



Meeting of Riverina Water County Council

The meeting will be held at Federation Council, Urana
Council Chamber, 30-32 William Street Urana at 10:00am on
Thursday 18 April 2024.

Meeting Agenda

Live Streaming of Council Meetings

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

Acknowledgement of Country

Apologies

Declaration of pecuniary and non-pecuniary interests

Confirmation of Minutes

Minutes of Board Meeting 22 February 2024

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R1 List of Investments

Organisational Area Corporate Services

Author Natasha Harris, Manager Finance & Sourcing

Summary This report details the status of Riverina Water's investment portfolio for the months of February 2024 and March 2024.

RECOMMENDATION that Council receive and note the report detailing external investments for the months of February 2024 and March 2024.

Report

In accordance with the provisions of Clause 212 of the Local Government (General) Regulation 2021, reported are the details of Council's external investment portfolio as of February 2024 and March 2024.

- › **R1.1** **February 2024 Investment Report** [↓](#) 
- › **R1.2** **March 2024 Investment Report** [↓](#) 

Strategic Alignment

Our Business

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

Financial Implications

Not applicable.

Workforce Implications

Not applicable

Risk Considerations

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

Monthly Investment Report as at 29/02/2024

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value	Market Value
Term Deposits								
AMP	29/09/2022	732	30/09/2024	BBB	4.95	7.486%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	21/06/2023	306	22/04/2024	BBB+	5.55	3.743%	\$1,000,000.00	\$1,000,000.00
Australian Unity Bank	7/07/2022	732	8/07/2024	BBB+	4.24	7.486%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	25/07/2022	731	25/07/2024	BBB+	4.34	9.358%	\$2,500,000.00	\$2,500,000.00
Bendigo & Adelaide Bank	26/07/2023	383	12/08/2024	BBB+	5.50	3.743%	\$1,000,000.00	\$1,000,000.00
BOQ	15/01/2024	84	8/04/2024	BBB+	4.93	3.743%	\$1,000,000.00	\$1,000,000.00
ING	23/06/2022	732	24/06/2024	A	4.40	7.486%	\$2,000,000.00	\$2,000,000.00
ING	24/10/2023	447	13/01/2025	A	5.33	3.743%	\$1,000,000.00	\$1,000,000.00
ING	21/12/2023	417	10/02/2025	A	5.23	3.743%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	434	24/03/2025	A	5.22	3.743%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	463	22/04/2025	A	5.20	3.743%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	490	19/05/2025	A	5.18	3.743%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	20/09/2023	243	20/05/2024	AA-	5.17	3.743%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	27/02/2024	90	27/05/2024	AA-	5.08	3.743%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	27/07/2023	365	26/07/2024	AA-	5.45	7.486%	\$2,000,000.00	\$2,000,000.00
National Australia Bank	31/08/2023	417	21/10/2024	AA-	5.19	3.743%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	31/08/2023	445	18/11/2024	AA-	5.17	3.743%	\$1,000,000.00	\$1,000,000.00
Westpac	24/10/2023	153	25/03/2024	AA-	5.02	3.743%	\$1,000,000.00	\$1,000,000.00
Westpac	26/09/2023	447	16/12/2024	AA-	5.25	3.743%	\$1,000,000.00	\$1,000,000.00
Westpac	7/02/2024	495	16/06/2025	AA-	5.00	3.743%	\$1,000,000.00	\$1,000,000.00
95.45%							\$25,500,000.00	\$25,500,000.00

Cash Deposit Account						
National Australia Bank	AA-	2.65	4.554%	\$1,216,640.89	\$1,216,640.89	
			4.55%	\$1,216,640.89	\$1,216,640.89	
TOTAL INVESTMENTS				100.00%	\$26,716,640.89	\$26,716,640.89
Cash at Bank	AA-	0.00				\$800,433.92
TOTAL FUNDS						\$27,517,074.81

CERTIFICATE

I hereby certify that the investments listed above have been made in accordance with Section 625 of the Local Government Act 1993, clause 212 of the Local Government (General) Regulation 2021 and Council's Investments Policy number POL 1.23.



N Harris
MANAGER FINANCE & SOURCING

Application of Investment Funds

Restricted Funds	Description	Value
Internally Restricted	Employee Leave Entitlements (50% of ELE)	\$1,971,147.14
	Plant Replacement	\$3,374,977.61
	Sales Fluctuation	\$3,000,000.00
	Water Treatment Plant	\$228,250.00
	Water Licences	\$669,385.20
		\$9,243,759.95
Unrestricted Funds		\$18,273,314.86
TOTAL FUNDS		\$27,517,074.81

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

Report

The investment portfolio increased by \$1,220,189.94 for the month. The increase was due to receipts from customers exceeding payments to suppliers and staff in February resulting in increased funds in cash and investments.

Portfolio Performance

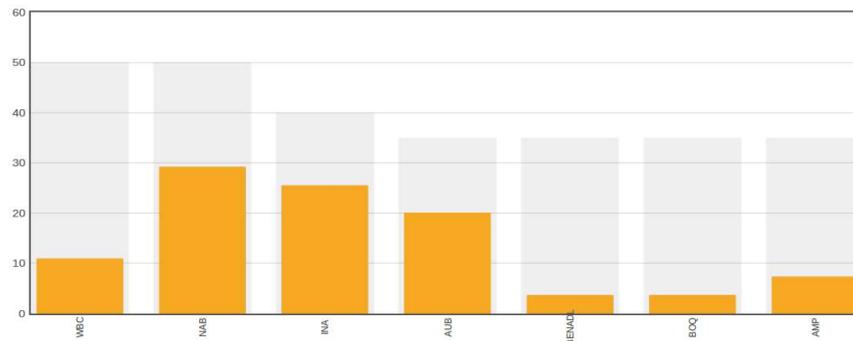
For the month of February, the portfolio (excluding cash) provided a return of +0.40% (actual), outperforming the benchmark AusBond Bank Bill Index return of +0.34% (actual). The relative 'underperformance' over the past year has been due to the unexpected aggressive rate hikes undertaken by the RBA. Positively, the monthly performance has improved over the recent months reflective of the maturity of lower yielding term deposits that are being replaced by higher yielding term deposits, providing greater overall returns to the portfolio. As maturities occur, Council is incrementally increasing the average duration of the investment portfolio to increase revenue. Interest received in the period totalled \$37,589, with \$764,587 received and accrued for the year to date.

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.34%	1.07%	2.11%	2.80%	4.09%
AusBond Bank Bill Index	0.34%	1.09%	2.12%	2.88%	4.10%
Council's Portfolio^	0.40%	1.17%	2.27%	2.93%	3.99%
Outperformance	0.06%	0.09%	0.14%	0.05%	-0.11%

^Total portfolio performance excludes Council's cash account holdings.

