### 2. Compare and identify:

We identified workforce needs and gaps by:

- Forecasting of future needs by identifying the future workforce needs (skills, capabilities, and occupation) required to enable us to deliver on our strategic objectives and CapEx projects.
- Conducting a Gap Analysis we identified the gaps that are most critical to our strategic goals, the gaps between our current workforce and workload demand, and the gaps that have an effect on Riverina Water's performance and mission.
- Workforce Segmentation and Critical Position Identification: we segmented positions in Riverina Water across four categories strategic, core, support and emerging (Refer to Figure 2 in Appendix) and identified our critical positions.

#### 3. Strategy development:

We developed business-aligned priorities through an iterative, collaborative and robust process. The development of the strategies occurred with consideration of our critical areas in terms of risk, budgets, and service delivery requirements.

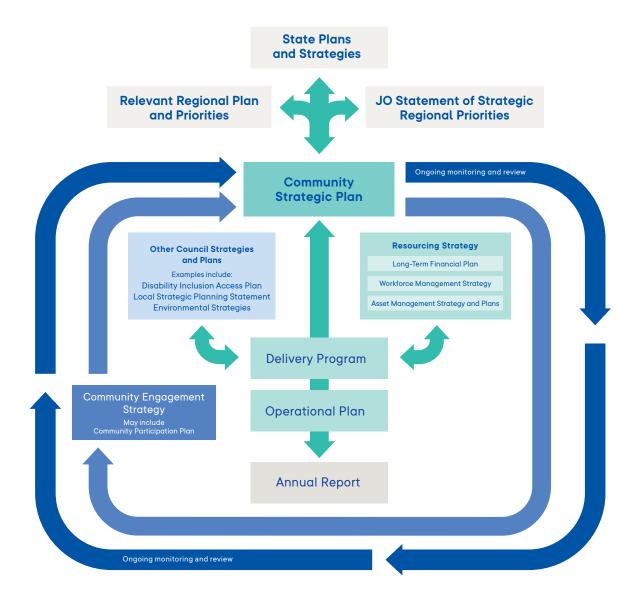
#### 4. Implementation:

The timing and implementation plan is as detailed in this document. Implementation will require both financial investment and leadership commitment.

#### 5. Monitor and evaluate:

We intend to monitor and evaluate the effectiveness and success of the strategies and will report annually against a set of measures as set out in the operational plan. We will also ensure flexibility to any changes that may occur that may result in re-prioritisation to ensure that we continue to meet business needs.

### Background: Legislative framework



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

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

- our strategic priorities for the next ten (10) years, and
- the strategies we will adopt to achieve these priorities

The IP&R Framework is underpinned by a Resourcing Strategy that shows how all Councils across New South Wales will resource its strategic priorities. The Workforce Strategic Plan is a part of the Resourcing Strategy and clearly articulates how Riverina Water aims to continue to perform its function to the community by ensuring a workforce that is high-performing and highly skilled to deliver to the community. These requirements are designed to ensure Riverina Water is able to meet the current and future service and operational needs; as well as ensuring that it is appropriately resourced to handle the changes and challenges that will need to be faced over the four (4) years of the Delivery Program, and more generally throughout the life of our Strategic Business Plan and Integrated Water Cycle Management (IWCM) Plan (30-year horizon). As a council responsible for water supply, Riverina Water must also comply with the requirements of the NSW Government's Regulatory and Assurance Framework for Local Water Utilities.

The development of an effective workforce strategy will enable Riverina Water to focus on the medium and long term and also provide a framework for dealing with immediate challenges in a consistent way.

A Workforce Strategic Plan as a minimum must:

- address the human resourcing requirement of the Council's Delivery Program
- be reflected in the Delivery Program and
   Operational Plan ('DP/OP') and the costs associated with the delivery must be reflected in the long-term financial plan

Riverina Water utilises this strategy as an opportunity to look beyond the legislative requirements and define strategic objectives related to our people. This workforce strategy aims to provide Riverina Water with the workforce best able to inform and deliver strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

The benefits of ensuring a diverse workforce include better local representation, improved communication and a better understanding of the issues affecting local communities, as well as maximising the pool of workers from which to address the issues facing Riverina Water.

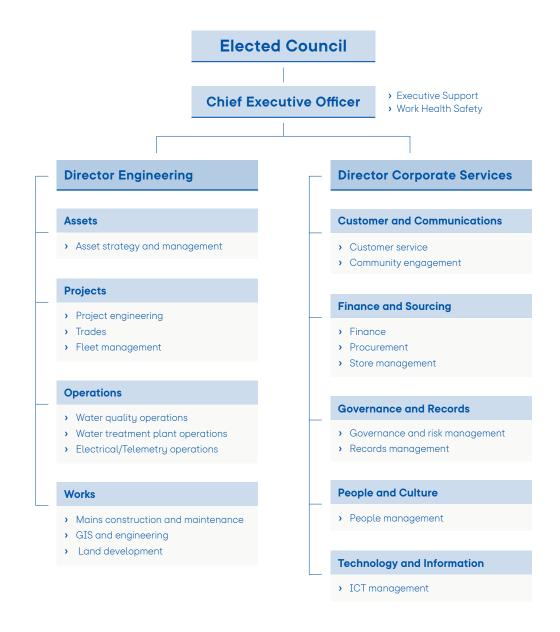


### Our people

## Our organisational structure

The Local Government Act 1993 requires councils to adopt an organisational structure that is appropriate to the needs of each council. Riverina conducted an organisational review in 2021/2022 which involved the creation of a two-director structure. The new directorate

of Corporate Services encompasses the existing Corporate Services (Finance and Customer Service (now Customer & Communications), Human Resources, and Governance & Risk areas of the Council.



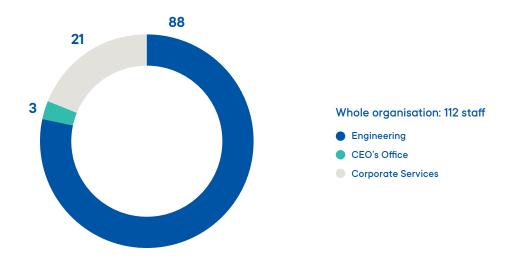
# Our workforce demographics

Data available as of 25 May 2023

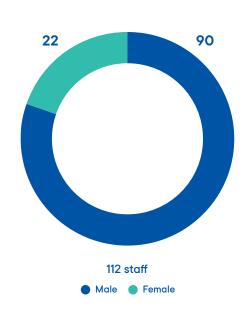
We continuously seek to capture and analyse the key demographic information of our workforce and understand that data is critical in reviewing and evolving our Workforce Strategic Plan. Riverina Water's headcount comprises of 112 employees with the majority being permanent staff.

#### Headcount





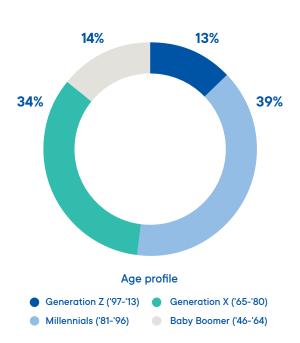
#### Gender breakdown



#### Gender breakdown across Directorate

	Male	Female
Corporate Services	6	15
Engineering	82	6
CEO's Office	2	1

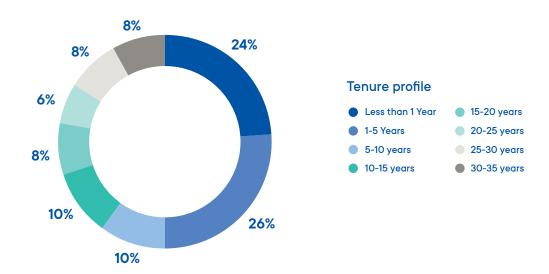
#### Age profile



Age profile	Count of Generation in the
by Division	<b>Workplace across Divisions</b>

Division	Gen Z	Millennials	Gen X	Baby Boomers
Corporate Services	4	11	4	2
CEO's Office	0	1	1	1
Engineering	11	31	33	13

#### Tenure profile



#### **Turnover rate**

According to the Local Government New South Wales HR Metrics report;

- o Councils across New South Wales had an average of 18% turnover rate in the 2021/2022 financial year, compared to 14% turnover rate in 2020/2021 financial year.
- 8.3% of employed people in New South Wales have changed jobs between Feb 2021 and Feb 2022.
- 41% of Australian workers surveyed by McKinsey in 2022 were thinking about leaving their jobs in 3-6 months.

Below is Riverina Water's turnover for the 2021/2022 financial year.

#### Turnover rate 13%

\*Above turnover rate comprises of resignations, retirements and contract ends.

#### % of leadership positions

	Count	% ratio	% of total workforce
Female in leadership position	5	19%	4%
Male in leadership position	21	81%	19%

# Our workforce challenges

An environmental scan (using PESTLE analysis- political, economic, social, technological, environmental, and legal) combined with an internal environmental scan (using SWOT analysis - strengths, weaknesses, opportunities and threats) has informed our business priorities and our key workforce related challenges (refer to Appendix for further details).

A number of local constraints affect our workforce. Some of them are:

Ageing Workforce: 23% of our workforce is 55 years or older, meaning a high number of staff will consider retirement in the next ten (10) years. This poses a significant risk to the corporate knowledge of Riverina Water and indicates a need for ongoing succession planning. It also requires a stronger focus on capturing knowledge and transferring that knowledge prior to retirement.

- Risks associated with lack of / minimal process documentation resulting in knowledge loss due to recent increase in turnover.
- Differing needs of a multigenerational workforce: we have four generations in the workplace with unique traits that define and influence their attitudes and expectations of work. Varying attributes directly impacts attraction and retention strategies that we must develop to ensure we place Riverina Water as an Employer of Choice.
- Sourcing skills in a labour constrained region: the overall market for attracting professionals is increasingly competitive and further exacerbated by Riverina Water's rural location, where finding and attracting high-quality key professionals and operational roles is challenging.



### A people focused culture

Riverina Water continues to promote a culture of inclusiveness and positivity through engagement with staff. Our organisational culture is underpinned by our mission and values.

Riverina Water conducts a biennial employee engagement survey, amongst other mini-surveys to gauge the organisational climate and give a voice to employees to share their views. In September 2021, we saw a positive change in many areas from the 2019 survey and particularly with the key factors that drive the survey. Compared to the 2019 survey, we saw engagement level increase by 5%, wellbeing increased by 6%, and overall organisational performance increased by 1%. The feedback from the survey identified some important areas of improvement, which are being addressed through the human resources management plan highlighted in our DP/OP action plan.

The initiatives below outline the ongoing work Riverina Water has embarked on to continue to develop our people and promote a culture of inclusiveness and high performance.

