



# **Meeting of Riverina Water County Council**

The meeting will be held in the Pat Brassil AM Meeting Room,  
91 Hammond Ave Wagga Wagga at 10:00am on Thursday  
28 August 2025.

# Meeting Agenda

## Live Streaming of Council Meetings

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

## Acknowledgement of Country

## Apologies

## Declaration of pecuniary and non-pecuniary interests

## Confirmation of Minutes

**Minutes of Board Meeting 26 June 2025**

**Minutes of Extraordinary Board Meeting 5 July 2025**

## Correspondence

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# R1 Financial Statements 2024/2025

## Organisational Area Corporate Services

**Author** Natasha Harris, Manager Finance & Sourcing

**Summary** Riverina Water's unaudited Financial Statements and Special Purpose Financial Reports for 2024/25 have been completed and are ready to be forwarded to the Audit Office of New South Wales following consideration by the Board.

### RECOMMENDATION that:

- a) Council receive and note the unaudited 2024/25 Primary Financial Statements;
- b) Council's Draft Financial Statements be referred for audit by Council's auditors being the Audit Office of New South Wales;
- c) Council makes a resolution in accordance with Section 412(2c) that the annual financial report:
  - i. is in accordance with the Local Government Act 1993 (as amended) and the Regulations made there under.
  - ii. is in accordance with the Australian Accounting Standards and professional pronouncements.
  - iii. is in accordance with the Local Government Code of Accounting Practice and Financial Reporting.
  - iv. presents fairly the council's operating results and financial position for the year
  - v. is in accordance with Council's accounting policies and other records.
  - vi. that Council is not aware of any matter that would render this report false or misleading in any way.
- d) Council adopts the above-mentioned statement and that the Chairperson, Deputy Chairperson, Chief Executive Officer and Responsible Accounting Officer be authorised to complete the 'Statement by Members of the Council' in relation to Council's 2024/25 Financial Statements and Special Purpose Financial Reports and be attached thereto.
- e) The Chief Executive Officer be delegated the authority to issue the audited Financial Statements immediately upon receipt of the Auditor's Reports, subject to their being no material changes or audit issues; and
- f) Council presents the final audited Financial Statements and Auditor's Report to the public at its ordinary meeting to be held 23 October 2025.

### Report

The Draft Primary Financial Statements are currently being finalised. A full (late) report supplementing this recommendation will be circulated to the Board prior to the meeting on the 28 August for review and consideration.



## Strategic Alignment

Our Business

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

## Financial Implications

To be advised.

## Workforce Implications

Not Applicable.

## Risk Considerations

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

# R2      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 June 2025 and July 2025.

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**RECOMMENDATION** that the Board receive and note the report detailing external investments for the months of June 2025 and July 2025.

**Report**

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

- › **R2.1                  June 2025 Investment Report** [↓](#) 
- › **R2.2                  July 2025 Investment Report** [↓](#) 

**Strategic Alignment**

Our Business

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

**Financial Implications**

Not applicable.

**Workforce Implications**

Not applicable.

**Risk Considerations**

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

**Monthly Investment Report as at 30/06/2025**

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value
<b>Term Deposits</b>							
AMP Bank	29/01/2025	365	29/01/2026	BBB+	4.95	2.764%	\$1,000,000.00
Australian Military Bank	11/02/2025	731	12/02/2027	BBB+	4.71	2.764%	\$1,000,000.00
Bank of Us	18/06/2024	457	18/09/2025	BBB+	5.21	4.146%	\$1,500,000.00
Bank of Us	26/06/2024	530	8/12/2025	BBB+	5.27	2.764%	\$1,000,000.00
Bank of Us	26/06/2024	719	15/06/2026	BBB+	5.20	2.764%	\$1,000,000.00
Bank of Us	3/06/2025	552	7/12/2026	BBB+	4.08	2.764%	\$1,000,000.00
Bank of Us	17/06/2025	730	17/06/2027	BBB+	4.10	2.764%	\$1,000,000.00
BankVic	26/06/2024	376	7/07/2025	BBB+	5.34	2.764%	\$1,000,000.00
BankVic	26/07/2024	444	13/10/2025	BBB+	5.30	2.764%	\$1,000,000.00
BankVic	26/07/2024	507	15/12/2025	BBB+	5.30	2.764%	\$1,000,000.00
ING	25/03/2024	476	14/07/2025	A	5.11	2.764%	\$1,000,000.00
ING	25/03/2024	504	11/08/2025	A	5.09	2.764%	\$1,000,000.00
ING	10/07/2024	474	27/10/2025	A	5.35	2.764%	\$1,000,000.00
ING	10/07/2024	579	9/02/2026	A	5.31	2.764%	\$1,000,000.00
ING	10/07/2024	642	13/04/2026	A	5.29	2.764%	\$1,000,000.00
ING	10/07/2024	761	10/08/2026	A	5.25	2.764%	\$1,000,000.00
National Australia Bank	26/07/2024	367	28/07/2025	AA-	5.30	2.764%	\$1,000,000.00
National Australia Bank	10/07/2024	397	11/08/2025	AA-	5.40	2.764%	\$1,000,000.00
State Bank of India (Sydney)	8/05/2025	165	20/10/2025	BBB	4.60	2.764%	\$1,000,000.00
State Bank of India (Sydney)	26/03/2025	350	11/03/2026	BBB	5.00	2.764%	\$1,000,000.00
State Bank of India (Sydney)	26/03/2025	364	25/03/2026	BBB	5.00	2.764%	\$1,000,000.00
State Bank of India (Sydney)	1/05/2025	368	4/05/2026	BBB	4.55	2.764%	\$1,000,000.00
State Bank of India (Sydney)	29/04/2025	440	13/07/2026	BBB	4.70	2.764%	\$1,000,000.00
State Bank of India (Sydney)	21/05/2025	453	17/08/2026	BBB	4.25	2.764%	\$1,000,000.00
State Bank of India (Sydney)	17/04/2025	508	7/09/2026	BBB	4.70	2.764%	\$1,000,000.00
State Bank of India (Sydney)	22/05/2025	480	14/09/2026	BBB	4.25	2.764%	\$1,000,000.00
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State Bank of India (Sydney)	4/06/2025	530	16/11/2026	BBB	4.15	2.764%	\$1,000,000.00
Suncorp	9/01/2025	312	17/11/2025	AA-	4.94	2.764%	\$1,000,000.00
Suncorp	15/01/2025	700	16/12/2026	AA-	4.80	2.764%	\$1,000,000.00
Suncorp	17/06/2025	365	17/06/2026	AA-	4.21	4.146%	\$1,500,000.00
Westpac	11/02/2025	366	12/02/2026	AA-	4.75	2.764%	\$1,000,000.00
Westpac	9/01/2025	641	12/10/2026	AA-	4.73	2.764%	\$1,000,000.00
						<b>96.73%</b>	<b>\$35,000,000.00</b>

Cash Deposit Account				
National Australia Bank	AA-	2.75	3.269%	\$1,182,693.03
			<b>3.27%</b>	<b>\$1,182,693.03</b>
<b>TOTAL INVESTMENTS</b>			<b>100.00%</b>	<b>\$36,182,693.03</b>
Cash at Bank	AA-	0.00		\$1,370,335.34
<b>TOTAL FUNDS</b>				<b>\$37,553,028.37</b>

**CERTIFICATE**

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


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

Restricted Funds	Description	Value
Internally Restricted	Employee Leave Entitlements (50% of ELE)	\$2,377,032.48
	Plant Replacement	\$2,357,182.90
	Sales Fluctuation	\$3,000,000.00
	Water Licences	\$916,385.20
		<b>\$8,650,600.58</b>
Unrestricted Funds		\$28,902,427.79
<b>TOTAL FUNDS</b>		<b>\$37,553,028.37</b>

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

### Report

The investment portfolio increased by \$1,202,957.46 for the month. The increase was due to receipts from customers being higher than payments to suppliers and staff in June. This resulted in increased funds in cash and investments.

### Portfolio Performance

For the month of June, the portfolio (excluding cash) provided a return of +0.41% (actual) or +5.07% p.a. (annualised), outperforming the benchmark Ausbond Bank Bill Index return of +0.32% (actual) or +3.94% p.a. (annualised).

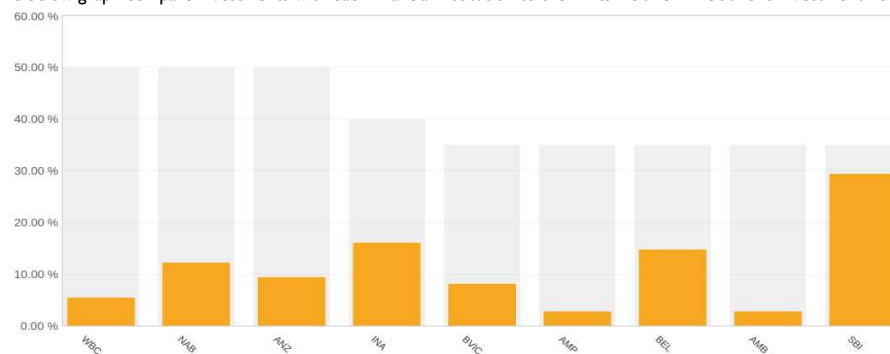
The portfolio's performance is ahead of benchmark again over all time periods out to 12 months.

As maturities occur, Council continues to increase the average duration of the investment portfolio to increase revenue, targeting high yielding deposits with tenors between 1 and 2 years. This provides some income protection against a lower rate environment in coming years.

Interest received in the period totalled \$159,496.44, with \$1,529,869.54 received and accrued for the year to date.

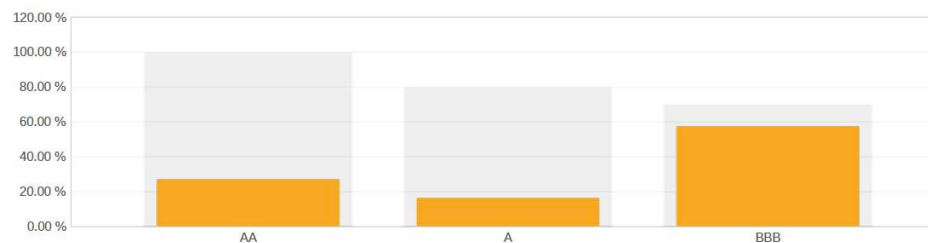
### Counterparty Compliance

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



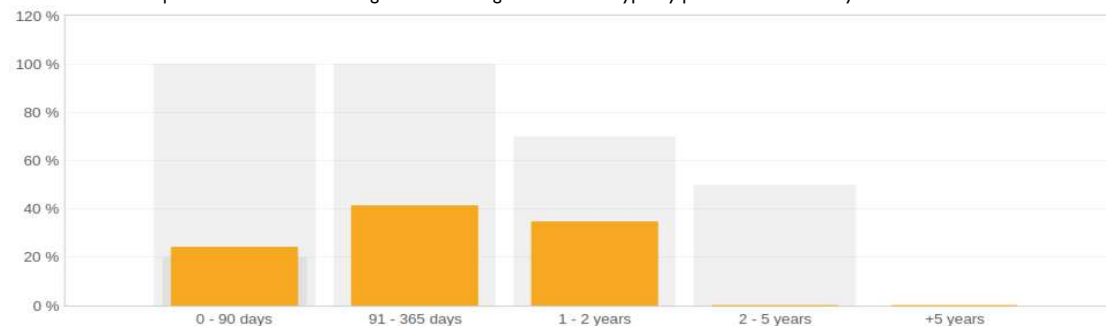
### Credit Quality Compliance

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



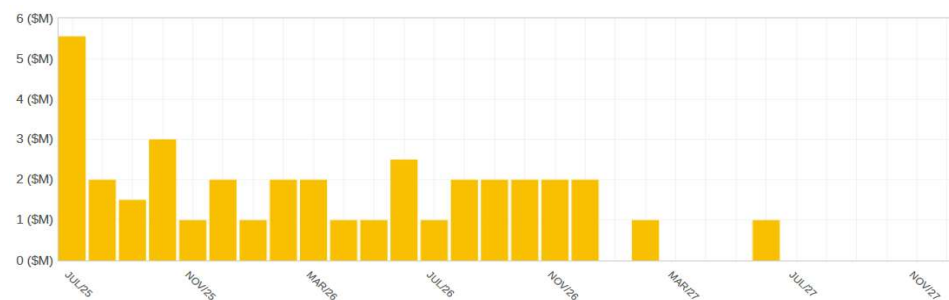
### Term to Maturity

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



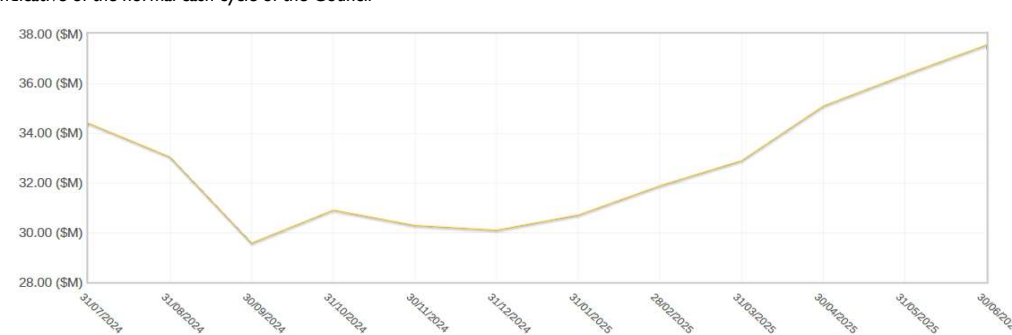
### Maturity Cashflow

When investments will mature over time



### Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



**Monthly Investment Report as at 31/07/2025**

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value
<b>Term Deposits</b>							
AMP Bank	29/01/2025	365	29/01/2026	BBB+	4.95	2.748%	\$1,000,000.00
Australian Military Bank	11/02/2025	731	12/02/2027	BBB+	4.71	2.748%	\$1,000,000.00
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Bank of Us	26/06/2024	719	15/06/2026	BBB+	5.20	2.748%	\$1,000,000.00
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State Bank of India (Sydney)	1/05/2025	368	4/05/2026	BBB	4.55	2.748%	\$1,000,000.00
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State Bank of India (Sydney)	22/05/2025	480	14/09/2026	BBB	4.25	2.748%	\$1,000,000.00
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Suncorp	9/01/2025	312	17/11/2025	AA-	4.94	2.748%	\$1,000,000.00
Suncorp	15/01/2025	700	16/12/2026	AA-	4.80	2.748%	\$1,000,000.00
Suncorp	17/06/2025	365	17/06/2026	AA-	4.21	4.123%	\$1,500,000.00
Westpac	11/02/2025	366	12/02/2026	AA-	4.75	2.748%	\$1,000,000.00
Westpac	9/01/2025	641	12/10/2026	AA-	4.73	2.748%	\$1,000,000.00
						<b>93.44%</b>	<b>\$34,000,000.00</b>

<b>Cash Deposit Account</b>				
National Australia Bank	AA-	2.75	6.557%	\$2,385,841.30
			<b>6.56%</b>	<b>\$2,385,841.30</b>
<b>TOTAL INVESTMENTS</b>			<b>100.00%</b>	<b>\$36,385,841.30</b>
Cash at Bank	AA-	0.00		\$1,092,114.09
<b>TOTAL FUNDS</b>				<b>\$37,477,955.39</b>

**CERTIFICATE**

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



**N Harris**

**MANAGER FINANCE & SOURCING**

**Application of Investment Funds**

Restricted Funds	Description	Value
Internally Restricted		
	Employee Leave Entitlements (50% of ELE)	\$2,377,032.48
	Plant Replacement	\$2,357,182.90
	Sales Fluctuation	\$3,000,000.00
	Water Licences	\$916,385.20
		<b>\$8,650,600.58</b>
Unrestricted Funds		\$28,827,354.81
<b>TOTAL FUNDS</b>		<b>\$37,477,955.39</b>

\* 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 decreased by \$75,072.98 for the month. The decrease was due to receipts from customers being lower than payments to suppliers and staff in July. This resulted in decreased funds in cash and investments.

### Portfolio Performance

For the month of July, the portfolio (excluding cash) provided a return of +0.41% (actual) or +4.98% p.a. (annualised), outperforming the benchmark Ausbond Bank Bill Index return of +0.30% (actual) or +3.60% p.a. (annualised).

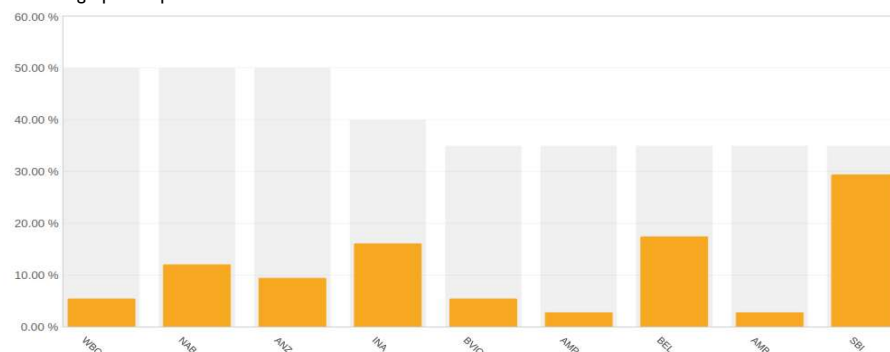
The portfolio's performance is ahead of benchmark again over all time periods out to 12 months.

As maturities occur, Council continues to increase the average duration of the investment portfolio to increase revenue, targeting high yielding deposits with tenors between 1 and 2 years. This provides some income protection against a lower rate environment in coming years.

Interest received in the period totalled \$389,104.12, with \$196,038.41 received and accrued for the year to date.

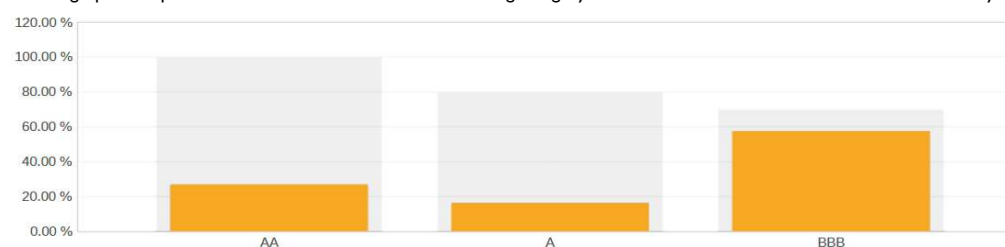
### Counterparty Compliance

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



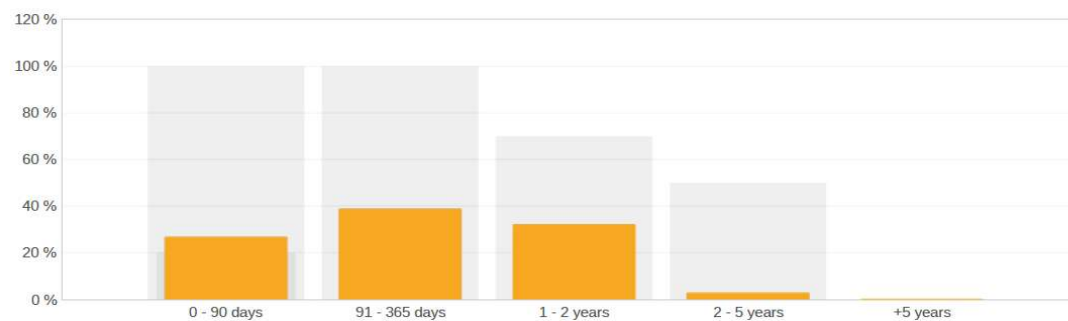
### Credit Quality Compliance

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



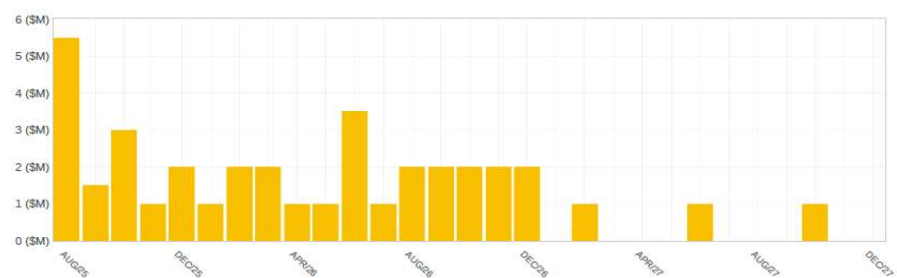
### Term to Maturity

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



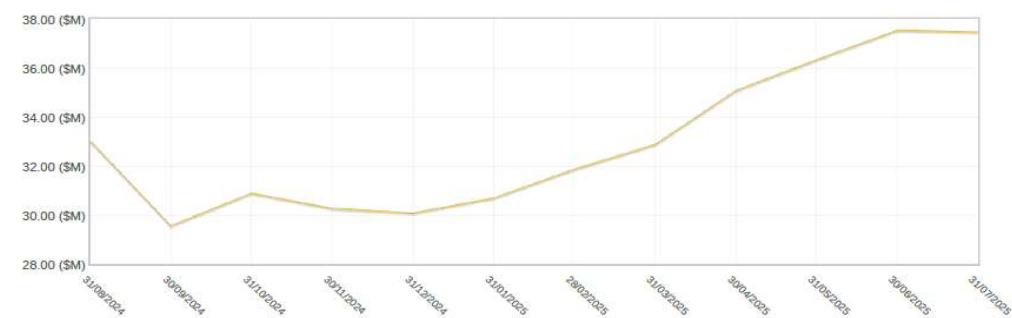
### Maturity Cashflow

When investments will mature over time



### Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



## R3 Revoted Budget - 2025/26

### Organisational Area Corporate Services

**Author** Natasha Harris, Manager Finance & Sourcing

**Summary** After reviewing the status of the 2024/25 Operational Plan, it is recommended that \$2,016,349 should be revoted into the 2025/26 capital expenditure budget due to projects not yet being completed. To accommodate the resourcing implications of the recommendations, the capital expenditure budget for 2025/26 has been reprioritised and reduced by \$3,224,000. The revised capital expenditure budget totals \$22,257,439.

### RECOMMENDATION that Council:

- a) Revote capital budget totalling \$2,016,349 from the 2024/25 budget to be included in the 2025/26 budget; and
- b) Note capital budget items committed to be spent prior to 30 June 2025, totalling \$1,985,466 will be carried forward to the 2025/26 budget; and
- c) Approve adjustments to the original 2025/26 budget resulting from the reprioritisation of the capital works program resulting in a revised capital budget of \$18,255,624 (\$22,257,439 inclusive of recommendations a) and b)).

### Report

#### Budget Revotes

After reviewing the status of the 2024/25 Operational Plan with management, it is recommended that \$2,016,349 should be revoted into the 2025/26 budget due to the projects not yet being completed. These items are listed on the attached report.

#### Budget Carry Forward

For the information of the Board, budget items totalling \$1,985,466 will be carried forward to the 2025/26 budget, less any expenditure accruals processed as part of the end of financial year closure. The expenditure was committed to be spent prior to 30 June 2025. These items are also listed on the attached report.

#### 2025/26 Capital Expenditure Budget Adjustments

In conjunction with reviewing the status of works as of 30 June 2025 still to be completed, and determining the proposed revotes, management have undertaken a comprehensive risk-based review and reprioritisation of the 2025/26 capital works program. All projects for 2025/26 include additional planning through a required project charter, outlining the project scope, budget, resources, objectives, risks, timelines, and deliverables.

The original budget was approved at \$18,089,624 plus a standalone adjustment for Plumpton Road of \$3,390,000 bringing the total capital budget to \$21,479,624.

The proposed adjustments to the capital works program are also outlined in the attached report and reduce the 2025/26 budget by \$3,224,000 resulting in a revised capital budget of \$22,257,439 inclusive of carryover and revote amounts.

	\$
Original budget	18,089,624
Plumpton Road	3,390,000
	<b>21,479,624</b>
Carryovers	1,985,466
Revotes	2,016,349
Re-prioritisation	(3,224,000)
<b>Revised budget</b>	<b>22,257,439</b>

Material adjustments include:

- Solar Pilot Plant - \$2,900,000 deferred to 2026/27 which includes works which are time dependent on Essential Energy approvals.
- Urana Groundwater Investigation - \$100,000 reduction as \$200,000 is being revoted to cover first stage of scoped works.
- Duplication of Wagga Water Treatment Plant Design - \$250,000 new budget for options and design work for an additional Wagga Wagga water treatment train with consideration to Bomen scope.
- Water Filling Station Upgrades – \$160,000 reduction, fewer sites identified for upgrade.

### › R3.1 2025-26 Capital Expenditure Budget Adjustments

#### Strategic Alignment

Our Business

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

#### Financial Implications

The proposed budget adjustments will result in an overall increase to the 2025/26 capital expenditure budget of \$777,815 resulting in a total proposed capital expenditure budget of \$22,257,439 for the 2025/26 financial year. This may be reduced by any expenditure accruals processed as part of the end of financial year closure.

**Workforce Implications**

Not applicable.

**Risk Considerations**

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

## BUDGET CARRYFORWARD, REVOTES, BUDGET ADJUSTMENTS 2025/26

Project	FY25-26 Original Budget	Carryover	Revote	Budget Adjustment	FY25-26 Revised Budget
<b>11 - Management</b>					
<b>111 - Land &amp; Buildings for Admin Depots and Workshops</b>					
<b>1120 - Depot Buildings</b>					
112001 - Refurbishment of Operations Office - Urban 121107	400,000.00				400,000.00
112003 - The Rock Depot Redevelopment 121106	3,040,324.00				3,040,324.00
112005 - Mechanics Crane 121106			9,614.79		9,614.79
112007 - Refurbishment of building/office space at Hammond Avenue	50,000.00			-50,000.00	0.00
<b>1130 - Access, Parking and Landscaping</b>					0.00
113001 - Murrumbidgee River Bank Stabilisation 121106		40,143.00	38,940.54		79,083.54
113004 - Forge & Copland Street Development 121106			52,931.66		52,931.66
113008 - Stage 2 - Road Works Pavement Construction 121106	1,500,000.00				1,500,000.00
<b>1150 - Asset Demolition</b>					0.00
115001 - Bomen No.1 Steel (Abandoned) Reservoir 121106		2,520.51			2,520.51
<b>121 - Plant &amp; Equipment</b>					0.00
<b>1210 - IT Equipment</b>					0.00
121001 - Computer Server Replacements -Urban	3,000.00	1,615.00			4,615.00
121002 - Computer Equipment - Urban	281,500.00			-281,500.00	0.00
NEW - OT IT Segregation				240,000.00	240,000.00
<b>1220 - Office Furniture &amp; Equipment</b>					0.00
122001 - Office Furniture & Equipment - Urban	3,000.00				3,000.00
<b>1230 - Working Plant &amp; Vehicle Purchases</b>					0.00
123001 - Routine plant & vehicle replacements	1,460,000.00	729,118.08	595,552.19		2,784,670.27
<b>1240 - Plant Tools &amp; Equipment</b>					0.00
124001 - Plant Tools & Equipment - Urban	45,000.00				45,000.00
<b>1250 - Telemetry &amp; Control Systems Upgrade</b>					0.00
125002 - Remote telemetry units & radio upgrade project	150,000.00	52.47			150,052.47
<b>1260 - Radio Communications Upgrade/Replacements/Improvements</b>					0.00
126001 - Radio Communication		7,920.00			7,920.00
126003 - Yamba Digital Repeater	330,000.00				330,000.00
<b>1270 - Energy Efficiency &amp; Cost Minimisation</b>					0.00
127001 - Solar Pilot plant - East Wagga	4,400,000.00	539,077.10		-2,900,000.00	2,039,077.10
<b>20 - Water Infrastructure</b>					0.00
<b>201 - Sources</b>					0.00
<b>2010 - Bores-renew/refurbish/decommission</b>					0.00
201004 - Souteworks Metering (governance)	40,000.00	4,130.56			44,130.56
201005 - Switchboards Improvements/Replacements			116,413.00		116,413.00
201007 - Oura Bore 1 & WTP	50,000.00				50,000.00
201008 - Ralvona x 3	20,000.00			-20,000.00	0.00
<b>211 - Treatment Plants</b>					0.00
<b>2120 - Aeration Tower Covers</b>					0.00
212002 - North Wagga Shade Cloth Replacement		37,863.70	162,410.99		200,274.69
<b>2130 - Specific Treatment Plant improvements</b>					0.00
213001 - Online & Remote Monitoring	50,000.00	5,942.00			55,942.00
213002 - Bulgary Raw Water Turbidity Metering	22,500.00			-22,500.00	0.00
213003 - Wagga Sludge WTP - Centrifuge Control System Upgrade - Design			50,000.00		50,000.00
213004 - Wagga Filtration WTP - Thickening Tank Sludge Transfer Pump			50,000.00		50,000.00
213006 - Wagga Sludge Thickening Tank Access - Safety Improvements			12,885.97		12,885.97
213010 - West Wagga Aeration WTP - High Level Inlet Control Valve		3,675.00			3,675.00
<b>2140 - Treatment Plant refurbishments</b>					0.00
214001 - WTP stage 1 - Urban		37,956.05	16,968.31		54,924.36
214003 - Footpaths and Covered Walkways	50,000.00			-50,000.00	0.00
214005 - Bomen pump station			29,614.71		29,614.71
214008 - WTP Fluoridation Plant Replacement		129,271.00			129,271.00
214010 - Tarcutta Manganese Filter Replacement		3,248.40			3,248.40
214011 - Urana Groundwater Investigation	100,000.00		200,000.00	-100,000.00	200,000.00
214012 - Woomargama WTP			195,784.00		195,784.00
214013 - Laboratory Equipment	19,300.00				19,300.00
214014 - Relining of Thickener (old clarifier 1)		66,726.25			66,726.25
214016 - Sludge Tank Mixer		40,654.04	32,349.57		73,003.61
214019 - Gardiners Crossing Aeration Tower Access			6,393.00		6,393.00
214024 - Wagga Filtration Plant-Lining Lamella Clarifiers	100,000.00				100,000.00
214025 - Relining of Waste Water Holding Tank-old clarifier 2	20,000.00				20,000.00
NEW - Wagga Filtration Water Treatment Plant				50,000.00	50,000.00
NEW - Duplication of Wagga Water Treatment Plant Design				250,000.00	250,000.00
<b>221 - Pumping Stations</b>					0.00
<b>2210 - Pump Stations Renewal/Refurbish/Upgrade</b>					0.00
221006 - Holbrook HL Pump Station	50,000.00			-50,000.00	0.00
221007 - Ralvona Pumpstation Switchboard Replacement	50,000.00				50,000.00
221009 - Ladysmith pumpstation	25,000.00			-25,000.00	0.00
221010 - Wagga CWS - Bomen pump station	50,000.00			-50,000.00	0.00
NEW - West Wagga HL pumping system upgrade				50,000.00	50,000.00

Project	FY25-26 Original Budget	Carryover	Revote	Budget Adjustment	FY25-26 Revised Budget
<b>2220 - Pump &amp; Motor Maintenance / Replacements</b>					0.00
222002 - North Wagga WTP Pumpstation - Pump & Motor Replacements	50,000.00				50,000.00
222003 - East Bomen Pump Station Pump Replacement		1,823.20			1,823.20
<b>231 - Reservoirs</b>					0.00
<b>2310 - General Improvements</b>					0.00
231001 - Reservoir Access Security Enclosures & Cameras	20,000.00		109,745.25	-20,000.00	109,745.25
<b>2320 - New/Replacement Reservoirs</b>					0.00
232001 - Main Low Level Reservoir 2x11ML Investigation & Design - Urb		96,498.14			96,498.14
232004 - Oura Reservoir Replacement 2x100kL with 700??? kL replacement	1,000,000.00				1,000,000.00
232005 - The Rock Reservoir South	30,000.00	43,136.63	0.00		73,136.63
232006 - Rand Reservoir 1		15,400.00	3,388.27		18,788.27
232008 - Walla Walla Reservoir Replacement	200,000.00				200,000.00
<b>2340 - Reservoirs - Upgrade Ladders and Access</b>					0.00
234001 - Urana - Reservoirs - upgrade ladders and access				30,000.00	30,000.00
234003 - Bomen 1 - Reservoirs - upgrade ladders and access Urban	30,000.00				30,000.00
234004 - Holbrook LL - Reservoirs - upgrade ladders and access Non-U	30,000.00			-30,000.00	0.00
234005 - Milbrulong BT - Reservoirs - upgrade ladders and access Non	30,000.00			-30,000.00	0.00
234006 - The Gap	30,000.00				30,000.00
234007 - Lockhart	30,000.00			-30,000.00	0.00
<b>2350 - Reservoir Hatches Magflows</b>					0.00
235001 - Reservoir Magflows - Non-Urban	25,000.00			-25,000.00	0.00
<b>2360 - Asset demolition</b>					0.00
236002 - Red Hill No.1 Steel (Abandoned) Reservoir		2,475.71			2,475.71
<b>241 - Mains</b>					0.00
<b>2410 - System Improvements</b>					0.00
241001 - System Improvements - Urban	200,000.00				200,000.00
241005 - Boree to Morundah		176,219.13	124,546.32		300,765.45
241006 - WW WTP 600mm DICL Koorlingal Rd	250,000.00				250,000.00
241007 - LL mains connection (Coleman St)			49,717.76		49,717.76
<b>2420 - Reticulation for Developers (including other extensions)</b>					0.00
242001 - Reticulation for Developers - Urban	800,000.00				800,000.00
242002 - Reticulation for Developers - Non-Urban	60,000.00				60,000.00
<b>2430 - Renew Reticulation Mains</b>					0.00
243010 - Kapooka Rd, San Isidore - 620m 150mm OPVC			83,931.98		83,931.98
243011 - Becks Lane, The Gap - 1100m of 100mm OPVC	100,000.00				100,000.00
243012 - Old Narrandera Rd - 850m of 100mm OPVC	50,000.00				50,000.00
243013 - Mitchell Road, 2.3km 100mm & 150mm OPVC	250,000.00				250,000.00
243014 - Rudd St (Heydon to Hodson)	100,000.00				100,000.00
243015 - Hodson Ave (Mitchelmore to Macleay)	80,000.00				80,000.00
243016 - Blamey St (Macleay to Heath)	100,000.00				100,000.00
243017 - Fernleigh Rd (Bluett to Heath)	100,000.00				100,000.00
243018 - Raye St (Bruce St to Mark Ave)	50,000.00				50,000.00
243019 - Mate St, Tarcutta	100,000.00				100,000.00
<b>2440 - Renew Trunk Mains</b>					0.00
244006 - Culcairn Holbrook Road East of Morven, 5.1km 150mm oPVC	175,000.00				175,000.00
244016 - Plumpton Rd (WWCC works)	3,590,000.00				3,590,000.00
<b>251 - Services</b>					0.00
<b>2510 - Service Connections, new including Meters</b>					0.00
251001 - Service Connections, new - Urban	500,000.00				500,000.00
251002 - Service Connections, new - Non-Urban	50,000.00				50,000.00
<b>2520 - Renew Services</b>					0.00
252001 - Renew Services - Urban	300,000.00				300,000.00
252002 - Renew Services - Non-Urban	30,000.00				30,000.00
<b>261 - Meters</b>					0.00
<b>2610 - Water meters replacement</b>					0.00
261001 - Water meters replacement - Urban	300,000.00				300,000.00
261002 - Water meters replacement - Non-Urban	50,000.00				50,000.00
<b>2620 - Remote metering</b>					0.00
262001 - Remote metering - Non-Urban	50,000.00				50,000.00
262002 - Smart Meters - Investigation LE, GSM2 digital comms			75,161.00		75,161.00
<b>2630 - Water Filling Stations</b>					0.00
263001 - Water Filling Station Upgrade	260,000.00			-160,000.00	100,000.00
<b>30 - Minor Capex Budget Reserve</b>					0.00
<b>301 - Minor Capex Budget Reserve</b>					0.00
<b>3010 - Minor Capex Budget Reserve</b>					0.00
301001 - Minor Capex Budget Reserve	150,000.00				150,000.00
	<b>21,479,624.00</b>	<b>1,985,465.97</b>	<b>2,016,349.31</b>	<b>-3,224,000.00</b>	<b>22,257,439.28</b>

# R4 Customer rebate 2024/25 summary report

## Organisational Area Corporate Services

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

**Summary** The Board receives a six-monthly and annual report of undetected leak rebates, and write offs related to debt management and financial hardship.

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

## Report

At the June 2024 Board meeting, Council resolved to receive a six-monthly update on applications for undetected leak rebate and any write offs or adjustments related to financial hardship or debt management.

At the six-monthly report in December 2024 meeting, 35 undetected leak rebates had been issued, totalling support of \$26,252.

Also reported was a debt management write off totalling \$5,542.73 approved by the Board at the October 31 meeting. The conditions of this write off have not been met by the other party and it has been withdrawn at this time.

As at the end of the financial year, the rebates and write offs approved by staff as provided for in the Policy were:

2024/25 customer rebates		
<u>Type</u>	<u>No. of accounts</u>	<u>Total value</u>
Undetected leak rebate	78	\$53,424.49

## Strategic Alignment

Our Business

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

## Financial Implications

Any rebates or write offs reflect foregone revenue.



**Workforce Implications**

Not applicable.

**Risk Considerations**

<b>Corporate Governance And Compliance</b>	
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.

## R5 Donations and Sponsorships 2025-26 progress report

### Organisational Area Corporate Services

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

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

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

### Report

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

As part of the Donations and Sponsorships Policy, this is reported to the Board as required on a per-meeting basis. As at 15 August 2025, \$45,000 had been awarded to 15 recipients during the current financial year.

There is an amount of \$60,000 remaining in the donations and sponsorships budget for 2025/26, not including any long-standing partnerships or expected applications, to be assessed on their merit. With these in mind, the budget is on track to be expended in 2025/26.

Recipient	Description	Type	LGA	Amount
Wagga Wagga Takes 2	Golden Buzzer. Funds go directly to charity	Sponsorship	Wagga	\$3,000.00
Basketball NSW	NAIDOC 3X3 Basketball Gala Day	Donation	Wagga	\$3,000.00
Southern Sports Academy	Community Partner - Incl. Indigenous Talent Program - Talent ID day	Sponsorship	All regions	\$5,000.00
Specialist Medical Foundation	Carols by Candlelight at the Riverside Precinct	Sponsorship	Wagga	\$2,500.00
St Vincent de Paul	Winter Sleepout appeal	Sponsorship	Wagga	\$2,500.00
Spirit of the Land Lockhart Inc	Sponsorship annual Spirit of the Land Festival	Sponsorship	Lockhart	\$2,500.00

Riverina Conservatorium of Music	Christmas with the Con	Sponsorship	Wagga	\$2,500.00
Lockhart Picnic Race Clun Inc.	Picnic Races	Sponsorship	Lockhart	\$2,500.00
Kurrajong	Hildasid Farm	Donation	Wagga	\$2,000.00
The Rock Bowling Club	Rock for a Reason	Donation	Lockhart	\$500.00
RDA Riverina	ADF special dinner event	Sponsorship	Wagga	\$2,000.00
Liller Lodge	CanAssist Race Day	Sponsorship	Wagga	\$2,000.00
Fishing For Kynan	2025 event	Donation	Wagga	\$1,000.00
Murrumbidgee Landcare	Riverina Harvest Festival	Sponsorship	Wagga	\$3,000.00
Water Aid	Silver membership	Membership	N/A	\$11,000
<b>Total</b>				<b>\$45,000</b>

### Strategic Alignment

Our Community

Actively support and participate in our community

### Financial Implications

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

### Workforce Implications

Not applicable.

### Risk Considerations

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

## R6 Draft Acknowledgement of Country Policy

### Organisational Area Corporate Services

<b>Author</b>	Josh Lang, Customer and Communications Team Leader
<b>Summary</b>	An action of the Reconciliation Action Plan is to review Riverina Water's Acknowledgement of Country Policy.

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### RECOMMENDATION that Council:

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

### Report

Riverina Water has had an Acknowledgement of Country Policy for some time. As part of the adopted Reconciliation Action Plan (RAP) actions, the policy is to be reviewed.

Staff undertook a comparison of recently reviewed policies and resources from Reconciliation Australia to update the policy. Consultation via the RAP Working Group with Mawang Gaway provided key feedback to remove the reference to the word "emerging" in the actual Acknowledgment of Country.

In general, the wording in the policy has been strengthened and aligned with cultural best practice at other organisations. The draft policy is presented to the Board for public exhibition, during which time any further feedback will be sought from the community and stakeholders.

### › R6.1 Draft Acknowledgement of Country Policy [↓](#)

### Strategic Alignment

Our Community

Continue to develop positive relationships with our First Nations community

### Financial Implications

Not applicable.

### **Workforce Implications**

Not applicable.

### **Risk Considerations**

<b>Corporate Governance And Compliance</b>	
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.



## Acknowledgment of Country Policy 1.16

### Purpose

The purpose of this policy is to set out guiding principles for Riverina Water County Council, its management and staff in recognising and respecting the Traditional Custodians of the lands that we supply water on, the Wiradyuri people. The policy outlines appropriate use of Acknowledgment of Country and Welcome to Country protocols at meetings, events, and official functions..

### Policy Statement

Riverina Water acknowledges the importance of recognising Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land and waters we work on. An Acknowledgment of Country is a way to pay respect to the Wiradyuri people and to the continuing connection of all First Nations peoples to land, culture, and community..

### Scope

This policy applies to the Chairperson, Deputy Chairperson, Board Members, CEO, Directors and staff when conducting board meetings, committee meetings of Council, public-facing activities, or other events coordinated by Riverina Water..

### Principles

This policy supports Riverina Water's commitment to reconciliation, inclusion and cultural safety. By incorporating an Acknowledgement of Country, Riverina Water is able to:

- Recognise and pay respect to First Nations Peoples, cultures and heritage
- Communicate First Nations' cultural practices to the broader community to promote respect and understanding
- Demonstrate that First Nations' cultures are living through maintenance and practice of ceremonies and protocols
- Acknowledge First Nations People's unique position which can assist in building relationships and partnerships

#### Data and document control

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**Author:** Customer and Communications Team  
**Leader**

**Version 4.0**  
**Last revised date 1/6/2025**  
**Next scheduled review: June 2029**

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## Policy Implementation

An Acknowledgement of Country takes place at board meetings, committee meetings of Council and major official functions. It may also be included at other events, meetings, community presentations, or communications at the discretion of the presenter.

For official functions or significant public events, may seek to engage a recognised Wiradyuri Elder to conduct a Welcome to Country ceremony. This may include a spoken welcome, traditional dance, music, or smoking ceremony. Appropriate consultation and compensation should be arranged where applicable.

### Preferred Acknowledgment of Country wording:

"Riverina Water acknowledges the traditional custodians of the land and waters, the Wiradyuri people, and pays respect to Elders past and present. We extend our respect to all First Nations Peoples across our supply area."

This wording may be adapted slightly to suit the context, such as for written communication, signage, or informal gatherings.

## Non Compliance

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

Policy number	Policy 1.16
Responsible area	CEO
Approved by	Riverina Water Board – Res 22/016
Approval date	23 February 2022
Legislation or related strategy	N/A

### Data and document control

Page 2 of 3

**Author:** Customer and Communications Team  
**Leader**

**Version 4.0**  
**Last revised date 1/6/2025**  
**Next scheduled review: June 2029**



Documents associated with this policy	Code of Conduct Policy 1.01
	Code of Meeting Practice Policy 1.02
	Reconciliation Action Plan
Policy history	Original 25 August 2020 10/107
	Review 27 February 2013 13/14
	Review 22 February 2017 17/13
Review Schedule	Every 4 years (next review due June 2029), or if required as per current Reconciliation Action Plan

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**

<b>Data and document control</b>	
Page 3 of 3	
<b>Author: Customer and Communications Team Leader</b>	<b>Version 4.0</b>
	<b>Last revised date 1/6/2025</b>
	<b>Next scheduled review: June 2029</b>



## R7 2025/26 Riverina Water grants program

### Organisational Area Corporate Services

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

**Summary** The guidelines for the Riverina Water's grants program have been reviewed and are presented for adoption.

### RECOMMENDATION that Council:

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

### Report

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

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

Following a review of the program to date, the Board endorsed the continuation of the grants program at the April 2025 meeting.

In the lead up to the 2025/26 program, the grant guidelines have been reviewed to ensure the effectiveness of the program and in response to any challenges or opportunities presented in the previous year's program.

Along with minor changes or clarifications in wording and general updates highlighted in the attached guidelines document, two significant changes are proposed:

#### 1. Introduction of fixed funding amounts

It is proposed for the 2025/26 program to introduce funding blocks where applicants seek a fixed amount of either \$5,000 or \$10,000.

It is anticipated this change will create several benefits:

- Reflect the desire of the Board to ensure multiple, strong grant recipients, rather than one or two large recipients (for example, applicants could seek up to \$20,000 previously)
- More efficient assessment process with funding is awarded in \$5000 or \$10,000 blocks out of the relevant Local Government Area allocation (that is \$20,000 or \$40,000)

- No longer having to manage cents or obscure unallocated funding amounts
- Ensures that applicants have the ability to fund or resource any gap in project costs
- Ensures that the grants program complements rather than competes with Council donations. Projects less than \$5000 are better suited to the donations and sponsorships program.
- Is in line with many similar grants program where fixed funding amounts are offered
- Is more reflective of recent grants program recipients. For example, in 2024/25, there were only 3 recipients above \$10,000 with the highest being \$12,000.

## **2. Changes to program objectives**

In lieu of categories, the program requires that applications demonstrate alignment with at least one program objective; currently Our Community, Health and Wellbeing, Water Conservation and Education, Arts and Culture, and Sustainability and Environment.

It is proposed to condense the priority areas to improve the application and assessment process, and integrate First Nations, diversity and inclusion outcomes in line with the Reconciliation Action Plan and the Disability Inclusion Action Plan, which is currently in development.

The proposed priority areas are:

### Caring for Country & Water

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

### Connected & Inclusive Communities

- › Support for projects that strengthen social connection, improve access, and celebrate community identity and wellbeing.
- › This includes initiatives that:

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

### Culture, Creativity & Place

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

### **2025/26 funding allocations**

While the financial statements are in draft, the final grants calculation is not anticipated to exceed \$100,000. Should it exceed the minimum amount, the total funding pool will be distributed evenly per LGA as per the existing allocation method (40% Wagga Wagga City Council, 20% each to Lockhart Shire, Greater Hume, and Federation Councils).

Based on the current expectation, the funding allocation in 2025/26 will again be \$100,000, with \$40,000 allocated to the Wagga Wagga City Council and \$20,000 each to Lockhart Shire, Greater Hume, and Federation Councils.

### **2025/26 program timeline**

- › Applications open: 9am, Monday 8 September 2025
- › Applications close: 11.59pm, Sunday 9 October 2025
- › Administration and assessment: 21 October to 1 December 2025
- › Approval of grant allocations: 11 December 2025 Board Meeting
- › Notification to applicants: By 19 December 2025
- › Project completion and acquittal: By 31 January 2027

## Assessment process and panel nominations

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

The assessment panels review applications individually via an online survey, then convene (in person or via online meeting) to discuss and determine the projects recommended for funding to be presented to the December 2025 Board meeting.

For prospective panel members' information, the individual survey period will likely be between 31 October to 14 November 2025 and assessment panel meetings between 17 to 28 November 2025.

The assessment panel for each LGA includes:

- › Riverina Water Chairperson
- › Riverina Water CEO
- › One Constituent Council staff member plus alternate if required in case of conflict of interest or unavailability.
- › One Constituent Council Board member plus alternates if required in case of conflict of interest or unavailability.

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

The Board is asked to please take nominations at the August 2025 Board Meeting to determine the panellist and alternate for the Wagga Wagga City Council and Greater Hume panels.

### › R7.1 **Riverina Water Grants Program Guidelines 2025/26** [↓](#)

## Strategic Alignment

Our Community

Actively support and participate in our community

## Financial Implications

The grants program is included in the budget for 2025/26.