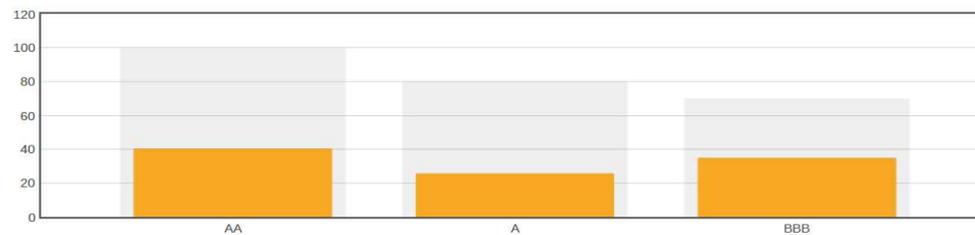
Counterparty Compliance

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



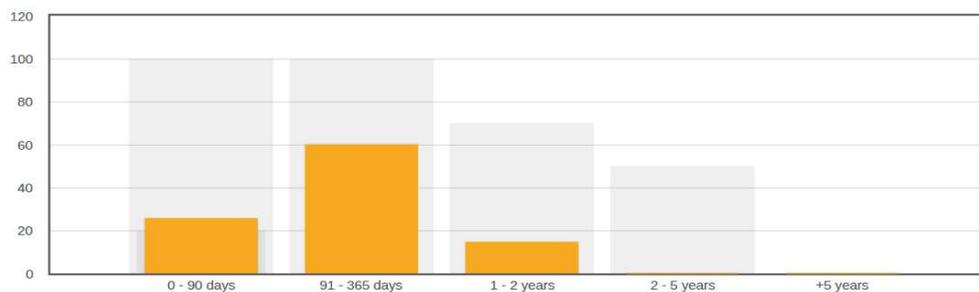
Credit Quality Compliance

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



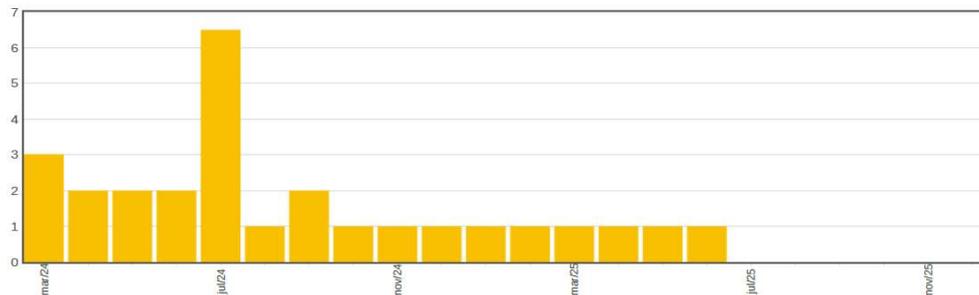
Term to Maturity

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



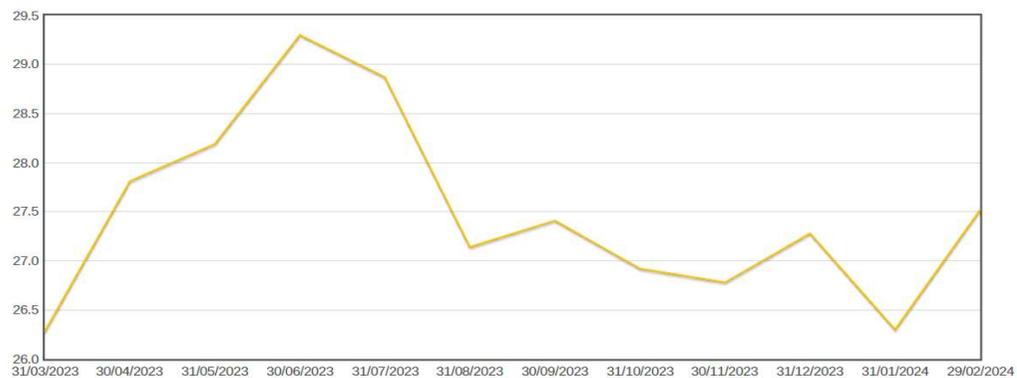
Maturity Cashflow

When investments will mature over time



Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



Monthly Investment Report as at 31/03/2024

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value	Market Value
Term Deposits								
AMP	29/09/2022	732	30/09/2024	BBB	4.95	7.037%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	21/06/2023	306	22/04/2024	BBB+	5.55	3.519%	\$1,000,000.00	\$1,000,000.00
Australian Unity Bank	7/07/2022	732	8/07/2024	BBB+	4.24	7.037%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	25/07/2022	731	25/07/2024	BBB+	4.34	8.797%	\$2,500,000.00	\$2,500,000.00
Bendigo & Adelaide Bank	26/07/2023	383	12/08/2024	BBB+	5.50	3.519%	\$1,000,000.00	\$1,000,000.00
BOQ	15/01/2024	84	8/04/2024	BBB+	4.93	3.519%	\$1,000,000.00	\$1,000,000.00
ING	23/06/2022	732	24/06/2024	A	4.40	7.037%	\$2,000,000.00	\$2,000,000.00
ING	24/10/2023	447	13/01/2025	A	5.33	3.519%	\$1,000,000.00	\$1,000,000.00
ING	21/12/2023	417	10/02/2025	A	5.23	3.519%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	434	24/03/2025	A	5.22	3.519%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	463	22/04/2025	A	5.20	3.519%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	490	19/05/2025	A	5.18	3.519%	\$1,000,000.00	\$1,000,000.00
ING	25/03/2024	476	14/07/2025	A	5.11	3.519%	\$1,000,000.00	\$1,000,000.00
ING	25/03/2024	504	11/08/2025	A	5.09	3.519%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	20/09/2023	243	20/05/2024	AA-	5.17	3.519%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	27/02/2024	90	27/05/2024	AA-	5.08	3.519%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	25/03/2024	93	26/06/2024	AA-	5.05	3.519%	\$1,000,000.00	\$1,000,000.00
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Westpac	26/09/2023	447	16/12/2024	AA-	5.25	3.519%	\$1,000,000.00	\$1,000,000.00
Westpac	7/02/2024	495	16/06/2025	AA-	5.00	3.519%	\$1,000,000.00	\$1,000,000.00
96.76%							\$27,500,000.00	\$27,500,000.00

Cash Deposit Account					
National Australia Bank	AA-	2.65	3.237%	\$919,963.62	\$919,963.62
			3.24%	\$919,963.62	\$919,963.62
TOTAL INVESTMENTS			100.00%	\$28,419,963.62	\$28,419,963.62
Cash at Bank	AA-	0.00			\$500,258.05
TOTAL FUNDS					\$28,920,221.67

CERTIFICATE

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	Water Treatment Plant	\$228,250.00
	Water Licences	\$669,385.20
		\$9,434,558.61
Unrestricted Funds		\$19,485,663.06
TOTAL FUNDS		\$28,920,221.67

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

Report

The investment portfolio increased by \$1,403,146.86 for the month. The increase was due to receipts from customers exceeding payments to suppliers and staff in March resulting in increased funds in cash and investments.

Portfolio Performance

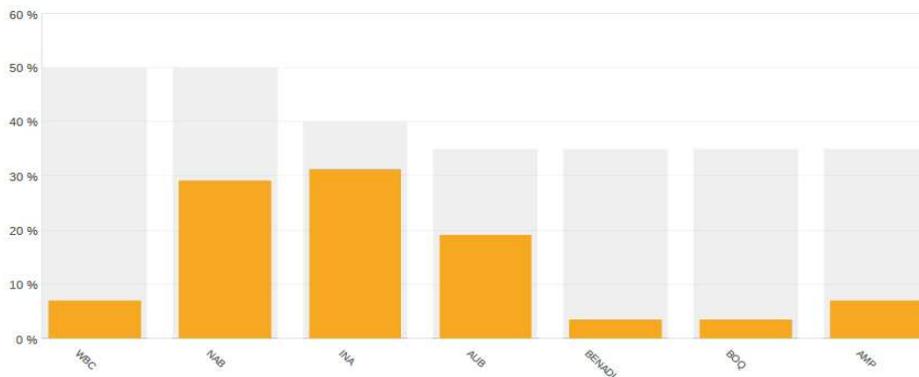
For the month of March, the portfolio (excluding cash) provided a return of +0.43% (actual), outperforming the benchmark Ausbond Bank Bill Index return of +0.37% (actual). The relative 'underperformance' over the past year has been due to the unexpected aggressive rate hikes undertaken by the RBA. Positively, the monthly performance has improved over the recent months reflective of the maturity of lower yielding term deposits that are being replaced by higher yielding term deposits, providing greater overall returns to the portfolio. As maturities occur, Council is incrementally increasing the average duration of the investment portfolio to increase revenue. Interest received in the period totalled \$21,043, with \$877,692 received and accrued for the year to date.

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.36%	1.07%	2.14%	3.18%	4.15%
AusBond Bank Bill Index	0.37%	1.09%	2.15%	3.26%	4.19%
Council's Portfolio [^]	0.43%	1.21%	2.34%	3.36%	4.17%
Outperformance	0.06%	0.13%	0.19%	0.10%	-0.02%

[^]Total portfolio performance excludes Council's cash account holdings.

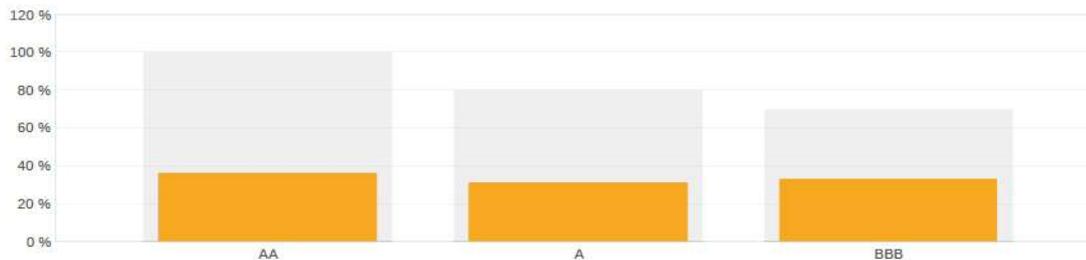
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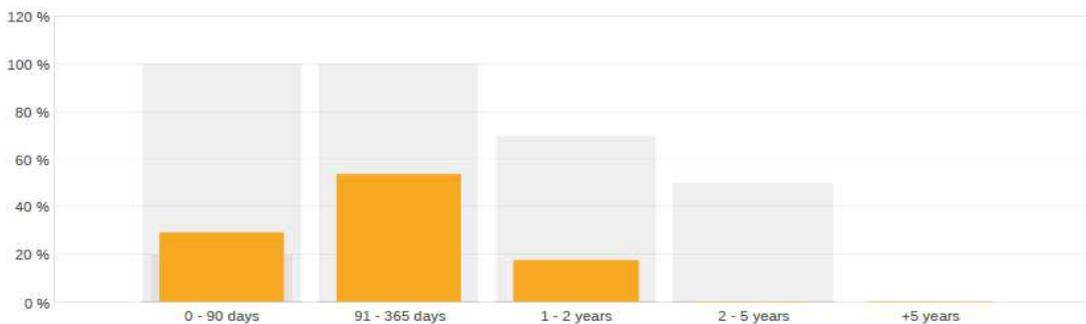
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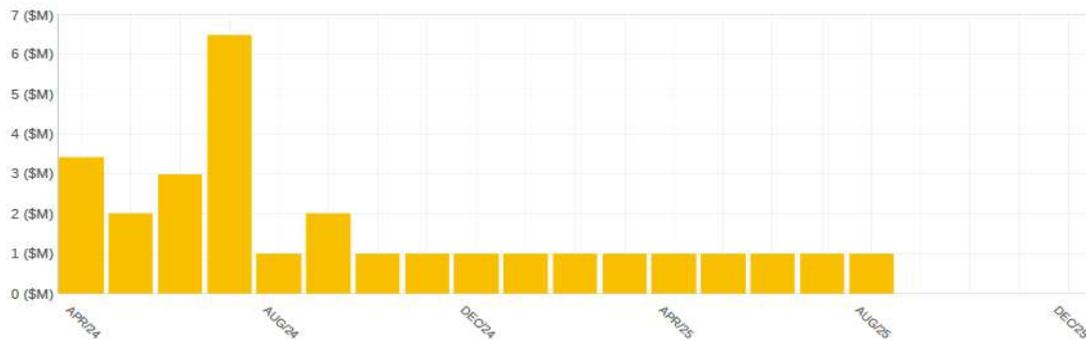
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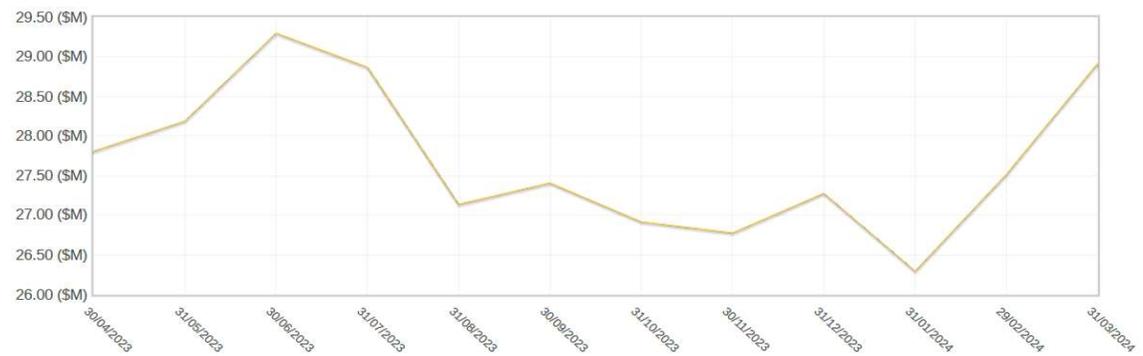
Maturity Cashflow

When investments will mature over time



Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



R2 March 2024 Quarterly Budget Review Statement

Organisational Area Corporate Services

Author Natasha Harris, Manager Finance & Sourcing

Summary The Quarterly Budget Review Statement is presented to the Board in accordance with Clause 203(2) of the Local Government (General) Regulation 2021, for the purpose of periodically reviewing and revising estimates of income and expenditure.