- Opportunities for career progression and planning and a better way to evaluate performance and provide feedback with a clear path to address any concerns: Riverina Water introduced a Staff Annual Review Plan (SARP) to address this area. The Staff Annual Review Plan (SARP) was done in alignment with the Riverina Water County Council Award and best practice Human Resources tools to provide more opportunities for planning and discussion among staff, supervisors, and managers.
- > Creation of a Health and Wellbeing Strategy: Riverina Water created 'Well' – Riverina Water's first staff wellbeing program which was developed to provide employees with the support and skills to be happy and healthy at work. 'Well' is focused on three key areas:
  - Mind: Mental wellbeing, e.g., how to manage stress, team bonding and ways to bring staff together more regularly.
  - Body: Physical health, e.g., providing free fruit, skin cancer checks, Fitness Passport, and wellbeing vouchers.
  - Career: Professional wellbeing, e.g., Working towards your career goals and fostering an open and communicative workplace.

- Enhancing management and leadership skills across the organisation for better business outcomes and a more engaged and productive workforce. We are rolling out further initiatives to enhance leadership development to continue to inspire and lead our people.
- We are revamping our Values and Behaviour statements to connect our people and realign our purpose and values to work together towards a common organisational goal.
- Equal Employment Opportunity (EEO): Riverina Water continues to support and promote equal opportunity and diversity in the workplace. We are continually reviewing and refining our processes to ensure we are providing a respectful and safe workplace for staff. Riverina Water's recruitment policy offers clear guidance stipulating recruitment based on merit. The policy is aligned with current legislation, applied across all recruitment activities to ensure staffing, and changes to internal employee duties, reflect equitable standards and protocols.

  Riverina Water's induction policy supports an EEO workplace, stipulating 100% requirements for new and existing staff yearly training in:
  - > Code of Conduct
  - > EEO
  - > Bullying and Harassment online training
- Training & Development of our people: Riverina Water continues to invest in the ongoing development of our people by ensuring that all employees can access training and acquire skills required to perform their roles effectively.
- Flexible Work Arrangement: As part of the Riverina Water County Council Enterprise Award 2022, flexible work arrangement were made accessible to all staff who have worked for at least one (1) year with Riverina Water.
- Paid Parental Leave: Riverina Water implemented a gender equitable Parental Leave Pay as part of the Riverina Water County Council Enterprise Award 2022 by offering Parental Leave Pay (in addition to the Federal Government Parental scheme) to the primary carer, allowing male employees to access Paid Parental Leave. Riverina Water also included the payment of superannuation contributions for employees who are eligible to receive the Federal Government Paid Parental Leave Pay (PPL).

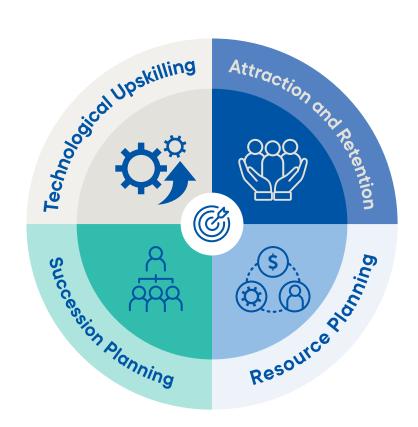


# Strategic approach

Our Workforce Strategic Plan is built on four strategic objectives:

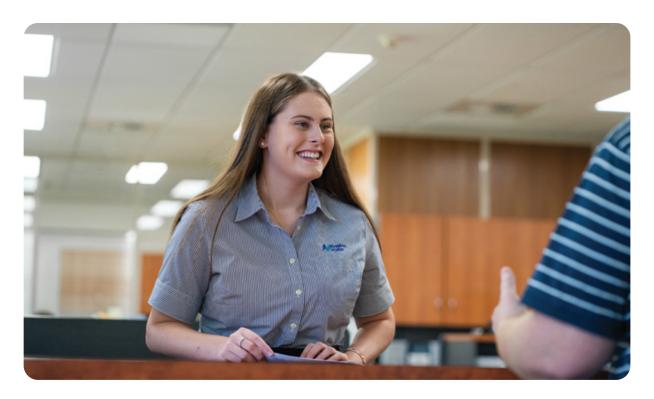
- > Attraction and Retention
- > Resource Planning
- Succession Planning
- > Technological Upskilling

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



### Workforce strategic objective: Attraction and Retention

We will actively seek to attract, recruit, and retain talented and high-performing employees, to contribute to our diverse workforce and further their careers in local government.



#### **Targeted outcomes**

- To promote a great employee experience by ensuring that our people are engaged, recognised, and rewarded for their contributions and can promote Riverina Water as a great place to work.
- To increase our brand reputation and employee value proposition by increasing awareness of Riverina Water and promoting what it means to be part of the Council and enhancing our organisational pride.
- To drive greater diversity and ensure we have the right people in the right roles and with the right capabilities.

- Seek opportunities to attend career expos and engage with schools and tertiary institutions to promote Riverina Water as an employer of choice and enhance our graduate and apprenticeship program.
- Continue to develop high-performing leadership capabilities to inspire and lead our people.
- We provide clear, accessible and relevant information on our career page and internet to showcase the benefits of working (by highlighting career growth and the journey of our long-term employees, and what Riverina Water has to offer).
- Implement a Reward, Engagement and Recognition program.



#### Workforce strategic objective:

#### **Resource Planning**

We will continuously work to improve the way we work and proactively plan to ensure that we have the right people, with the right skills and capabilities, in the right role and at the right time to fulfil our organisational goals.



#### **Targeted outcomes**

- To ensure that Riverina Water proactively undergoes a resource assessment periodically and that resource coordination is undertaken in collaboration with the project management framework.
- Increase collaboration in our workplace by integrating efficient resource planning into our business planning activities across the various departments of Riverina Water.

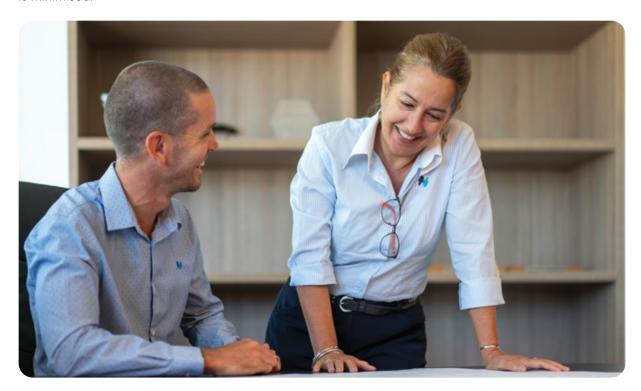
- Define our organisational capability and functions (using the RACI\* framework).
- Build a planning structure that takes into consideration our current and future plans whilst taking into consideration technological change, skills and organisational set-up.
- > Investigate outsourcing/skills exchange programs across affiliated councils or third-party providers.

### <u>A</u>

#### **Workforce strategic objective:**

#### **Succession Planning**

We will develop a structured and proactive approach to ensure that knowledge retention and internal capabilities are developed and that the risk of losing operational and industry knowledge is minimised.



#### **Targeted outcomes**

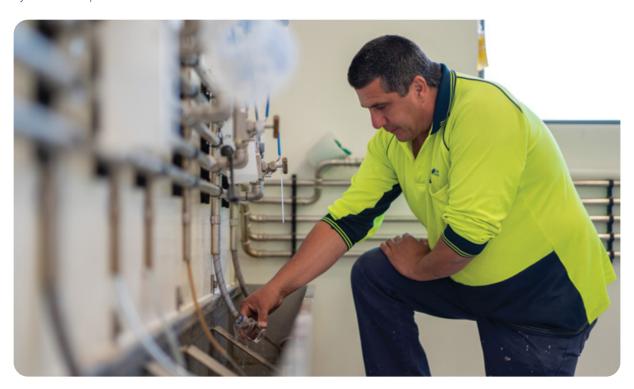
- Build and embed a structured framework to manage talents and career development.
- > Build a structured process for the capturing and retention of knowledge, and the mapping and documenting of key business processes.

- Identify and develop a succession plan for critical positions, including conducting a skills gap analysis between the critical roles and suitable internal candidates.
- Monthly reporting on relevant workforce data to enhance decision making and effective and efficient planning.
- Review position descriptions and skills to ensure it aligns with the role requirement.

- Create opportunities for employees to obtain new skills via structured and unstructured learning programs such as mentoring, on-the-job learning and job shadowing.
- Ensure training plan addresses skills requirements to address capability shortfall and create internal capacity.
- > Create a knowledge management framework.
- Establish and implement a transition to retirement plan that addresses knowledge transfer and retention by leveraging the key role the ageing population plays in our business and ensuring that this is transitioned to the next generation of leaders and operational staff.

## Workforce strategic objective: Technological Upskilling

We will develop and embed a framework to support our workforce with the required technical training and tools that are required for them to upskill, increase competencies and knowledge of Riverina Water's systems and processes.



#### **Targeted outcomes**

- Proper change management (especially on training and development) process for new technology roll-out.
- > Enhancing the technology literacy of the workforce.

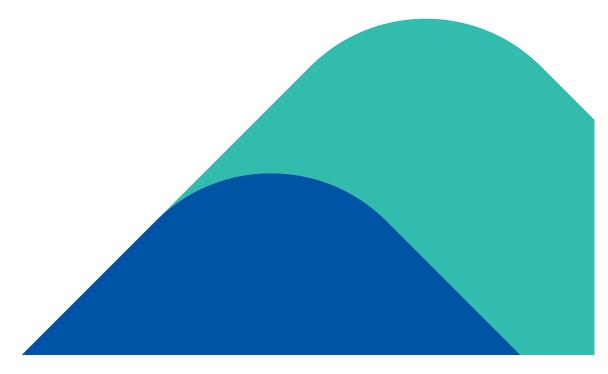
- Define a fit-for-purpose technological training for teams and individuals to enhance their technical capabilities in their roles.
- Adapt Riverina Water's induction process to include training on relevant organisation's technology.
- Develop a change management framework to ensure that all organisational changes are well embedded with adequate training resources provided to the workforce.

# Implementation, monitoring and review

The actions in this strategy will be integrated into the yearly Operational Plan. As we develop and adopt the new Operational Plan each year, we will include the workforce strategies identified in this document in the context of priority, financial implications, and resource availability. Some of the actions identified for these strategies are 'quick wins' while others will take time to ensure they are fit for purpose. We will continue to review existing actions and assess the requirement for any new projects or initiatives that align with the strategic objectives set out in this strategy.

We will provide reports to the board on our progress and performance every six months and in the Annual Report.

We will review this plan annually and progress will be reported internally to our workforce and the board in the annual report. In addition, we will monitor the internal and external environment to identify any changes that may result in the need to modify or re-prioritise our focus.



### **Appendix**

### SWOT and PESTLE analysis for Riverina Water

SWOT analysis is a strategic planning and strategic management technique that can help an organisation assess the Strengths, Weaknesses, Opportunities, and Threats of the business. It can support the business strategy and assist with prioritising areas for business growth to achieve organisational goals (Australian Business.gov.au).