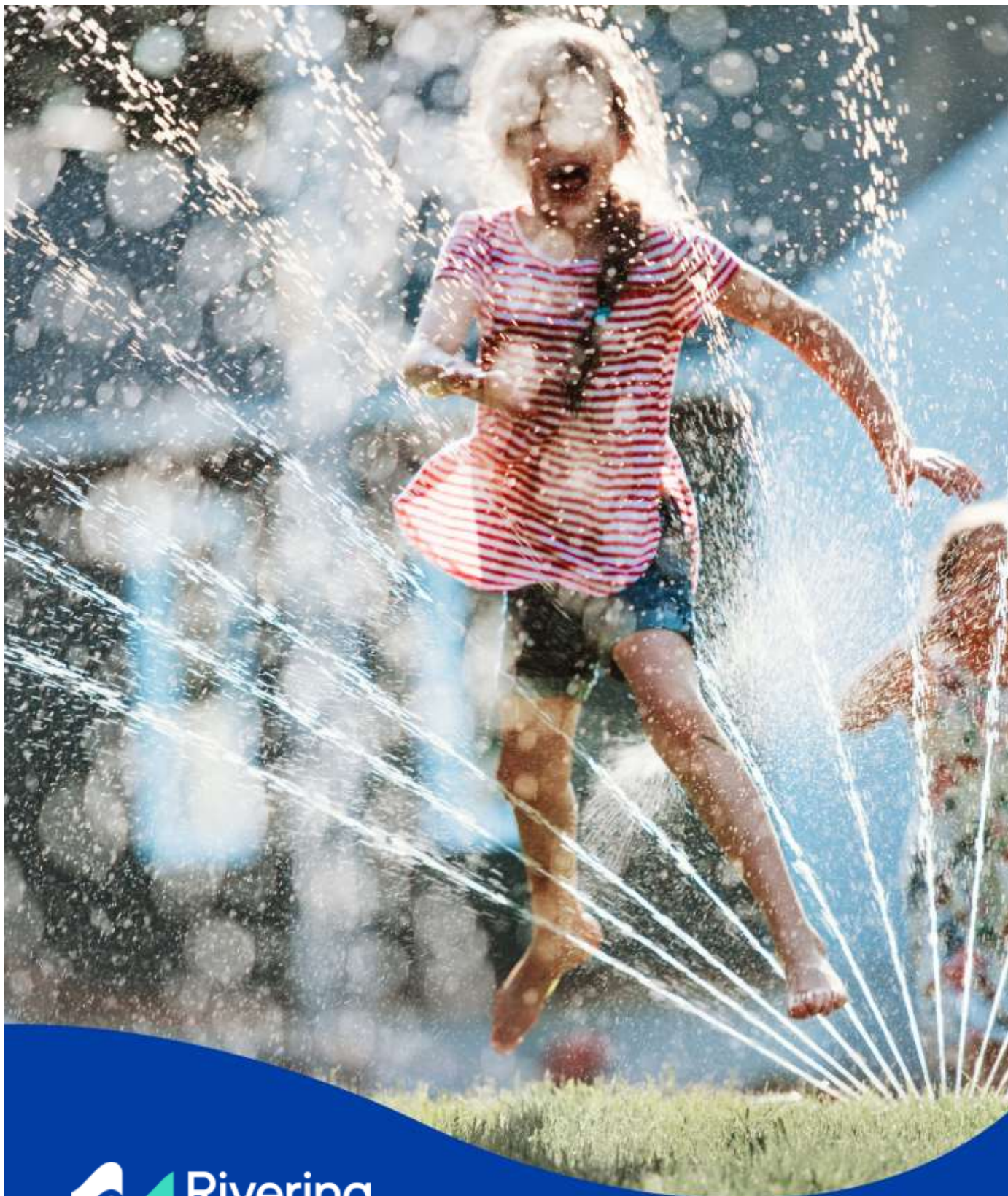
## Workforce Implications

Not applicable.

**Risk Considerations**

<b>Community Partnerships</b>	
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.

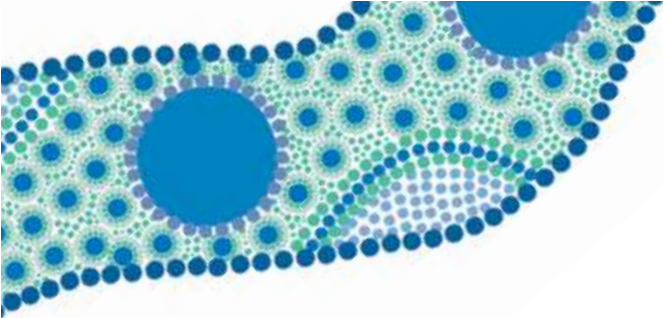




## 2025/26 Grants Program

Guidelines & information pack for applicants

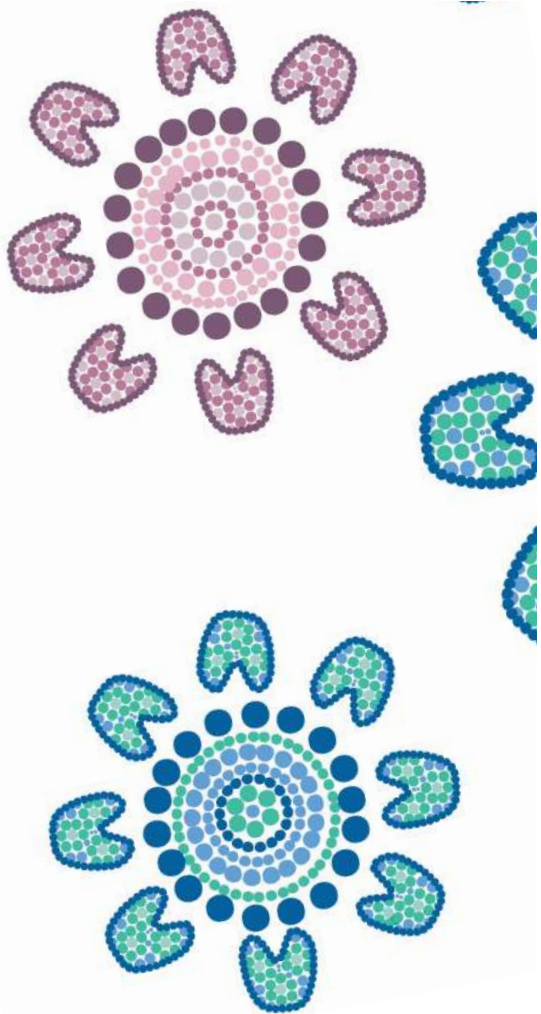
[rwcc.nsw.gov.au/grants](http://rwcc.nsw.gov.au/grants) | [community@rwcc.nsw.gov.au](mailto:community@rwcc.nsw.gov.au)



**Acknowledgement of Country**

Riverina Water County Council acknowledges the Traditional and continuing Custodians of the land we supply water on, the Wiradyuri people. We pay our respects to Elders past and present, as well giving our respect to all First Nations Peoples living in this community. We recognise the deep cultural connection Wiradyuri and First Nations communities have with the lands and waters of this region.

*Living Water (2023), Owen Lyons*



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# Introduction

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

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

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

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

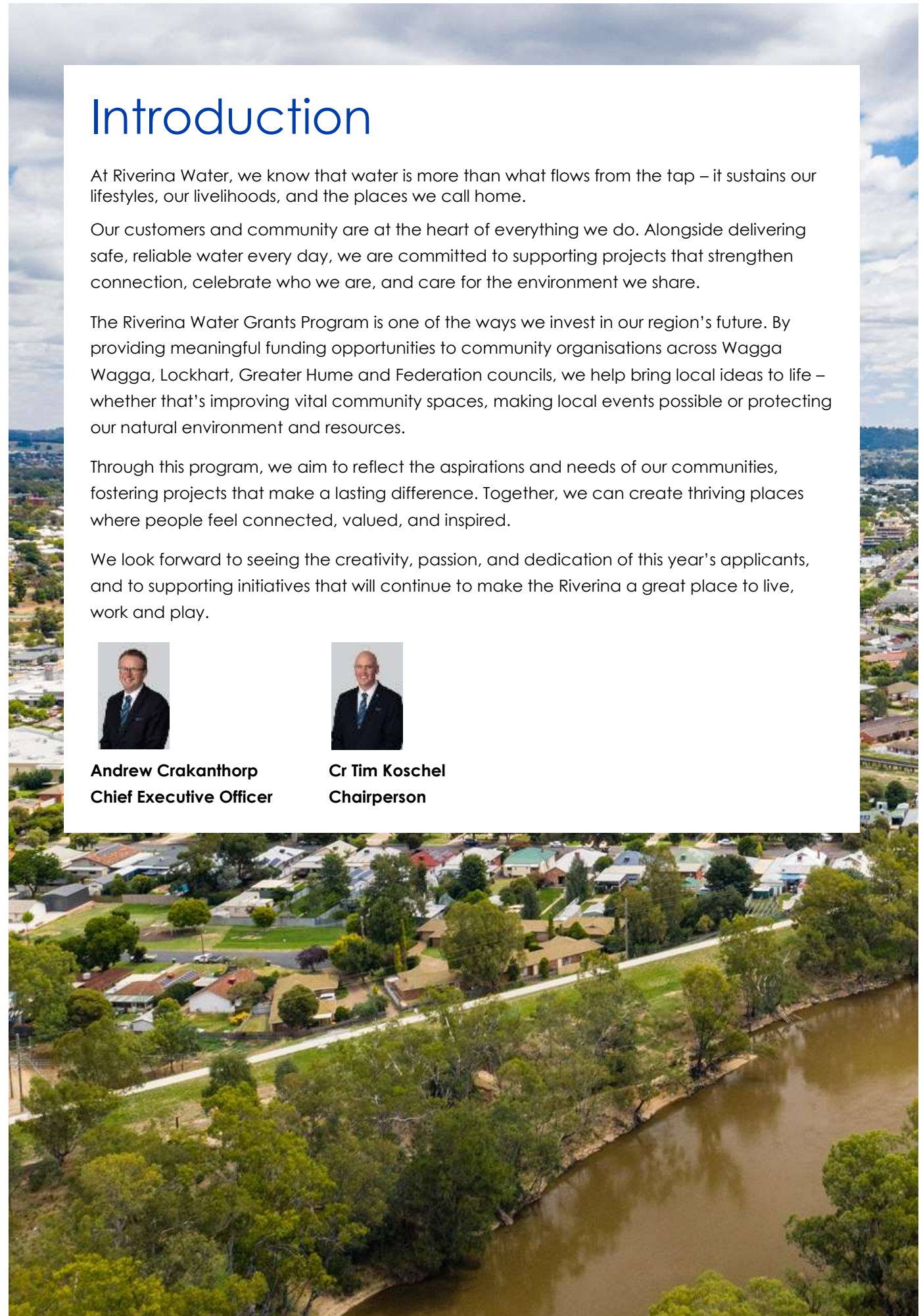
We look forward to seeing the creativity, passion, and dedication of this year's applicants, and to supporting initiatives that will continue to make the Riverina a great place to live, work and play.



**Andrew Crakanthorp**  
Chief Executive Officer



**Cr Tim Koschel**  
Chairperson





## 2 | Key information

### Program timeline



**Applications open:** 9am, Monday 8 September 2025



**Applications close:** 11.59pm, Sunday 9 October 2025



**Assessment of applications and administration:** 21 October to 1 December 2025

**Approval of grant allocations:** 11 December 2025 Board Meeting

**Notification to successful applicants:** By 19 December 2025

**Deadline for project completion and acquittal:** By 31 January 2027

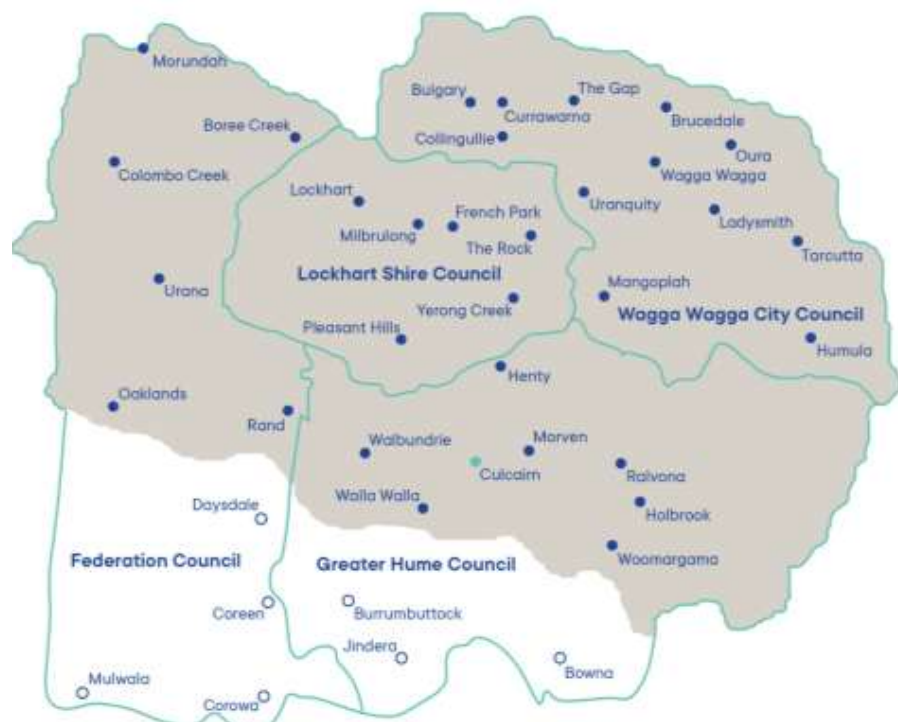
### Grant funding allocations per local government area (LGA)

LGA	Funding pool	Grant amounts
Wagga Wagga City Council	\$40,000	
Lockhart Shire Council	\$20,000	Applicants can apply for grants for amounts of either \$5000 or \$10,000.
Greater Hume Council	\$20,000	
Federation Council	\$20,000	

### Riverina Water supply area

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

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



### 3 | Grants program objectives

Applications must meet at least one of our program objectives

#### Caring for Country & Water

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

#### Connected & Inclusive Communities

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

#### Culture, Creativity & Place

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

## 4 | Eligibility requirements

To be eligible, applications must:

- › Demonstrate how the application meets at least one of the program's objectives (as per section 4 of this document)
- › Meet the supply area requirements (as per section 3 of this document)
- › Be either an incorporated not-for-profit community organisation; or Council committee, as constituted under section 355 of the Local Government Act

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

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

### Auspice and sponsoring organisations

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

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

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

### Riverina Water will not fund projects by:

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

## 5 | Additional information

### Assessment considerations

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

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

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

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

### Preparing your application

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

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

## Successful applicants

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

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

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

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

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

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

## Government information (Public Access) Act

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

## Excluded projects

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

## Contact us

**Need help with your grant application?**

**Our Riverina Water community engagement team is here to help:**

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

**For full information on the grants program, visit** [rwcc.nsw.gov/grants](https://rwcc.nsw.gov/grants)

## R8 Proposed School Awards Program

### Organisational Area Corporate Services

<b>Author</b>	Josh Lang, Customer and Communications Team Leader
<b>Summary</b>	Riverina Water is considering providing a donation to schools to fund an end-of-year award to foster engagement at a grassroots level.

---

**RECOMMENDATION** that Council endorse the implementation of the proposed School Awards Program as outlined in the report.

### Report

Riverina Water is committed to supporting the growth, capability, and future of our communities.

To help achieve these objectives, it is proposed that Riverina Water proactively provide funding for an annual School Awards Program under the Donations and Sponsorships Policy.

The proposed program aims to create consistent, equitable, and visible engagement opportunity across the region, while encouraging the next generation in areas aligned to our purpose and values.

In summary, the program would:

- Offer a fixed amount per school to all schools in the supply area - \$100 for primary schools and \$200 for secondary schools, to be awarded at the school's annual end-of-year (or Presentation Night) Awards
- Schools would determine the award criteria and recipient within Riverina Water's preferred focus areas such as Science, Technology, Engineering & Maths (STEM), environmental stewardship, sustainability, or community service
- Schools will be required to invite a Riverina Water representative the opportunity to present the award if a Board member, senior leader or suitable staff member is available – increasing leadership visibility and strengthening relationships.

This program reflects Riverina Water's ongoing commitment to help grow and strengthen communities, particularly through education water literacy. It complements existing initiatives such as education programs, incursions and tours, creating awareness and fostering understanding of Riverina Water's vital role in everyday life.

While every school may not initially take up the opportunity, there are approximately 40 primary schools and 12 high schools in the supply area; meaning an estimated \$6,800 would be utilised from the donations and sponsorship budget for this program.



For this investment, the program provides 52 touchpoints per year for Riverina Water to be active in our communities.

As per the Donation and Sponsorship Policy, the end-of-year school award contribution would be mean schools could not apply for a further donation. Currently, schools make up a small percentage of applicants and often the request does not meet the policy criteria.

If endorsed, Riverina Water would write to schools to invite them to take part in the opportunity. Schools would express their interest, provide advice on the proposed award and any administrative requirements.

### **Strategic Alignment**

Our Community

Actively support and participate in our community

### **Financial Implications**

An estimated \$6,800 would be allocated from the donations and sponsorship budget. As of 15 August 2025, there is \$60,000 remaining. There are several expected and/or annual applications yet to be received, however, there is sufficient budget to accommodate the Schools Award Program when taking these into consideration; noting the 2024/25 budget was underspent.

### **Workforce Implications**

Not applicable.

### **Risk Considerations**

<b>Community Partnerships</b>	
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 Code of Meeting Practice

### Organisational Area Corporate Services

**Author** Wendy Reichelt, Governance & Corporate Planning Officer

**Summary** The Code of Meeting Practice Policy 1.02 is presented to the Board for review and endorsement to be placed on public exhibition.

---

### RECOMMENDATION that Council:

- a) Review the Code of Meeting Practice Policy 1.02
- b) Note that as required, the Code of Meeting Practice Policy 1.02 will be placed on public exhibition for a period of 28 days
- c) Note that following the exhibition period, the Code of Meeting Practice Policy 1.02 will be presented to the Board at its meeting in October for final review and adoption

### Report

As with the Code of Conduct Policy 1.01, the Riverina Water Code of Meeting Practice Policy 1.02 is scheduled to be reviewed by the new Board within its first 12 months.

Councils have been awaiting the outcome of the Office of Local Government (OLG) review of the Model Code of Meeting Practice, which has been under consultation for some time. To date, no final determination has been issued. Given the statutory review timeframes, most councils are proceeding with reviews of their existing Codes of Meeting Practice in their current form.

Once the OLG finalises and issues any amendments to the Model Code, Riverina Water's Code of Meeting Practice Policy 1.02 will again be reviewed, and any necessary changes will be made. The updated version will then be re-presented to the Board for consideration.

Attached is a copy of the current Code of Meeting Practice Policy 1.02. As the requirements for public exhibition in this context are not entirely clear, Riverina Water will proceed with a 28-day public exhibition period to ensure compliance.

### › R9.1 Code of Meeting Practice Policy 1.02 [↓](#)

### Strategic Alignment

Our Business

Improve strategic planning and accountability

### Financial Implications

Not applicable.

**Workforce Implications**

Not applicable.

**Risk Considerations**

<b>Corporate Governance And Compliance</b>	
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 Code of Meeting Practice**

Policy 1.02

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## 1. Introduction

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

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

## 2. Meeting principles

2.1 Board and committee meetings should be:

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

## 3. Before the meeting

### Timing of ordinary board meetings

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

### Extraordinary meetings

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

**Note:** Clause 3.3 reflects section 366 of the Act.



### **Notice to the public of council meetings**

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

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

- 3.5 For the purposes of clause 3.4, notice of a meeting of the Board and of a committee of Riverina Water is to be published before the meeting takes place. The notice must be published on Riverina Water's website, and in such other manner that Riverina Water is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.
- 3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

### **Notice to members of ordinary board meetings**

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

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

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

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

### **Notice to members of extraordinary meetings**

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

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

### **Giving notice of business to be considered at board meetings**

- 3.10 A board member may give notice of any business they wish to be considered by the Board at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted four (4) business days before the meeting is to be held.
- 3.11 A board member may, in writing to the CEO, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.
- 3.12 If the CEO considers that a notice of motion submitted by a board member for consideration at an ordinary meeting of the Board has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the

CEO may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by the Board.

- 3.13 A notice of motion for the expenditure of funds on works and/or services other than those already provided for in Riverina Water's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the CEO must either:
- (a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the Board, or
  - (b) by written notice sent to all board members with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by the Board to such a date specified in the notice, pending the preparation of such a report.

### **Questions with notice**

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

### **Agenda and business papers for ordinary meetings**

- 3.17 The CEO must cause the agenda for a meeting of the Board or a committee of Riverina Water to be prepared as soon as practicable before the meeting.
- 3.18 The CEO must ensure that the agenda for an ordinary meeting of the Board states:
- (a) all matters to be dealt with arising out of the proceedings of previous meetings of the Board, and
  - (b) any matter or topic that the Chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
  - (c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
  - (d) any business of which due notice has been given under clause 3.10.
- 3.19 Nothing in clause 3.18 limits the powers of the chairperson to put a minute to a meeting under clause 8.6.

- 3.20 The CEO must not include in the agenda for a meeting of the Board any business of which due notice has been given if, in the opinion of the CEO, the business is, or the implementation of the business would be, unlawful. The CEO must report, without giving details of the item of business, any such exclusion to the next meeting of the Board.
- 3.21 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the CEO, is likely to take place when the meeting is closed to the public, the CEO must ensure that the agenda of the meeting:
- (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
  - (b) states the grounds under section 10A(2) of the Act relevant to the item of business.

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

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

### **Statement of ethical obligations**

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

### **Availability of the agenda and business papers to the public**

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

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

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

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

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

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

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

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

### **Agenda and business papers for extraordinary meetings**

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

### **Pre-meeting briefing sessions**

- 3.33 Prior to each ordinary meeting of the Board, the CEO may arrange a pre-meeting briefing session to brief members on business to be considered at the meeting. Pre-meeting briefing sessions may also be held for extraordinary meetings of the Board and meetings of committees of Riverina Water.
- 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. Riverina Water is to maintain a written record of all conflict of interest declarations made at pre-meeting briefing sessions and how the conflict of interest was managed by the board member who made the declaration.

#### **4. Public forums**

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

to do so to allow the Board to hear a fuller range of views on the relevant item of business.

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

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

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

## 5. Coming together

### Attendance by board members at meetings

- 5.1 All board members must make reasonable efforts to attend meetings of the Board and of committees of Riverina Water of which they are members.
- Note: A board member may not attend a meeting as a member (other than the first meeting of the Board after the member is elected or a meeting at which the member takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.**
- 5.2 A board member cannot participate in a meeting of the Board or of a committee of Riverina Water unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this Code.
- 5.3 Where a board member is unable to attend one or more ordinary meetings of the Board, the member should request that the Board grant them a leave of absence from those meetings. This clause does not prevent a member from making an apology if they are unable to attend a meeting. However the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this Code and the Act.
- 5.4 A board member's request for leave of absence from board meetings should, if practicable, identify (by date) the meetings from which the member intends to be absent and the grounds upon which the leave of absence is being sought.
- 5.5 The Board must act reasonably when considering whether to grant a member's request for a leave of absence.

- 5.6 A board member's civic office will become vacant if the member is absent from three (3) consecutive ordinary meetings of the Board without prior leave of the Board, or leave granted by the Board at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the Board has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

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

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

### **The quorum for a meeting**

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

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

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

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

- 5.10 A meeting of the Board must be adjourned if a quorum is not present:
- (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
  - (b) within half an hour after the time designated for the holding of the meeting, or
  - (c) at any time during the meeting.
- 5.11 In either case, the meeting must be adjourned to a time, date and place fixed:
- (a) by the Chairperson, or
  - (b) in the Chairperson's absence, by the majority of the members present, or
  - (c) failing that, by the CEO.
- 5.12 The CEO must record in the Board minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the Board together with the names of the members present.
- 5.13 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety and welfare of board members, Riverina Water staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the chairperson may, in consultation with the CEO and, as far as is practicable, with each board member, cancel the meeting. Where a meeting is



cancelled, notice of the cancellation must be published on Riverina Water's website and in such other manner that Riverina Water is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.

- 5.14 Where a meeting is cancelled under clause 5.13, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the Board or at an extraordinary meeting called under clause 3.3.

### **Meetings held by audio-visual link**

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

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

### **Attendance by board members at meetings by audio-visual link**

- 5.18 Board members may attend and participate in meetings of the Board and committees of Riverina Water by audio-visual link.
- 5.19 A board member who attends a meeting of the Board or a committee of Riverina Water by audio-visual link is to be taken as present at the meeting.
- 5.20 This Code applies to a board member attending a meeting by audio-visual link in the same way it would if the member was attending the meeting in person. Where a board member attends a meeting by audio-visual link under this Code, they are to be taken as attending the meeting in person for the purposes of the Code and will have the same voting rights as if they were attending the meeting in person.

- 5.21 Where a board member is attending a meeting by audio-visual link and for whatever reason that link is broken, the board member will be noted in the minutes as having left the meeting. If and when that link is restored and the board member rejoins the meeting, the minutes will note the time of return.
- 5.22 A board member must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The member's camera must be on at all times during the meeting except as may be otherwise provided for under this Code.
- 5.23 A board member must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting, or that are likely to bring the Board or the committee into disrepute.

### **Entitlement of the public to attend board meetings**

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

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

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

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

**Note: Clauses 14.13 and 14.14 confer a standing authorisation on all chairpersons of meetings of the Board and committees of Riverina Water to expel persons from meetings.**

## Webcasting of meetings

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

**Note: Clause 5.29 – 5.31 reflect section 236 of the Regulation**

- 5.38 Recording of meetings may be disposed of in accordance with the *State Records Act 1998*

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

- 5.33 The CEO is entitled to attend, but not to vote at, a meeting of the Board or a meeting of a committee of Riverina Water of which all of the members are board members.

**Note: Clause 5.33 reflects section 376(1) of the Act.**

- 5.34 The CEO is entitled to attend a meeting of any other committee of Riverina Water and may, if a member of the committee, exercise a vote.

**Note: Clause 5.34 reflects section 376(2) of the Act.**

- 5.35 The CEO may be excluded from a meeting of the Board or a committee while the Board or committee deals with a matter relating to the standard of performance of the CEO or the terms of employment of the CEO.

**Note: Clause 5.35 reflects section 376(3) of the Act.**

- 5.36 The attendance of other Riverina Water staff at a meeting, (other than as members of the public) shall be with the approval of the CEO.
- 5.37 The CEO and other Riverina Water staff may attend meetings of the Board and committees of Riverina Water by audio-visual link. Attendance by Riverina Water staff

at meetings by audio-visual link (other than as members of the public) shall be with the approval of the CEO.

## 6. The Chairperson

### The Chairperson at meetings

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

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

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

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

### Election of the Chairperson in the absence of the Chairperson and Deputy Chairperson

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

## **Chairperson to have precedence**

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

## **7. Order of business for ordinary board meetings**

- 7.1 The general order of business for an ordinary meeting of the Board shall be:
- 01 Opening meeting
  - 02 Acknowledgement of country
  - 03 Apologies and applications for a leave of absence or attendance by audio visual link by board members
  - 04 Confirmation of minutes
  - 05 Disclosures of interests
  - 06 Chairperson minute(s)
  - 07 Reports of committees
  - 08 Reports to the board
  - 09 Notices of motions/Questions with notice
  - 10 Confidential matters
  - 11 Conclusion of the meeting
- 7.2 The order of business as fixed under clause 7.1 may be altered for a particular meeting of the Board if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

**Note: Part 12 allows the Board to deal with items of business by exception.**

- 7.3 Despite clauses 9.20 – 9.30, only the mover of a motion referred to in clause 7.2 may speak to the motion before it is put.

## **8. Consideration of business at board meetings**

### **Business that can be dealt with at a board meeting**

- 8.1 The Board must not consider business at a meeting of the Board:
- (a) unless a board member has given notice of the business, as required by clause 3.10, and
  - (b) unless notice of the business has been sent to the members in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.

8.2 Clause 8.1 does not apply to the consideration of business at a meeting, if the business:

- (a) is already before, or directly relates to, a matter that is already before the Board, or
- (b) is the election of a chairperson to preside at the meeting, or
- (c) subject to clause 8.9, is a matter or topic put to the meeting by way of a chairperson minute, or
- (d) is a motion for the adoption of recommendations of a committee, including, but not limited to, a committee of Riverina Water.

8.3 Despite clause 8.1, business may be considered at a meeting of the Board even though due notice of the business has not been given to the members if:

- (a) a motion is passed to have the business considered at the meeting, and
- (b) the business to be considered is ruled by the Chairperson to be of great urgency on the grounds that it requires a decision by the Board before the next scheduled ordinary meeting of the Board.

8.4 A motion moved under clause 8.3(a) can be moved without notice. Despite clauses 9.20–9.30, only the mover of a motion referred to in clause 8.3(a) can speak to the motion before it is put.

8.5 A motion of dissent cannot be moved against a ruling by the Chairperson under clause 8.3(b).

### **Chairperson Minutes**

8.6 A Chairperson's Minute, when put to a meeting, takes precedence over all business on the Board's agenda for the meeting.

8.7 A recommendation made in a Chairperson Minute put by the Chairperson is, so far as it is adopted by the Board, a resolution of the Board.

8.8 A Chairperson's Minute must not be used to put without notice matters that are routine and not urgent, or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by the Board before the next scheduled ordinary meeting of the Board.

8.9 Where a Chairperson's Minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in Riverina Water's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the Chairperson's Minute does not identify a funding source, the Board must defer consideration of the matter, pending a report from the CEO on the availability of funds for implementing the recommendation if adopted.

## **Staff reports**

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

## **Reports of committees of Riverina Water**

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

## **Questions**

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

## **9. Rules of debate**

### **Motions to be seconded**

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

### **Notices of motion**

- 9.2 A board member who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.

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

### **Chairperson's duties with respect to motions**

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

### **Motions requiring the expenditure of funds**

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

### **Amendments to motions**

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



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

### **Foreshadowed motions**

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

### **Limitations on the number and duration of speeches**

- 9.20 A board member who, during a debate at a meeting of the Board, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 9.21 A board member, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 9.22 A board member must not, without the consent of the Board, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.

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

## 10. Voting

### Voting entitlements of board members

- 10.1 Each board member is entitled to one (1) vote.
- Note: Clause 10.1 reflects section 370(1) of the Act.**
- 10.2 The person presiding at a meeting of the Board has, in the event of an equality of votes, a second or casting vote.
- Note: Clause 11.2 reflects section 370(2) of the Act.**
- 10.3 Where the Chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

## Voting at board meetings

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

## 11. Committee of the whole

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

**Note: Clause 11.1 reflects section 373 of the Act.**

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

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

- 11.3 The CEO or, in the absence of the CEO, an employee of Riverina Water designated by the CEO, is responsible for reporting to the Board the proceedings of the committee of the whole. It is not necessary to report the proceedings in full but any recommendations of the committee must be reported.
- 11.4 The Board must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the Board's minutes. However,

the Board is not taken to have adopted the report until a motion for adoption has been made and passed.

## **12. Dealing with items by exception**

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

## **13. Closure of board meetings to the public**

### **Grounds on which meetings can be closed to the public**

- 13.1 The Board or a committee of Riverina Water may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:
  - (a) personnel matters concerning particular individuals (other than board members),
  - (b) the personal hardship of any resident or ratepayer,
  - (c) information that would, if disclosed, confer a commercial advantage on a person with whom Riverina Water is conducting (or proposes to conduct) business,
  - (d) commercial information of a confidential nature that would, if disclosed:
    - (i) prejudice the commercial position of the person who supplied it, or

- (ii) confer a commercial advantage on a competitor of Riverina Water,
- or
- (iii) reveal a trade secret,
- (e) information that would, if disclosed, prejudice the maintenance of law,
- (f) matters affecting the security of Riverina Water, board members, Riverina Water staff or property,
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
- (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
- (i) alleged contraventions of Riverina Water's Code of Conduct.

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

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

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

### **Matters to be considered when closing meetings to the public**

- 13.3 A meeting is not to remain closed during the discussion of anything referred to in clause 13.1:
- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
  - (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the Board or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

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

- 13.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 13.1(g) unless the advice concerns legal matters that:
- (a) are substantial issues relating to a matter in which the Board or committee is involved, and
  - (b) are clearly identified in the advice, and
  - (c) are fully discussed in that advice.

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

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

that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 13.1.

**Note: Clause 13.5 reflects section 10B(3) of the Act.**

- 13.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:
- (a) a person may misinterpret or misunderstand the discussion, or
  - (b) the discussion of the matter may:
    - (i) cause embarrassment to the Board or committee concerned, or to board members or to employees of Riverina Water, or
    - (ii) cause a loss of confidence in the Board or committee.

**Note: Clause 13.6 reflects section 10B(4) of the Act.**

- 13.7 In deciding whether part of a meeting is to be closed to the public, the Board or committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

**Note: Clause 13.7 reflects section 10B(5) of the Act.**

#### **Notice of likelihood of closure not required in urgent cases**

- 13.8 Part of a meeting of the Board, or of a committee of Riverina Water, may be closed to the public while the Board or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed, but only if:
- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 13.1, and
  - (b) the Board or committee, after considering any representations made under clause 13.9, resolves that further discussion of the matter:
    - (i) should not be deferred (because of the urgency of the matter), and
    - (ii) should take place in a part of the meeting that is closed to the public.

**Note: Clause 13.8 reflects section 10C of the Act.**

#### **Representations by members of the public**

- 13.9 The Board, or a committee of Riverina Water, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

**Note: Clause 13.9 reflects section 10A(4) of the Act.**

- 13.10 A representation under clause 13.9 is to be made after the motion to close the part of the meeting is moved and seconded.
- 13.11 Where the matter has been identified in the agenda of the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the

public, in order to make representations under clause 13.9, members of the public must first make an application to Riverina Water in the approved form. Applications must be received by midday of the Monday preceding the Board meeting before the meeting at which the matter is to be considered.

- 13.12 The CEO (or their delegate) may refuse an application made under clause 13.11. The CEO or their delegate must give reasons in writing for a decision to refuse an application.
- 13.13 No more than four (4) speakers are to be permitted to make representations under clause 13.9.
- 13.14 If more than the permitted number of speakers apply to make representations under clause 13.9, the CEO or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the Board. If the speakers are not able to agree on whom to nominate to make representations under clause 13.9, the CEO or their delegate is to determine who will make representations to the Board.
- 13.15 The CEO (or their delegate) is to determine the order of speakers.
- 13.16 Where the Board or a committee of Riverina Water proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, the Chairperson is to invite representations from the public under clause 13.9 after the motion to close the part of the meeting is moved and seconded. The Chairperson is to permit no more than four (4) speakers to make representations in such order as determined by the Chairperson.
- 13.17 Each speaker will be allowed three (3) minutes to make representations, and this time limit is to be strictly enforced by the Chairperson. Speakers must confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the Chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the Chairperson, the speaker will not be further heard.

### **Expulsion of non-members from meetings closed to the public**

- 13.18 If a meeting or part of a meeting of the Board or a committee of Riverina Water is closed to the public in accordance with section 10A of the Act and this Code, any person who is not a board member and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 13.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from

that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

### **Obligation of board members attending meetings by audio-visual links**

- 13.20 Board members attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

### **Information to be disclosed in resolutions closing meetings to the public**

- 13.21 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:
- (a) the relevant provision of section 10A(2) of the Act,
  - (b) the matter that is to be discussed during the closed part of the meeting,
  - (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

**Note: Clause 13.21 reflects section 10D of the Act.**

### **Resolutions passed at closed meetings to be made public**

- 13.22 If the Board passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.
- 13.23 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 13.22 during a part of the meeting that is webcast.

## **14. Keeping order at meetings**

### **Points of order**

- 14.1 A board member may draw the attention of the Chairperson to an alleged breach of this Code by raising a point of order. A point of order does not require a seconder.
- 14.2 A point of order cannot be made with respect to adherence to the principles contained in clause 2.1.
- 14.3 A point of order must be taken immediately it is raised. The Chairperson must suspend the business before the meeting and permit the board member raising the point of order to state the provision of this Code they believe has been breached. The Chairperson must then rule on the point of order – either by upholding it or by overruling it.



## Questions of order

- 14.4 The Chairperson, without the intervention of any other board member, may call any member to order whenever, in the opinion of the chairperson, it is necessary to do so.
- 14.5 A board member who claims that another member has committed an act of disorder, or is out of order, may call the attention of the Chairperson to the matter.
- 14.6 The Chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the Board.
- 14.7 The Chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

## Motions of dissent

- 14.8 A board member can, without notice, move to dissent from a ruling of the Chairperson on a point of order or a question of order. If that happens, the Chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 14.9 If a motion of dissent is passed, the Chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the Chairperson must restore the motion or business to the agenda and proceed with it in due course.
- 14.10 Despite any other provision of this Code, only the mover of a motion of dissent and the Chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

## Acts of disorder

- 14.11 A board member commits an act of disorder if the member, at a meeting of the Board or a committee of Riverina Water:
  - (a) contravenes the Act or any regulation in force under the Act, the Regulation or this Code, or
  - (b) assaults or threatens to assault another board member or person present at the meeting, or
  - (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the Board or the committee, or addresses or attempts to address the Board or the committee on such a motion, amendment or matter, or
  - (d) insults, makes unfavourable personal remarks about, or imputes improper motives to any other Riverina Water official, or alleges a breach of Riverina Water's Code of Conduct, or
  - (e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the Board or the committee into disrepute.

**Note: Clause 15.11 reflects section 182 of the Regulation**

14.12 The Chairperson may require a board member:

- (a) to apologise without reservation for an act of disorder referred to in clauses 14.11(a), (b), or (e), or
- (b) to withdraw a motion or an amendment referred to in clause 15.11(c) and, where appropriate, to apologise without reservation, or
- (c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 15.11(d) and (e).

**Note: Clause 14.12 reflects section 233 of the Regulation**

### **How disorder at a meeting may be dealt with**

14.13 If disorder occurs at a meeting of the Board, the Chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the Chair. The Board, on reassembling, must, on a question put from the Chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of board members.

### **Expulsion from meetings**

- 14.14 All chairpersons of meetings of the Board and committees of Riverina Water are authorised under this Code to expel any person including any board member, from a board or committee meeting, for the purposes of section 10(2)(b) of the Act.
- 14.15 Clause 14.14, does not limit the ability of the Board or a committee of the council to resolve to expel a person, including a board member, from a board or committee meeting, under section 10(2)(a) of the Act.
- 14.16 A board member may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the Board for having failed to comply with a requirement under clause 14.12. The expulsion of a board member from the meeting for that reason does not prevent any other action from being taken against the board member for the act of disorder concerned.

**Note: Clause 15.16 reflects section 233(2) of the Regulation**

- 14.17 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the Board for engaging in or having engaged in disorderly conduct at the meeting.
- 14.18 Where a board member or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.
- 14.19 If a board member or a member of the public fails to leave the place where a meeting of the Board is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by Riverina Water or person presiding, may, by using only such force as is necessary, remove the Board member

or member of the public from that place and, if necessary, restrain the Board member or member of the public from re-entering that place for the remainder of the meeting.

### **How disorder by board members attending meetings by audio-visual link may be dealt with**

- 14.20 Where a board member is attending a meeting by audio-visual link, the Chairperson or a person authorised by the Chairperson may mute the Board member's audio-link to the meeting for the purposes of enforcing compliance with the Code.
- 14.21 If a board member attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the Chairperson of the meeting or a person authorised by the Chairperson, may terminate the Board member's audio-visual link to the meeting.

### **Use of mobile phones and the unauthorised recording of meetings**

- 14.22 Board members, Riverina Water staff and members of the public must ensure that mobile phones are turned to silent during meetings of the Board and committees of Riverina Water.
- 14.23 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the Board or a committee of Riverina Water without the prior authorisation of the Board or the committee.
- 14.24 Without limiting clause 15.17, a contravention of clause 15.23 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.17. Any person who contravenes or attempts to contravene clause 14.23, may be expelled from the meeting as provided for under section 10(2) of the Act.
- 14.25 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by Riverina Water or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

## **15. Conflicts of interest**

- 15.1 All board members and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of the Board and committees of Riverina Water in accordance with the Code of Conduct. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.
- 15.2 Board members attending a meeting by audio-visual link must declare and manage any conflicts of interest they may have in matters being considered at the meeting in accordance with the Riverina Water Code of Conduct. Where a board member has

declared a pecuniary or significant non-pecuniary conflict of interest in a matter being discussed at the meeting, the board member's audio-visual link to the meeting must be suspended or terminated and the board member must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the Board or committee, or at any time during which the Board or committee is voting on the matter.

## 16. Decisions of the Board

### Board decisions

- 16.1 A decision supported by a majority of the votes at a meeting of the Board at which a quorum is present is a decision of the board.

**Note: Clause 16.1 reflects section 371 of the Act.**

- 16.2 Decisions made by the Board must be accurately recorded in the minutes of the meeting at which the decision is made.

### Rescinding or altering board decisions

- 16.3 A resolution passed by the Board may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.10.

**Note: Clause 16.3 reflects section 372(1) of the Act.**

- 16.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

**Note: Clause 16.4 reflects section 372(2) of the Act.**

- 16.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.10.

**Note: Clause 16.5 reflects section 372(3) of the Act.**

- 16.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) board members if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

**Note: Clause 16.6 reflects section 372(4) of the Act.**

- 16.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

**Note: Clause 16.7 reflects section 372(5) of the Act.**

- 16.8 The provisions of clauses 16.5–16.7 concerning lost motions do not apply to motions of adjournment.

**Note: Clause 16.8 reflects section 372(7) of the Act.**

- 16.9 A notice of motion submitted in accordance with clause 16.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.
- 16.10 A motion to alter or rescind a resolution of the Board may be moved on the report of a committee of Riverina Water and any such report must be recorded in the minutes of the meeting of the Board.

**Note: Clause 16.10 reflects section 372(6) of the Act.**

- 16.11 Subject to clause 16.7, in cases of urgency, a motion to alter or rescind a resolution of the Board may be moved at the same meeting at which the resolution was adopted, where:
- (a) a notice of motion signed by three(3) board members is submitted to the chairperson, and
  - (b) a motion to have the motion considered at the meeting is passed, and
  - (c) the Chairperson rules the business that is the subject of the motion is of great urgency on the grounds that it requires a decision by the Board before the next scheduled ordinary meeting of the Board.
- 16.12 A motion moved under clause 16.11(b) can be moved without notice. Despite clauses 9.20–9.30, only the mover of a motion referred to in clause 16.11(b) can speak to the motion before it is put.
- 16.13 A motion of dissent cannot be moved against a ruling by the Chairperson under clause 16.11(c).

**Recommitting resolutions to correct an error**

- 16.14 Despite the provisions of this Part, a board member may, with the leave of the Chairperson, move to recommit a resolution adopted at the same meeting:
- (a) to correct any error, ambiguity or imprecision in the Board's resolution, or
  - (b) to confirm the voting on the resolution.
- 16.15 In seeking the leave of the Chairperson to move to recommit a resolution for the purposes of clause 16.14(a), the Board member is to propose alternative wording for the resolution.
- 16.16 The Chairperson must not grant leave to recommit a resolution for the purposes of clause 16.14(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.
- 16.17 A motion moved under clause 16.14 can be moved without notice. Despite clauses 9.20–9.30, only the mover of a motion referred to in clause 16.14 can speak to the motion before it is put.
- 16.18 A motion of dissent cannot be moved against a ruling by the Chairperson under clause 16.14.

- 16.19 A motion moved under clause 16.14 with the leave of the Chairperson cannot be voted on unless or until it has been seconded.

## 17. After the meeting

### Minutes of meetings

- 17.1 Riverina Water is to keep full and accurate minutes of the proceedings of meetings of the Board.

**Note: Clause 17.1 reflects section 375(1) of the Act.**

- 17.2 At a minimum, the CEO must ensure that the following matters are recorded in the Board's minutes:

- (a) the names of board members attending a board meeting, and whether they attended the meeting in person or by audio-visual link
- (b) details of each motion moved at a board meeting and of any amendments moved to it,
- (c) the names of the mover and seconder of the motion or amendment,
- (d) whether the motion or amendment was passed or lost, and
- (e) such other matters specifically required under this Code.

- 17.3 The minutes of a board meeting must be confirmed at a subsequent meeting of the Board.

**Note: Clause 17.3 reflects section 375(2) of the Act.**

- 17.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

- 17.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

**Note: Clause 17.5 reflects section 375(2) of the Act.**

- 17.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

- 17.7 The confirmed minutes of a board meeting must be published on Riverina Water's website. This clause does not prevent Riverina Water from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

### Access to correspondence and reports laid on the table at, or submitted to, a meeting

- 17.8 The Board and committees of Riverina Water must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

**Note: Clause 17.8 reflects section 11(1) of the Act.**

- 17.9 Clause 17.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

**Note: Clause 17.9 reflects section 11(2) of the Act.**

- 17.10 Clause 17.8 does not apply if the Board or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

**Note: Clause 17.10 reflects section 11(3) of the Act.**

- 17.11 Correspondence or reports to which clauses 17.9 and 17.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

### **Implementation of decisions of the council**

- 17.12 The CEO is to implement, without undue delay, lawful decisions of the Board.

**Note: Clause 17.12 reflects section 335(b) of the Act.**

## **18. Council committees (sec 20 in model code)**

### **Application of this Part**

- 18.1 This Part only applies to committees of Riverina Water whose members are all board members.

### **Council committees whose members are all board members**

- 18.2 The Board may, by resolution, establish such committees as it considers necessary.
- 18.3 A committee of Riverina Water is to consist of the Chairperson and such other board members as are elected by the members or appointed by the Board
- 18.4 The quorum for a meeting of a committee of Riverina Water is to be:
- (a) such number of board members as the Board decides, or
  - (b) if the Board has not decided a number – a majority of the Board members of the committee.

### **Functions of committees**

- 18.5 The Board must specify the functions of each of its committees when the committee is established, but may from time to time amend those functions.

### **Notice of committee meetings**

- 18.6 The CEO must send to each board member, regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:
- (a) the time, date and place of the meeting, and
  - (b) the business proposed to be considered at the meeting.

- 18.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

### **Attendance at committee meetings**

- 18.8 A committee member (other than the Chairperson) ceases to be a member of a committee if the committee member:
- (a) has been absent from three (3) consecutive meetings of the committee without having given reasons acceptable to the committee for the member's absences, or
  - (b) has been absent from at least half of the meetings of the committee held during the immediately preceding year without having given to the committee acceptable reasons for the member's absences.
- 18.9 Clause 18.8 does not apply if all of the members of the Board are members of the committee.

### **Non-members entitled to attend committee meetings**

- 18.10 A board member who is not a member of a committee of Riverina Water is entitled to attend, and to speak at a meeting of the committee. However, the Board member is not entitled:
- (a) to give notice of business for inclusion in the agenda for the meeting, or
  - (b) to move or second a motion at the meeting, or
  - (c) to vote at the meeting.

### **Chairperson and deputy chairperson of council committees**

- 18.11 The chairperson of each committee of Riverina Water must be:
- (a) the Chairperson, or
  - (b) if the Chairperson does not wish to be the chairperson of a committee, a member of the committee elected by the Board, or
  - (c) if the Board does not elect such a member, a member of the committee elected by the committee.
- 18.12 The Board may elect a member of a committee of Riverina Water as deputy chairperson of the committee. If the Board does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.
- 18.13 If neither the chairperson nor the deputy chairperson of a committee of Riverina Water is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.
- 18.14 The chairperson is to preside at a meeting of a committee of Riverina Water. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.



### **Procedure in committee meetings**

- 18.15 Subject to any specific requirements of this Code, each committee of Riverina Water may regulate its own procedure. The provisions of this Code are to be taken to apply to all committees of Riverina Water unless the Board or the committee determines otherwise in accordance with this clause.
- 18.16 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless the Board or the committee determines otherwise in accordance with clause 20.15.
- 18.17 Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

### **Closure of committee meetings to the public**

- 18.18 The provisions of the Act and Part 13 of this Code apply to the closure of meetings of committees of Riverina Water to the public in the same way they apply to the closure of meetings of the Board to the public.
- 18.19 If a committee of Riverina Water passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of the Board. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.
- 18.20 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 18.19 during a part of the meeting that is webcast.

### **Disorder in committee meetings**

- 18.21 The provisions of the Act and this Code relating to the maintenance of order in board meetings apply to meetings of committees of Riverina Water in the same way as they apply to meetings of the Board.