RECOMMENDATION that the

- a) Quarterly Budget Review for the period ended 31 March 2024 be received and adopted.
- b) Implications on the 2023/24 Operational Plan be noted.

Report

The Quarterly Review of Riverina Water's budget for the period ending 31 March 2024 is submitted for review by the Board.

Operating Budget

The anticipated Operating Result for 2023/24 is a surplus of \$2,795,478. The Operating Result was originally budgeted for a surplus of \$1,197,029. The proposed March quarterly review operational adjustments relate to:

Income:

- \$410,000 - Other Revenues Connections - increase in invoices raised for water supply connections and subdivisions.
- \$100,000 - Sundry Income - receipts of trainee/apprentice claims from Department of Education & Training.
- A significant, but undisclosed revenue item expected prior to June 2024 in settlement of an outstanding legal matter.
- \$547,521 - Developer Contributions - additional developments expected to be paid prior to end of financial year.

Expense:

- \$15,000 - Staff Recruitment Expenses - recruitment for various vacancies.

- \$8,500 - Insurance Excess Charges - unanticipated optic cable damage claim.
- \$13,000 - Urban Administration Building Cleaning - additional cleaning work exceeding original budget.
- \$360,000 - Urban Mains Operations M & R - increased maintenance and repairs requirements due to pipe failures (impact of dryer and hotter weather conditions).

Capital Budget

Also included is a quarterly review for Capital Works projects. The original capital expenditure budget for 2023/24 was \$21,104,160 inclusive of carryovers, revotes, September and December QBR adjustments. The proposed March quarterly review adjustments result in an increase of \$1,469,451. The proposed capital expenditure for 2023/24 totals \$22,573,611.

Please see the capital works progress report for detail on the proposed capital adjustments.

› **R2.1 March 2024 Quarterly Budget Review** [↓](#) 

Strategic Alignment

Our Business

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

Financial Implications

The recommendation decreases Council's anticipated net cashflow for 2023/24 by \$1,005,000 when incorporated into the revised long term financial plan.

2023/24 Operational Plan Implications

The Quarterly Budget Review is not expected to have any implications for the 2023/24 Operational Plan.

Workforce Implications

Not applicable.

Risk Considerations

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

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Riverina Water County Council

Quarterly Budget Review Statement
for the period 01/01/24 to 31/03/24

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulation 2021:

It is my opinion that the Quarterly Budget Review Statement for Riverina Water County Council for the quarter ended 31/03/24 indicates that Council's projected financial position at 30/6/24 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:  _____

Date: 10/04/2024

Mrs Natasha Harris
Responsible Accounting Officer

Riverina Water County Council

Quarterly Budget Review Statement

for the period 01/01/24 to 31/03/24

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2024

(\$000's)	Original Budget 2023/24	Approved Changes			Revised Budget 2023/24	Variations for this Mar Qtr	Notes	Projected Year End Result	23/24	22/23
		Other than by QBRS	Sept QBRS	Dec QBRS					Actual YTD figures	Actual YTD figures
Income										
Rates and Annual Charges	6,304	-	-	-	6,304			6,304	4,399	4,160
User Charges and Fees	25,095	30	-	5	25,130	410	1	25,540	18,327	13,448
Interest and Investment Revenues	332	-	718	-	1,050			1,050	878	332
Other Revenues	290	-	-	41	331	2,300	2	2,631	417	389
Grants & Contributions - Operating	225	-	-	-	225			225	6	13
Grants & Contributions - Capital	2,000	-	-	-	2,000	548	3	2,548	2,331	2,002
Total Income from Continuing Operations	34,246	30	718	45	35,039	3,258		38,297	26,358	20,344
Expenses										
Employee Costs	11,542	-	(100)	35	11,477	15	4	11,492	8,323	7,757
Borrowing Costs	104	-	-	-	104			104	82	93
Materials & Contracts	10,448	-	531	668	11,647	382	5	12,029	6,661	5,267
Depreciation	8,700	-	-	375	9,075			9,075	6,783	6,515
Other Expenses	255	-	-	-	255			255	172	163
Total Expenses from Continuing Operations	31,049	-	431	1,078	32,558	397		32,955	22,021	19,795
Net Operating Result from Continuing Operations	3,197	30	287	(1,033)	2,481	2,861		5,342	4,337	549
Net Operating Result from All Operations	3,197	30	287	(1,033)	2,481	2,861		5,342	4,337	549
Net Operating Result before Capital Items	1,197	30	287	(1,033)	481	2,314		2,795	2,006	(1,453)

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

1	<p>User Charges & Fees: - \$410,000 - Other Revenues Connections - increase in invoices raised for water supply connections and subdivisions.</p>
2	<p>Other Revenues: - \$100,000 - Sundry Income - receipts of trainee/apprentice claims from Department of Education & Training. - \$2,200,000 - Sundry Income - undisclosed - refer to confidential business paper.</p>
3	<p>Grants & Contributions - Capital: - \$547,521 - Developer Contributions - additional developments expected to be paid prior to end of financial year.</p>
4	<p>Employee Costs: - \$15,000 - Depot Recruitment Expenses - recruitment for various vacancies - Maintenance Supervisor, Water Service Plant Operator, internal backfill position, Team Leader - Construction (following transition to retirement) and expected casual role recruitment.</p>
5	<p>Materials & Contracts: - \$8,500 - Insurance Excess Charges - unanticipated AARNet optic cable damage claim. - \$13,000 - Urban Administration Building Cleaning - additional cleaning work exceeding original budget. - \$360,000 - Urban Mains Operations M & R - increased maintenance and repairs requirements due to pipe failures (impact of dryer and hotter weather conditions).</p>

Riverina Water County Council

Quarterly Budget Review Statement

for the period 01/01/24 to 31/03/24

Capital Budget Review Statement

Budget review for the quarter ended 31 March 2024

(\$000's)	Original Budget 2023/24	Approved Changes					Revised Budget 2023/24	Variations for this Mar Qtr	Notes	Projected Year End Result	23/24	22/23
		Carry Forwards	2022/23 Revotes	Other than QBRS	Sept QBRS	Dec QBRS					Actual YTD figures	Actual YTD figures
Capital Expenditure												
Land & Buildings	1,070	290	398	17	(107)	317	1,985	98		2,083	881	885
Plant & Equipment	2,885	1,495	210	-	-	10	4,600	27		4,627	836	539
Intangibles	1,500	-	1,722	266	100	-	3,588	-		3,588	1,310	314
Water Infrastructure	10,616	1,324	2,665	-	(3,974)	301	10,932	1,344		12,276	4,344	5,523
Loan Repayments (Principal)	-	-	-	-	-	-	-	-		-	116	1,449
Total Capital Expenditure	16,071	3,109	4,995	283	(3,981)	628	21,105	1,469	1	22,574	7,487	8,710
Capital Funding												
Rates & Other Untied Funding	16,071	3,109	4,995	283	(3,981)	628	21,105	1,469		22,574	7,487	8,710
Total Capital Funding	16,071	3,109	4,995	283	(3,981)	628	21,105	1,469	1	22,574	7,487	8,710
Net Capital Funding - Surplus/(Deficit)	-	-	-	-	-	-	-	(0)		(0)	(0)	-

Riverina Water County Council

Quarterly Budget Review Statement

for the period 01/01/24 to 31/03/24

Capital Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

1 Refer to Capital Works Progress report for more detail on Capital Projects.

Riverina Water County Council

Quarterly Budget Review Statement

for the period 01/01/24 to 31/03/24

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 March 2024

(\$000's)	Original Budget 2023/24	Approved Changes				Revised Budget 2023/24	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sept QBRS	Dec QBRS					
Externally Restricted ⁽¹⁾										
Loan Funds - LIRS	-	-	-	-	-	-	-	-	-	
Total Externally Restricted	-	-	-	-	-	-	-	-	-	
<small>(1) Funds that must be spent for a specific purpose</small>										
Internally Restricted ⁽²⁾										
Employee Leave Entitlements *	1,971	-	-	-	-	1,971	-	1,971	1,971	
Plant Replacement	2,555	-	-	-	-	2,555	-	2,555	3,566	
Water Treatment Plant	228	-	-	-	-	228	-	228	228	
Revenue from Water Licences	669	-	-	-	-	669	-	669	669	
Sales Fluctuation	3,000	-	-	-	-	3,000	-	3,000	3,000	
Total Internally Restricted	8,424	-	-	-	-	8,424	-	8,424	9,434	
<small>(2) Funds that Council has earmarked for a specific purpose</small>										
Unrestricted (ie. available after the above Restrictions)	15,143	(7,984)	(253)	4,322	(1,726)	9,502	(1,005)	1	8,497	19,486
Total Cash & Investments	23,567	(7,984)	(253)	4,322	(1,726)	17,926	(1,005)		16,921	28,920

* ELE Reserve is currently funded at 50%

Riverina Water County Council

Quarterly Budget Review Statement

for the period 01/01/24 to 31/03/24

Cash & Investments Budget Review Statement**Investments**

Investments have been invested in accordance with Council's Investment Policy.