PESTLE analysis can help an organisation gain a better understanding of the opportunities and threats they face in the external landscape of business.

As part of the workforce planning session, Riverina conducted a SWOT and PESTLE analysis to help us inform our business opportunities and workplace challenges. Below is a combined summary of the analysis.

#### **Strengths**

- > Riverina Water's conditions: Wages, family oriented, superannuation (5.5% above Federal Government)
- Robust training program
- > Job security as we are a monopoly
- Worklife balance: we offer RDOs
- > Stable organisation with good reputation and performance
- > Great core capabilities and diversity of work

#### Weaknesses

- > Slow career progression
- > No support for transition to retirement and no management of knowledge resulting in loss of knowledge
- > Lack of community profile
- > Cultural resistance to change
- > Skills gaps e.g. transition to net zero, technological skills gaps
- > Lack of diversity and ageing workforce
- > No rewards for productivity as we are not outcome focused
- > Silo ways of working and disconnection within departments across the organisation

#### **Opportunities**

- (based on internal and external landscape of the organisation)
- > Promote Riverina Water as a great place to work and rebranding our EVP
- > Improve how we manage and reward productivity
- Embracing new work practices and technologies
- > Leveraging data and investing in ways to manage knowledge
- > Upskilling/multiskilling in areas of capability gaps
- > Addressing cultural norms and increasing collaboration
- > Improving work processes
- > Para professional development to support professional skills shortage area

#### Threats

- (based on internal and external landscape of the organisation)
- > Low unemployment rate
- > Labour shortage in regional and the inability to fill vacant positions
- > Lack of housing
- > Increase cost of living and general cost
- > Increase in water quality requirements (legislative requirements)
- > Willingness of staff to change
- Increased operational cost and capital cost due to inflation and legislative requirements

Figure 1: outcome of SWOT and PESTLE

(with a focus on Opportunities & Threats relating to external factors) Analysis in Riverina Water.

### Workforce segmentation for Rivering Water

Riverina Water identifies that all positions in the organisation are important, however; some positions are more closely aligned to the overall strategy and mission of the organisation.

The workforce segmentation aims to divide the positions in Riverina Water into groups in order to;

- Have a better understanding of our workforce.
- Identify positions that are closely aligned with our overall strategy and mission to help us focus and prioritise jobs that have the greatest level of impact and influence to sustain a high-performing workforce and achieve our strategy.
- > Reduce the risks of loss of skills and knowledge.

We segmented our workforce into the below categories.

Strategic	<ul> <li>The position plays a vital role in driving and achieving our strategy and mission goals</li> <li>If this role were to go unfilled, the future success of the organisation may be compromised or put at high-risk</li> </ul>
	This position changes with time and strategy
Core	> This position relates to operational excellence (including meeting legislative or regulatory requirements)
	> There is considerable risk to goal/strategy achievement if these roles are not filled
	This position is called a "never out job" (e.g., always want these jobs filled)
Supporting	This position's role keeps the internal operation working smoothly
	> This position supports the business processes that enable the strategic and core roles to deliver the mission
Emerging	<ul> <li>Our Apprentice, Trainee and Graduate Program provides a pathway for individuals to commence their career, learn new skills and transition to permanent employment with Riverina Water</li> </ul>

Figure 2: Position Segmentation

#### **Directory**

#### **Headquarters**

91 Hammond Avenue Wagga Wagga

#### Postal address

PO Box 456 Wagga Wagga 2650

#### E-mail

admin@rwcc.nsw.gov.au

#### Web

www.rwcc.nsw.gov.au

#### **Telephone**

(02) 6922 0608 (all hours)

#### Office hours

8.30am to 4.30pm Monday to Friday

#### **Bank**

National Australia Bank Ltd

#### **External auditors**

NSW Audit Office

#### **Internal auditors**

National Audits Group

#### **Emergency**

Wagga Wagga

(02) 6922 0608 (all hours)

The Rock

(02) 6922 0608 (all hours)

Lockhart

(02) 6922 0608 (all hours)

Uranquinty

(02) 6922 0608 (all hours)

Urana/Oaklands

(02) 6922 0608 (all hours)

Culcairn/Holbrook/Walla Walla (02) 6922 0608 (all hours)

# Customer information – payment facilities

### Ed

#### **Telephone**

Australia Post Telephone Billpay



#### **Billpay**

Please call 13 18 16 to pay your bill using your credit card, or register to pay using your savings or cheque account from your bank, building society or credit union. Please have your water account ready as you will be required to key in payment details. Your Billpay code and reference number is located beside the Australia Post symbol on the front of your account. This service is available 7 days a week, 24 hours per day. (For the cost of a local call).



#### **Credit cards**

Ring the 13 18 16 number as listed above.



#### To pay by the internet

www.postbillpay.com.au

(Access to this option is also available via Council's Internet site listed above).



#### **Bpay**

Phone your participating Bank, Credit Union or Building Society to make this payment from your cheque, savings or credit card account. Your Biller Code and Reference Number is located beside the BPAY symbol located on the front of your account.



#### Mail

Send cheques to PO Box 456, Wagga Wagga with the "tear off payment slip". Keep the top portion of the account (with details of cheque etc.) for your record. No receipts will be issued unless the whole of the account is returned with the cheque.



#### In person

Bring your account with you to pay at Australia Post Shops or Post Offices anywhere throughout Australia. Riverina Water County Council office at 91 Hammond Avenue, Wagga Wagga.











# R12 Lost Time Injury Statistics July 2022 - May 2023

Organisational Area Chief Executive Officer

**Author** Joe Mansour, WHS officer

**Summary** This report presents information on Lost Time Injury statistics for the

period July 2022 to May 2023 period of the 2022/2023 financial year.

**RECOMMENDATION** that Council receive and note the statistics report for Lost Time Injuries for the period July 2022 to May 2023.

#### Report

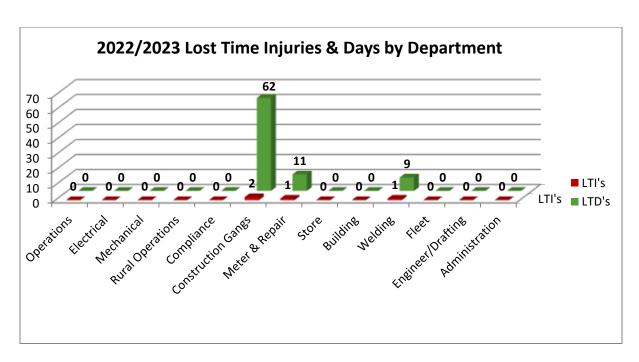
Date of Injury Claim		Return to Work	Lost Time Injury	No of Days Lost
	Status	Date	(Days off work)	(Premium impacting)
16/10/2022	OPEN	17/03/2023	44	44
1/03/2023	OPEN	17/03/2023	11	11
8/03/2023	OPEN	12/04/2023	18	18
25/05/2023	OPEN	14/06/2023	9	9
Total			82	82

#### Other WHS Statistics for the financial year:

Lost Time Days (LTD's) - 82.

No of Current/Open Workers Compensation Claims – Seven claims (one legacy claim and six open claims).

Total No of Workers Compensation Claims lodged this financial year - 10 claims



# **Financial Implications**

Council works in partnership with its insurer StateCover Mutual to minimise costs associated with each claim so as the minimise the annual premium paid for the workers compensation insurance.

#### **Risk Considerations**

Work Health and Safety				
Avoid	Council will avoid taking any risks that could result in accident, injury or illness to our staff, councillors, contractors, visitors or members of the public.			

# R13 Invitation to re-join REROC

## Organisational Area Chief Executive Officer

**Author** Andrew Crakanthorp, Chief Executive Officer

**Summary** Riverina Water has been invited to consider re-joining the Riverina

Eastern Regional Organisation of Councils (REROC). This report provides updated information the timeframe and processes to consider Riverina

Water's response to the invitation.

#### **RECOMMENDATION** that Council

- a) Receive and note the report.
- b) Defer consideration of the request to the August meeting of Riverina Water to allow sufficient time to:
  - i. Conduct a workshop on the matter on 24 August 2023
  - ii. Learn of the NSW Government's policy on Joint Organisations.
  - iii. Consider the transition plan for the incoming CEO of REROC and RivJO

#### Report

The Board considered this matter at its April meeting and at that time deferred consideration of the invitation to the June meeting of the Board to allow time for information to emerge on items (ii) and (iii) in the recommendation above as well as learn of the position taken by Wagga Wagga City Council (WWCC).

WWCC have decided not to accept the invitation to rejoin REROC. Riverina Water are yet to learn of the policy settings or approach by the new Labor Government to Joint Organisations and it is expected that more information on the decision by the current CEO of RivJO and REROC to transition to will be available following meetings of both organisation on 23 June 2023.

Attached to this report is the letter from the Chairperson of REROC, Councillor Rick Firman OAM. This report will not reproduce the benefits promoted in the letter but will address the matters identified in the letter.

Below is a timeline of events involving Riverina Water and REROC and the Riverina Joint Organisation (RivJO).

- May 2018 RivJO proclaimed and commenced operation in July 2018. REROC continues its activities in parallel to RivJO.
- June 2020 the Boards of both organisations resolved that the preferred way forward
  was the creation of a new regional organisation structured as a company limited by
  guarantee.

- June 2020 Riverina Water resolves to "reaffirm its associate membership to the Riverina Joint Organisation (RivJO) and support its ongoing existence". In effect, that decision did not provide support for a "new regional organisation under the structure of a company limited by guarantee".
- August 2020 Riverina Water resolves to discontinue its membership of REROC at the conclusion of the 2020/21 Financial Year.
- August 2022 Riverina Water resolves to provide its support to the offer by Wagga Wagga City Council to maintain the RivJO at the sole cost of Wagga Wagga City Council.
- October 2022 The Boards of both organisations resolve that REROC continue to operate on a stand-alone basis and the Riverina JO would go into hiatus. The resolution of the JO Board was not unanimous with Wagga Wagga City Council voting against the decision, while the decision of the REROC Board was unanimous.

Discussions with the General Manager at Goldenfields Water indicate that they will continue to be a member of REROC, given the advantages they perceive as being a member of an organisation with a regional focus. He was also pleased that Goldenfields Water now has voting rights.

The Mayor of Lockhart Shire Council has also contacted the CEO and encouraged Riverina Water to re-join REROC, also referencing the ability to vote as a good reason to re-join.

The views of the incoming Labor Government in relation to the future funding and operation of JO's is unknown at this stage. It should be noted that while in opposition, NSW Labor expressed support for the ongoing operation of JO's noting that ongoing funding for JO's was essential to ensure their effectiveness and success.

