



Riverina Water Annual Report 2023-2024

All images: Riverina Water County Council

Enquiries

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Acknowledgment of Country

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

Living Water (2023), Owen Lyons

About our Annual Report

This Annual Report outlines Riverina Water's progress on implementing its Delivery Program (DP) 2022-2023 – 2025-2026 and Operational Plan (OP) 2023-2024 and achievement against our budget. It also presents Riverina Water's audited financial statements for the year ending 30 June 2024.

The report aims to answer the following questions:

- › Did Riverina Water do what it said it would do?
- › If yes, how much did it do and how well did it do?
- › If not, why not? Will it happen later, or not at all?

The report is Riverina Water's primary tool for reporting to our community and stakeholders on service delivery and financial performance.

A message from our Chairperson and Chief Executive Officer

We are pleased to present Riverina Water's Annual Report for 2023-2024.

Yet again we are experiencing very good seasonal conditions which is contributing to a fourth year of improved confidence for the annual cropping period. Increased rainfall has underpinned economic activity for the region and importantly, has assisted restore business confidence that continues to drive investment for the region.

In marking Riverina Water's 26th year, this report highlights our ongoing success in supporting the health and prosperity of our region.

We again enjoyed a sound financial year as evidenced in our annual financial statements. Overall water production for 2023-2024 was close to 14,810 megalitres, a slight decrease of 746 megalitres on the 2022-2023 overall production.

In 2023-2024, we continued to implement our Community Engagement Strategy to support the residents who are at the centre of everything that we do. A further initiative included continuing our drinking water refill station program for our constituent councils. The very popular Community Grants Program provided grants to community organisations to the value of \$100,000 with Riverina Water having now allocated \$1.6m over the past five years to community organisations throughout our supply area.

Finances

We remain committed to providing water at the lowest sustainable cost. In 2019-2020 and again in 2020-2021, the Board decided not to increase any of Riverina Water's fees and charges in recognition of the then dry seasonal conditions. In 2023-2024 Riverina Water increased its fees and charges by 3% or \$34 a year for the average annual water account. The access charge was increased by \$20 to an annual amount of \$180 for 2023-2024.

The adopted budget for 2023-2024 included a forecast operating surplus result of \$3.2m. The actual surplus result for 2023-2024 was \$6.42m, which was pleasing and once again, highlighted the sensitive relationship between annual seasonal conditions and Riverina Water's operating result.

In addition, Riverina Water continued with an extensive capital works program of \$14.1m in 2023-2024, and then averaging around \$15m per annum for the following 3 years.

One of the most pleasing aspects of the annual budget are the sponsorships that we provide to various organisations across our four constituent councils. During 2023-2024, more than \$64,945 in financial support was provided to 32 events, organisations and initiatives.

Strategy

In June 2021 Riverina Water adopted its new Integrated Water Cycle Management Plan (IWCMP). This Plan replaced the former IWCMP which was adopted in 2011. The IWCMP informs the future activities of council which supports our growing communities.

In June 2022 we adopted the Business Activity Strategic Plan (BASP). The BASP is Riverina Water's strategy for implementing the priorities from its 30 - year IWCMP. It ensures that Council aligns itself to the provision of appropriate, affordable, cost-effective and sustainable urban water services that meet community needs and protect public health and the environment.

The BASP is a key strategic tool in Riverina Water's overall strategic planning framework. The BASP should be read alongside Riverina Water's Resourcing Strategy and Community Engagement Strategy.

The BASP has been developed having regard to the Community Strategic Plans of our four constituent councils and complies with the NSW Government's Best-Practice Management of Water Supply and Sewerage Guidelines (2007).

The plan has informed the drafting of the 2023-2024 – 2025-2026 Delivery Program and the 2023-2024 Operational Plan.

Water Quality

The availability of good quality drinking water remains one of the most important factors in the ongoing good health of any population. Riverina Water continues to be a leading supplier of the highest standard drinking water. We acknowledge the ongoing dedication, commitment and hard work of all our employees. We thank them all for all they have achieved in this year of change.

Our team

We are fortunate to have an experienced and diverse Board that provides strong support to our executive team. The Board has continued to provide a sound and supportive base to Riverina Water and both of us. We wish to acknowledge them all for their commitment to Council. We also acknowledge the efforts of the senior management team for their timely and sound advice to the Board.

Our sincere appreciation to our hardworking and dedicated staff who maintain our extensive water supply network. Your efforts are recognised and appreciated as identified by the outstanding results revealed in our annual customer satisfaction survey.

Finally, we wish to acknowledge and thank our constituent councils and our customers for the support you provide to us.



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

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



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

**Andrew Crakanthorp, GAICD
Chief Executive Officer**

Our planning and reporting

Riverina Water operates within the NSW local government Integrated Planning & Reporting framework (IP&R) and Department of Climate Change, Energy, the Environment and Water (DCCEEW) Regulatory and Assurance Framework (RAF) regarding its water supply strategic planning obligations.

As a council responsible for water supply, Riverina Water must also comply with the requirements of the NSW Department of Planning and Environment's regulatory objectives, its regulatory and assurance functions and associated processes as outlined in the Regulatory and Assurance Framework for local water utilities. The framework applies to local water utilities in regional NSW and commenced on 1 July 2022.

As well as regular progress reports to the Board and our community and this Annual Report, Riverina Water is required to provide reports to NSW Health and to the NSW Environment and Protection Authority each year.

Our Integrated Water Cycle Management Strategy (2021) sets out our 30-year strategy for delivering water and meets the Regulatory and Assurance Framework requirements. Our Business Activity Strategic Plan (BASP) 2022-2032 outlines our strategic priorities for the next 10 years and the strategies we will adopt to achieve these priorities in accordance with the IP&R framework.

In keeping with our NSW OLG's obligations, Riverina Water has developed a Delivery Program 2022-2023 - 2025-2026. This four-year program outlines the principal activities we will undertake and strategies and programs we will deliver 2022-2023 - 2025-2026.

Each year we develop an Operational Plan that details the specific actions and projects we will undertake that year to meet our objectives in the Delivery Program, and a supporting annual budget.

The 2023-2024 Annual Report presents outcomes of the activities in Year 2 of the 2022-2023 - 2025-2026 Delivery Program through the 2023-2024 Operational Plan.



Our vision

Provide passionate and professional leadership in the water industry.

Our mission

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

Our values



Respect

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



Connection

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



Safety

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



Cooperation

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

Our strategic priorities

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.



Our focus areas

- › **Customer-centricity**
We put customers at the heart of everything we do
- › **Innovation**
We are a successful organisation that pursues innovation and continuous improvement at all times
- › **Sustainability**
We are environmentally responsible, financially secure and aspire to have a positive impact on our natural world



Progress of the Business Activity Strategic Plan (BASP) 2022-2032

In keeping with NSW OLG's requirements, this annual report provides an update on the progress of strategies over the term of the current Board to achieve the objectives identified in the Business Activity Strategic Plan (BASP).

As the term is significantly shortened this report focuses on Year 1 and 2 of the BASP. This report contains some highlights of what has been achieved and should be read in conjunction with the six-monthly progress reports of the Delivery Program and Operational Plan that have been provided in Board reports. These can be located on our website.

A revision of the Business Activity Strategic Plan will be undertaken by the new Board in December 2024, resulting in the Business Activity Strategic Plan 2025-2035. This will inform the development of the 2025-2026 - 2029-2030 Delivery Program and the Operational Plans 2025-2026 through to 2029-2030.

The End of Term report will also be presented to the December 2024 Board meeting and will be appended to this annual report as required under the IP&R guidelines. The End of Term report will provide further detail including performance indicators and what is committed for 2024-2025.

How did we go?

Our People

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

Strategies to help us achieve our objective

1. Attract retain and develop our people

Some highlights

Review and development of Workforce Strategic Plan

The reviewed Workforce Strategic Plan 2023-2024 – 2025-2026 was endorsed in June 2023, creating valuable baseline data for workforce planning in the future. The strategy is built around four focus areas: attraction and retention; resource planning; succession planning and technological upskilling. Actions from the Workforce Strategic Plan are included in the Operational Plan.

Staff annual review and leadership capability

A full review of the skills system process was undertaken in 2022-2023 with SARP 1 implemented in February 2023 (Staff Annual Review Plan phase 1). SARP 2 was subsequently rolled out in November 2023.

Preliminary work on the implementation of the LGNSW Capability Framework commenced in 2023-2024. It is expected this will assist in identifying residual skills gaps amongst our leadership group. Following its successful implementation, it is expected a Leadership Development Program will follow to address the gaps identified. Work has commenced on identifying appropriate leadership development avenues for Riverina Water's current and emerging leaders.

2. Foster diversity, inclusion, respect and gender equality at all levels of the organisation

Some highlights

Development of HR policies and procedures

The reviewed EEO Policy was adopted in December 2022. The development of the supporting plan was expected to follow but has been delayed due to resourcing constraints. However, Riverina Water continues to operate in line with the principles contained within legislation and our policy.

A comprehensive Respect at Work Procedure has been developed and adopted. This has been communicated to all staff and is available on the intranet. This procedure describes how Riverina Water will identify, manage, and prevent unreasonable and disrespectful behaviours in the workplace, including workplace bullying, harassment and discrimination, and behaviours that create hostile work environments. This procedure will be more widely promoted with the ongoing rollout of the newly adopted values and associated behaviours.

3. Create an engaging, positive, collaborative and innovative workplace culture

Some highlights

Adoption of new values and associated expected behaviours

New corporate values of Respect, Safety, Connection and Cooperation were endorsed by the Board in February 2024 after a lengthy engagement process with all staff. A set of both organisational and individual behaviours were identified that evidence the values at work. A cultural action plan was adopted with stated initiatives and actions to help staff in their understanding of the values and to embed expected behaviours into “the way we do things around here”. This plan will be implemented in 2024 and beyond.

Internal communications and collaboration

A number of the communication and planning tools that were used during the pandemic by staff working from home have remained in use and have moved into business as usual. This has included a focus on internal communication through Viva which has reduced the use of all staff emails and enabled better dissemination of information in an engaging way. Teams is also now common-place and has significantly improved collaboration and knowledge sharing.

4. Build upon our strong history of safety and wellbeing

Some highlights

Enhancement of management of WHS and risk

To ensure that Riverina Water was able to support its WHS management and staff needs, a WHS coordination role was filled in 2023. A risk and insurance role was also created to, in part, meet the requirements of the *Risk & Internal Audit Guidelines for NSW local government*. A review of the risk management framework has been undertaken, and a WHS strategic plan has been developed. These two positions work closely together to ensure that Riverina Water continues to build on our history of safety and wellbeing.

WELL Program & Safety Insights

The WELL program was launched in 2023 and has focused on three key areas: mental wellbeing, physical wellbeing and professional wellbeing. A new Employee Assistance Program provider has been engaged to provide ongoing support to staff as part of the program. Actions to date have included RUOK Day focused on mental health; Steps Challenge to encourage improvement in physical health; Tradies Day; charity fundraising and continuation of the provision of fruit to all staff.

The WHS Safety Insights program was launched in late 2023 as a consultative process with staff on safety issues in their work area and day-to-day work. The WHS committee members and management have been visiting work areas onsite, collaborating with staff on how work is done, what’s working well and how to enhance safety together. These insights are then considered by the WHS team and management for action as required.

5. Invest in and evolve our HR systems, processes and frameworks

Some highlights

New payroll system

As part of our enterprise resources project (FLOW) a new payroll system was designed and tested in conjunction with the new finance management system. Go-live of the new payroll system was achieved on 1 July 2024. A comprehensive communication and change plan and intensive training program was delivered to all staff in readiness for go-live and represented a significant shift for many in how they lodge timesheets and make claims for leave.

Following on from this implementation further modules in the new HR system will be tested and rolled out during 2024-2025.

Our Business

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

Our strategies to deliver our objective.

1. Optimise our network and infrastructure

Some highlights

Management of water quality risks

To address risks identified for future water quality and supply at Morundah, planning commenced for design of a pipeline from Boree Creek to Morundah. Just under 13km of construction of the 42km pipeline was completed by end of June 2024. When finished this pipeline will replace the old, isolated water treatment plant at Morundah and provide high quality drinking water to customers.

A program of erecting shade covers over aeration tanks has been rolled out to reduce water quality risks. Ralvona is the last of the planned aeration treatment sites to be covered and will be completed in the 2024-2025 year.

Strategy for North Wagga System

To ensure we have capacity in our systems, we have developed a 30 year strategy for infrastructure needs and what needs to be upgraded to be able to send the required 28.8ML/day water from Wagga water treatment plant to the North Wagga system. This strategy is identified in the long-term financial plan and will be operationalized through the Delivery Program and Operational Plan.

2. Enhance and integrate our asset management system

Some highlights

Implementation of asset management module

This significant project was undertaken over two years as part of the ERP (FLOW) upgrade. A broad-ranging body of work was undertaken to ensure that our data was current prior to uploading into our new asset management system. The asset and finance modules are now integrated which has given us greater confidence in the data we have and provided a better line of sight for management and maintenance of our assets.

Planning, design and testing occurred from 2022-2024. This system has introduced a move from spreadsheets and paper reporting by staff in the field to real time reporting by devices in the field. Staff were trained as part of the FLOW training program during May 2024 and feedback to date has been very positive.

3. Develop business value through digitisation with a focus on accessible and accurate information, integrated and secure services that promote agile operations.

Some highlights

Successful implementation of FLOW modules

As highlighted elsewhere, the most significant organisational strategy that meets this strategic objective in the past three years has been the FLOW project. There were a number of tranches to this project with the HR modules still in development to be rolled out over the next 12-18 months.

The first module to go live was the online developer portal.

The next module was Customer Billing in July 2023. The first 12 months of data has shown considerable time savings for staff and have been extremely well received by staff and customers alike.

The finance, asset management and payroll system were implemented in July 2024. Training of all staff was required and project staff were engaged to ensure a successful rollout through a well planned and delivered change and training plan.

4. Adopt emerging technology that increases our efficiency

Some highlights

Planning for solar energy plant

Extensive planning is continuing for the construction of the Solar Energy Plant pilot for the Hammond Avenue site. This is a key action in our Net Zero roadmap. The project will contribute significantly to our overall net zero target.

An emissions calculator was developed and populated in 2022-2023 and is currently being updated for 2023-2024. As part of our focus on reducing our emissions, there has been a move to transition the light vehicle fleet to hybrid or electrical vehicles where this is feasible and available. To date we have one electric vehicle and have installed a charging station at the Hammond Avenue headquarters.

5. Improve strategic planning and accountability

Some highlights

Audit Risk & Improvement Committee

The Riverina Water Audit Risk & Improvement Committee (ARIC) has been gearing up to operate in line with the *Guidelines for Risk Management & Internal Audit for local government in NSW*. The Committee comprises three independent community members, one of whom is appointed by the Board as the Chair. A Board member sits on the Committee as a non-voting member.

The objective of the ARIC is to provide independent assurance to the Board by monitoring, reviewing and providing advice about Riverina Water's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance. This includes oversight of Riverina Water's implementation of the *Integrated Planning & Reporting guidelines* and the independent internal audit function.

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

Some highlights

Implementation of procurement framework

Following the appointment of a Procurement Coordinator in 2023, a centre-led procurement framework was developed and implemented. With this model in place, revision of the procurement policy, procedures and development of general procurement terms and conditions was completed. The VendorPanel procurement system has been implemented resulting in an uplift in the coordination and document management within the tender process and appointment of vendors.

Minimising operational costs

Operational costs for supplying safe drinking water are being minimised where possible through centralising water supply operations, enabling reduced operational costs by shutting down treatment plants during low demand periods. Other measures include improving asset management capabilities, insight and overall asset lifecycle costs.

7. Improve our operations to future proof our business

Some highlights

GIS Upgrade and Cloud migration

An upgrade of the GIS system to a cloud-based product that integrates with the new finance and asset management system has been completed. Riverina Water has moved to ESRI which is one of the leading GIS solutions in the water industry in Australia.

8. Collaborate and share knowledge with other organisations

Some highlights

The General Managers' working group from Riverina Water, Rous County Council, Central Tablelands Water and Goldenfields County Council continues to meet together to discuss issues common to the sector and to share learnings. Riverina Water has also presented at a number of conferences and user group meetings which have been very well received.

Our Community

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

Strategies that have sought to deliver on our objective.

1. Actively support and participate in our community

Some highlights

Contribution to our communities through donations and grants

The 2023-2024 Enriching Communities program saw 13 community groups from Wagga Wagga City Council, Lockhart Shire Council, Greater Hume Shire Council and Federation Council areas receive a share in the funding. More than \$64,945 in financial support was provided to 32 events, organisations and initiatives.

This followed more than \$70,000 provided in 2022-2023 in donations and sponsorships across our service area.

2. Create stronger connections with our diverse community to help deliver positive impacts

Some highlights

Youth initiatives

Riverina Water continues to support youth initiative in our community. During 2022-2023 and again in 2023-2024 team members from our projects engineering team supported the Science and Engineering Challenge for high school students. The Science and Engineering Challenge (SEC) is a nationwide STEM outreach program presented by the University of Newcastle in partnership with communities, Rotary clubs, universities and sponsors. The Program focus on inspiring students to consider a future career in science and engineering.

Riverina Water also provides sponsorship and staff support to the Build a Bridge and get over it! 3 day camp run by REROC in partnership with Compact Inc. The camp aims to encourage students in Year 10-12 to consider a career in engineering.

3. Continue to develop positive relationships with our First Nations Community

Some highlights

Cultural Awareness and development of first Reconciliation Action Plan (RAP)

From February 2023 Aboriginal and Torres Strait Islander cultural awareness online training was rolled out to all current Riverina Water staff. This training is now part of our induction program for all new staff within the first month of them joining Riverina Water.

A Reconciliation Action Plan working group was created to help Riverina Water develop its first Reconciliation Action Plan (RAP) following meetings with two local groups in Wagga, Mawang Gaway and the Local Lands Council. The RAP working group comprised people from across different areas of the organisation.

The RAP was formally endorsed by Reconciliation Australia in July 2024 and has commenced implementation.

Commissioning of artwork

A First Nations artwork was commissioned from Owens Lyons, a Wiradyuri artist, in 2023. The artwork *Living Water* tells the story of fresh clean water being delivered to Wagga Wagga and the surrounding towns and villages. The artwork includes Wiradyuri symbols to represent Aboriginal culture and a number of animals including the platypus and goanna. The artwork proudly hangs in the foyer of Riverina Water's public meeting room at Riverina Water headquarters.

4. Provide exceptional customer service

Some highlights

Implementation of new customer billing system

2023-2024 saw a new customer billing system go live as part of our ERP project meaning formerly manual tasks were streamlined including the application and issuing of Section 603 Certificates, customer service requests and meter reading management. With these processes moving into the new system significant savings in manually handling these requests were seen as well as a significant reduction in turn-around times for the issuing of Section 603 Certificates.

Ongoing excellent results in our customer surveys

Riverina Water conducts an annual customer survey.

April-May 2022 – 400 responses with an average score of 4.72 out of 5, while all water quality indicators were rated as high or very high level of satisfaction.

April-May 2023 – more than 800 responses with an average score of 4.69 out of 5. An increase in customer participation generated a diverse range of age, gender and household size across the region contributing to the overall satisfaction average.

The 2024 survey received over 500 responses. In 2024 some new questions were asked around customer priorities. These were water supply reliability, water quality, customer service and affordability. The satisfaction scores in these areas were strong. The overall satisfaction average score was 4.54.

5. Understand and prepare to serve our customers of the future

Some highlights

Supply Planning Area

There has been increased collaboration between staff of Riverina Water and its four constituent councils to better understand and plan for new residential housing across our supply areas. Without this information it is difficult for Riverina Water to strategically plan its infrastructure to service future customers.

We have also been working with Wagga Wagga City Council in the promotion of the Special Activation Precinct (SAP) at Bomen. Strategic planning for provision of water supply to Bomen Special Activation Precinct was completed as part of Riverina Water's IWCM strategy, and is currently being refreshed as part of 30-year growth strategy review.

6. Share our knowledge and expertise to make a positive change in our global community

Some highlights

Sharing our knowledge internationally

Riverina Water supports South Wagga Rotary financially and in-kind in its community development activity in Nepal. Riverina Water supported two staff members in 2023 and another further two staff members in 2024 to join the team to share their knowledge and expertise.

Riverina Water was also fortunate to partner with An Giang PCERWASS from Vietnam through the Australian Water Association's *Partnerships for Improved Water Safety and Water Supply Resilience Program*. The program saw representatives from An Giang PCERWASS and NCERWASS visit Riverina Water in November 2023 as part of a study tour to see how Riverina Water manages its services and to identify where An Giang can implement changes to improve their non-revenue water losses and digitisation of assets. As part of this program a reciprocal visit was arranged for 4 Riverina Water staff to visit Vietnam in March 2024 to provide further insights into managing the above areas.

Our people

Objective

We have a high performance culture, achieved through accountability, diversity, respect and investment in our people



Personnel & delegation

Senior Staff



Andrew Crakanthorp
Chief Executive Officer
January 2018 to present

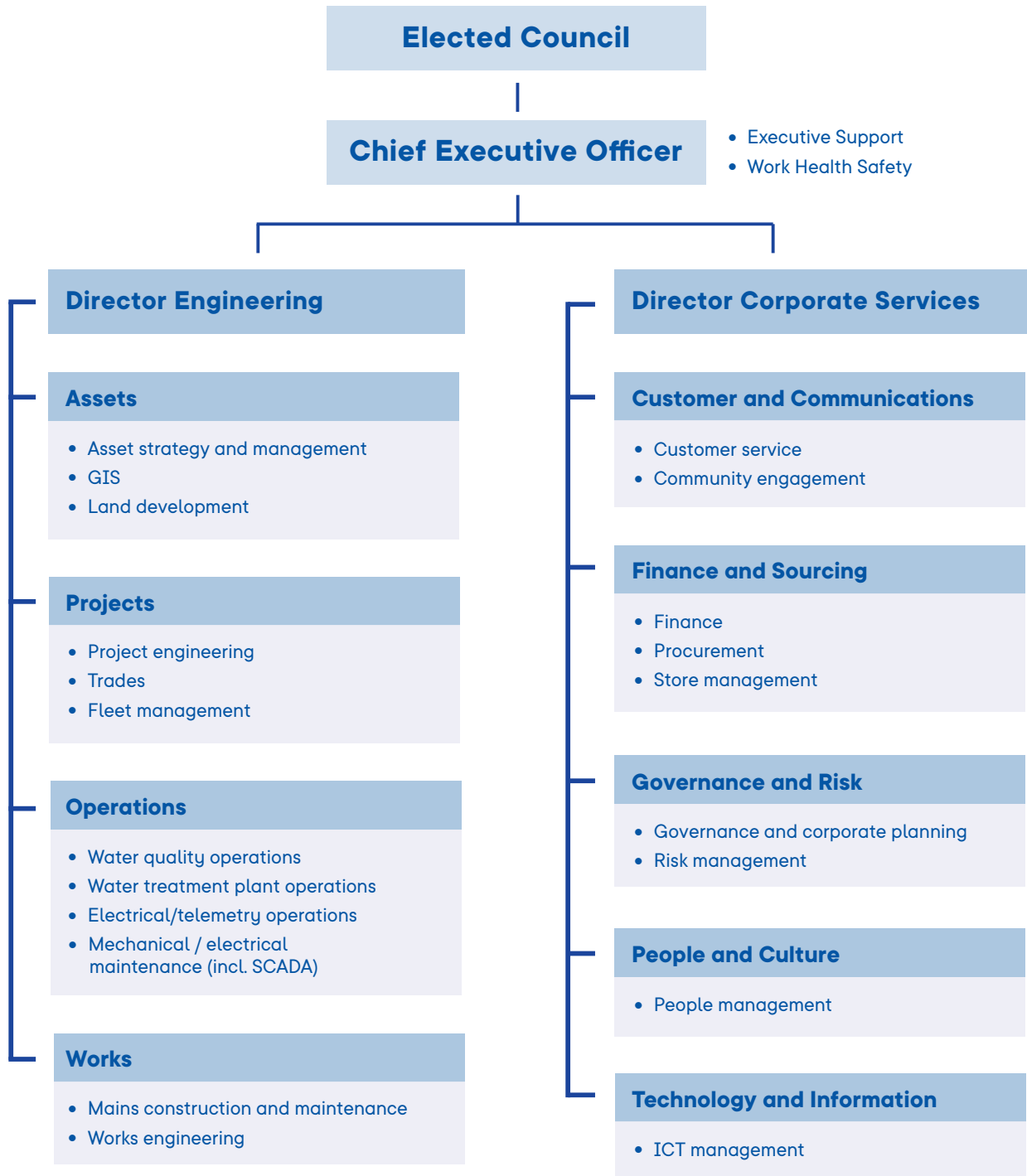


Emily Tonacia
Director Corporate Services
July 2021 to present



Troy van Berkel
Director Engineering
May 2023 to present

Organisation structure



People & culture activities undertaken

Riverina Water employs a diverse workforce of skilled professionals across the engineering and corporate services divisions. Our workforce also includes a Traineeship/Apprenticeship/Cadetship program consisting of 7 Apprentices/Trainees positions and 2 Cadet Engineers positions.

Riverina Water's commitment to developing a skilled workforce within the local community is demonstrated through the ongoing engagement of apprentices and trainees and the hosting of school-based work experience placements throughout the year.

Riverina Water's Workforce Strategic Plan 2023-2024 - 2025-2026 seeks to align with our other relevant strategic objectives and plans and aligns with the Delivery Program.

Learning and development opportunities

Staff learning and development is a significant commitment for Riverina Water and staff. In addition to regular and ongoing compliance training, Riverina Water is also committed to provide other professional development courses to upskill staff.

Number of employees undertaking training and development for last financial year:	111
Percentage of training completed for last financial year:	94.07%

Organisation culture

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

- › Opportunities for career progression and planning and a better way to evaluate performance and provide feedback with a clear path to address any concerns.
Riverina Water introduced a Staff Annual Review Plan (SARP) to address this area in 2022-2023. The Staff Annual Review Plan (SARP) was done in alignment with the Riverina Water County Council Award and best practice Human Resources tools to provide more opportunities for planning and discussion among

staff, supervisors, and managers. This has resulted in a significant increase in the number of employees undertaking training in 2023-2024.

- › Ongoing delivery of a Health and Wellbeing Strategy Riverina Water has continued to improve and deliver. 'Well' – Riverina Water's staff wellbeing program which was developed to provide employees with the support and skills to be happy and healthy at work. 'Well' is focused on three key areas:
 - › Mind: Mental wellbeing, e.g., how to manage stress, team bonding and ways to bring staff together more regularly.
 - › Body: Physical health, e.g., providing free fruit, skin cancer checks and low cost exercise options through Fitness Passport.
 - › Career: Professional wellbeing, e.g., Working towards your career goals and fostering an open and communicative workplace.
- › Training & Development of our people. Riverina Water continues to invest in the ongoing development of our people by ensuring that all employees can access training and acquire skills required to perform their roles effectively.
- › Flexible Work Arrangement. As part of the Riverina Water County Council Enterprise Award 2022, flexible work arrangement was made accessible to all staff who have worked for at least one (1) year with Riverina Water.
- › Paid Parental Leave. Riverina Water implemented a gender equitable Parental Leave Pay as part of the Riverina Water County Council Enterprise Award 2022 by offering Parental Leave Pay (in addition to the Federal Government Parental scheme) to the primary carer, allowing male employees to access Paid Parental Leave. Riverina Water also included the payment of superannuation contributions for employees who are eligible to receive the Federal Government Paid Parental Leave Pay (PPL).
- › Enhancing management and leadership skills across the organisation for better business outcomes and a more engaged and productive workforce. We are rolling out further initiatives to enhance leadership development to continue to inspire and lead our people.
- › Our new Values of Respect, Safety, Connection and Cooperation were launched in 2023-2024. These Values are being embedded to drive connections within the workplace and realign our purpose to work together towards a common organisational goal.

Workforce Strategic Plan

Riverina Water’s new Workforce Strategic Plan was developed over several months with the active participation of people across different departments of Riverina Water.

The plan reflects work done through collaboration, rigorous research, and data analysis. We have built on the knowledge, experience, and observation of our organisation’s internal and external landscape to ensure that we can achieve a fit-for-purpose plan to help us accomplish our goals.

The focus areas are:

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

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

Below is a summary of the action plan and strategies of the Workforce Strategic Plan.

Key Issues	Actions	Outcome/Present State
Maintaining employee skill currency and competency	<ul style="list-style-type: none"> › Continue employee skills reviews to identify gaps and training needs. › Review and renew staff position descriptions. › Align system, practices and framework that support capability and capacity development. 	<p>A process (creation of flow charts and evaluation requirements) has been developed to evaluate new and existing positions whilst ensuring transparency, consistency with the evaluation and parity.</p> <p>Skills review process and position description review have been picked up as part of a ‘Skills Review’ project with a steering committee. Progress has been made with a revised job evaluation manual largely complete.</p> <p>A Staff Annual Review Process (SARP) has been developed to promote capability and capacity development.</p>
Ageing workforce	<ul style="list-style-type: none"> › Develop strategies to address ageing workforce issues including retention and workplace adjustments needs and the concept of “grow your own” staff capability (by December 2021). › Capture current knowledge and experience. 	<p>There is ongoing work on building our own talents. We have embarked on promoting internal mobility such as secondments and developed a policy and procedure to provide a guideline for employees.</p> <p>A knowledge management framework has been picked up as part of Riverina Water’s delivery program and operational plan.</p>
Overtraining The Riverina Water skills-based award leads the potential for over training and direct training away from essential generic skills to less desirable specific skills	<ul style="list-style-type: none"> › Look for alternate remedy within the award structure. 	<p>This has been picked up as a part of the Skills Review Project.</p>

Communication with staff	<ul style="list-style-type: none"> › Regular employee surveys to be conducted triennially. › Management and supervisors to work with employees to enhance communication, understanding and outcomes for Riverina Water. › Annual skills review process. 	<p>An employee engagement survey was held in 2021, and another survey will be held towards the end of 2024.</p>
Leadership	<ul style="list-style-type: none"> › Continue to develop leadership capacity and capability. › Identify and encourage emerging leadership opportunities. 	<p>Leadership development program is in motion and has also been as a priority included in the in the new Workforce Strategic Plan adopted in June 2023.</p>
Succession planning	<ul style="list-style-type: none"> › Maintain and enhance succession planning initiatives. › Include short term planning and identification e.g. long service leave, maternity leave and extended periods of leave. 	<p>As part of the preparation to kick off the newly adopted Workforce Strategic Plan, Riverina Water has identified critical positions in the organisation via a hands-on workshop and exercise. The next steps are to put succession plans in place for these positions.</p>
Gender Equity	<ul style="list-style-type: none"> › Develop an action plan that encourages gender diversity to consider career paths in the Water Sector. 	<p>Not achieved - This will be picked up as part of the Attraction and Retention Strategy as detailed in the new Workforce Strategic Plan.</p>
Health & Safety	<ul style="list-style-type: none"> › Continue to improve musculoskeletal, ergonomic and workplace modification, enhance, support and training. › To provide support for a mentally healthy and resilient workforce. 	<p>Riverina Water continues to promote and improve musculoskeletal health and ergonomic work practices.. Some initiatives include providing standing desks, training on musculoskeletal health and other Wellbeing activities under the umbrella of the wellbeing program, 'Well'.</p> <p>Riverina Water also reviewed the EAP and has moved to contemporary EAP provider, Uprise.</p>

Inclusion, Diversity & Equity

Regulation clause 217 (1) (a9)

As part of our Workforce Strategic Plan, Riverina Water has started to capture data on employee demographics to better understand the diversity of our employees and equity of our internal practices. Whilst we do not currently have a DEI plan, our EEO Management plan ensures that our practices are equitable, and all employees have the same opportunities to access training and internal mobility when the opportunity arises.