Cash

The Cash at Bank figure included in the Cash & Investment Statement totals \$28,920,000

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.
The date of completion of this bank reconciliation is 31/03/24.**Reconciliation Status**

The YTD Cash & Investment figure reconciles to the actual balances held as follows:

	\$ 000's
Cash at Bank (as per bank statements)	500
Investments on Hand	28,420
less: Unpresented Cheques	-
add: Undeposited Funds	-
	(Timing Difference)
	(Timing Difference)
Reconciled Cash at Bank & Investments	28,920
Balance as per Review Statement:	28,920
Difference:	-

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

1	Decrease in cash due to revised OPEX and CAPEX requirements separately detailed.
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Riverina Water County Council

Quarterly Budget Review Statement
for the period 01/01/24 to 31/03/24

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 March 2024

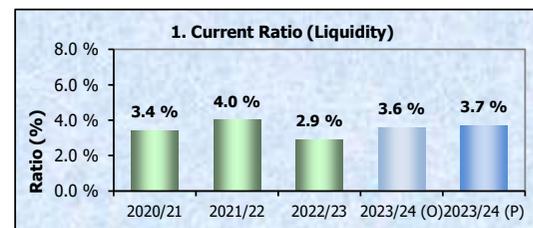
(\$000's)	Current Projection		Original Budget 23/24	Actuals Prior Periods	
	Amounts	Indicator		22/23	21/22
	23/24	23/24			

NSW Local Government Industry Key Performance Indicators (OLG):

1. Current Ratio (Liquidity)

Current Assets	27,850	3.7 %	3.6 %	2.9 %	4.0 %
Current Liabilities	7,506				

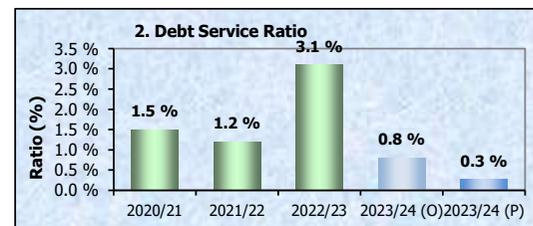
This measures Council's ability to pay existing liabilities in the next 12 months. (target >1.5)



2. Debt Service Ratio

Debt Service Cost	104	0.3 %	0.8 %	3.1 %	1.2 %
Income from Continuing Operations	38,297				

This measures Council's ability to meet interest repayments and therefore service debt. (target 0% to 5%)



3. Rates & Annual Charges Coverage Ratio

Rates & Annual Charges	6,304	16.46	19.02	15.49	19.20
Income from Continuing Operations	38,297				

To assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income. (target < 25%)



Riverina Water County Council

Quarterly Budget Review Statement
for the period 01/01/24 to 31/03/24

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 March 2024

(\$000's)	Current Projection		Original Budget 23/24	Actuals Prior Periods	
	Amounts	Indicator		22/23	21/22
	23/24	23/24			

NSW Local Government Industry Key Performance Indicators (OLG):

4. Capital Replacement Ratio

Infrastructure, Property, Plant & Equipment	22,574	2.49	1.85	2.59	1.58
Depreciation	9,075				

Comparison of the rate of spending on IPP&E with consumption of assets. This is a long-term indicator, as capital expenditure can be deferred in the short term if insufficient funds are available from operations and borrowing is not an option. (target > 1.5)



5. Underlying Result

Net Result	5,342	13.9%	9.3 %	13.9 %	17.9 %
Total Revenue	38,297				

A positive result indicates a surplus and the larger the percentage the stronger the result. A negative result indicates a deficit. Operating deficits cannot be sustained in the long term. (target > 0%)



Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	40,985	Y
Legal Fees	2,861	Y

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Comments

Expenditure included in the above YTD figure but not budgeted includes:

Details

N/A

**Riverina Water County Council
Balance Sheet**

	Projected 2023/24 \$
ASSETS	
Current Assets	
Cash & Cash Equivalents	16,921
Receivables	6,846
Inventories	4,083
Total Current Assets	27,850
Non-Current Assets	
Infrastructure, Property, Plant & Equipment	377,525
Intangible Assets	12,337
Total Non-Current Assets	389,862
TOTAL ASSETS	417,712
LIABILITIES	
Current Liabilities	
Payables	3,409
Borrowings	155
Provisions	3,942
Total Current Liabilities	7,506
Non-Current Liabilities	
Borrowings	1,705
Total Non-Current Liabilities	1,705
TOTAL LIABILITIES	9,211
Net Assets	408,501
EQUITY	
Retained Earnings	166,193
Revaluation Reserves	242,308
Other Reserves	-
Council Equity Interest	408,501
Minority Equity Interest	-
Total Equity	408,501

31 MARCH 2024 CAPEX QUARTERLY BUDGET REVIEW

Description	Report Level	Original Budget	Current Budget	Committal	Actual	Budget Remaining	31/03/2024 OBR	Revised Budget	Revised Remaining	Comments
	1	\$	\$	\$	\$	\$	\$	\$	\$	
MANAGEMENT	1									
LAND & BUILDINGS FOR ADMIN. DEPOTS AND WORKSHOPS	1									
Administration Office	1	260,000	100,000	0	9	99,991	0	100,000	99,991	
Depot Buildings	1	2,336,479	1,644,683	132,712	742,699	769,272	0	1,644,683	769,272	
		1,070,000	190,282	162,768	93,571	-66,057	98,479	288,761	32,422	Murrumbidgee River Bank Stabilisation - Alluvium Engagement provisional items for and bathymetric survey \$56,875 Marshalls Creek Bank Stabilisation - Alluvium Engagement provisional items for and creek survey \$27,262 Koorringal Road Purchase - project management costs and legal costs to ensure that work required under the deed with Profinance is completed to satisfactory standard \$14,342
Access, Parking and Landscaping	1									
Environmental Works	1		50,000	0	0	50,000	0	50,000	50,000	
Asset Demolition	1	100,000	0	2,100	44,708	-46,808	0	0	-46,808	
SUB-TOTAL LAND & BUILDINGS FOR ADMIN, DEPOTS & WORKSHOPS	1	3,766,479	1,984,965	297,580	880,988	806,397	98,479	2,083,444	904,876	
	1									
PLANT & EQUIPMENT	1									
IT Equipment	1	200,928	151,315	0	86,519	64,796	0	151,315	64,796	
Office Furniture & Equipment	1	15,000	10,000	12,398	7,580	-9,978	27,000	37,000	17,022	Office Furniture & Equipment - Urban - additional workstations required to accommodate new positions in the Corporate Services Structure (CT area, C&B area) \$27,000
Working Plant & Vehicle Purchases	1	960,000	2,265,291	1,157,847	584,713	522,731	0	2,265,291	522,731	
Plant Tools & Equipment	1	0	35,000	0	14,106	20,894	0	35,000	20,894	
Telemetry & Control Systems Upgrade	1	350,000	363,314	0	81	363,233	0	363,314	363,233	
Radio Communications Upgrade/Replacements/Improvements	1	68,000	350,000	81,323	0	268,677	0	350,000	268,677	
Energy Efficiency & Cost Minimisation	1	3,200,000	1,425,085	403,378	142,717	878,990	0	1,425,085	878,990	
SUB-TOTAL PLANT & EQUIPMENT	1	4,793,928	4,600,005	1,654,945	835,716	2,109,343	27,000	4,627,005	2,136,343	
	1									
INTANGIBLES	1									
Software	1	3,205,932	2,588,164	1,325,568	1,310,345	-47,749	0	2,588,164	-47,749	
Water Licences	1	0	1,000,000	0	0	1,000,000	0	1,000,000	1,000,000	
SUB-TOTAL INTANGIBLES	1	3,205,932	3,588,164	1,325,568	1,310,345	952,251	0	3,588,164	952,251	
	1									
TOTAL MANAGEMENT	1	11,766,339	10,173,134	3,278,094	3,027,049	3,867,991	125,479	10,298,613	3,993,470	
	1									
SOURCES	1									
Bores-renew/refurbish/decommission	1	380,000	231,500	77,062	40,500	113,938	30,000	261,500	143,938	Collingulie Bore Stainless Steel Relining - funding required to cover additional costs for this project \$30,000
TOTAL SOURCES	1	380,000	231,500	77,062	40,500	113,938	30,000	261,500	143,938	
	1									
TREATMENT PLANTS	1									
Aeration Tower Replacements	1	115,000	0	0	2,153	-2,153	0	0	-2,153	
		0	704,900	29,870	117,829	557,201	54,374	759,274	611,575	Ralvona Aeration Cover - out of scope work required including - cut and level additional existing material between the two basins to allow rainwater runoff from centre of structure- install concrete footpaths removed to relocate existing services and to segregate existing electrical and chemical dosing lines \$54,374
Aeration Tower Covers	1									
Specific Treatment Plant Improvements	1	55,000	85,000	0	16,484	68,516	0	85,000	68,516	
Treatment Plant refurbishments	1	4,251,125	2,119,682	277,019	1,030,590	812,073	7,500	2,127,182	819,573	Gardiners Crossing Aeration Tower Access - install new stainless steel ladder to access the existing aeration tower \$7,500
TOTAL TREATMENT PLANTS	1	4,421,125	2,909,582	306,889	1,167,056	1,435,636	61,874	2,971,456	1,497,510	
	1									
PUMPING STATIONS	1									
Pump Stations Renewal/Refurbish/Upgrade	1	230,001	197,622	0	71,943	125,679	60,246	257,868	185,925	Estella Pump Station - replacement of non return valve at Estella Pump Station \$12,246 Wagga CWS Pump Station HL 2 & 3 VSDs Assessment & Repair - funding required to accommodate for upcoming expenditure \$48,000
Pump & Motor Maintenance / Replacements	1	0	50,000	20,300	19,174	10,526	22,500	72,500	33,026	Pump & Motor Maintenance/Replacements Non Urban - additional funds required to accommodate for North Wagga Bore 1 VSD 160KW replacement \$22,500