### **Minutes of Riverina Water committee meetings**

- 18.22 Each committee of Riverina Water is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:
- (a) details of each motion moved at a meeting and of any amendments moved to it,
  - (b) the names of the mover and seconder of the motion or amendment,
  - (c) whether the motion or amendment was passed or lost, and
  - (d) such other matters specifically required under this Code.

- 18.23 All voting at meetings of committees of Riverina Water (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of board members who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.
- 18.24 The minutes of meetings of each committee of Riverina Water must be confirmed at a subsequent meeting of the committee.
- 18.25 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 18.26 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.
- 18.27 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 18.28 The confirmed minutes of a meeting of a committee of Riverina Water must be published on Riverina Water's website. This clause does not prevent Riverina Water from also publishing unconfirmed minutes of meetings of committees of Riverina Water on its website prior to their confirmation.

## 19. Irregularities

- 19.1 Proceedings at a meeting of the Board or a council committee are not invalidated because of:
  - (a) a vacancy in a civic office, or
  - (b) a failure to give notice of the meeting to any board member or committee member, or
  - (c) any defect in the election or appointment of a board member or committee member, or
  - (d) a failure of a board member or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a board or committee meeting in accordance with Riverina Water's Code of Conduct, or
  - (e) a failure to comply with this Code.

**Note: Clause 19.1 reflects section 374 of the Act**

## 20. Definitions

the Act	the <i>Local Government Act 1993</i>
act of disorder	an act of disorder as defined in clause 14.11 of this Code
amendment	In relation to an original motion, means a motion moving an amendment to that motion
audio recorder	Any device capable of recording speech
audio-visual link	Means a facility that enables audio and visual communication between persons at different places
business day	any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	In relation to a meeting of the Board – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this Code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 17.11 of this Code
this code	Riverina Water's adopted <i>Code of Meeting Practice</i>
committee of Riverina Water	a committee established by the board in accordance with clause 18.2 of this Code (being a committee consisting only of board members) or the board when it has resolved itself into committee-of-the-whole under clause 11.1
council official	Has the same meaning it has in the <i>Model Code of Conduct for Local Councils in NSW</i>
day	calendar day
division	a request by two members under clause 10.7 of this Code requiring the recording of the names of the members who voted both for and against a motion
foreshadowed amendment	a proposed amendment foreshadowed by a board member under clause 9.18 of this Code during debate on the first amendment
foreshadowed motion	a motion foreshadowed by a board member under clause 9.17 of this Code during debate on an original motion
open voting	voting on the voices or by a show of hands or by a visible electronic voting system or similar means

planning decision	a decision made in the exercise of a function of a council under the <i>Environmental Planning and Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act
performance improvement order	an order issued under section 438A of the Act
quorum	the minimum number of board members or committee members necessary to conduct a meeting
the Regulation	the <i>Local Government (General) Regulation 2021</i>
webcast	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later time
year	the period beginning 1 July and ending the following 30 June

## 21. Policy details

Policy number	Policy 1.02
Responsible area	Chief Executive Office
Approved by	Riverina Water Board – Res
Approval date	
Legislation or related strategy	Local Government Act 1993 Model Code of Conduct 2018 Procedures for the Administration of the Code of Conduct 2018
Documents associated with this policy	Policy 1.6 Conflict of Interest Policy 1.3 Good Governance Policy 1.14 Fraud & Corruption Prevention Policy 1.28 Related Parties Disclosure
Policy history	22 June 2022 (Res 22/087) Amended 26 Aug 2020 (Res 20/081) 26 June 2019 (Res 19/86) Replaces Code of Meeting Practice 2017 (Res 17/136)

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

# R10 Riverina Water Code of Conduct Policy

## 1.01

### Organisational Area Corporate Services

**Author** Wendy Reichelt, Governance & Corporate Planning Officer

**Summary** The Code of Conduct policy has been reviewed and is now presented to the Board prior to being placed on public exhibition as required. Also attached to this report is the Model Code Procedures for the Administration of the Code of Conduct.

### RECOMMENDATION that Council review:

- a) The Riverina Water Code of Conduct 1.01, noting that it is required to be placed on public exhibition for 28 days following the Board meeting
- b) The Model Code Procedures for the Administration of the Riverina Water Code of Conduct Policy 1.01, noting that these will be adopted with the Code of Conduct in October 2025

### Report

The Riverina Water Code of Conduct Policy 1.01 sets the minimum standards of conduct for Riverina Water staff, Board and Committee members and anyone else who is deemed to be a Riverina Water official as defined in this Policy. The Code of Conduct policy is based on the Office of Local Government's Model Code of Conduct and was last adopted in December 2022 by the previous Board.

The Code of Conduct is to be reviewed by the Board in its first 12 months, so is presented to this meeting for review. The Policy will then be placed on public exhibition required and then presented to the Board with any submissions and request for adoption at the October 2025 Board meeting.

The Code of Conduct is one of Riverina Water's key policies that is included for all new staff as part of induction and an on-line refresher is conducted for all staff every two years.

The Model Code Procedures are made under section 440AA of the LGA and the Regulation. Section 440AA of the LGA requires every council (including county councils) and joint organisation to adopt procedures for the administration of their code of conduct that incorporate the provisions of the Model Code Procedures.

In adopting procedures for the administration of their adopted codes of conduct, councils and joint organisations may supplement the Model Code Procedures. However, provisions that are not consistent with those prescribed under the Model Code Procedures will have no effect.

› **R10.1**      **Code of Conduct Policy 1.01** [↓](#) 

› **R10.2**      **Procedures for the Administration of the Code of Conduct** [↓](#) 

### **Strategic Alignment**

Our People

Create an engaging, positive, collaborative and innovative workplace culture

### **Financial Implications**

Not applicable.

### **Workforce Implications**

Any breach of Code of Conduct Policy is dealt with by the CEO in line with the policy.

### **Risk Considerations**

<b>Corporate Governance And Compliance</b>	
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.



# Code of Conduct

Policy 1.01



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## Part 1 Introduction

The Riverina Water Code of Conduct is made under section 440 of the Local Government Act 1993 ("LGA") and the *Local Government (General) Regulation 2021* ("the Regulation").

The Code of Conduct (the Code) sets the minimum standards of conduct for Riverina Water council officials. It is prescribed by regulation to assist council officials to:

- understand and comply with the standards of conduct that are expected of them
- enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (section 439)
- act in a way that enhances public confidence in local government.

Section 440 of the LGA requires every council (including county councils) and joint organisation to adopt a code of conduct that incorporates the provisions of the Model Code of Conduct. A council's or joint organisation's adopted Code of Conduct may also include provisions that supplement the Model Code of Conduct and that extend its application to persons that are not "council officials" for the purposes of the Model Code of Conduct (eg volunteers, contractors and members of wholly advisory committees).

A council's or joint organisation's adopted Code of Conduct has no effect to the extent that it is inconsistent with the Model Code of Conduct. However, a council's or joint organisation's adopted Code of Conduct may prescribe requirements that are more onerous than those prescribed in the Model Code of Conduct.

Board members, administrators, Riverina Water staff, delegates of council, (including members of council committees that are delegates of a council) and any other person Riverina Water's adopted Code of Conduct applies to, must comply with the applicable provisions of the Code. It is the personal responsibility of council officials to comply with the standards in the Code and to regularly review their personal circumstances and conduct with this in mind.

Failure by a Board member to comply with the standards of conduct prescribed under this Code constitutes misconduct for the purposes of the LGA. The LGA provides for a range of penalties that may be imposed on Board members for misconduct, including suspension or disqualification from civic office. A Board member who has been suspended on three or more occasions for misconduct is automatically disqualified from holding civic office for five years.

Failure by a member of staff to comply with Riverina Water's Code of Conduct may give rise to disciplinary action.

# Part 2 Definitions

In this Code the following terms have the following meanings:

LGA	the Local Government Act
administrator	an administrator of a council appointed under the LGA other than an administrator appointed under section 66
chairperson	includes the chairperson of a county council or a joint organisation
committee	see the definition of "council committee"
complaint	a Code of Conduct complaint made for the purposes of clauses 4.1 and 4.2 of the Procedures
council	includes country councils and joint organisations
council committee	a committee established by a council comprising of Board members, staff or other persons that the council has delegated functions to and the council's Audit, Risk and Improvement Committee
council committee member	a person other than a councillor or member of staff of a council who is a member of a council committee other than a wholly advisory committee, and a person other than a councillor who is a member of the council's Audit, Risk and Improvement Committee
council official	includes Board members, members of staff of a council, administrators, council committee members, delegates of council and, for the purposes of clause 4.16, council advisers
conduct	includes acts and omissions
delegate of council	a person (other than a councillor or member of staff of a council) or body, and the individual members of that body, to whom a function of the council is delegated
designated person	a person referred to in clause 4.8
election campaign	includes council, state and federal election campaigns
environmental planning instrument	has the same meaning as it has in the Environmental Planning and Assessment Act 1979

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general manager	includes the executive of a joint organisation (at Riverina Water referred to as the CEO)
joint organisation	a joint organisation established under section 400O of the LGA
local planning panel	a local planning panel constituted under the <i>Environmental Planning and Assessment Act 1979</i>
member (councillor)	any person appointed to civic office, including the chairperson and includes Board members and chairpersons of county councils and voting representatives of the boards of joint organisations and chairpersons of joint organisations
members of staff of a council	includes members of staff of country councils and joint organisations
the Office	Office of Local Government
personal information	information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion
the Procedures	the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW prescribed under the Regulation
the Regulation	the Local Government (General) Regulation 2021
voting representative	a voting representative of the board of a joint organisation
wholly advisory committee	a council committee that the council has not delegated any functions to

## Part 3 General Conduct Obligations

### General Conduct

- 3.1 You must not conduct yourself in a manner that:
- a) is likely to bring Riverina Water or other council officials into disrepute
  - b) is contrary to statutory requirements or Riverina Water's administrative requirements or policies
  - c) is improper or unethical
  - d) is an abuse of power
  - e) causes, comprises or involves intimidation or verbal abuse
  - f) involves the misuse of your position to obtain a private benefit
  - g) constitutes harassment or bullying behaviour under this Code, or is unlawfully discriminatory.
- 3.2 You must act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out your functions under the LGA or any other Act. (section 439).

### Fairness and equity

- 3.3 You must consider issues consistently, promptly and fairly. You must deal with matters in accordance with established procedures, in a non-discriminatory manner.
- 3.4 You must take all relevant facts known to you, or that you should be reasonably aware of, into consideration and have regard to the particular merits of each case. You must not take irrelevant matters or circumstances into consideration when making decisions.
- 3.5 An act or omission in good faith, whether or not it involves error, will not constitute a breach of clauses 3.3 or 3.4.

### Harassment and discrimination

- 3.6 You must not harass or unlawfully discriminate against others, or support others who harass or unlawfully discriminate against others, on the grounds of age, disability, race (including colour, national or ethnic origin or immigrant status), sex, pregnancy, marital or relationship status, family responsibilities or breastfeeding, sexual orientation, gender identify or intersex status, or political, religious or other affiliation.
- 3.7 For the purposes of this Code, "harassment" is any form of behaviour towards a person that:
- a) is not wanted by the person
  - b) offends, humiliates or intimidates the person, and
  - c) creates a hostile environment.

## **Bullying**

- 3.8 You must not engage in bullying behaviour towards others.
- 3.9 For the purposes of this Code, “bullying behaviour” is any behaviour in which:
- a) a person or a group of people repeatedly behaves unreasonably towards another person or a group of persons and
  - b) the behaviour creates a risk to health and safety.
- 3.10 Bullying behaviour may involve, but is not limited to, any of the following types of behaviour:
- a) aggressive, threatening or intimidating conduct
  - b) belittling or humiliating comments
  - c) spreading malicious rumours
  - d) teasing, practical jokes or ‘initiation ceremonies’
  - e) exclusion from work-related events
  - f) unreasonable work expectations, including too much or too little work, or work below or beyond a worker’s skill level
  - g) displaying offensive material
  - h) pressure to behave in an inappropriate manner.
- 3.11 Reasonable management action carried out in a reasonable manner does not constitute bullying behaviour for the purposes of this Code. Examples of reasonable management action may include, but are not limited to:
- a) performance management processes
  - b) disciplinary action for misconduct
  - c) informing a worker about unsatisfactory work performance or inappropriate work behaviour
  - d) directing a worker to perform duties in keeping with their job
  - e) maintaining reasonable workplace goals and standards
  - f) legitimately exercising a regulatory function
  - g) legitimately implementing a council policy or administrative processes.

## **Work health and safety**

- 3.12 All Riverina Water officials, including Board members, have statutory duties under the Work Health and Safety Act 2011 (WH&S Act). You must comply with your duties under the WH&S Act and your responsibilities under any policies or procedures adopted by the Board or management to ensure workplace health and safety. Specifically, you must:
- a) take reasonable care for your own health and safety
  - b) take reasonable care that your acts or omissions do not adversely affect the health and safety of other persons



- c) comply, so far as you are reasonably able, with any reasonable instruction that is given to ensure compliance with the WH&S Act and any policies or procedures adopted by the Board or management to ensure workplace health and safety
- d) cooperate with any reasonable policy or procedure of Riverina Water relating to workplace health or safety that has been notified to staff
- e) report accidents, incidents, near misses, to the CEO or such other staff member nominated by the CEO, and take part in any incident investigations
- f) so far as is reasonably practicable, consult, co-operate and coordinate with all others who have a duty under the WH&S Act in relation to the same matter.

### **Land use planning, development assessment and other regulatory functions**

- 3.13 You must ensure that land use planning, development assessment and other regulatory decisions are properly made, and that all parties are dealt with fairly. You must avoid any occasion for suspicion of improper conduct in the exercise of land use planning, development assessment and other regulatory functions.
- 3.14 In exercising land use planning, development assessment and other regulatory functions, you must ensure that no action, statement or communication between yourself and others conveys any suggestion of willingness to improperly provide concessions or preferential or unduly unfavourable treatment.

### **Binding caucus votes**

- 3.15 You must not participate in binding caucus votes in relation to matters to be considered at a board or committee meeting.
- 3.16 For the purposes of clause 3.15, a binding caucus vote is a process whereby a group of members are compelled by a threat of disciplinary or other adverse action to comply with a predetermined position on a matter before the Board or committee, irrespective of the personal views of individual members of the group on the merits of the matter before the Board or committee.
- 3.17 Clause 3.15 does not prohibit members from discussing a matter before the Board or committee prior to considering the matter in question at a board or committee meeting, or from voluntarily holding a shared view with other members on the merits of a matter.
- 3.18 Clause 3.15 does not apply to a decision to elect the Chairperson or Deputy Chairperson, or to nominate a person to be a member of a council committee or a representative of Riverina Water on an external body.

### **Obligations in relation to meetings**

- 3.19 You must comply with rulings by the Chair at board and committee meetings or other proceedings of the Board unless a motion dissenting from the ruling is passed.
- 3.20 You must not engage in bullying behaviour (as defined under this Part) towards the Chair, other council officials or any members of the public present during board or

committee meetings or other proceedings of the Board (such as, but not limited to, workshops and briefing sessions).

- 3.21 You must not engage in conduct that disrupts board or committee meetings or other proceedings of the Board (such as, but not limited to, workshops and briefing sessions), or that would otherwise be inconsistent with the orderly conduct of meetings.
- 3.22 If you are a Board member, you must not engage in any acts of disorder or other conduct that is intended to prevent the proper or effective functioning of the Board, or of a committee of Riverina Water. Without limiting this clause, you must not:
- a) leave a meeting of the Board or a committee for the purposes of depriving the meeting of a quorum, or
  - b) submit a rescission motion with respect to a decision for the purposes of voting against it to prevent another member from submitting a rescission motion with respect to the same decision, or
  - c) deliberately seek to impede the consideration of business at a meeting.

## Part 4 Pecuniary interests

### What is a pecuniary interest?

- 4.1 A pecuniary interest is an interest that you have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to you or a person referred to in clause 4.3.
- 4.2 You will not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision you might make in relation to the matter, or if the interest is of a kind specified in clause 4.6.
- 4.3 For the purposes of this Part, you will have a pecuniary interest in a matter if the pecuniary interest is:
- (a) your interest, or
  - (b) the interest of your spouse or de facto partner, your relative, or your partner or employer, or
  - (c) a company or other body of which you, or your nominee, partner or employer, is a shareholder or member.
- 4.4 For the purposes of clause 4.3:
- (a) Your "relative" is any of the following:
    - i) your parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
    - ii) your spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
    - iii) the spouse or de facto partner of a person referred to in paragraphs (i) and (ii).
  - (b) "de facto partner" has the same meaning as defined in section 21C of the *Interpretation Act 1987*.
- 4.5 You will not have a pecuniary interest in relation to a person referred to in subclauses 4.3(b) or (c):
- (a) if you are unaware of the relevant pecuniary interest of your spouse, de facto partner, relative, partner, employer or company or other body, or
  - (b) just because the person is a member of, or is employed by, a council or a statutory body, or is employed by the Crown, or
  - (c) just because the person is a member of, or a delegate of a council to, a company or other body that has a pecuniary interest in the matter, so long as the person has no beneficial interest in any shares of the company or body.

## What interests do not have to be disclosed?

4.6 You do not have to disclose the following interests for the purposes of this Part:

- (a) your interest as an elector
- (b) your interest as a ratepayer or person liable to pay a charge
- (c) an interest you have in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to the public generally, or to a section of the public that includes persons who are not subject to this Code
- (d) an interest you have in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to your relative by Riverina Water in the same manner and subject to the same conditions as apply to persons who are not subject to this Code
- (e) an interest you have as a member of a club or other organisation or association, unless the interest is as the holder of an office in the club or organisation (whether remunerated or not)
- (f) if you are a council committee member, an interest you have as a person chosen to represent the community, or as a member of a non-profit organisation or other community or special interest group, if you have been appointed to represent the organisation or group on the council committee
- (g) an interest you have relating to a contract, proposed contract or other matter, if the interest arises only because of a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company
- (h) an interest you have arising from the proposed making by Riverina Water of an agreement between Riverina Water and a corporation, association or partnership, being a corporation, association or partnership that has more than 25 members, if the interest arises because your relative is a shareholder (but not a director) of the corporation, or is a member (but not a member of the committee) of the association, or is a partner of the partnership
- (i) an interest you have arising from the making by Riverina Water of a contract or agreement with your relative for, or in relation to, any of the following, but only if the proposed contract or agreement is similar in terms and conditions to such contracts and agreements as have been made, or as are proposed to be made, by Riverina Water in respect of similar matters with other residents of the area:
  - i) the performance by Riverina Water at the expense of your relative of any work or service in connection with roads or sanitation
  - ii) security for damage to footpaths or roads
  - iii) any other service to be rendered, or act to be done, by Riverina Water by or under any Act conferring functions on Riverina Water, or by or under any contract
- (j) an interest relating to the payment of fees to Board members (including the Chairperson and Deputy Chairperson)

- (k) an interest relating to the payment of expenses and the provision of facilities to Board members (including the Chairperson and Deputy Chairperson) in accordance with a policy under section 252 of the LGA,
- (l) an interest relating to an election to the office of chairperson arising from the fact that a fee for the following 12 months has been determined for the office of chairperson
- (m) an interest of a person arising from the passing for payment of a regular account for the wages or salary of an employee who is a relative of the person
- (n) an interest arising from being covered by, or a proposal to be covered by, indemnity insurance as a Board member or a council committee member
- (o) an interest arising from the appointment of a Board member to a body as a representative or delegate of the council, whether or not a fee or other recompense is payable to the representative or delegate.

4.7 For the purposes of clause 4.6, "relative" has the same meaning as in clause 4.4, but includes your spouse or de facto partner.

#### **What disclosures must be made by a designated person?**

4.8 Designated persons include:

- (a) the CEO
- (b) other senior staff of Riverina Water for the purposes of section 332 of the LGA
- (c) a person (other than a Board member or the senior staff of Riverina Water) who is a member of staff of Riverina Water or a delegate of the council and who holds a position identified by Riverina Water as the position of a designated person because it involves the exercise of functions (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the person's duty as a member of staff or delegate and the person's private interest
- (d) a person (other than a Board member or the senior staff of Riverina Water) who is a member of a committee of the council identified by Riverina Water as a committee whose members are designated persons because the functions of the committee involve the exercise of Riverina Water's functions (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the member's duty as a member of the committee and the member's private interest.

4.9 A designated person:

- (a) must prepare and submit written returns of interests in accordance with clauses 4.21, and
- (b) must disclose pecuniary interests in accordance with clause 4.10.

4.10 A designated person must disclose in writing to the CEO (or if the person is the CEO, to the Board) the nature of any pecuniary interest the person has in any council

matter with which the person is dealing as soon as practicable after becoming aware of the interest.

- 4.11 Clause 4.10 does not require a designated person who is a member of staff of Riverina Water to disclose a pecuniary interest if the interest relates only to the person's salary as a member of staff, or to their other conditions of employment.
- 4.12 The CEO must, on receiving a disclosure from a designated person, deal with the matter to which the disclosure relates or refer it to another person to deal with.
- 4.13 A disclosure by the CEO must, as soon as practicable after the disclosure is made, be laid on the table at a meeting of the Board and the Board must deal with the matter to which the disclosure relates or refer it to another person to deal with.

#### **What disclosures must be made by Riverina Water staff other than designated persons?**

- 4.14 A member of staff of Riverina Water, other than a designated person, must disclose in writing to their manager or the CEO the nature of any pecuniary interest they have in a matter they are dealing with as soon as practicable after becoming aware of the interest.
- 4.15 The staff member's manager or the CEO must, on receiving a disclosure under clause 4.14, deal with the matter to which the disclosure relates or refer it to another person to deal with.

#### **What disclosures must be made by council advisers?**

- 4.16 A person who, at the request or with the consent of the Board or a council committee, gives advice on any matter at any meeting of the Board or committee, must disclose the nature of any pecuniary interest the person has in the matter to the meeting at the time the advice is given. The person is not required to disclose the person's interest as an adviser.
- 4.17 A person does not breach clause 4.16 if the person did not know, and could not reasonably be expected to have known, that the matter under consideration at the meeting was a matter in which they had a pecuniary interest.

#### **What disclosures must be made by a council committee member?**

- 4.18 A council committee member must disclose pecuniary interests in accordance with clause 4.28 and comply with clause 4.29.
- 4.19 For the purposes of clause 4.18, a "council committee member" includes a member of staff of Riverina Water who is a member of the committee.

## What disclosures must be made by a Board member?

4.20 A Board member:

- (a) must prepare and submit written returns of interests in accordance with clause 4.21, and
- (b) must disclose pecuniary interests in accordance with clause 4.28 and comply with clause 4.29 where it is applicable.

## Disclosure of interests in written returns

4.21 A Board member or designated person must make and lodge with the CEO a return in the form set out in Schedule 2 to this Code, disclosing the Board member's or designated person's interests as specified in Schedule 1 to this Code within 3 months after:

- (a) becoming a Board member or designated person, and
- (b) 30 June of each year, and
- (c) the Board member or designated person becoming aware of an interest they are required to disclose under Schedule 1 that has not been previously disclosed in a return lodged under paragraphs (a) or (b).

4.22 A person need not make and lodge a return under clause 4.21, paragraphs (a) and (b) if:

- (a) they made and lodged a return under that clause in the preceding 3 months, or
- (b) they have ceased to be a Board member or designated person in the preceding 3 months.

4.23 A person must not make and lodge a return that the person knows or ought reasonably to know is false or misleading in a material particular.

4.24 The CEO must keep a register of returns required to be made and lodged with the CEO.

4.25 Returns required to be lodged with the CEO under clause 4.21 (a) and (b) must be tabled at the first meeting of the Board after the last day the return is required to be lodged.

4.26 Returns required to be lodged with the CEO under clause 4.21 (c) must be tabled at the next Board meeting after the return is lodged.

4.27 Information contained in returns made and lodged under clause 4.21 is to be made publicly available in accordance with the requirements of the *Government Information (Public Access) Act 2009*, the *Government Information (Public Access) Regulation 2009* and any guidelines issued by the Information Commissioner.

### Disclosure of pecuniary interests at meetings

- 4.28 A Board member or a council committee member who has a pecuniary interest in any matter with which Riverina Water is concerned, and who is present at a meeting of the Board or committee at which the matter is being considered, must disclose the nature of the interest to the meeting as soon as practicable.
- 4.29 The Board member or council committee member must not be present at, or in sight of, the meeting of the Board or committee:
- (a) at any time during which the matter is being considered or discussed by the Board or committee, or
  - (b) at any time during which the Board or committee is voting on any question in relation to the matter.
- 4.30 In the case of a meeting of a board of a joint organisation, a voting representative is taken to be present at the meeting for the purposes of clauses 4.28 and 4.29 where they participate in the meeting by telephone or other electronic means.
- 4.31 A disclosure made at a meeting of a board or council committee must be recorded in the minutes of the meeting.
- 4.32 A general notice may be given to the CEO in writing by a Board member or a council committee member to the effect that the Board member or council committee member, or the Board member's or council committee member's spouse, de facto partner or relative, is:
- a) a member of, or in the employment of, a specified company or other body, or
  - b) a partner of, or in the employment of, a specified person.
- Such a notice is, unless and until the notice is withdrawn or until the end of the term of the Board in which it is given (whichever is the sooner), sufficient disclosure of the Board member's or council committee member's interest in a matter relating to the specified company, body or person that may be the subject of consideration by the Board or council committee after the date of the notice.
- 4.33 A Board member or a council committee member is not prevented from being present at and taking part in a meeting at which a matter is being considered, or from voting on the matter, merely because the Board member or council committee member has an interest in the matter of a kind referred to in clause 4.6.
- 4.34 A person does not breach clauses 4.28 or 4.29 if the person did not know, and could not reasonably be expected to have known, that the matter under consideration at the meeting was a matter in which they had a pecuniary interest.
- 4.35 Despite clause 4.29, a member who has a pecuniary interest in a matter may participate in a decision to delegate consideration of the matter in question to another body or person.



- 4.36 Clause 4.29 does not apply to a member who has a pecuniary interest in a matter that is being considered at a meeting if:
- (a) the matter is a proposal relating to:
    - (i) the making of a principal environmental planning instrument applying to the whole or a significant portion of the council's area, or
    - (ii) the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant portion of the council's area, and
  - (b) the pecuniary interest arises only because of an interest of the member in the member's principal place of residence or an interest of another person (whose interests are relevant under clause 4.3) in that person's principal place of residence, and
  - (c) the member made a special disclosure under clause 4.37 in relation to the interest before the commencement of the meeting.
- 4.37 A special disclosure of a pecuniary interest made for the purposes of clause 4.36(c) must:
- (a) be in the form set out in schedule 3 of this Code and contain the information required by that form, and
  - (b) be laid on the table at a meeting of the Board as soon as practicable after the disclosure is made, and the information contained in the special disclosure is to be recorded in the minutes of the meeting.
- 4.38 The Minister for Local Government may, conditionally or unconditionally, allow a Board member or a council committee member who has a pecuniary interest in a matter with which Riverina Water is concerned to be present at a meeting of the Board or committee, to take part in the consideration or discussion of the matter and to vote on the matter if the Minister is of the opinion:
- (a) that the number of members prevented from voting would be so great a proportion of the whole as to impede the transaction of business, or
  - (b) that it is in the interests of the electors for the area to do so.
- 4.39 A Board member or a council committee member with a pecuniary interest in a matter who is permitted to be present at a meeting of the Board or committee, to take part in the consideration or discussion of the matter and to vote on the matter under clause 4.38, must still disclose the interest they have in the matter in accordance with clause 4.28.

## Part 5 Non-pecuniary conflicts of interest

### What is a non-pecuniary conflict of interest?

- 5.1 Non-pecuniary interests are private or personal interests a Riverina Water official has that do not amount to a pecuniary interest as defined in clause 4.1 of this Code. These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.
- 5.2 A non-pecuniary conflict of interest exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your official functions in relation to a matter.
- 5.3 The personal or political views of a Riverina Water official do not constitute a private interest for the purposes of clause 5.2.
- 5.4 Non-pecuniary conflicts of interest must be identified and appropriately managed to uphold community confidence in the probity of council decision-making. The onus is on you to identify any non-pecuniary conflict of interest you may have in matters that you deal with, to disclose the interest fully and in writing, and to take appropriate action to manage the conflict in accordance with this Code.
- 5.5 When considering whether or not you have a non-pecuniary conflict of interest in a matter you are dealing with, it is always important to think about how others would view your situation.

### Managing non-pecuniary conflicts of interest

- 5.6 Where you have a non-pecuniary conflict of interest in a matter for the purposes of clause 5.2, you must disclose the relevant private interest you have in relation to the matter fully and in writing as soon as practicable after becoming aware of the non-pecuniary conflict of interest and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter. In the case of members of Riverina Water staff other than the CEO, such a disclosure is to be made to the staff member's manager. In the case of the CEO, such a disclosure is to be made to the Chairperson.
- 5.7 If a disclosure is made at a board or committee meeting, both the disclosure and the nature of the interest must be recorded in the minutes on each occasion on which the non-pecuniary conflict of interest arises. This disclosure constitutes disclosure in writing for the purposes of clause 5.6.
- 5.8 How you manage a non-pecuniary conflict of interest will depend on whether or not it is significant.
- 5.9 As a general rule, a non-pecuniary conflict of interest will be significant where it does not involve a pecuniary interest for the purposes of clause 4.1, but it involves:

- a) a relationship between a Riverina Water official and another person who is affected by a decision or a matter under consideration that is particularly close, such as a current or former spouse or de facto partner, a relative for the purposes of clause 4.4 or another person from the council official's extended family that the council official has a close personal relationship with, or another person living in the same household
- b) other relationships with persons who are affected by a decision or a matter under consideration that are particularly close, such as friendships and business relationships. Closeness is defined by the nature of the friendship or business relationship, the frequency of contact and the duration of the friendship or relationship.
- c) an affiliation between the Riverina Water official and an organisation (such as a sporting body, club, religious, cultural or charitable organisation, corporation or association) that is affected by a decision or a matter under consideration that is particularly strong. The strength of a council official's affiliation with an organisation is to be determined by the extent to which they actively participate in the management, administration or other activities of the organisation.
- d) membership, as the council's representative, of the board or management committee of an organisation that is affected by a decision or a matter under consideration, in circumstances where the interests of Riverina Water and the organisation are potentially in conflict in relation to the particular matter
- e) a financial interest (other than an interest of a type referred to in clause 4.6) that is not a pecuniary interest for the purposes of clause 4.1
- f) the conferral or loss of a personal benefit other than one conferred or lost as a member of the community or a broader class of people affected by a decision.

5.10 Significant non-pecuniary conflicts of interest must be managed in one of two ways:

- a) by not participating in consideration of, or decision making in relation to, the matter in which you have the significant non-pecuniary conflict of interest and the matter being allocated to another person for consideration or determination, or
- b) if the significant non-pecuniary conflict of interest arises in relation to a matter under consideration at a board or committee meeting, by managing the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 4.28 and 4.29.

5.11 If you determine that you have a non-pecuniary conflict of interest in a matter that is not significant and does not require further action, when disclosing the interest you must also explain in writing why you consider that the non-pecuniary conflict of interest is not significant and does not require further action in the circumstances.

5.12 If you are a member of staff of Riverina Water other than the CEO, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of your manager. In the case of

the CEO, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of the Chairperson.

- 5.13 Despite clause 5.10(b), a member who has a significant non-pecuniary conflict of interest in a matter, may participate in a decision to delegate consideration of the matter in question to another body or person.
- 5.14 Council committee members are not required to declare and manage a non-pecuniary conflict of interest in accordance with the requirements of this Part where it arises from an interest they have as a person chosen to represent the community, or as a member of a non-profit organisation or other community or special interest group, if they have been appointed to represent the organisation or group on the council committee.

### **Political donations**

- 5.15 Members should be aware that matters before board or committee meetings involving their political donors may also give rise to a non-pecuniary conflict of interest.
- 5.16 Where you are a Board member and have received or knowingly benefitted from a reportable political donation:
  - a) made by a major political donor in the previous four years, and
  - b) the major political donor has a matter before the Board,

you must declare a non-pecuniary conflict of interest in the matter, disclose the nature of the interest, and manage the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 4.28 and 4.29. A disclosure made under this clause must be recorded in the minutes of the meeting.
- 5.17 For the purposes of this Part:
  - a) a "reportable political donation" has the same meaning as it has in section 6 of the *Electoral Funding Act 2018*
  - b) "major political donor" has the same meaning as it has in the *Electoral Funding Act 2018*.
- 5.18 Members should note that political donations that are not a "reportable political donation", or political donations to a registered political party or group by which a member is endorsed, may still give rise to a non-pecuniary conflict of interest. Board members should determine whether or not such conflicts are significant for the purposes of clause 5.9 and take the appropriate action to manage them.
- 5.19 Despite clause 5.16, a Board member who has received or knowingly benefitted from a reportable political donation of the kind referred to in that clause, may participate in a decision to delegate consideration of the matter in question to another body or person.

### **Loss of quorum as a result of compliance with this Part**

- 5.20 A Board member who would otherwise be precluded from participating in the consideration of a matter under this Part because they have a non-pecuniary conflict of interest in the matter is permitted to participate in consideration of the matter if:
- a) the matter is a proposal relating to:
    - i) the making of a principal environmental planning instrument applying to the whole or a significant portion of the council's area, or
    - ii) the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant portion of the council's area, and
  - b) the non-pecuniary conflict of interest arises only because of an interest that a person has in that person's principal place of residence, and
  - c) the Board member discloses the interest they have in the matter that would otherwise have precluded their participation in consideration of the matter under this Part in accordance with clause 5.6.
- 5.21 The Minister for Local Government may, conditionally or unconditionally, allow a Board member or a council committee member who is precluded under this Part from participating in the consideration of a matter to be present at a meeting of the Board or committee, to take part in the consideration or discussion of the matter and to vote on the matter if the Minister is of the opinion:
- a) that the number of members prevented from voting would be so great a proportion of the whole as to impede the transaction of business, or
  - b) that it is in the interests of the electors for the area to do so.
- 5.22 Where the Minister exempts a Board member or committee member from complying with a requirement under this Part under clause 5.21, the member or committee member must still disclose any interests they have in the matter the exemption applies to, in accordance with clause 5.6.

### **Other business or employment**

- 5.23 The CEO must not engage, for remuneration, in private employment, contract work or other business outside the service of Riverina Water without the approval of the Board.
- 5.24 A member of staff must not engage, for remuneration, in private employment, contract work or other business outside the service of Riverina Water that relates to the business of Riverina Water or that might conflict with the staff member's council duties unless they have notified the CEO in writing of the employment, work or business and the CEO has given their written approval for the staff member to engage in the employment, work or business.

- 5.25 The CEO may at any time prohibit a member of staff from engaging, for remuneration, in private employment, contract work or other business outside the service of Riverina Water that relates to the business of Riverina Water, or that might conflict with the staff member's duties.
- 5.26 A member of staff must not engage, for remuneration, in private employment, contract work or other business outside the service of Riverina Water if prohibited from doing so.
- 5.27 Members of staff must ensure that any outside employment, work or business they engage in will not:
- a) conflict with their official duties
  - b) involve using confidential information or Riverina Water resources obtained through their work with Riverina Water including where private use is permitted
  - c) require them to work while on council duty
  - d) discredit or disadvantage Riverina Water
  - e) pose, due to fatigue, a risk to their health or safety, or to the health and safety of their co-workers.

#### **Personal dealings with Riverina Water**

- 5.28 You may have reason to deal with Riverina Water in your personal capacity (for example, as a customer, recipient of a council service or applicant for a development consent granted by council). You must not expect or request preferential treatment in relation to any matter in which you have a private interest because of your position. You must avoid any action that could lead members of the public to believe that you are seeking preferential treatment.
- 5.29 You must undertake any personal dealings you have with Riverina Water in a manner that is consistent with the way other members of the community deal with the council. You must also ensure that you disclose and appropriately manage any conflict of interest you may have in any matter in accordance with the requirements of this Code.

## Part 6 Personal benefit

- 6.1 For the purposes of this Part, a gift or a benefit is something offered to or received by a Riverina Water official or someone personally associated with them for their personal use and enjoyment.
- 6.2 A reference to a gift or benefit in this Part does not include:
- a) items with a value of \$10 or less
  - b) a political donation for the purposes of the *Electoral Funding Act 2018*
  - c) a gift provided to Riverina Water as part of a cultural exchange or sister-city relationship that is not converted for the personal use or enjoyment of any individual council official or someone personally associated with them
  - d) a benefit or facility provided by Riverina Water to an employee or Board member
  - e) attendance by a Riverina Water official at a work-related event or function for the purposes of performing their official duties, or
  - f) free or subsidised meals, beverages or refreshments of token value provided to Riverina water officials in conjunction with the performance of their official duties such as, but not limited to:
    - i. the discussion of official business
    - ii. work-related events such as council-sponsored or community events, training, education sessions or workshops
    - iii. conferences
    - iv. council functions or events
    - v. social functions organised by groups, such as council committees and community organisations.

### Gifts and benefits

- 6.3 You must avoid situations that would give rise to the appearance that a person or body is attempting to secure favourable treatment from you or from Riverina Water, through the provision of gifts, benefits or hospitality of any kind to you or someone personally associated with you.
- 6.4 A gift or benefit is deemed to have been accepted by you for the purposes of this Part, where it is received by you or someone personally associated with you.

### How are offers of gifts and benefits to be dealt with?

- 6.5 You must not:
- a) seek or accept a bribe or other improper inducement
  - b) seek gifts or benefits of any kind
  - c) accept any gift or benefit that may create a sense of obligation on your part, or may be perceived to be intended or likely to influence you in carrying out your public duty

- d) subject to clause 6.7, accept any gift or benefit of more than token value as defined by clause 6.9
- e) accept an offer of cash or a cash-like gift as defined by clause 6.13, regardless of the amount
- f) participate in competitions for prizes where eligibility is based on Riverina Water being in or entering into a customer–supplier relationship with the competition organiser
- g) personally benefit from reward points programs when purchasing on behalf of Riverina Water.

6.6 Where you receive a gift or benefit of any value other than one referred to in clause 6.2, you must disclose this promptly to your manager or the CEO in writing. The recipient, manager, or CEO must ensure that, at a minimum, the following details are recorded in Riverina Water's gift register:

- a) the nature of the gift or benefit
- b) the estimated monetary value of the gift or benefit
- c) the name of the person who provided the gift or benefit, and
- d) the date on which the gift or benefit was received.

6.7 Where you receive a gift or benefit of more than token value that cannot reasonably be refused or returned, the gift or benefit must be surrendered to Riverina Water, unless the nature of the gift or benefit makes this impractical.

### **Gifts and benefits of token value**

6.8 You may accept gifts and benefits of token value. Gifts and benefits of token value are one or more gifts or benefits received from a person or organisation over a 12-month period that, when aggregated, do not exceed a value of \$100. They include, but are not limited to:

- a) invitations to and attendance at local social, cultural or sporting events with a ticket value that does not exceed \$100
- b) gifts of alcohol that do not exceed a value of \$100
- c) ties, scarves, coasters, tie pins, diaries, chocolates or flowers or the like
- d) prizes or awards that do not exceed \$100 in value.

### **Gifts and benefits of more than token value**

6.9 Gifts or benefits that exceed \$100 in value are gifts or benefits of more than token value for the purposes of clause 6.5(d) and, subject to clause 6.7, must not be accepted.

6.10 Gifts and benefits of more than token value include, but are not limited to, tickets to major sporting events (such as international matches or matches in national sporting codes) with a ticket value that exceeds \$100, corporate hospitality at a corporate facility at major sporting events, free or discounted products or services for personal



use provided on terms that are not available to the general public or a broad class of persons, the use of holiday homes, artworks, free or discounted travel.

- 6.11 Where you have accepted a gift or benefit of token value from a person or organisation, you must not accept a further gift or benefit from the same person or organisation or another person associated with that person or organisation within a single 12-month period where the value of the gift, added to the value of earlier gifts received from the same person or organisation, or a person associated with that person or organisation, during the same 12-month period would exceed \$100 in value.
- 6.12 For the purposes of this Part, the value of a gift or benefit is the monetary value of the gift or benefit inclusive of GST.

### **“Cash-like gifts”**

- 6.13 For the purposes of clause 6.5(e), “cash-like gifts” include but are not limited to, gift vouchers, credit cards, debit cards with credit on them, prepayments such as phone or internet credit, lottery tickets, memberships or entitlements to discounts that are not available to the general public or a broad class of persons.

### **Improper and undue influence**

- 6.14 You must not use your position to influence other Riverina Water officials in the performance of their official functions to obtain a private benefit for yourself or for somebody else. A member will not be in breach of this clause where they seek to influence other council officials through the proper exercise of their role as prescribed under the LGA.
- 6.15 You must not take advantage (or seek to take advantage) of your status or position with Riverina Water, or of functions you perform for Riverina Water, in order to obtain a private benefit for yourself or for any other person or body.

## Part 7 Relationships between council officials

### Obligations of members and administrators

- 7.1 Each council is a body politic. The Board members or administrator/s are the governing body of Riverina Water. Under section 223 of the LGA, the role of the governing body of Riverina Water includes the development and endorsement of the strategic plans, programs, strategies and policies of Riverina Water, including those relating to workforce policy, and to keep the performance of Riverina Water under review.
- 7.2 Board members or administrators must not:
- a) direct Riverina Water staff other than by giving appropriate direction to the CEO by way of Board or committee resolution, or by the Chairperson or administrator exercising their functions under section 226 of the LGA
  - b) in any public or private forum, direct or influence, or attempt to direct or influence, any other member of the staff of Riverina Water or a delegate of the council in the exercise of the functions of the staff member or delegate
  - c) contact a member of the staff of Riverina Water on council-related business unless in accordance with the policy and procedures governing the interaction of Board members and Riverina Water staff that have been authorised by the Board and the CEO
  - d) contact or issue instructions to any of Riverina Water's contractors, including Riverina Water's legal advisers, unless by the Chairperson or administrator exercising their functions under section 226 of the LGA.
- 7.3 Despite clause 7.2, Board members may contact Riverina Water's external auditor or the Chair of the Riverina Water audit risk and improvement committee to provide information reasonably necessary for the external auditor or the Audit, Risk and Improvement Committee to effectively perform their functions.

### Obligations of staff

- 7.4 Under section 335 of the LGA, the role of the CEO includes conducting the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of Riverina Water, implementing without undue delay, lawful decisions of the Board and ensuring that the Chairperson and other Board members are given timely information and advice and the administrative and professional support necessary to effectively discharge their official functions.
- 7.5 Members of staff of Riverina Water must:
- a) give their attention to the business of Riverina Water while on duty
  - b) ensure that their work is carried out ethically, efficiently, economically and effectively
  - c) carry out reasonable and lawful directions given by any person having authority to give such directions
  - d) give effect to the lawful decisions, policies and procedures of the Board whether or not the staff member agrees with or approves of them

- e) ensure that any participation in political activities outside the service of Riverina Water does not interfere with the performance of their official duties.

### **Inappropriate interactions**

7.6 You must not engage in any of the following inappropriate interactions:

- a) Board members and administrators approaching staff and staff organisations to discuss individual or operational staff matters (other than matters relating to broader workforce policy), grievances, workplace investigations and disciplinary matters
- b) Riverina Water staff approaching Board members and administrators to discuss individual or operational staff matters (other than matters relating to broader workforce policy), grievances, workplace investigations and disciplinary matters
- c) subject to clause 8.6, Riverina Water staff refusing to give information that is available to other Board members to a particular Board member
- d) Board members and administrators who have lodged an application with Riverina Water, discussing the matter with staff in staff-only areas of Riverina Water
- e) Board members and administrators approaching members of local planning panels or discussing any application that is either before the panel or that will come before the panel at some future time, except during a panel meeting where the application forms part of the agenda and the member has a right to be heard by the panel at the meeting
- f) Board members and administrators being overbearing or threatening to Riverina Water staff
- g) Riverina Water staff being overbearing or threatening to Board members or administrators
- h) Board members and administrators making personal attacks on Riverina Water staff or engaging in conduct towards staff that would be contrary to the general conduct provisions in Part 3 of this Code in public forums including social media
- i) Board members and administrators directing or pressuring Riverina Water staff in the performance of their work, or recommendations they should make
- j) Riverina Water staff providing ad hoc advice to Board members and administrators without recording or documenting the interaction as they would if the advice was provided to a member of the community
- k) Riverina Water staff meeting with applicants or objectors alone AND outside office hours to discuss planning applications or proposals
- l) Board members attending on-site inspection meetings with lawyers and/or consultants engaged by Riverina Water associated with current or proposed legal proceedings unless permitted to do so by the CEO or, in the case of the Chairperson or administrator, unless they are exercising their functions under section 226 of the LGA.

## Part 8 Access to information and council resources

### Board member and administrator access to information

- 8.1 The CEO is responsible for ensuring that Board members and administrators can access information necessary for the performance of their official functions. The CEO and public officer are also responsible for ensuring that members of the public can access publicly available council information under the *Government Information (Public Access) Act 2009* (the GIPA Act).
- 8.2 The CEO must provide Board members and administrators with the information necessary to effectively discharge their official functions.
- 8.3 Members of staff of Riverina Water must provide full and timely information to Board members and administrators sufficient to enable them to exercise their official functions and in accordance with council procedures.
- 8.4 Members of staff of Riverina Water who provide any information to a particular Board member in the performance of their official functions must also make it available to any other Board member who requests it and in accordance with council procedures.
- 8.5 Board members and administrators who have a private interest only in council information have the same rights of access as any member of the public.
- 8.6 Despite clause 8.4, Board members and administrators who are precluded from participating in the consideration of a matter under this Code because they have a conflict of interest in the matter, are not entitled to request access to Riverina Water information in relation to the matter unless the information is otherwise available to members of the public, or Riverina Water has determined to make the information available under the GIPA Act.

### Board members and administrators to properly examine and consider information

- 8.7 Board members and administrators must ensure that they comply with their duty under section 439 of the LGA to act honestly and exercise a reasonable degree of care and diligence by properly examining and considering all the information provided to them relating to matters that they are required to make a decision on.

### Refusal of access to information

- 8.8 Where the CEO or public officer determine to refuse access to information requested by a Board member or administrator, they must act reasonably. In reaching this decision they must take into account whether or not the information requested is necessary for the Board member or administrator to perform their official functions (see clause 8.2) and whether they have disclosed a conflict of interest in the matter the information relates to that would preclude their participation in consideration of the matter (see clause 8.6). The CEO or public officer must state the reasons for the decision if access is refused.

### Use of certain Riverina Water information

8.9 In regard to information obtained in your capacity as a Riverina Water official, you must:

- a) subject to clause 8.14, only access council information needed for Riverina Water business
- b) not use that council information for private purposes
- c) not seek or obtain, either directly or indirectly, any financial benefit or other improper advantage for yourself, or any other person or body, from any information to which you have access by virtue of your office or position with Riverina Water
- d) only release council information in accordance with established Riverina Water policies and procedures and in compliance with relevant legislation.

### Use and security of confidential information

8.10 You must maintain the integrity and security of confidential information in your possession, or for which you are responsible.

8.11 In addition to your general obligations relating to the use of council information, you must:

- a) only access confidential information that you have been authorised to access and only do so for the purposes of exercising your official functions
- b) protect confidential information
- c) only release confidential information if you have authority to do so
- d) only use confidential information for the purpose for which it is intended to be used
- e) not use confidential information gained through your official position for the purpose of securing a private benefit for yourself or for any other person
- f) not use confidential information with the intention to cause harm or detriment to Riverina Water or any other person or body
- g) not disclose any confidential information discussed during a confidential session of a Board or committee meeting or any other confidential forum (such as, but not limited to, workshops or briefing sessions).