Other initiatives we have embarked on includes a gender equitable Parental Leave Pay for all staff, annual refresher training on EEO and ensuring equal employment opportunity underpins Riverina Water's recruitment activities.

Significant work has been undertaken to develop a Reconciliation Action Plan in consultation with the local indigenous community. As at 30 June 2024, Riverina water has its' plan before Reconciliation Australia for endorsement.

Disability Inclusion Action Plan (DIAP)

Under advice from Local Government NSW, Riverina Water is not defined as a public authority under the Local Government Act 1993. Therefore, a plan is not required to comply with section 12 of the Disability Inclusion Act 2014 (DIA Act).

Regardless of this, Riverina Water continues to ensure compliance and accessibility to ensure that people have appropriate access and opportunity to Riverina Water services, support and inclusion.

Equal employment opportunity – activities taken by Riverina Water to implement its management plan

Regulation 217 (1) (a9)

Riverina Water is an equal opportunity employer, meaning every employee and every potential employee is treated equally and fairly. Riverina Water is committed to managing its activities and business affairs so that the philosophy and principles of equal opportunity are part of its core values.

An employee or potential employee will not be disadvantaged because of age, carer status, disability, sexual orientation, marital status, parental status, physical features, political belief or activity, pregnancy, breastfeeding, race, religious belief or activity, gender or any other factors that are not related to individual job performance and the ability to develop in the workplace. Nor will an employee or potential employee be disadvantaged through personal association with someone who has (or is assumed to have) one of these characteristics.

To inform the workforce and the community in general that Riverina Water is committed to a discrimination free workplace, the following standard wording is in all advertisements for staff positions: "Riverina Water is an EEO Employer".

EEO strategies

The EEO Program for Riverina Water follows the below strategies:

- › Maintaining the wording of advertisements for vacant positions to ensure they offer all potential applicants equal employment opportunities.
- › Ensuring equal employment opportunity underpin Riverina Water's recruitment, promotion, training, development, personnel policies and management practices and support material (including handbooks, manuals, forms, induction booklets etc.)
- › Applications for positions, including transfers and promotions and for career development (e.g., training, study assistance programs) are assessed without bias on the basis of availability and individual merit. Riverina Water's recruitment policy offers clear guidance stipulating recruitment based on merit. The policy is aligned with current legislation, applied across all recruitment activities to ensure equitable standards and protocols.
- › Riverina Water keeps records of job applications, interviews, selection & training programs in line with State Records retention schedules.
- › Improve career opportunities for staff currently employed in areas of limited career structure.
- › Reinforce the staff grievance procedure.
- › Prevent harassment of staff.
- › Continue with internal mobility program (secondments and higher graded duties opportunities) where practicable.

- › Ensure all new policies and procedures adhere to EEO principle.
- › Make EEO responsibilities a routine part of management and supervisory functions.
- › Riverina Water’s induction policy supports an EEO workplace, stipulating 100% requirements for new and existing staff yearly training in:
 - › Code of Conduct
 - › EEO
 - › Bullying and Harassment online training

Celebrating achievements

The following staff members were recognised and celebrated on their anniversary during the 2023-2024 financial year.

5 years

Emily Tonacia
Brett Hilton
Anthea Stephenson
Andrew Crakanthorp

10 years

Cameron Oldfield

15 years

Luke Prowse
Barry Collins
Christopher Smith
Charlie Rose

20 years

Lyle Burgess
Mark McIntyre

25 Years

Corey Levy
Adam Carey

30 years

Trevor White

Enterprise Award

The Enterprise Award continues to be Riverina Water’s industrial instrument. All staff are remunerated based on a logical and fair system commensurate with modern standards and practices.

The Award offers generous provisions and continues to support contemporary workplace practices and increased equity in the workplace. Some of these generous provisions are highlighted below:

- › Riverina Water’s Award provides generous parental leave pay to the primary carer, and all full-time and part-time employees of Riverina Water can access this leave provided they have worked on a regular, systematic basis for at least 12 months prior to the commencement of parental leave.
- › Superannuation contribution will also be paid on top of an employee’s Paid Parental Leave (PPL) instalments from the Federal Government.
- › In recognition of the commitment to provide flexibility for work and family responsibilities, Riverina Water removes the eligibility criteria to allow all employees (other than a casual employee) to access flexible work.

Workforce statistics

	Corporate Services	CEO	Senior Contract	Operations	Projects	Works	Assets
Perm June 2023	17	2	3	22	12	46	1
Temp June 2023	6	0	0	3	2	4	0
Total	23	2	3	25	14	45	1
Retired				3		2	
Resigned	5			3	1	3	1
Terminated							
Appointed	5			4	1	5	
Casual	2						
Internal Transfer						3	
Transfer to perm							
Temp Appointed	5			13			1
Temp Terminated							
Perm June 2024	19	3	3	19	13	44	1
Temp June 2024	6			2	1	4	1
Total June 2024	25	3	3	21	14	48	2

The below table provides a breakdown of the total number of persons who performed paid work for Riverina Water on Wednesday 14 February 2024.

Description	Number
On a permanent full-time basis	96
On a permanent part-time basis	2
On a fixed term contract	3
On a casual basis	1
Persons engaged by Riverina Water as a 'senior staff' member	3
Persons engaged by Riverina Water, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	0
The number of persons supplied to Riverina Water, under a contract or other arrangement with the person's employer, as an apprentice or trainee	7

Regulation clause 217 (1) (d i-iv)

WELL Program

'Well' is Riverina Water's first staff wellbeing program and was launched in August 2022.

It was developed with two goals in mind:

- › Employees are empowered with the support & skills that enable them to achieve their best possible health.
- › Employees have high morale and job satisfaction leading to optimised performance and productivity.

Well is focused on three key areas:

Mind: mental wellbeing, e.g., how to manage stress, team bonding and ways to bring staff together more regularly.

Body: physical health, e.g., providing free fruit, skin cancer checks, Fitness Passport, and wellbeing vouchers.

Career: professional wellbeing, e.g., Working towards career goals and fostering an open and communicative workplace.

Below are some of the key activities undertaken in 2023-2024:

- › Launch and ongoing promotion of Riverina Water's Employee Assistance Provider, Uprise.
- › Tradies Day focused on the physical health of our operational staff.
- › RUOK day to focus on our mental health.
- › Steps challenge to encourage staff to improve their physical health.
- › Continue to offer free fruit to staff.
- › Charity fundraising to bring staff together and offer help to charity organisation (Australia Big Morning Tea, Jeans for Genes Day).
- › Ongoing review of the products offered through Fitness Passport.
- › International Women's Day 2024.
- › Movember 2023.

Work health & safety

Our new safety value, which was employee driven, was launched in 2023-2024, highlighting the importance of a strong safety culture for our staff.

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

To achieve our safety value, a more strategic approach to workplace health and safety was introduced, with the endorsement of the *'Riverina Water WHS Strategic Plan 2023-2024 to 2024-2025'*. The Plan identified four focus areas for the organisation to work towards with clear objectives and targets..

Our Focus	Our Objectives	Our Targets	Highlights
Systems	We provide intuitive and streamlined systems for our staff to manage WHS	Digital WHS platform available to all field staff	Stakeholder consultation & Software review complete
Governance	Policies and procedures are current and accessible to all staff	WHS Management System implemented and embedded	New 'Riverina Water Policy Hierarchy' endorsed providing clarity on ownership, responsibility and terminology
Compliance	Together we will strive for an injury and illness free workplace	Safety leadership & accountability are demonstrated by all	'Safety insight' programs initiated with 2023-2024 targets met
Training & Consultation	Our staff are consulted, trained, competent & empowered to undertake their tasks safely	WHS Training plan endorsed for implementation	Increased reporting of WHS lead time indicators achieved across all business units

Lead performance indicators

Hazard, observation and near miss reporting	Target 50% increase from previous year - Achieved
Safety insight inspections	Target 50% increase from previous year - Achieved

Lag performance indicators

Number of days lost through injury (past three years of specific claims costs impact the premium payable)	Target	< 65 days		
		2021-2022	2022-2023	2023-2024
		5	222	39
Cost of workplace injuries (Workers Compensation premium)	Budget	\$310,814		
	Actual	\$226,803.15		

Riverina Water's workers compensation performance

	Statecover average	Our performance
Average Premium Rate	3.24%	1.69%
Claim frequency rate (per 100 employees)	6.74%	5.17%
Injury reporting timeframe (within 2 days)	92%	83%
WHS Self Audit	71% (2021-2022)	67%

Our People Results and Highlights

- › Work commenced on identifying appropriate leadership development avenues for Riverina Water's current and emerging leaders.
- › EEO policy reviewed and development of a supporting plan underway.
- › New organisational values communicated and cultural action plan for implementation of the values endorsed.
- › A human-centred change management methodology and roadmap developed and implemented as part of the successful rollout of project FLOW.



Our people

Delivery Program and Operational Plan 2023-2024 Results

Key to reading the results:

● Achieved ● Not fully achieved – to be carried over to 2024-2025 ● Not achieved and no plans to complete

Strategic Pillar 1: Our People

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

1.1: Attract, retain and develop our people

1.1.1 Develop and implement workforce strategies to ensure capacity, capability and readiness for future organisational requirements

Progress Update 2023-2024

Progressing, 50%. Following the adoption of the Workforce Strategic Plan (2023-2024 - 2025-2026), implementation of the associated strategies has commenced as forecasted.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
1.1.1.1 Implement actions and outcomes from first year of Workforce Strategic Plan	People & Culture Business Partner	●	100%	Implementation of actions and outcomes from the first year of the Workforce Strategic Plan has proceeded as forecast.
1.1.1.2 Equip staff with relevant annual training plan	People & Culture Officer	●	100%	Annual training plan delivered as planned where staff and trainers have been available.
1.1.1.3 Undertake review of hourly working week arrangements	People & Culture Business Partner	●	85%	Morrison Low report received April 2024. The report has been considered and consultation on options to harmonise has commenced.

1.1.2: Continue to develop leadership skills across our organisation

Progress Update 2023-2024

Progressing, 30%. Work is progressing to help achieve this strategy. Following the implementation of the LGNSW Capability Framework, a Leadership Development Program will be developed to close any residual skills gaps amongst our leadership group identified through the Capability Framework, whilst ensuring ongoing development and opportunities for Riverina Water's current and emerging leaders.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
1.1.2.1 Develop Supervisors Handbook	People & Culture Officer	●	0%	Due to other project priorities and resourcing challenges this action was not achieved.

11.2.2	Implement leadership capability framework	People & Culture Business Partner	●	50%	Preliminary work on the implementation of the LGNSW Capability Framework has commenced. It is expected this will assist in identifying residual skills gaps amongst our leadership group. Following its successful implementation, it is expected a Leadership Development Program will follow to address the gaps identified. Work has commenced on identifying appropriate leadership development avenues for Riverina Water's current and emerging leaders.
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1.1.3: Gear recruitment and onboarding practices towards attracting talent and inducting them into our good organisational culture

Progress Update 2023-2024

Progressing. 15%. Progress of this strategy has been delayed due to the delay of the implementation of the HRIS system. This system implementation will be used as the catalyst to reinvigorate our recruitment onboarding practices. The reprioritisation of this strategy has been highlighted also in Operational Plan item 1.5.1.2 and 1.5.1.4, which have been delayed to the 2024-2025 financial year.

1.1.4: Proactively engage in initiatives that make Riverina Water an employer of choice

Progress Update 2023-2024

Progressing. 50%. Significant work is progressing around strengthening Riverina Water's Employee Value Proposition, most notably on the harmonisation of hours project.

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

Progress Update 2023-2024

Progressing. 50%. Whilst slightly delayed, work is progressing on this strategy. The Equal Employment Opportunity (EEO) plan is currently under development. This plan will further provide development processes for EEO programs, including methods for collecting and assessing workforce data to ensure our successful ongoing commitment to diversity, equity, and inclusion.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary	
1.2.1.1	Review the EEO policy and develop supporting EEO plan	People & Culture Business Partner	●	50%	The EEO policy has been reviewed and development of a supporting plan is underway. Personnel changes in the People and Culture team have delayed the completion of this project. However, EEO principles are given primacy in the Recruitment and Selection Policy, diverse groups are encouraged to apply for positions through our advertising of vacancies and new employees undertake EEO training as part of their induction process. It is envisaged these actions will form the basis of our EEO plan which should be completed in 2024 calendar year.

1.2.2: Embed our organisational values into people practices and culture to support a quality employee experience

Progress Update 2023-2024

Progressing, 60%. Following the reinvigoration of our Organisational Values, a supporting Cultural Action Plan was adopted in August 2023. Work has commenced on implementing the relevant actions in that plan over the next three years.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary	
1.2.2.1	Commence embedding of new organisational values	CEO	●	90%	Whilst the cultural action plan for implementation of the corporate values was endorsed and the values themselves have been communicated and made visible throughout the organisation, further progress on this project is expected during 2024-2025. This follows the review by the recently appointed People & Culture Business Partner.

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

Progress Update 2023-2024

Progressing, 50%. Internal communication initiatives are being delivered as forecasted under the Internal Communications Strategy. In addition, specific communication change and engagement initiatives have been delivered for certain projects, notably FLOW.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
13.1.1	Implement the internal communications strategy	Customer & Comms Team Leader	●	100%	Business as usual internal communications initiatives completed, introduced new initiative for staff profiles on Viva Engage with positive feedback and to foster better understanding of each other's roles and responsibilities.
13.1.2	Undertake staff survey and develop action plan from results	People & Culture Officer	●	0%	Staff Survey to be completed in 2024-2025 FY as per the triennial requirement and should not have been included as an action for 2023-2024.

1.3.2: Prepare our people to embrace change based on the organisational and community needs

Progress Update 2023-2024

Completed. 100%. A human-centred change management methodology and roadmap was developed and implemented as part of the successful rollout of project FLOW. This included significant engagement, transparent and regular communication, and training. Ongoing support, including continued development and review of business processes and documentation, continues to be provided by our dedicated Change Management Officer.

1.3.3: Create a value-based reward system that rewards outstanding performance and fosters adequate feedback

Progress Update 2023-2024

Completed. 100%. Completion of this strategy was achieved in November 2023 with the implementation of Phase 2 the Staff Annual Review Program (SARP). This program is about providing the framework and basis for performance-based discussions.

1.3.4: Strengthen mechanisms to capture staff ideas and implement innovative and transformative business solutions

Progress Update 2023-2024

Completed. 100%. Riverina Water takes pride in the involvement of staff on corporate projects. More is to be done in this area (as identified in the 2023 Workforce Strategic Plan). The successful implementation of the "Flow Project" on 1 July 2024 represents a major milestone in implementing a strategic business solution.

1.4: Build upon our strong history of safety and wellbeing

1.4.1: Prioritise employee mental health, physical health and overall wellbeing

Progress Update 2023-2024

Progressing. 80%. Riverina Water has a range of incentives to achieve this strategy. Fruit is delivered on a weekly basis and available to all staff. An annual Step Challenge takes place and the program was again a success in its second year with 24 staff participating.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary	
1.4.1.1	Continue implementation of WELL program including psychosocial wellbeing	People & Culture Officer	●	100%	Well program delivered with event highlights including International Women's Day event, Tradies Day, Nutrition event and R U Ok Day event.

1.4.2: Maintain a strong safety culture across the organisation

Progress Update 2023-2024

Progressing, 95%. Riverina Water enjoys a good past record in employee safety as reflected in the recent reductions in premium for workers compensation insurance. The appointment of new WHS Coordinator during 2023 is having a very positive impact on preventing workplace injury. The WHS Committee is very active and commenced Work Insights during 2023. The Director Engineering has become active in our WHS processes which had strengthened the overall WHS culture at Riverina Water.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary	
1.4.2.1	Conduct annual Safety Breakfast	WHS Coordinator	●	100%	

1.4.3: Develop and monitor WHS metrics

Progress Update 2023-2024

Progressing, 50%. This strategy represents an opportunity for improvement at Riverina Water. WHS metrics will be more developed during 2024-2025 as part of the recently reviewed WHS Strategy. The commencement of the new full time WHS Coordinator allows Riverina Water to put time and effort into this important body of work.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary	
1.4.3.1	Use current systems to begin to develop meaningful metrics for WHS	WHS Coordinator	●	100%	New Riverina Water WHS Leading Metrics developed and reported to Manex, WHS Committee & Riverina Water Supervisors in Q3 & Q4. Further reporting metrics will be explored to improve WHS culture.
1.4.3.2	Conduct annual analysis and comparison of workers compensation claims	WHS Coordinator	●	100%	Comparison of last 3 years of workers compensation claims provided to Manex Q1 2024-2025.

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

Progress Update 2023-2024

Progressing, 50%. Scoping and planning is complete for Riverina Water's Human Resource Information System (HRIS) with implementation due to kick off in October 2024. It is expected this system will generate significant improvements in the People & Culture Space. The system is scheduled to go-live prior to June 2025 and will be followed by a continuous improvement and uplift approach to ensure Riverina Water are evolving to always be supported by fit for purpose systems, process and frameworks.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
15.1.1 Continue to implement Staff Annual Review Process (SARP)	People & Culture Officer	●	100%	SARP 1 & 2 has been undertaken in line with the agreed implementation plan.
15.1.2 Commence implementation of HRIS system in line with FLOW Project plan	People & Culture Business Partner	●	45%	As a result of the project extension for FLOW, the implementation of the HRIS was also delayed. Scoping and Planning has been finalised and implementation is scheduled to commence in October 2024 and is expected to be live and in production prior to the end of the 2025 Financial Year.
15.1.3 Review HR audit findings and develop forward plan for best practice, governance, policies and procedures	People & Culture Officer	●	100%	
15.1.4 Review staff induction booklet and onboarding and offboarding procedures	People & Culture Officer	●	15%	Minor alterations have been implemented as required. A full review is to be undertaken during 2024-2025 FY as part of the implementation of the HRIS project.
15.1.5 Implement outcomes from review of skills review	People & Culture Officer	●	35%	OCR manual in final stages of review. OCR training facilitated by LGNSW. Scope of project extended to include review of all position descriptions and revaluations utilising the refined OCR in the 2024-2025 Financial Year.

15.2: Develop and implement Knowledge Management processes to improve efficiency and enable informed decisions

Progress Update 2023-2024

Delayed. 35%. Work was due to be completed on this strategy, however due to conflicting priorities, predominantly in relation to the project extension of FLOW, knowledge management has been reprioritised to the 2024-2025 year. It should be noted that whilst there is no specific framework currently developed, a specific position has been identified to resource this work and has already completed significant work in documenting business processes, mainly in relation to the FLOW system.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
15.2.1 Develop strategy and action plan to address knowledge management and business process gaps across the organisation	Director Corporate Services	●	0%	Due to conflicting priorities, predominantly in relation to the project extension of FLOW, knowledge management has been reprioritised to the 2024-2025 year. A specific position has been identified to resource this work.

Our business

Objective

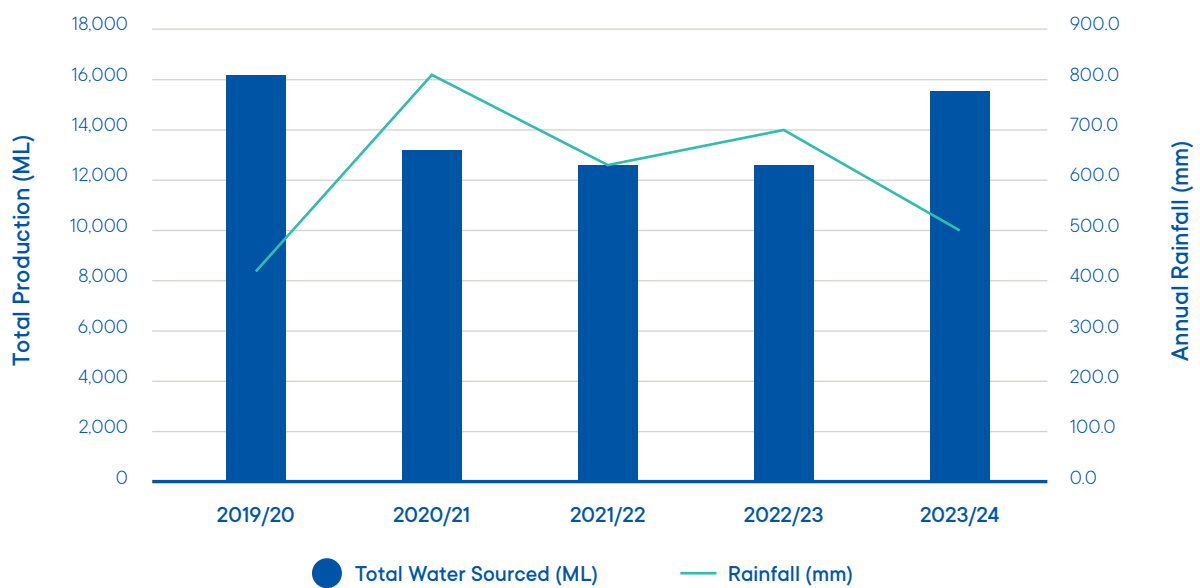
We strive to be an industry leader by continuously improving our operations and the management of our assets



Water supply

The number of wet days experienced during 2023-2024 was 103 days (with 512mm of annual rainfall), compared to 150 days in 2022-2023 and 125 days in 2021-2022. This significantly affected water supply demands compared to dryer years – refer Graph 1 below.

Historical water production (ML) and rainfall (mm)



Graph 1: 2019-2024 Historical water production (ML) and rainfall (mm)

Most of Riverina Water’s source works are located in Wagga Wagga, to which Riverina Water extracted 9,514 megalitres (or 67.9%) of its 14,000 megalitres Wagga Alluvial groundwater (town water) entitlements, and 4,899 megalitres (or 70%) of its 7,000 megalitres Murrumbidgee River surface (town water) entitlements.

The full year’s total treated water production of 15,363 megalitres is an increase of 26% from the previous year in 2022-2023. The total billed and accounted water to customers in 2023-2024 was 14,870 megalitres, leaving 6.4% unaccounted non-revenue water. Non revenue water includes unmetered water used as a consequence of mains bursts, un-authorised consumption, unrecorded mains flushing, reservoir maintenance, mains leakage, meter inaccuracies.

3242 megalitres (or 21.1% of total treated water) was supplied to non-urban areas (rural stock/domestic, rural townships and villages) outside Wagga Wagga urban areas.

Total monthly treated water production peaked at 1,975 megalitres in February 2024. The maximum (Wagga Wagga) peak 24-hour demand was 84.4 megalitres (recorded on 11 March 2024), which is a significant increase of 30% compared to the previous year (58.4 megalitres recorded on 15 January 2023).

Annual total water treated - Wagga and Rural

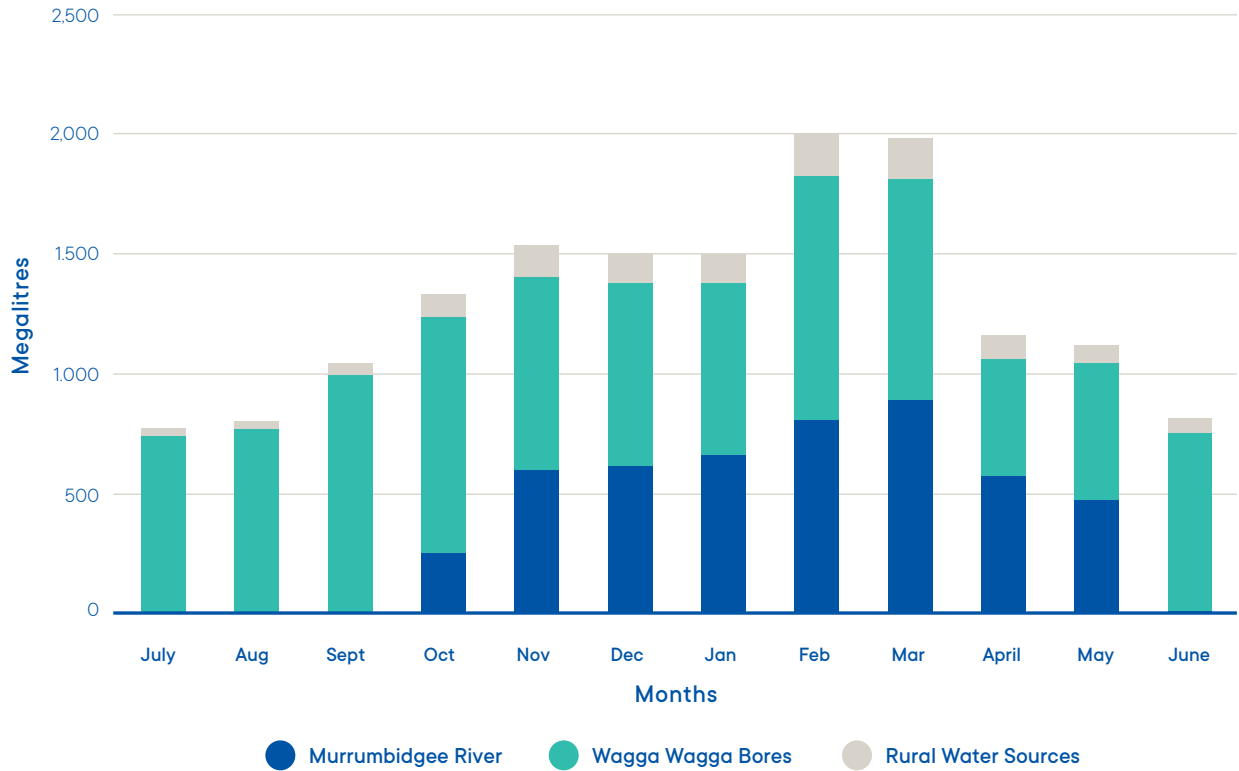


Graph 2: Total water treated (10 year historical)

The total number of customer service connections increased from 33,779 to 34,621.

Water sourced

2023-2024 Water sourced

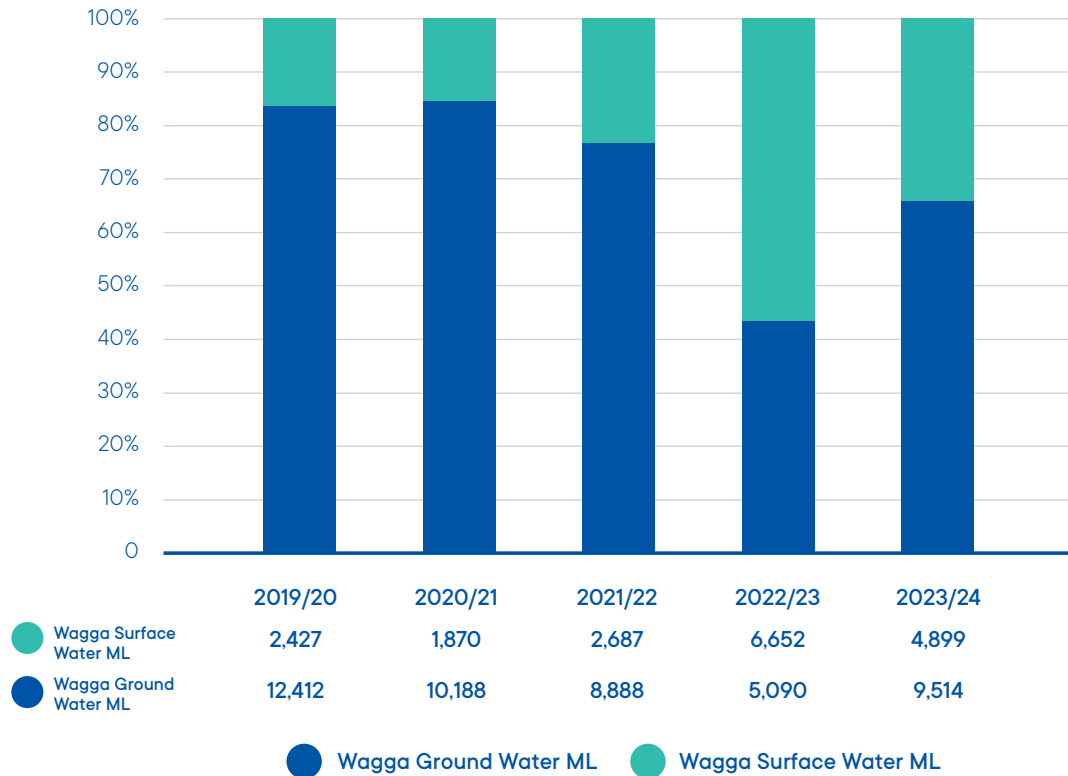


Graph 3: Water sourced breakdown by location (12 months)

Unexpected warmer temperatures in March 2024 protracted summer demands.

Note: Wagga Filtration Plant was taken off-line in June 2024 for maintenance affecting water sourced from Murrumbidgee River.

Wagga water sourced - surface water and groundwater



Graph 4: Total water sourced (5 years)

Utilisation of Murrumbidgee River (town) water entitlement (7,000 megalitres) decreased significantly from approx. 95% to 70% in 2023-2024 compared to previous year (ie. 6670 megalitres to 4899 megalitres). Riverina Water has flexibility in utilising either/both surface water and ground water entitlements.

Conversely, utilisation of Wagga’s groundwater entitlements (14,000ML) significantly increased from 5090 megalitres (2022-2023) to 9514 megalitres (2023-2024).

It is our intention to utilise surface water to serve the future needs of Wagga Wagga as no further groundwater entitlements are available in the Wagga Wagga Alluvial Groundwater Source. This is reflected in our 30-year Integrated Water Cycle Management (IWC) 2021 strategic plan.

Water licence utilisation

The following table compares water abstracted and utilization of water license entitlements for 2023-2024.