Description	Report Level	Original Budget	Current Budget	Committal	Actual	Budget Remaining	31/09/2024 OBR	Revised Budget	Revised Remaining	Comments
	1	\$	\$	\$	\$	\$	\$	\$	\$	
TOTAL PUMPING STATIONS	1	230,001	247,622	20,300	91,117	136,205	82,746	330,368	218,951	
RESERVOIRS	1									
General Improvements	1	75,000	50,000	0	1,722	48,278	0	50,000	48,278	
New/Replacement Reservoirs	1	300,000	1,712,393	20,476	153,331	1,538,586	0	1,712,393	1,538,586	
Reservoirs - Refurbish	1	875,000	20,653	0	2,423	18,230	0	20,653	18,230	
Reservoirs - Upgrade Ladders and Access	1	90,000	30,000	0	15,772	14,228	0	30,000	14,228	
Reservoir Hatches Majflows	1	25,000	25,000	0	0	25,000	0	25,000	25,000	
Asset demolition	1	0	0	0	46,240	-46,240	0	0	-46,240	
TOTAL RESERVOIRS	1	1,365,000	1,838,046	20,476	219,488	1,598,082	0	1,838,046	1,598,082	
MAINS, SERVICES & METERS	1									
MAINS	1									
System Improvements	1	1,150,000	1,489,773	839,840	308,148	341,785	400,000	1,889,773	741,785	Boree to Morundah - significant cost increases: - Additional sand for compaction in poor soil material, based on geotech report. - Use of contractors for specific project components required to maximise efficiency and reduce timeframe. - External use of traffic control to ensure safety, but allow internal resources to delivery other required construction works. - Allowance for project costs already accrued (work, design, survey, geotech, locations). The BVR will allow the project to continue this financial year, to cover some of the additional costs incurred at this stage \$400,000.
Reticulation for Developers (Including other extensions)	1	868,600	1,010,000	0	1,036,277	-26,277	769,352	1,779,352	743,075	Reticulation for Developers - Urban - increase in installation costs for developer works (urban) due to potential payments prior to 30 June \$522,270
Renew Reticulation Mains	1	1,200,000	1,292,250	878	540,268	751,104	0	1,292,250	751,104	Reticulation for Developers - Urban - increase in installation costs for developer works (non-urban) due to potential payments prior to 30 June \$147,082
Renew Trunk Mains	1	1,775,000	530,014	4,500	265,477	260,037	0	530,014	260,037	
SUB-TOTAL MAINS	1	4,993,600	4,322,037	845,218	2,150,169	1,326,649	1,169,352	5,491,389	2,496,001	
SERVICES	1									
Service Connections, new Including Meters	1	550,000	550,000	0	338,670	211,330	0	550,000	211,330	
Renew Services	1	330,000	370,000	12,148	193,597	164,255	0	370,000	164,255	
SUB-TOTAL SERVICES	1	880,000	920,000	12,148	532,268	375,585	0	920,000	375,585	
METERS	1									
Water meters replacement	1	200,000	359,239	6,123	137,881	215,235	0	359,239	215,235	
Remote metering	1	50,000	109,000	77,750	2,873	22,377	0	109,000	22,377	
Water Filling Stations	1	25,000	0	277	2,607	-2,884	0	0	-2,884	
SUB-TOTAL METERS	1	275,000	462,239	84,150	143,361	234,728	0	462,239	234,728	
TOTAL MAINS, SERVICES & METERS	1	6,148,600	5,704,276	941,516	2,825,798	1,936,962	1,169,352	6,873,628	3,106,314	
TOTALS	1	24,311,065	21,104,160	4,644,337	7,371,010	9,088,813	1,469,451	22,573,611	10,558,264	

R3 Corporate Membership of WaterAid

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary Riverina Water is currently a gold member of Water Aid for 2023-24, and a recent review of the benefits of that membership recommends a change to silver membership is more appropriate

RECOMMENDATION that Council change its level of corporate membership of Water Aid to silver.

Report

Riverina Water resolved to join Water Aid at its June 2018 Board meeting.

Wateraid Australia is a collaboration between the water industry and the international aid sector to provide access to clean water, basic decent sanitation (toilets) and good hygiene to some of the world's poorest people.

WaterAid provides corporate engagement through different membership levels, of which Riverina Water has been a gold member since this time. Membership costs have slightly increased over time, from \$10,000 to \$11,000 for silver and \$20,000 to \$22,000 for gold (all figures exclude GST).

Upon review of the membership, it is recommended Riverina Water change its level to silver for the following reasons:

- 1) Comparative organisations: Riverina Water is the only organisation of its type that is a gold member, comparable water utilities such as North East Water and Shoalhaven Water are silver members. Gold members include organisations such as the Australian Water Association, GHD, Interflow and only two other water utilities – Yarra Valley Water and SA Water – which are significantly larger. For comparison, utilities such as Sydney Water, Hunter Water and Melbourne Water are silver members.
- 2) Financial benefits and local impact: Changing the membership to silver would increase the funding capacity for donations, which is currently all-but allocated for 2023-24. While WaterAid's work aligns with Riverina Water's vision and BASP activities, an additional \$11,000 would be available for support in the local community; noting the gold membership is greater than the current grant funding allocations for Lockhart, Greater Hume and Federation councils.
- 3) Riverina Water has established relationships which also provide support to communities in Nepal and Vietnam which are having a meaningful impact.

- 4) Minimal impact to member benefits: Please see the below table comparing benefits across the corporate membership levels. Riverina Water has typically not taken up all of the gold benefits, due to requiring additional costs etc:

Gold	Silver	Shared
WaterAid CEO presentation to Riverina Water Board, Executive and staff	1 LinkedIn post per year	Invitation to participate in annual employee program
2 Invitations to attend overseas supporter trip.		WaterAid staff presentation at workplace/online
Invited to annual board hosted event. Framed certificate recognition		2 invitations to WaterAid Ozwater breakfast Invitations/discounts from Wateraid partners
Invite to Wateraid gala ball.		Logo at industry events
2 LinkedIn posts per year		Logo on website
		Usage of WaterAid logo and use of Wateraid assets for communications
		Certificate of recognition

Strategic Alignment

Our Community

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

Financial Implications

Moving forward with silver membership would allow further \$11,000 in donation requests to be funded this financial year.

Workforce Implications

Nil.

Risk Considerations

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

R4 Draft Reconciliation Action Plan

Organisational Area Corporate Services

Author	Josh Lang, Customer and Communications Team Leader
Summary	Riverina Water's Draft Reconciliation Action Plan has been developed and will be placed on public exhibition before adoption

RECOMMENDATION that Council place the draft Reconciliation Action Plan on public exhibition until 26 May 2025 and invite submissions during this time.

Report

In August 2022, the Board endorsed the development of Riverina Water's first Reconciliation Action Plan (RAP). This commitment was then captured in the current Customer and Community Engagement Strategy for delivery in 2023/24.

Over the past 12 months, Riverina Water has been building its capacity to develop and deliver its first RAP; including engaging Wiradjuri artist Owen Lyons for the RAP artwork, holding direct consultation sessions with local First Nations consultation groups, engaging with Reconciliation Australia on the process and seeking feedback, and forming its inaugural RAP Working Group.

About RAPs

Since 2006, Reconciliation Action Plans (RAPs) have enabled organisations to sustainably and strategically take meaningful action to advance reconciliation.

Based around the core pillars of **relationships**, **respect** and **opportunities**, RAPs provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples.

The four RAP types – **Reflect**, **Innovate**, **Stretch** and **Elevate**

Reconciliation Australia's RAP Framework provides organisations with a structured approach to advance reconciliation; and turn good intentions into action.

Each type of RAP is designed to suit an organisation at different stages of their reconciliation journey.

The impact of RAPs across Australia

- › More than 5.4 million people now work or study in an organisation with a RAP
- › More than 840,000 employees participated in education sessions or training to increase their understanding of Aboriginal and Torres Strait Islander people's culture and history.

- › Increased employment opportunities for Aboriginal and Torres Strait Islander people with almost 77,000 employed in an organisation with a RAP.
- › Almost 80% of organisations changed their processes or practices because of the RAP process.

Riverina Water's RAP

Riverina Water is undertaking the first level plan, "Reflect", aiming to have the RAP implemented from July 2024 to December 2025.

The overall goal of the Reflect plan is to look at Riverina Water's current and historic practices and researching changes that could be made to create a greater level of cultural awareness, and to identify the real changes that can be implemented to improve the lives of First Nations peoples.

The action items within the RAP are largely set out by Reconciliation Australia as a clear guide on the first steps organisation's can take towards this goal.

The proposed timeline may change as Riverina Water works through the process with Reconciliation Australia. The first review of the draft RAP has been completed, with a second round and a finalisation process required. Reconciliation Australia has advised it is experiencing an extremely high volume of RAPs for approval currently.

The draft RAP in text only format is attached, with some design work incorporating the *Living Water* artwork by Owen Lyons to be circulated at the Board meeting.

› R4.1 **Draft Reconciliation Action Plan July 2024 to December 2025** [↓](#)

Strategic Alignment

Our Community

Continue to develop positive relationships with our First Nations community

Financial Implications

All 2024/25 actions are within the draft Operational Plan, future actions to be included in 2025/26.

Workforce Implications

Actions of plan include review of some related workforce policies or initiatives, which will not take place until 2025/26.

Risk Considerations

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

1: Cover

**Reflect Reconciliation Action Plan
July 2024-December 2025**

2: Acknowledgment of Country

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

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

*In this plan we have used **Wiradyuri** spelled with the 'dy' to be in keeping with the spelling and sounds used by Uncle Stan Grant Snr in his Wiradjuri Dictionary. We also acknowledge that as an oral language translated into English both spellings are correct and acceptable.*

3: A Message from Reconciliation Australia

1 page of text to be provided by Reconciliation Australia after conditional approval of plan – a message from the CEO Karen Mundine welcoming Riverina Water to this process.

4: A Message from our Chairperson and Chief Executive Officer

On behalf of Riverina Water, we are pleased to present our inaugural Reconciliation Action Plan (RAP). We pay our respects to the Wiradyuri people, traditional custodians of the lands we operate in, and express our true appreciation for the care they have provided these lands and waters over countless generations. It is now important for us to acknowledge the truths of the past, to listen to the First Nations people in our community, and to walk the path towards a better future for everyone.

We are on an ongoing journey toward embedding cultural reflection and action within our organisation. We are proud that Riverina Water is ready to take the next step forward by developing and delivering our first Reconciliation Action Plan; building on initiatives and changes already made within our organisation.

Our Reconciliation Action Plan working group is dedicated to creating a deeper understanding within our organisation and building stronger relationships with local Aboriginal and Torres Strait Islander people. We believe that Riverina Water can and will reflect the diversity of the community we operate in. This may not always be an easy journey, but we are committed to making real changes that have a tangible impact in our community.



Tim Koschel

Chairperson



Andrew Crakanthorp

Chief Executive Officer



According to the latest census data (2021) 5.5% of the population across the four LGAs serviced by Riverina Water (Wagga Wagga, Federation, Lockhart and Greater Hume) identify as Aboriginal or Torres Strait Islander. In the most populous LGA of Wagga Wagga this rises to 6.6%, over double the national figure of 3.2%.