### Personal information

8.12 When dealing with personal information you must comply with:

- a) the *Privacy and Personal Information Protection Act 1998*
- b) the *Health Records and Information Privacy Act 2002*
- c) the Information Protection Principles and Health Privacy Principles
- d) Riverina Water's Privacy Management Plan
- e) the Privacy Code of Practice for Local Government

## Use of Riverina Water resources

- 8.13 You must use Riverina Water resources ethically, effectively, efficiently and carefully in exercising your official functions, and must not use them for private purposes, except when supplied as part of a contract of employment (but not for private business purposes), unless this use is lawfully authorised and proper payment is made where appropriate.
- 8.14 Union delegates and Consultative Committee members may have reasonable access to Riverina Water resources and information for the purposes of carrying out their industrial responsibilities, including but not limited to:
- a) the representation of members with respect to disciplinary matters
  - b) the representation of employees with respect to grievances and disputes
  - c) functions associated with the role of the local consultative committee.
- 8.15 You must be scrupulous in your use of Riverina Water property, including intellectual property, official services, facilities, technology and electronic devices and must not permit their misuse by any other person or body.
- 8.16 You must avoid any action or situation that could create the appearance that Riverina Water property, official services or public facilities are being improperly used for your benefit or the benefit of any other person or body.
- 8.17 You must not use Riverina Water resources (including staff), property or facilities for the purpose of assisting your election campaign or the election campaigns of others unless the resources, property or facilities are otherwise available for use or hire by the public and any publicly advertised fee is paid for use of the resources, property or facility.
- 8.18 You must not use the Riverina Water letterhead, council crests, council email or social media or other information that could give the appearance it is official council material:
- a) for the purpose of assisting your election campaign or the election campaign of others, or
  - b) for other non-official purposes.
- 8.19 You must not convert any property of Riverina Water to your own use unless properly authorised.

## Internet access

- 8.20 You must not use Riverina Water's computer resources or mobile or other devices to search for, access, download or communicate any material of an offensive, obscene, pornographic, threatening, abusive or defamatory nature, or that could otherwise lead to criminal penalty or civil liability and/or damage the Riverina Water's reputation.

### **Riverina Water record keeping**

- 8.21 You must comply with the requirements of the *State Records Act 1998* and Riverina Water's records management policy.
- 8.22 All information created, sent and received in your official capacity is a council record and must be managed in accordance with the requirements of the *State Records Act 1998* and Riverina Water's approved records management policies and practices.
- 8.23 All information stored in either soft or hard copy on Riverina Water supplied resources (including technology devices and email accounts) is deemed to be related to the business of Riverina Water and will be treated as council records, regardless of whether the original intention was to create the information for personal purposes.
- 8.24 You must not destroy, alter, or dispose of council information or records, unless authorised to do so. If you need to alter or dispose of council information or records, you must do so in consultation with the appropriate officer responsible for records and comply with the requirements of the *State Records Act 1998*.

### **Board member access to Riverina Water buildings**

- 8.25 Board members and administrators are entitled to have access to the board room, bathroom facilities and public areas of Riverina Water's buildings during normal business hours and for meetings. Board Members and administrators needing access to these facilities at other times must obtain authority from the CEO.
- 8.26 Board members and administrators must not enter staff-only areas of Riverina Water buildings without the approval of the CEO (or their delegate) or as provided for in the procedures governing the interaction of Board members and Riverina Water staff.
- 8.27 Board members and administrators must ensure that when they are within a staff only area they refrain from conduct that could be perceived to improperly influence Riverina Water staff decisions.

## Part 9 Maintaining the integrity of this Code

### Complaints made for an improper purpose

- 9.1 You must not make or threaten to make a complaint or cause a complaint to be made alleging a breach of this Code for an improper purpose.
- 9.2 For the purposes of clause 9.1, a complaint is made for an improper purpose where it is trivial, frivolous, vexatious or not made in good faith, or where it otherwise lacks merit and has been made substantially for one or more of the following purposes:
- a) to bully, intimidate or harass another council official
  - b) to damage another council official's reputation
  - c) to obtain a political advantage
  - d) to influence a council official in the exercise of their official functions or to prevent or disrupt the exercise of those functions
  - e) to influence the council in the exercise of its functions or to prevent or disrupt the exercise of those functions
  - f) to avoid disciplinary action under the Procedures
  - g) to take reprisal action against a person for making a complaint alleging a breach of this Code
  - h) to take reprisal action against a person for exercising a function prescribed under the Procedures
  - i) to prevent or disrupt the effective administration of this Code under the Procedures.

### Detrimental action

- 9.3 You must not take detrimental action or cause detrimental action to be taken against a person substantially in reprisal for a complaint they have made alleging a breach of this Code.
- 9.4 You must not take detrimental action or cause detrimental action to be taken against a person substantially in reprisal for any function they have exercised under the Procedures.
- 9.5 For the purposes of clauses 9.3 and 9.4, a detrimental action is an action causing, comprising or involving any of the following:
- a) injury, damage or loss
  - b) intimidation or harassment
  - c) discrimination, disadvantage or adverse treatment in relation to employment
  - d) dismissal from, or prejudice in, employment
  - e) disciplinary proceedings.

### Compliance with requirements under the Procedures

- 9.6 You must not engage in conduct that is calculated to impede or disrupt the consideration of a matter under the Procedures.



- 9.7 You must comply with a reasonable and lawful request made by a person exercising a function under the Procedures. A failure to make a written or oral submission invited under the Procedures will not constitute a breach of this clause.
- 9.8 You must comply with a practice ruling made by the Office under the Procedures.

#### **Disclosure of information about the consideration of a matter under the Procedures**

- 9.9 All allegations of breaches of this Code must be dealt with under and in accordance with the Procedures.
- 9.10 You must not allege breaches of this Code other than by way of a complaint made or initiated under the Procedures.
- 9.11 You must not make allegations about, or disclose information about, suspected breaches of this Code at Board, committee or other meetings, whether open to the public or not, or in any other forum, whether public or not.
- 9.12 You must not disclose information about a complaint you have made alleging a breach of this Code or a matter being considered under the Procedures except for the purposes of seeking legal advice, unless the disclosure is otherwise permitted under the Procedures.
- 9.13 Nothing under this Part prevents a person from making a public interest disclosure to an appropriate public authority or investigative authority under the *Public Interest Disclosures Act 1994*.

#### **Complaints alleging a breach of this Part**

- 9.14 Complaints alleging a breach of this Part by a Board member, the CEO or an administrator are to be managed by the Office. This clause does not prevent the Office from referring an alleged breach of this Part back to the council for consideration in accordance with the Procedures.
- 9.16 Complaints alleging a breach of this Part by other council officials are to be managed by the CEO in accordance with the Procedures.

## Schedule 1: Disclosures of interest and other matters in written returns submitted under Clause 4.21

### Part 1: Preliminary

#### Definitions

- For the purposes of the schedules to this Code, the following definitions apply:

*address* means:

- a) in relation to a person other than a corporation, the last residential or business address of the person known to the Board member or designated person disclosing the address, or
- b) in relation to a corporation, the address of the registered office of the corporation in New South Wales or, if there is no such office, the address of the principal office of the corporation in the place where it is registered, or
- c) in relation to any real property, the street address of the property.

*de facto partner* has the same meaning as defined in section 21C of the Interpretation Act 1987.

*disposition of property* means a conveyance, transfer, assignment, settlement, delivery, payment or other alienation of property, including the following:

- a) the allotment of shares in a company
- b) the creation of a trust in respect of property
- c) the grant or creation of a lease, mortgage, charge, easement, licence, power, partnership or interest in respect of property
- d) the release, discharge, surrender, forfeiture or abandonment, at law or in equity, of a debt, contract or chose in action, or of an interest in respect of property
- e) the exercise by a person of a general power of appointment over property in favour of another person
- f) a transaction entered into by a person who intends by the transaction to diminish, directly or indirectly, the value of the person's own property and to increase the value of the property of another person.

*gift* means a disposition of property made otherwise than by will (whether or not by instrument in writing) without consideration, or with inadequate consideration, in money or money's worth passing from the person to whom the disposition was made to the person who made the disposition, but does not include a financial or other contribution to travel.

*interest* means:

- a) in relation to property, an estate, interest, right or power, at law or in equity, in or over the property, or

b) in relation to a corporation, a relevant interest (within the meaning of section 9 of the Corporations Act 2001 of the Commonwealth) in securities issued or made available by the corporation.

*listed company* means a company that is listed within the meaning of section 9 of the Corporations Act 2001 of the Commonwealth.

*occupation* includes trade, profession and vocation.

*professional or business association* means an incorporated or unincorporated body or organisation having as one of its objects or activities the promotion of the economic interests of its members in any occupation.

*property* includes money.

*return date* means:

a) in the case of a return made under clause 4.21(a), the date on which a person became a member or designated person

b) in the case of a return made under clause 4.21(b), 30 June of the year in which the return is made

c) in the case of a return made under clause 4.21(c), the date on which the member or designated person became aware of the interest to be disclosed.

*relative* includes any of the following:

a) a person's spouse or de facto partner

b) a person's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child

c) a person's spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child

d) the spouse or de facto partner of a person referred to in paragraphs (b) and (c).

*travel* includes accommodation incidental to a journey.

## **Matters relating to the interests that must be included in returns**

2. *Interests etc. outside New South Wales:* A reference in this schedule or in schedule 2 to a disclosure concerning a corporation or other thing includes any reference to a disclosure concerning a corporation registered, or other thing arising or received, outside New South Wales.

3. *References to interests in real property:* A reference in this schedule or in schedule 2 to real property in which a member or designated person has an interest includes a reference to any real property situated in Australia in which the member or designated person has an interest.

4. *Gifts, loans etc. from related corporations:* For the purposes of this schedule and schedule 2, gifts or contributions to travel given, loans made, or goods or services supplied, to a member or designated person by two or more corporations that are related to each other for the purposes of section 50 of the *Corporations Act 2001* of the Commonwealth are all given, made or supplied by a single corporation.

## **Part 2: Pecuniary interests to be disclosed in returns**

### **Real property**

5. A person making a return under clause 4.21 of this Code must disclose:
  - a) the street address of each parcel of real property in which they had an interest on the return date, and
  - b) the street address of each parcel of real property in which they had an interest in the period since 30 June of the previous financial year, and
  - c) the nature of the interest.
6. An interest in a parcel of real property need not be disclosed in a return if the person making the return had the interest only:
  - a) as executor of the will, or administrator of the estate, of a deceased person and not as a beneficiary under the will or intestacy, or
  - b) as a trustee, if the interest was acquired in the ordinary course of an occupation not related to their duties as the holder of a position required to make a return.
7. An interest in a parcel of real property need not be disclosed in a return if the person ceased to hold the interest prior to becoming a member or designated person.
8. For the purposes of clause 5 of this schedule, "interest" includes an option to purchase.

### **Gifts**

9. A person making a return under clause 4.21 of this Code must disclose:
  - a) a description of each gift received in the period since 30 June of the previous financial year, and
  - b) the name and address of the donor of each of the gifts.
10. A gift need not be included in a return if:
  - a) it did not exceed \$500, unless it was among gifts totalling more than \$500 made by the same person during a period of 12 months or less, or
  - b) it was a political donation disclosed, or required to be disclosed, under Part 3 of the *Electoral Funding Act 2018*, or
  - c) the donor was a relative of the donee, or
  - d) subject to paragraph (a), it was received prior to the person becoming a member or designated person.
11. For the purposes of clause 10 of this schedule, the amount of a gift other than money is an amount equal to the value of the property given.

## Contributions to travel

12. A person making a return under clause 4.21 of this Code must disclose:
- a) the name and address of each person who made any financial or other contribution to the expenses of any travel undertaken by the person in the period since 30 June of the previous financial year, and
  - b) the dates on which the travel was undertaken, and
  - c) the names of the states and territories, and of the overseas countries, in which the travel was undertaken.
13. A financial or other contribution to any travel need not be disclosed under this clause if it:
- a) was made from public funds (including a contribution arising from travel on free passes issued under an Act or from travel in government or council vehicles), or
  - b) was made by a relative of the traveller, or
  - c) was made in the ordinary course of an occupation of the traveller that is not related to their functions as the holder of a position requiring the making of a return, or
  - d) did not exceed \$250, unless it was among gifts totalling more than \$250 made by the same person during a 12-month period or less, or
  - e) was a political donation disclosed, or required to be disclosed, under Part 3 of the *Electoral Funding Act 2018*, or
  - f) was made by a political party of which the traveller was a member and the travel was undertaken for the purpose of political activity of the party in New South Wales, or to enable the traveller to represent the party within Australia, or
  - g) subject to paragraph (d) it was received prior to the person becoming a member or designated person.
14. For the purposes of clause 13 of this schedule, the amount of a contribution (other than a financial contribution) is an amount equal to the value of the contribution.

## Interests and positions in corporations

15. A person making a return under clause 4.21 of this code must disclose:
- a) the name and address of each corporation in which they had an interest or held a position (whether remunerated or not) on the return date, and
  - b) the name and address of each corporation in which they had an interest or held a position in the period since 30 June of the previous financial year, and
  - c) the nature of the interest, or the position held, in each of the corporations, and
  - d) a description of the principal objects (if any) of each of the corporations, except in the case of a listed company.
16. An interest in, or a position held in, a corporation need not be disclosed if the corporation is:
- a) formed for the purpose of providing recreation or amusement, or for promoting commerce, industry, art, science, religion or charity, or for any other community purpose, and

- b) required to apply its profits or other income in promoting its objects, and
  - c) prohibited from paying any dividend to its members.
17. An interest in a corporation need not be disclosed if the interest is a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company.
18. An interest or a position in a corporation need not be disclosed if the person ceased to hold the interest or position prior to becoming a member or designated person.

### **Interests as a property developer or a close associate of a property developer**

19. A person making a return under clause 4.21 of this Code must disclose whether they were a property developer, or a close associate of a corporation that, or an individual who, is a property developer, on the return date.
20. For the purposes of clause 19 of this schedule:
- close associate*, in relation to a corporation or an individual, has the same meaning as it has in section 53 of the *Electoral Funding Act 2018*.
- property developer* has the same meaning as it has in Division 7 of Part 3 of the *Electoral Funding Act 2018*.

### **Positions in trade unions and professional or business associations**

21. A person making a return under clause 4.21 of the Code must disclose:
- a) the name of each trade union, and of each professional or business association, in which they held any position (whether remunerated or not) on the return date, and
  - b) the name of each trade union, and of each professional or business association, in which they have held any position (whether remunerated or not) in the period since 30 June of the previous financial year, and
  - c) a description of the position held in each of the unions and associations.
22. A position held in a trade union or a professional or business association need not be disclosed if the person ceased to hold the position prior to becoming a member or designated person.

### **Dispositions of real property**

23. A person making a return under clause 4.21 of this Code must disclose particulars of each disposition of real property by the person (including the street address of the affected property) in the period since 30 June of the previous financial year, under which they wholly or partly retained the use and benefit of the property or the right to re-acquire the property.
24. A person making a return under clause 4.21 of this Code must disclose particulars of each disposition of real property to another person (including the street address of the affected property) in the period since 30 June of the previous financial year, that is made under arrangements with, but is not made by, the person making the return,

being a disposition under which the person making the return obtained wholly or partly the use of the property.

25. A disposition of real property need not be disclosed if it was made prior to a person becoming a member or designated person.

### **Sources of income**

26. A person making a return under clause 4.21 of this Code must disclose:
- a) each source of income that the person reasonably expects to receive in the period commencing on the first day after the return date and ending on the following 30 June, and
  - b) each source of income received by the person in the period since 30 June of the previous financial year.
27. A reference in clause 26 of this schedule to each source of income received, or reasonably expected to be received, by a person is a reference to:
- a) in relation to income from an occupation of the person:
    - (i) a description of the occupation, and
    - (ii) if the person is employed or the holder of an office, the name and address of their employer, or a description of the office, and
    - (iii) if the person has entered into a partnership with other persons, the name (if any) under which the partnership is conducted, or
  - b) in relation to income from a trust, the name and address of the settlor and the trustee, or
  - c) in relation to any other income, a description sufficient to identify the person from whom, or the circumstances in which, the income was, or is reasonably expected to be, received.
28. The source of any income need not be disclosed by a person in a return if the amount of the income received, or reasonably expected to be received, by the person from that source did not exceed \$500, or is not reasonably expected to exceed \$500, as the case may be.
29. The source of any income received by the person that they ceased to receive prior to becoming a Board member or designated person need not be disclosed.
30. A fee paid to a Board member or to the chairperson or deputy chairperson under sections 248 or 249 of the LGA need not be disclosed.

### **Debts**

31. A person making a return under clause 4.21 of this Code must disclose the name and address of each person to whom the person was liable to pay any debt:
- a) on the return date, and
  - b) at any time in the period since 30 June of the previous financial year.

32. A liability to pay a debt must be disclosed by a person in a return made under clause 4.21 whether or not the amount, or any part of the amount, to be paid was due and payable on the return date or at any time in the period since 30 June of the previous financial year, as the case may be.
33. A liability to pay a debt need not be disclosed by a person in a return if:
- a) the amount to be paid did not exceed \$500 on the return date or in the period since 30 June of the previous financial year, as the case may be, unless:
    - (i) the debt was one of two or more debts that the person was liable to pay to one person on the return date, or at any time in the period since 30 June of the previous financial year, as the case may be, and
    - (ii) the amounts to be paid exceeded, in the aggregate, \$500, or
  - b) the person was liable to pay the debt to a relative, or
  - c) in the case of a debt arising from a loan of money the person was liable to pay the debt to an authorised deposit-taking institution or other person whose ordinary business includes the lending of money, and the loan was made in the ordinary course of business of the lender, or
  - d) in the case of a debt arising from the supply of goods or services:
    - (i) the goods or services were supplied in the period of 12 months immediately preceding the return date, or were supplied in the period since 30 June of the previous financial year, as the case may be, or
    - (ii) the goods or services were supplied in the ordinary course of any occupation of the person that is not related to their duties as the holder of a position required to make a return, or
  - e) subject to paragraph (a), the debt was discharged prior to the person becoming a Board member or designated person.

### **Discretionary disclosures**

34. A person may voluntarily disclose in a return any interest, benefit, advantage or liability, whether pecuniary or not, that is not required to be disclosed under another provision of this Schedule.



## Schedule 2: Form of written return of interests submitted under Clause 4.21

### 'Disclosures by members and designated persons' return

1. The pecuniary interests and other matters to be disclosed in this return are prescribed by Schedule 1 of the Model Code of Conduct for Local Councils in NSW (the Model Code of Conduct).
2. If this is the first return you have been required to lodge with the CEO after becoming a Board member or designated person, do not complete Parts C, D and I of the return. All other parts of the return should be completed with appropriate information based on your circumstances at the return date, that is, the date on which you became a Board member or designated person.
3. If you have previously lodged a return with the CEO and you are completing this return for the purposes of disclosing a new interest that was not disclosed in the last return you lodged with the CEO, you must complete all parts of the return with appropriate information for the period from 30 June of the previous financial year or the date on which you became a Board member or designated person, (whichever is the later date), to the return date which is the date you became aware of the new interest to be disclosed in your updated return.
4. If you have previously lodged a return with the CEO and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
5. This form must be completed using block letters or typed.
6. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

### Important information

This information is being collected for the purpose of complying with clause 4.21 of the Model Code of Conduct.

You must not lodge a return that you know or ought reasonably to know is false or misleading in a material particular (see clause 4.23 of the Model Code of Conduct). Complaints about breaches of these requirements are to be referred to the Office of Local Government and

may result in disciplinary action by the council, the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

The information collected on this form will be kept by the CEO in a register of returns. The CEO is required to table all returns at a board meeting.

Information contained in returns made and lodged under clause 4.21 is to be made publicly available in accordance with the requirements of the *Government Information (Public Access) Act 2009*, the *Government Information (Public Access) Regulation 2009* and any guidelines issued by the Information Commissioner.

You have an obligation to keep the information contained in this return up to date. If you become aware of a new interest that must be disclosed in this return, or an interest that you have previously failed to disclose, you must submit an updated return within three months of becoming aware of the previously undisclosed interest.

**Disclosure of pecuniary interests and other matters**\_by [full name of member or designated person]

as at [return date]

in respect of the period from [date] to [date]

[member's or designated person's signature]

[date]

**A. Real Property**

Street address of each parcel of real property in which I had an interest at the return date/at any time since 30 June	Nature of interest

**B. Sources of income**

1 Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June

Sources of income I received from an occupation at any time since 30 June

Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)

2 Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June

Sources of income I received from a trust since 30 June

Name and address of settlor	Name and address of trustee

3 Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June

Sources of other income I received at any time since 30 June

*[Include description sufficient to identify the person from whom, or the circumstances in which, that income was received]*

**C. Gifts**

Description of each gift I received at any time since 30 June

**D. Contributions to travel**

Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken

**E. Interests and positions in corporations**

Name and address of each corporation in which I had an interest or held a position at the return date/at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)

**F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)**

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**G. Positions in trade unions and professional or business associations**

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Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) at the return date/at any time since 30 June	Description of position

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**H. Debts**

---

Name and address of each person to whom I was liable to pay any debt at the return date/at any time since 30 June

---

---

**I. Dispositions of property**

---

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time

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2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

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**J. Discretionary disclosures**

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---

### **Schedule 3: Form of Special Disclosure of pecuniary interest submitted under Clause 4.37**

1. This form must be completed using block letters or typed.
2. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.

#### **Important information**

This information is being collected for the purpose of making a special disclosure of pecuniary interests under clause 4.36(c) of the Riverina Water Code of Conduct.

The special disclosure must relate only to a pecuniary interest that a member has in the member's principal place of residence, or an interest another person (whose interests are relevant under clause 4.3 of the Riverina Water Code of Conduct) has in that person's principal place of residence.

Clause 4.3 of the Riverina Water Code of Conduct states that you will have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative or because your business partner or employer has a pecuniary interest. You will also have a pecuniary interest in a matter because you, your nominee, your business partner or your employer is a member of a company or other body that has a pecuniary interest in the matter.

"Relative" is defined by clause 4.4 of the Riverina Water Code of Conduct as meaning your, your spouse's or your de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child and the spouse or de facto partner of any of those persons.

You must not make a special disclosure that you know or ought reasonably to know is false or misleading in a material particular. Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

This form must be completed by you before the commencement of the board or council committee meeting at which the special disclosure is being made. The completed form must be tabled at the meeting. Everyone is entitled to inspect it. The special disclosure must be recorded in the minutes of the meeting.

Special disclosure of pecuniary interests by [full name of member]

in the matter of [insert name of environmental planning instrument]

which is to be considered at a meeting of the [name of board or council committee (as the case requires)]

to be held on the      day of      20      .

Pecuniary interest	
Address of the affected principal place of residence of the member or an associated person, company or body (the identified land)	
Relationship of identified land to the member [Tick or cross one box]	<input type="checkbox"/> The member has an interest in the land (e.g. is the owner or has another interest arising out of a mortgage, lease, trust, option or contract, or otherwise).  <input type="checkbox"/> An associated person of the member has an interest in the land.  <input type="checkbox"/> An associated company or body of the member has an interest in the land.
Matter giving rise to pecuniary interest <sup>1</sup>	
Nature of the land that is subject to a change in zone/planning control by the proposed LEP (the subject land) <sup>2</sup> [Tick or cross one box]	<input type="checkbox"/> The identified land.  <input type="checkbox"/> Land that adjoins or is adjacent to or is in proximity to the identified land.

<sup>1</sup> Clause 4.1 of the Riverina Water Code of Conduct provides that a pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter, or if the interest is of a kind specified in clause 4.6 of the Code of Conduct.

<sup>2</sup> A pecuniary interest may arise by way of a change of permissible use of land adjoining, adjacent to or in proximity to land in which a councillor or a person, company or body referred to in clause 4.3 of the Riverina Water Code of Conduct has a proprietary interest.

<p>Current zone/planning control</p> <p><i>[Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land]</i></p>	
<p>Proposed change of zone/planning control</p> <p><i>[Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land]</i></p>	
<p>Effect of proposed change of zone/planning control on member or associated person</p> <p><i>[Insert one of the following: "Appreciable financial gain" or "Appreciable financial loss"]</i></p>	

[If more than one pecuniary interest is to be declared, reprint the above box and fill in for each additional interest.]

Board member's signature

Date

[This form is to be retained by the council's CEO and included in full in the minutes of the meeting]

Policy details

Policy number	Policy 1.01
Responsible area	CEO
Approved by	Riverina Water Board
Approval date	
Legislation or related strategy	Local Government Act 1993 Local Government (General) Regulation 2021 Model Code of Conduct Procedures for the Administration of the model Code of Conduct
Documents associated with this policy	Policy 1.6 Conflict of Interest Policy 1.3 Good Governance Policy 1.14 Fraud & Corruption Prevention Policy 1.28 Related Parties Disclosure Gifts & Benefits Procedure GC.001
Policy history	Code of Conduct 14 Dec 2022 Res 22/192 Code of Conduct 28 Oct 2020 Res 20/115 Code of Conduct 2019 Res 19/87 Code of Conduct 2017 Res 17/135

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





# **Procedures for the Administration of the Riverina Water Code of Conduct Policy 1.01**



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## Part 1

### Introduction

These Procedures are based on the *Model Code Procedures* which are prescribed for the administration of the *Model Code of Conduct for Local Councils in NSW* ("the Model Code of Conduct") which forms the basis of Riverina Water's Code of Conduct Policy 1.01.

The Model Code of Conduct is made under section 440 of the *Local Government Act 1993* ("the LGA") and the *Local Government (General) Regulation 2021* ("the Regulation"). Section 440 of the LGA requires every council (including county councils) and joint organisation to adopt a code of conduct that incorporates the provisions of the Model Code of Conduct.

The Model Code Procedures are made under section 440AA of the LGA and the Regulation. Section 440AA of the LGA requires every council (including county councils) and joint organisation to adopt procedures for the administration of their code of conduct that incorporate the provisions of the Model Code Procedures.

In adopting procedures for the administration of their adopted codes of conduct, councils and joint organisations may supplement the Model Code Procedures. However, provisions that are not consistent with those prescribed under the Model Code Procedures will have no effect.

**Note:** Parts 6, 7, 8 and 11 of these Procedures apply only to the management of code of conduct complaints about Board members (including the Chairperson) or the CEO.

## Part 2

### Definitions

In these Procedures the following terms have the following meanings:

administrator	an administrator of a council appointed under the Local Government Act (LGA) other than an administrator appointed under section 66
code of conduct	a code of conduct adopted under section 440 of the LGA
code of conduct complaint	a complaint that is a code of conduct complaint for the purposes of clauses 4.1 and 4.2 of these procedures
complainant	a person who makes a code of conduct complaint
complainant board member	a Board member who makes a code of conduct complaint
complaints coordinator	a person appointed by the CEO under these Procedures as a complaints coordinator

conduct reviewer	a person appointed under these Procedures to review allegations of breaches of the Code of Conduct by Board members or the CEO
council	includes county councils and joint organisations
council committee	a committee established by a council comprising of Board members, staff or other persons that the council has delegated functions to and the council's audit, risk and improvement committee
council committee member	a person other than a Board member or member of staff of a council who is a member of a council committee other than a wholly advisory committee, and a person other than a Board member who is a member of the council's audit, risk and improvement committee
councillor (Board member)	any person elected or appointed to civic office, including the mayor, and includes members and chairpersons of county councils
council official	any Board member, member of staff of council, administrator, council committee member, delegate of council and, for the purposes of clause 4.16 of the Model Code of Conduct, council adviser
delegate of council	a person (other than a Board member or member of staff of council) or body, and the individual members of that body, to whom a function of the council is delegated
external agency	a state government agency such as, but not limited to, the Office of Local Government, the ICAC, the NSW Ombudsman or the police
general manager (CEO)	includes the executive officer of a joint organisation
ICAC	the Independent Commission Against Corruption
joint organisation	a joint organisation established under section 400O of the LGA
LGov Act	the <i>Local Government Act 1993</i>
mayor	includes the Chairperson of a county council or a joint organisation
members of staff	includes members of staff of county councils and joint organisations

the Office	the Office of Local Government
investigator	a conduct reviewer
the Regulation	the <i>Local Government (General) Regulation 2021</i>
respondent	a person whose conduct is the subject of investigation by a conduct reviewer under these Procedures
wholly advisory committee	a council committee that the council has not delegated any functions to

## Part 3

### Administrative Framework

#### The establishment of a panel of conduct reviewers

- 3.1 The council must establish a panel of conduct reviewers.
- 3.2 The council may enter into an arrangement with one or more other councils to share a panel of conduct reviewers including through a joint organisation or another regional body associated with the councils.
- 3.3 The panel of conduct reviewers is to be established following a public expression of interest process.
- 3.4 An expression of interest for members of the council's panel of conduct reviewers must, at a minimum, be advertised locally and in the Sydney metropolitan area.
- 3.5 To be eligible to be a conduct reviewer, a person must, at a minimum, meet the following requirements:
  - a) an understanding of local government, and
  - b) knowledge of investigative processes including but not limited to procedural fairness requirements and the requirements of the *Public Interest Disclosures Act 1994*, and
  - c) knowledge and experience of one or more of the following:
    - i) investigations
    - ii) law
    - iii) public administration
    - iv) public sector ethics
    - v) alternative dispute resolution, and
  - d) meet the eligibility requirements for membership of a panel of conduct reviewers under clause 3.6.

- 3.6 A person is not eligible to be a conduct reviewer if they are:
- a) a councillor, or
  - b) a nominee for election as a councillor, or
  - c) an administrator, or
  - d) an employee of a council, or
  - e) a member of the Commonwealth Parliament or any State Parliament or Territory Assembly, or
  - f) a nominee for election as a member of the Commonwealth Parliament or any State Parliament or Territory Assembly, or
  - g) person who has a conviction for an indictable offence that is not an expired conviction.
- 3.7 A person is not precluded from being a member of the council's panel of conduct reviewers if they are a member of another council's panel of conduct reviewers.
- 3.8 An incorporated or other entity may be appointed to a council's panel of conduct reviewers where the council is satisfied that all the persons who will be undertaking the functions of a conduct reviewer on behalf of the entity meet the selection and eligibility criteria prescribed under this Part.
- 3.9 A panel of conduct reviewers established under this Part is to have a term of up to four years.
- 3.10 The council may terminate the panel of conduct reviewers at any time. Where a panel of conduct reviewers has been terminated, conduct reviewers who were members of the panel may continue to deal with any matter referred to them under these Procedures prior to the termination of the panel until they have finalised their consideration of the matter.
- 3.11 When the term of the panel of conduct reviewers concludes or is terminated, the council must establish a new panel of conduct reviewers in accordance with the requirements of this Part.
- 3.12 A person who was a member of a previous panel of conduct reviewers established by the council may be a member of subsequent panels of conduct reviewers established by the council if they continue to meet the selection and eligibility criteria for membership of the panel.

The appointment of an internal ombudsman to a panel of conduct reviewers

- 3.13 Despite clause 3.6(d), an employee of a council who is the nominated internal ombudsman of one or more councils may be appointed to a council's panel of conduct reviewers with the Office's consent.

- 3.14 To be appointed to a council's panel of conduct reviewers, an internal ombudsman must meet the qualification requirements for conduct reviewers prescribed under clause 3.5 as modified by the operation of clause 3.13.
- 3.15 An internal ombudsman appointed to a council's panel of conduct reviewers may also exercise the functions of the council's complaints coordinator. For the purposes of clause 6.1, an internal ombudsman who is a council's complaints coordinator and has been appointed to the council's panel of conduct reviewers, may either undertake a preliminary assessment and investigation of a matter referred to them under clauses 5.26 or 5.33 or refer the matter to another conduct reviewer in accordance with clause 6.2.
- 3.16 Clause 6.4(c) does not apply to an internal ombudsman appointed to a council's panel of conduct reviewers.

#### The appointment of a complaints coordinator

- 3.17 The CEO must appoint a member of staff of the council or another person (such as, but not limited to, a member of staff of another council or a member of staff of a joint organisation or other regional body associated with the council), to act as a complaints coordinator. Where the complaints coordinator is a member of staff of the council, the complaints coordinator should be a senior and suitably qualified member of staff.
- 3.18 The CEO may appoint other members of staff of the council or other persons (such as, but not limited to, members of staff of another council or members of staff of a joint organisation or other regional body associated with the council), to act as alternates to the complaints coordinator.
- 3.19 The CEO must not undertake the role of complaints coordinator.
- 3.20 The person appointed as complaints coordinator or alternate complaints coordinator must also be a nominated disclosures coordinator appointed for the purpose of receiving and managing reports of wrongdoing under the Public Interest Disclosures Act 1994.
- 3.21 The role of the complaints coordinator is to:
- a) coordinate the management of complaints made under the council's Code of Conduct
  - b) liaise with and provide administrative support to a conduct reviewer
  - c) liaise with the Office, and
  - d) arrange the annual reporting of code of conduct complaints statistics.



## Part 4

### How may Code of Conduct complaints be made?

#### Defining a Code of Conduct complaint

- 4.1 For the purpose of these Procedures, a Code of Conduct complaint is a complaint that shows or tends to show conduct on the part of a council official in connection with their role as a council official or the exercise of their functions as a council official that would constitute a breach of the standards of conduct prescribed under the council's Code of Conduct if proven.
- 4.2 The following are not "Code of Conduct complaints" for the purposes of these Procedures:
  - a) complaints about the standard or level of service provided by the council or a council official
  - b) complaints that relate solely to the merits of a decision made by the Board or a council official or the exercise of a discretion by the Board or a council official
  - c) complaints about the policies or procedures of the council
  - d) complaints about the conduct of a council official arising from the exercise of their functions in good faith, whether or not involving error, that would not otherwise constitute a breach of the standards of conduct prescribed under the council's Code of Conduct.
- 4.3 Only Code of Conduct complaints are to be dealt with under these Procedures. Complaints that do not satisfy the definition of a Code of Conduct complaint are to be dealt with under the council's routine complaints management processes.

#### When must a Code of Conduct complaint be made?

- 4.4 A Code of Conduct complaint must be made within 3 months of the alleged conduct occurring or within three months of the complainant becoming aware of the alleged conduct.
- 4.5 A complaint made after 3 months may only be accepted if the CEO or their delegate, or, in the case of a complaint about the CEO, the Chairperson or their delegate, is satisfied that the allegations are serious and compelling grounds exist for the matter to be dealt with under the Code of Conduct.

#### How may a Code of Conduct complaint about a council official other than the CEO be made?

- 4.6 All Code of Conduct complaints other than those relating to the CEO are to be made to the CEO in writing. This clause does not operate to prevent a person from making a complaint to an external agency.

- 4.7 Where a Code of Conduct complaint about a council official other than the CEO cannot be made in writing, the complaint must be confirmed with the complainant in writing as soon as possible after the receipt of the complaint.
- 4.8 In making a Code of Conduct complaint about a council official other than the CEO, the complainant may nominate whether they want the complaint to be resolved by mediation or by other alternative means.
- 4.9 The CEO or their delegate, or, where the complaint is referred to a conduct reviewer, the conduct reviewer, must consider the complainant's preferences in deciding how to deal with the complaint.
- 4.10 Notwithstanding clauses 4.6 and 4.7, where the CEO becomes aware of a possible breach of the council's Code of Conduct, they may initiate the process for the consideration of the matter under these Procedures without a written complaint.

How may a Code of Conduct complaint about the CEO be made?

- 4.11 Code of Conduct complaints about the CEO are to be made to the Chairperson in writing. This clause does not operate to prevent a person from making a complaint about the CEO to an external agency.
- 4.12 Where a Code of Conduct complaint about the CEO cannot be made in writing, the complaint must be confirmed with the complainant in writing as soon as possible after the receipt of the complaint.
- 4.13 In making a Code of Conduct complaint about the CEO, the complainant may nominate whether they want the complaint to be resolved by mediation or by other alternative means.
- 4.14 The Chairperson or their delegate, or, where the complaint is referred to a conduct reviewer, the conduct reviewer, must consider the complainant's preferences in deciding how to deal with the complaint.
- 4.15 Notwithstanding clauses 4.11 and 4.12, where the Chairperson becomes aware of a possible breach of the council's Code of Conduct by the CEO, they may initiate the process for the consideration of the matter under these Procedures without a written complaint.

## Part 5

### How are Code of Conduct complaints managed?

#### Delegation by CEO and Chairperson of their functions under this Part

- 5.1 The CEO or Chairperson may delegate their functions under this Part to a member of staff of the council or to a person or persons external to the council other than an external agency. References in this Part to the CEO or Chairperson are also to be taken to be references to their delegates.

#### Consideration of complaints by CEOs and Chairpersons

- 5.2 In exercising their functions under this Part, the CEO and Chairperson may consider the complaint assessment criteria prescribed under clause 6.31.

#### What complaints may be declined at the outset?

- 5.3 Without limiting any other provision in these procedures, the CEO or, in the case of a complaint about the CEO, the Chairperson, may decline to deal with a complaint under these Procedures where they are satisfied that the complaint:
- a) is not a Code of Conduct complaint, or
  - b) subject to clause 4.5, is not made within 3 months of the alleged conduct occurring or the complainant becoming aware of the alleged conduct, or
  - c) is trivial, frivolous, vexatious or not made in good faith, or
  - d) relates to a matter the substance of which has previously been considered and addressed by the council and does not warrant further action, or
  - e) is not made in a way that would allow the alleged conduct and any alleged breaches of the council's Code of Conduct to be readily identified.

#### How are Code of Conduct complaints about staff (other than the CEO) to be dealt with?

- 5.4 The CEO is responsible for the management of Code of Conduct complaints about members of staff of council (other than complaints alleging a breach of the pecuniary interest provisions contained in Part 4 of the Code of Conduct) and for determining the outcome of such complaints.
- 5.5 The CEO must refer Code of Conduct complaints about members of staff of council alleging a breach of the pecuniary interest provisions contained in Part 4 of the Code of Conduct to the Office.
- 5.6 The CEO may decide to take no action in relation to a Code of Conduct complaint about a member of staff of council other than one requiring referral to the Office under clause 5.5 where they consider that no action is warranted in relation to the complaint.

- 5.7 Where the CEO decides to take no action in relation to a Code of Conduct complaint about a member of staff of council, the CEO must give the complainant reasons in writing for their decision and this shall finalise the consideration of the matter under these Procedures.
- 5.8 Code of Conduct complaints about members of staff of council must be managed in accordance with the relevant industrial instrument or employment contract and make provision for procedural fairness including the right of an employee to be represented by their union.
- 5.9 Sanctions for breaches of the Code of Conduct by staff depend on the severity, scale and importance of the breach and must be determined in accordance with any relevant industrial instruments or contracts.

How are Code of Conduct complaints about delegates of council, council advisers and council committee members to be dealt with?

- 5.10 The CEO is responsible for the management of Code of Conduct complaints about delegates of council and council committee members (other than complaints alleging a breach of the pecuniary interest provisions contained in Part 4 of the Code of Conduct) and for determining the outcome of such complaints.
- 5.11 The CEO must refer Code of Conduct complaints about council advisers, delegates of council and council committee members alleging a breach of the pecuniary interest provisions contained in Part 4 of the Code of Conduct to the Office.
- 5.12 The CEO may decide to take no action in relation to a Code of Conduct complaint about a delegate of council or a council committee member other than one requiring referral to the Office under clause 5.11 where they consider that no action is warranted in relation to the complaint.
- 5.13 Where the CEO decides to take no action in relation to a Code of Conduct complaint about a delegate of council or a council committee member, the CEO must give the complainant reasons in writing for their decision and this shall finalise the consideration of the matter under these Procedures.
- 5.14 Where the CEO considers it to be practicable and appropriate to do so, the CEO may seek to resolve Code of Conduct complaints about delegates of council or council committee members, by alternative means such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour. The resolution of a Code of Conduct complaint under this clause is not to be taken as a determination that there has been a breach of the council's Code of Conduct.
- 5.15 Where the CEO resolves a Code of Conduct complaint under clause 5.14 to the CEO's satisfaction, the CEO must notify the complainant in writing of the steps taken to resolve the complaint and this shall finalise the consideration of the matter under these procedures.

- 5.16 Sanctions for breaches of the Code of Conduct by delegates of council and/or council committee members depend on the severity, scale and importance of the breach and may include one or more of the following:
- a) censure
  - b) requiring the person to apologise to any person or organisation adversely affected by the breach in such a time and form specified by the CEO
  - c) prosecution for any breach of the law
  - d) removing or restricting the person's delegation
  - e) removing the person from membership of the relevant council committee.
- 5.17 Prior to imposing a sanction against a delegate of council or a council committee member under clause 5.16, the CEO or any person making enquiries on behalf of the CEO must comply with the requirements of procedural fairness. In particular:
- a) the substance of the allegation (including the relevant provision/s of the council's Code of Conduct that the alleged conduct is in breach of) must be put to the person who is the subject of the allegation, and
  - b) the person must be given an opportunity to respond to the allegation, and
  - c) the CEO must consider the person's response in deciding whether to impose a sanction under clause 5.16.

How are Code of Conduct complaints about administrators to be dealt with?

- 5.18 The CEO must refer all Code of Conduct complaints about administrators to the Office for its consideration.
- 5.19 The CEO must notify the complainant of the referral of their complaint in writing.

How are Code of Conduct complaints about Board members to be dealt with?

- 5.20 The CEO must refer the following Code of Conduct complaints about Board members to the Office:
- a) complaints alleging a breach of the pecuniary interest provisions contained in Part 4 of the Code of Conduct
  - b) complaints alleging a failure to comply with a requirement under the Code of Conduct to disclose and appropriately manage conflicts of interest arising from political donations (see section 328B of the LGA)
  - c) complaints alleging a breach of the provisions relating to the maintenance of the integrity of the Code of Conduct contained in Part 9 of the Code of Conduct
  - d) complaints that are the subject of a special complaints management arrangement with the Office under clause 5.49.

- 5.21 Where the CEO refers a complaint to the Office under clause 5.20, the CEO must notify the complainant of the referral in writing.
- 5.22 The CEO may decide to take no action in relation to a Code of Conduct complaint about a Board member, other than one requiring referral to the Office under clause 5.20, where they consider that no action is warranted in relation to the complaint.
- 5.23 Where the CEO decides to take no action in relation to a Code of Conduct complaint about a Board member, the CEO must give the complainant reasons in writing for their decision within 21 days of receipt of the complaint and this shall finalise the consideration of the matter under these Procedures.
- 5.24 Where the CEO considers it to be practicable and appropriate to do so, the CEO may seek to resolve Code of Conduct complaints about Board members, other than those requiring referral to the Office under clause 5.20, by alternative means such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour. The resolution of a Code of Conduct complaint under this clause is not to be taken as a determination that there has been a breach of the council's Code of Conduct.
- 5.25 Where the CEO resolves a Code of Conduct complaint under clause 5.24 to the CEO's satisfaction, the CEO must notify the complainant in writing of the steps taken to resolve the complaint within 21 days of receipt of the complaint and this shall finalise the consideration of the matter under these Procedures.
- 5.26 The CEO must refer all Code of Conduct complaints about Board members, other than those referred to the Office under clause 5.20 or finalised under clause 5.23 or resolved under clause 5.24, to the complaints coordinator.

How are Code of Conduct complaints about the CEO to be dealt with?

- 5.27 The Chairperson must refer the following Code of Conduct complaints about the CEO to the Office:
- a) complaints alleging a breach of the pecuniary interest provisions contained in Part 4 of the Code of Conduct
  - b) complaints alleging a breach of the provisions relating to the maintenance of the integrity of the Code of Conduct contained in Part 9 of the Code of Conduct
  - c) complaints that are the subject of a special complaints management arrangement with the Office under clause 5.49.

- 5.28 Where the Chairperson refers a complaint to the Office under clause 5.27, the Chairperson must notify the complainant of the referral in writing.
- 5.29 The Chairperson may decide to take no action in relation to a Code of Conduct complaint about the CEO, other than one requiring referral to the Office under clause 5.27, where they consider that no action is warranted in relation to the complaint.
- 5.30 Where the Chairperson decides to take no action in relation to a Code of Conduct complaint about the CEO, the Chairperson must give the complainant reasons in writing for their decision within 21 days of receipt of the complaint and this shall finalise the consideration of the matter under these procedures.
- 5.31 Where the Chairperson considers it to be practicable and appropriate to do so, the Chairperson may seek to resolve Code of Conduct complaints about the CEO, other than those requiring referral to the Office under clause 5.27, by alternative means such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour. The resolution of a Code of Conduct complaint under this clause is not to be taken as a determination that there has been a breach of the council's Code of Conduct.
- 5.32 Where the Chairperson resolves a Code of Conduct complaint under clause 5.31 to the Chairperson's satisfaction, the Chairperson must notify the complainant in writing of the steps taken to resolve the complaint within 21 days of receipt of the complaint and this shall finalise the consideration of the matter under these procedures.
- 5.33 The Chairperson must refer all Code of Conduct complaints about the CEO, other than those referred to the Office under clause 5.27 or finalised under clause 5.30 or resolved under clause 5.31, to the complaints coordinator.

#### How are complaints about both the CEO and the Chairperson to be dealt with?

- 5.34 Where the CEO or Chairperson receives a Code of Conduct complaint that alleges a breach of the Code of Conduct by both the CEO and the Chairperson, the CEO or Chairperson must either:
- a) delegate their functions under this part with respect to the complaint to a member of staff of the council other than the CEO where the allegation is not serious, or to a person external to the council, or
  - b) refer the matter to the complaints coordinator under clause 5.26 and clause 5.33.

#### Referral of Code of Conduct complaints to external agencies

- 5.35 The CEO, Chairperson or a conduct reviewer may, at any time, refer a Code of Conduct complaint to an external agency for its consideration, where they consider such a referral is warranted.

- 5.36 The CEO, Chairperson or a conduct reviewer must report to the ICAC any matter that they suspect on reasonable grounds concerns or may concern corrupt conduct.
- 5.37 Where the CEO, Chairperson or conduct reviewer refers a complaint to an external agency under clause 5.35, they must notify the complainant of the referral in writing unless they form the view, on the advice of the relevant agency, that it would not be appropriate for them to do so.
- 5.38 Referral of a matter to an external agency shall finalise consideration of the matter under these Procedures unless the council is subsequently advised otherwise by the referral agency.

#### Disclosure of the identity of complainants

- 5.39 In dealing with matters under these Procedures, information that identifies or tends to identify complainants is not to be disclosed unless:
- a) the complainant consents in writing to the disclosure, or
  - b) it is generally known that the complainant has made the complaint as a result of the complainant having voluntarily identified themselves as the person who made the complaint, or
  - c) it is essential, having regard to procedural fairness requirements, that the identifying information be disclosed, or
  - d) a conduct reviewer is of the opinion that disclosure of the information is necessary to investigate the matter effectively, or
  - e) it is otherwise in the public interest to do so.
- 5.40 Clause 5.39 does not apply to Code of Conduct complaints made by Board members about other Board members or the CEO.
- 5.41 Where a Board member makes a Code of Conduct complaint about another Board member or the CEO, and the complainant Board member considers that compelling grounds exist that would warrant information that identifies or tends to identify them as the complainant not to be disclosed, they may request in writing that such information not be disclosed.
- 5.42 A request made by a complainant Board member under clause 5.41 must be made at the time they make a Code of Conduct complaint and must state the grounds upon which the request is made.
- 5.43 The CEO or Chairperson, and where the matter is referred to a conduct reviewer, the conduct reviewer, must consider a request made under clause 5.41 before disclosing information that identifies or tends to identify the complainant Board member, but they are not obliged to comply with the request.



- 5.44 Where a complainant Board member makes a request under clause 5.41, the CEO or Chairperson or, where the matter is referred to a conduct reviewer, the conduct reviewer, shall notify the Board member in writing of their intention to disclose information that identifies or tends to identify them prior to disclosing the information.

Code of Conduct complaints made as public interest disclosures

- 5.45 These Procedures do not override the provisions of the *Public Interest Disclosures Act 1994*. Code of Conduct complaints that are made as public interest disclosures under that Act are to be managed in accordance with the requirements of that Act, the council's internal reporting policy, and any guidelines issued by the NSW Ombudsman that relate to the management of public interest disclosures.
- 5.46 Where a Board member makes a Code of Conduct complaint about another Board member or the CEO as a public interest disclosure, before the matter may be dealt with under these Procedures, the complainant Board member must consent in writing to the disclosure of their identity as the complainant.
- 5.47 Where a complainant Board member declines to consent to the disclosure of their identity as the complainant under clause 5.46, the CEO or the Chairperson must refer the complaint to the Office for consideration. Such a referral must be made under section 26 of the *Public Interest Disclosures Act 1994*.