	Town Water Access Licence (ML)	Sourced (ML)	% of Allocation
Surface water - Wagga	7,000	4,899	69.99%
Surface water - other	819	19	2.35%
Ground water - Wagga	14,000	9,514	67.96%
Ground water - other	2,535	1,106	43.62%
Total Water	24,354	15,538	63.80%

Table: Water Licence Utilisation

Water treated

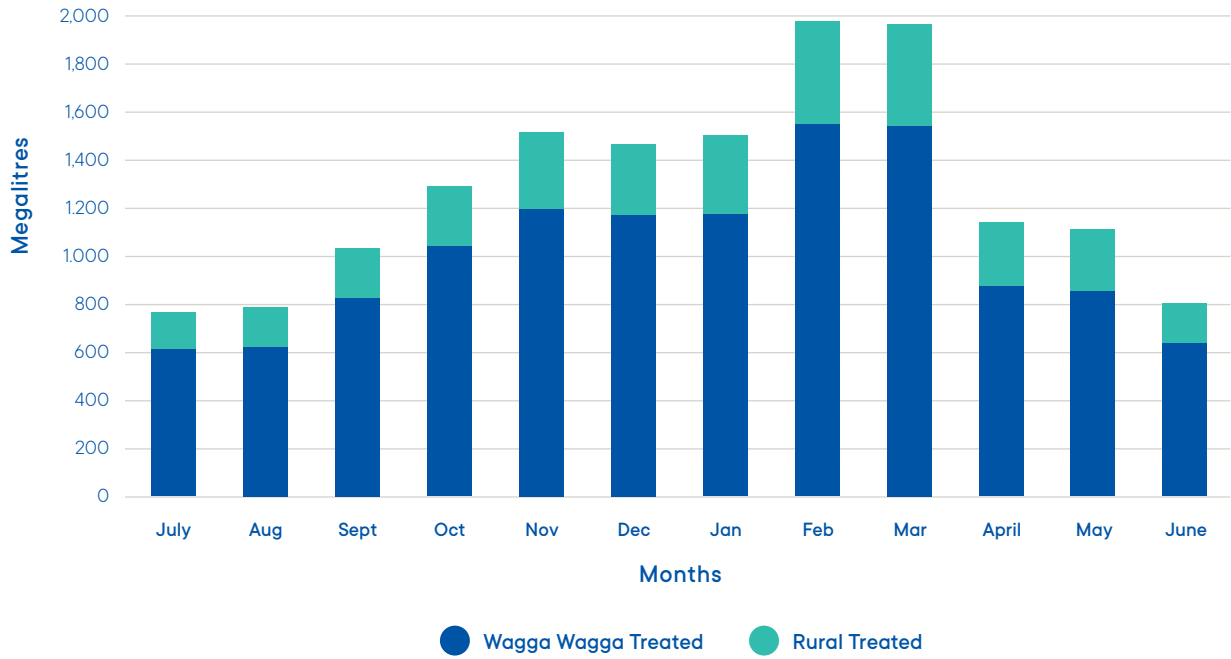
Annual total water used - Wagga and Rural



Graph 5: Historical water treated (last 5 years)

The proportion of treated water to Wagga Wagga (compared to Rural) has remained consistently around 78-80%, even during the 2018-2019 drought years. Rural consumption includes demands along the rural trunk mains and towns/villages outside Wagga Wagga urban area.

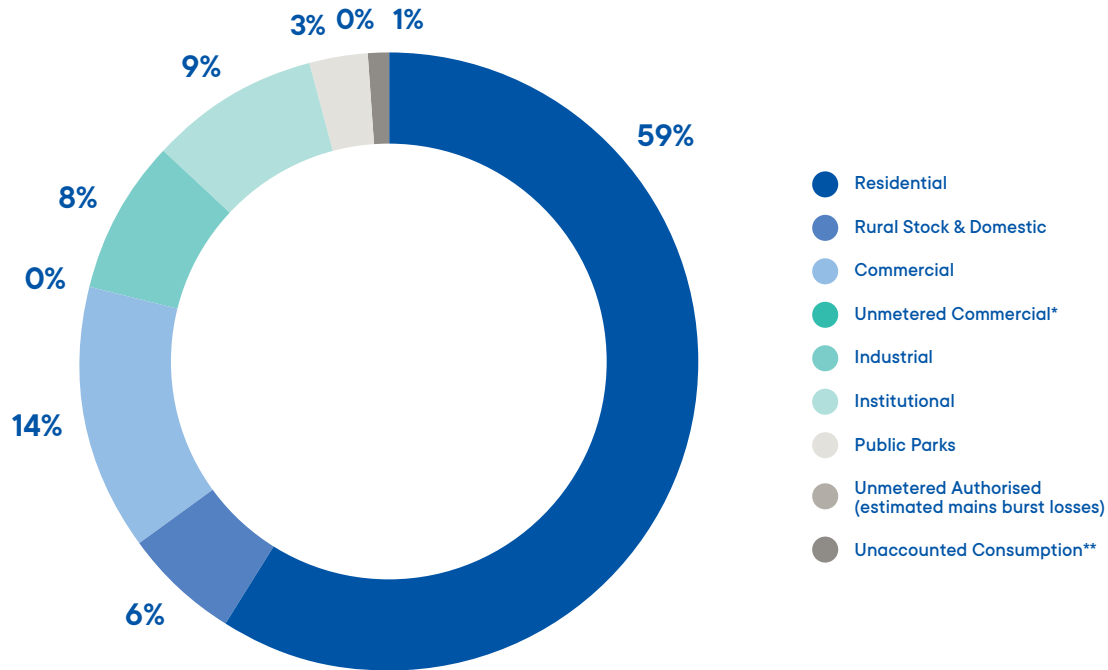
2023-2024 Water treated



Graph 6: Water treated by month (12 months)

Water distribution

Annual distribution analysis by category 2023-2024



Graph 7: Annual distribution by category

Unaccounted water was calculated to be minimal, but this figure fluctuates typically between 3% to 7%, depending mostly on misclosure of meter reading cycles and the end of financial years. Unaccounted water also includes system flushing associated with water quality, fire flows, mains bursts and system leakage before customers' water meters that are not measured.

Water quality

Riverina Water is committed to ensuring safe drinking water is provided to our customers. Riverina Water has developed a Drinking Water Management System (DWMS) which is a quality assurance plan to meet compliance with the NSW Public Health Act 2010. The DWMS was developed in accordance with the Australian Drinking Water Guidelines (ADWG) to ensure a safe supply of potable water.

Every work team at Riverina Water has a part to play in maintaining safe drinking water and to ensure that water quality is maintained. From the source water being regularly monitored and checked to the critical control points and operational control points that are monitored at the water treatment plants before water enters the

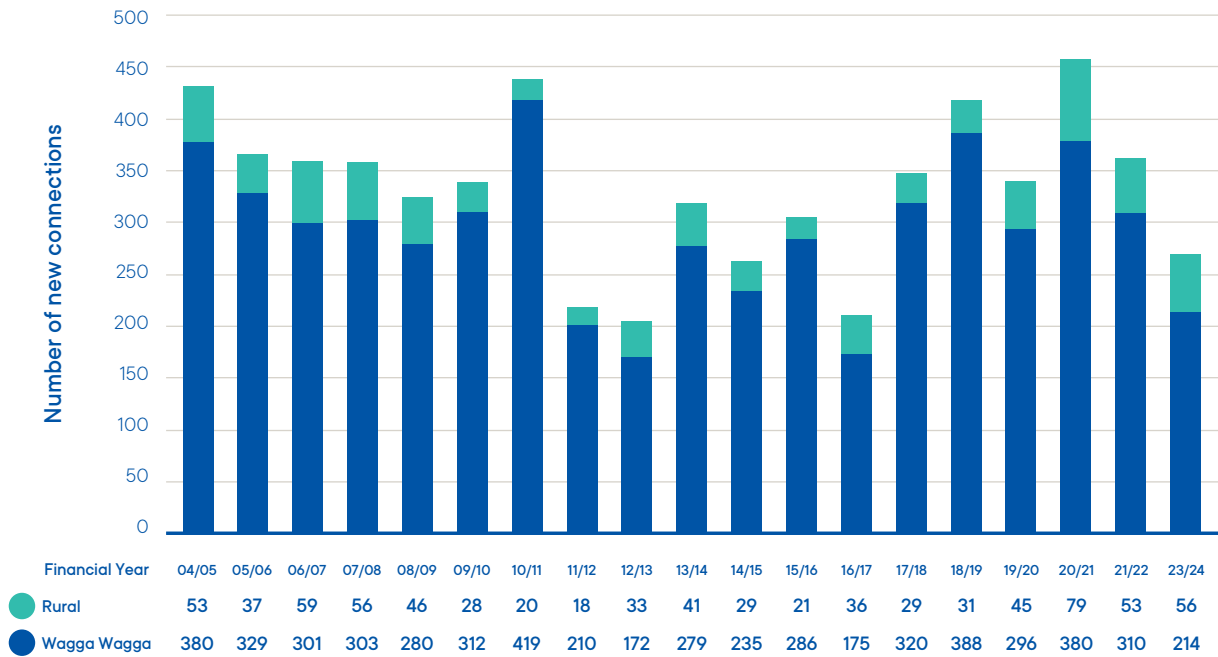
distribution system. There are also over 60 sample checks in Riverina Water's distribution system per month to ensure safe drinking water.

There are many parameters that are checked to maintain safe drinking water and they include:

- › Metals (iron, manganese, aluminium)
- › Bacteria (E.coli, coliforms)
- › Cryptosporidium and Giardia
- › Algae (blue-green)
- › Disinfection by-products (THM's)
- › Pesticides and herbicides (glyphosate)
- › Radiological
- › Colour
- › Turbidity
- › pH
- › Total & Free chlorine residual
- › Fluoride
- › PFAS

New connections

New connections - Wagga and Rural



Graph 8: Number of new connections (2004-2005 – 2023-2024)

Total customers as at 30 June 2024: 34662

Capital works

During the year we replaced:

- › Albury Rd, Pleasant Hills main replacement – 2,081m of 100mm oPVC.
- › Cobdens Rd, Euberta main replacement – 1,750m of 100mm oPVC.
- › Hampden Ave, North Wagga main replacement – 1,700m of 150mm oPVC.
- › Main St, Lake Albert main replacement – 330m of 100mm oPVC.
- › Humphrys Lane, The Rock main replacement – 6,727m of 100mm oPVC.
- › Culcairn Holbrook Rd, Morven main replacement – 2,800m of 150mm oPVC.
- › Thorne St, Wagga Wagga main replacement – 265m of 200mm DICL.

Projects to Improve water Treatment Plants and sites include:

Wagga Wagga Water Treatment Plant

- › Completed design for Marshalls Creek and Murrumbidgee River bank stabilization including demolition of redundant intake structures.
- › Procured three replacement Raw Water pumps from Spain.
- › Engaged consultant to complete Work As Executed Drawings, Operation and Maintenance Manuals, Operator Training.

Operations Building

- › Replaced roof sheeting and wall cladding.
- › Completed Fit out of Block A.
- › Block B rendered.
- › Concrete paths and ramps constructed around building perimeter.

Ralvona

- › Poured footings for aeration cover steel frame.
- › Galvanised steel frames erected.
- › Aeration cover fabrication completed.

North Wagga Aeration

- › Design of replacement aeration cover finalised.
- › Detailed estimate completed for cover.
- › Concrete crack repair and replacement of flexible joints completed in eastern basin.

Western Strategy

- › 12.9kms of Boree Creek to Morundah pipeline constructed (150mm oPVC).

Solar

- › Submitted all seven studies required for Essential Energy (EE) Approval. Two still require approval, one requires more investigative work for next submission, one is being compiled for its next submission.
- › Public works engagement:
 - › Design fencing and drainage – 75% complete.
 - › Design electrical augmentation at original Water Treatment Plant (WTP) – 100% complete.
 - › Design auxiliary supply for energy storage infrastructure.
 - › Commenced detailed design of structure for the inverter and energy storage infrastructure.
- › Engaged Schweitzer Engineering Laboratories (SEL) to design control and communication infrastructure for Microgrid Control System.
- › Design to augment powerline going across site has been completed but need to amend Aboriginal Heritage permit before EE will approve.
- › Received detailed design of a Energy Storage. option we are considering.
- › Started detailed design of the HV microgrid based on the already approved studies.

Reservoirs

- › Design completed for Oura Reservoir access track.
- › Concept design for external modular stair system to suit elevated reservoirs developed. Site survey completed for Urana Reservoir.
- › Rand Reservoir options report completed for repair versus replacement.

Private works under section 67(3) of the act

Regulation 217 (1) (a4)

Council does not undertake work to any significant extent on private property on a regular basis. Section 67(3) requires Council to report on any resolution to undertake work at a rate that is less than the rates fixed by the Council.

During the review period no such work was undertaken by the Council.

Development servicing plan (DSP)

In accordance with NSW Department of Planning and Environment - Office of Water adopted Development Service Plan at its Meeting on 22nd June 2022. The draft DSP was placed on public exhibition after Council's meeting on 27th April 2022.

As required, the annual review of the Developer Charge was conducted and the proposed Developer Charge for 2023-2024 was adopted at the Council Meeting on 22 June 2023.

The calculated Developer Charge for 2024-2025 is \$4,874. The Developer charge in 2023-2024 was \$4,678, an increase of 4.2% (based on Sydney CPI Dec 2022 – Dec 2023).

Disclosure of how development contributions and development levies have been used or expended under each contributions plan

Environment Planning and Assessment Regulation 2021 clause 218A (1)

We are unable to provide this detail - but do report our contributions/levies expended in the financial statements. It is noted that a disclosure of how development contributions and development levies have been used or expended is required to be reported in the Annual Report and this detail will be provided in 2024-2025.

Value of all contributions and levies received and expended during the year

Regulation 218A (3) (a-b)

Contributions under Section 64 to the value of \$1,752,785 were received and expended for their intended purpose during the year.

Towards Net Zero

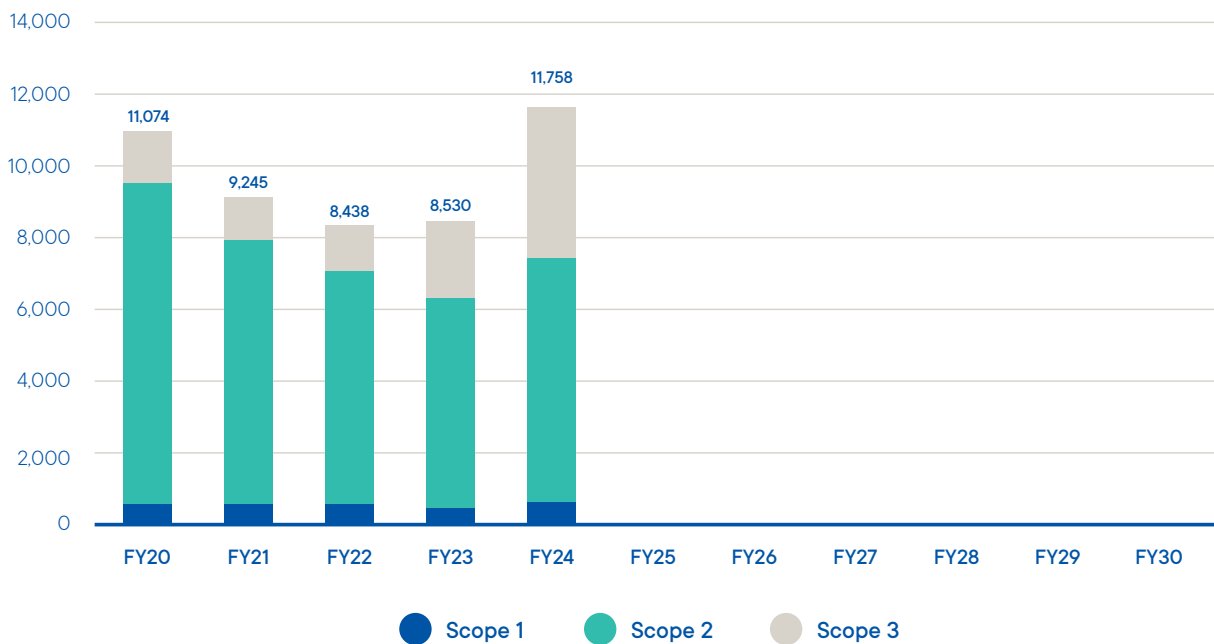
Riverina Water adopted a Net Zero Emissions Policy in February 2022, which sets out the rationale, target and actions for Riverina Water to reach net zero emissions by 2030. It is intended to embed emission reductions into all relevant areas of Riverina Water decision making. This involves a three-step process:

1. Setting a 2030 net zero emissions target.
2. Developing a net zero roadmap to set out how we will meet our target.
3. Implementing the roadmap's actions via relevant strategies and plans to inform all relevant decision-making and procurement.

We have established a baseline of current annual operational emissions and have developed a roadmap that identifies our largest sources of emissions and how to cut them to net zero by 2030. The roadmap focuses on three key areas: electricity; fleet; and other emissions.

During 2022-2023 we established a calculator so that we could create baseline data on the sources of greenhouse gas emissions and report on our emissions performance annually. Whilst there are still a couple of items to be finalised for 2023-2024 the annual position is shown below.

GHG emissions by year



Scope 3 emissions rose significantly due to previously underreported chemical usage, while Scope 2 emissions increased as a result of higher water production.

Graph 9: GHG emissions by year

Scope 1 refers to direct emissions from sources located within Riverina Water designated boundary (eg diesel fuel used in Riverina Water Vehicles).

Scope 2 refers to the use of grid-supplied electricity imported into the boundary area.

Scope 3 refers to activities taking place within the boundary that create emissions outside the boundary (eg use of chemicals, some inputs to electricity).

The solar pilot plant development is an initiative under the Delivery Program **2.4.1 Implement our Net Zero policy** and will go a long way to reducing Riverina Water's greenhouse gas emissions. From an electrical usage standpoint it should reduce the corresponding emissions by at least half. Actions identified in the 2023-2024 Operational Plan to assist us in meeting our net zero targets include finalizing the designs and approval for the solar plant and undertaking siteworks; creating a renewable energy program and continuing to explore opportunities to transition to electric vehicles. With the appointment of a Procurement Coordinator in 2022-2023 there will be an increased focus in the coming year on the integration of net zero actions in procurement decision-making and processes.



Our Business results and highlights

- › Fully integrated asset management and financial system go live 1 July 2024.
- › ESRI GIS system implemented and integrated with associated corporate systems.
- › Pump station minor refurbishment and upgrade program for 2023-2024 achieved.
- › 2023-2024 programs to replace or upgrade online and remote monitoring equipment and laboratory equipment at water treatment plants achieved.
- › ICT governance framework and ICT services catalogue developed and implemented.
- › Overarching Procurement Framework implemented.

Service Review activities 2023-2024

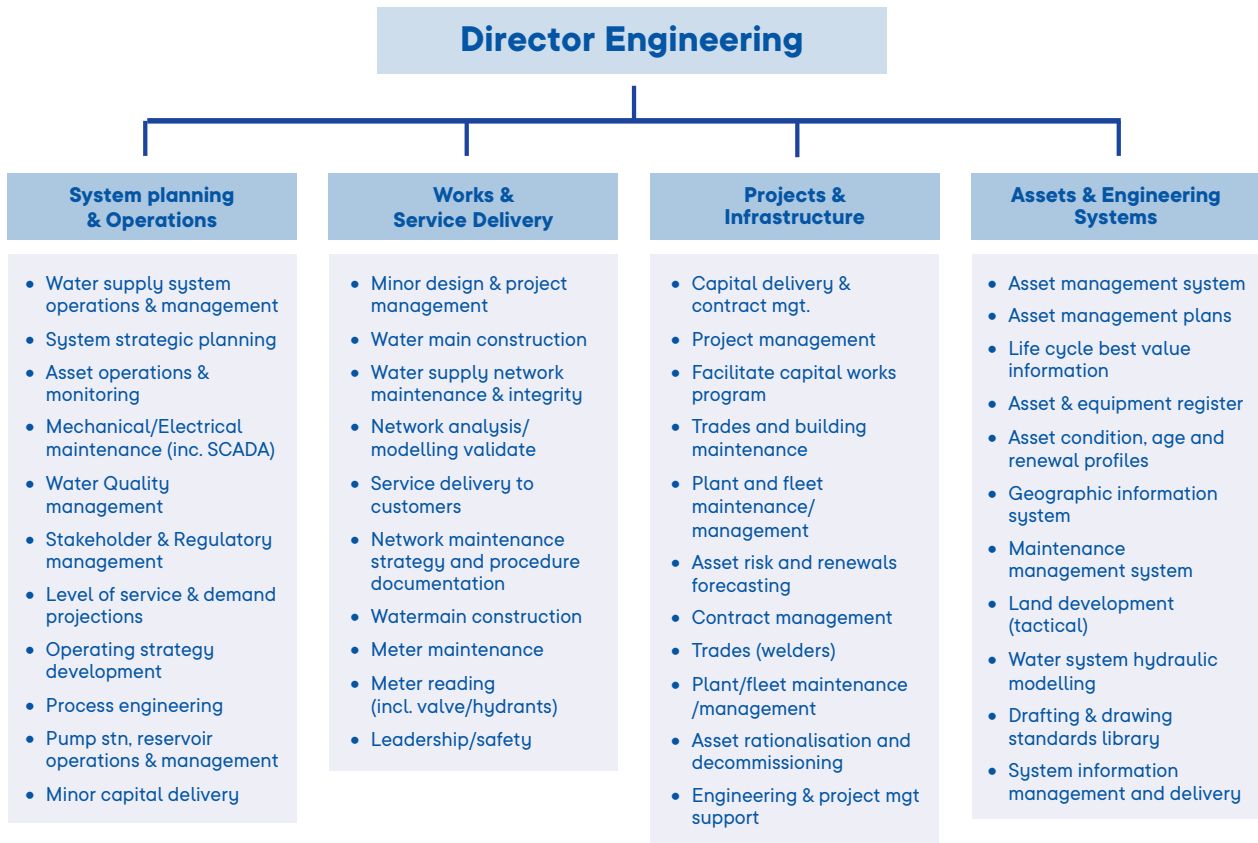
Engineering Directorate

A new Engineering Director commenced with Riverina Water in May 2023 and was tasked with a review of the Directorate in the following 9 months.

The Director reviewed the structure of the Directorate in light of future strategies and the Workforce Strategic Plan 2023-2025. Engagement with all teams in the Engineering Directorate captured key opportunities and identified challenges and risks. Reference was also made to the Water Services Association of Australia Asset Management framework to assist in defining group responsibilities.

The revised structure presented to and approved by the Board in April 2024 included risk mitigation for identified critical roles, resource constraints and knowledge transfer and an alignment with meeting future asset management obligations.

The adopted new structure:

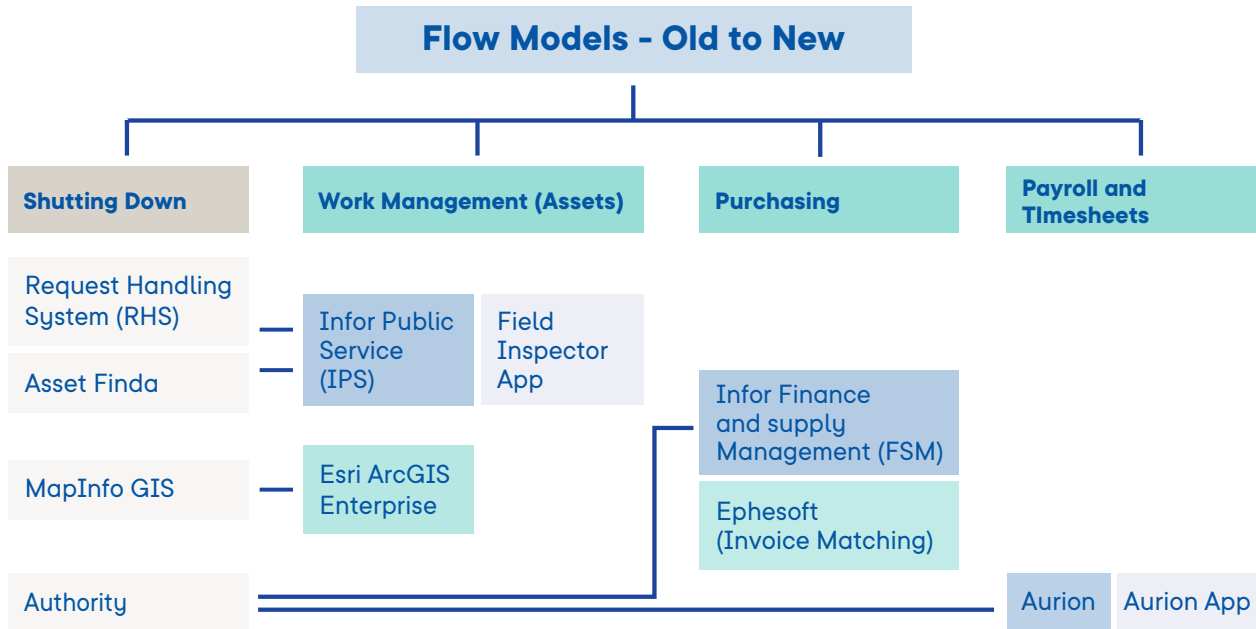


The financial implications for this structure were also noted to be included in the 2024-2025 Operational Plan budget and following two financial years.

Review of financial, asset management and payroll systems

During 2023-2024 there was significant preparatory work undertaken in both Corporate Services and Engineering for readiness of launching of new finance, asset management, work management, and payroll systems from 1 July 2024. This has all been part of the FLOW project which commenced in 2022 with the rollout of new customer billing and developer portal.

This preparatory work involved a full end-to-end review and documentation of all impacted business processes, the development of a new chart of accounts and cost centres, the cleansing of data and training of all staff - including the development of our new learning platform, the Riverina Water Learning Library. The “go live” on 1 July 2024 was a major milestone, representing a major investment in the development and sustainability for Riverina Water into the future.



Note: Apps are just the ability to view and interact with the main application via a mobile device like a phone or iPad

Our business

Delivery Program and Operational Plan 2023-2024 Results

Key to reading the results:

● Achieved ● Not fully achieved – to be carried over to 2024-2025 ● Not achieved and no plans to complete

Strategic Pillar 2: Our Business

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


2.1: Optimise our network and infrastructure

2.1.1: Supply water to all viable urban areas, villages and rural land within the Riverina Water Supply area

Progress Update 2023-2024

Riverina Water continues to work with our constituent councils on being informed of growth areas and ensure we are planning any additional infrastructure requirements in a timely manner.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.1.1.1. Install water supply mains and services infrastructure to service new developments as required	Mgr Works	●	100%	Installation of new water mains and services completed or progressing in response to customer and developer requests.
2.1.1.2. Replace existing WTP at Morundah with pipeline from Boree Creek	Mgr Works	●	40%	
2.1.1.3. Complete detailed design for Urana WTP replacement	Mgr Projects	●	5%	
2.1.1.4. Upgrade telemetry and radio communications	Mgr Operations	●	80%	Discussions and negotiations continuing with landowners. Still to finalise lease arrangements.
2.1.1.5. Undertake electrical and control switchboard improvements at Ravlona to ensure compliance with Australian Standards	Mgr Operations	●	10%	Audit conducted. This action has been carried over to 2024-2025.
2.1.1.6. Upgrade water treatment facility at Woomargama	Mgr Operations	●	45%	An initial pre-lodgement meeting was undertaken with DCCEEW and NSW Health. Further hydraulic analysis is required and Riverina Water is working with the state departments to finalise the scope of the engagement.

2.1.1.7	Continue program of maintenance and installation of bulk water filling stations to enable access for water carters and contractors	Mgr Works		100%	Installation and maintenance of bulk water filling stations ongoing inline with program.
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2.1.2: Ensure our water supply system is capable of meeting current and future levels of service

Progress Update 2023-2024

Progressing. 90%. Engaged Public Works to refresh 30-year growth strategy, including hydraulic model of integrated systems. Completion due in 2024-2025.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.1.2.1	Undertake water main renewals, upgrades and system improvements to maintain or improve levels of service	Mgr Works		80%	
2.1.2.2	Monitor network performance and investigate supply complaints	Mgr Operations		90%	The hydraulic model has nearly been fully developed and is currently being calibrated before scenario building can start for the 30-year projections. Strategic plan to be updated with the new 30 year growth projections.
2.1.2.3	Purchase additional water licences to ensure ability to meet future demands	Mgr Operations		0%	Further work to be undertaken on long-term approach to water security and future licence needs.
2.1.2.4	Conduct minor refurbishment and upgrades of pump stations (like-for-like replacements)	Mgr Operations		100%	Program for 2023-2024 achieved. Further upgrades identified fo 2024-2025.
2.1.2.5	Evaluate options to make repairs at Rand Reservoir 1	Mgr Projects		100%	Options assessment completed.
2.1.2.6	Acquire land and easements for The Rock Reservoir and access track	Mgr Projects		25%	Negotiations are continuing with land owner as reported to June 2024 Board meeting. While the acquisition process has been delayed the reservoir is not required until 2029-2030 so the delay will have no impact on operations.

2.1.3: Manage water quality to ensure supply is in accordance with 2011 Australian Drinking Water Guidelines

Progress Update 2023-2024

Progressing. 80%. Met Australian Drinking Water Guidelines and governance requirements 2023-2024.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.1.3.1	Replace North Wagga WTP shade cover	Mgr Projects	●	30%	Further work has been required for design and installation due to ground suitability and stability. The most cost effective option is still being investigated.
2.1.3.2	Upgrade/replace online and remote monitoring equipment at WTPs	Mgr Operations	●	100%	Achieved program for 2023-2024. Further upgrades identified for 2024-2025.
2.1.3.3	Upgrade/replace laboratory equipment at WTPs	Mgr Operations	●	100%	Program of replacement completed in line with budget.

2.1.4: Monitor and manage the risks posed by PFAS in the Lachlan aquifer in collaboration with DPIE Water

Progress Update 2023-2024

Progressing. 50%. Maintaining watching brief and complying with ADWG, risk based assessments and responses, working closely with regulators (NSW DECCEW & Health).

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.1.4.1	Continue to collaborate with state agencies (NSW EPA, NSW DPE and NSW Health) that regulate/ manage natural resources contaminated by PFAS.	Mgr Operations	●	100%	Established a position and embedded a risk-based approach for continuous monitoring or sources for PFAS contamination. A testing regime has been developed and implemented. Ongoing collaboration with state agencies.

2.1.5: Build, operate, monitor and maintain assets at least lifecycle cost while meeting agreed levels of service

Progress Update 2023-2024

Progressing. 50%. Continuing to meet our agreed levels of service. New asset management system now implemented to help support improving decision making around asset management lifecycle.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.1.5.1	Deliver the adopted fleet replacement program	Mgr Projects	●	95%	Replacement spent and planned acquisitions completed.

2.1.5.2	Continue programmed development of Hammond Avenue site	Mgr Projects	●	95%	Operations refurbishment remains at 95% complete due to building dispute. Masterplan to be developed in 2024-2025 with \$100K budget allocation.
2.1.5.3	Undertake programmed construction at The Rock depot	Mgr Projects	●	5%	

2.1.6: Undertake a number of demand management strategies to mitigate overall consumption and peak demand pressures on the system

Progress Update 2023-2024

Progressing. 10%. Currently updating hydraulic model and capturing additional growth on our supply systems to inform infrastructure requirements. Follow up will include reviewing demand management strategies that may be required to help offset capital expenditure.