Wagga Wagga City Council (WWCC) has also been invited to re-join REROC and at the time of the writing of this report was yet to consider the request at their Council meeting. It is understood that WWCC's offer to maintain RivJO at their cost remains their policy position.

The CEO of REROC and RivJO has advised of her retirement, and it is understood that a succession plan will be considered by the REROC Board at their next meeting.

The matter has been discussed internally and staff at Riverina Water have few reasons to engage with REROC. Having said that, Riverina Water did participate in the aggregated procurement of water chemicals and did so on a fee for service basis. Riverina Water has for the past two financial years, continued to sponsor the program for local high school students known as "Build a Bridge" in the amount of \$2,500 per year. Two staff from Riverina Water supported the program this year.

In addition, Riverina Water and Goldenfields Water in late 2022 aggregated their electricity demands and successfully secured four new contracts for energy (two per Council in relation to large sites and small sites)

It is proposed to conduct a workshop at 9.30am on Thursday 24 August to discuss the above matters with a view to considering a further report at the August meting of the Board.

# > R13.1 Invitation to re-join REROC 1 📆

#### **Financial Implications**

The cost to be a member of REROC in 2020 was \$11,900. The membership fee for REROC for 2023/24 is \$19,000. The value that Riverina Water derives from such membership is questionable from a management perspective.

RivJO will not charge member Council's any fee for 2023/24 and use accumulated funds to meet its minimal operating costs. Riverina Water contributed \$5,000 to be a member of RivJO for 2022/23. The proposed membership of REROC in 2023/24 is more than the combined membership fees for both organisations.

#### **Risk Considerations**

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



PO Box 646 Wagga Wagga NSW 2650 ph: (02) 6931 9050 fax: (02) 6931 9040 email: mail@reroc.com.au website: www.reroc.com.au ABN: 91 443 421 423

8 March 2023

Cr Tim Koschel Chairman Riverina Water County Council PO Box 456 WAGGA WAGGA NSW 2650

Dear Tim,

# Invitation to re-join the Riverina Eastern Regional Organisation of Councils (REROC)

I write on behalf of the Board of the Riverina Eastern Regional Organisation of Councils to extend an invitation to Riverina Water County Council to re-join REROC.

As you are aware, the Riverina JO will enter hiatus on 1 July 2023 and at that time, the activities undertaken by the JO in advocacy and lobbying, regional planning and inter-governmental relations will revert to REROC. Essentially the arrangements in relation to regional collaboration for local government in the eastern Riverina will revert to the pre-October 2018 delivery structure.

Our Board believes that it is very important that Local Government in the eastern Riverina has the strongest possible voice. This can only be achieved when we all work together. Advocacy, regional planning and representations must be well informed and the inclusion of Riverina Water's voice, we believe, is significant to delivering robust representation for the Region.

In addition, REROC can provide Riverina Water's staff with professional development opportunities through its Technical Groups and increased buying power through its aggregated procurements' activities. We believe that Riverina Water's staff would welcome the opportunity to attend Technical Group meetings and gain value from the numerous professional development activities that the ROC delivers.

The REROC Board resolved at the February Board meeting to embark on a review of its Constitution. The Constitution has not been reviewed for some considerable time and one of the goals of the review is to provide the member County Councils with voting rights. We know that this is a matter that Riverina Water has expressed strong interest in.

# councils working together

In the light of the JO moving into hiatus, the Board also reviewed and approved REROC's 2023-24 budget. The Board has committed to a flat fee membership structure which mirrors the arrangement that was in place for the JO. As a consequence of that decision, each General Purpose Member council will pay \$38,000 membership fee for 2023-24, with the County Councils paying \$19,000. The Board believes the new membership structure reflects REROC's strong commitment to equality of representation and access.

We would welcome the opportunity to discuss our invitation further, which is extended with the genuine belief that the Region will be stronger if we all work together.

Y<del>ours s</del>incerely

Cr Rick Firman OAM

Chairman

# R14 Proposed Change of Commencement Time for Board Meetings

Organisational Area Chief Executive Officer

**Author** Andrew Crakanthorp, Chief Executive Officer

**Summary** The CEP Performance Review Panel have requested that the Board

give consideration to changing the commencement time for the six

Board Meetings held each year.

**RECOMMENDATION** that Council in accordance with Clause 3.1 of the Code of Meeting Practice set the commencement time for ordinary board meetings to be 10.30am to commence at the ordinary board meeting to be held on the 24 August 2023.

#### Report

The CEO Performance Review Panel have requested that the Board consider changing the commencement time for Board meetings from 9.30am to 10.30am to allow for pre-meeting briefing sessions to be held at 9.30am.

The request is for a number of valid reasons including:

- Pre-meetings briefing sessions before each Board Meeting allow matters within the business paper to be discussed and fully understood.
- The CEO can also organise Board Member Workshops to brief the Board on current or emerging matters (which may or may not be in the business paper)
- The recent successful implementation of the En Globo provisions of the Code of Meeting Practice has resulted in a shorter duration of Board meetings creating time on the Board meeting days for more investment in Board workshops and briefing sessions.

Riverina Water's Code of Meeting Practice makes provision for Pre-meeting briefing sessions to be as follows:

#### **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. Premeeting 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. It is still intended a light working lunch will be provided at the conclusion of the Board meeting to allow networking between Board members and staff, and prior to Board members travelling home or back to work.

Board members will recall that the April meeting was held in Culcairn and was only 40 minutes in duration. It was suggested that given the Board only comes together for a minimum of six meetings a year, that more activity could be invested in Riverina Water matters on the day. The recommendation supports that intent.

Should the change in commencement time be approved, appropriate public notice of the change will be provided via Riverina Water's website and on social media, Board meetings will continue to be livestreamed and the recordings will be available on the Riverina Water Website. Workshops and Pre-meeting briefings will not be recorded or livestreamed.'

#### **Financial Implications**

There are no foreseeable financial impacts associated with the proposed change in meeting time.

#### **Risk Considerations**

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

# **R15** Freeroam Theatre Sponsorship Request

## Organisational Area Chief Executive Officer

**Author** Andrew Crakanthorp, Chief Executive Officer

**Summary** Riverina Water has been approached to consider becoming the

"presentation partner" for the Wagga Wagga based Freeroam Theatre

in 2023/24

**RECOMMENDATION** that Council provide financial sponsorship of \$2,500 to the Freeroam Theatre Incorporated as part of its 2023/24 Customer and Community Engagement Strategy.

#### Report

Riverina Water has been approached to consider becoming a "presentation partner" for the Freeroam Theatre in 2023/24. Attached to this report is the Sponsorship Information Sheet which outlines the proposal including the request for \$20,000 in sponsorship.

The CEO and Communications and Engagement Officer – Emily Fellows, met with the Chairperson Helen Mundy and Committee Members Jhi Rayner and Sally Jackson of the Theatre to discuss the proposal on the 6 June 2023. The report is presented to the Board as the amount sought is in excess of the \$5,000 policy threshold which allows the Chairperson and CEO to consider such requests.

Freeroam Theatre is a relatively new Wagga based company and their history and background are referenced in the attachment to this report. The most recent similar request for a larger sponsorship was in 2018 when the then Board agree to enter into an agreement with Wagga Wagga City Council to sponsor the Fusion Multicultural Festival for three years with sponsorship of \$25,000 per year. That arrangement concluded in 2022.

Riverina Water has for many years also sponsored the Wagga Wagga School of Arts Community Theatre (SOACT) as the naming rights sponsor of the 'Riverina Water Ten by 10 Playfest". This sponsorship is \$2,200 annually.

In preparing this report, consideration has been given to Riverina Water's Customer and Community Engagement Strategy (CCES) (see separate report in this Business Paper) and the Donation Policy (attached).

The requested amount is substantial, and it is difficult to quantify the exposure and value for money that Riverina Water would get for such a contribution. The production of live local theatre aligns with the "Engage" Strategic Objective in the CCES and also the intent of the Donation Policy.

This recommendation proposes initial more modest support to assist the Theatre consolidate itself and create more of a profile on social media and in the number of patrons that attend their productions. The attached proposal does indicate that in the fullness of time, the

Theatre intend to become a "professional company with a focus on community growth and opportunity".

- > R15.1 Freeroam Theatre Sponsorship Outline 🗓 📆
- ) R15.2 Donations Policy 🗓 📆

# **Financial Implications**

The Theatre have provided a copy of their 2022 Income Statement and Balance Sheet which are all in order and prove their ongoing financial status. Should the Board endorse the recommendation the sponsorship will be funded from the 2023/24 Donations Budget of \$90,000

# **Risk Considerations**

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



# FREEROAM THEATRE SPONSORSHIP INFORMATION



## WHO ARE FREEROAM?

Freeroam Theatre Incorporated is a not-for-profit theatre company working at the core of a vibrant arts sector in Wagga Wagga and the Riverina, on Wiradjuri land.

Since its establishment in 2020, Freeroam have strived to provide connection and accessibility for regional creatives, develop skills within local communities, and empower the creative industries within the Riverina. Freeroam Theatre is led by young, skilled artists with the belief that to see, experience and understand the creative arts is a fundamental right that should be available to everyone, and not limited by locality. This is why Freeroam have taken an inclusive and holistic approach to providing professional and educational opportunities to artists in regional areas, particularly within Wagga Wagga and the Riverina. Already Freeroam have contributed greatly to the growth and strength of the creative scene through regular projects and workshops, which bring artists, students, and businesses together to foster a strong cultural connection.

One of their core focuses is to increase access and inclusion for regional artists, who are heavily disadvantaged in comparison to the wealth of opportunities and resources provided to their fellow artists in large metropolitan areas. Their projects increase job opportunities and encourage collaboration with local businesses, and the educational component of the company ensures the upskilling of the next generations of artists.

#### **OUR HISTORY**

At the heart of the Riverina, in the regional cityscape of Wagga Wagga, a group of people with a shared dream came together. It was the year 2020, a year of great social and political upheaval amidst a worldwide pandemic. Local artists, theatre makers, business owners, and political figures, were united by their passion for performance, and gathered in a socially distanced online meeting to discuss the future of performing arts in Wagga Wagga.

With the collapse of local businesses such as Riverina Theatre Company (RTC) and the Creative Industries Bachelor at Charles Sturt University (CSU), creatives no longer had the resources or support to receive education and industry experience within the area. It was decided that an avenue for professional and educational development for local creatives needed to be established. A group of CSU alumni stepped up and fronted this initiative, driven by their desire to empower the creatives of regional areas.

So, with the support and guidance of previous members of RTC, the Civic Theatre, established community theatre groups and prominent local business leaders, Freeroam Theatre Inc. was born.

After officially incorporating in November of 2020, Freeroam's team of Creatives, under the impassioned guidance of their experienced Board of Directors, began building the foundations of a Theatre Company with one main goal; providing a professional creative platform for those most in need of it, their local community.