Special complaints management arrangements

- 5.48 The CEO may request in writing that the Office enter into a special complaints management arrangement with the council in relation to Code of Conduct complaints made by or about a person or persons.
- 5.49 Where the Office receives a request under clause 5.48, it may agree to enter into a special complaints management arrangement if it is satisfied that the number or nature of Code of Conduct complaints made by or about a person or persons has:
- a) imposed an undue and disproportionate cost burden on the council's administration of its Code of Conduct, or
  - b) impeded or disrupted the effective administration by the council of its Code of Conduct, or
  - c) impeded or disrupted the effective functioning of the council.
- 5.50 A special complaints management arrangement must be in writing and must specify the following:
- a) the Code of Conduct complaints the arrangement relates to, and
  - b) the period that the arrangement will be in force.
- 5.51 The Office may, by notice in writing, amend or terminate a special complaints management arrangement at any time.

- 5.52 While a special complaints management arrangement is in force, an officer of the Office (the assessing OLG officer) must undertake the preliminary assessment of the Code of Conduct complaints specified in the arrangement in accordance with the requirements of Part 6 of these Procedures.
- 5.53 Where, following a preliminary assessment, the assessing OLG officer determines that a Code of Conduct complaint warrants investigation by a conduct reviewer, the assessing OLG officer shall notify the complaints coordinator in writing of their determination and the reasons for their determination. The complaints coordinator must comply with the recommendation of the assessing OLG officer.
- 5.54 Prior to the expiry of a special complaints management arrangement, the Office may, at the request of the CEO, review the arrangement to determine whether it should be renewed or amended.
- 5.55 A special complaints management arrangement shall expire on the date specified in the arrangement unless renewed under clause 5.54.

## Part 6

### **Preliminary assessment of Code of Conduct complaints about Board members or the CEO by conduct reviewers**

#### Referral of Code of Conduct complaints about Board members or the CEO to conduct reviewers

- 6.1 The complaints coordinator must refer all Code of Conduct complaints about Board members or the CEO that have not been referred to an external agency or declined or resolved by the CEO, Chairperson or their delegate and that have been referred to them under clauses 5.26 or 5.33, to a conduct reviewer within 21 days of receipt of the complaint by the CEO or the Chairperson.
- 6.2 For the purposes of clause 6.1, the complaints coordinator will refer a complaint to a conduct reviewer selected from:
- a) a panel of conduct reviewers established by the council, or
  - b) a panel of conduct reviewers established by an organisation approved by the Office.
- 6.3 In selecting a suitable conduct reviewer, the complaints coordinator may have regard to the qualifications and experience of members of the panel of conduct reviewers. Where the conduct reviewer is an incorporated or other entity, the complaints coordinator must also ensure that the person assigned to receive the referral on behalf of the entity meets the selection and eligibility criteria for conduct reviewers prescribed under Part 3 of these Procedures.
- 6.4 A conduct reviewer must not accept the referral of a Code of Conduct complaint where:

- a) they have a conflict of interest in relation to the matter referred to them, or
  - b) a reasonable apprehension of bias arises in relation to their consideration of the matter, or
  - c) they or their employer has entered into one or more contracts with the council (other than contracts relating to the exercise of their functions as a conduct reviewer) in the 2 years preceding the referral, and they or their employer have received or expect to receive payments under the contract or contracts of a value that, when aggregated, exceeds \$100,000, or
  - d) at the time of the referral, they or their employer are the council's legal service provider or are a member of a panel of legal service providers appointed by the council.
- 6.5 For the purposes of clause 6.4(a), a conduct reviewer will have a conflict of interest in a matter where a reasonable and informed person would perceive that they could be influenced by a private interest when carrying out their public duty (see clause 5.2 of the Model Code of Conduct).
- 6.6 For the purposes of clause 6.4(b), a reasonable apprehension of bias arises where a fair-minded observer might reasonably apprehend that the conduct reviewer might not bring an impartial and unprejudiced mind to the matter referred to the conduct reviewer.
- 6.7 Where the complaints coordinator refers a matter to a conduct reviewer, they will provide the conduct reviewer with a copy of the Code of Conduct complaint and any other information relevant to the matter held by the council, including any information about previous proven breaches and any information that would indicate that the alleged conduct forms part of an ongoing pattern of behaviour.
- 6.8 The complaints coordinator must notify the complainant in writing that the matter has been referred to a conduct reviewer and advise which conduct reviewer the matter has been referred to.
- 6.9 Conduct reviewers must comply with these Procedures in their consideration of matters that have been referred to them and exercise their functions in a diligent and timely manner.
- 6.10 The complaints coordinator may at any time terminate the referral of a matter to a conduct reviewer and refer the matter to another conduct reviewer where the complaints coordinator is satisfied that the conduct reviewer has failed to:
- a) comply with these procedures in their consideration of the matter, or
  - b) comply with a lawful and reasonable request by the complaints coordinator, or
  - c) exercise their functions in a timely or satisfactory manner.
- 6.11 Where the complaints coordinator terminates a referral to a conduct reviewer under clause 6.10, they must notify the complainant and any other affected person in writing

of their decision and the reasons for it and advise them which conduct reviewer the matter has been referred to instead.

Preliminary assessment of Code of Conduct complaints about Board members or the CEO by a conduct reviewer

- 6.12 The conduct reviewer is to undertake a preliminary assessment of a complaint referred to them by the complaints coordinator for the purposes of determining how the complaint is to be managed.
- 6.13 The conduct reviewer may determine to do one or more of the following in relation to a complaint referred to them by the complaints coordinator:
- a) to take no action
  - b) to resolve the complaint by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour
  - c) to refer the matter back to the CEO or, in the case of a complaint about the CEO, the Chairperson, for resolution by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour
  - d) to refer the matter to an external agency
  - e) to investigate the matter.
- 6.14 In determining how to deal with a matter under clause 6.13, the conduct reviewer must have regard to the complaint assessment criteria prescribed under clause 6.31.
- 6.15 The conduct reviewer may make such enquiries the conduct reviewer considers to be reasonably necessary to determine what options to exercise under clause 6.13.
- 6.16 The conduct reviewer may request the complaints coordinator to provide such additional information the conduct reviewer considers to be reasonably necessary to determine what options to exercise in relation to the matter under clause 6.13. The complaints coordinator will, as far as is reasonably practicable, supply any information requested by the conduct reviewer.
- 6.17 The conduct reviewer must refer to the Office any complaints referred to them that should have been referred to the Office under clauses 5.20 and 5.27.
- 6.18 The conduct reviewer must determine to take no action on a complaint that is not a Code of Conduct complaint for the purposes of these Procedures.

- 6.19 The resolution of a Code of Conduct complaint under clause 6.13, paragraphs (b) or (c) is not to be taken as a determination that there has been a breach of the council's Code of Conduct.
- 6.20 Where the conduct reviewer completes their preliminary assessment of a complaint by determining to exercise an option under clause 6.13, paragraphs (a), (b) or (c), they must provide the complainant with written notice of their determination and provide reasons for it, and this will finalise consideration of the matter under these Procedures.
- 6.21 Where the conduct reviewer refers a complaint to an external agency, they must notify the complainant of the referral in writing unless they form the view, on the advice of the relevant agency, that it would not be appropriate for them to do so.
- 6.22 The conduct reviewer may only determine to investigate a matter where they are satisfied as to the following:
- a) that the complaint is a Code of Conduct complaint for the purposes of these Procedures, and
  - b) that the alleged conduct is sufficiently serious to warrant the formal censure of a Board member under section 440G of the LGA or disciplinary action against the CEO under their contract of employment if it were to be proven, and
  - c) that the matter is one that could not or should not be resolved by alternative means.
- 6.23 In determining whether a matter is sufficiently serious to warrant formal censure of a Board member under section 440G of the LGA or disciplinary action against the CEO under their contract of employment, the conduct reviewer is to consider the following:
- a) the harm or cost that the alleged conduct has caused to any affected individuals and/or the council
  - b) the likely impact of the alleged conduct on the reputation of the council and public confidence in it
  - c) whether the alleged conduct was deliberate or undertaken with reckless intent or negligence
  - d) any previous proven breaches by the person whose alleged conduct is the subject of the complaint and/or whether the alleged conduct forms part of an ongoing pattern of behaviour.
- 6.24 The conduct reviewer must complete their preliminary assessment of the complaint within 28 days of referral of the matter to them by the complaints coordinator and notify the complaints coordinator in writing of the outcome of their assessment.

- 6.25 The conduct reviewer is not obliged to give prior notice to or to consult with any person before making a determination in relation to their preliminary assessment of a complaint, except as may be specifically required under these procedures.

Referral back to the CEO or Chairperson for resolution

- 6.26 Where the conduct reviewer determines to refer a matter back to the CEO or to the Chairperson to be resolved by alternative and appropriate means, they must write to the CEO or, in the case of a complaint about the CEO, to the Chairperson, recommending the means by which the complaint may be resolved.
- 6.27 The conduct reviewer must consult with the CEO or Chairperson prior to referring a matter back to them under clause 6.13(c).
- 6.28 The CEO or Chairperson may decline to accept the conduct reviewer's recommendation. In such cases, the conduct reviewer may determine to deal with the complaint by other means under clause 6.13.
- 6.29 Where the conduct reviewer refers a matter back to the CEO or Chairperson under clause 6.13(c), the CEO or, in the case of a complaint about the CEO, the Chairperson, is responsible for implementing or overseeing the implementation of the conduct reviewer's recommendation.
- 6.30 Where the conduct reviewer refers a matter back to the CEO or Chairperson under clause 6.13(c), the CEO, or, in the case of a complaint about the CEO, the Chairperson, must advise the complainant in writing of the steps taken to implement the conduct reviewer's recommendation once these steps have been completed.

Complaints assessment criteria

- 6.31 In undertaking the preliminary assessment of a complaint, the conduct reviewer must have regard to the following considerations:
- a) whether the complaint is a Code of Conduct complaint for the purpose of these Procedures
  - b) whether the complaint has been made in a timely manner in accordance with clause 4.4, and if not, whether the allegations are sufficiently serious for compelling grounds to exist for the matter to be dealt with under the council's Code of Conduct
  - c) whether the complaint is trivial, frivolous, vexatious or not made in good faith
  - d) whether the complaint discloses prima facie evidence of conduct that, if proven, would constitute a breach of the Code of Conduct
  - e) whether the complaint raises issues that would be more appropriately dealt with by an external agency

- f) whether there is or was an alternative and satisfactory means of redress available in relation to the conduct complained of
- g) whether the complaint is one that can be resolved by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour
- h) whether the issue/s giving rise to the complaint have previously been addressed or resolved
- i) any previous proven breaches of the council's Code of Conduct
- j) whether the conduct complained of forms part of an ongoing pattern of behaviour
- k) whether there were mitigating circumstances giving rise to the conduct complained of
- l) the seriousness of the alleged conduct (having regard to the criteria specified in clause 6.23)
- m) the significance of the conduct or the impact of the conduct for the council
- n) how much time has passed since the alleged conduct occurred
- o) such other considerations that the conduct reviewer considers may be relevant to the assessment of the complaint.

## Part 7

### Investigations of Code of Conduct complaints about Board members or the CEO

#### What matters may a conduct reviewer investigate?

- 7.1 A conduct reviewer (hereafter referred to as an "investigator") may investigate a Code of Conduct complaint that has been referred to them by the complaints coordinator and any matters related to or arising from that complaint.
- 7.2 Where an investigator identifies further separate possible breaches of the Code of Conduct that are not related to or do not arise from the Code of Conduct complaint that has been referred to them, they are to report the matters separately in writing to the CEO, or, in the case of alleged conduct on the part of the CEO, to the Chairperson.
- 7.3 The CEO or the Chairperson or their delegate is to deal with a matter reported to them by an investigator under clause 7.2 as if it were a new Code of Conduct complaint in accordance with these procedures.

### How are investigations to be commenced?

- 7.4 The investigator must at the outset of their investigation provide a written notice of investigation to the respondent. The notice of investigation must:
- a) disclose the substance of the allegations against the respondent, and
  - b) advise of the relevant provisions of the Code of Conduct that apply to the alleged conduct, and
  - c) advise of the process to be followed in investigating the matter, and
  - d) advise the respondent of the requirement to maintain confidentiality, and
  - e) invite the respondent to make a written submission in relation to the matter within a period of not less than 14 days specified by the investigator in the notice, and
  - f) provide the respondent the opportunity to address the investigator on the matter within such reasonable time specified in the notice.
- 7.5 The respondent may, within 7 days of receipt of the notice of investigation, request in writing that the investigator provide them with such further information they consider necessary to assist them to identify the substance of the allegation against them. An investigator will only be obliged to provide such information that the investigator considers reasonably necessary for the respondent to identify the substance of the allegation against them.
- 7.6 An investigator may at any time prior to issuing a draft report, issue an amended notice of investigation to the respondent in relation to the matter referred to them.
- 7.7 Where an investigator issues an amended notice of investigation, they must provide the respondent with a further opportunity to make a written submission in response to the amended notice of investigation within a period of not less than 14 days specified by the investigator in the amended notice.
- 7.8 The investigator must also, at the outset of their investigation, provide written notice of the investigation to the complainant, the complaints coordinator and the CEO, or in the case of a complaint about the CEO, to the complainant, the complaints coordinator and the Chairperson. The notice must:
- a) advise them of the matter the investigator is investigating, and
  - b) in the case of the notice to the complainant, advise them of the requirement to maintain confidentiality, and
  - c) invite the complainant to make a written submission in relation to the matter within a period of not less than 14 days specified by the investigator in the notice.



### Written and oral submissions

- 7.9 Where the respondent or the complainant fails to make a written submission in relation to the matter within the period specified by the investigator in their notice of investigation or amended notice of investigation, the investigator may proceed to prepare their draft report without receiving such submissions.
- 7.10 The investigator may accept written submissions received outside the period specified in the notice of investigation or amended notice of investigation.
- 7.11 Prior to preparing a draft report, the investigator must give the respondent an opportunity to address the investigator on the matter being investigated. The respondent may do so in person or by telephone or other electronic means.
- 7.12 Where the respondent fails to accept the opportunity to address the investigator within the period specified by the investigator in the notice of investigation, the investigator may proceed to prepare a draft report without hearing from the respondent.
- 7.13 Where the respondent accepts the opportunity to address the investigator in person, they may have a support person or legal adviser in attendance. The support person or legal adviser will act in an advisory or support role to the respondent only. They must not speak on behalf of the respondent or otherwise interfere with or disrupt proceedings.
- 7.14 The investigator must consider all written and oral submissions made to them in relation to the matter.

### How are investigations to be conducted?

- 7.15 Investigations are to be undertaken without undue delay.
- 7.16 Investigations are to be undertaken in the absence of the public and in confidence.
- 7.17 Investigators must make any such enquiries that may be reasonably necessary to establish the facts of the matter.
- 7.18 Investigators may seek such advice or expert guidance that may be reasonably necessary to assist them with their investigation or the conduct of their investigation.
- 7.19 An investigator may request that the complaints coordinator provide such further information that the investigator considers may be reasonably necessary for them to establish the facts of the matter. The complaints coordinator will, as far as is reasonably practicable, provide the information requested by the investigator.

### Referral or resolution of a matter after the commencement of an investigation

- 7.20 At any time after an investigator has issued a notice of investigation and before they have issued their final report, an investigator may determine to:
  - a) resolve the matter by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, mediation, informal discussion,

negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour, or

- b) refer the matter to the CEO, or, in the case of a complaint about the CEO, to the Chairperson, for resolution by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour, or
- c) refer the matter to an external agency.

- 7.21 Where an investigator determines to exercise any of the options under clause 7.20 after the commencement of an investigation, they must do so in accordance with the requirements of Part 6 of these procedures relating to the exercise of these options at the preliminary assessment stage.
- 7.22 The resolution of a Code of Conduct complaint under clause 7.20, paragraphs (a) or (b) is not to be taken as a determination that there has been a breach of the council's Code of Conduct.
- 7.23 Where an investigator determines to exercise any of the options under clause 7.20 after the commencement of an investigation, they may by written notice to the respondent, the complainant, the complaints coordinator and the CEO, or in the case of a complaint about the CEO, to the respondent, the complainant, the complaints coordinator and the Chairperson discontinue their investigation of the matter.
- 7.24 Where the investigator discontinues their investigation of a matter under clause 7.23, this shall finalise the consideration of the matter under these procedures.
- 7.25 An investigator is not obliged to give prior notice to or to consult with any person before making a determination to exercise any of the options under clause 7.20 or to discontinue their investigation except as may be specifically required under these Procedures.

#### Draft investigation reports

- 7.26 When an investigator has completed their enquiries and considered any written or oral submissions made to them in relation to a matter, they must prepare a draft of their proposed report.
- 7.27 The investigator must provide their draft report to the respondent and invite them to make a written submission in relation to it within a period of not less than 14 days specified by the investigator.
- 7.28 Where the investigator proposes to make adverse comment about any other person (an affected person) in their report, they must also provide the affected person with relevant extracts of their draft report containing such comment and invite the affected person to make a written submission in relation to it within a period of not less than 14 days specified by the investigator.

- 7.29 The investigator must consider written submissions received in relation to the draft report prior to finalising their report in relation to the matter.
- 7.30 The investigator may, after consideration of all written submissions received in relation to their draft report, make further enquiries into the matter. If, as a result of making further enquiries, the investigator makes any material change to their proposed report that makes new adverse comment about the respondent or an affected person, they must provide the respondent or affected person as the case may be with a further opportunity to make a written submission in relation to the new adverse comment.
- 7.31 Where the respondent or an affected person fails to make a written submission in relation to the draft report within the period specified by the investigator, the investigator may proceed to prepare and issue their final report without receiving such submissions.
- 7.32 The investigator may accept written submissions in relation to the draft report received outside the period specified by the investigator at any time prior to issuing their final report.

#### Final investigation reports

- 7.33 Where an investigator issues a notice of investigation, they must prepare a final report in relation to the matter unless the investigation is discontinued under clause 7.23.
- 7.34 An investigator must not prepare a final report in relation to the matter at any time before they have finalised their consideration of the matter in accordance with the requirements of these Procedures.
- 7.35 The investigator's final report must:
- a) make findings of fact in relation to the matter investigated, and,
  - b) make a determination that the conduct investigated either,
    - i. constitutes a breach of the Code of Conduct, or
    - ii. does not constitute a breach of the Code of Conduct, and
  - c) provide reasons for the determination.
- 7.36 At a minimum, the investigator's final report must contain the following information:
- a) a description of the allegations against the respondent
  - b) the relevant provisions of the Code of Conduct that apply to the alleged conduct investigated
  - c) a statement of reasons as to why the matter warranted investigation (having regard to the criteria specified in clause 6.23)
  - d) a statement of reasons as to why the matter was one that could not or should not be resolved by alternative means

- e) a description of any attempts made to resolve the matter by use of alternative means
- f) the steps taken to investigate the matter
- g) the facts of the matter
- h) the investigator's findings in relation to the facts of the matter and the reasons for those findings
- i) the investigator's determination and the reasons for that determination
- j) any recommendations.

7.37 Where the investigator determines that the conduct investigated constitutes a breach of the Code of Conduct, the investigator may recommend:

- a) in the case of a breach by the CEO, that disciplinary action be taken under the CEO's contract of employment for the breach, or
- b) in the case of a breach by a Board member, that the Board member be formally censured for the breach under section 440G of the LGA, or
- c) in the case of a breach by a Board member, that the Board resolves as follows:
  - i. that the Board member be formally censured for the breach under section 440G of the LGA, and
  - ii. that the matter be referred to the Office for further action under the misconduct provisions of the LGA.

7.38 Where the investigator proposes to make a recommendation under clause 7.37(c), the investigator must first consult with the Office on their proposed findings, determination and recommendation prior to finalising their report, and must take any comments by the Office into consideration when finalising their report.

7.39 Where the investigator has determined that there has been a breach of the Code of Conduct, the investigator may, in addition to making a recommendation under clause 7.37, recommend that the council revise any of its policies, practices or procedures.

7.40 Where the investigator determines that the conduct investigated does not constitute a breach of the Code of Conduct, the investigator may recommend:

- a) that the council revise any of its policies, practices or procedures
- b) that a person or persons undertake any training or other education.

7.41 The investigator must provide a copy of their report to the complaints coordinator and the respondent.

- 7.42 At the time the investigator provides a copy of their report to the complaints coordinator and the respondent, the investigator must provide the complainant with a written statement containing the following information:
- a) the investigator's findings in relation to the facts of the matter and the reasons for those findings
  - b) the investigator's determination and the reasons for that determination
  - c) any recommendations, and
  - d) such other additional information that the investigator considers may be relevant.
- 7.43 Where the investigator has determined that there has not been a breach of the Code of Conduct, the complaints coordinator must provide a copy of the investigator's report to the CEO or, where the report relates to the CEO's conduct, to the Chairperson, and this will finalise consideration of the matter under these procedures.
- 7.44 Where the investigator has determined that there has been a breach of the Code of Conduct and makes a recommendation under clause 7.37, the complaints coordinator must, where practicable, arrange for the investigator's report to be reported to the next ordinary Board meeting for the Board's consideration, unless the meeting is to be held within the 4 weeks prior to an ordinary local government election, in which case the report must be reported to the first ordinary Board meeting following the election.
- 7.45 Where it is apparent to the complaints coordinator that the Board will not be able to form a quorum to consider the investigator's report, the complaints coordinator must refer the investigator's report to the Office for its consideration instead of reporting it to the Board under clause 7.44.

#### Consideration of the final investigation report by the Board

- 7.46 The role of the Board in relation to a final investigation report is to impose a sanction if the investigator has determined that there has been a breach of the Code of Conduct and has made a recommendation in their final report under clause 7.37.
- 7.47 The Board is to close its meeting to the public to consider the final investigation report in cases where it is permitted to do so under section 10A of the LGA.
- 7.48 Where the complainant is a Board member, they must absent themselves from the meeting and take no part in any discussion or voting on the matter. The complainant Board member may absent themselves without making any disclosure of interest in relation to the matter unless otherwise required to do so under the Code of Conduct.
- 7.49 Prior to imposing a sanction, the Board must provide the respondent with an opportunity to make a submission to the Board. A submission may be made orally or in

writing. The respondent is to confine their submission to addressing the investigator's recommendation.

- 7.50 Once the respondent has made their submission they must absent themselves from the meeting and, where they are a Board member, take no part in any discussion or voting on the matter.
- 7.51 The Board must not invite submissions from other persons for the purpose of seeking to re-hear evidence previously considered by the investigator.
- 7.52 Prior to imposing a sanction, the Board may by resolution:
  - a) request that the investigator make additional enquiries and/or provide additional information to it in a supplementary report, or
  - b) seek an opinion from the Office in relation to the report.
- 7.53 The Board may, by resolution, defer further consideration of the matter pending the receipt of a supplementary report from the investigator or an opinion from the Office.
- 7.54 The investigator may make additional enquiries for the purpose of preparing a supplementary report.
- 7.55 Where the investigator prepares a supplementary report, they must provide copies to the complaints coordinator who shall provide a copy each to the Board and the respondent.
- 7.56 The investigator is not obliged to notify or consult with any person prior to submitting the supplementary report to the complaints coordinator.
- 7.57 The Board is only required to provide the respondent a further opportunity to make an oral or written submission on a supplementary report if the supplementary report contains new information that is adverse to them.
- 7.58 The Board may by resolution impose one of the following sanctions on a respondent:
  - a) in the case of a breach by the CEO, that disciplinary action be taken under the CEO's contract of employment for the breach, or
  - b) in the case of a breach by a Board member, that the Board member be formally censured for the breach under section 440G of the LGA, or
  - c) in the case of a breach by a Board member
    - i. that the Board member be formally censured for the breach under section 440G of the LGA, and
    - ii. that the matter be referred to the Office for further action under the misconduct provisions of the LGA.
- 7.59 Where the Board censures a Board member under section 440G of the LGA, the Board must specify in the censure resolution the grounds on which it is satisfied that the Board

member should be censured by disclosing in the resolution, the investigator's findings and determination and/or such other grounds that the Board considers may be relevant or appropriate.

- 7.60 The Board is not obliged to adopt the investigator's recommendation. Where the Board proposes not to adopt the investigator's recommendation, the Board must resolve not to adopt the recommendation and state in its resolution the reasons for its decision.
- 7.61 Where the Board resolves not to adopt the investigator's recommendation, the complaints coordinator must notify the Office of the Board's decision and the reasons for it.

## Part 8

### Oversight and rights of review

#### The Office's powers of review

- 8.1 The Office may, at any time, whether or not in response to a request, review the consideration of a matter under the council's Code of Conduct where it is concerned that a person has failed to comply with a requirement prescribed under these procedures or has misinterpreted or misapplied the standards of conduct prescribed under the Code of Conduct in their consideration of a matter.
- 8.2 The Office may direct any person, including the Board, to defer taking further action in relation to a matter under consideration under the council's Code of Conduct pending the completion of its review. Any person the subject of a direction must comply with the direction.
- 8.3 Where the Office undertakes a review of a matter under clause 8.1, it will notify the complaints coordinator and any other affected persons, of the outcome of the review.

#### Complaints about conduct reviewers

- 8.4 The CEO or their delegate must refer Code of Conduct complaints about conduct reviewers to the Office for its consideration.
- 8.5 The CEO must notify the complainant of the referral of their complaint about the conduct reviewer in writing.
- 8.6 The CEO must implement any recommendation made by the Office as a result of its consideration of a complaint about a conduct reviewer.

#### Practice rulings

- 8.7 Where a respondent and an investigator are in dispute over a requirement under these Procedures, either person may make a request in writing to the Office to make a ruling on a question of procedure (a practice ruling).

- 8.8 Where the Office receives a request in writing for a practice ruling, the Office may provide notice in writing of its ruling and the reasons for it to the person who requested it and to the investigator, where that person is different.
- 8.9 Where the Office makes a practice ruling, all parties must comply with it.
- 8.10 The Office may decline to make a practice ruling. Where the Office declines to make a practice ruling, it will provide notice in writing of its decision and the reasons for it to the person who requested it and to the investigator, where that person is different.

Review of decisions to impose sanctions

- 8.11 A person who is the subject of a sanction imposed under Part 7 of these procedures other than one imposed under clause 7.58, paragraph (c), may, within 28 days of the sanction being imposed, seek a review of the investigator's determination and recommendation by the Office.
- 8.12 A review under clause 8.11 may be sought on the following grounds:
- a) that the investigator has failed to comply with a requirement under these procedures, or
  - b) that the investigator has misinterpreted or misapplied the standards of conduct prescribed under the Code of Conduct, or
  - c) that in imposing its sanction, the council has failed to comply with a requirement under these procedures.
- 8.13 A request for a review made under clause 8.11 must be made in writing and must specify the grounds upon which the person believes the investigator or the council has erred.
- 8.14 The Office may decline to conduct a review, in cases where the grounds upon which the review is sought are not sufficiently specified.
- 8.15 The Office may undertake a review of a matter without receiving a request under clause 8.11.
- 8.16 The Office will undertake a review of the matter on the papers. However, the Office may request that the complaints coordinator provide such further information that the Office considers reasonably necessary for it to review the matter. The complaints coordinator must, as far as is reasonably practicable, provide the information requested by the Office.
- 8.17 Where a person requests a review under clause 8.11, the Office may direct the Board to defer any action to implement a sanction. The Board must comply with a direction to defer action by the Office.
- 8.18 The Office must notify the person who requested the review and the complaints coordinator of the outcome of the Office's review in writing and the reasons for its



decision. In doing so, the Office may comment on any other matters the Office considers to be relevant.

8.19 Where the Office considers that the investigator or the Board has erred, the Office may recommend that a decision to impose a sanction under these procedures be reviewed. Where the Office recommends that the decision to impose a sanction be reviewed:

- a) the complaints coordinator must, where practicable, arrange for the Office's determination to be tabled at the next ordinary Board meeting unless the meeting is to be held within the 4 weeks prior to an ordinary local government election, in which case it must be tabled at the first ordinary Board meeting following the election, and
- b) the Board must:
  - i. review its decision to impose the sanction, and
  - ii. consider the Office's recommendation in doing so, and
  - iii. resolve to either rescind or reaffirm its previous resolution in relation to the matter.

8.20 Where, having reviewed its previous decision in relation to a matter under clause 8.19(b), the Board resolves to reaffirm its previous decision, the Board must state in its resolution its reasons for doing so.

## Part 9

### Procedural Irregularities

- 9.1 A failure to comply with these procedures does not, on its own, constitute a breach of the Code of Conduct, except as may be otherwise specifically provided under the Code of Conduct.
- 9.2 A failure to comply with these procedures will not render a decision made in relation to a matter invalid where:
  - a) the non-compliance is isolated and/or minor in nature, or
  - b) reasonable steps are taken to correct the non-compliance, or
  - c) reasonable steps are taken to address the consequences of the non-compliance.

## Part 10

### Practice Directions

10.1 The Office may at any time issue a practice direction in relation to the application of these procedures.

- 10.2 The Office will issue practice directions in writing, by circular to all councils.
- 10.3 All persons performing a function prescribed under these procedures must consider the Office's practice directions when performing the function.

## Part 11

### Reporting statistics on Code of Conduct complaints about Board members and the CEO

11.1 The complaints coordinator must arrange for the following statistics to be reported to the Board within 3 months of the end of September of each year:

- a) the total number of Code of Conduct complaints made about Board members and the CEO under the Code of Conduct in the year to September (the reporting period)
- b) the number of Code of Conduct complaints referred to a conduct reviewer during the reporting period
- c) the number of Code of Conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints
- d) the number of Code of Conduct complaints investigated by a conduct reviewer during the reporting period
- e) without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period
- f) the number of matters reviewed by the Office during the reporting period and, without identifying particular matters, the outcome of the reviews, and
- g) the total cost of dealing with Code of Conduct complaints made about Board members and the CEO during the reporting period, including staff costs.

11.2 The council is to provide the Office with a report containing the statistics referred to in clause 11.1 within 3 months of the end of September of each year.

## Part 12

### Confidentiality

- 12.1 Information about Code of Conduct complaints and the management and investigation of Code of Conduct complaints is to be treated as confidential and is not to be publicly disclosed except as may be otherwise specifically required or permitted under these Procedures.
- 12.2 Where a complainant publicly discloses information on one or more occasions about a Code of Conduct complaint they have made or purported to make, the CEO or their delegate may, with the consent of the Office, determine that the complainant is to

receive no further information about their complaint and any future Code of Conduct complaint they make or purport to make.

- 12.3 Prior to seeking the Office's consent under clause 12.2, the CEO or their delegate must give the complainant written notice of their intention to seek the Office's consent, invite them to make a written submission within a period of not less than 14 days specified by the CEO or their delegate, and consider any submission made by them.
- 12.4 In giving its consent under clause 12.2, the Office must consider any submission made by the complainant to the CEO or their delegate.
- 12.5 The CEO or their delegate must give written notice of a determination made under clause 12.2 to:
  - a) the complainant
  - b) the complaints coordinator
  - c) the Office, and
  - d) any other person the CEO or their delegate considers should be notified of the determination.
- 12.6 Any requirement under these procedures that a complainant is to be provided with information about a Code of Conduct complaint that they have made or purported to make, will not apply to a complainant the subject of a determination made by the CEO or their delegate under clause 12.2.
- 12.7 Clause 12.6 does not override any entitlement a person may have to access to council information under the *Government Information (Public Access) Act 2009* or to receive information under the *Public Interest Disclosures Act 1994* in relation to a complaint they have made.

### Procedure Details

Procedure for Administration of the Code of Conduct	Adopted by Riverina Water Board
Legislation Associated with this Procedure	<i>Local Government Act 1993</i> <i>Local Government (General) Regulation 2021</i>
Documents Associated with this Procedure	Model Code of Conduct Riverina Water Code of Conduct Policy 1.01
Procedure History	14 December 2022 Res 22/192

# R11 Delivery Program 2022/23 - 2024/25 Yr 3 Operational Plan

## Organisational Area Corporate Services

<b>Author</b>	Wendy Reichelt, Governance & Corporate Planning Officer
<b>Summary</b>	This report provides an overview of Year 3 (and final year) of the 2022/23-2024/25 Delivery Program and the achievement of the 2024-25 Operational Plan

**RECOMMENDATION** the Board note the end of year result for the 2022/23-2024/25 Delivery Program and the 2024-25 Operational Plan.

## Report

The 2022/23 – 2025/26 Delivery Program was originally adopted in June 2022, setting out the strategies to be delivered over the life of the plan in support of the ten-year Business Activity Strategic Plan (BASP).

Following the change to the previous Board term, the Delivery Program was shortened to cover 2022/23 – 2024/25. An End of Term Report on this Program was presented to the incoming Board in December 2024.

After this, the new Business Activity Strategic Plan, together with the 2025/26 – 2028/29 Delivery Program and the 2025/26 Operational Plans, were developed and adopted. The first report under this new Delivery Program, aligned with the four strategic pillars of the BASP, will be provided to the Board in February 2026.

This is the final report against the 2022/23 – 2024/25 Delivery Program, presented under the three strategic pillars of the previous BASP:

**Our People** – we have a high-performance 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

Two attachments accompany this report:

**Summary of Delivery Program Achievement** – providing an overview of outcomes delivered under the 2022/23 – 2024/25 Delivery Program.

**Detailed Performance Outcomes** – outlining the key performance results of the BASP, the measures of the Delivery Program, and the action summary and performance actuals for the 2024/25 Operational Plan.

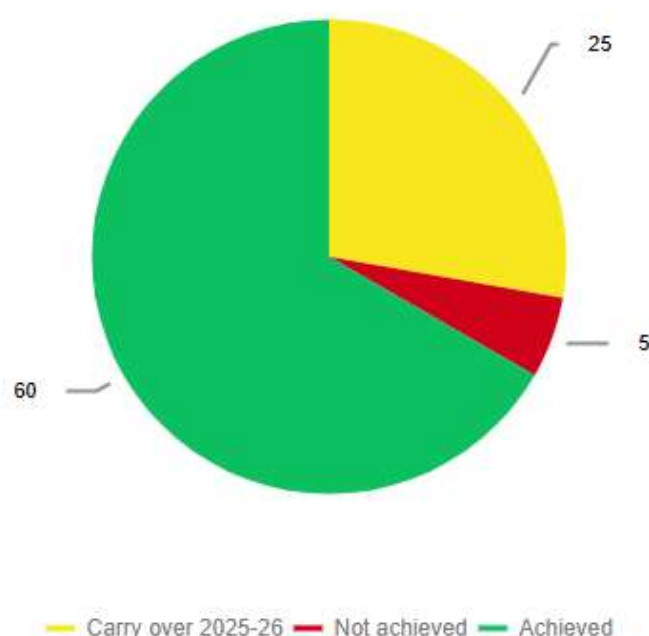
### Operational Plan actions 2024-25

A total of 90 actions were identified within the 2024-25 Operational Plan, with outcomes as follows:

**Our People:** 22 actions – 19 actions completed and 3 carry over to 2025-26; 0 not achieved

**Our Business:** 49 actions – 24 actions completed; 20 carry over to 2025-26; 5 not achieved

**Our Community:** 19 actions – 17 actions completed; 2 carry over to 2025-26; 0 not achieved





Supporting commentary for the status of actions is included within this report. *Carry overs* are actions that have commenced, are identified in the 2024/25 Plan, and have budget allocated to them.

Overall, the organisation has made strong progress in delivering on the 2024–25 Operational Plan, with the majority of actions completed and outcomes achieved across all focus areas. A total of 90 actions were identified, of which 60 have been successfully delivered and a further 25 are in progress and carried over to 2025–26. These carry over actions are linked to projects that are already underway, some of which have been deliberately reprioritised to align with available resources and to ensure risk is appropriately managed. This approach allows us to focus on delivering sustainable, cost-effective outcomes for customers, supported by option analysis and sound planning. While some initiatives under Our Business experienced delays due to resourcing constraints and competing priorities, many are well advanced and expected to be finalised in this financial year.

Work is continuing in 2025/26 to strengthen our project management approach, with a focus on improving completion rates and better phasing of actions and projects to ensure that one-year commitments are realistic and achievable.

Key highlights from this report will also be presented in the Annual Report, which will be provided to the Board in October.

- › **R11.1**      **Delivery Program overview** [↓](#) 
- › **R11.2**      **DPOP annual results including BASP KPIs** [↓](#) 

## Strategic Alignment

Our Business

Improve strategic planning and accountability

## Financial Implications

This report should be read in conjunction with the 2024/25 Financial Statements and the budget report on revoted capital works to be carried into 2024-25 due to uncompleted projects in 2024-25.

## Workforce Implications

Commentary on workforce actions undertaken during 2024-25 are contained within this report, particularly under Our People initiatives.

## 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.

## Delivery Program 3-year result

Total actions 2022-23 to 2024-25 = 262

61% actions completed; 30% actions carried over; 9% not achieved

### What we focussed on

#### Our People

##### **Objective: Attract, retain and develop our people**

Our strategies:

- Develop and implement workforce strategies to ensure capacity, capability and readiness for future organisational requirements
- Continue to develop leadership skills across our organisation
- Gear recruitment and onboarding practices towards attracting talent and inducting them into our good organisational culture
- Proactively engage in initiatives that make Riverina Water an employer of choice

##### **Objective: Foster diversity, inclusion, respect and gender equality at all levels of the organisation**

Our strategies:

- Establish programs and systems that enhance and support our commitment to diversity, equity and inclusion
- Embed our organisational values into people practices and culture to support a quality employee experience

##### **Objective: Create an engaging , positive, collaborative and innovative workplace culture**

Our strategies:

- Collaborate with our staff and ensure strong employee engagement and communication across the organisation
- Prepare our people to embrace change based on the organisational and community needs
- Create a value-based reward system that rewards outstanding performance and fosters adequate feedback
- Strengthen mechanisms to capture staff ideas and implement innovative and transformative business solutions

##### **Objective: Build upon our strong history of safety and wellbeing**

Our strategies:

- Prioritise employee mental health, physical health and overall wellbeing
- Maintain a strong safety culture across the organisation
- Develop and monitor WHS metrics



**Objective: Invest in and evolve our HR systems, processes and frameworks**

Our strategies:

- Implement and evolve fit for purpose systems, processes and frameworks
- Develop and implement knowledge management processes to improve efficiency and enable informed decisions

**OPERATIONAL PLAN ACTIONS FOR OUR PEOPLE 2022/23 – 2024/25 = 54**

2022-23 = 18 actions; 13 actions completed; 5 carry over to 2023-24; 0 not achieved

2023-24 = 19 actions; 9 actions completed; 7 carry over to 2024-25 (FLOW related); 3 not achieved

2024-25 = 22 actions; 19 actions completed; 3 carry over to 2025-26; 0 not achieved

**Our Business**

**Objective: Optimise our network and infrastructure**

Our strategies:

- Supply water to all viable urban areas, villages and rural land within the Riverina Water supply area
- Ensure our water supply system is capable of meeting current and future levels of service
- Manage water quality to ensure supply is in accordance with 2011 Australian Drinking Water Guidelines
- Monitor and manage the risks posed by PFAS in the Lachlan Aquifer in collaboration with DPIE Water
- Build, operated, monitor and maintain assets at least lifecycle cost, whilst meeting agreed levels of service
- Undertake a number of demand management strategies to mitigate overall consumption and peak demand pressures on the system

**Objective: Enhance and integrate our asset management system and practices**

Our strategies:

- Implement central asset management system in ERP solution (FLOW)
- Develop condition and criticality ratings for all asset classes in the central asset management system
- Integrate central asset management system with financial information
- Implement Esri GIS system
- Identify, assess and appropriately manage risks associated with assets
- Develop and input assets maintenance schedules for major assets

**Objective: Deliver business value through digitisation with a focus on accessible and accurate information, integrated and secure services that promote agile operations**

Our strategies:

- Ensure secure and accurate data that is actionable and enables intelligent decision making
- Ensure seamless and intelligent systems and processes that enable us to do our job well
- Strengthen mechanisms to capture staff ideas and implement innovative or transformative business solutions
- Ensure Riverina Water structures provide clear direction, transparency and accountability

**Objective: Adopt emerging technology that increases our efficiency**

Our strategies:

- Implement our Net Zero policy
- Invest in research and development

**Objective: Improve strategic planning and accountability**

Our strategies:

- Develop accountability tools in line with our mission and vision
- Deliver, monitor and review plans, frameworks and policies in line with regulatory and governance requirements
- Continue to mature enterprise risk management, culture and frameworks to ensure compliance and business continuity

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

Our strategies:

- Implement and review sound financial processes and practices
- Ensure sufficient funds are available for long term operational requirements
- Drive smart business decisions through proactive development and delivery of financial metrics and business insights

**Objective: Improve our operations to future proof our business**

Our strategies:

- Investigate sustainable and ethical procurement practices
- Adopt circular economy practices in the planning and delivery of assets, products and services
- Update our water cycle and environmental management plans
- Protect and restore sites to eliminate and prevent degradation

**Objective: Collaborate and share our knowledge with other organisations**

Our strategies:

- Contribute to relevant industry benchmarks for operational excellence
- Create opportunities for Riverina Water to collaborate with other industry experts

**OPERATIONAL PLAN ACTIONS FOR OUR BUSINESS 2022/23 – 2024/25 = 147**

2022-23 = 37 actions; 19 actions completed; 17 carry over to 2023-24; 1 not achieved

2023-24 = 61 actions (tried approach of greater granularity in reporting of capital program)

29 actions completed; 21 carry over to 2024-25; 11 actions not achieved

2024-25 = 49 actions; 24 actions completed; 20 carry over to 2025-26; 5 not achieved

**Our Community**

**Objective: Actively support and participate in our community**

Our strategies:

- Provide and support education opportunities for youth, tertiary and the wider community
- Strengthen opportunities to collaborate with constituent councils, JOs and industry
- Provide access to tap water in community spaces in the Riverina Water supply area
- Investigate and implement ways we can invest in our community to achieved desired outcomes

**Objective: Create stronger connections with our diverse community to help deliver positive impact**

Our strategies:

- Drive strong community engagement through an endorsed strategy
- Improve our understanding and strengthen out connection with our diverse community

**Objective: Continue to develop positive relationships with our First Nations Community**

Our strategies:

- Develop and implement adequate strategies, frameworks and education systems to support Riverina Water's commitment to strengthening our relationship with our First Nations community

**Objective: Provide exceptional customer service by understanding our customers and tailoring and improving our systems, processes and service offerings to their needs**

Our strategies:

- Develop and capture data regularly in regards to our customers to help us understand them, their needs and expectations
- Ensure we have the best systems, processes and frameworks that reflect our commitment to our customer centricity
- Support customers with sustainable pricing models that meet levels of service and both operational and infrastructure requirements

**OPERATIONAL PLAN ACTIONS FOR OUR COMMUNITY 2022/23 – 2024/25 = 61**

2022-23 = 23 actions; 20 actions completed; 3 carry over to 2023-24

2023-24 = 19 actions; 12 actions completed; 3 carry over to 2024-25; 4 not achieved (2 related to FLOW project)

2024-25 = 19 actions; 17 actions completed; 2 carry over to 2025-26; 0 not achieved



Delivery Program 2022/23 – 2024/25

Operational Plan Progress Report Q4, 2024/2025

Strategic Pillar 1: Our People

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


Key performance indicator	Result
Our workforce reflects the diversity of our community	Not achieved. Further work to be done on diversity, equity and inclusion.
Riverina Water is a recognised and awarded employer of choice	Riverina Water was recognised in 2020 by Riverina TAFE as an employer of choice and strives to maintain the associated high standards. The annual community survey consistently reflects well on staff at all levels.
Staff indicate Riverina Water is a positive respectful and safe place to work	The bi-annual staff survey was conducted during early 2025 with Safety rating as a strength at Riverina Water. The survey identified opportunities for improvement including processes, staff recognition and recruitment
Staff turnover levels sit below industry benchmarks	Riverina Water turnover sits 2.69% below industry benchmark
We continue our tradition of a strong safety culture	The WHS Committee meets regularly and has a good relationship with the Management Executive Team and the Leadership Team. The annual Safety Breakfast is well attended and engaging for all staff. Implementation of the WHS Strategic Plan has commenced.
We have a culture of innovation and continuous improvement	The suite of corporate documents including our 2025 Strategic Workforce Plan encourages and rewards innovation and continuous improvement.
We have the right combination of skills, knowledge and experience to achieve our goals	Identified staff skills training plans delivered.

1.1: Attract, retain and develop our people

1.1.1: Develop and implement workforce strategies to ensure capacity, capability and readiness for future organisational requirements


Delivery Program Measure	Result
Workforce Management Plan 2023-2026 is reviewed and implemented	Workforce plan has been reviewed and adopted.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
1.1.1.1	Implement actions and outcomes from first year of Workforce Plan	People & Culture Business Partner	<div></div>	All action items for the financial year have been completed	100%	Significant progress has been made in implementing actions from the first year of the workforce plan. Key achievements include the successful rollout of a leadership development program, active participation in industry and career expos, and the appointment of four new apprenticeships and traineeships. Additionally, the development of a change management framework has strengthened our capacity for managing organisational change. Considerable technological upskilling has also been accomplished, highlighted by the implementation of the FLOW system, which is enhancing operational efficiency across the workforce.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
1.1.1.2	Equip staff with relevant annual training plan.	People & Culture Officer		Planned training delivered	100%	Annual training delivered in line with outcomes from the Staff Annual Review Plan. Budget was underspent for multiple reasons, however all mandatory compliance training was met.
1.1.1.3	Undertake review of hourly working week arrangements	CEO		Review is completed and a decision is reached to inform the Award Negotiation	Achieved.	Review of hourly week arrangements undertaken.



1.1.2: Continue to develop leadership skills across our organisation

Delivery Program Measure	Result
Leadership development program is endorsed by Senior Exec and implemented	Program was endorsed and all leaders undertook Proteus Leadership Development Program.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
1.1.2.1	Continue to embed the Capability Framework across the organisation.	People & Culture Business Partner		Leadership capability framework is rolled out.	Not achieved.	<p>Progress on embedding the Capability Framework across the organisation has not occurred, primarily due to matters arising from the OCR project and the broader whole-of-organisation resistance to change, including the harmonisation project. As a result, the Capability Framework was not actively considered during this period.</p> <p>Consideration of its implementation has now been incorporated into the OCR &amp; Skills Project MOU as an outcome from the recent award negotiations. This is included as an 2025/26 Operational Plan action.</p> <p>We acknowledge that delaying this work carries risks, including reduced clarity around role expectations, inconsistent development planning, and missed opportunities to align workforce capability with strategic goals. These risks will continue to be monitored, and the implementation will be revisited in line with the OCR &amp; Skills project timeframes.</p>

1.1.3: Gear recruitment and onboarding practices towards attracting talent and inducting them into our good organisational culture

Delivery Program Measure	Result
Recruitment processes and supporting HR processes are reviewed	Progressing


Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
1.1.3.1	Undertake all necessary recruitment in order to meet operational requirements	People & Culture Officer		100% advertised positions are filled	100%	All required recruitment undertaken and 100% of advertised vacancies filled.
1.1.3.2	Review staff induction booklet and onboarding and offboarding procedures.	People & Culture Officer		Onboarding and offboarding processes and documentation are up to date and effective	In progress.	Review of staff induction booklet and onboarding and offboarding procedures has been completed and changes have been scheduled for implementation in 2025/26.

Achieved	Carry over 2025-26	Not achieved
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Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
				New starters survey shows 85% satisfaction rate with induction	Not yet measured.	

1.1.4: Proactively engage in initiatives that make Riverina Water an employer of choice


Delivery Program Measure				Result		
Applications for advertised Riverina Water positions produce strong candidate fields				All vacant positions were adequately filled in 2024/25.		

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
1.1.4.1	Undertake award negotiation including harmonisation of award hours.	CEO		Agreed Award commenced	14 July 2025	An award has been successfully negotiated and commenced on 14 July 2025. As part of the negotiation process, it was agreed that should changes occur to the state award regarding the harmonisation of hours, Riverina Water would give due consideration to this matter as part of the next round of negotiations.

1.2: Foster diversity, inclusion, respect and gender equality at all levels of our organisation

1.2.1: Establish programs and systems that enhance and support our commitment to diversity, equity and inclusion


Delivery Program Measure				Result		
Programs and systems are developed and implemented				Riverina Water has invested significantly in staff and software systems that are contemporary and innovative. An example is the recent successful launch of our Customer Portal. Work also continues on a trial of a digital water meter fleet.		

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
1.2.1.1	Implement EEO plan and policy	People & Culture Business Partner		Implementation plan successfully actioned	Not achieved.	Progress has been made towards implementing the EEO plan and policy, with the EEO policy formally endorsed; however, the overall implementation of the policy has not yet been finalised. This implementation will be delivered through the DIAP actions, which is included in the 2025/26 Operational Plan.