2.2: Enhance and integrate our asset management system

2.2.1: Implement central asset management system in ERP solution (FLOW)

Progress Update 2023-2024

Completed. 100%. New asset management system implemented.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.2.1.1	Implement asset management module in FLOW	Mgr Works	●	0%	System 'go-live' on 1 July 2024 implemented successfully.

2.2.2: Develop condition ratings for all asset classes in the central asset management system

Progress Update 2023-2024

Progressing. 10%. Just installed ERP system and getting fundamentals in place. Some condition ratings completed for linear assets, but further development of condition rating required across asset classes to inform end goals.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.2.2.1	Input current condition and criticality ratings for pipe assets	Mgr Works	●	100%	
2.2.2.2	Input current condition and criticality ratings for above ground infrastructure assets	Mgr Works	●	100%	

2.2.3: Integrate central asset management system with financial information

Progress Update 2023-2024

Completed. 100%. Project FLOW went live on 1 July 2024. This system included a fully integrated asset management and financial system.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.2.3.1	Develop strong financial management of assets through the integration of financial and asset systems	Manager Finance & Sourcing	●	100%	The FLOW project go-live was completed 1 July 2024.

2.2.4: Implement Esri GIS system

Progress Update 2023-2024

Completed. 100%. New system implemented

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.2.4.1	Implement ESRI GIS system and integrate with associated corporate systems	Mgr Works	●	100%	

2.2.5: Identify, assess and appropriately manage risks associated with assets

Progress Update 2023-2024

Progressing. 40%. Risk Register identified this as a priority. Meetings held with relevant team members managing assets. Comprehensive Risk Assessment developed for water assets to be used by relevant teams. FLOW impacts will allow better data and oversight of assets which will assist the mitigation of risks.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.2.5.1	Provide safe access, secure enclosure and surveillance cameras at reservoirs	Mgr Projects	●	80%	Surveillance camera options still being investigated.
2.2.5.2	Continue the asset demolition programme to remove decommissioned and abandoned assets/ facilities	Mgr Projects	●	10%	Removed from Capital Works Budget. Planning work progressing. Power relocation and construction on enclosure required at Red Hill North Reservoir prior to demolition of original steel reservoir.
2.2.5.3	Conduct analysis of customer complaint data to map trends in recurring asset issues	Mgr Operations	●	0%	As the asset management system only went "live" on 1 July this action was not achieved.

2.2.6: Develop and input asset maintenance schedules for major assets

Progress Update 2023-2024

Progressing, 5%. Currently getting fundamentals correct within the new asset management system (asset data), prior to working with teams to input or develop maintenance schedules.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.2.6.1 Develop and input asset maintenance schedules for assets within asset management system	Mgr Works	●	50%	Collation of maintenance schedule data ongoing. Input of schedule data into Infor will not occur until able to input directly after "go Live" 1 July 2024.

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

Progress Update 2023-2024

Progressing, 60%. Significant improvements on data capture have been made with the rollout of new systems, including FLOW and Water Outlook. Further work is to be done on the absorption of this data, which is largely being driven by the ICT team. It is expected that Riverina Water will be further matured and supported by a data strategy by the end of the 2025 financial year.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.3.1.1 Develop a data strategy and data management framework	ICT Mgr	●	0%	No work to occur till 2024-2025 as per reviewed schedule.
2.3.1.2 Review Business Intelligence and Analytics approach and capability	ICT Mgr	●	100%	The new IT Manager has reviewed the business intelligence and analytics approach and capability and has decided to defer the hiring of a Data Analyst Officer until 2025 when the business need will be reassessed.
2.3.1.3 Commence data acquisition pilot	ICT Mgr	●	0%	Management has decided to place this action on hold at this stage as it relates to smart metering.

2.3.2: Ensure seamless and intelligent systems and processes that enable us to do our job well

Progress Update 2023-2024

Progressing. 50%. This is being delivered as forecasted through existing strategies and the ongoing programme of works.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.3.2.1	Implement and integrate FLOW finance modules	Manager Finance & Sourcing	●	100%	The FLOW project go-live was completed on 1 July 2024.
2.3.2.2	Plan and commence digital capture of all paper-based records	Director Corporate Services	●	0%	Due to conflicting priorities, predominantly in relation to the project extension of FLOW, records management has been reprioritised to the 2024-2025 year. Funding has been allocated in the 2024-2025 budget for this work to commence.
2.3.2.3	Undertake a review of Vault and prepare forward action plan	ICT Mgr	●	100%	State Cover has announced a replacement to Vault called "BeSafe". State cover is running a one year pilot for the new product and Riverina Water has made a request to be considered for this pilot group.
2.3.2.4	Modernise communication technology including meeting rooms, call centre and PABX	ICT Mgr	●	30%	Two quotations requested for a replacement phone system and agent call centre management system. Consideration for inclusion in 2025-2026 budget. New mobile display, 100" panel, on mobile heavy-duty cart was requested for the Storage shed and outdoor area for all staff meetings and presentations. Mobile cart has been assembled. Waiting for the delivery of the 100" screen for final assembly.

2.3.3: Strengthen mechanisms to capture staff ideas and implement innovative or transformative business solutions

Progress Update 2023-2024

Progressing. 50%. Due to conflicting priorities, predominantly in relation to the project extension of FLOW, specific work in relation to the conceptualisation of innovation has not commenced. In the absence of any specific framework or mechanism for innovation, it should be noted through enabling change and continuous improvement, particularly with corporate and operating systems (FLOW, Water Outlook, Procure, Microsoft), there has still been significant business transformation and innovation delivered. This action will be reconsidered in 2024-2025.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.3.3.1 Commence conceptualisation of innovation at Riverina Water	Director Corporate Services	●	0%	Due to conflicting priorities, predominantly in relation to the project extension of FLOW, the Executive Team have not commenced conceptualising Innovation. In the absence of any specific of framework, it should be noted there are significant innovate projects that are still being delivered. This action will be reconsidered in 2024-2025 with a way forward determined.

2.3.4: Ensure Riverina Water structures provide clear direction, transparency and accountability

Progress Update 2023-2024
 Progressing, 50%. ICT governance framework and ICT services catalogue have been developed and implemented. Continued work on this strategy will be delivered as forecasted through existing strategies and the ongoing programme of works.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.3.4.1 Review and align IT/OT	ICT Mgr	●	60%	Four servers have been procured. Two have been physically installed and setup with MS Server 2019. Rack installation into the old water treatment plant is still underway. Expected completion time is two weeks. Once done, next step is to invite SCADA partners Alliance to install SCADA on the servers.
2.3.4.2 Develop and rollout an ICT services catalogue	ICT Mgr	●	100%	

2.4: Adopt emerging technology that increases our efficiency

2.4.1: Implement our Net Zero policy

Progress Update 2023-2024
 Progressing, 50%. Operations - installing more efficient pumps and motors during BAU replacements and upgrading, Projects - progressing with Solar and Battery project for main source and treatment headworks.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.4.1.1 Finalise design and approvals for Solar Pilot plant including connection to grid and flood study	Project Engineer - Strategic Planning	●	60%	

2.4.12	Undertake sitework and procurement of equipment for Solar Pilot plant	Project Engineer - Strategic Planning	●	0%	Information on status provided in 2.4.11 and 2.4.13
2.4.13	Design Solar Pilot plant control system	Project Engineer - Strategic Planning	●	45%	The negotiation of Riverina Water's terms took approximately 2 months to complete and was sent to contractor in July 2024 for execution.
2.4.14	Create renewable energy program	Mgr Projects	●	0%	
2.4.15	Continue to explore opportunities to transition to electric vehicles	Mgr Projects	●	100%	Riverina Water is continuing to look at electric vehicle options available in Australia and their suitability to be added to the fleet.

2.4.2: Invest in research and development

Progress Update 2023-2024

Progressing, 25%. Other priorities including the "Go Live" for Flow have not allowed time and effort to be invested in research and development. In saying that, staff are working with third party companies and agencies in respect of emerging technology for the treatment of PFAS

2.5: Improve strategic planning and accountability

2.5.1: Develop accountability tools in line with our mission and vision

Progress Update 2023-2024

Progressing, 50%. Other priorities have precluded the investment of staff time to develop accountability tools.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.5.11 Undertake a review of all organisational reporting (both internal and external) and develop forward plan for corporate system integration, alignment and streamlining	G&CP Officer	●	80%	Forward plan yet to be developed as we seek to gain a better understanding of the reports able to be run out of the new systems and how they can be used.

2.5.2: Deliver, monitor and review plans, frameworks and policies in line with regulatory and governance requirements

Progress Update 2023-2024

Progressing, 50%. Significant progress has been made in the review and development of the set of required strategies, plans, frameworks and policies. Ongoing monitoring is now established through PULSE. Greater maturity will be achieved via further work to be done on aligning with best practice governance, including the Integrated Planning & Reporting requirements. All public policies have been reviewed and adopted by the board, with work underway on internal governance.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.5.2.1 Develop and deliver internal audit action plan in line with the new risk management audit guidelines	G&CP Officer	●	100%	Existing plan delivered by National Audits Group by 30 June 2024. 4 yr plan to be reviewed by new internal auditor for the November 2024 planning meeting.
2.5.2.2 Review registers to ensure that data is current and meets regulatory and governance requirements	G&CP Officer	●	100%	Registers now allocated to appropriate staff for ongoing monitoring and updating. Annual review by ARIC confirms Riverina Water's compliance with OLG requirements.

2.5.3: Continue to mature enterprise risk management, culture and frameworks to ensure compliance and business continuity

Progress Update 2023-2024

Progressing, 85%. Revised Risk Register finalised and being used / reviewed regularly - incorporating Enterprise Risks, Operational Risks and WHS risks. Work on the Revised Enterprise Risk Management Policy, Enterprise Risk Management Framework (including adherence to new Guidelines for Risk Management & Internal Audit for Local Government), Risk Categories and preliminary discussions on review of appetite statements is underway.

Significant improvement has been made in terms of Riverina Water's risk culture which is largely attributable to the appointment of our Risk Coordinator.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.5.3.1 Review existing organisational risk management approach and develop a forward action plan	Risk & Insurance Officer	●	100%	Review and forward action plan developed. Workshop scheduled for 31st July. Ongoing risk management activities to be integrated over next 12 months.
2.5.3.2 Conduct review of ICT Disaster Recovering planning	ICT Mgr	●	20%	Partners, HiTech have a scheduled visit to conduct a DR review and update documentation in September. Some modifications and improvements will be conducted at that time. These include increasing backups retention periods, so restoration can occur further back in time.
2.5.3.3 Adopt mobile device management to increase security and administrative oversight	ICT Mgr	●	100%	MS inTune has now been fully implemented. All Riverina Water issued mobile devices are now centrally managed. Cyber Security Controls are in place for these devices.

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

Progress Update 2023-2024

Progressing. 50%. Work progressing in line with the regular program of works. Policies and procedures are being reviewed as required and aligned to meet organisational requirements. Implementation of FLOW will lead to a significant data uplift which will further strengthen the outcomes (via management reporting etc.) of this objective over the next two years.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.6.11	Undertake regular financial management/budget meetings	Manager Finance & Sourcing	●	100%	Relevant budget meetings have been undertaken monthly throughout the financial year.
2.6.12	Develop centre-led procurement framework	Manager Finance & Sourcing	●	100%	The overarching Procurement Framework has been implemented. The centre-led procurement model is in place with revision of the procurement policy, procedures, and development of general procurement terms and conditions completed. VendorPanel procurement system has been implemented.

2.6.2: Ensure sufficient funds are available for long term organisational requirements

Progress Update 2023-2024

Progressing. 50%. Ongoing financial planning in place to ensure ongoing financial sustainability via effective funding models. Significant work is being done regarding Capital Works planning which will further assist in this space.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.6.21	Undertake annual long term financial planning review	Manager Finance & Sourcing	●	100%	The annual long term financial plan update has been prepared and is currently on public exhibition.

2.6.3: Drive smart business decisions through proactive development and delivery of financial metrics and business insights

Progress Update 2023-2024

Progressing. 50%. Further work on this objective has now been enabled with the implementation of FLOW.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.6.31	Commence the development of advance financial reporting post FLOW implementation	Manager Finance & Sourcing	●	0%	The FLOW project go-live was completed 1 July 2024. Advanced financial reporting development remains in progress.

2.7: Improve our operations to future proof our business

2.7.1: Investigate sustainable and ethical procurement practices

Progress Update 2023-2024

Progressing, 70%. The overarching Procurement Framework has been implemented. The centre-led procurement model is in place with revision of the procurement policy, procedures, and development of general procurement terms and conditions completed with implementation ongoing. VendorPanel procurement system has been implemented which continues to enforce best practice, ethical procurement practices. Successful implementation of these initiatives over the next 12 months will see this objective realised.

2.7.2: Adopt circular economy practices in the planning and delivery of assets, products and services

Progress Update 2023-2024

Progressing, 25%. Little work has progressed on the development of new practices. This is an emerging area of interest and relevance to Riverina Water. The CEO attended a regional forum on a draft circular economy plan for the Special Activation Precinct at Bomen in 2023. More recently staff have been involved in a circular economy activation project also associated with the Bomen SAP. It is expected that this objective will be some years in being achieved.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.7.2.1 Attend relevant industry sessions regarding circular economy	CEO	●	100%	Staff have engaged with the NSW Government in a project known as "Sustainability Advantage Circular Economy Leadership Accelerator in Wagga Wagga" Although it is early days, Riverina Water will be a partner organisation in such programs given the importance and ability for water to be used and re-used in many ways.
2.7.2.2 Review policies to consider how circular economy principles can be incorporated	Director Corporate Services	●	0%	Work has commenced on this action, including involvement with a local working group. Significant progress is expected to be made in the 2024-2025 year.

2.7.3: Update our water cycle and environmental management plans

Progress Update 2023-2024

Progressing, 50%. Updating growth demand projections with engagement of Public Works. No progress on environmental management plans

2.7.4: Protect and restore sites to eliminate and prevent degradation

Progress Update 2023-2024

Progressing, 50%. Continue to restore sites to as near as possible to previous conditions following works, while minimising environmental impacts through appropriate planning and controls.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.7.4.1	Undertake river and creek banks stabilisation program	Mgr Projects	●	30%	A staged approach can be utilised for delivery of work with consideration of funds available in Capital Budget.
2.7.4.2	Undertake training for relevant staff in protection and restoration of work sites	Mgr Works	●	0%	Assessment of relevant staff not completed.

2.8: Collaborate and share our knowledge with other organisations

2.8.1: Contribute to relevant industry benchmarks for operational excellence

Progress Update 2023-2024

Progressing, 80%. The process of benchmarking activities undertaken by Riverina Water continued to be formative during 2023-2024. More work will be undertaken in this area as current priorities are achieved. This measure remains a “reach” for Riverina Water. Riverina Water undertakes some basic benchmarking with three other “larger” County Council’s including Rous, Central Tablelands and Goldenfields Water.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.8.1.1	Participate in and nominate for industry awards	CEO	●	100%	The opportunity to nominate for relevant industry awards was limited and the one we did enter was unsuccessful. With the recent “Go Live” for the FLOW project, consideration will be given to submitting that project in the 2025 LG Professionals Management Excellence Awards.
2.8.1.2	Share information with the GM working group for Rous County, Central Tablelands County and Goldenfields County Councils	CEO	●	100%	The Group continues to collaborate via quarterly meetings and via emails as required. Significant sharing of knowledge, documents and advice occurs. Discussions with the CSIRO and a company called SA2050 are progressing in relation to the challenges presented by PFAS.

2.8.2: Create opportunities for Riverina Water to collaborate with other industry experts

Progress Update 2023-2024

Progressing, 70%. Staff and Board Members at Riverina Water are active in these areas. The Chairperson and CEO/Senior Staff regularly sit on industry panels and present at conferences. It is an area of activity that Riverina Water will continue to actively be part of for the betterment of the water sector in NSW.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.8.2.1 Attend industry forums and conferences and deliver papers on recent successes	CEO	●	100%	Staff have engaged with the NSW Government in a project known as "Sustainability Advantage Circular Economy Leadership Accelerator in Wagga Wagga" Although it is early days, Riverina Water will be a partner organisation in such programs given the importance and ability for water to be used and re-used in many ways. Staff are attending the upcoming LGNSW Annual Water Conference in Goulburn.

Our community

Objective

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



Our customers and community

Our supply area and network

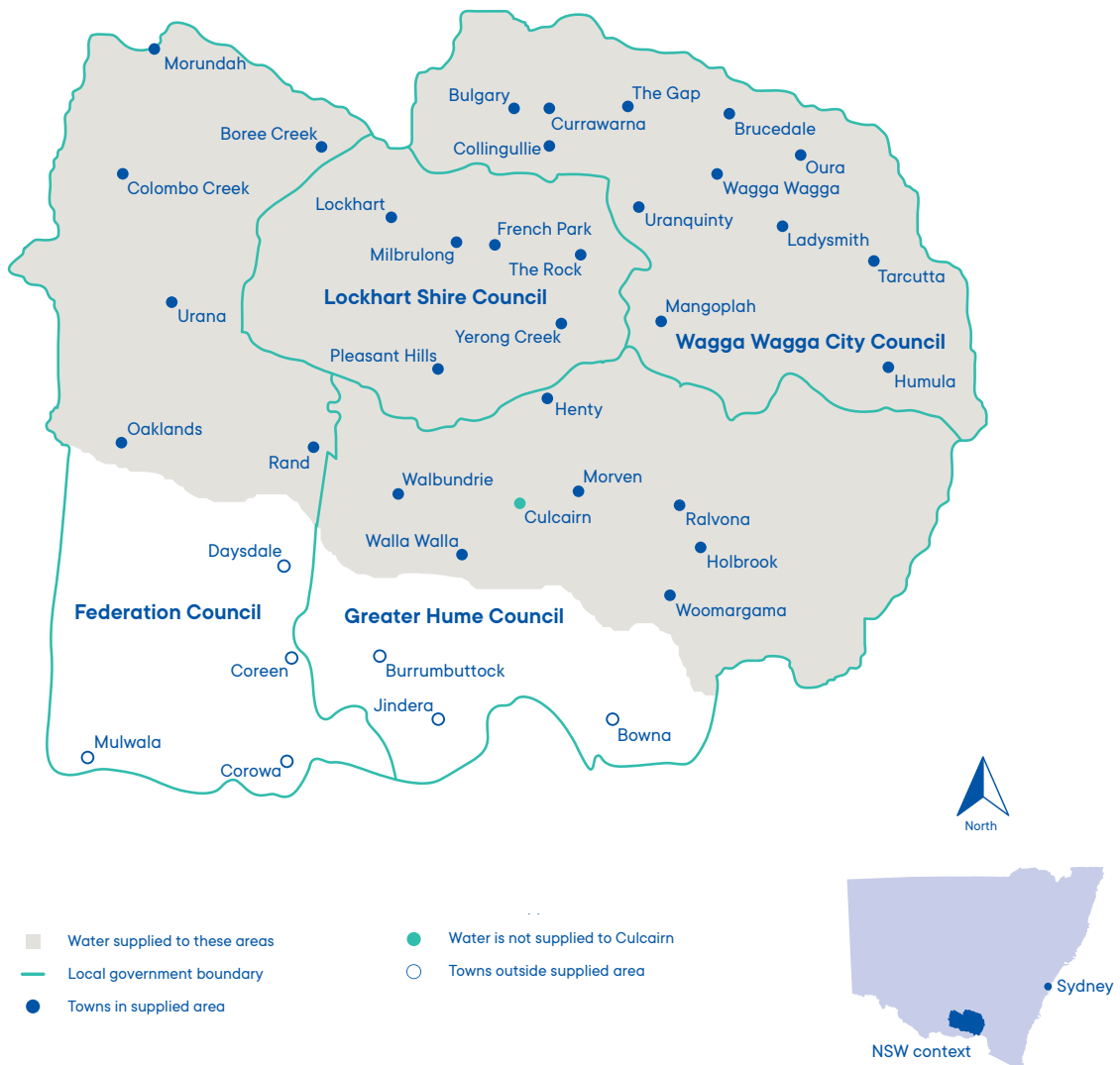
Our supply area stretches over more than 15,000 square kilometres of NSW's Riverina region, providing safe and reliable drinking water to the local government areas of Wagga Wagga, Lockhart and parts of Greater Hume and Federation Councils.

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

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

Our water supply network includes:

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



Customer Profile

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



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

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



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



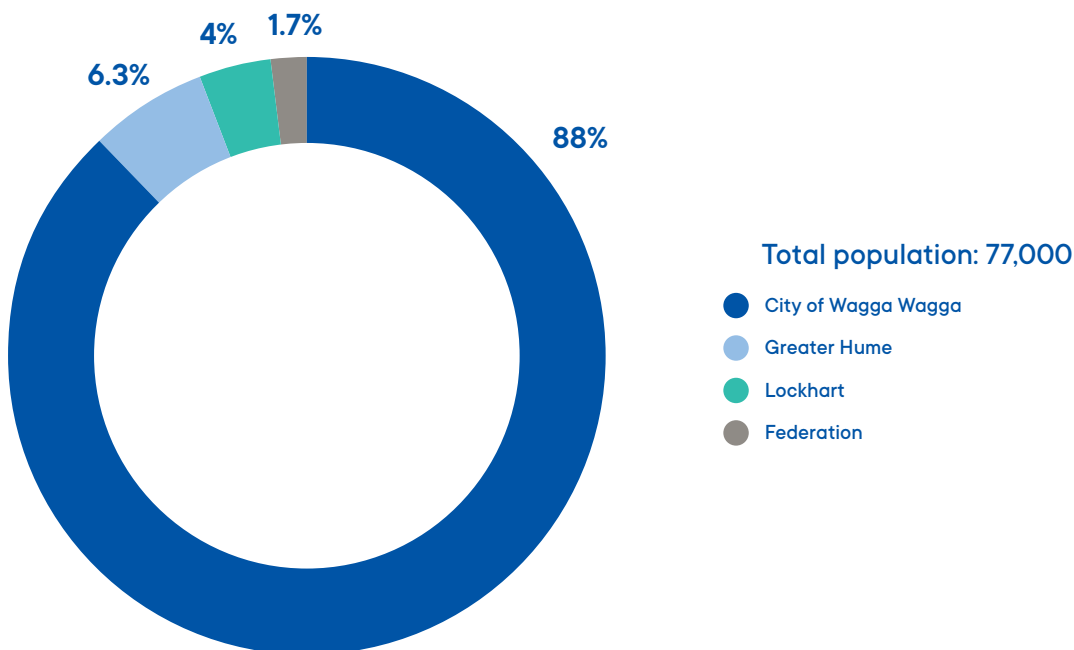
Riverina Water services more than 6000 non-residential retail customers and two bulk supply customers; the RAAF Airbase and the Kapooka Army Base.



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



Serviced population by Local Government Area



Customer survey results

Riverina Water's 2023-2024 Customer Satisfaction Survey has given the organisation high results across the board, including for water quality, reliability and customer service.

The survey had more than 500 responses from across Riverina Water's supply area. Overall satisfaction with water reliability was very high with an average score of 4.8 out of 5, while all water quality indicators remained rated as at a high or very high level of satisfaction. Customers were also asked about what's important to them and Riverina Water's performance in other key areas.

What's most important to you?

- › Water supply reliability
- › Water quality
- › Efficient and reliable customer service
- › Water affordability

How did we perform?

- › Overall trust in Riverina Water 4.30
- › Our reputation as a service provider 4.30
- › Water affordability 3.80

Water quality

- › Taste 4.06
- › Smell 4.18
- › Clarity 4.25
- › Pressure 4.06
- › Supply reliability 4.65

Customer Service

- › Overall satisfaction 4.54
- › Meeting needs on first contact 4.67
- › Handling with accuracy 4.71
- › Ease of doing business 4.66
- › Contact was dealt with quickly 4.65
- › Staff skill and knowledge 4.69
- › Friendly and caring service 4.70
- › Convenient opening hours 4.57
- › Website information 4.15

How to read:

All scores are average out of 5. Scores greater than 3.75 are rated high satisfaction, scores greater than 4.5 are rated very high satisfaction.

How we've engaged with our community

Riverina Water's Customer & Community Engagement Strategy 2023-2024 - 2025-2026 was adopted at the June 2023 Board meeting and Riverina Water has been steadily working towards delivering many of the initiatives within.

The strategy's aim to "enable our community and customers to thrive by building strong relationships, increasing water literacy, and supporting them in meaningful ways" is achieved across four strategic objectives – Engage, Enrich, Educate, and Experience.

Reconciliation Action Plan



In 2023-2024 Riverina Water began the journey of engagement with the First Nations Community by developing a first 'Reflect' level Reconciliation Plan.

This process involved consulting with local Aboriginal groups such as the Mawang Gaway Wiradyuri reference group, and the Wagga Local Lands Council.

A Reconciliation Action Plan working group was formed from Riverina Water staff and has met to have input into the plan. A final draft was submitted to Reconciliation Australia and implementation is expected to occur over the next 18 months.

Water Night

Riverina Water again supported Water Night in the region in October 2023.

This initiative is likened to Earth Hour for water, where community members pledge to not touch their taps for an evening to get a better understanding of their water usage.

The event takes place during National Water Week each year and is focused on improving water awareness and literacy, with participants taking quizzes before and after on their knowledge.



Science and Engineering Challenge

For many years, Riverina Water has been one of the main contributors to this program, which sees local students take part in this state-wide challenge.

Along with providing funding, staff from across the Engineering directorate lend their time to lead activities and share advice and expertise with the next generation of engineers.

Build a Bridge

Riverina Water again donated funds to this high school engineering program delivered by REROC.

As a part of this program students from across the region are challenged to research, design and construct bridges and get tangible experience in engineering.



Tap2Go

Riverina Water continued its Tap2Go initiative in 2023-2024, where bottle refill/drinking fountain stations are supplied and installed at no cost to constituent councils.

Along with the permanent stations, Riverina Water has a fleet of temporary bottle refill stations which have been used at everything from major events to smaller community initiatives at no cost to the organiser.



Tap2Go, Collingullie

Wagga Wagga City Council

- › In front of the Marketplace, Baylis Street
- › In front of 175-179 Baylis Street
- › In front of 76 Morgan Street
- › Northern end of Lake Albert
- › Western side of Lake Albert
- › Eastern side of Lake Albert
- › Livvi's Place inclusive playground, Morgan Street
- › Jubilee Park (two stations)
- › Botanic Gardens
- › Rawlings Park

- › Paramore Park
- › Wagga Multisport Cycling Complex at Pomigalarna
- › French Fields
- › Collingullie Football Oval

Lockhart Shire Council

- › Main Street, The Rock
- › Green Street, Lockhart
- › Next to the reservoir in Lockhart
- › Pleasant Hills
- › Walter Day Park, Lockhart

- › Wal Alexander Park, Lockhart
- › The Rock swimming pool
- › Lockhart swimming pool
- › Yerong Creek

Greater Hume Shire Council

- › HMAS Otway submarine, Holbrook
- › Albury Street, Holbrook
- › Woomargama

Federation Shire

- › Urana Aquatic Centre

Nepalese partnership with South Wagga Wagga Rotary

Since 2018, Riverina Water has partnered with South Wagga Wagga Rotary on several aid projects in Sindhuli and Banepa in Nepal.



The latest journey took place in April 2024, with Riverina Water staff members Fiona Smith and Ryan Thompson visiting Nepal, accompanied by twenty additional volunteers. During their stay Fiona and Ryan dedicated two weeks to working on the nurses' dormitory, finishing both painting and internal electrical installations, and also worked on installing a

pump, pipeline, and filter that spanned a small creek and extended 400 meters uphill. Their work means the school now has an accessible, reliable, and safe source of drinking water.

Riverina Water provided \$5,600 in funding to the program.

Donations and Sponsorships

In 2023-2024, Riverina Water provided more than \$90,000 in donations and sponsorships to a range of community initiatives right across the supply area.

Included in the diverse range of beneficiaries was Mawang Gaway, Ronald McDonald House, the Rotary Club of Holbrook, The Spirit of the Land Festival and Urana Campdraft. South Wagga Public School received funding towards the installation of their new value poles.



Community grants

Riverina Water's Enriching Communities Program was awarded in December 2023, with these projects to take place over the 2024 calendar year.

A diverse range of projects were funded across the four local government areas, including an efficient water system, festive multicultural performance costumes, food preparation equipment, community clubs infrastructure and more.



Meals on wheels

Projects funded in 2023-2024:

Wagga Wagga City Council

Applicant	Project description	Project value
Cycling Without Age Wagga Chapter	Covering the costs of resources focusing on the health and safety of volunteers	\$4,000
Wagga Wagga Tibetan Community Australia	To purchase traditional decorations and performance costumes to be used at the Tibetan New Year celebration and other events	\$5,190
NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors	For culturally appropriate, inclusive, and trauma-informed swimming and water safety classes to women from refugee/asylum seeking backgrounds	\$6,800
Riding for the Disabled Wagga	To replace the sprinkler system in undercover arena, to dampen the sand in the arena before being used by riders	\$17,010
Wagga Basketball	For a new electronic score bench for main show court, to facilitate scoring for local and interstate teams through local and state league competitions	\$7,000

Greater Hume

Applicant	Project description	Project value
Walla Walla Sportsground Management Committee	Resurfacing of netball courts	\$8,000
Holbrook Meals on Wheels	To replace a current freezer with 2 stand-alone commercial freezers, which will use 1/3 the energy	\$12,000

Lockhart Shire Council

Applicant	Project description	Project value
Lockhart Golf Club Inc	To install reverse cycle air conditioning in the clubhouse	\$8,985
Lockhart & District Historical Society	For appropriate display cases and mannequins to showcase two rare collections of prize-winning woolen garments at Greens Gonyah Museum	\$7,015
The Rock Meals on Wheels	For a blast chiller to freeze meals to standard and a pie warmer to keep meals hot between dishing up and delivery	\$4,000

Federation Council

Applicant	Project description	Project value
Morundah Bush Entertainment Committee	To install a solar panel system to run watering pumps and power the theatre; to also landscape the area surrounding the theatre and reuse the rainwater collected onsite	\$2,000
Oaklands Memorial Hall	To cement and stencil an 18 x 9 m area between the Hall and Milthope Street, Oaklands	\$14,600
Urana Progress Association	To enhance the environment in the Urana Free-Flight Bird Aviary by providing a water feature and other items	\$3,400

Digital Transformation

Riverina Water is currently actioning a Digital Strategy that aims to implement digital technologies to enhance the current environment, thus allowing Riverina Water to better meet changing business and market requirements. As part of this, a large scale digital transformation was initiated, called Project Flow. The Flow Project is specifically the implementation of an integrated Enterprise Resource Planning (ERP) system; won at tender by the vendor Infor. The Flow Project implementation and its outcomes are viewed as critical for Riverina Water. It is key for Riverina Water to have at its core of operations, a system that is fit for purpose for now and into the future; and a system that is able to deliver on all deserved service outcomes. Key specific other objectives of the project are as follows:

- › Provide improved business efficiency through improved feature, function, workflow, automation and, module and systems integration.
- › Provide mobile access anywhere anytime features for both customers and employees.
- › Provide improved data analysis and insight via data migration quality and control, and systems interoperability.
- › Provide multiple customer access channels and portals that meet customer expectations around service delivery, customer self-serve options and improved customer engagement outcomes, and
- › Reduce system warranty risk with guaranteed vendor support.