Since then, Freeroam Theatre has strived to create theatrical opportunities in the Riverina, with an obligation to contribute to the success and wellbeing of regional areas and create meaningful projects that breed a strong sense of community, resilience, and inclusion within regional Australia.

# FREEROAM'S GOALS FOR THE NEXT 5 YEARS.

#### • Professional Productions (two a year) for Riverina Audiences.

- Wagga's only theatre company that pays cast and crew based on profit share.
- o Contracted work for creatives that leads to a platform for professional development.

#### • Tourable projects to put the Riverina on the map as a producer of quality productions.

- Projects aimed at small regional tours specifically for regional and rural communities.
- o Projects for national tour.
- o Advancement of TOME show for international tour to festivals.

#### Make space for regional playwrights to produce works about local stories.

- o Identifying local stories to be told for local and national stages.
- Collaboration with community to establish connection with place and story.
- o Program to develop these new works with Riverina based writers.
- o Facilitate mentoring with established playwrights for the duration of these projects.
- o Facilitate publishing of original works.

## Professional Development for regional creatives:

- Opportunity to work on professional productions and on the job learning.
   Partnering emerging creatives with established professionals to mentor and skill build
- Bringing in industry professionals for focused workshops and training in various fields within the theatre and screen industry.
- Building a 'learning ladder', a stepped process of learning that builds in to 'head of department' work for Freeroam shows.
- Industry learning without having to leave the Riverina and living an affordable lifestyle.

#### Education for youth

- o Collaboration with ATYP to develop holiday workshop programs.
- o Workshops dealing directly with schools and community groups.
- o Specialised workshops in different areas of the creative industry.
- Facilitation of external create professionals to come and workshop with Riverina Youth.

# • Professional development in the region

- o Transferable skills training and development for corporate entities.
- o Teacher training for both drama and engagement skillsets.
- Collaboration with major industry partners to create opportunities for locals.

# WE ARE LOOKING FOR

#### **Presentation Partner**

Amount: \$20,000

Funds would go towards design and marketing costs for two (2) major productions within the 2023/2024 financial year. Costs include set, props, equipment hire, costume, social media and advertisement (digital and print). With assistance in covering these costs, Freeroam can build income to direct towards future productions and community goals (outlined in 5 Year Goals) while also contributing fair compensation through profit share to cast and crew. We aim to grow Freeroam Theatre as a professional company with a focus on community growth and opportunity.

# WHAT WE CAN OFFER

- Presentation partner for Theatrical Productions 'Riverina Water presents'
- 2 x 2 day Corporate workshops for customer service staff valued at \$4500
- Free Early Bird access to all School Holiday workshops for Riverina Water Staff
- children (up to fifteen (15) children) valued at \$5000
- 40% discount for tickets for Riverina Water Staff on first Friday Night of productions (\$16 discount per ticket)
- OR VIP Reserved seating for Riverina Water Staff (Best seats in the house) valued at \$2600
- Public-facing speech opportunity at Opening night of production valued at \$1000
- Invitation to Pre-show opening night networking event with VIPS and Post-show
- event with Cast and Crew valued at \$500.
- Staff invitation to select Rehearsals with light catering provided Valued at \$500
- Full page Advertisement in production programme valued at \$250
- Branding in Theatre foyer e.g. Flyers, Pull up Banners etc
- Acknowledgement in production Programme
- Company logo on marketing material e.g. Production Posters, Flyers
- Branding on Merchandise sold from production

Freeroam Theatre Incorporates at our first General Meeting and our Board of Directors is elected including:

Helen Mundy Keith Roberts

John Mason Nicholas Harrison

Jhi Rayner

Samantha Dowdswell

Wesley Boney

Freeroam's creative team work with community groups and events to bring new works to life, such as:

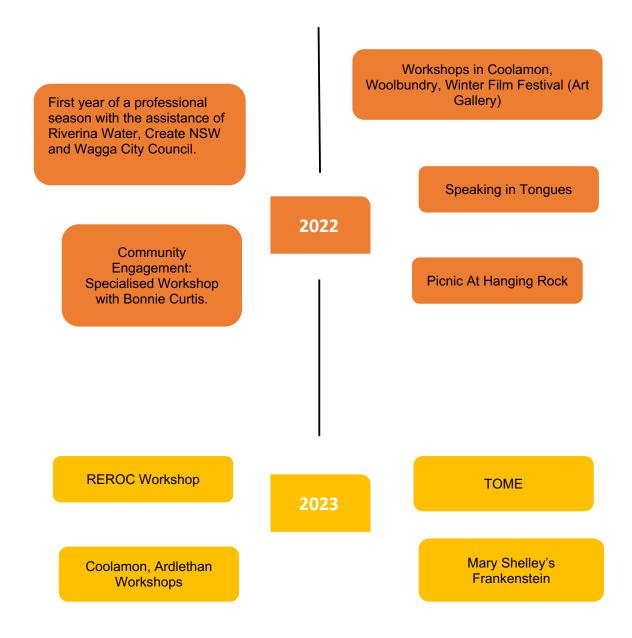
- Marionettes Art Youth thing with the art youth people
- Short Sharp Silly The exhibition opening with the art gallery
- Laughs and Lies the Murrimbidya River Festival
- Tome Anywhere festival, Brisbane
- A Few Quiet Ales
- Renew Wagga

November 2020

Began connecting with schools and communities to establish workshopping opportunities for youth.

Outreach Specialised Workshop with Bonnie Curtis.

2021





# **Donation Policy**

#### Part 1: Introduction

#### 1.1 Policy Summary

Riverina Water desires to provide financial donations to support new or existing programs, services or events which contribute to the quality of life for communities in the Riverina Water supply area (see map in section 2.2).

This policy sets out the principles for Riverina Water's financial donation towards a program, service or event.

This policy also outlines Riverina Water's position regarding donations to Riverina Water.

#### 1.2 Policy Objectives

This policy aims to provide clear definitions and guidelines for donations, to ensure an accessible, open and transparent process for donation requests and requests to make donations to Riverina Water.

#### 1.3 Background

Riverina Water retired its Sponsorship Policy and replaced it with this Donations Policy in December 2019.

Donations can be reapplied for year-on-year using the application form on the Riverina Water website. Each application will be assessed based on merit against the criteria stated in this policy by the CEO and the Chairperson. Donation and sponsorship requests that are for \$5000 or more, or at the CEO and Chairperson's discretion, will be reported to the Board for determination.

All donations will be undertaken in a professional and co-ordinated manner and in accordance with relevant Riverina Water policies.

#### 1.4 Scope of Policy

This policy applies to all Riverina Water staff and Board Members.

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This policy operates in addition to all other obligations under the Local Government Act 1993, any other legislation, or relevant codes and policies regarding the disclosure of any interests.

## Part 2: Application and process information

#### 2.1 Definition of donation

For the purposes of this Policy, donation is defined as an altruistic arrangement in which Riverina Water provides a contribution in money, to support a program, service or event in the Riverina Water supply area without specified benefits to Riverina Water. Donations can include sponsorship of programs, services and events that are deemed to have worthwhile community outcomes and meet the eligibility criteria.

A donation is not:

- An endorsement of any product, service or factional cause by Riverina Water
- Part of normal assistance programs of Riverina Water
- Advertising, or any part of an advertising package (excluding recognition of a donation or sponsorship arrangement)
- Merchandise
- Access to water or reduced charges

#### 2.2 Eligibility

To be eligible for donation, applicants must be:

- Incorporated not-for-profit community organisations
- · Preschool, primary and high schools
- Sporting clubs

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)

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Eligible applicants must be located in the Riverina Water supply area (see map below) and projects must be delivered in the Riverina Water supply area.

Donations must fund a program, service or event which occurs in the same financial year the donation is requested.

Where applicable, eligible applicants will need to provide an acquittal of past funding in order to reapply for a further donation.



Riverina Water will not provide donations to:

- Individuals or groups of individuals
- Unincorporated organisations
- For-profit commercial organisations excluding sporting clubs
- Local Government Councils

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• Political parties or unions

Riverina Water does not donate funds for:

- Conferences
- Seminars
- Individuals
- Record attempts

#### 2.3 Key information

#### **Donation amounts**

Donations can be requested for amounts on a sliding scale up to a maximum of \$5000.

The application process is contained in the associated online application form.

Riverina Water reserves the right to propose a different donation amount to that originally requested.

#### Other donation amounts

Applicants can make a request for a donation outside funding guidelines set in the application process. These requests will be assessed on a case-by-case basis at the discretion of the CEO and the Chairperson in line with policy guidelines.

Applicants must consider this process in the timing of their request.

Riverina Water reserves the right to decline requests for alternative donation amounts or to make an offer different to the requested amount.

#### Requests for donations

Requests for donations will be accepted from the start of each new financial year.

Requests will be considered as they are received throughout each financial year until the annual program budget is exhausted.

Eligible organisation can receive one approved request per financial year.

<u>Invoices</u>

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Invoices for donation payments must be sent to Riverina Water within 10 working days of approval.

Invoices must be received by the end of financial year.

#### 2.4 Application assessment

Riverina Water may approve donations based on the below financial thresholds:

- Donations between up to \$5000 will be assessed and approved against the criteria stated in this policy by the Riverina Water CEO and Chairperson
- Donation amounts of more than \$5000 will be assessed and approved against the criteria stated in this policy by the Riverina Water Board

The CEO will report to the Riverina Water Board on an annual basis, providing an overview of all donations made by Riverina Water.

Riverina Water is obliged to consider the provisions relating to granting financial assistance in the Local Government Act (Section 356).

#### Part 3: Governance

#### 3.1 Merchandise

Riverina Water will only provide promotional merchandise for initiatives that have a significant community benefit and may decline requests for merchandise.

## 3.2 Donations to Riverina Water

Tickets for events, functions, shows etc are not invited and not accepted.

If there is a business reason for a Riverina Water representative to attend a function in an official capacity such as a guest speaker or award presenter, the Riverina Water CEO will assess these requests on a case-by-case basis.

Gifts from past, current and potentially future donation applicants are not accepted under any circumstances.

#### 3.3 Conflict of interest

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Riverina Water staff and Board members assessing and determining donation requests must identify and declare any potential conflicts of interest in accordance with the Conflicts of Interest Policy 1.6.

Groups/associations must declare if any members are Riverina Water employees. This will be assessed as part of the application form.

#### Part 4: Legislation, terminology and references

Part 2.3 of the Local Government Act establishes the role, functions and objectives of councils which provide the basis for Riverina Water's active role in community, cultural and social development.

#### Part 5: Implementation and delegation

Donations will be approved and administered in line with this policy and application and acquittal forms.

#### Part 6: 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 General Manager or, in the case of non-compliance by the CEO, to the Board Chairperson.