1.2.2: Embed our organisational values into people practices and culture to support a quality employee experience

Delivery Program Measure				Result		
Organisational values are promoted and understood by staff.				Riverina Water adopted its Cultural Action Plan in 2024 which included 4 refreshed values. Implementation of the Plan is embedding the fours values of Respect, Connection, Safety and Cooperation.		



Achieved	Carry over 2025-26	Not achieved
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Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
1.2.2.1	Continue to embed corporate values and associated behaviours as per the action plan	People & Culture Business Partner		All action items for the financial year are achieved	Achieved	<p>Progress continues to be made in embedding corporate values and associated behaviours, primarily aligned with the key themes outlined in the cultural action plan. Specific initiatives include ongoing efforts to connect day-to-day work with Riverina Water's values, demonstrated by reflective articles featured in each monthly HR newsletter. Additionally, leaders and staff have been encouraged to incorporate goals linked to our values and culture within the SARP process, fostering regular discussion and accountability with their managers.</p> <p>Further progress in line with the action plan has been planned for in future years, including the development of an Employee Value Proposition (EVP) scheduled for 2025/26.</p>

1.3: Create an engaging, positive, collaborative and innovative workplace culture


1.3.1: Collaborate with our staff and ensure strong employee engagement and communication across the organisation

Delivery Program Measure	Result
Internal staff engagement strategies are reviewed and updated	Completed.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
1.3.1.1	Continue to improve internal communication to foster collaboration and connection across the organisation	Customer & Comms Team Leader		Internal communications strategy implemented	Strategy implemented	Initiatives such as staff profiles took place. Collaboration with business units on internal campaigns or communication audits to improve overall approach to internal communications methods and content.
1.3.1.2	Undertake staff survey and develop actions plan from results	People & Culture Business Partner		Survey completed and reported to Manex	Completed	Action completed - the staff survey has been undertaken and a working group established to focus on key areas identified in the results, including recruitment, processes, and reward and recognition. Implementation of any key initiatives arising from this work will proceed as agreed by the working group and management.

1.3.2: Prepare our people to embrace change based on the organisational and community needs

Delivery Program Measure	Result
Change management strategies are developed and implemented	Completed.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
1.3.2.1	Implement change management and training plan for staff in the rollout of all phases of the FLOW project	Director Corporate Services		Training plan delivered as scheduled	Delivered	<p>Action completed — all staff now have the capacity to utilise the system.</p> <p>Ongoing work will continue as part of BAU with the Knowledge &amp; Capability Lead to support continued uptake of functionality and maintain data quality.</p>
				Staff evidence understanding and application of system to their work	Completed	

Achieved	Carry over 2025-26	Not achieved
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1.3.3: Create a value-based reward system that rewards outstanding performance and fosters adequate feedback

Delivery Program Measure	Result
Values-based reward system is developed and implemented	Not achieved

No action identified for 2024/25

1.3.4: Strengthen mechanisms to capture staff ideas and implement innovative and transformative business solutions


Delivery Program Measure	Result
Staff engagement is embedded in project planning and employee participation is encouraged	Progressing. Work continues on the project management framework and methodology which will be encouraging engagement, as well as cross functional opportunities for staff to provide input into corporate projects.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
1.3.4.1	Continue to implement staff engagement initiatives that bring insights for management consideration and action	CEO		Listening Lounge Sessions held and reviewed	Achieved	The Leadership Team (comprising 28 staff) undertook the Proteus Leadership Training Course during early 2025 which was deemed a success and has led to a strengthened sense of team and identified opportunities for improved relationships and networking. The staff survey was undertaken and results of that survey are being shared with staff this month. "Listening Lounge" sessions continued during the year with positive feedback.
				WHS workplace insight visits held and reviewed	Achieved	

1.4: Build upon our strong history of safety and wellbeing

1.4.1: Prioritise employee mental health, physical health and overall wellbeing



Delivery Program Measure	Result
Wellbeing program is implemented and staff survey results show improved wellbeing	Employee wellbeing showed 5% reduced rating in staff survey from 2022 to 2025. This result is, however, equal to the overall industry rating.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
1.4.1.1	Continue implementation of WELL program including psychosocial wellbeing	People & Culture Business Partner		WELL KPI measures are achieved - participation rate of up to 60% up to 4 events annually	Achieved.	<p>Progress continues with the implementation of the WELL program, with a strong focus on psychosocial wellbeing over the past six months. The Uprise EAP program has been actively promoted through presentations delivered to the Operations, Engineering, and Corporate teams, increasing awareness and engagement. WELL-related content, including Mind, Body, Career themes, has been regularly shared via HR updates. The Push Up Challenge launched in June has provided a practical wellbeing activity to encourage physical health.</p> <p>Additionally, the Manex team participated in the "Leading with Wellbeing" series through Uprise EAP in June 2025, reinforcing leadership commitment to wellbeing. To guide future activities, a WELL Survey was conducted in June 2025 to gather employee input for the next year's program planning.</p>

Achieved	Carry over 2025-26	Not achieved
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1.4.2: Maintain a strong safety culture across the organisation

Delivery Program Measure	Result
Safety obligations are well understood and adhered to	The new (additional) position of WHS Coordinator was created and recruited to in 2023. This has allowed Riverina Water to have two staff in this very important function and create the inaugural Strategic Safety Management Plan.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
1.4.2.1	Continue to develop and implement WHS communication plan	WHS Coordinator		Communication program delivered on time	Achieved	WHS communication and consultation strategies developed through both the WHS Management System Improvement Programme 2025/2026 and the Riverina Water WHS Planning & Reporting Procedure, which was endorsed by both Manex and the WHS Committee in June 2025.
1.4.2.2	Continue implementation of the WHS Strategic Plan 2024	WHS Coordinator		WHS major program commenced (Systems, Governance and Training)	Commenced	WHS Management System Improvement Programme 2025/2026 developed to achieve a systems-based approach to meet our health and safety goals. The objective of the Programme is to improve our existing WHS Management System through: - Worker consultation to manage and improve WHS outcomes. - Strengthen our WHS culture by demonstrating due diligence and duty of care. - Monitoring, evaluating, reviewing and improving our systems. - Integrating with other Riverina Water systems; and - Providing data to enable more informed decision making.

1.4.3: Develop and monitor WHS metrics

Delivery Program Measure	Result
WHS metrics are developed, monitored regularly and modifications are made where required based on insights	During 2024 an internal audit was undertaken to closely review the overall WHS Management System. The recommendations of that audit were accepted by management and the Board and are in the process of being implemented





Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
1.4.3.1	Use current systems to begin to develop metrics to align with WHS strategy and processes	WHS Coordinator		Metrics enable informed WHS decisions by Manex	Achieved	Leading WHS indicators have been developed and embedded into the new WHS Reporting system 'BeSafe'. These indicators complement existing lagging indicators, (Injury/Illness, Incidents and Near Miss). The new leading indicators, collectively named 'Work Insights' include hazards, at risk observation and positive observations. The Riverina Water Enterprise Award Safety Bonus which is related to the injury and illness statistics index remains in place for the new Award Agreement.
1.4.3.2	Conduct annual analysis and comparison of workers compensation claims	WHS Coordinator		Reports submitted to Manex. WHS Committee and ARIC	Achieved	WHS Priority Action Plan developed to improve WHS performance and reduce the frequency and severity of workplace injuries. 2026 Priority action - Safety in Design, engineering out manual handling during operational and maintenance tasks.

Achieved	Carry over 2025-26	Not achieved
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1.5: Invest in and evolve our HR systems, processes and frameworks

1.5.1: Implement and evolve fit for purpose systems, processes and frameworks

Delivery Program Measure	Result
HR management framework and action plan are developed and implemented	Progressing

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
1.5.1.1	Undertake Staff Annual Review Process (SARP)	People & Culture Business Partner		SARP exercises are finalised in a timely manner	Completed on time.	All staff have undertaken and completed both phases of the Staff Annual Review Process (SARP)
1.5.1.2	Commence implementation of HRIS system in line with FLOW project plan	Director Corporate Services		System Go Live	Achieved	The HRIS system has been implemented in accordance with the project plan. Further work will be undertaken in the future to align system capabilities—either through system enhancements or complementary solutions—to ensure it is fit for purpose for Riverina Water's skills and training process. This will be considered following the finalisation of outcomes from the OCR project.
1.5.1.4	Implement outcomes from review of skills system	People & Culture Business Partner		Action items for review are finalised	In progress	<p>Progress on implementing outcomes from the skills review was delayed due to matters raised during recent award negotiations. An MOU has been developed to revisit the project, and this initiative is now included in the 2025/26 operational plan. This approach was agreed upon during the award negotiations, with finalisation scheduled prior to the commencement of the next award term.</p> <p>It is important to note that delays in implementing the skills review outcomes carry risks such as potential skill gaps persisting within the workforce, which has affect on employee engagement and development opportunities. Timely finalisation of the MOU and subsequent actions will be critical to mitigating these risks and is being prioritised by management.</p>
1.5.1.5	Deliver monthly HR metrics reports	People & Culture Business Partner		HR reports presented to Manex	Achieved	The delivery of monthly HR metrics reports has been completed. Relevant information and detailed reports have been consistently provided to MANEX, supporting informed decision-making and workforce planning

1.5.2: Develop and implement Knowledge Management processes to improve efficiency and enable informed decisions

Delivery Program Measure	Result
Knowledge management framework is developed and implemented	Progressing. Knowledge and Capability Lead has recently been appointed.

No action identified for 2024/25

Achieved	Carry over 2025-26	Not achieved
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Strategic Pillar 2: Our Business


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

Key performance indicator	Result
Our asset management is compliant with ISO55000	Our maturity assessment against the principles of ISO55000 was deemed basic. Improvements have included implementing a new centralised asset management system, reconciling assets with financial system, validating asset database with field information and capturing works and preventative maintenance programs.
Our customer base is increased on 2022 levels	4.1% increase in 2022 customer accounts.
Our KPIs are relevant, ambitious and quantifiable	We are progressing well on this KPI. In 2024/25, considerable work was undertaken to review and refine our performance measures.
We apply contemporary technology to operate efficiently	Successful implementation of our new ERP system, early adopter program for the new customer portal.
We are financially secure	Based on the 2024/25 indicative results, the financial performance is strong and supports positive financial metrics, confirming that we remain financially secure.
We deliver agreed service levels with our assets efficiently	Service levels are met efficiently through: - Improved asset data and workflow management via the new ERP system; - Enhanced hydraulic modelling that drives capital works prioritisation; - Integrated network oversight across planning, operations, and maintenance. evident in high reliability scores (4.65/5) and fast customer request resolution within customer service levels. - Water quality compliance with ADWG.
We have effective two-way communication with our constituent councils	Regular quarterly meetings are held at officer level with Wagga City Council. The Chair and CEO also meet annually with the Mayors and General Managers of the four constituent Councils. Various Memorandum of Understandings with all Councils exist and are effectively managed
We plan ahead and are accountable for our promises	All corporate planning undertaken with appropriate reviews of all strategic planning documents completed








2.1: Optimise our network and infrastructure

2.1.1: Supply water to all viable urban areas, villages and rural land within the Riverina Water Supply area

Delivery Program Measure	Result
Reticulated water supply is available where practical and economically recoverable	Reticulated water supply is provided where practical and economically recoverable, guided by internal hydraulic assessments to confirm supply capability during peak demand, including detailed pressure and flow analysis. Growth planning data from our four constituent councils is integrated into our 30-year network model to identify cost-effective, practical development opportunities. This approach ensures infrastructure is delivered in line with demand, with developer service charges applied to recover appropriate costs. A review of charges will be required following infrastructure master planning to meet additional growth across our service areas.



Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.1.1.1	Install water supply mains and services infrastructure and services infrastructure to service new developments as required	Manager Works & Service Delivery		Development requirements met	Achieved	Installation of water mains and services completed as per development requirements.
				Growth projects installed	Achieved	

Achieved	Carry over 2025-26	Not achieved
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Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.1.1.2	Complete Boree Creek to Morundah pipeline	Manager Works & Service Delivery		Pipeline installed and operational	Progressing	Project progressing well but completion delayed due to slower rates of pipe laying due to difficult ground conditions and complexity of job. Expected completion in first quarter FY26.
2.1.1.3	Complete detailed design for Urana WTP replacement	Manager Projects		Detailed design completed	Not achieved	Project on hold while investigations into feasibility of ground water continue. Project will recommence once source is determined.
2.1.1.4	Upgrade telemetry and radio communications	Manager Operations		Completion of upgrade program	85%	Delayed attributed to land matters for final digital radio repeater involving 18 outstanding stations. Expected to be completed in new financial year Q1.
2.1.1.5	Undertake electrical and control switchboard improvement at high-risk sites identified in the switchboard audit to ensure compliance with Australian Standards	Manager Operations		Prioritised switchboards upgraded	100%	Audit completed in January 2025.
2.1.1.6	Upgrade water treatment plant at Woomargama	Manager Operations		Staged completion of the new water treatment plant	35%	Regulators required a hydrogeological risk assessment, to determine the risk of chlorine resistant pathogens and to what extent the existing shallow bore in Woomargama provides effective management of this risk.  Hydrogeological report completed with peer review being sought by water quality expert. Section 60 Approvals need to be sought and attained before changing current treatment works. On hold, awaiting approvals from NSW Health and DCCEEW. Expected to recommence in 2025-2026.
2.1.1.7	Continue program of maintenance and installation of bulk water filling stations to enable access for water carters and contractors	Manager Works & Service Delivery		Water filling stations in appropriate locations	Achieved	Bulk filling stations installed and maintained in line with program to meet community expectations and requests (where possible).
2.1.1.8	Create and implement inspection regime for reservoirs	Manager Operations		Inspections programmed	100%	Reservoir inspection program has already commenced.

2.1.2: Ensure our water supply system is capable of meeting current and future levels of service

Delivery Program Measure	Result
Levels of service are met	We achieved agreed level of service for reliability, service interruptions and water quality, which are both reflected in high level of customer satisfaction scores, local water utility performance reporting scores, compliance with ADWG water quality measures.






Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.1.2.1	Undertake water main renewals, upgrades and system improvements to maintain or improve levels of service	Manager Works & Service Delivery		Renewals profile met	Not achieved	2 planned projects not achieved due to reprioritisation and workload management, as well as delays due to unforeseen approval requirements. Project to be completed in FY26.
				Development requirements met	Achieved	
2.1.2.2	Monitor network performance and investigate supply complaints	Manager Works & Service Delivery		Engineering reports capture customer complaints and response in line with adopted levels of service	Achieved	Network performance monitored and investigated when reports of LoS not being met, including taking actions to rectify issues.

Achieved	Carry over 2025-26	Not achieved
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Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.1.2.3	Conduct programmed refurbishment and upgrades of pump stations	Manager Operations		Upgrades completed in line with Capex	Partially achieved	Maintenance and BaU replacements are taking place. Upgrading of pump stations is on hold until confirmation of growth projections associated with NSW Public Works project.


2.1.3: Manage water quality to ensure supply is in accordance with 2011 Australian Drinking Water Guidelines

Delivery Program Measure	Result
Water quality remains within Australian Drinking Water Guidelines	Achieved.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.1.3.1	Complete replacement of new shade cover at North Wagga WTP	Manager Projects		Shade cover installed	0%	Steel Fabrication 100% complete, galvanised and delivered to site. Pier footings constructed. Pad excavated for roof assembly. Will need additional \$180K to complete construction due to difficult ground conditions and design variations.
2.1.3.2	Upgrade or replace online and remote monitoring equipment at WTPs	Manager Operations		Equipment replaced as per program	100%	Replaced upgraded assigned lap equipment for 24/25
2.1.3.3	Upgrade or replace laboratory equipment at WTPs	Manager Operations		Equipment replaced as per program	100%	Replaced upgraded lab equipment as per 24/25 program
2.1.3.4	Develop preventative maintenance plan for mains flushing	Manager Works & Service Delivery		Plan developed and implemented	In progress	Reactive flushing and maintenance undertaken. Use lessons learnt to plan proactive flushing in preparation to manage ongoing network water quality for next peak demand period.
2.1.3.5	Implement recommendations from Drinking Water Management audit	Manager Operations		Recommendations from audit actioned	50%	Established a drinking water management team to assist in prioritisation of future actions. involving operation and CAPEX.

2.1.4: Monitor and manage the risks posed by PFAS in the Lachlan aquifer in collaboration with DPIE Water




Delivery Program Measure	Result
Risks associated with PFAS are managed	Management of risks associated with PFAS ongoing

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.1.4.1	Attend PFAS technical advisory group and communications working group meetings as per terms of reference	Manager Operations		Attendance as required	Achieved	Attended Wagga RAAF PFAS governance and strategic group meetings, and additional regulator meetings associated with proposed ADWG limits for PFAS affecting Tarcutta (Bore 5) and West Wagga (Bore 4) where detected PFAS is below current limits but above proposed limits.

Achieved	Carry over 2025-26	Not achieved
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2.1.5: Build, operate, monitor and maintain assets at least lifecycle cost while meeting agreed levels of service

Delivery Program Measure	Result
Operational costs are minimised without adversely affecting performance	Operational costs are minimised through our asset renewals program, operational and preventative maintenance programs. Implementation of the new centralised asset management system will continue to provide improved insights into our asset life cycle costs and where efficiencies are within the business.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.1.5.1	Deliver the adopted fleet replacement program	Manager Projects		Replacement vehicles ordered	Achieved	Fleet replacement program has continued to be implemented and prioritised within budget.
2.1.5.2	Continue programmed development of Hammond Ave site in line with site master plans	Manager Projects		Development completed as programmed	Not achieved	Consultant engaged to undertake Master planning project and key stakeholders meetings have occurred. Master planning due for completion in Q1 of 2025/26.
2.1.5.3	Undertake programmed construction at The Rock depot	Manager Projects		Completion of Construction Stage 1	Not achieved	Tender documents finalised. Tender released and closes 19 July with recommendation planned to go to August Board Meeting. Stage 2 Construction Certificate received by LSC Discussions around insurance of new buildings with Fire protection have required us to review design. Will have to undertake these works post-build as current design satisfies fire design standards. Required to undertake Fire Safety Schedule as per LSC Building Certifier.

2.1.6: Undertake a number of demand management strategies to mitigate overall consumption and peak demand pressures on the system

Delivery Program Measure	Result
Demand pressures are managed without adversely affecting water supply	Demand pressures are managed within service levels, which is a balance between customer satisfaction, operational costs and being able to deliver water to our service areas at a sustainable cost. Further development is staged on growth areas and assets where viable development can occur from both a cost perspective and ability to meet service levels.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.1.6.1	Commence implementation of actions identified in the Drought Management Plan	Manager Operations		Possible actions identified and prioritised	In progress	Draft drought management plan has been developed, requiring further review to finalise within 2025/26. Demand management plan will also form part of delivery program to highlight further demand strategies to mitigate overall consumption and peak demand pressures on the system.


Achieved	Carry over 2025-26	Not achieved
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2.2: Enhance and integrate our asset management system

2.2.1: Implement central asset management system in ERP solution (FLOW)

Delivery Program Measure				Result		
Asset management register operational in Flow				Asset register reconciliation has resolved to align with all pipe assets in the depreciation records and with our GIS system. The register is operational in FLOW and is being validated against field site inspections to confirm existence and use of assets, condition and any other relevant data.		

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.2.1.1	Embed new asset management practices	Manager Assets & Engineering Systems		New practices adopted	100%	Completed verification of asset register and implementation of processes that integrate GIS asset data capture with the finance system.

2.2.2: Develop condition ratings for all asset classes in the central asset management system

Delivery Program Measure				Result		
Condition ratings uploaded to system				Achieved.		

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.2.2.1	Input criticality ratings for above ground infrastructure assets	Manager Assets & Engineering Systems		Condition ratings updated	100%	Verification of asset register preceded in terms of priority., which has involved site assessments and capture of asset details. Has previously been completed due to update. Data not entered into IPS.

2.2.3: Integrate central asset management system with financial information

Delivery Program Measure				Result		
Systems integration				System integration has occurred through the Flow project and also with our GIS system. Key items have occurred such as asset reconciliation between our asset register and our finance system, while refining and streamlining processes across the business.		

Achieved – no actions 2024/25

2.2.4: Implement Esri GIS system

Delivery Program Measure				Result		
GIS system operational				Achieved.		

Achieved – no actions 2024/25

Achieved	Carry over 2025-26	Not achieved
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2.2.5: Identify, assess and appropriately manage risks associated with assets

Delivery Program Measure	Result
Risks associated with assets managed appropriately	Risk associated with assets are managed predominately through staff knowledge and using overall system risk. Our maturity level is increasing with a new asset management system to help capture data, provide more proactive maintenance and help inform how we best manage asset risk in the most cost effective and efficient manner.

No actions 2024/25

2.2.6: Develop and input asset maintenance schedules for major assets


Delivery Program Measure	Result
Maintenance schedules are in place	Maintenance schedules are in place within the asset management system, however further development of maintenance schedules are required based on asset information insights and overall more effective use of resources to manage risk. Further work in maintenance schedules is planned based on overall system risk and input from field team on where gaps exist between performance and service levels.

	Operational Plan Action	Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.2.6.1	Develop and implement preventative maintenance programs across major assets	Manager Assets & Engineering Systems		Preventative maintenance programs developed and undertaken	40%	Progress made in getting this into the system and the work the teams have been completing. Progressing based on priority and resources.



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

2.3.1: Ensure secure and accurate data that is actionable and enables intelligent decision making

Delivery Program Measure	Result
Accurate data supports all decision making activities of Board and Senior Executive	Progressing.

	Operational Plan Action	Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.3.1.1	Develop a data strategy and data management framework	ICT Manager		Data strategy aligns with established data management principles and supports business goals	Not achieved	The development of a data strategy and data management framework was not achieved in the 2024/25 FY, and will be included in a future year. This is due to the necessary review and redevelopment of Riverina Water's broader Digital Strategy, which has been prioritised and requires completion first. It has been included in the 2025/26 Operational Plan. The Digital Strategy encompasses a wide scope, including the use of digital technologies to improve business processes, enhance customer experiences, and drive innovation, covering areas such as digital processes, online presence, and integration of digital tools and platforms. Once finalised, the data strategy and management framework will be developed to align with and support the overall digital direction.

Achieved	Carry over 2025-26	Not achieved
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Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.3.1.2	Review Business Intelligence and analytics approach and capability	ICT Manager		Demonstrable business improvement in data-drive decision making	In progress	The review of the Business Intelligence and analytics approach and capability has not been achieved, as it is largely encompassed within the scope of the data strategy development referenced in 2.3.1.1. This action is considered a duplication of this required data strategy work, and the relevant requirements will be addressed as part of that broader initiative. There are no significant risk concerns associated with this, as all related matters will ultimately be managed through the data strategy, ensuring a cohesive and aligned approach to business intelligence and analytics.
2.3.1.3	Commence data digital remote water meter reading trial	Manager Works & Service Delivery		Evaluation of data used to determine further development	Not achieved	Digital meter trial not implemented. Carryover project to FY26.


2.3.2: Ensure seamless and intelligent systems and processes that enable us to do our job well

Delivery Program Measure	Result
100% of business processes are captured electronically	Progressing.

No action 2024/25

2.3.3: Strengthen mechanisms to capture staff ideas and implement innovative or transformative business solutions


Delivery Program Measure	Result
Innovative ideas are captured and have frameworks and mechanisms to support their implementation	While a formal innovation framework was not pursued, we continue to capture and implement innovative ideas across the organisation. Processes are in place to ensure that promising initiatives are identified, developed and applied, supporting ongoing improvement and creativity.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.3.3.1	Commence conceptualisation of innovation at Riverina Water	Director Corporate Services		Concepts for supporting organisational innovation are presented to Manex with a preferred way forward determined	Not achieved	<p>Commencement of a formal 'conceptualisation of innovation' program at Riverina Water has not progressed, as it is no longer a current organisational priority. This decision reflects competing workload demands across the business and the observation that innovation is already occurring organically at an individual and team level, particularly through the adoption of AI tools and other emerging technologies, without a dedicated overarching initiative.</p> <p>While this organic approach has benefits, we acknowledge that not pursuing a formal framework carries some risks, including missed opportunities for cross-team collaboration, inconsistent capture of learnings, and potential duplication of effort. These risks will be monitored, and the initiative may be reconsidered in the future if organisational capacity and strategic priorities allow.</p>

Achieved	Carry over 2025-26	Not achieved
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2.3.4: Ensure Riverina Water structures provide clear direction, transparency and accountability



Delivery Program Measure		Result
Direction, transparency and accountability is clear		The suite of corporate planning documents support the intent and strategic objectives of the 2021 Integrated Water Cycle Management Plan. The Strategic Activity Business Plan is regularly reviewed and adjusted to address emerging challenges

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.3.4.1	Develop, publish and educate users on how to use ICT service requests portal	ICT Manager		Adoption of ICT service catalogue, improved delivery of services, usage of the ICT Self Service Portal shows increases month to month	Increases recognised.	Achieved.

2.4: Adopt emerging technology that increases our efficiency

2.4.1: Implement our Net Zero policy


Delivery Program Measure		Result
Net emissions reduced		Net emissions reduction is reliant on implementation of the solar project. This project is awaiting approvals and has been delayed behind original project schedule.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.4.1.1	Review Net Zero policy and roadmap	CEO		Workshop held with new Board	Not achieved	Whilst planning for the Koorringal Road Solar Plant is proceeding (albeit more slowly than expected) a workshop with the Board will likely be held in the second half of 2025. An action has been included in the 2025/26 Operational Plan to progress this matter.
2.4.1.2	Investigate grant funding opportunities to support appointment of a project officer	CEO		Funding opportunities investigated	Not achieved	No work has been undertaken on this matter as other projects and corporate objectives have been more important and time sensitive. In 2025/26 discussions will be held with Wagga Wagga City Council to explore opportunities to share a resource in this space. An action has been included in the 2025/26 Operational Plan to progress this.

2.4.2: Invest in research and development

Delivery Program Measure		Result
Opportunity for investment is identified and made		In the process of reviewing our systems operations, staff are continually identifying and modifying our work practices to ensure the efficient operation of the overall system. One particular initiative that is proceeding is the final planning and approvals for a solar farm


Achieved	Carry over 2025-26	Not achieved
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Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.4.2.1	Design micro grid control systems for solar plant project that meets project objectives	Mgr Projects		Design completed and internally reviewed	In progress	Consultants Schweitzer Engineering Laboratories (SEL) are finalising the functional description for the IEC61850 blocking scheme and the FLISR (fault location, isolation, system restoration) system for the Microgrid. OT segregation and communication audit/functional description drafted, reviewed and comments returned to SEL.

2.5: Improve strategic planning and accountability



2.5.1: Develop accountability tools in line with our mission and vision

Delivery Program Measure	Result
Accountability tools are used across the organisation	Audits, meeting and action tracking tools, feedback mechanisms, and report tracking used throughout the year.


Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.5.1.1	Implement the findings of the organisational reporting review	G&CP Officer		Development of an integrated reporting guide	25%	Considerable work completed inputting plans for reporting out of Pulse which will be monitored by management. Flags and attributes will assist in filtering for specific stakeholder reports in the future. Ongoing reporting uplift will now form part of BAU, and align with capabilities of FLOW reporting.

2.5.2: Deliver, monitor and review plans, frameworks and policies in line with regulatory and governance requirements

Delivery Program Measure	Result
Best practice is maintained via adherence to governance requirements	Nil reported breaches.






Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.5.2.1	Implement action plan and ensure ongoing compliance with Risk & Audit Guidelines	G&CP Officer		ARIC operates within the Risk & Audit Guidelines	100%	Annual workplan now in place. ARIC is operating within the Risk & Audit Guidelines and in compliance with the Audit Risk & Improvement Committee's adopted Terms of Reference.
2.5.2.2	Develop processes to ensure relevant registers are created, maintained and reviewed regularly	G&CP Officer		Registers available and current	100%	Public registers have been allocated to officers to ensure they are kept up-to-date. An annual compliance check is conducted to ensure this is occurring, and is part of the reporting to the ARIC. Further exploration of system capabilities will occur in 2025-26 to see whether workflows can be automated.

Achieved	Carry over 2025-26	Not achieved
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Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.5.2.3	Finalise internal IT policy development and review	ICT Manager		All IT policies developed and up to date	Completed.	Core internal IT policies have been identified and endorsed, marking significant progress in the policy development process. Given the dynamic and fluid nature of IT, policy development and review will remain an ongoing priority. Future operational plans do and will continue to include actions focused on the regular review, alignment, and implementation of IT policies to support the objective of enhancing strategic planning and accountability across the organisation.

### 2.5.3: Continue to mature enterprise risk management, culture and frameworks to ensure compliance and business continuity

Delivery Program Measure	Result
Risk is well managed at Riverina Water to ensure compliance and business continuity	Developing.



Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.5.3.1	Implement action plan resulting from organisational risk management review	Risk & Insurance Officer		Action plan communicated to staff	Completed.	This action is completed. We have assessment at this point in time. The nature of a maturing risk management culture is that it is never 'completed' but actions are consistently being embedded to improve maturity and we are seeing results.
				Risk assessment considered for all business areas and projects	Progressing.	
2.5.3.2	Continue development and roll out of mobile device management	ICT Manager		Demonstrated increase in the security posture of mobile devices		
2.5.3.3	Improve security access for all Riverina Water IT systems	ICT Manager		Solutions investigated and implemented	Completed.	<p>The action to improve security access for all Riverina Water IT systems has been completed with the implementation of three new security-enhancing applications: CrowdStrike for security management, ThreatLocker for application management, and DattoRMM for system management. These tools collectively strengthen system protection, improve access control, and enhance overall IT security resilience.</p> <p>Given the evolving nature of cyber security, this work will remain ongoing into future years as business as usual with exceptions for specific programs of work. In 2025/26, further work will focus on establishing a robust cyber security framework aligned with the Essential Eight to ensure continued protection and compliance with best-practice standards.</p>
2.5.3.4	Develop and implement metrics relating to risk management for internal reporting	Risk & Insurance Officer		Reports on risk metrics to Manex	Achieved	Metrics finalised and quarterly reporting has commenced.
2.5.3.5	Ensure effective preparedness for business interruption via effective development, management and testing of business continuity plans	Risk & Insurance Officer		BCP plan and subplans tested and updated	In progress	<p>Revision and updating for currency expected to be completed November 2025. Training and Scenario exercise scheduled for January - through to Exercise in April 2026 ( to be conducted by Statewide Mutual).</p> <p>This action is covered via audit recommendation, and therefore is not an explicit item in the 2025/26 Operational Plan. It is however resourced, and delivery of the action will be monitored by the ARIC.</p>

Achieved	Carry over 2025-26	Not achieved
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2.6: Take actions that deliver responsible financial management and ensure long term sustainability



2.6.1: Implement and review sound financial processes and practices

Delivery Program Measure	Result
Nil management letter or all management items addressed	Not achieved as open management letter items remain at year end. Some items relate to matters other than financial management.

	Operational Plan Action	Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.6.1.1	Ensure budgets are monitored and managed through regular budget reviews with managers	Manager Finance & Sourcing		12 management meetings are undertaken for the year	Achieved	Monthly budget meetings were held with managers throughout the year.
2.6.1.2	Undertake process and governance review, aligning Finance & Sourcing operations to best practice	Manager Finance & Sourcing		One operational process/function reviewed each quarter	Not achieved	Protracted transition to the new finance system impacted on our ability to resource further process and governance review, however incremental improvements have been achieved in areas of purchasing practices and financial management oversight. This remains an ongoing piece of work and will continue into 2025/26 with a revised Operational Plan Action.

2.6.2: Ensure sufficient funds are available for long term organisational requirements

Delivery Program Measure	Result
All future CAPEX and OPEX requirements are able to be funded	Long Term Financial Planning endorsed by the Board

	Operational Plan Action	Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.6.2.1	Undertake annual long term financial planning review	Manager Finance & Sourcing		Long term financial plan is updated	Achieved	The Long Term Financial Plan was developed in conjunction with development of the 2025/26 Operational Plan and Annual Pricing Review. Public exhibition has been completed. Adoption of the revised Long Term Financial Plan is scheduled for the July Board meeting.
2.6.2.2	Enhance strategic cashflow management and cash investment in line with the Investment policy to ensure returns are maximised	Manager Finance & Sourcing		Average returns exceed the relevant benchmark (AusBond Bank Bill index)	Achieved – exceeded by 0.77% for 24-25	Reinvestment decisions are being informed by typical business cycle cashflows with a focus on extending the weighted average duration of the total portfolio (within policy limits). For the current financial year to 31 May 2025, this has successfully been extended from 220 days (~7 months) to 243 days (~8 months), by targeting higher yielding deposits with tenors between 1 to 2 years. Continuation of this approach should see a gradual transition of weighted average duration towards of 1-2 years, as recommended by the Investment Advisor, designed to access higher interest rates on the term deposit yield curve compared to shorter tenors. This provides some income protection against a lower rate environment. In addition, we are in the early stages of leveraging new functionality in the finance system to improve cashflow requirement forecasting to reduce liquidity risk in short term investment decisions. Investment returns continue to exceed the AusBond Bank Bill Index.

Achieved	Carry over 2025-26	Not achieved
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2.6.3: Drive smart business decisions through proactive development and delivery of financial metrics and business insights


Delivery Program Measure	Result
Decision making is driven by financial metrics	Price increase was endorsed by the Board for 2025/26 utilising financial data and long term planning

No action for 2024/25

2.7: Improve our operations to future proof our business

2.7.1: Investigate sustainable and ethical procurement practices

Delivery Program Measure	Result
Procurement at Riverina Water is undertaken both ethically and sustainably	Review into compliance with sustainable and ethical procurement practices underway

	Operational Plan Action	Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.7.1.1	Commence review of Riverina Water's compliance with sustainable and ethical procurement practices	Manager Finance & Sourcing		Forward action plan developed	100%	A review was commenced to investigate sustainable and ethical procurement practice compliance obligations. To comply with our obligations under the Modern Slavery Act, a Modern Slavery Policy has been developed, Development of a Modern Slavery Risk Assessment is in progress to meet our obligations. Riverina Water participated in local forums regarding circular economy to better understand our responsibilities and the impact to our operations. The centre-led procurement model continues to drive strategic alignment and strengthening of procurement practices, with all significant sourcing events overseen by the Procurement Coordinator. This approach upholds the principles of integrity, fairness, transparency and compliance throughout the procurement process. Further work is planned as part of the 2025/26 Operational Plan with the development of a Sustainable Procurement Roadmap.

2.7.2: Adopt circular economy practices in the planning and delivery of assets, products and services

Delivery Program Measure	Result
Circular economy practices are embedded	Riverina Water actively participates in regional meetings coordinated by Wagga City Council and the NSW Government in relation to circular economy opportunities at the Bomen Special Activation Precinct

	Operational Plan Action	Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.7.2.1	Commence engagement with NSW government regarding the SAP at Bomen	CEO		Discussions held with State government	Not achieved	Given the way the Bomen SAP Circular Economy Project is managed and the limited influence Riverina Water can have on its delivery, this initiative is no longer considered a priority under the current Operational Plan. As such, it will not be included in future operational plans. While a staff member had been nominated to participate in NSW Government meetings to progress the project, engagement has been minimal due to competing, higher priority initiatives.

Achieved	Carry over 2025-26	Not achieved
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2.7.3: Update our water cycle and environmental management plans

Delivery Program Measure	Result
Plans approved by DPE Water	Not achieved

No action for 2024/25

2.7.4: Protect and restore sites to eliminate and prevent degradation

Delivery Program Measure	Result
No soil loss or siltation and vegetation is restored	Achieved

	Operational Plan Action	Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.7.4.1	Implement river and creek banks stabilisation program in line with design report	Manager Projects		Planned stages completed	In progress	Review of Environmental Factors draft received. Comments provided to consultant. Draft tender documentation being reviewed.

2.8: Collaborate and share our knowledge with other organisations


2.8.1: Contribute to relevant industry benchmarks for operational excellence

Delivery Program Measure	Result
Relevant contribution is made	Riverina Water contributes significantly to activities within its supply area via its Community Engagement Program, its annual Community Grants Program known as "Enriching Communities and our generous Donations and Sponsorship Program

No action for 2024/25

2.8.2: Create opportunities for Riverina Water to collaborate with other industry experts

Delivery Program Measure	Result
Ongoing participation in committees and conferences	Riverina Water is well represented at the annual Local Government NSW Annual Conference and the LGNSW Water Management Conference. In addition, staff regularly present papers at other water industry conferences and forums

	Operational Plan Action	Responsible Officer	Action Status	Performance Measure	Actual	Commentary
2.8.2.1	Maintain professional memberships and contribute to forums as appropriate	CEO		Membership and forum contribution	Achieved.	The CEO, Directors and Managers have attended and presented papers at various industry events during FY2025.
				Membership and forum contribution	Achieved.	

Achieved	Carry over 2025-26	Not achieved
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Strategic Pillar 3: Our Community



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

Key performance indicator	Result
Average household water consumption trends downwards	Water demand management such as water restrictions remain in place, however further demand management strategies are being reviewed to align with new industry framework.
Our communities and customers understand the vital role we play in their everyday lives	55% of customers surveyed had some understanding of where their drinking water comes from
Our communities lives are enriched by Riverina Water	The Community Grants Program "Enriching Communities" is successfully delivered every year with in excess of \$200,000 injected into community events and programs
We are acknowledged as an industry leader	Riverina Water has as its vision "provide passionate and professional leadership in the water industry". Various Awards in recent years recognise our efforts to be an industry leader and the challenge is ongoing
We have a meaningful and genuine relationship with the First Nations community	Our first Reconciliation Action Plan was launched in late 2024 with good progress on many of the actions
We operate with net-zero emissions	Net emissions reduction is reliant on implementation of the solar project. This project is awaiting approvals and has been delayed behind original project schedule.
We receive excellent feedback and awards for our customer service	4.56/5 satisfaction with customer service. Finalists in the Australian Water Assoc. Customer Experience Awards.

3.1: Actively support and participate in our community

3.1.1: Provide and support education opportunities for youth, tertiary and the wider community


Delivery Program Measure	Result
The community receives tangible educational opportunities through Riverina Water.	Tour guidelines implemented and new incursion program for schools developed.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
3.1.1.1	Further expand Riverina Water's education program, investigating and delivering new resources to meet the needs of schools and community groups.	Customer & Comms Team Leader		Education program is implemented - four schools utilise materials	5 schools booked in for incursion September 2025	The action to further expand Riverina Water's education program has been completed. A new incursion program has been developed, with 4-5 schools booked (estimated 500 students) to participate in September 2025, scheduled to align with school availability. The "About Us" video has been refreshed to provide updated and engaging content. In addition, a customer survey has established baseline data on water literacy levels to inform future initiatives. Ongoing education activities are included in the 2025/26 Operational Plan to continue building on the strategic objective.
3.1.1.2	Facilitate tours and or incursions to Riverina Water facilities	Customer & Comms Team Leader		One tour or incursion delivered	3	Two tours and an incursion held in 2024/25.

Achieved	Carry over 2025-26	Not achieved
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3.1.2: Strengthen opportunities to collaborate with constituent councils, JOs and industry

Delivery Program Measure				Result		
Relationships are strengthened via regular meetings				Many regular meetings across Riverina Water ranging from the six meetings of the Board each year, through to Monthly meetings of the Executive Team. Meetings of the Management Executive Team are held every three weeks and the broader Leadership Team (21 staff) meet six times a year.		

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
3.1.2.1	Chair and CEO to meet with four constituent councils in February 2025	CEO		Meeting held	Mar-Apr 2025	The Chairperson and CEO met with the four constituent Council's during March and April, discussing a range of issues including the upcoming Capital Works program, the Community Grants Program and the growth being experienced by all communities across the supply area.


3.1.3: Provide access to tap water in community spaces in the Riverina Water supply area

Delivery Program Measure				Result		
Tap2Go refill stations installed in consultation with constituent councils				Tap2Go refill stations are installed and being maintained as required.		




Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
3.1.3.1	Continue program of installing Tap2Go refill stations in constituent councils	Customer & Comms Team Leader		Tap2Go refill stations are installed s per constituent council requests	4 stations installed	All Councils except Greater Hume took up program in 2024/25. Unallocated station provided to Lockhart Shire Council.
3.1.3.2	Continue program of installing temporary Tap2Go stations at eligible events and opportunities	Customer & Comms Team Leader		Temporary Tap2Go stations are provided at least 4 events	7 events	Tap2Go station used at 7 events in 2024/25. New application form and criteria rolled out in October to improve process.

3.1.4: Investigate and implement ways we can invest in our community to achieve desired outcomes

Delivery Program Measure				Result		
The community is enriched by the Community Grants program				Annual grants program delivered.		

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
3.1.4.1	Investigate and begin development of a water efficiency program	Customer & Comms Team Leader		Initiatives developed for delivery in 2025-26	In development	The action to investigate and begin development of a water efficiency program has been achieved. An approach has been determined in line with the NSW Water Efficiency Framework, incorporating a transition from existing practices while also aligning with the Drought Management Plan. This ensures a coordinated and sustainable approach to water efficiency across the organisation. A dedicated item is included in the 2025/26 Operational Plan for the continued development and formal adoption of the program.

Achieved	Carry over 2025-26	Not achieved
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Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
3.1.4.2	Deliver agreed community grants program	Customer & Comms Team Leader		100% of community grants are awarded	100%	Grants program fully subscribed following additional report to February 2025 Board Meeting.
3.1.4.3	Continue to enrich our community via endorsed community partnerships	Customer & Comms Team Leader		100% of donation and sponsorship budget is expended	83.7%	\$87,895.45 had been awarded to 31 recipients. There is an amount of \$17,104.55 remaining. Despite the remaining budget, donations and sponsorships have grown on average year-on-year, which has led to an increase in the budgeted amount. Participation in Water Aid and Nepal projects.
3.1.4.4	Continue to enrich our community via the delivery of donations and sponsorships	Customer & Comms Team Leader		100% of donation and sponsorship budget is expended	83.7%	\$87,895.45 had been awarded to 31 recipients. There is an amount of \$17,104.55 remaining. Despite the remaining budget, donations and sponsorships have grown on average year-on-year, which has led to an increase in the budgeted amount.

3.2: Create stronger connections with our diverse community to help deliver positive impact

3.2.1: Drive strong community engagement through an endorsed strategy


Delivery Program Measure	Result
Community Engagement Strategy implemented	Completed.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
3.2.1.1	Develop and implement the next stage of the brand awareness campaign	Customer & Comms Team Leader		Brand awareness campaign successfully rolled out	Not achieved	The next stage of the brand awareness campaign was not fully developed and implemented as planned. While a number of smaller brand-related projects were completed during the year — including work on video content, social media presence, corporate documents, and other initiatives — progress towards a more comprehensive program has been deferred to 2025/26 due to staff changeover. This will allow the incoming team to take ownership of the program's design and delivery to ensure maximum impact.

3.2.2: Improve our understanding and strengthen our connection with our diverse community

Delivery Program Measure	Result
Connection with our diverse community is strengthened	Adoption of Reconciliation Action Plan, and work has commenced on the Disability Inclusion Action Plan.


Achieved	Carry over 2025-26	Not achieved
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Operational Plan Action		Responsible Officer	Status	Performance Measure	Actual	Commentary
3.2.2.1	Develop a Disability Action Plan	Customer & Comms Team Leader		DIAP is endorsed by Board	Draft in development	The Disability Action Plan has been developed and is scheduled to be presented to the Board in 2025/26. Due to conflicting priorities and consultant availability, this milestone has been achieved slightly outside the intended 2024/25 financial year. Implementation of the actions arising from the plan will be incorporated into the 2025/26 Operational Plan through a variation, ensuring a structured and resourced approach to delivery.

3.3: Continue to develop positive relationships with our First Nations community

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



Delivery Program Measure	Result
Values and viewpoints of Aboriginal peoples and communities are reflected in our operations and decisions	The action in our inaugural RAP were informed by the local indigenous community. Riverina Water has embedded Welcome to Country and Acknowledgement of Country practices

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
3.3.1.1	Implement Reconciliation Action Plan	Customer & Comms Team Leader		Majority of RAP initiatives completed	2024/25 actions complete	Six-monthly progress report provided to Board with all actions due in 2024/25 completed or in progress with RAP working group members. Successful RAP launch event held. Quarterly RAP meetings being held.

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

3.4.1: Develop and capture data regularly in regards to our customers to help us understand them, their needs and expectations


Delivery Program Measure	Result
Annual customer survey is completed	Annual survey completed.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
3.4.1.1	Conduct annual customer survey	Customer & Comms Team Leader		Annual customer survey is undertaken and results reported to June Board meeting	June 2025	Survey operated over May-June, results reported to June 2025 Board meeting.
3.4.1.2	Develop customer metrics, capture data and regularly monitor analytics to continuously improve our customer experience	Customer & Comms Team Leader		One new metric report is created	1	Metrics for Section 603 performance times and debt management implemented.

Achieved	Carry over 2025-26	Not achieved
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3.4.2: Ensure we have the best systems, processes and frameworks that reflect our commitment to our customer centricity

Delivery Program Measure	Result
Processes and systems are ever evolving to ensure customer commitment and centricity	Processes and systems are continuing to evolve.

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
3.4.2.1	Continue implementation of customer and billing modules in FLOW in line with project plan	Customer & Comms Team Leader		Project plan milestones are completed on time	Customer portal go-live April 2025	Customer portal go-live April 2025

3.4.3: Support customers with sustainable pricing models that meet levels of service and both operational and infrastructure requirements


Delivery Program Measure	Result
Customer support framework is reviewed and implemented	Financial Hardship and other associated policies have been reviewed and endorsed.

	Operational Plan Action	Responsible Officer	Action Status	Performance Measure	Actual	Commentary
3.4.3.1	Undertake annual pricing review	Manager Finance & Sourcing		New pricing structure is adopted for following year	Adopted	Annual pricing review completed in conjunction with development of the 2025/26 Operational Plan and Long Term Financial Plan. Public exhibition has been completed. Adoption of the new pricing structure is scheduled for the July Board meeting.

3.5: Understand and prepare to serve our customers of the future

3.5.1: Collaborate with constituent councils to support supply area growth


Delivery Program Measure	Result
Growth in the number of connections	As the city of Wagga Wagga continues its consistent growth, approximately 350 new connections are added to the water meter fleet. Consistent growth is also occurring in most of the towns and villages in the supply area. In particular, detailed planning is underway to significantly expand supply in Collingullie and Walla Walla

	Operational Plan Action	Responsible Officer	Action Status	Performance Measure	Actual	Commentary
3.5.1.1	Participate in strategic planning sessions with member councils	CEO		Staff attend strategic and other planning meetings with member councils	Achieved	Senior management have held meetings with their counterparts at Greater Hume Council and Wagga City Council during 2024/25. Particular effort has gone into detailed planning regarding Collingullie, Walla Walla, the Southern Growth Area and Northern Growth Areas in Wagga Wagga.

Achieved	Carry over 2025-26	Not achieved
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3.5.2: Monitor emerging trends in customer service technology and business processes


Delivery Program Measure	Result
Opportunities to implement any solutions or processes that support emerging trends in customer service technology and business processes are explored and implemented where feasible	Early adopter Program undertaken for new customer service portal.

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
3.5.2.1	Participate in community of practice groups with industry and government stakeholders to understand emerging trends in customer experience	Customer & Comms Team Leader		Attend four community of practice meetings and/or attend one customer experience conference	6	Community of practice meetings attended for WSAA and Water Conservancy

3.6: Share our knowledge and expertise to make a positive change in out global community

3.6.1: Provide ongoing support and participation in altruistic and/or knowledge -sharing programs and initiatives

Delivery Program Measure	Result
Participation in programs and initiatives that have impact broader than our local community	In recent years, Riverina Water staff has been involved in overseas projects in Vietnam and Nepal. Riverina Water is also an active Silver Member of WaterAid who coordinate the installation of drinking water in south East Asian countries

Operational Plan Action		Responsible Officer	Action Status	Performance Measure	Actual	Commentary
3.6.1.1	Continue relationship with DFAT in Vietnam and Nepal and involvement in WaterAid	CEO		Renewed membership of WaterAid and reports to the Board	Achieved	Continuing.