All remaining modules of the FLOW system went live on 1 July 2024. The project team are now entering the second phase of the transformation, which will include the implementation of a Customer Portal.

Our Community results and Highlights

- › Significant work on developing our approach to education undertaken, including reviews of existing materials and research into curriculum alignment.
- › Annual grants program successfully delivered. The 2023-2024 grants program was redeveloped, with an ongoing opportunity to assess effectiveness annually implemented.
- › Committed \$66,945 in donations and sponsorships to 33 initiatives or organisations in 2023-2024.
- › Draft Riverina Water Reconciliation Action Plan created and placed on public exhibition (to be endorsed at August 2024 Board meeting).
- › Two staff travelled to Nepal for community development work in association with South Wagga Rotary.

Our community

Delivery Program and Operational Plan 2023-2024 Results

Key to reading the results:

● Achieved ● Not fully achieved – to be carried over to 2023-2024 ● Not achieved and no plans to complete

Strategic Pillar 3: Our Community

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

3.1: Actively support and participate in our community

3.1.1: Provide and support education opportunities for youth, tertiary and the wider community

Progress Update 2023-2024

Progressing, 25%. Significant work is progressing as forecasted in the Community & Customer Strategy. A review of Riverina Water's approach to education has been undertaken, including reviews of existing materials, research into curriculum alignment, example content for certain target audiences. Further progression is expected to be made in 2024-2025.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.1.1.1 Commence development of education resource kit, framework and material	Customer & Comms Team Leader	●	100%	Significant work on developing our approach to education has been undertaken, including reviews of existing materials, research into curriculum alignment, example content for certain target audiences.
3.1.1.2 Facilitate tours and open days	Customer & Comms Team Leader	●	100%	A proposal for an Open Day was discussed at a Board meeting and not endorsed as the preferred way forward. Tours have continued to be offered on an adhoc basis, including a large high school tour in April 2024.

3.1.2: Strengthen opportunities to collaborate with constituent councils, JOs and industry

Progress Update 2023-2024

Completed. 100%. During the term of the Delivery Plan, the Chairperson and CEO met with the Mayors and General Managers of the constituent Councils. They also attended meetings of the Riverina JO (while active). More recently staff have been collaborating with staff from Greater Hume and Wagga Wagga City Council’s on matters relating to impending residential and commercial subdivisions.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.1.2.1 Attend forums of business chambers in supply area	CEO	●	100%	Riverina Water sponsored the annual REROC “Build a Bridge Project” and had several staff attend the final day of the 2 day project. The Risk Officer attended events conducted by the Wagga Business Chamber and the CEO attended a business breakfast conducted by Committee4Wagga in June 2024 at which the 50 attendees were briefed on the new Community Strategic Plan being developed by Wagga Wagga City Council.

3.1.3: Provide access to tap water in community spaces in the Riverina Water supply area

Progress Update 2023-2024

Progressing. 50%. Water station program in place across various communities.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.1.3.1 Continue program of installing Tap2Go refill stations in constituent councils	Customer & Comms Team Leader	●	100%	2x stations in WWCC and 1x LSC installed. Greater Hume and Federation have not yet taken up the offer this financial year.

3.1.4: Investigate and implement ways we can invest in our community to achieve desired outcomes

Progress Update 2023-2024

Progressing. 50%. Annual grants program has successfully been delivered each year. The 2023-2024 grants program was redeveloped, with an ongoing opportunity to assess effectiveness annually implemented. All is on track for the program to continue into 2024-2025.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.1.4.1 Develop water efficiency program in line with endorsed Drought Contingency and Emergency Response (DC&ER) Plan	Customer & Comms Team Leader	●	0%	Action is reliant on completion of the Drought Contingency and Emergency Response Plan before work can commence.
3.1.4.2 Develop and roll out new customer packs	Customer & Comms Team Leader	●	0%	Upon review, this item should be completed in alignment with the Customer Portal phase of the FLOW project, to avoid duplication and inefficient resource usage. It will be rescheduled to be in conjunction with that project which is due to commence in September 2024.
3.1.4.3 Deliver agreed community grants program	Customer & Comms Team Leader	●	100%	Enriching Communities grants program awarded \$100,000 in funding to 13 groups across the supply area at the December 2023 meeting.
3.1.4.4 Continue to enrich our community via endorsed community partnerships	Customer & Comms Team Leader	●	100%	Membership to Water Aid, participation in Nepalse program, ongoing engineering partnerships with REROC/Build A Bridge, Science and Engineering Challenge and CSU Scholarship.
3.1.4.5 Continue to enrich our community via the delivery of donations and sponsorships	Customer & Comms Team Leader	●	100%	Riverina Water has committed \$66,945 in donations and sponsorships to 33 initiatives or organisations in 2023-2024.

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

Progress Update 2023-2024

Progressing. 50%. Community & Customer Strategy endorsed in 2023 - ongoing actions arising from this strategy will continue to be delivered.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.2.1.1 Develop and implement a brand awareness campaign	Customer & Comms Team Leader	●	35%	Initial work on this project began but had to be reprioritised due to resources and other work, including Flow project implementation and staff leave within the business unit.

3.2.2: Improve our understanding and strengthen our connection with our diverse community

Progress Update 2023-2024

Progressing. 50% Endorsement of our first Reconciliation Action Plan is being presented to the August meeting.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.2.2.1 Develop a Disability Action Plan	Customer & Comms Team Leader	●	0%	Placed on hold while Riverina Water gained clarification from OLG and DCJ on requirements due to being a county council. As a result, the Reconciliation Action Plan was prioritised and has been allocated to the Customer and Communications Team in replacement of the DIAP. The DIAP will be delivered 2024-2025.

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 Council's commitment to strengthening our relationship with our First Nations community

Progress Update 2023-2024

Progressing. 85%. The Draft Riverina Water Reconciliation Action Plan was created during 2023-2024 and placed on exhibition during May and June 2024. The RAP is expected to be formally adopted by the Board at its meeting in August 2024. Work will then commence on giving effect to the various elements of the RAP during 2024-2025.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.3.1.1 Develop a Reconciliation Action Plan	CEO	●	95%	The Draft RAP has been developed and the draft was endorsed by the Board in April 2024 and placed on public exhibition with no submissions received. We are awaiting final comments from staff at Reconciliation Australia prior to presenting the final draft to the Board in August 2024.

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

Progress Update 2023-2024

Progressing, 50%. Annual customer survey undertaken with findings and any required actions reported back to the board. Implementation of our first online customer portal will commence shortly, which will include further customer engagement.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.4.11 Conduct annual Customer Survey	Customer & Comms Team Leader	●	100%	The Customer Satisfaction Survey once again returned high results for water quality, reliability, and customer service with more than 500 responses. Overall satisfaction with water reliability was very high, while all water quality indicators remained rated as at a high or very high level of satisfaction. Customers who contacted Riverina Water within the past 12 months were very satisfied with staff's ability to meet their needs on the first contact. Over 80% of those surveyed had their requests resolved on the same day and 97% resolved within a week. All requests made out-of-hours were resolved by the next business day.
3.4.12 Undertake customer journey mapping	Customer & Comms Team Leader	●	0%	Following item 3.1.4.2, this item should be completed in alignment with the Customer Portal phase of the FLOW project, to avoid duplication and inefficient resource usage. It will be rescheduled to be in conjunction with that project which is due to commence in September 2024.
3.4.13 Develop customer metrics, capture data and regularly monitor analytics to continuously improve our customer experience	Customer & Comms Team Leader	●	100%	Report created to monitor Section 603 performance against Riverina Water's service standard of 14 days.

3.4.2: Ensure we have the best systems, processes and frameworks that reflect our commitment to our customer centricity

Progress Update 2023-2024

Progressing, 50%. Scoping is currently underway and the implementation of the customer portal is expected to commence in September 2025.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.4.2.1 Continue implementation of customer and billing modules in FLOW in line with project plan	Customer & Comms Team Leader	●	100%	<p>FLOW's Customer and Billing module went live 1 July 2023 with significant efficiencies gained over the first 12 months, including:</p> <ul style="list-style-type: none"> - automated processes for filling stations and Section 603 certificates to reduce turnaround time and administrative overhead - highly detailed meter reading review processes to reduce human error and replace previous paper-based process - increased data and improved processes for debt management to reduce unpaid accounts and assist in identifying customers to engage

3.4.3: Support customers with sustainable pricing models that meet levels of service and both operational and infrastructure requirements

Progress Update 2023-2024

Progressing, 50%. Frameworks that support our customers, including those experiencing financial hardship, are reviewed regularly and updated as required. Ongoing reporting to the board in regards to the access of these support mechanisms is being provided. Annual pricing review is undertaken annually and aligned with funding requirements for OPEX and CAPEX.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.4.3.1 Undertake annual pricing review	Manager Finance & Sourcing	●	100%	The pricing review has been completed as part of the 2024-2025 operational plan and annual budget development.

3.5: Understand and prepare to serve our customers of the future

3.5.1: Collaborate with constituent councils to support supply area growth

Progress Update 2023-2024

Progressing, 80%. There was increased collaboration between staff from Riverina Water and its four constituent Councils during 2023-2024. Discussions mainly centred around the increase in development applications for subdivisions for residential housing across the four Council's. Riverina Water continued its program of installing one water bubbler in each of the four Councils areas. Riverina Water staff attended a number of strategic planning sessions conducted by Wagga Wagga City Council relating to the Northern and Southern Growth Areas.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.5.1.1 Meet with staff of constituent councils as requested and actively participate in planning activities	CEO	●	85%	

3.5.2: Monitor emerging trends in customer service technology and business processes

Progress Update 2023-2024

Progressing, 70%. Staff from Riverina Water regularly attend industry conferences such as OzWater2024 and the LGNSW Water Management Conference which showcase emerging technology and IT opportunities. Riverina Water is well advanced in discussions with Infor regarding their new customer portal offering.

3.6: Share our knowledge and expertise to make a positive change in our global community

3.6.1: Provide ongoing support and participation in altruistic and/or knowledge -sharing programs and initiatives

Progress Update 2023-2024

Progressing, 80%. Riverina Water supports South Wagga Rotary Club both financially and in-kind in its efforts in Nepal. Riverina Water is also a Silver Member of WaterAid Ltd, a non-for-profit charity that raises funds to assist communities obtain fresh drinking water and water for sanitation purposes. Riverina Water also hosted a delegation from a comparable water utility in Vietnam and undertook a return trip to Vietnam in March 2024.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.6.1.1 Renew membership of WaterAid and continue relationship with DFAT in Vietnam and annual visit to Nepal	CEO	●	100%	The Board endorsed a recommendation by staff to continue corporate membership of Water Aid at a reduced annual membership fee of \$10,000. This decision "frees up" to be available in the form of donations or sponsorships of organisations within our supply area. The relationships and partnerships with entities in Nepal and Vietnam have previously been reported on.

Governance



Board Members



Clr Tim Koshel
(Chairperson)
Wagga Wagga City Council
Elected to Board in 2016 -
elected as Chairperson
in 2022



Clr Doug Meyer OAM
(Deputy Chairperson)
Greater Hume Council
Elected to Board in
2012 - elected as Deputy
Chairperson in 2022



Clr Pat Bourke
Federation Council
Elected to Board in 2017



Clr Georgie Davies
Wagga Wagga City Council
Elected to Board in 2022



Clr Gail Driscoll
Lockhart Shire Council
Elected to Board in 2022



Clr Dan Hayes
Wagga Wagga City Council
Elected to Board in 2021
Resigned from Board
20 October 2023



Clr Michael Henderson
Wagga Wagga City Council
Elected to Board in 2022



Clr Dallas Tout
Wagga Wagga City Council
Elected to Board
23 October 2023



Clr Jennifer McKinnon
Wagga Wagga City Council
Elected to Board in 2022



Clr Tony Quinn
Greater Hume Council
Elected to Board in 2016

Meeting attendance 2023-2024

Councillor	Total attendance
	6
T Koschel	6
D Meyer	6
P Bourke	5
G Davies	6
G Driscoll	5
D Hayes (resigned effective 20 October 2023)	1
M Henderson	6
J McKinnon	5
T Quinn	5
D Tout (joined effective 23 October 2023)	5

Audit Risk and Improvement Committee (ARIC)

The Audit, Risk & Improvement Committee has an important role in the governance framework of Riverina Water by providing the Board independent oversight, objective assurance and monitoring of audit processes, internal controls, external reporting, risk management activities, compliance with policies and procedures, and performance improvement activities.

The Committee met on 10 August 2023, 9 November 2023, 7 February 2024, 8 May 2024 (all ordinary meetings), an additional meeting on 13 June to consider two outstanding internal audit reports and on 21 September 2023 as a special meeting to consider the draft Annual Financial Statements.

Internal audit is oversighted by the ARIC.

During 2023-2024 the ARIC considered internal audit reports on the following matters:

- › People & Culture
- › Work Health & Safety
- › Records Management

The Committee also considered self-audit reports, including the StateWide Continuous Improvement Program - Procurement, the StateCover WHS Audit 2023 and the State Records' Record Keeping Monitoring exercise. As a new initiative of the Committee, managers have been invited to attend committee meetings to brief them on their operations, risk and opportunities. During 2023-2024 managers attended from Operations, WHS and IT.

Riverina Water has continued to progress the implementation of the *Risk Management and Internal Audit Guidelines for local Councils in NSW, adopting a new Internal Audit Charter in February 2024* to commence the request for quotation process for new internal auditors.

National Audits Group contract as Riverina Water internal auditors concluded on 30 June 2024. Following a request for quotation process, Centium Pty Ltd were appointed as Riverina Water's new internal auditors commencing 1 July 2024.

Governance

Following the review of public policies in 2022-2023 attention was turned to the review of internal policies and procedures. The appointment of a new WHS Coordinator in September 2023 has seen uplift in the review and development of WHS related policies and procedures, including coordination of consultation with staff and WHS Committee.

Review of People & Culture policies was delayed due to a changeover in the role of People & Culture Business Partner, but attention has now been turned to these policies, many of which are overdue for review.

The annual compliance report to end of June 2024 was provided to the Audit Risk and Improvement Committee (ARIC) with no significant compliance matters to report. All necessary reporting to external agencies was completed within timeframes except for the first report to DPIE on the Regulatory Assurance Framework which was delayed several months.

Government information (public access) act, 2009

In accordance with the provisions of the Government Information (Public Access) Act, 2009, Riverina Water completed its annual statistics for the twelve-month period ended 30 June 2023. No applications were received during the 2023-2024 period. Riverina water has not received any enquiries from the Ombudsman under the Government Information (Public Access) Act, 2009 nor has it received any appeals under that Act to the District Court or the Supreme Court. Council has reviewed what information is made publicly available and this is to remain unchanged.

Statistical details:

Information requests	Number of requests
Access Applications	Nil
Refused Applications	Nil
Applications to access excluded information	Nil

Information protection act, 1998

In accordance with the provisions of the Information Protection Act 1998 Section 33(e) Riverina Water has a Privacy Management Plan which outlines how we will protect personal information and privacy of individuals. No applications were received by Riverina Water for review under Part 5 of the Act during the 2022-2023 period.

Public Interest Disclosure Activity

Public Interest Disclosures Bill (PID Bill) 2022

A suite of training was created by the Ombudsman's Office following the assent by the Governor of the new *Public Interest Disclosures Bill (PID Bill) 2022*. Relevant staff accessed this training on-line during February and March 2024 and the list of PID officers updated within the *Internal Reporting (Protected Disclosures Act) Policy*.

The Internal Reporting (Protected Disclosures Act) policy outlines the role of the CEO, Disclosures Coordinator (Director Corporate Services), Disclosure Officers, the Chairperson of the Board and all line managers. This policy has been highlighted to all staff through staff meetings and has been made available on the intranet.

No matters covered by the PID Bill were brought to the attention of the Disclosures Coordinator during 2023-2024.

Risk Management

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

In accordance with the *Guidelines for Risk Management and Internal Audit for Local Government in NSW*, the CEO attests that:

Riverina Water has adopted a risk management framework that is consistent with current Australian risk management standards and is appropriate for risks identified and managed by Riverina Water.

Riverina Water's Audit, Risk and Improvement Committee reviews the implementation of Riverina Water's risk management framework and issues an assessment of the effectiveness of the risk management framework to the governing body each council term.



Andrew Crakanthorp
Chief Executive Officer

National competition policy

The Commonwealth State and Territory Governments endorsed National Competition Policy through a series of inter-governmental agreements in 1995. The State governments were given the responsibility to ensure that the National Competition Principles were applied to the Local Government authorities under their jurisdiction.

In June 1996 the New South Wales Government released a Policy Statement on the Application of National Competition Policy to Local Government. Under the guidelines established by the State Government the following actions have to be undertaken by Councils within New South Wales:

I. Identify Council's business activities and categorise them in accordance with the guidelines.

The New South Wales Government proposes two categories of business activities – Category 1 Businesses (which have annual sales turnover/annual gross operating income of \$2M and above) and Category 2 Business (which have annual sales turnover/annual gross operating income less than \$2M). The treatment that Councils have to apply to each of these business categories varies, with the Category 1 Businesses being subject to more detailed requirements. Council's activity is a Category 1 business.

II. Creation of a complaints mechanism to deal with a competitive neutrality complaints.

Council has developed a complaints management system.

III. Application of tax equivalents, debt guarantee fees and dividend payments.

One of the intentions of the National Competition Policy is to provide a "level playing field" between Council's business activities and those provided by the private sector. The guidelines require calculations to be made to determine tax equivalents, debt guarantee fees (where the activity may obtain a lower borrowing rate than it may have faced if it were a private organisation) and dividends. These calculations do not have to appear in Council's external accounting processes but need to be calculated and recognised in Council's internal accounting arrangements. Calculations have been completed and included in the statistical notes of the financial statements for the 2023-2024 financial year.

IV. Separation of the costs associated with operating a business activity.

A business undertaking must have its accounting and other operations structured in such a way as to provide a distinct reporting framework. This means that all the costs, both direct and indirect, associated with that business activity must be allocated to it.

V. The Council has not received any complaints in respect of competition neutrality during 2023-2024.

Anti-slavery

Act section 428 (4) (c)

Riverina Water has not had any issues raised by the Anti-Slavery Commissioner during 2023-2024 concerning its operations.

Modern Slavery

Act sections 428 (4) (d)

This Modern Slavery Statement is provided by Riverina Water in accordance with Section 428 (4) of the NSW Local Government Act 1993.

This statement outlines Riverina Water's commitment to combatting modern slavery and the measures we have implemented during this reporting period to reduce the risk of our procurement activities resulting in or contributing to human rights violations.

Riverina Water covers an area of approximately 15,400 square kilometres containing a population in excess of 77,000. Riverina Water is implementing a centre-led procurement model and recognises the importance of taking steps to ensure that goods and services procured by and for our council are not the product of modern slavery.

Our supply chain includes purchasing of: chemicals; equipment; vehicle fleet, office resources; electricity to power our operations; and materials and services related to the management of inputs and waste related to the construction, operation and maintenance of water infrastructure.

Riverina Water has adopted a Procurement Policy and Statement of Business Ethics outlining Council's commitment to preventing and addressing modern slavery in all its procurement activities.

Environmental Upgrade Agreement

Act section 54 P (1)

The Council has no particulars of any environmental upgrade agreements entered into during the year.

External bodies which have exercised Council – delegated functions

Regulation 217 (1) (a6)

The Council has not delegated any functions to external bodies. The water supply for the township of Culcairn is undertaken by the Greater Hume Shire Council in accordance with the proclamation of 2nd May 1997.

Companies in which Council held a controlling interest

Regulation 217 (1) (a7)

The Council does not have an interest or a controlling interest in any company or companies.

Companies in which Council participated during the year

Regulation clause 217 (1) (a8)

Riverina Water is an associate member of the Riverina Joint Organisation (RivJO). RivJO commenced hiatus status on 1 July 2023 with a revised meeting schedule including a minimum of two meetings per financial year which allows RivJO to meet its statutory obligations. The Chairperson and CEO attended one meeting during 2023-2024 (to adopt the financial statements).

Compliance with and effect of planning agreements in force during the year

The Council hasn't entered into any planning agreements under the *Environmental Planning and Assessment Act 1979* during the year.

Financial information



Availability charges per quarter

Per property, residential, strata unit or customer

Domestic	Tax	Per quarter
Built upon or connected property	N	\$45.00
Each additional dwelling erected on each parcel of property	N	\$45.00
Vacant land not connected (within 225 metres or adjacent to a main) - urban only	N	\$22.50
Commercial/Industrial	Tax	Per quarter
Built upon or connected property	N	\$50.00
Non-metered connected premises	N	\$95.00
Each additional strata unit	N	\$50.00
Other	Tax	Per quarter
Government Departments including, police stations, court houses, schools, staff housing, public offices etc.	N	\$50.00
Churches or Similar "non-rateable" property	N	Usage charge only
Additional fee for separate fire service connected	N	\$50.00

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

Water usage prices per quarter – \$ per kilolitre

	Tax	Per quarter
General tariff all users (except as detailed below)		
First 125 kls per quarter	N	1.56
Balance per kilolitre per quarter		2.34
Strata title units and flats		
First 125 kl per quarter per unit	N	1.56
Balance per kilolitre per unit		2.34
(For strata complexes and Flats where units are not individually metered the total metered consumption will be evenly apportioned between units)		
Industrial tariffs for processing & manufacturing industries as well as livestock marketing centres with consistent year round usage connected since 1/7/2009		
First 41 kilolitres per month	N	1.56
Balance above 42 kl per month		2.34
Balance above 3000 kl per month		2.34
Applicable to large scale processing & manufacturing industries as well as livestock marketing centres with consistent year round usage and specifically approved by Council		
First 3000 kl per annum	N	1.56
Balance above 3000 kl per month		1.56
Commercial tariff all users (except as detailed below):		
First 125 kl per quarter / 41 kl per month	N	1.56
Balance per kilolitre per quarter		2.34
Community facilities		
Hospitals, Schools/TAFE/University, Parks and Gardens, Council Swimming Pools	N	1.56
Non-potable water		
First 125 kilolitres per quarter	N	0.77
Balance per kilolitre per quarter		1.16
Metered supply to standpipe agents or constituent Councils		
	N	2.18
Supply from fixed standpipe and water filling stations (Minimum charge \$10.00 when via an Agent)		
	N	3.40
Bulk supply Application will be at the discretion of Council		
	N	1.56
Primary producers tariff To be eligible, the size of the property must be 100 hectares or more and serviced by a trunk main		
	N	1.56
Water supply from rural mains network Riverina Water provides a Rural Peak Demand level of service of 11,000 litres per farm per day (stock and domestic) based on uniform flow over a 24 hour period		

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

With regard to Industrial Tariffs, consistent use is deemed to be when individual monthly consumption is between 0.75 and 1.25 times the average monthly consumption based on the previous 12 month rolling average.

Stepped tariff introduced

A requirement of the NSW Office of Water under “Best Practice Management of Water Supply Guidelines” which recommends that customers should be subject to a stepped price increase to encourage Water Conservation.

Rebates

Eligible pensioner	\$30.00 per quarter
Kidney dialysis machine users	20 kl per quarter

Standpipe charges

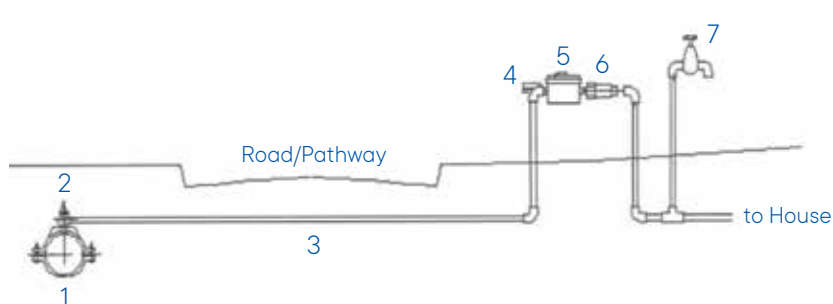
Water supplied from fixed and water filling stations	Tax	Price to agents and Councils (per kl)	Retail price incl. agent's commission if applicable (per kl)	Minimum charge
Wagga Wagga, rural, town & villages	N	\$2.18	\$3.40	\$10.00

Typical water service connection

(See following pages for connection fees)

Legend

1. Water main
2. Tapping
3. Service pipe
4. Stop cock
5. Water meter
6. Backflow Prevention Device
7. Household tap (installed by RWCC for 20mm and 25mm service connections)



Connection costs

With the introduction of a Development Servicing Plan, Connection Fees have two basic components – a Development Servicing Charge (a contribution towards infrastructure based on the potential increase in demand

on the system), and a Service Connection Fee (the (averaged) cost of physically installing the connection and meter). Land developers are also required to meet the reticulation costs.

Development servicing charges

Urban (Residential) Development Servicing Charge

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

Urban – including township & village – single residential lots	Tax	Cost per lot (based on lot size)		
		<450m ²	450-2000m ²	>2000m ²
Lots where developers have prepaid the fees appropriate at time of Development		Nil – only applies for a single residence on the lot		
Lots (not prepaid) existing prior to 1/1/1994 and 2nd or subsequent services (only where availability fees are being paid)	N	1st Service – Nil – only applies for a single residence on the lot 2nd and subsequent service based on \$4,678 per E.T.		
Lots (not prepaid) created since 1/1/1994	N	\$4,678	\$4,678	\$5,614

Urban – including township & village – multiple residential units	Price for multiple units		
Lots where developers have pre-paid the fees	Nil – provided correct charges have been pre-paid		
Lots (not prepaid) existing prior to 1/1/1994	N	Fee applicable for newly created lots Less \$4,678	
Lots (not prepaid) created since 1/1/1994			

Multi-residential lots (medium density 1-2 storey)	Developer charge per dwelling		
Dual occupancy - 1 bedroom			
Dual occupancy - 2 bedrooms	N	\$4,678 if lot size > 450m ² per dwelling	
Dual occupancy - 3 or more bedrooms			
Duplex - 1 bedroom			
Duplex - 2 bedrooms		Units priced, as below, if lot size <450m ² per dwelling	
Duplex - 3 or more bedrooms			
Units - 1 bedroom	N	\$1,817	
Units - 2 bedrooms	N	\$2,806	
Units - 3 or more bedrooms	N	\$3,742	

Multi-residential lots (high density >2 storey)**Developer charge per dwelling**

Multi storey apartments - 1 bedroom	N	\$1,543
Multi storey apartments - 2 bedrooms	N	\$2,339
Multi storey apartments - 3 or more bedrooms	N	\$3,134

Note: The minimum Developer Servicing Charge per lot is \$4,678

Urban – additional costs (to be read in conjunction with the Development Servicing Plan (DSP))

Lots which require significant supply mains in advance of intervening development	N	An amount calculated to recoup the cost of the supply main.
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Rural Development Servicing Charge

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

The Development Servicing Charge for rural connections is based on E.T.'s determined from service size. The

following charges relate to properties greater than 2000m². For smaller rural properties divide the listed charge by 1.2

Rural location	Tax	Cost per lot (based on lot size)				
		20mm	25mm	32mm	*40mm	50mm
Rural pipelines **	N	\$5,614	\$5,614	\$9,197	\$14,372	\$22,456

Additional costs

* The availability of a service connection greater than 25mm diameter is dependent on the capacity to supply within the reticulation network and must have Engineering approval.

** If a tapping direct to Goldenfields Water County Council large diameter main is required, the customer must arrange this with GWCC; they will be a GWCC customer.

Note: Due to limitations of existing reticulation a capital contribution towards upgrading may also be required for some rural connections, calculated on an individual basis.

Commercial or Industrial Development Servicing Charges

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

Development Servicing Charges for Industrial or Commercial developments are based on a charge of \$4,678 per E.T. (Equivalent Tenement).

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

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

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

Note: At the time of subdivision, if no development type is specified, the Developer Servicing Charge will be based on

1 E.T. per Lot. The charges will then be re-assessed when the owner makes application for connection to the water supply.

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

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

Notwithstanding all of the above, there will be a minimum Development Servicing Charge or \$4,678 per Lot, AND the following minimum development servicing charges will apply to each service connection, based on service connection size.

Service size	Tax	<80mm	80mm	100mm (min 4 E.T.)	150mm	200mm
Minimum charge	N	\$4,678	\$11,978	\$18,712	\$42,104	\$74,853

Recommended service connection fees

Urban Service Connection

Note: This fee is in addition to the Developer Servicing Charge.

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

Urban — including township & village — single residential/ commercial/industrial developments	Tax	Price per service connection - single unit				
		20mm	25mm	32mm	*40mm	50mm
Lots where developers have prepaid the fees appropriate at time of Development	N	Nil	\$586	\$1,168	\$1,946	\$2,596
All other lots including 2nd or subsequent services	N	\$1,479	\$2,065	\$2,647	\$3,425	\$4,075

* The availability of a service connection greater than 25mm diameters is dependent on capacity to supply with the reticulation network and must have Engineering Approval.

Urban - including township and village - multiple residential units	Tax	Price for multiple units \$					
		1 unit	2 units	3 units	4 units	5 units	Extra
Lots where developers have pre-paid the fees	N	No additional Service Connecting Charge provided correct fees as per the following line have been paid					
All other lots including 2nd or subsequent services	N	\$1,479	\$1,774	\$2,069	\$2,364	\$2,659	\$295

These prices apply to multi-unit residential developments provided for by water connection(s) at any one time, and includes the cost of bulk and individual meters. In the case of individual internal metering of strata units, the owner is responsible for internal plumbing required.

Urban - additional costs

Where Baylis Street pavers need to be disturbed	N	As per WWCC charges
Where the service requires a rail crossing and approval from the Railway Authorities	N	The fees and charges that Rail Authority imposes
Where the service connection generates other similar extraordinary costs	N	A fee assessed on a similar basis
Road underboring	N	\$138.00 per metre

Rural service connection

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

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

Rural location	Tax	Price per service connection				
		20mm	25mm	32mm	*40mm	*50mm
Rural pipelines**	N	\$1,687	\$2,316	\$2,849	\$3,642	\$4,323
Walbundrie to Rand pipeline Urangeline/Bidgeemia rural scheme & other rural schemes		Refer to Engineering staff regarding availability and costing for these schemes.				
Some rural spur pipelines incur additional costs. Refer to Engineering or Customer Service Officer.						

Additional costs

Where the service requires a rail crossing and approval from the Railway Authorities	N	The fees and charges that Rail Authority imposes
Where the service connection generates other similar extraordinary costs	N	A fee assessed on a similar basis
Road underboring	N	\$138.00 per metre

* The availability of a service connection greater than 25mm diameter is dependent on the capacity to supply within the reticulation network and must have Engineering approval.

** If a tapping direct to Goldenfields Water County Council large diameter main is required, the customer must arrange this with GWCC; they will be a GWCC customer.