Policy number	1.25
Responsible area	CEO
Approved by	22/047
Approval date	27 April 2022
Legislation or related strategy	Local Government Act 1993

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Documents associated with this policy	Donation Application Form
Policy history	Policy adopted 18 December 2019 (19/180), replacing the former Sponsorship Policy 1.25 originally adopted 26 April 2016

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**

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# **R16** Council Resolution Sheet

# Organisational Area Chief Executive Officer

**Author** Andrew Crakanthorp, Chief Executive Officer

**Summary** The report provides an update on the status of previous resolutions of

the Board.

**RECOMMENDATION** that the report detailing the status of the active resolutions of Riverina Water be received.

## **Report**

The attachment to this report provides details on the implementation of Board resolutions.

> R16.1 Council Resolution Sheet 4 Table 1

# **Financial Implications**

Nil

# Risk Considerations

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

#### **OUTSTANDING ACTIONS REPORT**

Printed: Thursday, 8 June 2023 3:21:32 PM

Meeting	Date	Officer	Title	Target
Board Meeting 27/04/2022	27/04/2022	Vidler, Greg	Lease of Part of Lot 1 DP742224 to Mawsons	11/05/2022
Resolution				

#### 22/079

RESOLVED:

On the Motion of Councillors T Quinn and MH Henderson

#### That Council:

- a) Delegate authority to the CEO to progress a request to lease approximately 5900m<sup>2</sup> of Lot 1 DP 742224, Forge St, Wagga Wagga; and
- b) Receive a further report for approval to enter a lease with proposed terms

**CARRIED** 

#### **Notes For Action**

#### 14 Jun 2022 3:46pm Vincent, Melissa

Discussions with the potential leesee are continuing

#### 14 Feb 2023 11:18am Vincent, Melissa

Discussions with the potential lessee are continuing albeit more slowly than expected

#### 13 Apr 2023 3:10pm Reichelt, Wendy

Surveys have been completed and the draft lease has been prepared with appropriate terms and responsibilities. It is expected that a report regarding the proposed lease will be presented to the June meeting of the Board.

# 08 Jun 2023 3:14pm Vincent, Melissa

Surveys have been completed and the draft lease has been prepared with appropriate terms and responsibilities. It is expected that a report regarding the proposed lease will be presented to the August meeting of the Board. A valuation is being undertaken on a shared cost basis with Mawsons.

Meeting	Date	Officer	Title	Target
Board Meeting 24/08/2022	24/08/2022	Crakanthorp, Andrew	Proposed Riverina Water Reconciliation Action Plan	7/09/2022
Resolution				

#### 22/131

RESOLVED:

On the Motion of Councillors D Hayes and J McKinnon

That Council develop a draft Reconciliation Action Plan for Council's further consideration.

Cr Quinn requested that his vote against the motion be recorded.

CARRIED

#### **Notes For Action**

#### 20 Oct 2022 8:36am Vincent, Melissa

The application process has commenced including the payment of the application fee of \$1650

#### 14 Feb 2023 11:19am Vincent, Melissa

This application fee was paid in late 2022 and an internal working group is being created to commence the process as mandated by Reconcilation Australia

# 08 Jun 2023 3:15pm Vincent, Melissa

This application fee was paid in late 2022 and an internal working group is being created to commence the process as mandated by Reconciliation Australia.

#### **OUTSTANDING ACTIONS REPORT**

Printed: Thursday, 8 June 2023 3:21:32 PM

Meeting	Date	Officer	Title	Target
Board Meeting 26/10/2022	26/10/2022	Vidler, Greg	The Rock Reservoir Land Acquisition	9/11/2022
Resolution				

#### 22/183

#### RESOLVED:

On the Motion of Councillors D Meyer OAM and T Quinn

#### That Council:

- (a) proceed with the compulsory acquisition of the land described as 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991; and
- (b) make an application to the Minister and the Governor for approval to acquire 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), for the purpose of the construction of the Rock Reservoir and associated access in accordance with Section 186(1) of the Local Government Act 1993
- (c) upon acquisition, classify the land as operational land in accordance with the Local Government Act.
- (d) Delegate authority to the CEO to sign all documents relating to the compulsory acquisition and pay requisite compensation for the land.

**CARRIED** 

#### **Notes For Action**

# 07 Dec 2022 9:50am Vincent, Melissa

The acquisition process continues as planned.

#### 14 Feb 2023 11:20am Vincent, Melissa

The acquisition process continues again more slowly than expected. Council's solicitor has carriage of the process

#### 08 Jun 2023 3:18pm Vincent, Melissa

The RMS rejected teh 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.

Meeting	Date	Officer	Title	Target
Board Meeting 14/12/2022	14/12/2022	Spannagle, Bede	Update on UGL Cost to Complete Claim	28/12/2022
Resolution				

#### 22/216

#### RESOLVED:

On the Motion of Councillors G Driscoll and T Quinn

#### That the Board:

Authorise the CEO to commence legal action in relation to recovery of the Costs to Complete claim against UGL Engineering Pty Ltd for outstanding work undertaken in relation to the Wagga Water Treatment Plant contract.

**CARRIED** 

#### Notes For Action

## 14 Feb 2023 11:23am Vincent, Melissa

The Cost to Complete claim will be lodged with UGL during the week of 13 February 2023

#### 13 Apr 2023 3:13pm Reichelt, Wendy

The Cost to Complete was lodged on March 7. UGL have acknowledged receipt and requested 28 days to respond, which Riverina Water agreed to. A verbal update will be provided at the April meeting of the Board.

Meeting	Date	Officer	Title	Target
Board Meeting 23/02/2023	23/02/2023	Vidler, Greg	Raw Water Pump Contract W291	9/03/2023
Resolution				

#### 23/026

## RESOLVED:

On the Motion of Councillors D Meyer OAM and M Henderson

#### That the Board:

- a) Award contract W291 to Ingeteam Australia Pty Ltd (Indar).
- b) Delegate authority to the Chief Executive Officer to sign the contract with Ingeteam Australia Pty Ltd (Indar) for the supply of three (3) Submersible Motor Type Turbine Pumps (pump sets) for the Raw Water Pumping System at the Wagga Wagga Water Treatment Plant (WTP)as outlined in the body of this report and not exceeding \$650,000 ex GST.
- c) Authorise the affixing of Riverina Water's Common Seal to all relevant documents as required.

CARRIED

#### **Notes For Action**

#### 13 Apr 2023 3:15pm Reichelt, Wendy

Contract signed and pumps are expected to arrive in 38 weeks.

Riverina Water County Council

# **OUTSTANDING ACTIONS REPORT**

Printed: Thursday, 8 June 2023 3:21:32 PM

Meeting	Date	Officer	Title	Target
Board Meeting 27/04/2023	27/04/2023	Crakanthorp, Andrew	Invitation to re-join REROC	11/05/2023
Resolution				

#### 23/048

#### RESOLVED:

On the Motion of Councillors D Hayes and M Henderson

#### **That Council**

- a) Receive and note the report.
- b) Defer consideration of the request to the June meeting of Riverina Water to allow sufficient time to:
  - i. Learn of the NSW Government's policy on Joint Organisations.
  - ii. Learn of the response provided by Wagga Wagga City Council
  - iii. Consider the transition plan for the incoming CEO of REROC and RivJO

**CARRIED** 

#### **Notes For Action**

#### 08 Jun 2023 3:20pm Vincent, Melissa

A report on this matter is included in the June Business Paper

Meeting	Date	Officer	Title	Target
Board Meeting 27/04/2023	27/04/2023	Tonacia, Emily	Enterprise Resource Planning Contract Update	11/05/2023
Resolution				

#### 23/056

#### RESOLVED:

On the Motion of Councillors G Davies and D Hayes

#### That the Board:

- a) Authorise the Chief Executive Officer (CEO) to further negotiate and approve a change request with Infor Global Solutions (ANZ) Pty Ltd (ABN 25 003 538 314) for the supply and delivery of an Enterprise Resource Planning Solution as outlined in the body of this report and not exceeding a variation of \$600,000 (excluding GST);
- b) Endorse the proposed budget expenditure totalling \$1,158,060 as outlined in the body of the report; and
- c) Authorise the CEO or their delegate to extend the SaaS contract for a further five (5) by twelve (12) month periods for the reasons outlined in this report.

**CARRIED** 

#### **Notes For Action**

#### 08 Jun 2023 3:20pm Vincent, Melissa

The Change Request will be signed and in effect by 30 June 2023

# R17 Works Report covering April 2023

# Organisational Area Engineering

**Author** Troy van Berkel, Director Engineering

**Summary** This report provides an overview of water usage, connections,

maintenance and water quality matters from the 1st to the 30th April

2023

**RECOMMENDATION** that the Works Report covering April 2023 be received and noted.

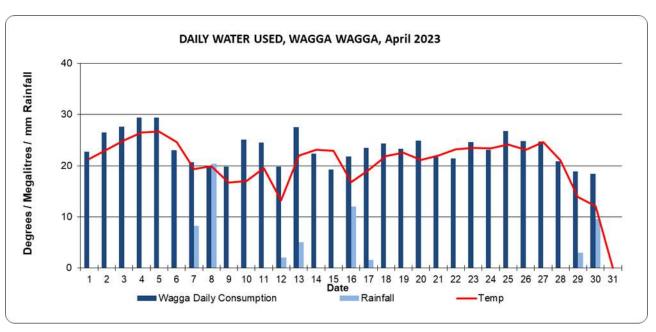
#### Report

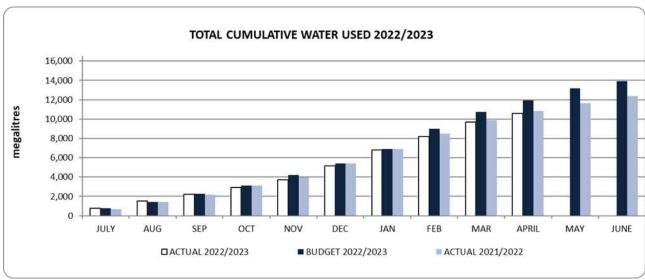
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 30th April 2023.