Riverina Water does not currently formally collect cultural background data when onboarding new employees – this will be discussed as part of our RAP process. One of the members of our RAP working group is a Riverina Water employee who identifies as Aboriginal.

6: Our Vision, Mission and Values

Our Vision is to provide passionate and professional leadership in the water industry.

Our Mission is: to provide our community with safe, reliable water at the lowest sustainable cost.

Our Values are: Respect, Connection, Safety and Cooperation

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

Our whole-of-organisation focus areas are:

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.

7: Our Reconciliation Action Plan

Riverina Water is undertaking the Reflect Reconciliation Action Plan (RAP) process to better connect with our local Indigenous community, to create a greater level of cultural awareness and understanding within our organisation, and to identify the real changes we can implement to improve the lives First Nations peoples, particularly the Wiradyuri people whose lands we operate on.

As a water provider we recognise the importance of our role in looking after a precious natural resource and believe that we can play a supportive part in caring for country. By implementing this plan, we hope to gain a better understanding of the cultural importance of water in our region, to build connections and to further facilitate water education in this area.

Our journey to date

- In February 2022 local Wiradyuri man Mark Saddler took a group of senior staff at Riverina Water on a cultural tour around its sites and the region, providing them with insights into the history and cultural importance of the area.
- From February 2023 Aboriginal Awareness online training was rolled out to all current Riverina Water staff. This training was then also made a mandatory part of all new staff members' induction process.
- In 2023 Riverina Water commissioned a large-scale artwork by acclaimed Wiradyuri artist Owen Lyons. The artwork *Living Water* shows the Murrumbidgee River and Wagga Wagga along with Marshalls Creek, which runs adjacent to Riverina Water's main offices and water treatment plant. The smaller meeting places or campsites represent the many communities and towns across Riverina Water's supply area, while symbols and animals such as the goanna and platypus represent Wiradyuri country. Owen Lyons' work was commissioned for display and for branding, and now features as the key artwork in our Reconciliation Action Plan (RAP). The artwork proudly hangs in the foyer of Riverina Water's public meeting room, where Board members from across the supply area gather to make decisions about our community and our water.
- In December 2023 our CEO Andrew Crakanthorp and members of the Customer and Communications team met with two local Aboriginal groups in Wagga – Mawang Gaway, and the Wagga Local Lands Council. These meetings were a way to start an initial dialogue with our community, to let them know right at the start that we were beginning our RAP process and to take on board their thoughts and ideas. We have reached out to other local Aboriginal groups and meetings with them will also be part of our Reflect RAP process.

- In January 2024 Riverina Water made a donation towards a public concert of Aboriginal performance organised by Mawang Gaway. The event details were circulated to staff and RAP working group members as an opportunity to engage with local Aboriginal artists.
- In February 2024 Riverina Water finalised a working group of staff members committed to the reconciliation process, and they met for an initial introductory session.
- The RAP working group will be attending local NAIDOC week activities 27 May – 3 June 2024 to further engage with our community.

8: Our RAP working group

- Andrew Crakanthorp, Chief Executive Officer, RAP Champion
 - Clr Tim Koschel, Board Chairperson
 - Clr Jennifer McKinnon, Board Member
 - Tobi Aluko, People and Culture Business Partner
 - Josh Lang, Customer and Communications Team Leader
 - Derek Motion, Communications and Engagement Officer
 - Fiona Smith, Water Quality Supervisor, Operations area representative
 - Colin Fisher, Welding Supervisor, Projects area representative
 - Lyle Burgess, Painter/Building Assistant, Indigenous staff member
-
- Bernard Higgins, consultative member, Mawang Gaway, Wagga Aboriginal Elder Reference Group

Section 9-13: Action Plan

Tables as below, grouped under 4 headings: **Relationships, Respect, Opportunities, Governance**

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	December 2024	Customer and Communications Team Leader
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	December 2024	Customer and Communications Team Leader
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2024-ongoing	Customer and Communications Team Leader
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May-3 June 2024-ongoing	CEO
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May-3 June, 2024-ongoing	CEO
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	July 2024 (following final Board adoption of RAP)	CEO
	<ul style="list-style-type: none"> Identify external stakeholders and like-minded organisations that our organisation 	December 2024	CEO

	can engage and collaborate with on our reconciliation journey.		
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Continue to promote positive race relations and anti-discrimination; research current best practice and policies in these areas. 	December 2025	People and Culture Business Partner
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2025	People and Culture Business Partner

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	December 2025	People and Culture Business Partner
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	December 2025	People and Culture Business Partner
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area, and how we can recognise this. 	June 2025	CEO
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, and review existing relevant policies. 	December 2025	Executive Team

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	July 2024-ongoing	Customer and Communications Team Leader
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	July 2024-ongoing	Customer and Communications Team Leader
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July, 2024-ongoing	CEO, RAP working group

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation, including opportunities for traineeships and scholarships. 	December 2025	People and Culture Business Partner
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	December 2025	People and Culture Business Partner
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	December 2025	Manager Finance
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	December 2025	Manager Finance

ACTION	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Form a RWG to govern RAP implementation. 	February 2024	CEO
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	December 2024	CEO
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	December 2023	CEO
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	June 2025	CEO
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	December 2024	CEO
	<ul style="list-style-type: none"> Appoint a senior leader to champion our RAP internally. 	December 2023	CEO
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	December 2024	CEO
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	June annually	Customer and Communications Team Leader
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August annually	Customer and Communications Team Leader
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September, annually	CEO
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	September 2025	Customer and Communications Team Leader

14: Our RAP Artist and Artwork



I have a deep connection with the land of Wiradyuri country and I am passionate about this area. My art reflects my ties to the area and communities within from the regional cities of Griffith to Wagga to the vast landscape that spans from the mountains in the east, to the wide plains of the west of this beautiful Wiradyuri Country.

I was born in Narrandera NSW, on Wiradyuri country, into a family of 10 children. We lived with my mum and dad at the bottom of the Sandhills in Narrandera, at a place known affectionately as "Down The Lane".

I have dabbled in art for over 30 years, in an informal way completing works with my brother. I started creating artworks as an outlet to help me in dealing with my son's mental illness, which led to my formal art career commencing back in early 2016. My artistic expression of my lived experiences and the land which I call home are what I portray in my works, using traditional dot painting and concepts to create works that also have a contemporary feel.

I created the piece *Living Water* for Riverina Water, and it tells the story of fresh clean water being delivered to Wagga and the surrounding towns and villages.

The platypus represents the clean water in Marshalls Creek, which can be attributed to the filtering provided by Riverina Water, making the creek a sustainable and friendly environment for the platypus to thrive.

The goanna represents Wiradyuri country on which the clean water is distributed. I have also included other Wiradyuri symbols to represent Aboriginal culture. All over this Wiradyuri territory surrounding Wagga Wagga, indicated in blue and green, representing the meeting places or campsites, which are the places where the water is flowing to the communities.



Owen Lyons

<https://owenlyonsart.com/>
enquiries@owenlyonsart.com

15: Back Page:

Queries and Contact

Please direct all enquiries about our RAP to:

Communications and Engagement Officer

Phone: 02 69220607

Email: community@rwcc.nsw.gov.au

R5 Draft Donations and Sponsorship Policy

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary An action of the Customer and Community Engagement Strategy and current Operational Plan is to review the Donations Policy to create a clear framework for facilitating both donations and sponsorship requests, noting these should undergo similar but different processes.

RECOMMENDATION that Council place the draft Donations and Sponsorships Policy on public exhibition until 19 May 2024 and invite submissions during this time.

Report

In reviewing the previous Community Grants Program and developing the Customer and Community Engagement Strategy, workshops with the Board identified the need to review the existing Donations Policy.

Internally, reflection on the current policy identified a number of gaps, process issues and other challenges.

Riverina Water had a sponsorship policy previously, which was renamed to the current donations policy in 2019. The new draft policy brings these two concepts together in one document, overlapping where appropriate and defining a clear separation when needed.

This will allow Riverina Water to better manage the types of requests for funding it receives, with benefits including:

- Ensuring donations do not conflict with the required process around grants funding, noting the reduced funding pool for this initiative.
- Allowing Riverina Water to better capitalise on sponsorship opportunities
- Creating two different funding limits for donations and sponsorships reflective of the typical types of requests received
- Improving governance and assessment processes in general

The existing policy allows for donations up to \$5000 to be determined by the Chair and CEO, through the financial year, which is then reported to the Board annually.

Under the draft policy, donations can be determined by the Chair and CEO to a reduced limit of \$3500. The limit for sponsorships is proposed to be \$6000.

Requests above these limits would need to continue to be reported to the Board to be awarded.

The policy allows typical donation requests to be processed efficiently, while higher amounts need to be considered if the proposal provides broader benefits to Riverina Water and the community as set out in the draft policy.

› **R5.1 Draft Donations and Sponsorship Policy**  

Strategic Alignment

Our Community

create stronger connections with our diverse community to help deliver positive impact

Financial Implications

The current donations budget includes funding for both donations, sponsorships and Water Aid membership. While not officially separated, donations historically have a budget of \$40,000 while \$25,000 is for sponsorships, with this funding remaining in the budget from Riverina Water's past annual sponsorship of the Wagga Wagga City Council Fusion Festival.

Workforce Implications

Nil

Risk Considerations

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



Donations and Sponsorship Policy 1.25

Part 1: Introduction

1.1 Policy Summary

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

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

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

1.2 Policy Objectives

This policy aims to provide clear definitions and guidelines for donations and sponsorships, to ensure an accessible, open and transparent process for such requests.

1.3 Background

Riverina Water has previously adapted its policy on donations and sponsorships in recent years and has now reviewed the policy approach in the context of its new Customer and Community Engagement Program; and other initiatives such as grants.

Donations or sponsorships can be reapplied for year-on-year using the application form on the Riverina Water website. Each application will be assessed based on merit against the criteria and process stated in this policy by the CEO and the Chairperson.

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

1.4 Scope of Policy

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

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



Part 2: Application and process information

2.1 Definitions

Donations

For the purposes of this Policy, donation is defined as an altruistic arrangement in which Riverina Water provides a contribution in money or in-kind goods or services (but not the supply of water), to support a program, service or event in the Riverina Water supply area which may or may not have specified benefits to Riverina Water. Donations can include sponsorship of programs, services and events that are deemed to have worthwhile community outcomes and meet the eligibility criteria.