Note: Due to limitations of existing reticulation a capital contribution towards upgrading may also be required for some rural connections, calculated on an individual basis.

Large Service Connections

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

Sundry fees and charges

	Tax	2023-2024
Search / Enquiry Certificate Fee – s603 (as for property transfer)	N	\$95
Fee for providing information in writing, including Special meter reading	N	\$83
Formal GIPA Access Application	N	\$32
Formal GIPA Processing Fee	N	\$69.00 per hour
Reconnection fee – requires new service	N	Appropriate connection fee
Reconnection fee (new service not required)	N	\$185.00 + cost of meter if required
Remove flow restricting device	N	\$185.00
Meter repairs – s636 Local Government Act	Y	\$119.00 per hour
Meter Test Deposit	N	\$80.00
Test Fees for Back Flow Prevention Devices		
RPZ Devices	N	\$125.00
Other Devices		\$98.00
Leak Detection (Minimum 1 Hour)	Y	\$119.00 per hour
Water main location involving potting or excavation	N	\$119.00 per hour
Dishonoured Payments Fee	N	Relevant bank fee incurred
Interest on Overdue Accounts	N	9%
Written Quotation Fee	Y	\$91.00
Service call	Y	\$119.00 per hour
Plumbing Permit including standard Inspections	N	\$119.00
Additional Plumbing Inspection due to non-compliance	N	\$195.00
Non-compliance with water restrictions	N	\$275.00
Water Filling Station Access	N	\$295.00
Replacement Water Filling Station Key	Y	\$60.00
Pressure and flow analysis application fee	N	\$192.00
Clearing of shrubs and small bushes	Y	\$119.00 per hour
Repair to damaged water main	N	Actual costs plus 20%
Private Works	Y	Actual costs plus 20% unless a fixed quotation
Print/Copy A4 single sided Black & White	Y	\$0.50
Print/Copy A4 single sided Colour	Y	\$2.55
Print/Copy A3 single sided Black & White	Y	\$1.00
Print/Copy A3 single sided Colour	Y	\$3.30
Copy of Water Notice	Y	\$11.50
Copy of Financial Data on Properties	Y	\$10.50
Copy of Section 603 Certificate administration	Y	\$11.50
Fee for Reallocation of Electronic Payment	Y	\$10.50

Total remuneration for CEO and Senior Staff

Regulation clause 217 (1) (b) (i-v)
Regulation clause 217 (1) (c) (i-v)

During the 2023-2024 financial year, Riverina Water's senior staff comprised:

Chief Executive Officer

Director Engineering	Director Corporate Services
Assets	Customer & Communication
Projects	Finance & Sourcing
Operations	Governance & Risk
Works	People & Culture
	Technology & Information

All figures reported are in line with relevant legislation that requires the following components to be reported:

- The total of the values of the salary components of their packages
- Total amount of any bonus payments, performance payments or other payments made to the CEO and senior staff that do not form part of the salary component of the CEO or senior staff
- Total amount payable by Council by way of employer's contribution or salary sacrifice to any superannuation scheme to which the CEO and senior staff may be a contributor
- Total value of any non-cash benefits for which the CEO and senior staff may elect under the package
- Total amount payable by Council by way of fringe benefits tax for any non-cash benefits

Chief Executive Officer	\$283,603 (including superannuation)
Senior Officers x 2	\$458,586 (including superannuation)
Total	\$742,188

Fringe benefits tax for non-cash benefits: \$31,672

Fringe benefits tax (FBT) includes costs associated with parking, entertainment expenses, senior executive services relocation expense and FBT associated with motor vehicle usage.

Member expenses

Regulation clause 217 (1) (a1) (i, ii, iii, iiiA, iv, v, vi, vii, viii)

The following expenses were incurred during 2023-2024 for Board members undertaking business on behalf of Riverina Water:

	\$
Chairperson Allowance	17,850
Board member fees	107,811
Dedicated office equipment allocated to Board members	2,314
Phone calls made by Board members	-
Conferences/seminar fees	2,510
Professional development (including induction)	-
Training of Board members and provision of skill development	-
Interstate visits by Board members	8,699
Overseas visits by Board members	-
Spouse/Partner expenses	231

Riverina Water has an adopted Board Members Expenses and Facilities Policy which outlines where Riverina Water will reimburse or pay for Board member expenses to support their duties while representing Riverina Water.

Board member professional development

Regulation clause 186

Local Government NSW Annual Conference

- › Tim Koschel
- › Michael Henderson

Overseas visits funded by Riverina Water

Regulation 217 (1) (a)

- › Ryan Thompson and Fiona Smith South Wagga Wagga Rotary Nepalese Partnership.
- › Andrew Crakanthorp, Troy van Berkel, Jason Ip and Aran Beckett reciprocal visit to Vietnam as part of the Australia Water Association partner program.

Rates and charges written off

Regulation clause 132

In 2023-2024, no rates and charges were written off.

Financial assistance and contributions

Regulation clause 217 (1) (a5) & Act section 356

During 2023-2024, Riverina Water has provided undetected leak rebates totalling \$22,718.60 to 48 customers.

Legal proceedings

Regulation clause 217 (1) (a3)

During 2023-2024 Riverina Water expended \$4,877 in legal fees for the following proceedings:

- › \$2,181 in relation to the contract with Infor Pty Ltd regarding Council Enterprise Resource Planning System upgrade.
- › \$2,016 in relation to the customer transfer with Goldenfields Water County Council.
- › \$680 in relation to a lease of land with Wagga Wagga High School.

Amounts contributed/ granted under section 356

Regulation 217 (1) (a5)

Section 356 enables Council to contribute funds to persons for the purpose of exercising its functions. During 2023-2024, the Council made donations of \$72,945 to 33 initiatives or organisations under this Section.

Recipient	Description	Funding
Erin Earth	Filling station	\$6,000
Fishing for Kyan	Donation towards event marketing material	\$1,000
Freeroam Theatre Incorporated	Sponsorship of theatre production	\$2,500
Henty Bowling Club	Sponsorship Invitation Triples	\$300
Henty Show Society	Henty Show sponsorship	\$3,000
Koorungal High School	Platinum level sponsor of presentation night	\$500
Koorungal Rotary	Sponsorship of 2024 Science and Engineering Challenge	\$3,500
Kurrajong	Donation to Hildasid Farm	\$2,000
Lockhart Golf Club	Sponsorship of Tee Advertising	\$280
Mawang Gaway	Sponsorship of Aboriginal Cultural Events	\$1,000
Oaklands Truck Show	Sponsorship of Annual event	\$1,000
REROC	Build-a-Bridge sponsorship	\$2,750
Riverina Conservatorium	Christmas with the Con 2023	\$2,500
Riverina Cultural Clubs	Purchase of Defibrillator	\$2,500
Riverina Monaro and Holden Car Club	Sponsorship of Wagga Classic Show and Shine	\$250
Ronald McDonald House	20 nights accommodation for families	\$3,200
Rotary Club of Holbrook	Holbrook Twilight Christmas Markets	\$3,000
Rotary Club of South Wagga Inc	Sponsorship Annual Golf Day	\$1,300
South Wagga Public School	Sponsorship of two value poles	\$1,700
Southern Sports Academy	Sponsorship of Indigenous Talent ID Day	\$3,300
Spirit of the Land Lockhart Inc	Sponsorship 2023 Festival	\$2,500
St Vinnies	Donation to winter sleepout appeal	\$2,500
The Rock & District Meals on Wheels	Charity Golf Day	\$250

The Rock Triathlon	Sponsorship 2023 Event	\$500
Urana Campdraft	Sponsorship of 2023 event	\$500
Wagga City Rugby Male Choir	Donation for sound gear	\$2,750
Wagga Filipino Community	Sponsorship of 125th Philippine Independence Day Celebration	\$500
Wagga School of Arts Community	Sponsorship of Annual 10 minute Play Festival	\$2,200
Wagga Takes Two	Donation to Annual Charity event	\$6,000
Wagga Wagga and District Football Trust	Sponsorship of event - Football promotion for Wagga Wagga and surrounding districts	\$2,000
Wagga Wagga Country Club	Sponsorship of 2024 Women's Pro-Am	\$1,815
Wagga Wagga NAIDOC Ball	Sponsorship of 2024 Ball	\$1,000
Wollundry Rotary	Sponsorship of Gears and Beers event	\$2,750
Total		\$72,945

Contracts awarded greater than \$150,000

Regulation clause 217 (1) (a2) (i-ii)

Name of supplier	Nature of goods or services supplied	Amount payable \$ (incl GST)
Ladex Construction Group	Construction of roads, kerb & gutter for Hammond Avenue site	\$781,769
Clover Pipelines Pty Ltd	Supply and Delivery of DN150 PVC-O pipe for Boree Creek to Morundah pipeline project	\$905,289
Ixom Operations Pty Ltd NowChem Omega Chemicals Redox Pty Ltd	Panel contract for the bulk supply of Aluminium Chlorohydrate (ACH), Aluminium Sulphate (Alum), Sodium Hydroxide (Caustic Soda), and Sodium Hypochlorite (Hypo)	\$400,000 (approx.)
Huon Contractors (NSW) Pty Ltd	Remediation of Wagga Wagga High School Farm and Filling 10MG Reservoir at Wilans Hill	\$919,806

Condition of public works under Riverina Water's control

Riverina Water is required to report on the condition of public works under its control including estimates to bring each works up to a satisfactory standard, maintenance needs and maintenance programmes. The public works owned and operated by Riverina Water are summarised in the following table:

Asset description	Asset life	Replacement cost \$'000	Remaining life value at 30 June 2024 \$'000
Water Mains	Iron 75 years / Other 50 years	370,788	216,928
Reservoirs	Steel 60 years / Conc. 100 years	61,945	37,676
Pumping Stations	20-50 years	19,817	8,208
Water Treatment	50 years	113,405	68,361
Water Supply Bores	30 years / Stainless steel 40 years	7,011	3,652
Land & Buildings	50 years	34,402	26,339
Total		607,368	361,164

Table: Condition of public works under Riverina Water's control

NB. Independent valuers were engaged to revalue all water supply assets in 2021-2022.

The work required to bring those sections of the work that need improvement up to a satisfactory standard, the annual maintenance to maintain the standard, and the 2021-2022 programme of maintenance for the works is outlined in the following tables. The capital works programme details the replacement of individual sections of the network. The major need is for renewal of older water mains, based on the theoretical lifespan of each type of pipe. Some of these mains are however still serving their intended purpose and the relative urgency of renewal is not critical.

Special schedule 7

Report on infrastructure assets as at 30 June 2024

\$,000s

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard \$'000	Estimated cost to bring to the agreed level of service set by Council \$'000	2023-2024 Required maintenance \$'000	2023-2024 Actual maintenance \$'000	Net carrying amount \$'000	Gross replacement cost (GRC) \$'000	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
Buildings	Buildings	-	-	450	648	15,305	23,297	34.3%	26.9%	26.3%	12.6%	0.0%
	Sub-total	-	-	450	648	15,305	23,297	34.3%	26.9%	26.3%	12.6%	0.0%
Water supply network	Treatment Plants	1,413	1,413	945	1,164	68,361	113,405	50.0%	8.4%	19.5%	22.2%	0.0%
	Bores	68	68	195	162	3,652	7,011	7.0%	31.0%	57.3%	4.7%	0.0%
	Reservoirs	775	775	280	343	37,676	61,945	26.3%	9.2%	49.5%	13.9%	1.1%
	Pumping Stations	170	170	245	268	8,208	19,817	15.8%	9.7%	65.9%	5.6%	3.0%
	Pipeline	26,741	26,741	1,340	1,503	216,927	370,788	26.8%	42.4%	23.6%	7.2%	0.0%
	Sub-total	29,167	29,167	3,005	3,440	334,824	572,966	30.7%	30.8%	27.4%	10.8%	0.3%
	Total - all assets	29,167	29,167	3,455	4,088	350,129	596,263	30.8%	30.7%	27.4%	10.9%	0.2%

(a): Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very Poor	Urgent renewal/upgrading required

CERTIFICATE OF CONFIRMATION – GOODS AND SERVICES TAX

Riverina Water County Council Goods and Services Tax Certificate

Payment of Voluntary GST 1 July 2023 to 30 June 2024

To assist compliance with Section 114 of the Commonwealth Constitution, we certify that:

- › Voluntary GST has been paid by Riverina Water County Council for the period 1 July 2023 to 30 June 2024.
- › Adequate management arrangements and internal controls were in place to enable the Council to adequately account for its GST liabilities and recoup all GST input tax credits eligible to be claimed.
- › No GST non-compliance events by the Council were identified by or raised with the Australian Taxation Office.



Andrew Crakanthorp

Chief Executive Officer



Natasha Harris

Responsible Accounting Officer

Financial statements



Riverina Water County Council

General Purpose Financial Statements

for the year ended 30 June 2024

**“to provide our community with safe reliable
water at the lowest sustainable cost”**



Riverina Water County Council

General Purpose Financial Statements

for the year ended 30 June 2024

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Overview

Riverina Water County Council is constituted under the *Local Government Act 1993* (NSW) and has its principal place of business at:

91 Hammond Avenue
Wagga Wagga NSW 2650

Council's guiding principles are detailed in Chapter 3 of the *Local Government Act 1993* and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.rwcc.nsw.gov.au.

Riverina Water County Council

General Purpose Financial Statements

for the year ended 30 June 2024

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993 (NSW)*

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 29 August 2024.



Clr T Koschel
Chairperson
29 August 2024



Clr D Meyer OAM
Deputy Chairperson
29 August 2024



Mr A Crakanthorp
Chief Executive Officer
29 August 2024



Mrs N Harris
Responsible Accounting Officer
29 August 2024

Riverina Water County Council

Income Statement

for the year ended 30 June 2024

Original unaudited budget 2024	\$ '000	Notes	Actual 2024	Restated Actual 2023
Income from continuing operations				
6,514	Rates and annual charges	B2-1	6,061	5,760
25,095	User charges and fees	B2-2	26,013	19,295
305	Other revenues	B2-3	2,270	208
–	Grants and contributions provided for operating purposes	B2-4	–	48
2,000	Grants and contributions provided for capital purposes	B2-4	3,230	2,004
332	Interest and investment income	B2-5	1,215	804
–	Net gain from the disposal of assets	B4-1	12	52
34,246	Total income from continuing operations		38,801	28,171
Expenses from continuing operations				
11,542	Employee benefits and on-costs	B3-1	12,274	10,063
10,448	Materials and services ¹	B3-2	10,605	8,688
104	Borrowing costs	B3-3	127	143
8,700	Depreciation, amortisation and impairment of non-financial assets	B3-4	9,098	8,709
255	Other expenses	B3-5	190	236
31,049	Total expenses from continuing operations		32,294	27,839
3,197	Operating result from continuing operations		6,507	332
3,197	Net operating result for the year attributable to Council		6,507	332
1,197	Net operating result for the year before grants and contributions provided for capital purposes		3,277	(1,672)

(1) Refer Note F3-1 for information on prior period error

The above Income Statement should be read in conjunction with the accompanying notes.

Riverina Water County Council

Statement of Comprehensive Income

for the year ended 30 June 2024

\$ '000	Notes	2024	Restated 2023
Net operating result for the year – from Income Statement		6,507	332
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	17,094	24,532
Gain (loss) on revaluation of intangible assets	C1-7	(445)	430
Total items which will not be reclassified subsequently to the operating result		16,649	24,962
Total other comprehensive income for the year		16,649	24,962
Total comprehensive income for the year attributable to Council		23,156	25,294

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Riverina Water County Council

Statement of Financial Position

as at 30 June 2024

\$ '000	Notes	2024	Restated 2023	Restated 1 July 2022
ASSETS				
Current assets				
Cash and cash equivalents	C1-1	2,450	3,304	2,510
Investments	C1-2	23,500	18,500	11,500
Receivables	C1-4	6,877	4,308	4,106
Inventories	C1-5	2,650	2,451	2,435
Total current assets		35,477	28,563	20,551
Non-current assets				
Investments	C1-2	6,500	7,500	17,500
Infrastructure, property, plant and equipment (IPPE)	C1-6	382,447	364,026	338,607
Intangible assets ¹	C1-7	8,918	9,363	8,950
Total non-current assets		397,865	380,889	365,057
Total assets		433,342	409,452	385,608
LIABILITIES				
Current liabilities				
Payables	C3-1	3,863	3,311	2,694
Borrowings	C3-2	155	155	1,535
Employee benefit provisions	C3-3	4,279	3,942	4,555
Total current liabilities		8,297	7,408	8,784
Non-current liabilities				
Borrowings	C3-2	1,705	1,860	1,934
Total non-current liabilities		1,705	1,860	1,934
Total liabilities		10,002	9,268	10,718
Net assets		423,340	400,184	374,890
EQUITY				
Accumulated surplus		164,383	157,876	157,544
IPPE revaluation reserve	C4-1	258,957	242,308	217,346
Council equity interest		423,340	400,184	374,890
Total equity		423,340	400,184	374,890

(1) Refer Note F3-1 for information on prior period error

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Riverina Water County Council

Statement of Changes in Equity for the year ended 30 June 2024

	Notes	2024		2023	
		Accumulated surplus	IPPE revaluation reserve	Accumulated surplus	IPPE revaluation reserve
		Restated	Restated	Restated	Restated
Opening balance at 1 July		157,876	242,308	159,484	217,346
Correction of prior period errors	F3-1	-	-	(1,940)	-
Restated opening balance		157,876	242,308	157,544	217,346
Net operating result for the year		6,507	-	1,366	-
Correction of prior period errors	F3-1	-	-	(1,034)	-
Restated net operating result for the period		6,507	-	332	-
Other comprehensive income					
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	-	17,094	-	24,532
Gain (loss) on revaluation of intangible assets	C1-7	-	(445)	-	430
Other comprehensive income		-	16,649	-	24,962
Total comprehensive income		6,507	16,649	332	24,962
Closing balance at 30 June		164,383	258,957	157,876	242,308
					400,184

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Riverina Water County Council

Statement of Cash Flows

for the year ended 30 June 2024

Original unaudited budget 2024	\$ '000	Notes	Actual 2024	Restated Actual 2023
Cash flows from operating activities				
<i>Receipts:</i>				
6,423	Rates and annual charges		6,368	5,696
24,350	User charges and fees		25,243	19,674
562	Interest received		960	570
2,072	Grants and contributions		3,240	2,053
–	Bonds, deposits and retentions received		1	49
634	Other		2,255	1,478
<i>Payments:</i>				
(11,740)	Payments to employees		(11,823)	(10,769)
(11,561)	Payments for materials and services		(12,265)	(9,792)
(104)	Borrowing costs		(127)	(143)
(147)	Other		(138)	(41)
10,489	Net cash flows from operating activities	F1-1	13,714	8,775
Cash flows from investing activities				
<i>Receipts:</i>				
2,433	Redemption of term deposits		–	3,000
–	Proceeds from sale of IPPE		246	115
<i>Payments:</i>				
–	Acquisition of term deposits		(4,000)	–
(16,071)	Payments for IPPE		(10,659)	(9,642)
(13,638)	Net cash flows from investing activities		(14,413)	(6,527)
Cash flows from financing activities				
<i>Payments:</i>				
(155)	Repayment of borrowings		(155)	(1,454)
(155)	Net cash flows from financing activities		(155)	(1,454)
(3,304)	Net change in cash and cash equivalents		(854)	794
3,304	Cash and cash equivalents at beginning of year		3,304	2,510
–	Cash and cash equivalents at end of year	C1-1	2,450	3,304
23,567	plus: Investments on hand at end of year	C1-2	30,000	26,000
23,567	Total cash, cash equivalents and investments		32,450	29,304

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Riverina Water County Council

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Riverina Water County Council

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 22 October 2024. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The material accounting policy information related to these financial statements are set out below. Accounting policies have been consistently applied to all the years presented, unless otherwise stated.

Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (Act)* and *Local Government (General) Regulations 2021 (Regulation)*, and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not for profit entity for the purpose of preparing these financial statements.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts.

Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes:

- Income statement
- Statement of cash flows
- Note B5-1 – Material budget variations

and are clearly marked.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of infrastructure, property, plant and equipment – refer Note C1-6
- (ii) estimated fair values of intangibles – refer Note C1-7
- (iii) employee benefit provisions – refer Note C3-3

Significant judgements in applying the Council's accounting policies

- (i) Impairment of receivables

Council has made a significant judgement about the impairment of a number of its receivables - refer Note C1-4.

- (ii) Software-as-a-Service (SaaS) arrangements

Determining whether cloud computing arrangements contain a software license intangible asset - Note C1-7

Capitalisation of configuration and customisation costs in SaaS arrangements - Note C1-7

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2024 reporting period.

A1-1 Basis of preparation (continued)

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates in the annual reporting period beginning 1 July 2023.

As at the date of authorisation of these financial statements Council does not consider that any of these new standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time as at 30 June 2024.

None of these standards had an impact on the reported position or performance however the following Standard did result in reduced disclosures.

AASB 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies and Definition of Accounting Estimates.

The most significant change introduced by this standard is to remove the requirement to disclose significant accounting policies and instead require disclosure of material accounting policy information.

"Accounting policy information is material if, when considered together with other information included in an entity's financial statements, it can reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements."

In applying the new requirements, Council has after taking into account the various specific facts and circumstances applied professional judgment to ensure it discloses only material accounting policies as opposed to significant accounting policies throughout these financial statements.

B Financial Performance
B1 Functions or activities
B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
				Restated		Restated				Restated
Functions or activities										
Water supply	38,801	28,171	32,294	27,839	6,507	332	3,230	2,052	433,342	409,452
Total functions and activities	38,801	28,171	32,294	27,839	6,507	332	3,230	2,052	433,342	409,452

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Water supply

Comprising the water supply functions servicing the Local Government Areas of Lockhart, Wagga Wagga and parts of the Greater Hume Shire and Federation Council.

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	Timing	2024	2023
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)			
Water supply services – commercial	2	522	507
Water supply services – residential	2	5,346	5,050
Annual charges levied		5,868	5,557
Pensioner annual charges subsidies received:			
– Water	2	193	203
Total annual charges		6,061	5,760
Total rates and annual charges		6,061	5,760
Timing of revenue recognition for rates and annual charges			
Rates and annual charges recognised at a point in time (2)		6,061	5,760
Total rates and annual charges		6,061	5,760

Material accounting policy information

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	Timing	2024	2023
Specific user charges (per s502 - specific 'actual use' charges)			
Water supply services – commercial	2	6,710	5,819
Water supply services – residential	2	17,637	12,560
Total specific user charges		24,347	18,379
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s608)			
Section 603 certificates	2	165	173
Plumbing permits/fees	2	46	52
Total fees and charges – statutory/regulatory		211	225
(ii) Fees and charges – other (incl. general user charges (per s608))			
Leaseback fees – Council vehicles	2	38	37
Water connection fees	2	1,096	492
Standpipe fees	2	321	162
Total fees and charges – other		1,455	691
Total other user charges and fees		1,666	916
Total user charges and fees		26,013	19,295
Timing of revenue recognition for user charges and fees			
User charges and fees recognised at a point in time (2)		26,013	19,295
Total user charges and fees		26,013	19,295

Material accounting policy information

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

B2-3 Other revenues

\$ '000	Timing	2024	2023
Diesel rebate	2	11	18
Insurance claims recoveries	2	–	71
Sales – general	2	–	34
Lease rental	2	65	43
Sales – scrap material	2	34	1
Sundry Income	2	2,035	3
Other	2	–	1
Employment & Training Subsidies	2	84	–
Insurance incentive	2	41	37
Total other revenue		2,270	208

Timing of revenue recognition for other revenue

Other revenue recognised at a point in time (2)	2,270	208
Total other revenue	2,270	208

Material accounting policy information for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

During the year, Council resolved a contract dispute resulting in the receipt of a settlement sum recognised in Sundry Income.

B2-4 Grants and contributions

\$ '000	Timing	Operating 2024	Operating 2023	Capital 2024	Capital 2023
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
LIRS subsidy	2	–	48	–	–
Water supplies (excl. section 64 contributions)	2	–	–	1,477	708
Total special purpose grants and non-developer contributions – cash		–	48	1,477	708
Total special purpose grants and non-developer contributions (tied)		–	48	1,477	708
Total grants and non-developer contributions		–	48	1,477	708
Comprising:					
– State funding		–	48	–	–
– Other funding		–	–	1,477	708
		–	48	1,477	708

B2-4 Grants and contributions (continued)

Developer contributions

\$ '000	Notes	Timing	Operating 2024	Operating 2023	Capital 2024	Capital 2023
Developer contributions:						
(s7.4 & s7.11 - EP&A Act, s64 of the LGA):						
Cash contributions						
S 64 – water supply contributions	F4	2	–	–	1,753	1,296
Total developer contributions – cash			–	–	1,753	1,296
Total developer contributions			–	–	1,753	1,296
Total contributions			–	–	1,753	1,296
Total grants and contributions			–	48	3,230	2,004
Timing of revenue recognition for grants and contributions						
Grants and contributions recognised at a point in time (2)						
			–	48	3,230	2,004
Total grants and contributions			–	48	3,230	2,004

Material accounting policy information

Control over grants and contributions is normally obtained upon their receipt (or acquittal) and is valued at the fair value of the granted or contributed asset at the date of transfer. Developer contributions may only be expended for the purposes for which the contributions were required, but the Council may apply contributions according to the priorities established in work schedules.

B2-5 Interest and investment income

\$ '000	2024	2023
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges	54	90
– Cash and investments	1,161	714
Total interest and investment income	1,215	804

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2024	2023 Restated
Salaries and wages	9,848	8,451
Employee termination costs (where material – other than vested leave paid)	–	169
Employee leave entitlements (ELE)	2,464	1,806
Superannuation	1,850	1,585
Workers' compensation insurance	230	174
Fringe benefit tax (FBT)	27	49
Payroll tax	727	562
Sick leave bonus	118	101
Total employee costs	15,264	12,897
Less: capitalised costs	(2,990)	(2,834)
Total employee costs expensed	12,274	10,063
Number of 'full-time equivalent' employees (FTE) at year end	116	115

Material accounting policy information

Superannuation plans

Council participates in a Defined Benefit Plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note D3-1 for more information.

B3-2 Materials and services ¹

\$ '000	Notes	2024	2023 Restated
Raw materials and consumables		2,920	3,214
Contractor costs		440	68
Audit Fee	E2-1	107	84
Strategic Documents		61	8
Councillor and Mayoral fees and associated expenses	E1-2	139	143
Advertising		10	37
Bank charges		34	28
Computer software charges		904	368
Electricity and heating		2,747	2,267
IT expenses		1,883	1,264
Insurance		459	356
Office expenses		8	–
Postage		128	128
Printing and stationery		42	26
Subscriptions and publications		60	35
Telephone and communications		102	150
Valuation fees		6	1
Travel expenses		22	16
Rates and user charges		191	147
Community Engagement		19	26
Risk Management		–	3
Training costs (other than salaries and wages)		225	208
Memberships		21	3
Uniforms		68	70
Legal expenses:			
– Legal expenses: other		7	36
Expenses from leases of low value assets		2	2
Total materials and services		10,605	8,688
Total materials and services		10,605	8,688

(1) Refer Note F3-1 for information on prior period error

B3-3 Borrowing costs**(i) Interest bearing liability costs**

Interest on loans		127	143
Total borrowing costs expensed		127	143

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2024	2023
Depreciation and amortisation			
Plant and equipment		599	574
Office equipment		142	107
Land improvements (depreciable)		16	15
Infrastructure:			
– Buildings – non-specialised	C1-6	7	7
– Buildings – specialised		223	219
– Water supply network		8,111	7,770
Intangible assets	C1-7	–	17
Total gross depreciation and amortisation costs		9,098	8,709
Total depreciation, amortisation and impairment for non-financial assets		9,098	8,709

Material accounting policy information

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note C1-6 for IPPE assets and Note C1-7 for intangible assets.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

\$ '000	2024	2023
Other		
Donations, contributions and assistance to other organisations (Section 356)	190	236
Total other expenses	190	236

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2024	2023
Gain (or loss) on disposal of plant and equipment			
Proceeds from disposal – plant and equipment		246	115
Less: carrying amount of plant and equipment assets sold/written off	C1-6	(234)	(63)
Gain (or loss) on disposal		12	52
Net gain (or loss) from disposal of assets		12	52

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 22 June 2023 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2024 Budget	2024 Actual	2024 ----- Variance -----	
Revenues				
Other revenues	305	2,270	1,965	644% F
Other revenues were higher due to the payment of a settlement for a contract dispute.				
Capital grants and contributions	2,000	3,230	1,230	62% F
Income from capital grants & contributions can vary depending on the timing of new developments.				
Interest and investment revenue	332	1,215	883	266% F
Interest on investment was higher than budget due to the increase in interest rates.				
Expenses				
Borrowing costs	104	127	(23)	(22)% U
Borrowing costs were slightly higher than budget due to one of the loans having a variable interest rate.				
Statement of cash flows				
Cash flows from operating activities	10,489	13,714	3,225	31% F
Cash flows from operating activities was higher due to additional capital grants and contributions and interest income.				

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2024	2023
Cash assets		
Cash on hand and at bank	1,022	1,098
Cash equivalent assets		
– Short-term deposits	1,428	2,206
Total cash and cash equivalents	2,450	3,304

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	2,450	3,304
Balance as per the Statement of Cash Flows	2,450	3,304

C1-2 Financial investments

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Debt securities at amortised cost				
Long term deposits	23,500	6,500	18,500	7,500
Total	23,500	6,500	18,500	7,500
Total financial investments	23,500	6,500	18,500	7,500
Total cash assets, cash equivalents and investments	25,950	6,500	21,804	7,500

Material accounting policy information

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2024	2023
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	32,450	29,304
Cash, cash equivalents and investments not subject to external restrictions	32,450	29,304

\$ '000	2024	2023
(b) Internal allocations		
Less: Internally restricted cash, cash equivalents and investments	(7,704)	(8,424)
Unrestricted and unallocated cash, cash equivalents and investments	24,746	20,880

Internal allocations

At 30 June, Council has internally allocated funds to the following:

Employees leave entitlement	2,140	1,972
Plant replacement	1,667	2,555
Sales fluctuation	3,000	3,000
Water Treatment Plant	228	228
Revenue from Water Licences	669	669
Total internal allocations	7,704	8,424

Accounting Policy

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

\$ '000	2024	2023
(c) Unrestricted and unallocated		
Unrestricted and unallocated cash, cash equivalents and investments	24,746	20,880

C1-4 Receivables

\$ '000	2024	2024	2023	2023
	Current	Non-current	Current	Non-current
Rates and annual charges	638	–	951	–
User charges and fees	2,676	–	1,906	–
Accrued revenues				
Accrued interest on investments	761	–	506	–
Other income accruals	2,238	–	–	–
Government grants and subsidies	193	–	203	–
Net GST receivable	–	–	167	–
Prepaid expenditure	371	–	575	–
Total	6,877	–	4,308	–
Total net receivables	6,877	–	4,308	–

Material accounting policy information

Receivables are generally due for settlement within 30 days.