Achieved	Carry over 2025-26	Not achieved
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## R12 Lost Time Injury Statistics July 2025 - August 2025

**Organisational Area** Chief Executive Officer

**Author** Gabrielle Calverley, WHS Coordinator

**Summary** This report presents information on Lost Time Injury statistics for the July 2025 to August 2025 period of the 2025/2026 financial year.

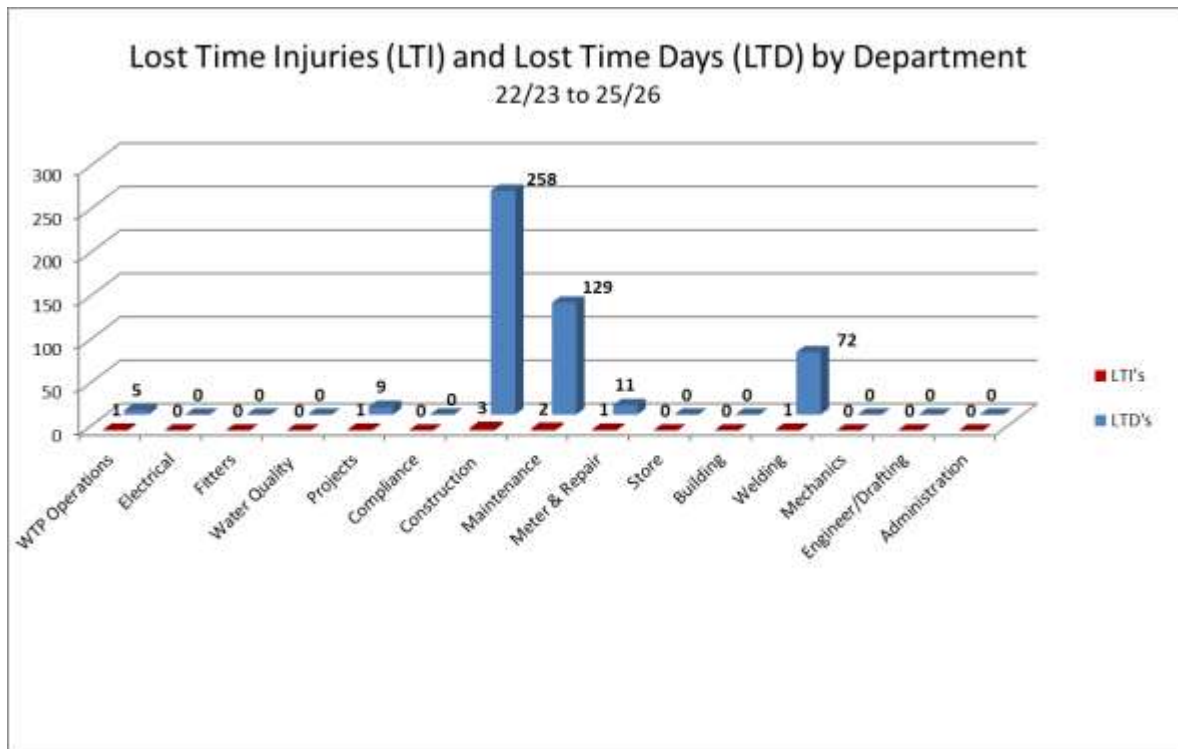
**RECOMMENDATION** that the Board receive and note the statistics report for Lost Time Injuries (LTIs) for the period June 2025 to August 2025, noting that the data is accurate as at 15<sup>th</sup> August 2025.

### Report

Workers Compensation Statistics	22/23	23/24	24/25	25/26
Claims lodged	10	7	7	1
Premium Impacting Claims	5	2	2	0
Claims currently open	2	1	2	1
Lost Time Days (LTD's)	334	120	30	0

Open Claims – Premium Impacting		
Date of Injury	Claim Status	Lost Time Days (Days off work)
17/12/2024	OPEN	20
13/11/2023	OPEN	111
25/05/2023	OPEN	72
16/10/2022	OPEN	228
Open Claims Total LTD's		431

Riverina Water has a member of its Work Health and Safety Team who coordinates the return to work programs for each injured worker with the aim of both assisting the injured employee recover and to minimise the LTD's



### Strategic Alignment

Our People

Build upon our strong history of safety and wellbeing

### Financial Implications

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

### Workforce Implications

Nil

### Risk Considerations

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



# R13 Proposed Council Meeting Schedule 2026

**Organisational Area** Chief Executive Officer

**Author** Andrew Crakanthorp, Chief Executive Officer

**Summary** This report proposes dates and locations for meetings of the Board of Riverina Water County Council for 2026.

**RECOMMENDATION** that the Board endorse the schedule of Riverina Water meeting dates for 2026 as follows:

- Thursday 26 February 2026
- Thursday 23 April 2026 (in Federation Council at Urana)
- Thursday 25 June 2026
- Thursday 27 August 2026 (Greater Hume Council at Culcairn)
- Thursday 22 October 2026
- Thursday 10 December 2026

## Report

Council's Code of Meeting Practice provides that Council shall meet at least six times each year, on a bi-monthly basis. Council meeting dates have traditionally been held on the fourth Thursday of February, April, June, August, October and December each calendar year and commence at 10:00am.

The elected Board has the discretion to set the meeting schedule that best suits the availability of Board Members. Depending on the size of the agenda, meetings are usually completed in two to two and half hours.

It has also been past practice to conduct workshops on the same day as a Board meeting, and this generally takes the form of a working lunch (or longer if needed)

It has been recent practice to conduct a "pre-meeting briefing session" for 30 minutes prior to the Board meeting, however the Minister for Local Government has stated their intent to change legislation to prevent such workshops and briefings. Any such legislative change may result in the Board reviewing the commencement time of Board meetings

In accordance with the above schedule, the requisite dates are:

- Thursday 26 February 2026
- Thursday 23 April 2026 (in Federation Council at Urana)
- Thursday 25 June 2026
- Thursday 27 August 2026 (Greater Hume Council at Culcairn)
- Thursday 22 October 2026
- Thursday 10 December 2026

The October meeting is usually also subject of a report to Council suggesting a change of date that is normally in response to the timing of the LGNSW Annual Conference.

The scheduled meeting for December 2026 falls on 24 December. This report proposes that the December Council meeting be held on Thursday 10 December, followed by lunch at a venue to be arranged.

The Board may well seek to consider and vary any agreed meeting schedule, and this can be done in accordance with the provisions of the Local Government Act and Riverina Water's Code of Meeting Practice.

### **Financial Implications**

There are no financial implications associated with setting the dates for the Board meetings in 2026. The costs of convening the meetings are funded via budget allocations in the 2025/26 Operational Plan and future Delivery Plans.

### **Risk Considerations**

<b>Corporate Governance And Compliance</b>	
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.

# R14 Membership of Riverina Eastern Regional Organisation of Councils (REROC)

**Organisational Area** Chief Executive Officer

**Author** Andrew Crakanthorp, Chief Executive Officer

**Summary** The Riverina Eastern Regional Organisation of Councils (REROC) have requested Riverina Water consider rejoining REROC. Riverina Water discontinued its membership of REROC in June 2021 and has since retained membership of the Riverina Joint Organisation (RivJO) which subsequently entered a "hiatus status" on 1 July 2023 and has not met since.

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**RECOMMENDATION** that Riverina Water decline the offer by the Riverina Eastern Regional Organisation of Council's (REROC) to rejoin REROC, for the reasons which informed the decision in August 2020 by Riverina Water to withdraw its membership of REROC.

## Report

Riverina Water at its meeting in August 2020 resolved to discontinue its membership of REROC and the end of the 2020/21 financial year and confirmed its commitment to remaining an associate member of Riverina Joint Organisation (RivJO). Riverina Water continued to attend meetings of RivJO (represented by the Chairperson and CEO) until it went into hiatus in July 2023.

REROC approached Riverina Water in December 2024 and requested we consider rejoining REROC. The letter was considered by the Board at its meeting in February this year wherein it was resolved that *"Riverina Water defer consideration of the request by the Riverina Eastern Regional Organisation of Council's (REROC) to rejoin REROC, pending any decision by Wagga Wagga City Council to join or not rejoin REROC"*.

In July this year Wagga Wagga City Council (WWCC) considered the same request to rejoin REROC. WWCC decided not to rejoin REROC. There reasons are included in the attached letter dated 15 July 2025 (supported by an earlier dated 19 July 2022)

The letter from the Chairman of REROC to our Chairperson is attached to this report and provides details of the benefits that REROC contends offers member Councils.

Riverina Water staff hold the view that remains little value to Riverina Water from these activities. Riverina Water resolves its operational issues and demands using resources internally. The exception to the former comment would be our involvement in the "Build a Bridge" project, which we attend each year and provide sponsorship to the event in the order of \$2,500.

It should be noted however, that Riverina Water has lost its ability to ask REROC to lobby on its behalf on industry or specific issues. REROC enjoys a strong track record in lobbying on behalf of its member Councils. Given that RivJO has entered hiatus status, we are no longer a member of an active regional organisation. In addition, Council could request any of the two constituent Councils (Greater Hume and Lockhart) that are currently members of REROC, to advocate on behalf of Riverina Water (to REROC) if so agreed. Such an arrangement, however, must be acknowledged as being less effective than having full membership which would allow the Chairperson and CEO to attend the meetings with State and Federal politicians and agencies.

Riverina Water staff rarely attended the Special Purpose Technical Groups which met sporadically during the term of Riverina Water's previous membership.

The decision to rejoin is not a simple one, primarily due to the nature of the issues that our status as a County Council has. Certainly, membership would provide limited benefits and be a mechanism by which Riverina Water supports the only regional local government entity active across our supply area. However, do Board Members feel that the membership fee of \$19,855 provides value for money?

Riverina Water was an associate member of REROC for many years. The membership subscription was for many years up to and including 2017/18, \$8,800. In 2018/19 in response to the withdrawal of Snowy Valleys Council and Wagga Wagga City Council, the subscription increased to \$11,900. The same subscription was payable in 2019/20 and in the years since has risen to \$19,855 (plus GST). It should be acknowledged that membership now affords Riverina Water a vote at meetings of the ROC (which was not previously available given our status as an Associate Member).

Goldenfields Water remain as members of REROC for an annual membership fee of \$19,855 plus GST. Their General Manager maintains that they get value for money via their membership and attendance at meetings.

Membership of a regional organisation does align with the Riverina Water 2022 Business Activity Strategic Plan (BASP) through the Pillar of "our Business" which states as an objective "Collaborate and share our knowledge with other organisations".

WWCC has reiterated its offer to maintain (or take out of hiatus) the function of the RivJO and fully fund the RivJO at its own cost. Management see merit in such an offer should REROC accept the offer to meet to discuss further details.

- › **R14.1**      **2024-12-09 REROC Membership of REROC reconsideration** [↓](#) 
- › **R14.2**      **Letter to Chairman Cr Rick Firman - REROC - Wagga Wagga City Council Response** [↓](#) 
- › **R14.3**      **Letter to Cr Rick Firman from Wagga Wagga City Council** [↓](#) 

## Strategic Alignment

## Our Business

Collaborate and share our knowledge with other organisations

### Financial Implications

Should Riverina Water choose to rejoin REROC or join any other regional entity, then a budget adjustment of some \$20,000 would be included during the next quarterly review of the 2025/26 Operational Plan.

### Workforce Implications

N/A

### 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.



RIVERINA EASTERN REGIONAL  
ORGANISATION OF COUNCILS

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9 December 2024

Cr Tim Koschel  
Chairman  
Riverina Water  
PO Box 456  
Wagga Wagga NSW 2650

Dear Tim,

I write in relation to membership of the Riverina Eastern Regional Organisation of Councils (REROC) and discussions about Riverina Water perhaps considering rejoining.

As the County Council that provides services in the regional City of Wagga Wagga, Greater Hume Council and Lockhart Shire Council in the eastern Riverina, our Member Councils believe it would be both appropriate and beneficial for your Council and our Members if Riverina Water was once again a full and active member of the ROC.

REROC has a flat membership fee, which for this Financial Year is \$39,710 (plus GST) per annum. We have adopted this approach because it reflects the equal voting rights of the membership.

Membership of the ROC provides a number of benefits to Council which include:

- Informing and engaging in the high-level advocacy activities the ROC undertakes which includes responses to changes in legislation and policy, attendance at hearings and meetings with State and Federal politicians and agencies.
- Development of Regional Plans and documentation such as:
  - Regional Energy Efficiency and Net Zero Plan
  - Regional Freight Transport Plan
  - Eastern Riverina Regional Housing Strategy
  - Regional Waste Management and Resource Recovery Plan
  - Disaster Risk Reduction IP&R Guidelines
- Participation in the Special Purpose Technical Groups (which meet either every second month or third month):
  - Planning Technical Group
  - Water and Wastewater Technical Group
  - Youth and Community Network
  - Workforce Development Group
  - Infrastructure/Engineers Technical Group
  - Energy Management Technical Group
  - Disaster Preparedness Technical Group
  - IP&R Technical Group

RivSIG our Spatial Data Technical Group is open to non-REROC members.

Strong Region, Progressive Local Government, Vibrant Communities



- Participation in Professional Development activities associated with the above Groups.
- Participation in Professional Development activities for Councillors. For example, REROC is delivering a one-day workshop for councillors on 9 November to introduce them to local government and their role as councillors.
- Participation in waste management and resource recovery activities where the project or activity is outside the scope of the EPA-funded VRWG activities.
- Other project activities which include:
  - *Build a Bridge...and Get Over It!*<sup>®</sup> career education event
  - Take Charge Riverina Youth Leadership Forum
  - Industrial Land Mapping Project
  - Regional Freight Transport Plan
  - Eastern Riverina Regional Housing Plan
  - Energy Efficiency and Net Zero Project (JONZA)
  - Disaster Risk Reduction
  - Discounted attendance fees at our Energy and Innovation Conference, No Time to Waste Conference and the Mapped Out Conference.
  - Southern Lights – the cost of this project has been met by each of the participating the ROCs and JOs based on a breakdown of streetlight numbers. Southern Lights strongly influences street lighting policy and practice in NSW through providing input to the Determinations of the Australian Energy Regulator, reviews of the NSW Public Lighting Code and interactions with AEMO on a regulatory front.
- Procurement Activities – REROC delivers a number of aggregated procurement activities including:
  - Water chemicals
  - Bitumen emulsion tender
  - Retail Electricity for small sites
  - Together with Central NSW JO, we recently completed one of the largest Power Purchase Agreements in NSW, for large sites.

Our Members recognise that in order for the eastern Riverina to be strong, we all need to pull together to make that happen, working co-operatively to achieve common goals. We believe that REROC is the best platform to achieve that aim for local government. I have enclosed our most recent Annual Report which outlines the ROC's numerous activities over the last Financial Year.

If you would like to discuss any of the above, please do not hesitate to contact me. I would like to take the opportunity to extend my best wishes to you and your newly elected councillors, and wish you, your families and your staff the very best for Christmas and the holiday break.

Yours sincerely



Cr Rick Firman OAM  
Chairman







OFFICE OF THE MAYOR

## CITY OF WAGGA WAGGA

15 July 2025

Cr Rick Firman  
Chairman  
REROC  
PO Box 646  
WAGGA WAGGA NSW 2650

Email: [mail@reroc.com.au](mailto:mail@reroc.com.au)

Dear Rick

Thank you for your correspondence enquiring if Wagga Wagga City Council (WWCC) would consider rejoining REROC.

We have discussed this request as a Council and confirm our previous position in relation to joining REROC.

We certainly see the appeal and benefit of REROC activities to your member Councils. These activities do not offer the same appeal to WWCC. When WWCC discontinued its membership of REROC it was largely because we were undertaking the REROC activities internally. This remains the case today.

As we have articulated previously, we do see value in a regional collaboration for strategic planning at the regional scale and regional advocacy. Our desired model for this regional collaboration is the Joint Organisation. For convenience I attach a copy of the offer made in June 2023.

WWCC would once again make this offer if it is of interest to the REROC Councils. Let me know if you would like to discuss this further as a collective group.

Yours sincerely

Cr Dallas Tout  
Mayor

cc: Bland Shire Council, Coolamon Shire Council, Cootamundra-Gundagai Council, Greater Hume Shire Council, Junee Shire Council, Lockhart Shire Council, Temora Shire Council, Goldenfields Water County Council, Riverina Water and Snowy Valleys Council

Civic Centre  
Cnr Baylis & Morrow Streets  
Po Box 20 Wagga Wagga NSW 2650  
Ph: (02) 6926 9111  
[mayor@wagga.nsw.gov.au](mailto:mayor@wagga.nsw.gov.au)



OFFICE OF THE MAYOR

# CITY OF WAGGA WAGGA

19 July 2022

Email: REROC Councils

Dear

**Re: One Organisation Discussions**

I refer to the discussions we have been having in relation to the Riverina Joint Organisation (RivJO) of councils and the REROC.

I confirm the submissions which were made at the meeting by Wagga Wagga City Council (WWCC) to the effect that we do not seek to be part of the REROC but recognise the value that it holds to other Councils in terms of securing funding for operational programs and projects and delivering those projects on behalf of the Councils.

On the basis that REROC is used and funded by other Councils which seek to be involved in the joint delivery of operational programs, WWCC makes the offer of maintaining the RivJO at the sole cost of WWCC.

This proposal is based on the understanding that WWCC would use the resources it currently has available to maintain the function of the RivJO. This would include provision of the following:

- Office space and meeting space
- Vehicle use
- Governance
- Finance and accounting
- Audit requirements both annual audit and internal audit requirements
- IT and communication
- Catering for meetings
- Human Resources

To give a guide as to what WWCC sees as the outputs from the Joint Organisation, the strategic scope of work for the Joint Organisation would include the following:

- Health Services
- Economic Development
- Regional Planning
- Visitor Economy
- Specialist Staffing
- Industry
- Air Transport
- Rail

Civic Centre  
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Po Box 20 Wagga Wagga NSW 2650  
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## OFFICE OF THE MAYOR

# CITY OF WAGGA WAGGA

- Housing
- Freight Infrastructure

Each member Council including WWCC would have one vote.

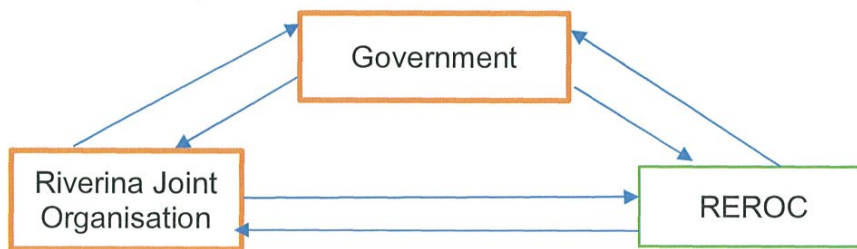
For functioning of the RivJO, WWCC asks that the common model of a General Managers Advisory Committee (GMAC) and a Board be adopted. The preparation of the business for the Board is undertaken by a committee of all General Managers having a single vote.

The business paper for the Board is prepared from the outcomes of the GMAC meeting. Each Mayor or delegate has one vote at the RivJO Board meeting.

WWCC would commit to this model including financing for a period of two years.

In the final year, the Councils can form a view about whether it is effective or not and can determine a way forward from that point.

Hopefully this initiative can be seen as successful for the future of the region. That is the aim of WWCC in putting it forward.



I ask that you pass this correspondence to your General Manager for discussion.

Yours faithfully

Cr Dallas Tout  
Mayor

Civic Centre  
Cnr Baylis & Morrow Streets  
Po Box 20 Wagga Wagga NSW 2650  
Ph: (02) 6926 9111  
[mayor@wagga.nsw.gov.au](mailto:mayor@wagga.nsw.gov.au)

# R15 Lake Albert Pipeline - Memorandum of Understanding - Wagga Wagga City Council and Riverina Water

**Organisational Area** Chief Executive Officer

**Author** Andrew Crakanthorp, Chief Executive Officer

**Summary** A Draft Memorandum of Understanding (MoU) has been prepared between Riverina Water and Wagga Wagga City Council. The purpose of this MoU is to agree in principle on the arrangements for the construction of the Lake Albert Pipeline and to set out the respective roles of the parties in achieving this purpose.

**RECOMMENDATION** that Council:

- (a) Note the project progress
- (b) Endorse the CEO or their delegate to negotiate to enter:
  - i. A non-binding MoU with Wagga Wagga City Council that will guide the development of future agreements and partnership in relation to the project
  - ii A peppercorn lease for land at the Hammond Avenue site that will be used to house the pump and offtake
  - iii An operational agreement with Wagga Wagga City Council that may include:
    - # provisions for electrical supply
    - # maintenance and operational agreement

## Report

As the Board is aware, Wagga Wagga City Council has been successful in obtaining a licence to extract water from the Murrumbidgee River on annual basis for the purposes of maintaining adequate water levels in Lake Albert.

Lake Albert is an artificial lake in Wagga Wagga and an important recreational, economic and environmental asset to the city. This 121-hectare lake has a storage capacity of approximately 4GL however this is regularly impacted by evaporation and limited natural inflow resulting in periods of low water levels. At full capacity, the lake is approximately

3.5m deep. The loss in volume and level has a significant impact on the local economy as well as a loss of amenity to the community.



Wagga Wagga City Council has signed a Memorandum of Understanding with the NSW Government to allow for access to water from the Murrumbidgee River, a regulated river system, to be offset by Council's discharge of treated effluent and subject to operating rules.

The MOU rules allow for a transfer for 10MLD (1.8GL/annum) from the Murrumbidgee River to Lake Albert over a period of 6 months in the cooler months, that is, April through September, if the transfers are no more than the volume discharged by Council to the river in the previous 24 hours. The project aim being to top up the volume and level of Lake Albert prior to the summer months when use of the lake is at a peak.

The objectives for the Lake Albert water transfer system are:

- Reduce the number of days that Lake Albert is closed to the public.
- Provide safe and serviceable assets.
- Demonstrate value for money.
- Meet community expectations.
- Minimise the environmental impact.

The MoU has been prepared in consultation with Wagga Wagga City Council who also recently resolved to enter into the MoU with Riverina Water and delegated authority to its general manager to do so.

This attached draft MoU provides considerable detail regarding the respective responsibilities of both parties. This report does not propose to reproduce that detail and Board Members are requested to review the attach draft MoU

## › **R15.1      Memorandum of Understanding - Wagga Wagga City Council and Riverina Water - Lake Albert Pipeline** [↓](#)

### **Strategic Alignment**

Our Community

Collaborate and share our knowledge with other organisations

### **Financial Implications**

It is proposed that the costs associated with the MoU will be known well in advance of the preparation of the annual Operational Plan and thus allow any provision in the approaching budget to meet any associated costs. This would be subject to review by the Board when considering future budgets. Operational costs of operating the pipeline will be met by WWCC.

**Workforce Implications**

WWCC is managing construction of the project.

**Risk Considerations**

Projects	
Accept	Riverina Water will accept risk relating to projects by choosing options most likely for successful delivery with a reasonable degree of protection.



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RIVERINA WATER COUNTY COUNCIL

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WAGGA WAGGA CITY COUNCIL

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# MEMORANDUM OF UNDERSTANDING

**Lake Albert Pipeline, Wagga Wagga**



## Schedule 1 - Details

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This Memorandum of Understanding comprises

- Schedule 1 Details
- Schedule 2 Agreed Principles – Collaboration and Cooperation
- Schedule 3 Agreed Principles – Project Development.
- Schedule 4 Agreed Principles – Cost Sharing

<b>Item 1</b>	<b>Parties</b>	<p><b>RIVERINA WATER COUNTY COUNCIL</b> (ABN 52 084 883 210) Of 91 Hammond Avenue Wagga Wagga, NSW 2650 (<b>RWCC</b>)</p> <p><b>And</b></p> <p><b>WAGGA WAGGA CITY COUNCIL</b> (ABN 56 044 159 537) of Cnr Baylis Streets and Morrow Streets, Wagga Wagga, NSW 2650 (<b>WWCC</b>)</p>
<b>Item 2</b>	<b>Commencement Date</b>	August 2025
<b>Item 3</b>	<b>RWCC Coordinating Officer</b>	<p><b>Name:</b> Greg Vidler</p> <p><b>Position:</b> Manager Projects</p> <p><b>Address:</b> 91 Hammond Avenue Wagga Wagga, NSW 2650</p> <p><b>Telephone:</b> 02 6922 0603</p> <p><b>Email:</b> gvidler@rwcc.nsw.gov.au</p>
<b>Item 4</b>	<b>Council Coordinating Officer</b>	<p><b>Name:</b> Mr. Ben Creighton</p> <p><b>Position:</b> Manager City Growth and Regional Assets</p> <p><b>Address:</b> P.O. Box 20, Wagga Wagga NSW 2650</p> <p><b>Telephone:</b> 02 69 26 91 21</p> <p><b>Email:</b> creighton.ben@wagga.nsw.gov.au</p>

The signatories hereby personally warrant that they have express and sufficient legal authority to execute this Memorandum Of Understanding on behalf of the party on whose behalf they have signed.

SIGNED for RIVERINA WATER COUNTY COUNCIL )  
)  
) \_\_\_\_\_  
Signature  
  
**Andrew Crakanthorp** \_\_\_\_\_  
Name  
  
**Chief Executive Officer** \_\_\_\_\_  
Position  
  
\_\_\_\_\_  
Date signed

SIGNED for **WAGGA WAGGA CITY COUNCIL** )  
)  
) \_\_\_\_\_  
Signature  
  
**Ben Creighton** \_\_\_\_\_  
Name  
  
**Manager City Growth and Regional Assets** \_\_\_\_\_  
Position  
  
\_\_\_\_\_  
Date signed

\_\_\_\_\_  
Signature  
  
\_\_\_\_\_  
Name  
  
\_\_\_\_\_  
Position  
  
\_\_\_\_\_  
Date signed

## Schedule 2 - Agreed Principles – Collaboration and Cooperation

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### 1 Collaboration

The parties wish to facilitate cooperation in one or more of the following areas:

- (a) To partner in the investigation and planning and implementation of a pipe to deliver water from the Murrumbidgee River to Lake Albert.
- (b) The creation of easements along the alignment of the pipe to manage construction, ongoing access for maintenance and inspection on Riverina Water land and privately owned land where both parties share an interest in acquiring easements.
- (c) The installation of pipes and pumps to facilitate movement of water within existing RWCC property.
- (d) The maintenance, ongoing supervision, monitoring and repairs of the pipeline.
- (e) The supply of power to the pumps.

The parties will collaborate through project co-ordination meetings as required, at a minimum of monthly intervals. Minutes of meetings will be distributed to both parties.

### 2 Formalising agreements

- (a) The parties intend that any agreement for cooperation in relation to specific activities will be documented in a separate and formal Agreement executed by the parties in accordance with the policies and procedures of the respective parties.
- (b) This Memorandum does not give rise to any contractual relationship between the parties, or create any legal obligations on either party, including any obligation to enter into a formal and separate Agreement at any time.

### 3 Memorandum will not prevent cooperation with other parties

The parties expressly agree that this Memorandum will not prevent any party from undertaking any activities or cooperating with third parties or acting independently of the other.

### 4 Facilitation of cooperation

- (a) In order to carry out and fulfil the aims of this Memorandum, RWCC and WWCC will each appoint a Coordinator, as set out in Item 3 and Item 4 of Schedule 1 to this Memorandum, who will negotiate and manage the development of any cooperative activities according to the practices of the respective party.
- (b) Either party may initiate proposals for activities under this Memorandum at any time.

### 5 Term and termination

- (a) This Memorandum commences on the date specified in Item 2 of Schedule 1 to this Memorandum and ends at a time mutually agreeable to both parties.
- (b) Either party may terminate this Memorandum due to non-compliance with the terms of the Memorandum of Understanding at any time with immediate effect by giving written notice to the other party.

- (c) The termination of the Memorandum will not affect any rights or obligations under any formal Agreement entered between the parties pursuant to this Memorandum or otherwise. Those Agreements will remain in effect according to their respective terms.

## **6 Notice**

- (a) The address for Notices of the parties is set out in Item 1 Schedule 1.
- (b) Any notice, request, consent or other communication given or made under this document must be:
  - (i) clearly readable.
  - (ii) signed by the party giving or making it (or signed on behalf of that party by its authorised representative); and
  - (iii) left at the address or sent by pre-paid security post to the address or to the email address of the recipient.
- (c) Parties will endeavour to respond to communications within 10 business days, unless otherwise agreed.

## **7 Costs**

- (a) Nothing in this Memorandum shall oblige a party to incur any cost or expense or undertake any work or take any action except as expressly provided in Schedule 3 or as may be provided in any formal agreement executed by the parties either in connection with an activity contemplated by this Memorandum or otherwise.
- (b) Each party is liable for its own costs and expenses in relation to anything arising from this Memorandum.
- (c) Costs between parties shall be borne by the responsible party at the agreed rates as detailed in Schedule 4.

## Schedule 3 - Agreed Principles – Project Development

In respect of the proposed cooperation referred to in Clause 1(a) of Schedule 2 of this Memorandum of Understanding, the parties will proceed as follows:

### 1 Preliminary Tasks

The parties nominated below will carry out the following tasks in consultation with stakeholders:

- RWCC will analyse existing infrastructure and opportunities for use of existing RWCC facilities.
- WWCC will investigate and develop the project to the point whereby it meets all of the requirements under various NSW government Departments not limited to: Water NSW, Department of Climate Change, Energy, Environment and Water, Environment Protection Authority, Department of Local Government and various federal authorities.
- WWCC will assess services location and capacity along the proposed alignment.
- WWCC will prepare geotechnical investigations along the proposed alignment.
- WWCC will prepare a Hydrologic and Environmental assessment of the impact of pumping river water and water treatment plant supernatant process water into the lake.
- WWCC and RWCC will develop a Site Access and Lease Agreement, and a Management & Maintenance Agreement that set out the terms, management arrangements, priority of use/access, lease and power supply arrangements, and funding contributions.
- Subject to the outcomes of the various analyses, both RWCC and WWCC will provide approval to continue onto Item Two.

### 2 Formalisation

WWCC and RWCC may formalise the collaborative working arrangements through negotiation and signing of:

- Site access and Lease Agreement
- Management and Maintenance Agreement

### 3 Design Phase

WWCC in consultation with RWCC and other stakeholders will develop a design for the pipeline to deliver water from the agreed extraction location on the RWCC site to Lake Albert. This will include detailed design and construction drawings for the pump and pipeline.

WWCC in partnership and consultation with RWCC will develop a design to access the river at the eastern boundary of the RWCC site. The preferred options for this are developing a new standalone system broadly independent of RWCC's existing facilities.

RWCC will arrange for Silberian Civil Pty Ltd to undertake an independent assessment of potential impacts of Council's proposed pipeline proposed river offtake to Riverina Water's potable water supply and infrastructure. RWCC will provide a quotation for the independent assessment and engage the consultant following approval of costs by WWCC. WWCC will meet the reasonable costs of the independent assessment. The independent assessment is a HOLD POINT, which will be released by RWCC within a reasonable timeframe.

RWCC will provide access to supernatant water to WWCC when available. There will be no costs from Riverina Water associated with use of this water. WWCC will bear responsibility for any additional

monitoring, sampling and testing required as a result of the project to discharge supernatant into Lake Albert. WWCC will provide design and infrastructure to access this water, refer to concept design included as Attachment A. This could include modifying RWCC's infrastructure to enable the supply of supernatant water.

A modification of the existing EPA licence to dispose of supernatant water to the River will be required. RWCC will apply this licence modification after consultation with WWCC. WWCC will provide relevant supporting information associated with this application.

RWCC may provide electrical power and control system assistance for development of the water delivery system to enable operation of the proposed infrastructure.

RWCC will advise during the design phase if they are considering the upgrading of any of their assets relevant to the project. If RWCC wish to upgrade any of their assets associated with the project, a separate agreement will be negotiated to set out the construction and funding arrangements.

WWCC will fund required works associated with the proposed infrastructure. Each party may consider cost sharing arrangements to the benefit of each party.

#### **4 Land Matters**

RWCC and WWCC agree to negotiate with the Caravan Park and develop designs in conjunction with each other to ensure best outcomes.

RWCC will provide WWCC with lease arrangement at "peppercorn lease" terms for long-term lease of RWCC land within the Water Treatment Plant, both inside and outside the levee. Subject to final design, RWCC may provide power supply for operational requirements of the WWCC assets under the lease agreement.

WWCC staff may access WWCC assets and leased areas at any time, in accordance with RWCC site access and operation procedures.

Future pipeline easements may be incorporated with WWCC easement arrangements, where party's have a common pipeline alignment, subject to optimal outcome for each party. Each party will bear proportionate responsibility for cost.

#### **5 Construction Phase**

WWCC will manage the construction of the project.

A construction timeline will be developed and will be reviewed at each project co-ordination meeting. The commencement of construction is currently scheduled for mid-2025, subject to approvals associated with Items One to Four.

#### **6 Operational Considerations**

WWCC require access to operate and maintain their assets through the lifecycle of the asset. RWCC may provide maintenance services for WWCC, in accordance with the WWCC supplied Operations and Maintenance Manual.

A Management and Maintenance Agreement may be developed between the parties following completion of the Design Phase.

## **7 Execution of agreements**

The parties intend to negotiate and, where mutually agreed, execute a Site Access and Lease Agreement prior to 30 November 2025. A Management and Maintenance Agreement may be developed following acceptance of the detailed design, as outlined in Item 3, subject to the practices and approvals of each party

It is expected the formal agreement will run for a timeframe in line with expected life of the assets to be established where appropriate. No binding legal commitment will arise on either party under this Memorandum of Understanding or during the undertaking of the Items referred to in this clause with respect to the project unless and until such separate formal Agreement has been negotiated and signed by the parties.

## Schedule 4 - Agreed Principles – Cost Sharing

In respect of the proposed cooperation referred to in Clause 1(a) of Schedule 2 of this Memorandum of Understanding, the parties agree to pay for costs at rates as follows:

Riverina Water – Schedule of Costs	
Peppercorn Lease*	To be negotiated
Power Supply	To be negotiated

Wagga Wagga City Council – Schedule of Costs	
Easement Creation	To be negotiated

Costs are applicable as at financial year 2024-2025 and will be adjusted by Consumer Price Index on a yearly basis.

\*Excluded from Consumer Price Index uplift.



# 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.

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

## Report

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

› **R16.1 Council Resolution Sheet** [↓](#) 

## Strategic Alignment

Our Business

Improve strategic planning and accountability

## Financial Implications

Nil

## Workforce Implications

Nil

## Risk Considerations

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

# OUTSTANDING ACTIONS REPORT

Printed: Wednesday, 20 August 2025 8:06:53 AM

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

22/183	<b>RESOLVED:</b> On the Motion of Councillors D Meyer OAM and T Quinn  <b>That Council:</b> <ul style="list-style-type: none"> <li>(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</li> <li>(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</li> <li>(c) upon acquisition, classify the land as operational land in accordance with the Local Government Act.</li> <li>(d) Delegate authority to the CEO to sign all documents relating to the compulsory acquisition and pay requisite compensation for the land.</li> </ul>			
	CARRIED			

<b>Notes For Action</b>				
<b>07 Dec 2022 9:50am Vincent, Melissa</b>				
The acquisition process continues as planned.				
<b>14 Feb 2023 11:20am Vincent, Melissa</b>				
The acquisition process continues again more slowly than expected. Council's solicitor has carriage of the process				
<b>08 Jun 2023 3:18pm Vincent, Melissa</b>				
The RMS rejected the proposed access which has put the project behind schedule. Revised plans have been completed and it is expected that Riverina Water will gain title to the required land by March 2024.				
<b>19 Jun 2024 4:10pm Vincent, Melissa</b>				
A workshop to update the Board on this matter was held on 27 June 2024.				
<b>29 Nov 2024 8:33am Vincent, Melissa</b>				
Riverina Water have engaged NSW Public Works to finalise the land acquisition by June 2025				
<b>16 Jun 2025 8:17am Vincent, Melissa</b>				
Work continues on the land acquisition by NSW Public Works with a meeting held with the landowner in June				

# R17 Works Report covering June 2025

**Organisational Area** Engineering

**Author** Troy van Berkel, Director Engineering

**Summary** This report provides an overview of water usage, connections, maintenance and water quality matters during June 2025.

**RECOMMENDATION** that the Works Report covering June 2025 be received and noted.

## Report

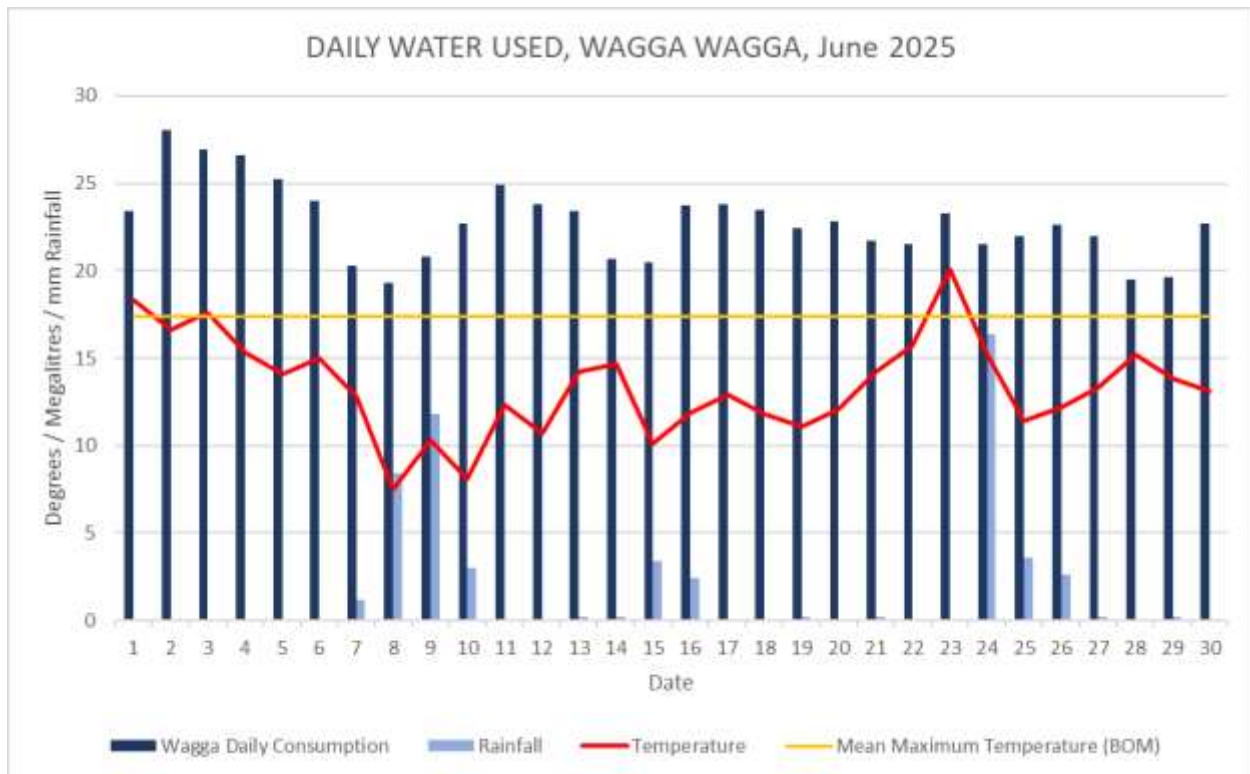
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1 – 30 June 2025.

### Water Sourced and Used

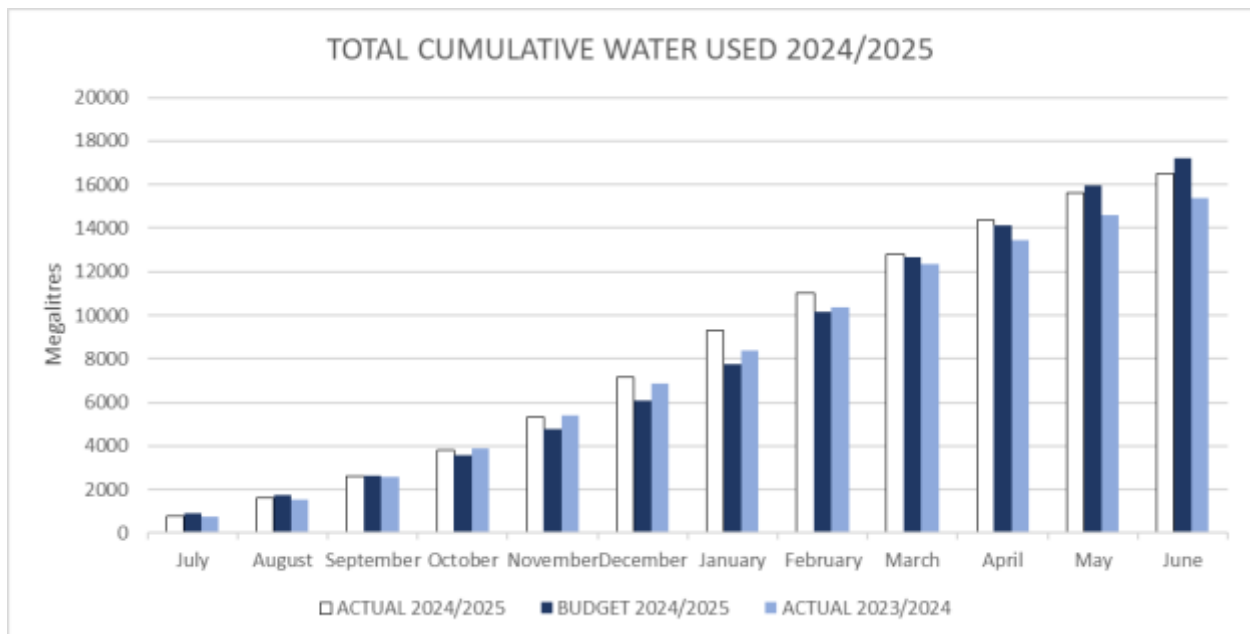
WATER SOURCED - Megalitres [ML]		June		
		2023	2024	2025
	Rainfall [mm]	49.4	28.2	54.0
	Wet Days	17	9	15
<b>Surface Water Sources</b>				
<b>Murrumbidgee Regulated River Water</b>				
	<b>Sub-Total</b>	<b>0.9</b>	<b>14.0</b>	<b>1.8</b>
	Wagga Wagga - Murrumbidgee River	0.0	13.6	1.5
	Morundah - Yanco Creek	0.88	0.36	0.34
	Urana - Colombo Creek	0.0	0.0	0.0
<b>Groundwater Sources</b>				
	<b>Sub-Total</b>	<b>767.7</b>	<b>805.1</b>	<b>876.0</b>
<b>Wagga Wagga Alluvial Groundwater</b>				
	East Wagga Wagga	462.5	482.7	263.1
	West Wagga Wagga	95.6	78.6	547.1
	North Wagga Wagga	181.1	180.2	0.0
	Oura	1.5	3.5	2.8
<b>Mid Murrumbidgee Zone 3 Alluvial Groundwater</b>				
	Collingullie	3.7	6.4	4.5
	Bulgary	0.0	32.4	32.7
<b>Billabong Creek Alluvial Groundwater</b>				
	Walla Walla (near Culcairn)	0.0	0.0	0.1
	Ralvona	13.7	12.8	16.6
	Walbundrie	3.3	3.6	3.5
<b>Gundagai Alluvial Groundwater (Tarcutta)</b>				
		2.9	2.9	3.2
<b>Lachlan Fold Belt MDB Groundwater</b>				
	Woomargama	1.2	0.7	0.8
	Humula	0.2	0.1	0.4
<b>Goldenfields Water (bulk supply)</b>				
		1.9	1.0	1.2
<b>Surface and Groundwater - TOTAL</b>		<b>768.5</b>	<b>819.1</b>	<b>877.8</b>

WATER SUPPLIED - Megalitres [ML]			June		
			2023	2024	2025
Greater Wagga Wagga	<b>Wagga Wagga System</b>	<b>Sub-Total</b>	<b>453.2</b>	<b>478.4</b>	<b>518.0</b>
	Wagga Low Level		108.7	60.0	62.9
	Wagga High Level		292.0	370.6	372.3
	Bellevue/Glenoak Level		49.0	40.3	47.0
	Ladysmith		3.6	7.5	4.6
	Gregadoo				31.2
	<b>North Wagga System</b>	<b>Sub-Total</b>	<b>185.7</b>	<b>190.8</b>	<b>196.6</b>
	North Wagga/Bomen		53.8	81.6	74.2
	East Bomen		27.1	17.8	20.3
	Estella		80.9	68.1	73.5
	Rural - Brucedale		15.5	12.6	14.9
	Rural - The Gap/Tooyal			0.0	8.8
	Rural - Currawarna/Cottee		8.5	10.7	4.9
	<b>GREATER WAGGA WAGGA - TOTAL</b>		<b>638.9</b>	<b>669.3</b>	<b>714.6</b>
Rural	<b>Southern Trunk System</b>	<b>Sub-Total</b>	<b>67.6</b>	<b>70.9</b>	<b>87.7</b>
	(Southern Trunk- Rural Connections)			0.0	26.9
	San Isadore			0.0	3.6
	Kapooka			0.0	21.3
	Uranquinty			0.0	8.9
	The Rock			0.0	5.3
	Mangoplah			0.0	0.9
	Yerong Creek			0.0	1.3
	Pleasant Hills			0.0	5.7
	Milbrulong			0.0	0.2
	Henty			0.0	8.3
	Morven			0.0	2.6
	Walla Walla			0.0	3.7
	Transferred to Western Trunk			0.0	-0.9
	<b>Western Trunk System</b>	<b>Sub-Total</b>	<b>25.7</b>	<b>39.0</b>	<b>34.5</b>
	(Western Trunk - Rural Connections)			0.0	22.6
	Lockhart			0.0	5.8
	Boree Creek			0.0	0.7
	Urana			0.0	2.0
	Oaklands			0.0	2.5
	Transferred from Southern Trunk			0.0	0.9
	<b>Independent Villages</b>	<b>Sub-Total</b>	<b>27.0</b>	<b>29.8</b>	<b>31.6</b>
	Collingullie		3.6	5.9	4.0
	Humula		0.2	0.1	0.4
	Morundah		0.9	0.3	0.3
	Oura		1.5	3.5	2.7
	Woomargama		1.2	0.7	0.8
	Tarcutta		2.7	2.9	2.9
	Holbrook		13.6	12.8	16.7
	Walbundrie-Rand		3.3	3.6	3.9
	<b>RURAL - TOTAL</b>		<b>120.3</b>	<b>29.8</b>	<b>153.8</b>
	<b>GREATER WAGGA WAGGA &amp; RURAL - TOTAL</b>		<b>759.2</b>	<b>699.1</b>	<b>868.4</b>