A donation is not:

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

Sponsorships

For the purposes of this Policy, sponsorship is defined as an arrangement in which Riverina Water provides a contribution of money or in-kind goods or services (not the supply of water), to support a project or event that has strategic value and offers substantial reputational benefits to Riverina Water. Benefits must comply with conflict-of-interest policy, but the benefits of sponsorship are organisational not considered employee 'gifts'. Benefits may include, but are not limited to the following:

- Strong engagement opportunities enabling Riverina Water to connect with its community in a meaningful and relevant way that would not be possible without sponsorship.
- Acknowledgement of Riverina Water's sponsorship via the advertising and marketing undertaken.
- In the case of an event, an invitation to Riverina Water staff members to attend (or tickets supplied for promotional purposes) and verbal acknowledgment of Riverina Water's support on the event.

A sponsorship is not:



- An endorsement of any product, service or factional cause by Riverina Water
- Part of normal assistance programs of Riverina Water
- Access to water or reduced charges

2.2 Eligibility

- Applications must be to fund a program, service or event which occurs in the same financial year the donation is requested.
- All applicants must be located in the Riverina Water supply area (see map below) and projects must be delivered in the Riverina Water supply area.



Please see the additional criteria specific to either donations or sponsorships:

Donations

To be eligible for a donation, applicants must be:

Version 2
 Last revised date Feb 2022
 Next scheduled review Feb 2026



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

Riverina Water will not provide donations to:

- Individuals or groups of individuals
- Unincorporated organisations
- Local government councils
- For-profit commercial organisations
- Political parties or unions

Riverina Water does not donate funds for:

- Conferences
- Seminars
- Individuals
- Record attempts

Sponsorships

To be eligible for sponsorship, applicants must be incorporated organisations.

Riverina Water will not provide sponsorships to:

- Individuals or groups of individuals
- Unincorporated organisations
- Political parties or unions

Riverina Water does not provide sponsorship funds for:

- Individuals
- Record attempts

Incorporated not-for-profits

In reference to the above, incorporated not-for-profit bodies are organisations that are registered and approved as not-for-profit bodies by NSW Fair Trading including:

- Charities
- Organisations with Deductible Gift Recipient or Public Benevolent Institution status
- Cooperatives



- Trusts that are registered with the Australian Charities and Not-for-profits Commission

2.3 Funding amounts

In general,

- Donations can be requested up to a maximum of \$3,500
- Sponsorships can be requested up to a maximum of \$6,000

Donation applications above the \$3,500 maximum will result in one of the following outcomes:

- Be declined
- If eligible and considered appropriate, a lesser amount offered by Riverina Water via the internal assessment process
- If appropriate, discuss with the applicant if the request can be considered under the sponsorship criteria
- If eligible and considered appropriate in the internal assessment process, refer the application to the Board.

Sponsorship applications above the \$6,000 maximum will result in one of the following outcomes:

- Be declined
- If eligible and considered appropriate, a lesser amount offered by Riverina Water via the internal assessment process
- If eligible and considered appropriate in the internal assessment process, refer the application to the Board.

The Board meets bi-monthly and all applicants must consider this timeframe in their request.

2.4 Application and assessment

Applications

Applications will be accepted from the start of each new financial year and will be considered until the annual program budget is exhausted.

Eligible organisations can receive one approved application per financial year.



Applicants should first review current guidelines for Riverina Water's annual Enriching Communities grants program. Requests that would be more suitable for a community grant should be made under this program and Riverina Water reserves the right to decline donation requests and refer applicants to this competitive program.

Organisations seeking donations in consecutive years must make a new application each financial year, with no guarantee of recurring funding can be given. If requested, applicants will need to provide an acquittal of past funding in order to reapply for a further donation.

Applications should be made via the appropriate form on Riverina Water's website; or can be received in writing via email to community@rwcc.nsw.gov.au or post. Applicants are encouraged to include any additional or supporting information.

Assessment

All applications will be assessed by Riverina Water's Customer and Communications team for eligibility and alignment with the relevant criteria, including:

- How it enhances the social, cultural or environmental life of our community
- Remaining unallocated funds in the program budget
- Funding provided to similar programs or initiatives

In addition, sponsorships will be considered against the level of strategic benefit to Riverina Water, including the application's capacity to:

- Increase customer understanding and perceived value of Riverina Water's products and services
- Increase awareness of Riverina Water and the role Riverina Water plays in the community
- Generate positive associations with the Riverina Water brand and product service offering

Eligible applications will be assessed against the criteria by the Chairperson (or Deputy Chairperson due to conflict of interest or unavailability) and Chief Executive Officer (or acting CEO or Director Corporate Services due to conflict of interest or unavailability).

Following assessment, Riverina Water reserves the right to propose a different funding amount to that originally requested.



In reference to section 2.3, funding amounts up to \$3,500 for donations and \$6,000 for sponsorship may be approved by the Chairperson and CEO or the nominated stand-in.

These applications will be assessed within 10 business days of submission of all required information.

As per section 2.3, eligible and appropriate applications above the funding maximums will be reported to the Board for determination.

All decisions of Riverina Water are final.

Successful applicants

Successful applicants invoices are required to provide an invoice to Riverina Water within 10 working days of approval.

Invoices must be received by the end of financial year. Failure to do so will result in funding being rescinded and may impact consideration of future applications.

Part 3: Governance

3.1 Reporting and other requirements

The CEO will report to the Riverina Water Board on an annual basis, providing an overview of all sponsorships made by Riverina Water. At this time, the CEO may request conditional pre-approval from the Board for strategic ongoing sponsorships or donations for the coming financial year.

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

3.2 Merchandise and activations

In addition to or in lieu of funding, Riverina Water may consider providing promotional merchandise and/or staff resources to participate in an activation at an appropriate event, project or initiative. These will be assessed based on the same criteria detailed in section 2.4.

3.3 Gifts and benefits to Riverina Water

Individual Riverina Water representatives cannot accept gifts or benefits due to a donation or sponsorship application or arrangement.



By nature, donations or sponsorships typically offer some form of benefit to Riverina Water. Outside of recognition and promotion of Riverina Water's support, other benefits may be accepted by Riverina Water by determination of the CEO under the following conditions:

- To be awarded by Riverina Water to the general public for promotional purposes
- If there is a business reason for a Riverina Water representative to attend a function in an official capacity such as a guest speaker or award presenter
- If participation or attendance offers strategic benefit to Riverina Water
- If participation or attendance offers an opportunity for staff development or recognition

Any acceptance must be in alignment with Riverina Water's Code of Conduct and Gifts and Benefits Procedure.

3.4 Conflict of interest

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

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

Part 4: Legislation, terminology and references

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

Part 5: Implementation and delegation

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



Part 6: Non compliance

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

Policy number	1.25
Responsible area	CEO
Approved by	22/047
Approval date	27 April 2022
Legislation or related strategy	Local Government Act 1993 Conflicts of Interest Policy
Documents associated with this policy	Donation Application Form
Policy history	Policy adopted 18 December 2019 (19/180), replacing the former Sponsorship Policy 1.25 originally adopted 26 April 2016

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

END OF POLICY STATEMENT

R6 Yr 3 of 2022/23-2025/26 Delivery Program and draft 2024-25 Operational Plan

Organisational Area Corporate Services

Author Wendy Reichelt, Governance & Corporate Planning Officer

Summary The draft Operational Plan 2024-25 has been prepared following the February budget workshop and is submitted for the Board's consideration. The Delivery Program 2022/23 – 2025/26 was adopted by the Board in June 2022. Some minor changes were made to the Program in 2023/24. In accordance with Sections 404 and 405 of the Local Government Act 1993, the draft plans must be placed on public exhibition for a period of at least 28 days.

RECOMMENDATION that Riverina Water, in accordance with Sections 404 and 405 of the Local Government Act 1993, place the 2024/25 draft Operational Plan on public exhibition for a period of 28 days, noting that this means the revised Delivery program 2022/23 – 2025/26 will also be placed on exhibition as the plans are presented as one document.

Report

The draft Operational Plan 2024/25 is submitted for the Board's consideration. It should be noted that these documents are presented in draft form (content only) and will be combined and graphically designed following public exhibition. This enables changes to more easily be made if and as required and gives more time for the graphic artist to finalise the document.

Actions for 2024/25 are contained within a word document and the financial information is provided separately.

A workshop to assist in the development of the 2024/25 budget was held in February 2024. At this workshop several options were considered regarding pricing for 2024/25 and future years.

The consensus at the workshop was to increase consumption charges by 3%, with no increase to availability charges. The resulting total increase for the average residential customer is approximately an additional \$15.26 per year, or 29c per week.

An increase of 3% has also been applied to Council's Sundry Fees and Charges, rounded to the nearest 50c.

The proposed Operating Result for 2024/25 is forecast to be a surplus of \$547k. The Board was presented with a forecast surplus of \$978k at the February workshop; this has been revised down due to inclusion of the following adjustments:

- \$238K increase for contribution for staff in the former superannuation retirement scheme.
- \$108K reduction in workers compensation insurance estimates
- \$300K increase in mains maintenance and repairs to reflect previous actual costs and levels of activity

Water sales have been calculated utilising trends from previous years' consumption and predicted weather patterns and have been budgeted at 13,475 megalitres.

The proposed pricing increase is vital in ensuring the continued delivery of Riverina Water's capital works program over the next four years which has been proposed at \$66.7m. Of this total amount, \$21m is attributable to the Solar Pilot Plant project. To assist in the funding of this significant project, a proposed loan of \$21m, directly related to the Solar Pilot Plant project has been included for 2025/26.

As the current Board term concludes in 2024/25, the 2022/23-2025/26 Delivery Program is a three year program instead of the usual four. A report on the outcome of the 2022/23 – 2025/26 Delivery Program will form part of the 2024/25 annual report and a new Delivery Program developed to commence on 1 July 2025.

- › **R6.1** **Delivery Program 2022/23-2025-26 and Operational Plan 2024/25** [↓](#) 
- › **R6.2** **Combined financial information 2024-25 Operational Plan and Delivery Program** [↓](#) 

Strategic Alignment

Our Business

Improve strategic planning and accountability

Financial Implications

As outlined in the report and the financial information contained within the attachment.