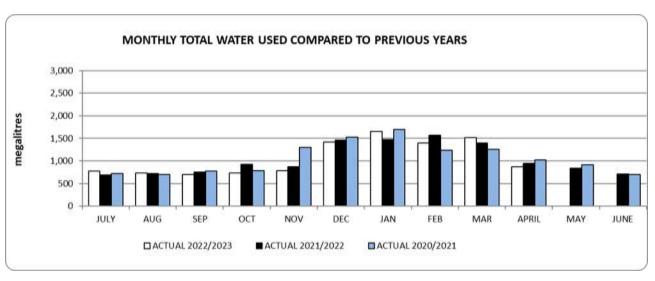
# Water Sourced and Used

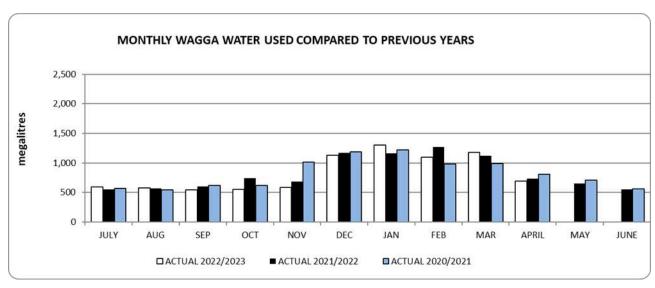
	2021	2022	2023
Rainfall (mm)	0.8	52.6	49.2
Wet days	1	9	8
Water Sourced April 2023 (ML)			
North Wagga bores	208.55	192.54	0.00
West Wagga bores	381.65	93.08	112.05
East Wagga bores	252.06	256.54	0.00
Murrumbidgee River	127.61	354.04	764.75
Sub Total	969.87	896.20	876.80
Bulgary bores	42.93	33.08	6.23
Urana source	0.00	0.00	0.00
Ralvona bores	19.24	20.03	15.31
Walla Walla bores	0.00	9.06	0.00
Goldenfields Water Supply System	2.43	2.84	2.15
Sub Total	64.60	65.01	23.69
Woomargama	0.91	1.03	0.74
Humula	0.46	0.36	0.35
Tarcutta	1.20	4.17	2.92
Oura	2.82	2.36	2.37

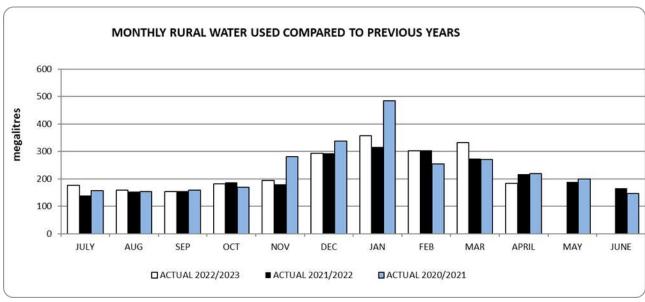
	2021	2022	2023
Walbundrie / Rand	3.32	2.92	2.87
Morundah	0.62	0.47	0.49
Collingullie	7.41	4.83	4.25
Sub Total	16.74	16.12	13.99
Totals	1,051.21	977.33	914.48
Water used April 2023 (ML)			
East Bomen	24.34	24.76	22.75
Estella	87.41	69.33	97.49
North Wagga	74.55	64.94	51.08
Wagga Wagga – low level	120.90	123.54	127.02
Wagga Wagga – high level	437.25	385.04	338.99
Wagga Wagga – Bellevue level	62.50	66.62	53.91
Sub Total	806.95	734.23	691.24
Ladysmith system	4.86	5.22	3.03
Brucedale scheme	20.37	23.30	17.62
Currawarna scheme	10.64	16.16	15.31
Rural Southern trunk main system	102.2	102.99	82.44
Rural Western trunk main system	43.43	33.50	35.68
Sub Total	181.49	181.17	154.08
Holbrook	19.29	20.08	15.38
Woomargama	0.91	1.03	0.74
Humula	0.46	0.36	0.35
Tarcutta	3.53	3.99	2.89
Oura	2.82	2.34	2.37
Walbundrie / Rand	3.32	2.92	2.87
Morundah	0.57	0.43	0.48
Collingullie	6.99	4.43	4.05
Sub Total	37.89	35.58	29.13
Totals	1,026.33	950.98	874.45











# New Service Connections, Repairs, Meters, Locations and Complaints

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Wagga Wagga	23	3	7	32	4	4				62	6	2
Wagga Wagga	1		1	7	1	2				12	1	1
Forest Hill	1		2	1						3	1	
North Wagga				1							1	1

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Estella										3		
Kooringal	1			2	1					8		
Turvey Park				3						2	1	
Lake Albert	1			4	1					7	1	
Ashmont			2	1						6		
Tolland	2									4		
Mt Austin					1	1				2		
Bourkelands				2						1		
Tatton	2			1		1						
Glenfield			2	2						9		
Lloyd	4			2								
Springvale				2								
East Wagga		3		1						1	1	
Boorooma				1						1		
Gobbagombalin	11			1						2		
Gumly Gumly				1						1		
Brucedale										1		2
Shepherds Siding											1	
Humula										1		
San Isidore				1	3							1
Tarcutta				2						2	1	
The Gap				1						1		
Lockhart	1									1		

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Mangoplah				1								
Milbrulong		1										
The Rock						1						
Uranquinty					1	3						
Henty	1		1	2								
Holbrook										1		
Oaklands	1											
Urana												1
TOTAL	26	4	8	39	8	8	0	0	0	69	7	6

# Water System Repairs

Wagga Wagga										
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)			
13/4/2023	North Wagga	100 CI	Leaking collar or joint	No		20	8			

Rural											
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)				
1/4/2023	Bidgeemia	63 PE	Leaking collar or joint	No		0	0				
2/4/2023	The Rock	63 PE	Leaking collar or joint	No		0	0				
3/4/2023	The Rock	63 PE	Pipe failure – ground movement	No		0	23				

3/4/2023	Bidgeemia	63 PE	Pipe failure – ground movement	No	5	12
5/4/2023	Walla Walla	100 AC	Pipe failure (not specified)	No	4	35
7/4/2023	The Gap	63 PE	Pipe failure – long split	Yes	0	5
8/4/2023	The Gap	63 PE	Pipe failure – long split	Yes	0	5
11/4/2023	Bulgary	250 DICL	Pipe failure (not specified)	No	0	24
11/4/2023	Bulgary	63 PE	Pipe failure – ground movement	Yes	0	9
12/4/2023	Brucedale	50 PVC	Pipe failure – long split	No	8	5
20/4/2023	Morven	150 AC	Pipe failure (not specified)	No	10	0
21/4/2023	Collingullie	80 PVC	Pipe failure – ground movement	Yes	0	12
28/4/2023	Collingullie	50 PVC	Pipe failure – ground movement	Yes	0	12

# Water Quality Complaints

Date	Town	Request details	Action Taken		
3/4/23	Lake Albert	Water still dirty after we attended on 22/03/2023	Gal line on owners side needs replacing		
5/4/23	Mt Austin	Owner advised of dirty water and may have a leak at the meter	Problem all sorted. Have spoken to lady		
4/4/23	Wagga	Dirty water	Flushed service and main		
5/4/23	Uranquinty	Brown dirty water	Flushed		
11/4/23	Ashmont	Increase in pressure and discoloured water for the past few days	Flushed service		
19/4/23	San Isidore	Brown water after break, have tried running taps	Was a split. Flushed mains.		
19/4/23	San Isidore	Dirty water. Is there any works happening?	Was a split. Flushed mains.		
27/4/23	Kooringal	Dirty water in toilet and tap water	Problem is old gal line on customer's side. RWCC will renew our side after customer has.		
20/4/23	San Isidore	Milky water	Flushed main		

19/4/23 San Isidore Dirty water	Flushed water main
---------------------------------	--------------------

# New water mains laid

Location 63 100		100	00 15		150		200		450
	PE	OPVC	DICL	OPVC	DICL	OPVC	DICL	OPVC	DICL
Governors Hill				396					

# Replacement of Existing Mains

Location	50	63	100		150	150	200	300		375
	PE	OPVC	DICL	OPVC	DICL	OPVC	OPVC	OPVC	DICL	DICL
Depot Driveway			135		108					

# Other Construction

Location or Project	Work done		
Dangar Place Wagga	100mm Fire Service		

# Major Repairs / Overhauls

Facility	Work done		
Wagga Treatment Plant	Air hose leak repairs		
Wagga Treatment Plant	Valve repairs		
Wagga Treatment Plant	Stuffing glands repairs		
Wagga Treatment Plant	Transfer pumps rotor repairs		
Uranquinty Reservoir	Inlet valves repairs		
North Wagga Treatment Plant	High lift pump maintenance		
Bulgary Treatment Plant	Chlorine line upgrades		

# Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	17
Estella Farrer Road	81
Forest Hill Elizabeth Avenue	15
Glenfield Red Hill Road	90

Henty Olympic Way	3
Holbrook Millswood Road	18
Lake Albert Plumpton Road	54
Lockhart Napier Road	65
Pleasant Hills Manson Street	4
Ralvona	1
The Rock	36
Urana Federation Way	20
Walla Walla Short St	2
Yerong Creek Finlayson Street	10

#### Fleet Disposals

Nil

#### Fleet Acquisitions

Vehicle No	Tenders received	· · · · · · · · · · · · · · · · · · ·		Make/Model	Price ex GST
464		Wagga Motors	Isuzu	D-Max 4x4 crew cab \$X 3.0L	\$38,643.01

#### **Financial Implications**

Nil

#### **Risk Considerations**

Service Delivery	
Avoid	Riverina Water will avoid taking on any risks which may compromise water quality.

### R18 Works Report covering May 2023

#### Organisational Area Engineering

**Author** Troy van Berkel, Director Engineering

**Summary** This report provides an overview of water usage, connections,

maintenance and water quality matters from the 1st to the 31st May

2023.

**RECOMMENDATION** that the Works Report covering May 2023 be received and noted.

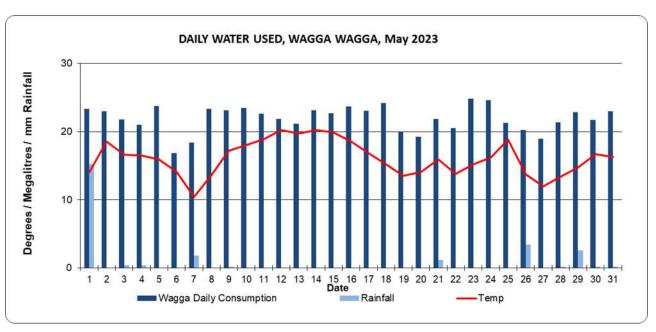
#### Report

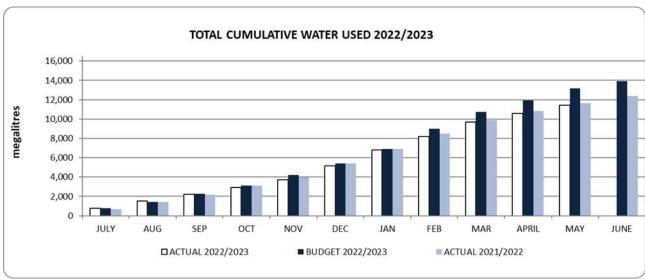
This report provides an overview of water usage, connections, maintenance and water quality matters from 1-31 May 2023.