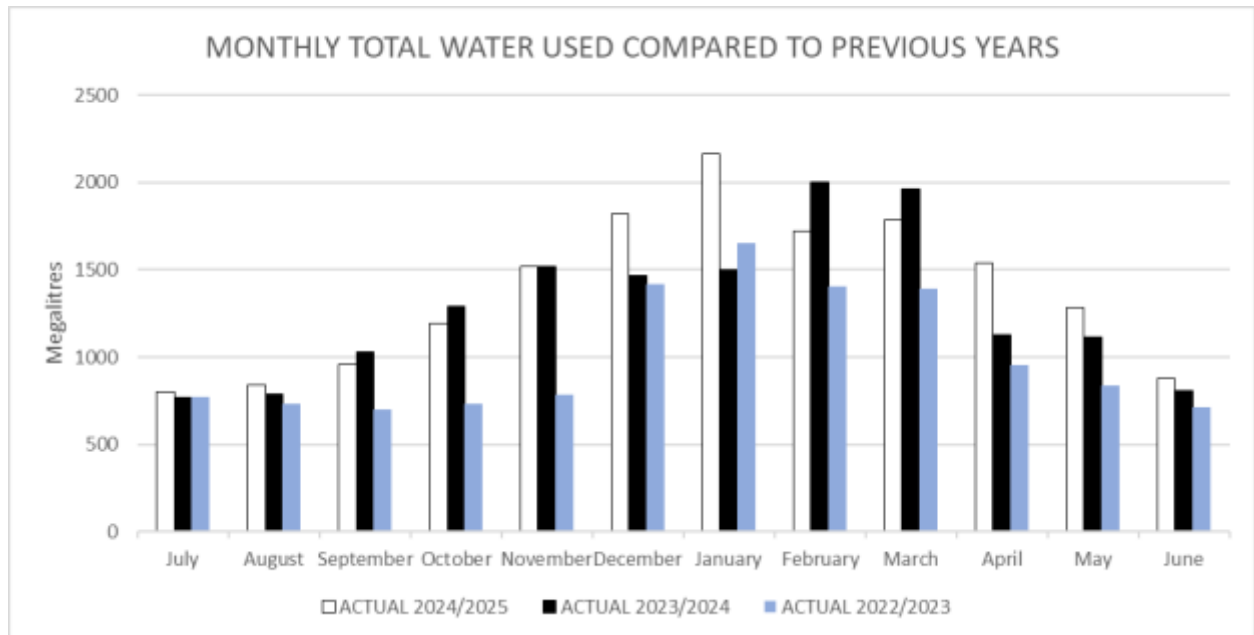
Graph 1



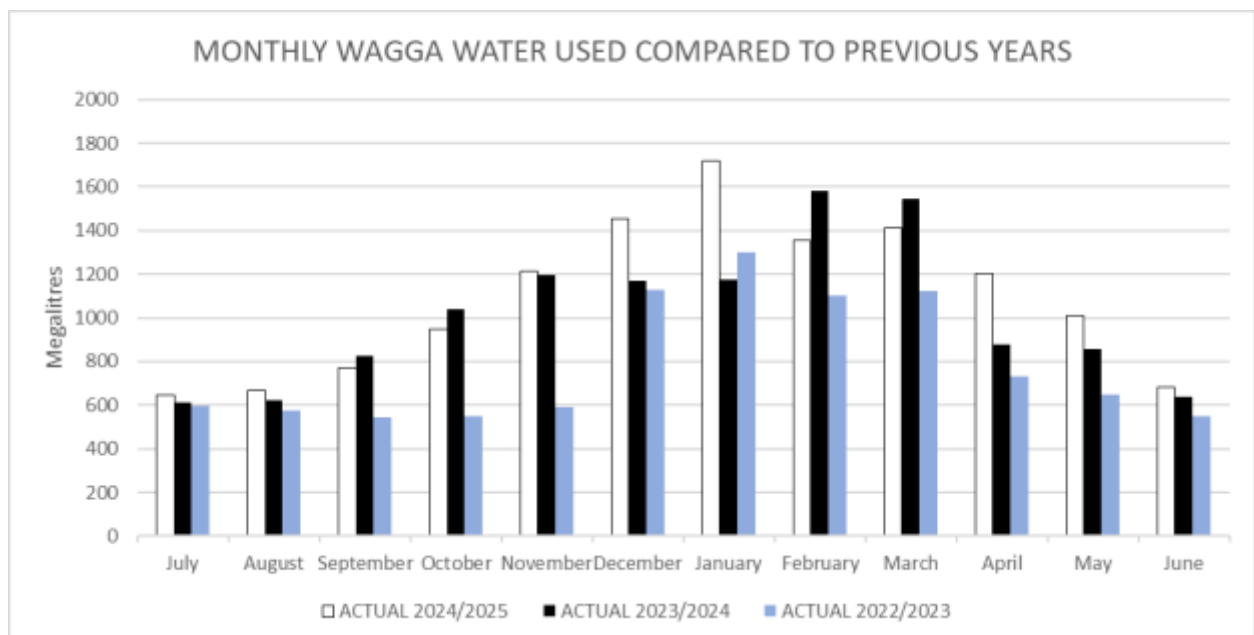
Graph 2



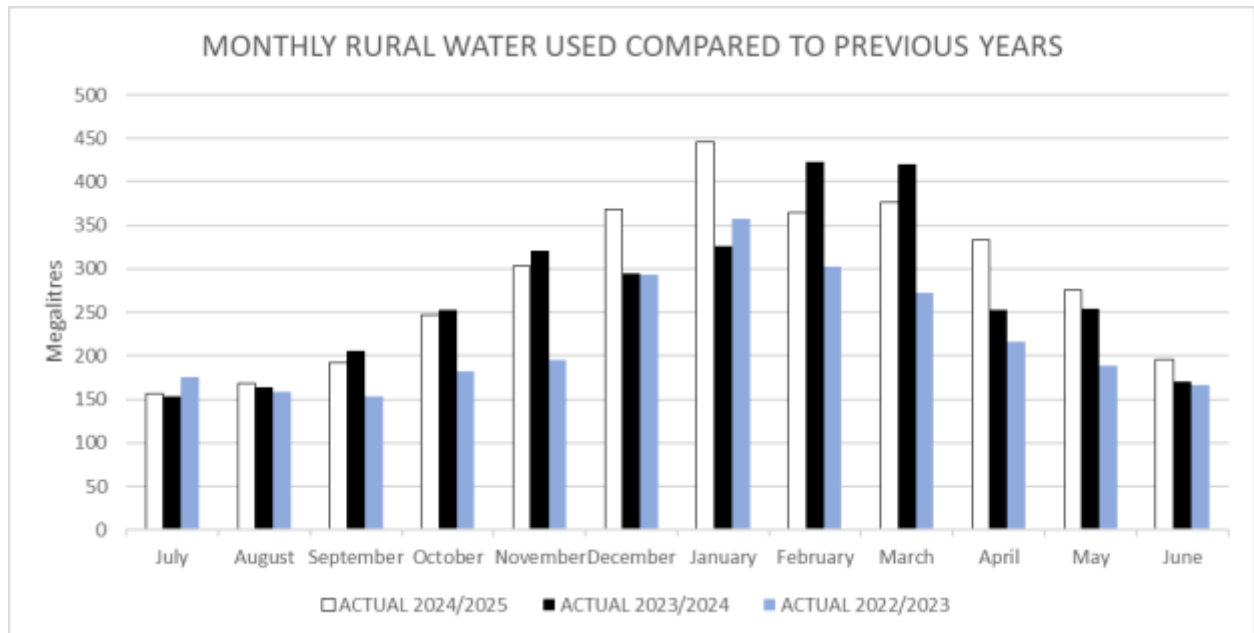
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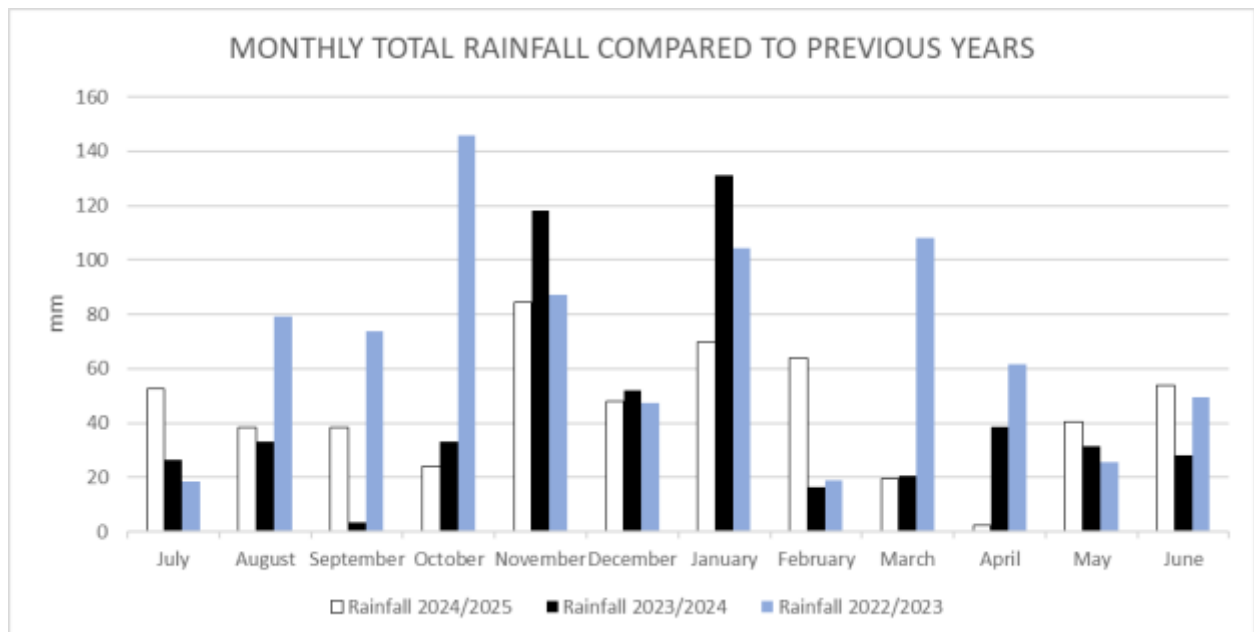
Graph 4



Graph 5



Graph 6



### Repairs, Meters, Locations and Complaints

Suburb	DISCONNECT	WATERHAMMER	HYDMAINT	WATERODOUR	METERMODIFY	METERCOCKFAIL	PRESSURE	METERLEAK	WATERLEAK	WATERDIRTY	Grand Total
Suburb Not Recorded							1		11	1	13
ASHMONT						1		2	2	4	9
BOMEN									1		1
BOOROOMA	1										1
BRUCEDALE									2		2
COLLINGULLIE									1		1
CURRAWARNA									1		1
EAST WAGGA WAGGA			2			1		1			4
ESTELLA							1		1		2
FOREST HILL						1		3	3		7
GLENFIELD PARK				1		2		3		5	11
GOBBAGOMBALIN							2	2			4
GUMLY GUMLY								1			1
HENTY									1	13	14
HENTY TO HOLBROOK									1		1
HOLBROOK							1		1		2
KOORINGAL								5	3	1	9
LADYSMITH								1			1
LAKE ALBERT								6	3		9
LLOYD										6	6
LOCKHART							1	1	1		3
MOUNT AUSTIN					1	1		4	3	4	13
SAN ISIDORE									1	1	2
SPRINGVALE							1			1	2
TATTON								1	1	1	3
TOLLAND						1		1	1	1	4
TURVEY PARK						1	1	2	1	1	6
URANQUINTY								1		3	4
WAGGA WAGGA					3	5	5	3	9	9	34
WALLA WALLA							1				1
WOOMARGAMA				1			1				2
YERONG CREEK							1				1
HENTY TO CULCAIRN									1		1
RAND									2		2
THE ROCK						3		2		5	10
OURA		1						1	1		3
URANA									1		1
CARTWRIGHTS HILL							1				1
THE ROCK TO HENTY							1				1
ROWAN					1						1
SHIRES								1			1
<b>Grand Total</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>16</b>	<b>18</b>	<b>41</b>	<b>53</b>	<b>56</b>	<b>195</b>



### New Connections

Count of #	Resp.						
Activity	Suburb	CONSGANGS	MAINT	NEWSERVICE	RURALGANG	WORKS	Grand Total
MTRINST	BOREE CREEK				1		1
	BULGARY				1		1
	CURRAWARNA	1		1			2
	EAST WAGGA WAGGA	1		1			2
	FOREST HILL			3			3
	GOBBAGOMBALIN			1			1
	GUMLY GUMLY			1			1
	HOLBROOK				1		1
	LAKE ALBERT			2			2
	LLOYD			5			5
	Oaklands				1		1
	TURVEY PARK			1		2	3
	WAGGA WAGGA	1	1	6			8
Grand Total		3	1	21	4	2	31

### Water System Repairs

Activity	Date	Suburb	Problem	AssetType	Count of #
MAINRPR	2/06/2025	THE GAP	JOINTLEAK	Water Main	1
	3/06/2025	EAST WAGGA WAGGA	ROUNDSPLIT	Water Main	1
		WAGGA WAGGA	GROUNDMOVE	Water Main	1
	4/06/2025	URANA	LONGSPLIT	Water Main	1
		RALVONA	JOINTLEAK	Water Main	1
	5/06/2025	BOURKELANDS	EXCESSWEAR	Water Main	1
	8/06/2025	BRUCEDALE	GROUNDMOVE	Water Main	1
	10/06/2025	OURA	ROUNDSPLIT	Water Main	1
	11/06/2025	KOORINGAL	TREEROOTS	Water Main	1
		MOUNT AUSTIN	TREEROOTS	Water Main	1
	12/06/2025	BRUCEDALE	TREEROOTS	Water Main	1
		SPRINGVALE	EXCESSWEAR	Water Main	1
	13/06/2025	COLLINGULLIE	JOINTLEAK	Water Main	3
	15/06/2025	LOCKHART	JOINTLEAK	Water Main	1
	16/06/2025	LOCKHART TO BOREE CREEK		Water Main	1
	17/06/2025	SPRINGVALE	EXCESSWEAR	Water Main	1
	19/06/2025	BRUCEDALE	EXCESSWEAR	Water Main	1
	20/06/2025		EXCESSWEAR	Water Main	1
		GOBBAGOMBALIN	LONGSPLIT	Water Main	1
		LLOYD	JOINTLEAK	Water Main	1
	21/06/2025	BOOROOMA	JOINTLEAK	Water Main	1
	24/06/2025	COLLINGULLIE		Water Main	1
	26/06/2025			Water Main	1
		OURA	GROUNDMOVE	Water Main	1
	27/06/2025	BOREE CREEK TO URANA	LONGSPLIT	Water Main	1
		BULGARY	CORROSION	Water Main	1
		THE GAP	JOINTLEAK	Water Main	1
	30/06/2025	LADYSMITH	GROUNDMOVE	Water Main	1
Grand Total					30

## Water Quality Complaints

Types	Date	Suburb	Action Taken	Count of SR#
WATERODOUR	24/06/2025	WOOMARGAMA	Tested at the meter, Free Chlorine 0.68mg/L, Total Chlorine 0.74mg/L Turbidity 0.30 NTU, No Taste ,No smell ,all within ADWG, Customer informed by email.	1
	25/06/2025	GLENFIELD PARK	Flush service	1
WATERDIRTY	1/06/2025		Flushed meter again came up clear gal there side	1
	2/06/2025	GLENFIELD PARK	Spoke to owner, may be hot water unit	1
		HENTY	Change assignment to inspector 20100 from inspector 23500 by 1510.	1
		HENTY	Flushed	1
		HENTY	Flushed main	8
		HENTY	(blank)	2
		LLOYD	Flushed hydrant until clean	1
		MOUNT AUSTIN	Gal on customers side	1
		MOUNT AUSTIN	Flush service until water cleared	1
		SPRINGVALE	Flushed hydrant until clean	1
		WAGGA WAGGA	Spoke to customer. Gal on there side	1
		WAGGA WAGGA	Works flushed, complaint was resolved	1
	3/06/2025	GLENFIELD PARK	Tested water at the meter, Colour <1, Turbidity 0.78NTU, Free Chlorine 1.15mg/L ,All tested within ADWG	1
		KOORINGAL	(blank)	1
		LLOYD	Flushed main in area	1
		THE ROCK	Flushed main	1
		THE ROCK	Flush main	1
		URANQUINTY	Flushed main	1
		WAGGA WAGGA	Flushed service until water cleared	1
	4/06/2025	ASHMONT	Flushed main from hydrant	1
		LLOYD	Flushed hydrants around Lloyd	1
		MOUNT AUSTIN	Old gal pipe on customers side. Have spoke to them	1
		WAGGA WAGGA	Flushed hydrant at end of spring street	1
	5/06/2025	ASHMONT	Flushed main in area	1
		GLENFIELD PARK	Flushed hydrant at end of street	1
		GLENFIELD PARK	Flushed main again. Turbidity 4	1
		SAN ISIDORE	Flushed hydrant at end of street	1
		TURVEY PARK	Flushed hydrant at end of street	1
	6/06/2025	HENTY	Flushed main	1
		MOUNT AUSTIN	Flushed service	1
		WAGGA WAGGA	Flushed water meter	1
	11/06/2025	LLOYD	Flushed meter	1
	14/06/2025	GLENFIELD PARK	Flushed hydrant	1
	17/06/2025	TATTON	Flushed further up the line	1
		TOLLAND	Flushed front meter	1
	18/06/2025	ASHMONT	Flushed main and service could only get turbidity down to 13.6	1
	20/06/2025	WAGGA WAGGA	Flushed complex	1
	23/06/2025	THE ROCK	Flush main	1
		THE ROCK	Flush main	1
		URANQUINTY	Flush main	1
		WAGGA WAGGA	Flushed water meter at property	1
	24/06/2025	ASHMONT	Flushed main and service Turb 6.38	1
		URANQUINTY	Flushed water main. Was dirty now clean	1
	25/06/2025	THE ROCK	Flushed water main. Turbidity 4.10 Chl 1.04. Was good from the start of the flush as it got flushed Tuesday afternoon	1
	26/06/2025	LLOYD	Flushed at meter	1
		WAGGA WAGGA	Flushed service and back tap until water became clear	1
	27/06/2025	LLOYD	Flushed hydrant until clean	1
		WAGGA WAGGA	Flushed water line. Dirty because of meter exchange yesterday.	1
Grand Total				58

### New water mains laid – New and Replacement

Summary	WO#	Asset Type	Width	Type	Sum of Meters
Boree to Morundah Pipeline	1819	Water Main	150	OPVC	4274
23 Best St Uranquinty	1844	Water Main	100	OPVC	126
Lloyd West Stage 2 subdivision - Watson Blvd & Lingiari Dr	3939	Water Main	150	OPVC	162
GOBBAGOMBALIN Stage 6-7 - 68 Lot Subdivision	4315	Water Main	100	OPVC	414
Boree Creek Valve Arrangement	2883	Water Main	100	OPVC	24
			250	DICL	42
Lloyd West Stage 2 A & B Olley Close, Lloyd 114m 100mm oPVC + DICL (13 Lot Subdivision) Lloyd West Stage 2 881m oPVC + DICL (66 Lot Subdivision)	5986	Water Main	100	OPVC	126
<b>Grand Total</b>					<b>5168</b>

### Major Repairs / Overhauls

Facility	Work done
The Rock Pump Station	Digital Upgrade Completed
Wagga Wagga WTP	Various Preventative Maintenance Activities
Collingullie System	Bore 2 redevelopment
West Wagga WTP	Silica dosing repairs

### Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	35
Estella Farrer Road	47
Forest Hill Elizabeth Avenue	37
Glenfield Red Hill Road	45
Henty Olympic Way	2
Holbrook Millswood Road	33
Lake Albert Plumpton Road	58
Lockhart Napier Road	36
Pleasant Hills Manson Street	8
The Rock	41
Urana Federation Way	25
Walla Walla Short St	9
Woomargama Murray St	1
Yerong Creek Finlayson Street	9

Fleet Disposals

Vehicle No	Description	Vehicle Type	Make & Model	Year	KMs	Method	Price (ex GST)

Fleet Acquisitions

Vehicle No	Tenders received	Accepted Tenderer	Vehicle type	Make/Model	Price ex GST

**Strategic Alignment**

Our Business

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

**Financial Implications**

Nil

**Workforce Implications**

N/A

**Risk Considerations**

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

# R18 Works Report covering July 2025

## Organisational Area Engineering

**Author** Troy van Berkel, Director Engineering

**Summary** This report provides an overview of water usage, connections, maintenance and water quality matters during July 2025.

**RECOMMENDATION** that the Works Report covering July 2025 be received and noted.

## Report

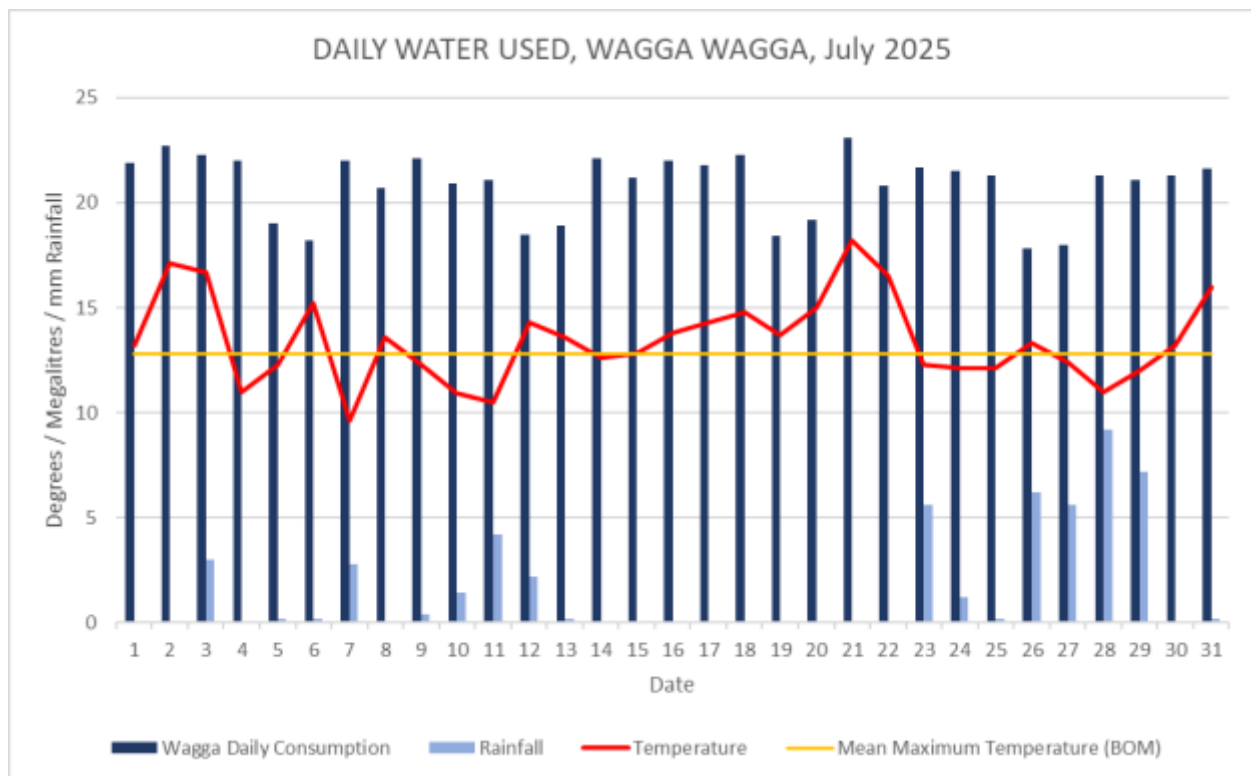
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1 – 31 July 2025.

### Water Sourced and Used

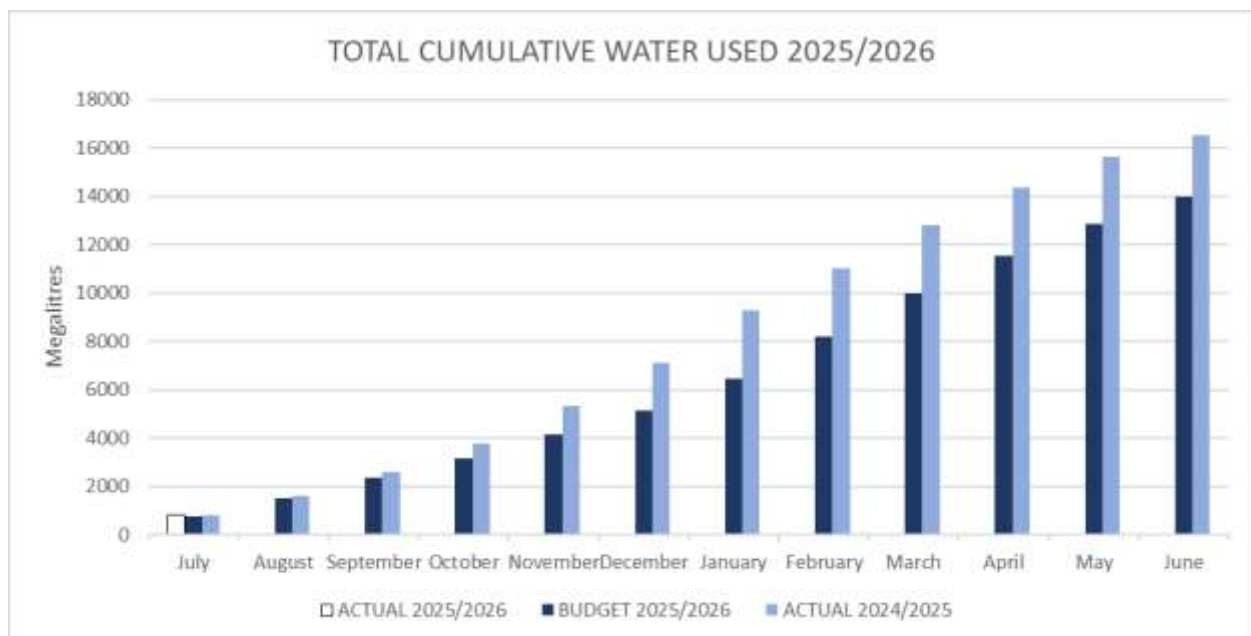
WATER SOURCED - Megalitres [ML]		July		
		2023	2024	2025
	Rainfall [mm]	26.2	52.8	50.0
	Wet Days	19	15	17
<b>Surface Water Sources</b>				
<b>Murrumbidgee Regulated River Water</b>	<b>Sub-Total</b>	<b>0.6</b>	<b>0.3</b>	<b>2.0</b>
	Wagga Wagga - Murrumbidgee River	0.0	0.0	1.6
	Morundah - Yanco Creek	0.57	0.32	0.37
	Urana - Colombo Creek	0.0	0.0	0.0
<b>Groundwater Sources</b>				
	<b>Sub-Total</b>	<b>773.4</b>	<b>817.8</b>	<b>835.1</b>
<b>Wagga Wagga Alluvial Groundwater</b>				
	East Wagga Wagga	450.0	485.4	260.1
	West Wagga Wagga	97.8	81.4	512.3
	North Wagga Wagga	194.1	192.2	0.0
	Oura	1.7	3.2	2.8
<b>Mid Murrumbidgee Zone 3 Alluvial Groundwater</b>				
	Collingullie	4.1	5.4	3.6
	Bulgary	0.0	28.4	33.4
<b>Billabong Creek Alluvial Groundwater</b>				
	Walla Walla (near Culcairn)	0.0	0.2	0.1
	Ralvona	15.1	12.7	13.9
	Walbundrie	3.1	2.9	2.9
<b>Gundagai Alluvial Groundwater (Tarcutta)</b>		4.1	3.6	3.3
<b>Lachlan Fold Belt MDB Groundwater</b>				
	Woomargama	1.2	0.8	1.1
	Humula	0.3	0.5	0.3
<b>Goldenfields Water (bulk supply)</b>		1.8	1.1	1.3
<b>Surface and Groundwater - TOTAL</b>		<b>773.9</b>	<b>818.1</b>	<b>837.1</b>

WATER SUPPLIED - Megalitres [ML]			July		
			2023	2024	2025
Greater Wagga Wagga	<b>Wagga Wagga System</b>	<b>Sub-Total</b>	<b>438.2</b>	<b>469.2</b>	<b>486.0</b>
	Wagga Low Level		101.5	57.4	59.3
	Wagga High Level		291.6	356.1	349.0
	Bellevue/Glenoak Level		42.4	49.4	42.3
	Ladysmith		2.7	6.2	5.9
	Gregadoo				29.4
	<b>North Wagga System</b>	<b>Sub-Total</b>	<b>198.7</b>	<b>193.5</b>	<b>192.2</b>
	North Wagga/Bomen		82.3	84.7	76.0
	East Bomen		17.2	21.0	20.6
	Estella		77.1	65.1	70.7
	Rural - Brucedale		13.3	11.9	15.4
	Rural - The Gap/Tooyal			6.9	5.3
	Rural - Currawarna/Cottee		8.7	3.7	4.2
	<b>GREATER WAGGA WAGGA - TOTAL</b>		<b>636.9</b>	<b>662.7</b>	<b>678.3</b>
Rural	<b>Southern Trunk System</b>	<b>Sub-Total</b>	<b>66.9</b>	<b>71.8</b>	<b>85.0</b>
	(Southern Trunk- Rural Connections)			23.0	27.7
	San Isadore			3.3	3.2
	Kapooka			10.9	18.6
	Uranquinty			6.7	7.2
	The Rock			5.6	5.1
	Mangoplah			1.1	1.0
	Yerong Creek			0.9	1.4
	Pleasant Hills			5.4	6.2
	Milbrulong			0.1	0.2
	Henty			7.6	8.2
	Morven			3.1	2.7
	Walla Walla			4.1	3.7
	Transferred to Western Trunk			0.0	0.0
	<b>Western Trunk System</b>	<b>Sub-Total</b>	<b>31.7</b>	<b>28.4</b>	<b>33.4</b>
	(Western Trunk - Rural Connections)			17.6	23.5
	Lockhart			5.4	4.7
	Boree Creek			0.7	0.7
	Urana			2.6	2.2
	Oaklands			2.2	2.3
	Transferred from Southern Trunk			0.0	0.0
	<b>Independent Villages</b>	<b>Sub-Total</b>	<b>29.6</b>	<b>28.8</b>	<b>27.6</b>
	Collingullie		3.9	5.0	3.3
	Humula		0.3	0.5	0.3
	Morundah		0.5	0.3	0.3
	Oura		1.7	3.2	2.5
	Woomargama		1.2	0.8	1.1
	Tarcutta		3.8	3.3	3.0
	Holbrook		15.0	12.7	14.0
	Walbundrie-Rand		3.1	2.9	3.0
	<b>RURAL - TOTAL</b>		<b>128.3</b>	<b>129.0</b>	<b>146.0</b>
	<b>GREATER WAGGA WAGGA &amp; RURAL - TOTAL</b>		<b>765.1</b>	<b>791.7</b>	<b>824.3</b>

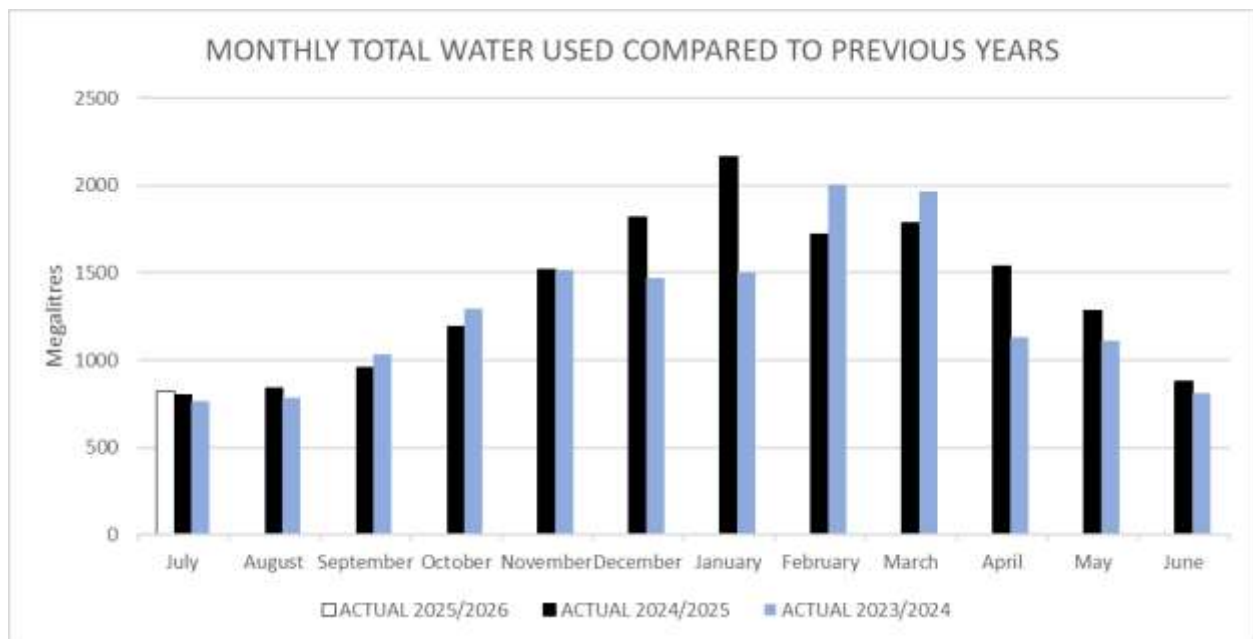
Graph 1



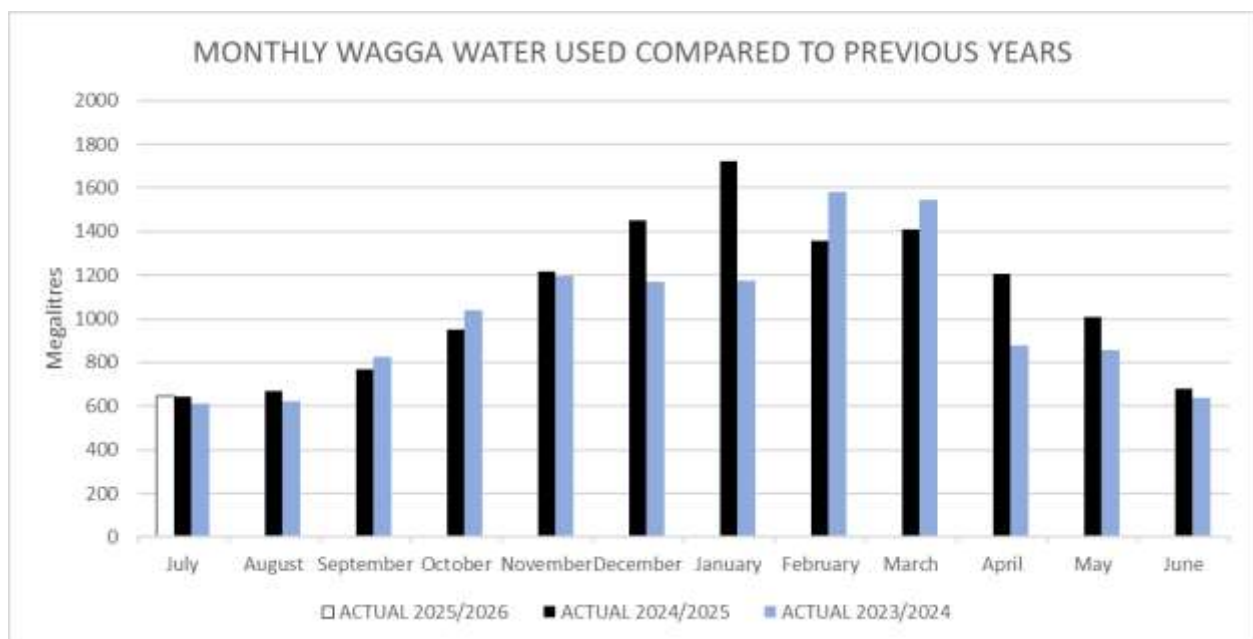
Graph 2



Graph 3

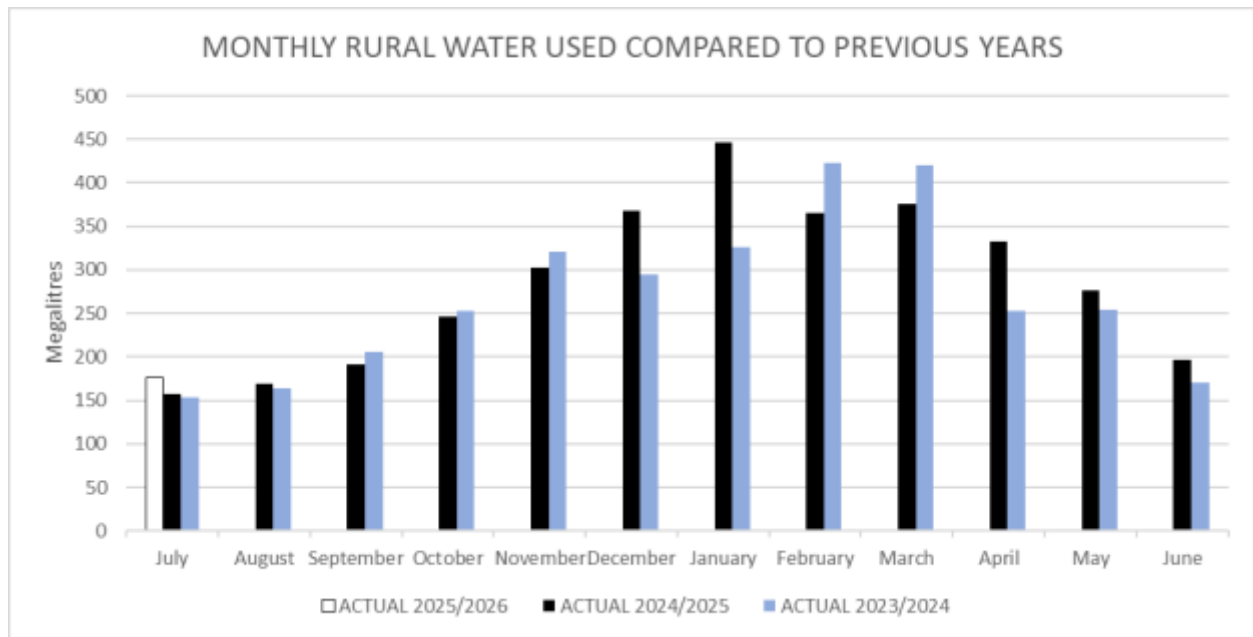


Graph 4

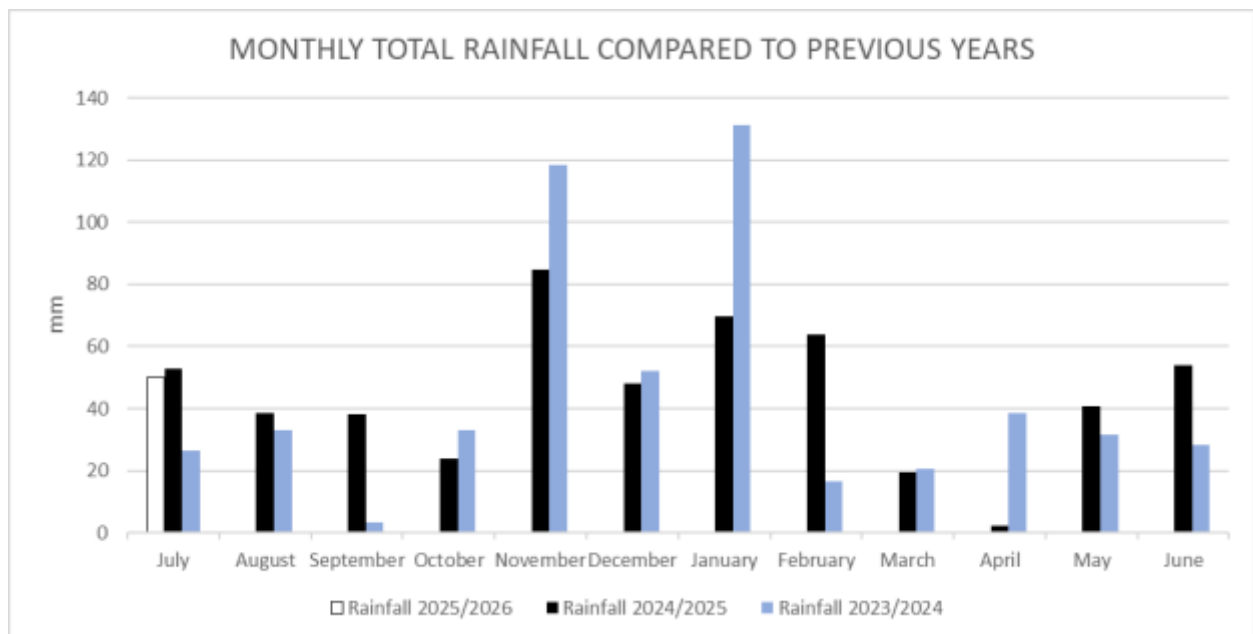




Graph 5



Graph 6



### Repairs, Meters, Locations and Complaints

Suburb	WATERTASTE	WATERODOUR	WATERHAMMER	LOCATE	DISCONNECT	HYDMAINT	METERMODIFY	WATERDIRTY	PRESSURE	METERCOCKFAIL	WATERLEAK	METERLEAK	Grand Total
Suburb Not Recorded				1						1	8		10
ASHMONT									2	1		6	9
BOMEN				1									1
BRUCEDALE											2		2
EAST WAGGA WAGGA												2	2
ESTELLA							1			1		2	4
FOREST HILL										1	1		2
GLENFIELD PARK										2		4	6
GOBBAGOMBALIN	1									2		2	5
HENTY										1			1
HENTY TO HOLBROOK									1				1
HOLBROOK				1					1	2		2	6
KOORINGAL						1				2		2	5
LADYSMITH							1						1
LAKE ALBERT								2	2		1	2	7
LLOYD								2					2
LOCKHART									1				1
MOUNT AUSTIN										1	1	1	3
NORTH WAGGA WAGGA		1				1		1			2		5
PLEASANT HILLS										1	1		2
SPRINGVALE												2	2
TARCUTTA										1			1
TATTON											4	1	5
TOLLAND					3			1	1		2	1	8
TURVEY PARK								1		2			3
URANQUINTY								1				1	2
WAGGA WAGGA			1		1	1	3	3	3	2	6	10	30
WALLA WALLA									1		1		2
LOCKHART TO THE ROCK												1	1
MANGOPLAH									1				1
BOREE CREEK TO URANA						1							1
OURA												2	2
URANA											1		1
GREGADOO									1				1
<b>Grand Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>11</b>	<b>14</b>	<b>20</b>	<b>30</b>	<b>41</b>	<b>135</b>

### New Connections

Count of #	Resp.				
Activity	Suburb	ASSETS	NEWSERVICE	RURALGANG	Grand Total
MTRINST	BOOROOMA		1		1
	EUBERTA		1		1
	FOREST HILL		2		2
	GOBBAGOMBALIN		2		2
	GUMLY GUMLY		2		2
	LADYSMITH		2		2
	LAKE ALBERT	5	7		12
	LLOYD		1		1
	TURVEY PARK		1		1
	URANA			1	1
	WAGGA WAGGA		6		6
<b>Grand Total</b>		<b>5</b>	<b>25</b>	<b>1</b>	<b>31</b>

### Water System Repairs

Activity	Date	Suburb	AssetType	Problem	Count of #
MAINRPR	1/07/2025	THE GAP	Water Main	LONGSPLIT	1
		THE ROCK	Water Main	JOINTLEAK	1
	2/07/2025	YERONG CREEK	Water Main	LONGSPLIT	1
	5/07/2025	LAKE ALBERT	Water Main	GROUNDMOVE	1
		MILBRULONG	Water Main		1
	8/07/2025	LAKE ALBERT	Water Main	JOINTLEAK	1
	10/07/2025	THE ROCK	Water Main	JOINTLEAK	1
	15/07/2025	BIDGEEMIA	Water Main	ROUNDSPLIT	1
	17/07/2025	BIDGEEMIA	Water Main	JOINTLEAK	1
		BRUCEDALE	Water Main	EXCESSWEAR	1
		PLEASANT HILLS	Water Main	JOINTLEAK	1
	22/07/2025	BOREE CREEK TO URANA	Water Main	ROUNDSPLIT	1
	24/07/2025	OURA	Water Main	EXCESSWEAR	1
	29/07/2025	MOUNT AUSTIN	Water Main	GROUNDMOVE	1
		NORTH WAGGA WAGGA	Water Main	EXCESSWEAR	1
		NORTH WAGGA WAGGA		GROUNDMOVE	1
		TOLLAND	Water Main	TREEROOTS	1
	30/07/2025	PLEASANT HILLS	Water Main	JOINTLEAK	1
<b>Grand Total</b>					<b>18</b>

### Water Quality Complaints

Types	Date	Suburb	Action Taken	Count of SR#
WATERTASTE	23/07/2025	GOBBAGOMBALIN	Appearance OK, Taste OK, Odour OK, Free Cl2 0.97 mg/L, Total Cl2 1.33 mg/L, Turbidity 0.93 NTU, pH 7.86. Meets ADWG. Assured Gabriela that water was safe to drink, and the taste is typical of bore water. She	1
WATERODOUR	14/07/2025	NORTH WAGGA WAGGA	Free Chlorine 1.24mg/L, Turbidity 0.78 NTU, pH 7.77, Appearance OK, Taste OK, All	1
WATERDIRTY	1/07/2025	TURVEY PARK	Flushed at water meter	1
	2/07/2025	LAKE ALBERT	Old gal pipe on both sides. Tried to contact owner no answer	1
		URANQUINTY	Boys completed flush of main	1
	3/07/2025	LAKE ALBERT	Flush main at hydrant	1
	9/07/2025	LLOYD	Flushed water at hydrant	1
	11/07/2025	WAGGA WAGGA	Flushed water at hydrant	2
	15/07/2025	WAGGA WAGGA	Flushed ballvalve	1
	16/07/2025	LLOYD	Flushed ball valve	1
		NORTH WAGGA WAGGA	Flushed service	1
	30/07/2025	TOLLAND	Flushed water at meter	1
<b>Grand Total</b>				<b>13</b>

### New water mains laid – New and Replacement

Summary	WO#	Asset Type	Width	Type	Sum of Meters
Boree to Morundah Pipeline	1819	Water Main	150	OPVC	2110
23 Best St Uranquinty	1844	Water Main	100	OPVC	126
GOBBAGOMBALIN Stage 6-7 - 68 Lot Subdivision	4315	Water Main	100	OPVC	216
Thorne St Wagga Wagga	1902	Water Main	200	DICL	42
Replacement of Oura reservoir main (3 x road crossings) due to access road reconstruction.	5261	Water Main	150	DICL	45
23 Lot Subdivision - 258m 100mm oPVC / DICL + 2 Road crossings 5 Days quoted for completion - Design and costing attached	5144	Water Main	100	DICL	30
Boree Creek Valve Arrangement	2883	Water Main	250	DICL	30
231 Gurwood St - Stage 3 Subdivision 39 Lots - 152mm 100mm oPVC - DICL	5839	Water Main	100	OPVC	48
@GIS 300mm DICL X 150mm Ladex Constructions (04)18295303 Commercial Fire Service	6738	Water Main	150	DICL	20
150mm x 100mm Fire Service (Long - Bore) ICG Fleming (04)52161095 Commercial Connection - Plans Attached	7045	Water Main	100	DICL	16
				OPVC	16
<b>Grand Total</b>					<b>2699</b>

### Major Repairs / Overhauls

Facility	Work done
West Wagga WTP	Silica dosing improvements
Bellevue Pump Station	Pump Maintenance
East Bomen Pump Station	Pump replacements
Wagga Wagga WTP	Preventative maintenance program

### Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	30
Estella Farrer Road	48
Forest Hill Elizabeth Avenue	39
Glenfield Red Hill Road	98
Henty Olympic Way	8
Holbrook Millswood Road	22
Lake Albert Plumpton Road	61
Lockhart Napier Road	75

Pleasant Hills Manson Street	4
The Rock	9
Urana Federation Way	47
Walla Walla Short St	17
Woomargama Murray St	3
Yerong Creek Finlayson Street	2

#### Fleet Disposals

Vehicle No	Description	Vehicle Type	Make & Model	Year	KMs	Method	Price (ex GST)

#### Fleet Acquisitions

Vehicle No	Tenders received	Accepted Tenderer	Vehicle type	Make/Model	Price ex GST

### **Strategic Alignment**

Our Business

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

### **Financial Implications**

Nil

### **Workforce Implications**

N/A

**Risk Considerations**

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

# CONF-1 Confidential Minutes of Audit, Risk and Improvement Committee held on 14 August 2025

**Organisational Area** Chief Executive Officer

**Author** Melissa Vincent, Executive Assistant

**Summary** This report presents the minutes of the Audit, Risk and Improvement Committee meeting held on 14 August 2025.

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

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# CONF-2 Tender RFT2025/12 W304 - Demolition of Existing Structures, Civil Works & Construction of Warehouse, Workshop & Office - The Rock Depot

## Organisational Area Engineering

**Author** Greg Vidler, Manager Projects; Catherine Smith, Procurement Coordinator and Matthew Jackson, Engineering Project Officer

**Summary** This report provides a recommendation on the preferred tenderer for Demolition of Existing Structures, Civil Works & Construction of Warehouse, Workshop & Office – at The Rock Depot.

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

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## CONF-3 PFAS Update

### Organisational Area Engineering

**Author** Troy van Berkel, Director Engineering

**Summary** To update the Board on Riverina Water's proactive management of PFAS risks across our supply systems and to provide an overview of broader industry developments relating to PFAS.

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:

(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege

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# CONF-4 Chief Executive Officer Annual Performance Review for the period ending 30 June 2025

**Author** Councillor Tim Koschel

**Summary** This report outlines the results of the Chief Executive Officer's Annual Review of performance conducted by the Council's Performance Review Panel on 1 August 2024. It should be read in conjunction with the Performance Agreement attached to this report.

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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)