Impairment/Measurement of ECL

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

Impairment

When estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

When considering the ECL for rates and annual charges debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Credit losses are measured at the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

Council writes off a receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery.

Council's provision for impairment of receivables at 30 June 2024 is \$nil (2023: \$nil).

C1-5 Inventories

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
(i) Inventories at cost				
Stores and materials	2,650	-	2,451	-
Total inventories at cost	2,650	-	2,451	-
Total inventories	2,650	-	2,451	-

Material accounting policy information

Raw materials and stores, work in progress and finished goods

Costs are assigned to individual items of inventory on the basis of weighted average costs.

C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2023							Asset movements during the reporting period							At 30 June 2024		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount		
\$ '000																	
Capital work in progress	14,049	–	14,049	2,636	2,631	–	–	(2,910)	–	16,406	–	16,406	–	–	16,406		
Plant and equipment	7,343	(4,038)	3,305	–	2,103	(233)	(599)	–	–	8,997	(4,421)	4,576	–	(4,421)	4,576		
Office equipment	1,525	(1,272)	253	–	192	(1)	(142)	–	–	1,581	(1,279)	302	–	(1,279)	302		
Land:																	
– Operational land	8,292	–	8,292	–	10	–	–	–	305	8,607	–	8,607	–	–	8,607		
Land improvements – depreciable	2,367	(55)	2,312	–	–	–	(16)	–	131	2,498	(71)	2,427	–	(71)	2,427		
Infrastructure:																	
– Buildings – non-specialised	671	(225)	446	27	–	–	(7)	–	26	724	(232)	492	–	(232)	492		
– Buildings – specialised	21,801	(7,537)	14,264	–	–	–	(223)	–	772	22,573	(7,760)	14,813	–	(7,760)	14,813		
– Water supply network	551,137	(230,032)	321,105	1,357	1,703	–	(8,111)	2,910	15,860	572,965	(238,141)	334,824	–	(238,141)	334,824		
Total infrastructure, property, plant and equipment	607,185	(243,159)	364,026	4,020	6,639	(234)	(9,098)	–	17,094	634,351	(251,904)	382,447	–	(251,904)	382,447		

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

By aggregated asset class	At 1 July 2022							Asset movements during the reporting period							At 30 June 2023		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount		
\$ '000																	
Capital work in progress	7,600	–	7,600	4,070	2,404	–	–	(25)	–	14,049	–	14,049	–	–	14,049		
Plant and equipment	7,215	(3,655)	3,560	–	382	(63)	(574)	–	–	7,343	(4,038)	3,305	–	(4,038)	3,305		
Office equipment	1,422	(1,173)	249	–	111	–	(107)	–	–	1,525	(1,272)	253	–	(1,272)	253		
Land:																	
– Operational land	7,450	–	7,450	–	92	–	–	–	750	8,292	–	8,292	–	–	8,292		
Land improvements – depreciable	2,163	(40)	2,123	–	21	–	(15)	25	158	2,367	(55)	2,312	–	(55)	2,312		
Infrastructure:																	
– Buildings – non-specialised	644	(218)	426	–	–	–	(7)	–	27	671	(225)	446	–	(225)	446		
– Buildings – specialised	20,925	(7,318)	13,607	5	–	–	(219)	–	871	21,801	(7,537)	14,264	–	(7,537)	14,264		
– Water supply network	525,854	(222,262)	303,592	1,260	1,297	–	(7,770)	–	22,726	551,137	(230,032)	321,105	–	(230,032)	321,105		
Total infrastructure, property, plant and equipment	573,273	(234,666)	338,607	5,335	4,307	(63)	(8,692)	–	24,532	607,185	(243,159)	364,026	–	(243,159)	364,026		

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 Infrastructure, property, plant and equipment (continued)

Material accounting policy information

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Water assets	Years
Office equipment	5 to 10	Reservoirs	80 to 100
Office furniture	10 to 20	Bores	20 to 40
Computer equipment	5	Reticulation pipes: PVC	80
Vehicles	5 to 10	Reticulation pipes: other	25 to 75
Heavy plant/road making equipment	5 to 10	Pumps and telemetry	15 to 20
Other plant and equipment	5 to 15	Buildings	
		Buildings: masonry	50 to 100

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every 5 years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Planning, Industry and Environment – Water.

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE revaluation reserve to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

C1-7 Intangible assets

Intangible assets are as follows:

\$ '000	2024	2023 Restated
Software ¹		
Opening values at 1 July		
Gross book value	-	17
Net book value – opening balance	-	17
Movements for the year		
Amortisation charges	-	(17)
Closing values at 30 June		
(1) Refer Note F3-1 for information on prior period error		
Other		
(b) High Security Water Licences		
Opening values at 1 July		
Gross book value	9,363	8,933
Net book value – opening balance	9,363	8,933
Movements for the year		
Fair Value (increment to Equity - Asset Revaluation Reserve)	(445)	430
Closing values at 30 June		
Gross book value	8,918	9,363
Total High Security Water Licences – net book value	8,918	9,363
Total intangible assets – net book value	8,918	9,363

Material accounting policy information

IT development and software

Software-as-a-Service (SaaS) arrangements

SaaS arrangements are arrangements in which the Council does not control the underlying software used in the arrangement.

Where costs incurred to configure or customise a supplier's software application result in the creation of a resource which is identifiable, and where the Council has the power to obtain the future economic benefits flowing from the underlying resource and to restrict the access of others to those benefits, such costs are recognised as a separate intangible software asset and amortised over the useful life of the software on a straight-line basis. The amortisation period is reviewed at least at the end of each reporting period and any changes are treated as changes in accounting estimates.

Where costs incurred to configure or customise a SaaS arrangement do not result in the recognition of an intangible software asset, then those costs that provide the Council with a distinct service (in addition to the SaaS access) are recognised as expenses when the supplier provides the services. When such costs incurred do not provide a distinct service, the costs are capitalised as a prepayment and are recognised as expenses over the duration of the SaaS contract. Previously, some costs had been capitalised as computer software intangible assets. In the process of applying the Council's accounting policy on configuration and customisation of costs incurred in implementing SaaS arrangements, management has made following judgements which have the most significant effect on the amounts recognised in the financial statements.

Determining whether cloud computing arrangements contain a software licence intangible asset

C1-7 Intangible assets (continued)

The Council evaluates cloud computing arrangements to determine if it provides a resource that the Council can control. The Council determines that a software licence intangible asset exists in a cloud computing arrangement when both of the following are met at the inception of the arrangement:

- The Council has the contractual right to take possession of the software during the hosting period without significant penalty.
- It is feasible for the Council to run the software on its own hardware or contract with another party unrelated to the supplier to host the software.

Capitalisation of configuration and customisation costs in SaaS arrangements

Where the Council incurs costs to configure or customise SaaS arrangements and such costs are considered to enhance current on-premise software or provide code that can be used by the Council in other arrangements, the Council applies judgement to assess whether such costs result in the creation of an intangible asset that meets the definition and recognition criteria in AASB138.

For the year ended 30 June 2024, \$0 of costs incurred in implementing SaaS arrangements were recognised as intangible assets (2023: previously reported \$2,974,021, restated in line with retrospective change \$0). Refer to Note F3-1 Correction of Errors.

High Security Water Licences

Licences are valued each year and any associated impairment or fair revaluation increment are included.

C2 Leasing activities

C2-1 Council as a lessee

Council has no material leases over any assets including land and buildings, vehicles, machinery and IT equipment. Council has applied the exceptions to lease accounting for leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Office and IT equipment

Council holds one lease for office and IT equipment for a low value asset. The expense has been accounted for on a straight-line basis in the financial statements.

Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2024	2023
Expenses relating to leases of low-value assets	2	2
	2	2

Material accounting policy information

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

C3 Liabilities of Council

C3-1 Payables

\$ '000	2024		2023	
	Current	Non-current	Current	Non-current
Goods and services – operating expenditure	447	–	672	–
Accrued expenses:				
– Salaries and wages	648	–	503	–
– Other expenditure accruals	1,532	–	989	–
Security bonds, deposits and retentions	143	–	142	–
ATO – net GST payable	94	–	–	–
Prepaid rates	999	–	1,005	–
Total payables	3,863	–	3,311	–

Current payables not anticipated to be settled within the next twelve months

\$ '000	2024	2023
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	143	142
Total payables	143	142

Material accounting policy information

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Borrowings

\$ '000	2024	2024	2023	2023
	Current	Non-current	Current	Non-current
Loans – secured ¹	155	1,705	155	1,860
Total borrowings	155	1,705	155	1,860

(1) Loans are secured over the income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note D1.1

(a) Changes in liabilities arising from financing activities

\$ '000	2023		Non-cash movements				2024
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	2,015	(155)	–	–	–	–	1,860
Total liabilities from financing activities	2,015	(155)	–	–	–	–	1,860

\$ '000	2022		Non-cash movements				2023
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	3,469	(1,454)	–	–	–	–	2,015
Total liabilities from financing activities	3,469	(1,454)	–	–	–	–	2,015

(b) Financing arrangements

\$ '000	2024	2023
Total facilities		
Total financing facilities available to Council at the reporting date are:		
Bank overdraft facilities ¹	250	250
Credit cards/purchase cards	100	100
Market Rate Facility	500	500
Total financing arrangements	850	850
Drawn facilities		
Financing facilities drawn down at the reporting date are:		
– Credit cards/purchase cards	29	25
Total drawn financing arrangements	29	25
Undrawn facilities		
Undrawn financing facilities available to Council at the reporting date are:		
– Bank overdraft facilities	250	250
– Credit cards/purchase cards	71	75
– Market Rate Facility	500	500
Total undrawn financing arrangements	821	825

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

C3-3 Employee benefit provisions

\$ '000	2024		2023	
	Current	Non-current	Current	Non-current
Annual leave	1,077	–	1,100	–
Sick leave	7	–	7	–
Long service leave	3,195	–	2,835	–
Total employee benefit provisions	4,279	–	3,942	–

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2024	2023
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	2,798	2,493
	2,798	2,493

Material accounting policy information

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

C4 Reserves

C4-1 Nature and purpose of reserves

IPPE Revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

The Water Licence revaluation reserve is used to record increments and decrements in the revaluation of high security water licences.

D Risks and accounting uncertainties

D1-1 Risks relating to financial instruments held

Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance team manages the cash and Investments portfolio. Council has an investment policy which complies with the s 625 of the *Local Government Act 1993* and the Ministerial Investment Order. The policy is regularly reviewed by Council and a monthly investment report is provided to Council setting out the make-up performance of the portfolio as required by local government regulations.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance team under policies approved by the Councillors.

The risks associated with the financial instruments held are:

- market risk - interest rate risk – the risk that movements in interest rates could affect returns
- liquidity risk – the risk that Council will not be able to pay its debts as and when they fall due.
- credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument, resulting in a financial loss to the Council

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

(a) Market risk – interest rate and price risk

\$ '000	2024	2023
<p>The impact on result for the year and equity of a reasonably possible movement in the interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date. This risk only relates to future reinvestment.</p>		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	324	293

D1-1 Risks relating to financial instruments held (continued)

(b) Credit risk

Council's major receivables comprise annual charges and user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk other than Council has significant credit risk exposures in its local area given the nature of Council activities.

The balances of receivables that remain within initial trade terms (as detailed in the table) are considered to be of high credit quality.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – annual charges

Credit risk on annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue rates and annual charges			Total
	Not yet overdue	< 5 years	≥ 5 years	
2024				
Gross carrying amount	339	299	–	638
2023				
Gross carrying amount	693	258	–	951

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
2024						
Gross carrying amount	4,899	785	138	90	327	6,239
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
2023						
Gross carrying amount	2,933	424	–	–	–	3,357
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

D1-1 Risks relating to financial instruments held (continued)

(c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's payables and borrowings are set out in the maturity table below:

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2024							
Payables	0.00%	143	3,720	–	–	3,863	3,863
Borrowings	6.66%	–	276	998	1,829	3,103	1,860
Total financial liabilities		143	3,996	998	1,829	6,966	5,723
2023							
Payables	0.00%	142	3,169	–	–	3,311	3,311
Borrowings	5.57%	–	263	956	1,763	2,982	2,015
Total financial liabilities		142	3,432	956	1,763	6,293	5,326

D2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Financial assets and liabilities

Fair value hierarchy

All assets and liabilities measured at fair value are assigned to a level in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly

Level 3: Unobservable inputs for the asset or liability

The table below shows the assigned level for each asset and liability held at fair value by Council:

D2-1 Fair value measurement (continued)

	Notes	Fair value measurement hierarchy				
		Level 2 Significant observable inputs 2024	Level 2 Significant observable inputs 2023	Level 3 Significant unobservable inputs 2024	Level 3 Significant unobservable inputs 2023	Total 2024
\$ '000						
Recurring fair value measurements						
Intangible assets						
High Security Water Licence	C1-7	8,918	9,363	-	-	8,918
Total intangible assets		8,918	9,363	-	-	8,918
Infrastructure, property, plant and equipment						
Water Treatment Plants	C1-6	-	-	68,361	66,973	68,361
Ground Water Bores		-	-	3,651	3,614	3,651
Water Pumping Stations		-	-	6,660	6,679	6,660
Water Reservoirs		-	-	37,676	35,936	37,676
Other Water Assets		-	-	1,548	1,550	1,548
Pipes		-	-	216,928	206,353	216,928
Buildings		-	-	15,305	14,710	15,305
Land		11,034	10,604	-	-	11,034
Plant & Equipment		4,576	3,305	-	-	4,576
Office Equipment		302	253	-	-	302
Total infrastructure, property, plant and equipment		15,912	14,162	350,129	335,815	366,041
Non-recurring fair value measurements						
						253
						349,977

D2-1 Fair value measurement (continued)

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Intangible assets

An external valuation is conducted for the High Security Water Licence on an annual basis based on observed market rates for similar licences.

Infrastructure, property, plant and equipment (IPPE)

Council engages external, independent and qualified valuers to determine fair value of infrastructure and property assets on a regular basis. This was undertaken during 2020/21. Asset Val, a business of Marsh Pty Ltd, were engaged to develop indices to reflect the movement in costs of land, land improvement and building asset classes to ensure that there is no material difference in carrying values of these assets. The indices have been applied for the reporting period ending 30 June 2024. Water Infrastructure has been indexed in accordance with the rate advised by DPI Water NSW. Techniques used to derive fair values:

Land: where an active market exists, a market approach has been adopted. For other types of land the cost approach was adopted. Market valuations were determined by comparing recent sales of land with similar characteristics. Cost valuations were obtained by assuming the need to purchase land from an adjoining neighbour, the value could be determined based on known zoning and town planning restrictions, comparing recent sales of similar land.

Buildings: buildings are disaggregated into different components. Observable inputs to the valuation include design and construction, average cost of construction, condition and consumption, supported by inspection and market evidence. Unobservable inputs include pattern of consumption and remaining service potential, which required professional judgement.

Infrastructure: assets are componentised into significant parts. Unit rates are based on similar capacity, using market evidence or other inputs that require professional judgement.

Plant and Equipment: valued based on actual historical costs.

Fair value measurements using significant unobservable inputs (level 3)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Total IPP&E	
	2024	2023
Opening balance	335,815	317,625
Total gains or losses for the period		
Recognised in other comprehensive income – revaluation surplus	16,658	23,624
Other movements		
Purchases (GBV)	5,997	2,562
Depreciation and impairment	(8,341)	(7,996)
Closing balance	350,129	335,815

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

D3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB 119 *Employee Benefits* for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formula and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are::

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 8.5% of salaries for the year ending 30 June 2024 (increasing to 9.0% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June 2023. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

D3-1 Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2024 was \$122,914. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2023.

The amount of additional contributions included in the total employer contribution advised above is \$29,732. Council's expected contribution to the plan for the next annual reporting period is \$86,650.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2024 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,237.5	
Past Service Liabilities	2,141.9	104.5%
Vested Benefits	2,159.8	103.6%

* excluding member accounts and reserves in both assets and liabilities.

Based on Past Service Liabilities Methodology the share of any surplus or deficit that can be attributed to Riverina Water is .30%.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.0% per annum
Salary inflation *	3.5% per annum
Increase in CPI	3.5% for FY 23/24 2.5% per annum thereafter

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review, which will be a triennial actuarial investigation will be completed by December 2024.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

D3-1 Contingencies (continued)

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

E People and relationships
E1 Related party disclosures
E1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

	2024	2023
Compensation:		
Short-term benefits	759	689
Post-employment benefits	68	58
Other long-term benefits	31	28
Total	858	775

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. supply of water to the residence of KMP) will not be disclosed.

Councillors of Riverina Water County Council are also Councillors for constituent member Councils. Councillors are elected as independent members of Riverina Water County Council's board. Constituent Councils do not hold direct control over Riverina Water County Council and transactions between Councils have not been classified as Related Party transactions.

Nature of the transaction	Transactions during the year	Outstanding balances including commitments	Terms and conditions	Impairment provision on outstanding balances	Impairment expense
2024					
Payment for goods/ services received	14	-	30 day creditor payment terms	-	-
2023					
Payment for goods/ services received	10	-	30 day creditor payment terms	-	-

E1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2024	2023
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Members expenses – chairperson's fee	18	17
Members expenses – members fees	98	94
Superannuation	9	11
Members expenses (incl. chairperson) – other (excluding fees above)	14	21
Total	139	143

E2 Other relationships

E2-1 Audit fees

\$ '000	2024	2023
During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms		
Auditors of the Council - NSW Auditor-General:		
(i) Audit and other assurance services		
Audit and review of financial statements	52	35
Remuneration for audit and other assurance services	52	35
Total Auditor-General remuneration	52	35
Non NSW Auditor-General audit firms		
(i) Audit and other assurance services		
Other audit and assurance services: Council's Internal Auditor	55	49
Remuneration for audit and other assurance services	55	49
Total remuneration of non NSW Auditor-General audit firms	55	49
Total audit fees	107	84

F Other matters

F1-1 Statement of Cash Flows information

Reconciliation of Operating Result

\$ '000	2024	2023
Net operating result from Income Statement	6,507	332
Add / (less) non-cash items:		
Depreciation and amortisation	9,098	8,709
(Gain) / loss on disposal of assets	(12)	(52)
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	(2,569)	(202)
(Increase) / decrease of inventories	(199)	(16)
Increase / (decrease) in payables	(225)	352
Increase / (decrease) in other accrued expenses payable	688	119
Increase / (decrease) in other liabilities	89	146
Increase / (decrease) in employee benefit provision	337	(613)
Net cash flows from operating activities	13,714	8,775

F2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2024	2023
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Water infrastructure - other	186	353
Boree to Morundah pipeline project	451	-
Plant and equipment	464	1,070
Water Treatment Plant	300	1,001
Other- including security cameras	102	-
Solar Pilot Plant	539	425
Refurbishment of Operations Office	4	260
Total commitments	2,046	3,109
These expenditures are payable as follows:		
Within the next year	2,046	3,109
Total payable	2,046	3,109
Sources for funding of capital commitments:		
Unrestricted funds	2,046	3,109
Total sources of funding	2,046	3,109

Details of capital commitments

2024

Office refurbishment to be completed 2024/25 financial year.
 Solar Pilot Plant works to continue in 2024/25 financial year.
 Water treatment plant refurbishment and other asset renewals.
 Plant & Equipment replacement
 Boree to Morundah pipeline project to continue in 24/25 financial year

2023

Office refurbishment to be completed 2023/24 financial year.
 Solar Pilot Plant works to continue in 2023/24 financial year.
 Water treatment plant refurbishment and other asset renewals.

F3 Changes from prior year statements

F3-1 Correction of errors

Nature of prior period error

Software-as-a-Service (SaaS) arrangements

In 2020, the Council engaged a consultant to research, design and implement a new ERP system across Council. The system runs on a cloud infrastructure managed and controlled by the system supplier and the Council pays a licence fee for the access to the system. During the years, costs associated with the development of the ERP system have been capitalised under intangible asset however management has recently concluded that the Council does not have control of the system therefore the capitalisation of the development costs represents an error.

The error has been corrected by restating each of the affected financial statement line items for the prior periods, as follows:

The identified error is corrected by restating the balances at the beginning of the earliest period presented (1 July 2022) and taking the adjustment through to accumulated surplus at that date. Comparatives are changed to reflect the correction of errors. The impact of each line items is shown in the tables below.

Changes to the opening Statement of Financial Position at 1 July 2022

\$ '000	Original Balance 1 July, 2022	Impact Increase/ (decrease)	Restated Balance 1 July, 2022
Intangible Assets	10,890	(1,940)	8,950
Total non-current assets	366,997	(1,940)	365,057
Total assets	387,548	(1,940)	385,608
Net assets	376,830	(1,940)	374,890
Accumulated Surplus	159,484	(1,940)	157,544
IPPE revaluation reserve	217,346	–	217,346
Council Equity interest	376,830	(1,940)	374,890
Total equity	376,830	(1,940)	374,890

F3-1 Correction of errors (continued)

Adjustments to the comparative figures for the year ended 30 June 2023

Statement of Financial Position

\$ '000	Original Balance 30 June, 2023	Impact Increase/ (decrease)	Restated Balance 30 June, 2023
Intangible Assets	12,337	(2,974)	9,363
Total non-current assets	383,863	(2,974)	380,889
Total assets	412,426	(2,974)	409,452
Net assets	403,158	(2,974)	400,184
Accumulated Surplus	160,850	(2,974)	157,876
IPPE revaluation reserve	242,308	–	242,308
Council equity interest	403,158	(2,974)	400,184
Total equity	403,158	(2,974)	400,184

Income Statement

\$ '000	Original Balance 30 June, 2023	Impact Increase/ (decrease)	Restated Balance 30 June, 2023
Employee Benefits & On costs	10,134	(71)	10,063
Materials & Services	7,583	1,105	8,688
Total expenses from continuing operations	26,805	1,034	27,839
Operating result from continuing operations	1,366	(1,034)	332
Net operating result for the year	1,366	(1,034)	332

Statement of Comprehensive Income

\$ '000	Original Balance 30 June, 2023	Impact Increase/ (decrease)	Restated Balance 30 June, 2023
Net operating result for the year	1,366	(1,034)	332
Other comprehensive income	24,962	–	24,962
Total comprehensive income for the year	26,328	(1,034)	25,294

F4 Statement of developer contributions

F4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2023	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2024	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land					
S64 contributions	-	1,753	-	-	(1,753)	-	-	-
Total contributions	-	1,753	-	-	(1,753)	-	-	-

Under the *Environmental Planning and Assessment Act 1979*, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

F5 Statement of performance measures

F5-1 Statement of performance measures – consolidated results

	Amounts	Indicator	Indicators		Benchmark
	2024	2024	Restated 2023	Restated 2022	
\$ '000					
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	3,265	9.18%	(6.60)%	7.30%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	35,559				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	35,559	91.67%	92.70%	85.49%	> 60.00%
Total continuing operating revenue ¹	38,789				
3. Unrestricted current ratio					
Current assets less all external restrictions	35,383	6.72x	5.98x	3.74x	> 1.50x
Current liabilities less specific purpose liabilities	5,262				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	12,490	44.29x	4.46x	4.87x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	282				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	638	9.03%	14.32%	12.04%	< 10.00%
Rates and annual charges collectable	7,066				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	32,450	15.89 months	15.84 months	20.31 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	2,042				

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

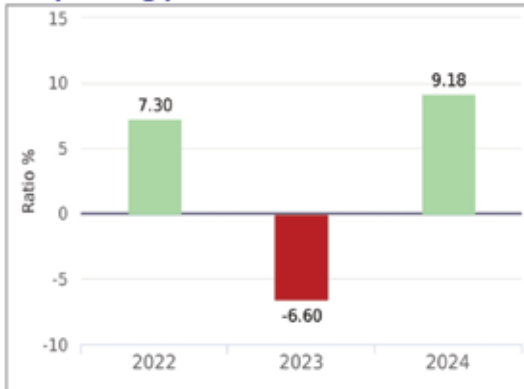
END OF AUDITED FINANCIAL STATEMENTS

End of the audited financial statements

G Additional Council disclosures (unaudited)

G1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2023/24 result

2023/24 ratio 9.18%

Increase in result on prior year is due to water sales being higher and the contract settlement.

Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2023/24 result

2023/24 ratio 91.67%

Council primarily relies on water sales income to fund operations, which results in a consistently high ratio.

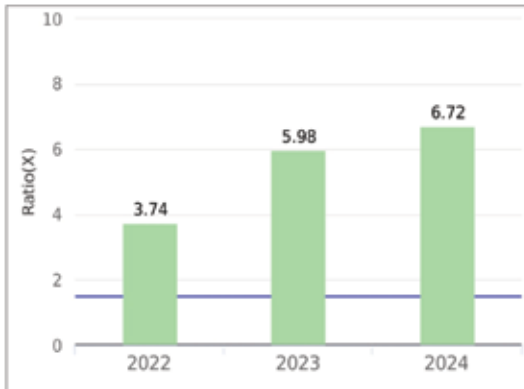
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2023/24 result

2023/24 ratio 6.72x

The increase in this ratio for the current year is due to an increase in short term cash and investments held. The ratio remains very strong and well above the benchmark.

Benchmark: — > 1.50x

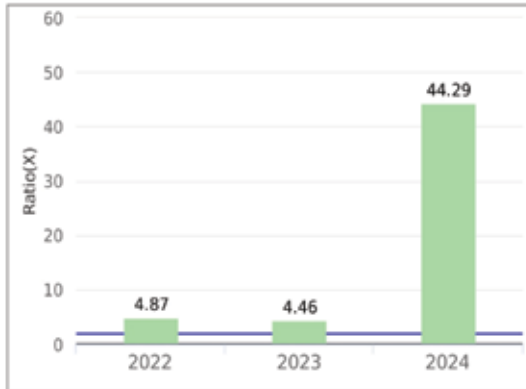
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

G1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2023/24 result

2023/24 ratio 44.29x

This ratio is again well above the benchmark and there is more than adequate cash to service debt.

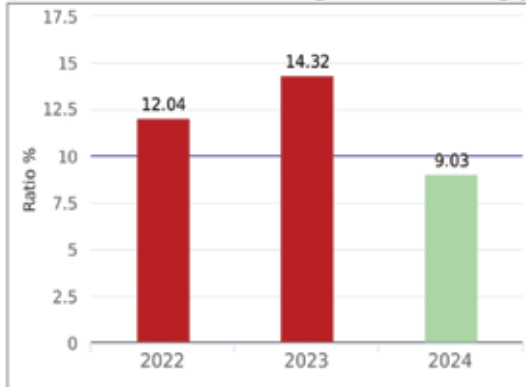
Benchmark: — > 2.00x

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2023/24 result

2023/24 ratio 9.03%

This ratio has improved significantly in 2024 due to debt recovery measures in place and is now with the benchmark.

Benchmark: — < 10.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2023/24 result

2023/24 ratio 15.89 months

This ratio has remained fairly consistent, it remains well above benchmark.

Benchmark: — > 3.00months

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

G1-2 Financial review

Key financial figures of Council over the past 5 years

\$ '000	2024	2023	2022	2021	2020
Inflows:					
Rates and annual charges revenue	6,061	5,760	5,710	5,655	5,592
User charges revenue	26,013	19,295	19,606	19,796	25,587
Interest and investment revenue	1,215	804	326	467	664
Grants income – operating and capital	1,477	756	1,821	1,211	270
Total income from continuing operations	38,801	28,171	31,055	29,449	36,613
Sale proceeds from IPPE	246	115	673	317	216
New loan borrowings and advances	–	–	–	–	–
Outflows:					
Employee benefits and on-cost expenses	12,274	10,063	9,116	9,066	9,627
Borrowing costs	127	143	239	367	466
Materials and contracts expenses	10,605	8,688	6,228	7,084	7,365
Total expenses from continuing operations	32,294	27,839	24,416	24,182	24,413
Total cash purchases of IPPE	10,659	9,642	10,420	11,962	15,701
Total loan repayments (incl. leases)	155	1,454	1,929	1,868	1,753
Operating surplus/(deficit) (excl. capital income)	3,277	(1,672)	2,312	2,517	9,757
Financial position figures					
Current assets	35,477	28,563	20,551	24,791	38,060
Current liabilities	8,297	7,408	8,784	9,282	9,059
Net current assets	27,180	21,155	11,767	15,509	29,001
Available working capital (Unrestricted net current assets)	24,889	21,022	14,103	17,550	28,793
Cash and investments – unrestricted	24,746	20,880	23,225	23,548	24,037
Cash and investments – internal restrictions	7,704	8,424	8,285	7,844	7,181
Cash and investments – total	32,450	29,304	31,510	31,392	31,218
Total borrowings outstanding (loans, advances and finance leases)	1,860	2,015	3,469	5,398	7,266
Total value of IPPE (excl. land and earthworks)	625,744	598,893	573,273	559,863	527,999
Total accumulated depreciation	251,904	243,159	234,666	226,974	161,175
Indicative remaining useful life (as a % of GBV)	60%	59%	59%	59%	69%

Source: published audited financial statements of Council (current year and prior year)

G1-3 Council information and contact details

Principal place of business:

91 Hammond Avenue
Wagga Wagga NSW 2650

Contact details

Mailing Address:

PO Box 456
Wagga Wagga NSW 2650

Telephone: 02 6922 0608

Facsimile: 02 6921 2241

Opening hours:

8:30am - 4:00pm
Monday to Friday

Internet: www.rwcc.nsw.gov.au

Email: admin@rwcc.nsw.gov.au

Officers

CHIEF EXECUTIVE OFFICER

Mr A Crakanthorp

RESPONSIBLE ACCOUNTING OFFICER

Mrs N Harris

PUBLIC OFFICER

Ms E Tonacia

AUDITORS

Audit Office of New South Wales
Level 15, 1 Margaret Street
Sydney NSW 2000

Elected members

CHAIRPERSON

Clr T Koschel (City of Wagga Wagga)

COUNCILLORS

Clr T Quinn (Greater Hume Shire)

Clr D Meyer, OAM (Greater Hume Shire)

Clr G Driscoll (Lockhart Shire)

Clr G Davies (City of Wagga Wagga)

Clr D Hayes (City of Wagga Wagga) (to 20 October 2023)

Clr M Henderson (City of Wagga Wagga)

Clr J McKinnon (City of Wagga Wagga)

Clr D Tout (City of Wagga Wagga) (from 20 October 2023)

Clr P Bourke (Federation Council)

Other information

ABN: 52 084 883 210

OFFICIAL



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Riverina Water County Council

To the Councillors of Riverina Water County Council

Opinion

I have audited the accompanying financial statements of Riverina Water County Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2024, the Statement of Financial Position as at 30 June 2024, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2024, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

OFFICIAL

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2024 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

OFFICIAL

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar3.pdf [OR] www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Min Cui
Delegate of the Auditor-General for New South Wales

22 October 2024
SYDNEY



Chairperson
Riverina Water County Council
PO Box 456
WAGGA WAGGA NSW 2650

Contact: Min Cui
Phone no: 02 9275 7419
Our ref: R008-2124742775-7675

22 October 2024

Dear Chairperson

**Report on the Conduct of the Audit
for the year ended 30 June 2024
Riverina Water County Council**

I have audited the general purpose financial statements (GPFS) of the Riverina Water County Council (the Council) for the year ended 30 June 2024 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2024 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Operating result

	2024	2023*	Variance
	\$m	\$m	%
Rates and annual charges revenue	6,061	5,760	↑ 5.2
User charges and fees	26,013	19,295	↑ 34.8
Grants and contributions revenue	3,230	2,052	↑ 57.4
Operating result from continuing operations	6,507	332	↑ 1860
Net operating result before capital grants and contributions	3,277	(1,672)	↑ 296.0

* The 2023 comparatives have been restated to correct a prior period error. Note F3-1 Correction of errors of the financial statements provides details of the prior period error.