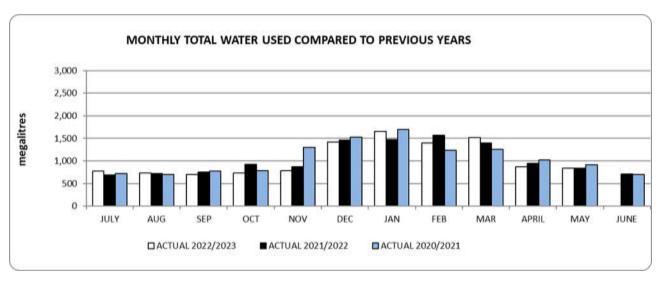
#### Water Sourced and Used

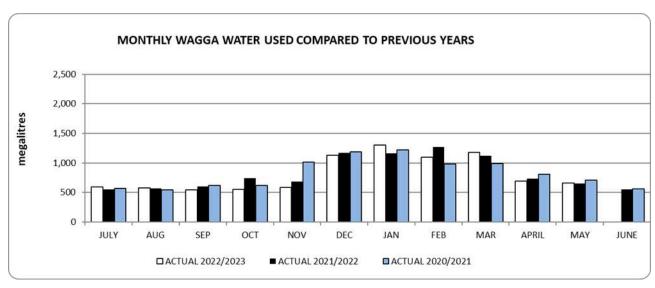
	2021	2022	2023
Rainfall (mm)	32.0	53.0	25.8
Wet days	6	10	11
Water Sourced May 2023 (ML)			
North Wagga bores	185.12	184.23	0.00
West Wagga bores	330.96	84.70	115.62
East Wagga bores	312.86	149.63	0.00
Murrumbidgee River	23.51	372.59	728.54
Sub Total	852.45	791.15	844.16
Bulgary bores	35.84	31.16	0.00
Urana source	0.00	0.00	0.00
Ralvona bores	15.66	22.46	16.83
Walla Walla bores	0.00	0.00	0.00
Goldenfields Water Supply System	2.20	1.57	1.91
Sub Total	53.70	55.19	18.74
Woomargama	0.78	1.04	0.95
Humula	1.15	0.39	0.39
Tarcutta	3.20	4.88	2.80
Oura	2.15	2.26	1.78

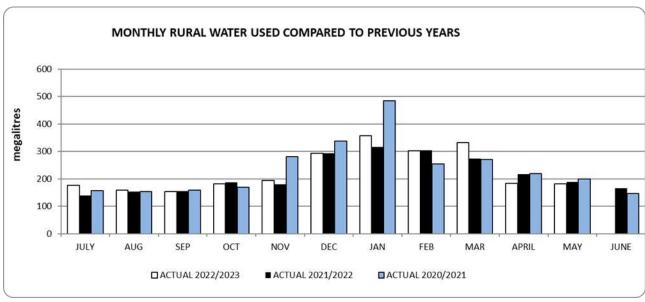
	2021	2022	2023	
Walbundrie / Rand	3.24	3.35	4.32	
Morundah	0.78	0.50	0.48	
Collingullie	6.49	4.29	4.17	
Sub Total	17.79	16.71	14.89	
Totals	923.94	863.05	877.79	
Water used May 2023 (ML)				
East Bomen	25.14	20.07	14.74	
Estella	79.33	72.49	81.57	
North Wagga	68.90	67.60	93.72	
Wagga Wagga – low level	108.44	114.04	108.90	
Wagga Wagga – high level	371.28	339.60	320.36	
Wagga Wagga – Bellevue level	59.05	35.41	36.21	
Sub Total	712.14	655.50		
Ladysmith system	5.54	3.81	3.15	
Brucedale scheme	17.76	18.98	15.34	
Currawarna scheme	12.63 9.82		12.04	
Rural Southern trunk main system	93.7	85.69	85.79	
Rural Western trunk main system	36.55	31.39	34.33	
Sub Total	166.16	149.69	150.65	
Holbrook	15.62	22.43	16.77	
Woomargama	0.78	1.04	0.95	
Humula	1.15	0.39	0.39	
Tarcutta	3.12	4.75	2.72	
Oura	2.15	2.26	1.78	
Walbundrie / Rand	3.24	3.35	4.32	
Morundah	0.73	0.95	0.47	
Collingullie	6.07	3.95	3.93	
Sub Total	32.86	39.12	31.33	
Totals	911.16	838.02	837.48	











#### New Service Connections, Repairs, Meters, Locations and Complaints

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Wagga Wagga	16	2	4	33	3	1				84	5	1
Wagga Wagga	2	1		4	1					11	1	1
Forest Hill										4		

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
North Wagga				1						4	2	
Bomen				1								
Estella										1		
Kooringal				2						6	1	
Turvey Park			2	7	1	1				3	1	
Lake Albert			2	2						8		
Ashmont	1	1		3						11		
Tolland	3									5		
Mt Austin	1			2	1					9		
Bourkelands				2						5		
Tatton				2						1		
Glenfield				1						11		
Lloyd	1			2						1		
Springvale				1								
East Wagga				1								
Boorooma	1									1		
Gobbagombalin	7			2						2		
Gumly Gumly										1		
Brucedale				2						2	1	
Currawarna	2									1		
Euberta				1								
Oura	1									2		
Tarcutta				2						3	1	
Collingullie	1			2							1	

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Lockhart				1								
Milbrulong	1									1		
Pleasant Hills	3									1		
Bidgeemia				1								
The Rock	1	1										
Uranquinty										1		
Yerong Creek	1											
Henty										1		
Holbrook				2						1		
Walla Walla											1	
Morundah	1											
Oaklands					1							
Urana				1		1				1		
TOTAL	27	3	4	44	4	2	0	0	0	98	9	1

#### Water System Repairs

Wagga Wagga										
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)			
2/5/2023	Turvey Park	80 CI	Pipe Failure – long split	No		30	6			
4/5/2023	Lake Albert	100 AC	AC Pipe failure – round split			0	5			
29/5/2023	Wagga Wagga	100 AC	Pipe failure – round split	Yes		0	4			

Rural							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
1/5/2023	Oaklands	150 BPVC	Pipe failure – ground movement	No		7	23
1/5/2023	The Rock	63 PE	Pipe failure – ground movement	No		3	12
3/5/2023	Bidgeemia	63 PE	Pipe failure – ground movement	Yes		0	12
7/5/2023	Milbrulong	40 PVC	Leaking collar or joint	Yes		0	0
9/5/2023	The Rock	40 PE	Pipe failure – ground movement	No		3	14
9/5/2023	Pleasant Hills	40 PVC	Leaking collar or joint	=		0	12
15/5/2023	Tarcutta	100 AC	T/Band broken/leaking			5	2
15/5/2023	Lockhart	150 BPVC	Pipe failure – ground movement	Yes		0	23
18/5/2023	Walla Walla	100 AC	Pipe failure – ground movement	Yes		0	32
18/5/2023	The Rock	40 PE	Pipe failure – ground movement	No		0	13
22/5/2023	Brucedale	100 WPVC	Pipe failure – long split	No		1	8
24/5/23	Uranquinty	63 PE	Pipe failure – material	No		6	19
24/5/23	Yerong Creek	63 PE	Pipe failure – material	No		3	12
29/5/2023	Bidgeemia	63 PE	Pipe failure – ground movement	No		3	14
30/5/2023	Pleasant Hills	63 PE	Leaking collar or joint	No		0	0
31/5/2023	Holbrook	50 PVC	Pipe failure – ground movement	No		0	23

#### Water Quality Complaints

Date	Town	Request details	Action Taken
8/5/23	Wagga	Large amount of sediment in tap water	Flushed services

16/5/23	Oaklands	Dirty water due to meter being replaced. Please flush.	Flushed service
18/5/23	Turvey Park	Yellow Water	Tested Free chlorine 1.93mg/L, Turbidity 0.52 NTU, Colour 5 HU. All within ADWG
25/5/23	Mt Austin	Dirty Water	Flushed until clean

#### New water mains laid

Location	63	100		150		200		300	450
	PE	OPVC	DICL	OPVC	DICL	OPVC	DICL	OPVC	DICL
Windmill Lane	1480								
Harris Rd stage 4		594		153					

#### Replacement of Existing Mains

Location	50	63	100		150	150	200	300		375
	PE	OPVC	DICL	OPVC	DICL	OPVC	OPVC	OPVC	DICL	DICL
Kooringal Rd					351		264			

#### Other Construction

Location or Project	Work done		
Ralvona Treatment Plant	Move Pipework for aeration cover		

#### Major Repairs / Overhauls

Facility	Work done
North Wagga WTP	Overhaul High Lift Pump1
The Rock	Serviced Chlorine Lines
Collingullie WTP	Replaced filter line
Waterworks	Sludge Transfer Pump repairs
Waterworks	Sludge Holding Tank Mixer Maintenance
North Wagga WTP	Aeration Basin Annual Maintenance & Clean
East Wagga WTP	Aeration Basin Annual Maintenance & Clean
Ralvona WTP	Serviced Chlorine lines

#### Water Filling Station Activity

Location	Number of fills		
Bomen Hereford Street	31		
Estella Farrer Road	64		
Forest Hill Elizabeth Avenue	39		
Glenfield Red Hill Road	103		
Henty Olympic Way	4		
Holbrook Millswood Road	16		
Lake Albert Plumpton Road	40		
Lockhart Napier Road	98		
Pleasant Hills Manson Street	13		
The Rock	41		
Urana Federation Way	12		
Walla Walla Short St	25		
Yerong Creek Finlayson Street	10		

#### Fleet Disposals

Nil

#### Fleet Acquisitions

Nil

#### **Financial Implications**

Nil

#### **Risk Considerations**

Service Delivery	
Avoid	Riverina Water will avoid taking on any risks which may compromise water quality.

## CONF-1 Independent member Audit Risk & Improvement Committee

Organisational Area Corporate Services

**Author** Wendy Reichelt, Governance & Records Officer

**Summary** This report makes recommendation to the Board on a new

independent member of the Riverina Water Audit Risk & Improvement

Committee

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

(a) personnel matters concerning particular individuals (other than councillors)

# CONF-2 Confidential Minutes of Audit, Risk and Improvement Committee held on 11 May 2023

Organisational Area Corporate Services

**Author** Wendy Reichelt, Governance & Records Officer

**Summary** This report presents the minutes from 11 May 2023 ARIC meeting.

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-3 Supply of one Truck 6x4 with Vacuum Excavation Unit Contract W296

Organisational Area Engineering

**Author** Greg Vidler, Manager Projects

**Summary** This report recommends that the Board accept a tender for the supply

of one Truck 6x4 with Vacuum Excavation Unit Contract W296.

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 Performance Review - Chief Executive Officer

Organisational Area Chief Executive Officer

**Author** Tim Koschel, Councillor

**Summary** The Chief Executive Officer's Performance Review Panel met in April to

undertake the mid-year review of the performance of the Chief Executive Officer and this report provides the outcomes of that mid-

year review.

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

(a) personnel matters concerning particular individuals (other than councillors)