Rates and annual charges revenue of \$6.1 million increased by \$0.3 million (5.2 per cent) in 2023–24. This is consistent with an increase in customer base and increase in rates and annual charges levied for 2023–24.

User charges and fees revenue of \$26.0 million increased by \$6.7 million (34.8 per cent) in 2023–24. The increase was largely a result of higher water sales from favourable seasonal conditions and an increase in applications for water connections driven by increased development activities.

Grants and contributions revenue of \$3.2 million increased by \$1.2 million (57.4 per cent) in 2023–24 largely due to an increase in contributions for water supplies and developer contributions recognised during the year. Grants and contributions revenue can fluctuate year to year depending on developments and demand for new water connections.

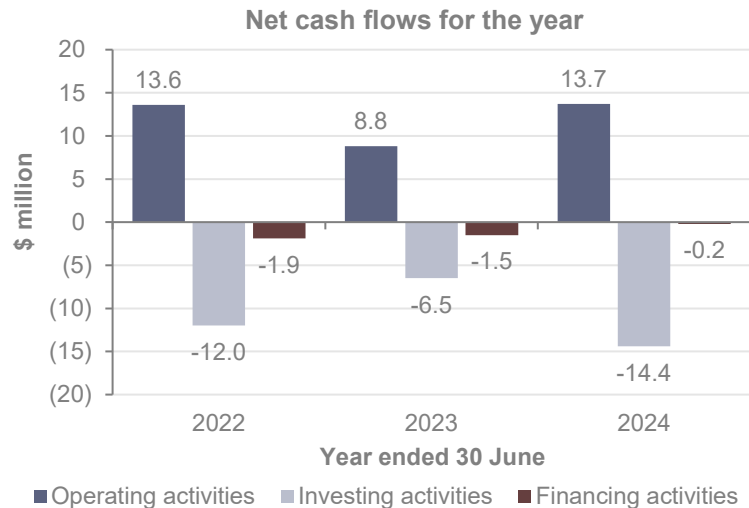
Council's operating result from continuing operations (\$6.5 million including depreciation, amortisation and impairment expense of \$9.1 million) was \$6.2 million higher than the 2022–23 result. The increase can be attributed to an increase in user charges and fees from higher water sales from favourable seasonal conditions and an increase in applications for water connections driven by increased development activities. Council also received \$2.2 million from a one-off contract dispute settlement which has been recorded as revenue in 2023–24.

The net operating result before capital grants and contributions (\$3.3 million) was \$4.9 million higher than the 2022–23 result. The increase is mainly due to the increase in user charges and fees which increased by \$6.7 million and other revenue which increased by \$2.2 million, which is offset by increases in employee benefits and materials and service expenses.

STATEMENT OF CASH FLOWS

The Council's cash and cash equivalents was \$2.4 million at 30 June 2024 (\$3.3 million at 30 June 2023). There was a net increase in cash and cash equivalents of \$0.9 million during the 2023-24 financial year.

- Net cash inflows from operating activities increased by \$6.7 million. This is mainly due to the increase in receipts from user charges and fees of \$5.6 million.
- Net cash outflows from investing activities increased by \$7.9 million. This is mainly due to acquisitions of term deposits for \$4.0 million during the year.
- Net cash outflows from financing activities decreased by \$1.3 million due to a reduction of loan repayments made during the year.



FINANCIAL POSITION

Cash and investments

Cash and investments	2024	2023	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	32.4	29.3	Internal allocations are determined by council policies or decisions, which are subject to change. They are restricted in their use by resolution or policy of Council to reflect identified programs of works and any forward plans identified by Council.
Restricted and allocated cash, cash equivalents and investments:			
• External restrictions	--	--	• Internal allocations are largely consistent with the prior year.
• Internal allocations	7.7	8.4	• Unrestricted cash balances have increased as a result of additional cash and investment balance held at 30 June 2024
• Unrestricted	24.7	20.9	

Debt

At 30 June 2024, Council had:

- \$1.8 million in secured loans (\$2.0 million in 2022-23)
- \$0.75 million in bank overdraft and market rate facilities which were not drawn down
- \$100,000 in credit card facility with \$29,000 used.

PERFORMANCE

Performance measures

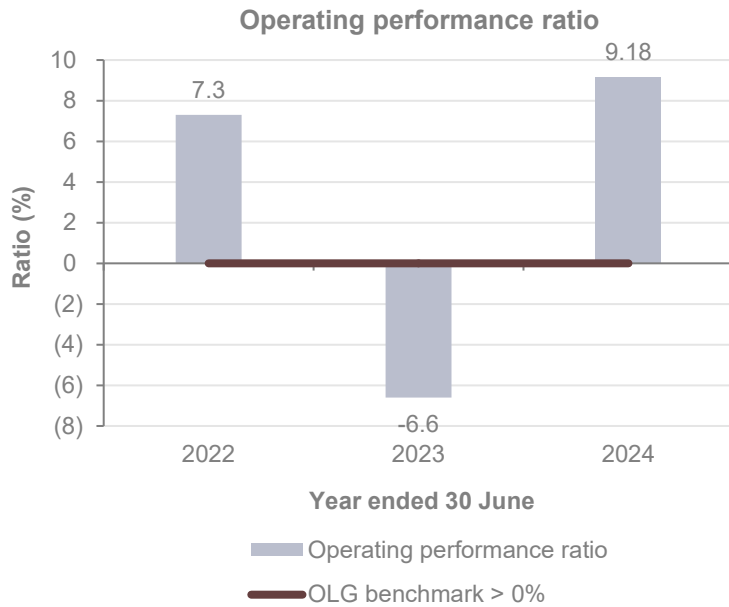
The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Housing and Infrastructure.

Operating performance ratio

Council exceeded the benchmark for the current reporting period.

The 2022 and 2023 ratios were restated to correct a prior period error.

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

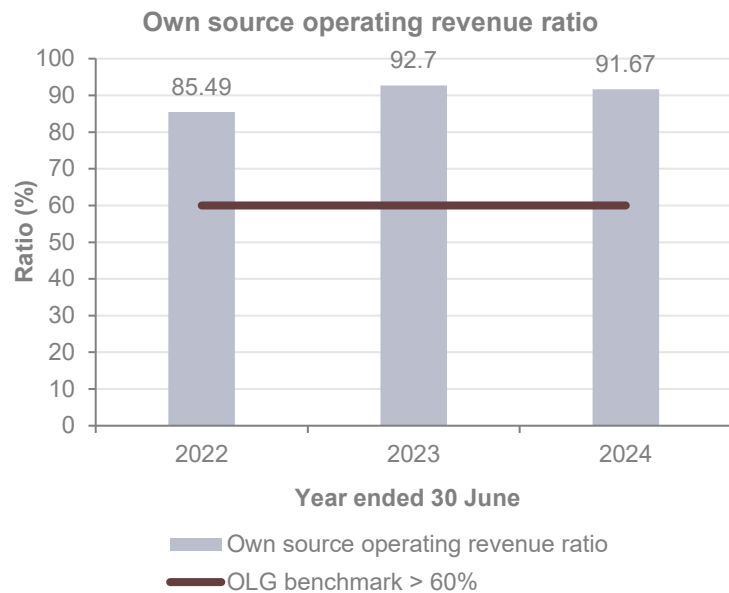


Own source operating revenue ratio

Council exceeded the benchmark for the current reporting period.

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

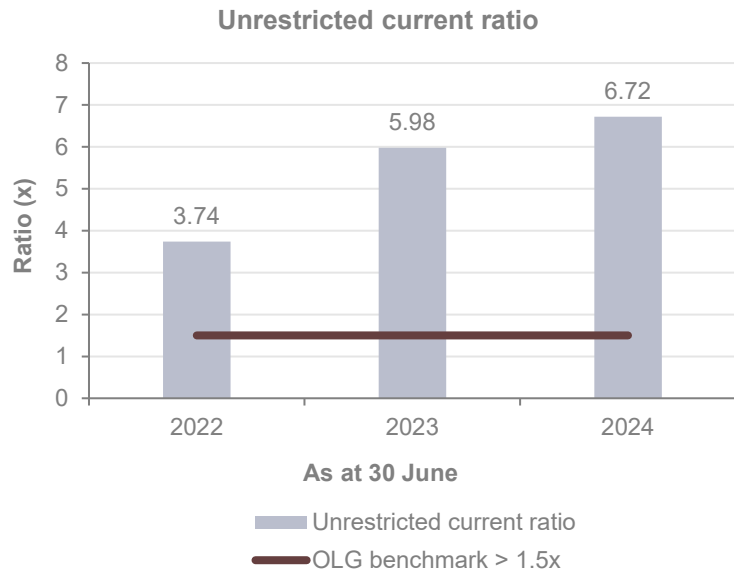
Council has met this benchmark as its main source of income is from water sales, rather than reliance on operating grants and contributions.



Unrestricted current ratio

Council exceeded the benchmark for the current reporting period.

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

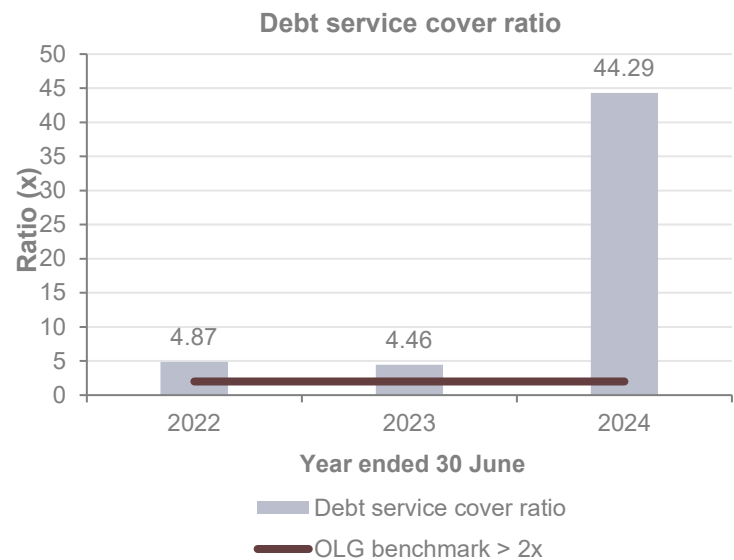


Debt service cover ratio

Council exceeded the benchmark for the current reporting period.

The 2022 and 2023 ratios were restated to correct a prior period error.

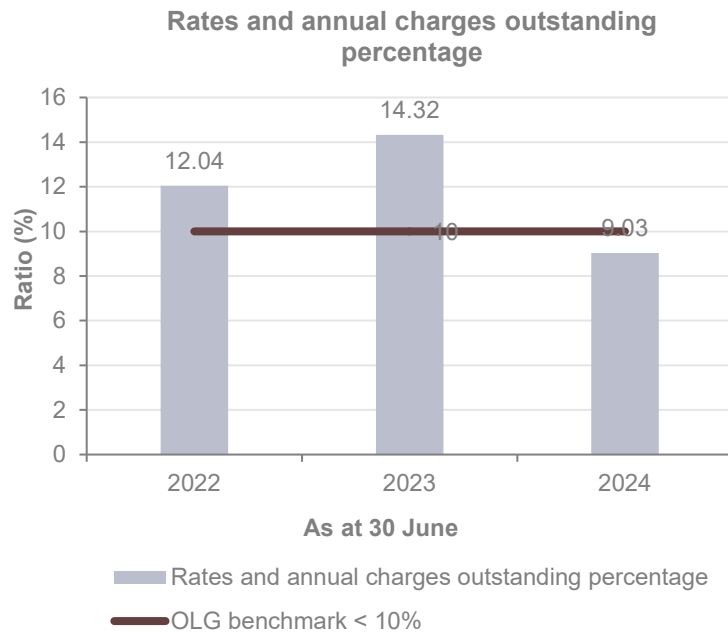
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



Rates and annual charges outstanding percentage

Council met the benchmark for the current reporting period.

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.

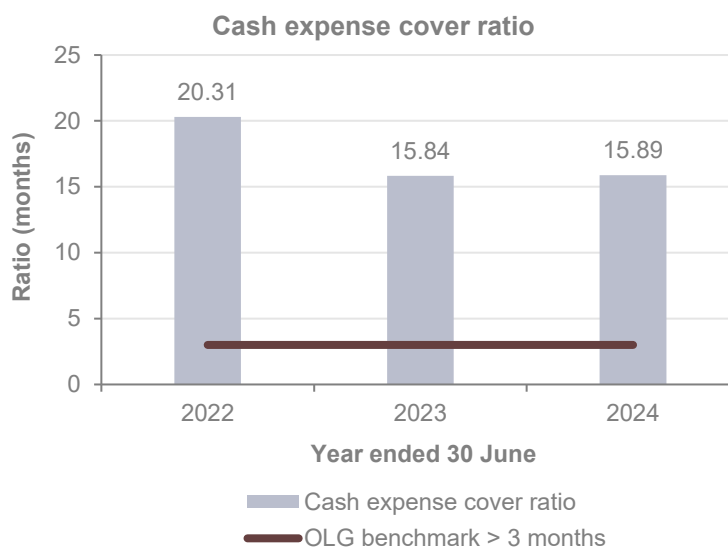


Cash expense cover ratio

Council exceeded the benchmark for the current reporting period.

The 2022 and 2023 ratios were restated to correct a prior period error.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



Infrastructure, property, plant and equipment renewals

Council renewed \$4.0 million of infrastructure, property, plant and equipment during the 2023-24 financial year, comparable to the \$5.3 million in the 2022-23 financial year. This was mainly spent on capital work in progress and water supply network.

A further \$6.6 million was spent on new assets mainly including:

- \$2.6 million carried as work in progress
- \$2.1 million on plant and equipment
- \$1.7 million on water supply network.

OTHER MATTERS

Legislative compliance

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

The Council's:

- accounting records were maintained in a manner and form that facilitated the preparation and the effective audit of the GPFS
- staff provided all accounting records and information relevant to the audit.



Min Cui
Associate Director, Financial Audit

Delegate of the Auditor-General for New South Wales

cc: Mr Andrew Crakanthorp, Chief Executive Officer

Riverina Water County Council

Special Purpose Financial Statements

for the year ended 30 June 2024

**“to provide our community with safe reliable
water at the lowest sustainable cost”**



Riverina Water County Council

Special Purpose Financial Statements

for the year ended 30 June 2024

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Riverina Water County Council

Special Purpose Financial Statements

for the year ended 30 June 2024

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached special purpose financial statements have been prepared in accordance with:

- NSW Government Policy Statement, *Application of National Competition Policy to Local Government*
- Division of Local Government Guidelines, *Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality*
- The Local Government Code of Accounting Practice and Financial Reporting
- Sections 3 and 4 of the NSW Department of Planning and Environment, *Water's Regulatory and assurance framework for local water utilities.*

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records;

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 29 August 2024.



Clr T Koschel
Chairperson



Clr D Meyer OAM
Deputy Chairperson



Mr A Crakanthorp
Chief Executive Officer



Mrs N Harris
Responsible Accounting Officer

Riverina Water County Council

Income Statement of water supply business activity for the year ended 30 June 2024

\$ '000	2024	2023 Restated
Income from continuing operations		
Access charges	6,061	5,760
User charges	26,013	19,295
Interest and investment income	1,215	804
Grants and contributions provided for operating purposes	–	48
Net gain from the disposal of assets	12	52
Other income	2,270	208
Total income from continuing operations	35,571	26,167
Expenses from continuing operations		
Employee benefits and on-costs ¹	12,274	10,063
Borrowing costs	127	143
Materials and services ¹	10,392	8,453
Depreciation, amortisation and impairment	9,098	8,709
Water purchase charges	213	235
Calculated taxation equivalents	107	123
Other expenses	190	236
Total expenses from continuing operations ¹	32,401	27,962
Surplus (deficit) from continuing operations before capital amounts ¹	3,170	(1,795)
Grants and contributions provided for capital purposes	3,230	2,004
Surplus (deficit) from continuing operations after capital amounts ¹	6,400	209
Surplus (deficit) from all operations before tax ¹	6,400	209
Less: corporate taxation equivalent (25%) (2022:25%) [based on result before capital]	(793)	–
Surplus (deficit) after tax ¹	5,607	209
Plus accumulated surplus ¹	157,876	157,544
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	107	123
– Corporate taxation equivalent	793	–
Closing accumulated surplus ¹	164,383	157,876
Return on capital %	0.9%	(0.5)%
Subsidy from Council	13,148	15,252
Calculation of dividend payable:		
Surplus (deficit) after tax ¹	5,608	209
Less: capital grants and contributions (excluding developer contributions)	(1,477)	(2,004)
Surplus for dividend calculation purposes	4,131	–
Potential dividend calculated from surplus	2,065	–

(1) Refer correction of errors note for information on prior period error

Riverina Water County Council

Statement of Financial Position of water supply business activity

as at 30 June 2024

\$ '000	2024	2023 Restated	2022
ASSETS			
Current assets			
Cash and cash equivalents	2,450	3,304	2,510
Investments	23,500	18,500	11,500
Receivables	6,877	4,308	4,106
Inventories	2,650	2,451	2,435
Total current assets	35,477	28,563	20,551
Non-current assets			
Investments	6,500	7,500	17,500
Infrastructure, property, plant and equipment	382,447	364,026	338,607
Intangible assets ¹	8,918	9,363	8,950
Total non-current assets ¹	397,865	380,889	365,057
Total assets ¹	433,342	409,452	385,608
LIABILITIES			
Current liabilities			
Payables	2,864	2,306	1,786
Income received in advance	999	1,005	908
Borrowings	155	155	1,535
Employee benefit provisions	4,279	3,942	4,555
Total current liabilities	8,297	7,408	8,784
Non-current liabilities			
Borrowings	1,705	1,860	1,934
Total non-current liabilities	1,705	1,860	1,934
Total liabilities	10,002	9,268	10,718
Net assets ¹	423,340	400,184	374,890
EQUITY			
Accumulated surplus ¹	164,383	157,876	157,544
Revaluation reserves	258,957	242,308	217,346
Total equity ¹	423,340	400,184	374,890

(1) Refer correction of errors note for information on prior period error

Note – Material accounting policy information

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these Special Purpose Financial Statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these Special Purpose Financial Statements have been prepared in accordance with the *Local Government Act 1993* (NSW), the *Local Government (General) Regulation 2021*, and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

Riverina Water County Council

Water supply operations servicing the local government areas of Wagga Wagga City, Federation, Lockhart, & Greater Hume Shire.

Category 2

(where gross operating turnover is less than \$2 million)

Nil

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes, which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in special purpose financial statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – **25%** (LY 25%)

Land tax – the first \$1,075,000 of combined land values attracts **0%**. For the combined land values in excess of \$1,075,000 up to \$6,571,000 the rate is **\$100 + 1.6%**. For the remaining combined land value that exceeds \$6,571,000 a premium marginal rate of **2.0%** applies.

Note – Material accounting policy information (continued)

Payroll tax – 5.45% on the value of taxable salaries and wages in excess of \$1,200,000.

In accordance with DCCEEW's regulatory and assurance framework, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the regulatory and assurance framework as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the Act.

Achievement of substantial compliance to DCCEEW's regulatory and assurance framework is not a prerequisite for the payment of the tax equivalent charges; however the payment must not exceed \$3 per assessment.

Income tax

An income tax equivalent has been applied on the profits of the business activities. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level – gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the relevant corporate income tax rate, currently 25% (LY 25%).

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional – that is, it is payable to the 'Council' as the owner of business operations – it represents an internal payment and has no effect on the operations of the Council.

The rate applied of 25% is the equivalent company tax rate prevalent at reporting date.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.30% at 30/6/24.

(iii) Dividends

Council is not required to pay dividends to either itself as owner of a range of businesses, or to any external entities.

A local government water supply and sewerage business is permitted to pay annual dividends from their water supply or sewerage business surpluses. Each dividend must be calculated and approved in accordance with DCCEEW's regulatory and assurance framework and must not exceed 50% of the relevant surplus in any one year, or the number of water supply or sewerage assessments at 30 June 2024 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with DCCEEW's regulatory and assurance framework, statement of compliance and statement of dividend payment, dividend payment form and unqualified independent financial audit report are submitted to DCCEEW.

Correction of errors

Nature of prior period error

Software-as-a-Service (SaaS) arrangements

In 2020, the Council engaged a consultant to research, design and implement a new ERP system across Council. The system runs on a cloud infrastructure managed and controlled by the system supplier and the Council pays a licence fee for the access to the system. During the years, costs associated with the development of the ERP system have been capitalised

Correction of errors (continued)

under intangible asset however management has recently concluded that the Council does not have control of the system therefore the capitalisation of the development costs represents an error.

The error has been corrected by restating each of the affected financial statement line items for the prior periods, as follows:

The identified error is corrected by restating the balances at the beginning of the earliest period presented (1 July 2022) and taking the adjustment through to accumulated surplus at that date. Comparatives are changed to reflect the correction of errors. The impact of each line items is shown in the tables below.

Changes to the opening Statement of Financial Position at 1 July 2022

\$ '000	Original Balance 1 July, 2022	Impact Increase/ (decrease)	Restated Balance 1 July, 2022
Intangible Assets	10,890	(1,940)	8,950
Total non-current assets	366,997	(1,940)	365,057
Total assets	387,548	(1,940)	385,608
Net assets	376,830	(1,940)	374,890
Accumulated Surplus	159,484	(1,940)	157,544
IPPE revaluation reserve	217,346	–	217,346
Council equity interest	376,830	(1,940)	374,890
Total equity	376,830	(1,940)	374,890

Adjustments to the comparative figures for the year ended 30 June 2023

Statement of Financial Position

\$ '000	Original Balance 30 June, 2023	Impact Increase/ (decrease)	Restated Balance 30 June, 2023
Intangible Assets	12,337	(2,974)	9,363
Total non-current assets	383,863	(2,974)	380,889
Total assets	412,426	(2,974)	409,452
Net assets	403,158	(2,974)	400,184
Accumulated Surplus	160,850	(2,974)	157,876
IPPE revaluation reserve	242,308	–	242,308
Council equity interest	403,158	(2,974)	400,184
Total equity	403,158	(2,974)	400,184

Correction of errors (continued)

Income Statement

\$ '000	Original Balance 30 June, 2023	Impact Increase/ (decrease)	Restated Balance 30 June, 2023
Employee Benefits & On Costs	10,134	(71)	10,063
Material & Services	7,348	1,105	8,453
Total expenses from continuing operations	26,928	1,034	27,962
Surplus (deficit) from continuing operations before capital amounts	(761)	(1,034)	(1,795)
Surplus (deficit) from continuing operations after capital amounts	1,243	(1,034)	209
Surplus (deficit) from all operations before tax	1,243	(1,034)	209
Surplus (deficit) after tax	1,243	(1,034)	209
Plus accumulated surplus	159,484	(1,940)	157,544
Closing accumulated surplus	160,850	(2,974)	157,876
Surplus (deficit) after tax	1,243	(1,034)	209

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INDEPENDENT AUDITOR'S REPORT
Report on the special purpose financial statements
Riverina Water County Council

To the Councillors of Riverina Water County Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Riverina Water County Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2024, the Statement of Financial Position of each Declared Business Activity as at 30 June 2024 and the Material accounting policy information note.

The Declared Business Activities of the Council is water supply.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2024, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2023–24 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2024 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

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The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

A handwritten signature in black ink, appearing to be 'Min Cui', with a stylized, cursive style.

Min Cui
Delegate of the Auditor-General for New South Wales

22 October 2024
SYDNEY

Riverina Water County Council

Special Schedules

for the year ended 30 June 2024

**“to provide our community with safe reliable
water at the lowest sustainable cost”**



Riverina Water County Council

Special Schedules

for the year ended 30 June 2024

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Report on infrastructure assets as at 30 June 2024

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Riverina Water County Council

Report on infrastructure assets as at 30 June 2024

Asset Class	Asset Category	Estimated cost to bring assets agreed level of to satisfactory service set by Council maintenance ^a		2023/24 Actual maintenance \$ '000	2023/24 Required maintenance ^a \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000					1	2	3	4	5
Buildings	Buildings	-	-	648	450	15,305	23,297	34.3%	26.9%	26.3%	12.6%	0.0%
	Sub-total	-	-	648	450	15,305	23,297	34.3%	26.9%	26.3%	12.6%	0.0%
Water supply network	Treatment Plants	1,413	1,413	1,164	945	68,361	113,405	50.0%	8.4%	19.5%	22.2%	0.0%
	Bores	68	68	162	195	3,652	7,011	7.0%	31.0%	57.3%	4.7%	0.0%
	Reservoirs	775	775	343	280	37,676	61,945	26.3%	9.2%	49.5%	13.9%	1.1%
	Pumping Stations	170	170	268	245	8,208	19,817	15.8%	9.7%	65.9%	5.6%	3.0%
	Pipeline	26,741	26,741	1,503	1,340	216,927	370,788	26.8%	42.4%	23.6%	7.2%	0.0%
	Sub-total	29,167	29,167	3,440	3,005	334,824	572,966	30.7%	30.8%	27.4%	10.8%	0.3%
	Total – all assets	29,167	29,167	4,088	3,455	350,129	596,263	30.8%	30.7%	27.4%	10.9%	0.2%

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Riverina Water County Council

Report on infrastructure assets as at 30 June 2024

Infrastructure asset performance indicators (consolidated) *

	Amounts	Indicator	Indicators		Benchmark
	2024	2024	Restated 2023	Restated 2022	
\$ '000					
Buildings and infrastructure renewals ratio					
Asset renewals ¹	4,020	48.20%	66.72%	94.29%	> 100.00%
Depreciation, amortisation and impairment	8,341				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	29,167	7.96%	7.39%	6.48%	< 2.00%
Net carrying amount of infrastructure assets	366,535				
Asset maintenance ratio					
Actual asset maintenance	4,088	118.32%	128.19%	105.64%	> 100.00%
Required asset maintenance	3,455				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	29,167	4.89%	4.51%	3.85%	
Gross replacement cost	596,263				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Glossary

- › **Annual Report**
Report on the council's implementation of the Delivery Program and Operational Plan, as well as information prescribed by the Regulation.
- › **Asset/s**
Things owned by Riverina Water that have current or future economic value. Riverina Water's main water supply assets include: water source works including water supply bores; treatment plants; reservoirs; pumping stations; water mains; land and buildings; plant and equipment.
- › **Asset Management planning**
Includes an asset management policy, an asset management strategy and asset management plan for each class of assets. The strategy and plans are minimum of 10 years.
- › **BASP**
Business Activity Strategic Plan. 10- year plan identifying the main priorities for Riverina Water, strategic objectives and strategies for achieving those objectives.
- › **BAU**
Business as Usual. Ongoing activities – core business.
- › **Board**
Governing body of Riverina Water. Made up of councillors from Greater Hume Council, Federation Council, Lockhart Shire and Wagga Wagga City Council.
- › **Capex**
Capital expenditure budget
- › **Constituent council**
Member council of Riverina Water – Greater Hume Council, Federation, Lockhart and Wagga Wagga City Council.
- › **DIAP**
Disability Action Plan. A document that sets out Riverina Water's strategy for identifying and addressing practice which might result in discrimination against people with disability.
- › **DP**
Delivery Program. 4-year plan. Identifies principal activities and strategies to deliver the BASP. Reviewed every year as part of the development of the Operational Plan. Includes 4- year budget forecasts.
- › **DPE**
NSW Department of Planning and Environment
- › **EEO**
Equal Employment Opportunity
- › **FLOW**
Working name for our new enterprise finance and asset software.
- › **IP&R**
Integrated planning and reporting
- › **ICT**
Information and Communication Technology
- › **IT/OT**
Integration of information technology and operational technology
- › **IWCM**
Integrated Water Cycle Management. 30-year strategic plan.
- › **Journey map/s**
A research-based way of visualising how customers experience our services and revealing areas for improvement.
- › **LTFP**
Long term financial plan. Minimum of 10 years. Reviewed annually as part of the development of the Operational Plan.
- › **MANEX**
Management executive group
- › **Measure**
The way achievement of an action is assessed. Also referred to as a success indicator.
- › **Net Zero roadmap**
Includes an action plan, milestones and pathway for communication to enable Riverina Water to meet its Net Zero emissions targets.
- › **OP**
Operational Plan. 1 year plan detailing the activities and actions to achieve the Delivery Program. Includes annual budget.
- › **Opex**
Operational expenditure budget
- › **PFAS**
Per-and Polyfluoroalkyl substances
- › **Riverina Water**
Riverina Water County Council

- › **RAP**
Reconciliation Action Plan. A formal plan setting out how Riverina Water is committed to contributing to reconciliation with Aboriginal and Torres Strait Islander peoples.
- › **Regulation**
Local Government Regulations 2021
- › **Strategy**
Strategy refers to an adopted plan showing longer term goals and how they are to be achieved (eg workforce, asset management, financial management). In the Operational Plan actions marked as strategy relate to an adopted plan, roadmap or policy.
- › **Tap2Go**
Riverina Water refill stations that enable people to easily access potable water for water bottles etc (ie public bubbler).
- › **Telemetry**
Automatic measurement and wireless transmission of data from remote sources.
- › **WELL program**
Staff wellbeing program
- › **Workforce Management Plan**
4-year plan to address the human resourcing requirements of the Delivery Program.
- › **WTP**
Water treatment plant

Directory

Headquarters

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PO Box 456 Wagga Wagga 2650

E-mail

admin@rwcc.nsw.gov.au

Web

www.rwcc.nsw.gov.au

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(02) 6922 0608 (all hours)

Office hours

8.30am to 4.30pm
Monday to Friday

Bank

National Australia Bank Ltd

External auditors

Crowe Horwath

Internal auditors

National Audits Group

Emergency

Wagga Wagga

(02) 6922 0608 (all hours)

The Rock

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Lockhart

(02) 6922 0608 (all hours)

Uranquinty

(02) 6922 0608 (all hours)

Urana/Oaklands

(02) 6922 0608 (all hours)

Culcairn/Holbrook/Walla Walla

(02) 6922 0608 (all hours)

Customer information – payment facilities



Telephone

Australia Post
Telephone Billpay



Billpay

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



Credit cards

Ring the **13 18 16** number as listed above.



To pay by the internet

www.postbillpay.com.au

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



Bpay

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



Mail

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



In person

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