Workforce Implications

Considered in management workshop to identify actions to be delivered in 2024/25

Risk Considerations

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

Riverina Water Delivery Program
2022/2023 – 2025/2026
Year 3

Riverina Water Operational Plan
2024/2025

Inside front cover (bottom)

Disclaimer

This document has been prepared in good faith and is considered correct at the time of publication. We do not warrant or represent that it is free from error or omission. Before you rely on any information in this document, please contact us first to check that the information it contains is still current. This document is publicly available at www.riverinawater.nsw.gov.au

You can contact us:

By phone (02) 6922 0608

By email admin@rwcc.nsw.gov.au

Or by visiting our office at 91 Hammond Avenue Wagga Wagga

Version	Purpose and description
0.1	Draft Delivery Program 2022/2023 – 2025/2026 and Operational Plan 2022/2023 – 27 April 2022
1.0	Endorsed by Riverina Water Board – 22 June 2022
2.0	Draft Delivery Program 2022/2023 – 2025/26 Year 2 and Operational Plan 2023/2024 – 27 April 2023
	Endorsed by Riverina Water Board – 22 June 2023
3.0	Draft Delivery Program 2022/2023 – 2025/26 Year 3 and Operational Plan 2024/2025 – 18 April 2024
	Endorsed by Riverina Water Board

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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 extends our respect to all First Nations Peoples in our supply area.

About us

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

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



Riverina Water supply area



Our Board



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 Michael Henderson
Wagga Wagga City Council
Elected to Board in 2022



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



Clr Tony Quinn
Greater Hume Council
Elected to Board in 2016



Clr Dallas Tout
Wagga Wagga City Council
Elected to Board in 2023

Our Management



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

Our Vision

Provide passionate and professional leadership in the water industry

Our Mission

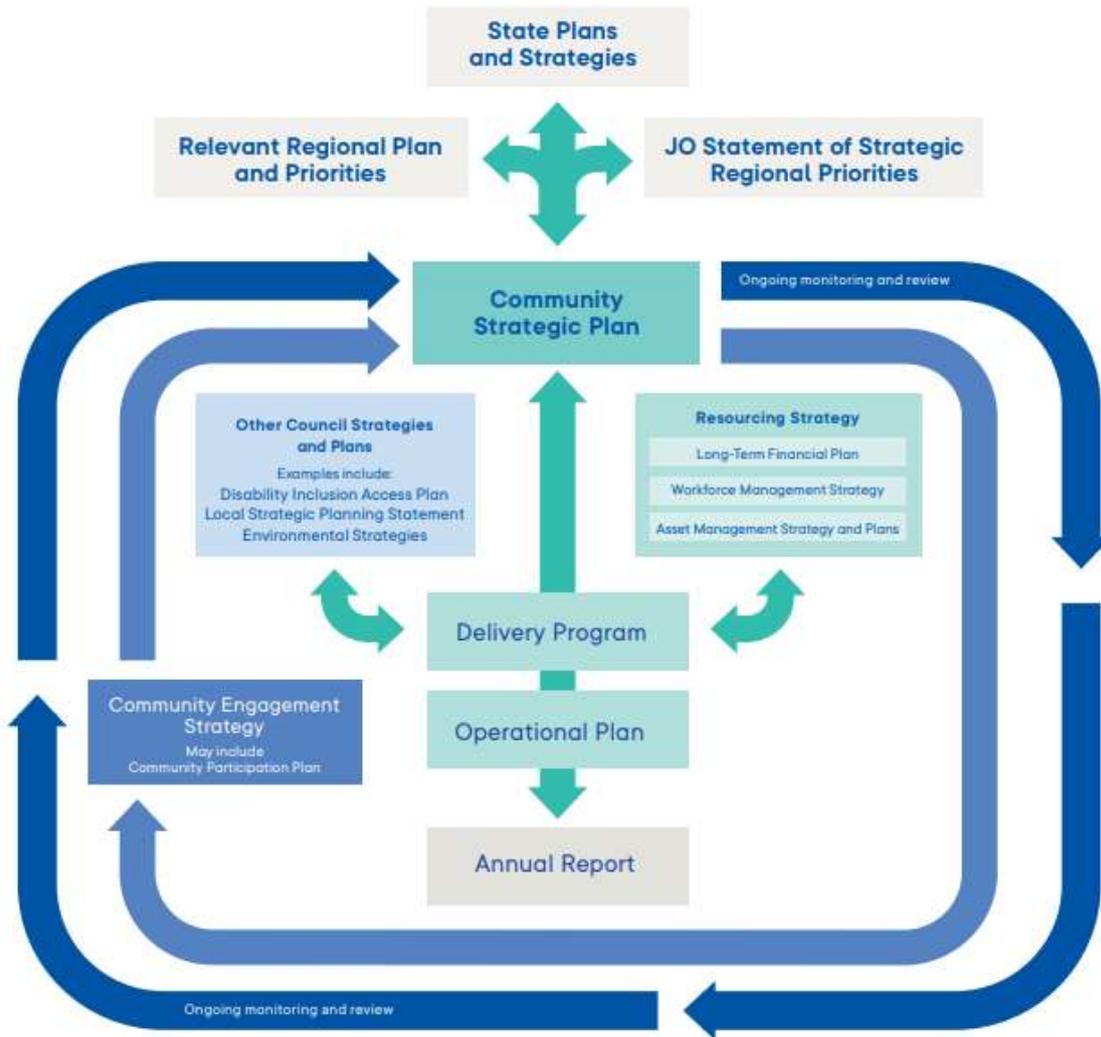
To provide our community with safe reliable water at the lowest sustainable cost

Our Values

Respect, Connection, Safety, Cooperation

Riverina Water planning context

The Integrated Planning and Reporting (IP&R) framework determines the way councils in NSW (including county councils) develop, document and report on plans for the future of their communities.



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



It should be noted that this framework is in the process of being updated. Whilst Riverina Water will continue to reference its adopted Integrated Water Cycle Management Strategy, the Regulatory Assurance Framework outcomes are now to be integrated into our corporate planning and reporting requirements (please refer to the information below for further context).

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

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

Importantly the Delivery Program also allows Riverina Water to demonstrate how its “business as usual” (BAU) activities help achieve the Business Activity Strategic Plan (BASP) objectives.

Regulatory Assurance Framework

Local water utilities can best meet the needs of their customers when their decisions and activities are based on effective, evidence-based strategic planning. Strategic planning is crucial to identifying and managing key risks to:

- Water security
- Water quality
- The environment
- Assets and infrastructure
- Customers
- Financial sustainability.

Under the new *Regulatory and assurance framework for local water utilities*, the Department of Primary Industry and Environment (DPIE) expects local water utilities to conduct effective, evidence-based strategic planning for water supply that applies the principles of adaptive planning and integrated water cycle management and considers climate risks.

Riverina Water adopted its Integrated Water Cycle Management Strategy (IWCM) in 2021 which gives DPIE assurance that Riverina Water has a strategic planning approach to a reasonable standard. The Department will be working with us to develop a clear transition program from an IWCM strategy to the new regulatory assurance framework, which we will be required to report against annually.

The strategic planning outcomes as outlined in the framework are:

Understanding service needs	<ul style="list-style-type: none"> o What are our customers' needs, values and preferences o What current and future demands are placed on our water supply o How will Riverina Water consider and address objectives, priorities and evidence of other relevant state and regional strategic planning, including the NSW Water Strategy and regional water strategies
Understanding water security	<ul style="list-style-type: none"> o What is Riverina Water's access to current and potential water supply sources o How will Riverina Water address current and future risks around continuity and reliability of access to water supply sources
Understanding water quality	<ul style="list-style-type: none"> o How will Riverina Water address current and future water quality risks in its supply systems o How will Riverina Water meet relevant regulatory standards such as on drinking water quality management
Understanding environmental impacts	<ul style="list-style-type: none"> o How will Riverina Water meet relevant regulatory standards, such as licence requirements set by the environmental regulator
Understanding system capacity, capability and efficiency	<ul style="list-style-type: none"> o What is the capacity and capability of systems to deliver water and future capacity and capability needs o How will Riverina Water consider water efficiency in our systems
Understanding other key risks and challenges	<ul style="list-style-type: none"> o How will Riverina Water address other key risks in its systems now and in the future o How will Riverina Water meet relevant regulatory standards o How has Riverina Water considered climate change o How is Riverina Water planning for drought o How is Riverina Water planning and preparing for incidents, emergencies and extreme events and ensuring continuity of service
Understanding solutions to deliver services	<ul style="list-style-type: none"> o How are options for delivering services and managing risks analysed o How are supply and demand side options for water supply identified and evaluated o How are assets managed over their lifecycle to ensure service levels are met o How are the preparedness and resilience management during extreme events considered
Understanding resourcing needs	<ul style="list-style-type: none"> o What resourcing is needed to deliver services and manage risks o What is the life-cycle cost of managing assets o What technical and operational skills are needed to deliver services and manage risks o How does Riverina Water do workforce planning
Understanding revenue sources	<ul style="list-style-type: none"> o What are the revenue sources available to fund the delivery of services o What is the customers' ability to pay for services o What is the customers' willingness to pay for services

<p>Make and implement sound strategic decisions</p>	<ul style="list-style-type: none"> ○ Based on its understanding of, and adequate consideration of, service needs, risks and resources how does Riverina water set service levels and efficient revenue requirements for providing services over an adequate forward period to capture asset lifecycle ○ How are customers engaged in decision-making and informed of choices between service levels, risks and cost ○ How does Riverina water ensure its long-term financial sustainability, including managing unexpected financial shocks in future periods without having to introduce substantial or socially destabilising revenue or expenditure adjustments ○ How does Riverina Water implement service levels and monitor and report on performance to understanding if it is meeting service levels and managing risks
<p>Implement sound pricing and prudent financial management</p>	<ul style="list-style-type: none"> ○ How does Riverina Water set and structure its water supply pricing to recover its revenue requirement, promote efficient water use of water, and achieve equitable and affordable pricing and intergenerational equity ○ How does Riverina Water implement a cost-reflective and consumption-based tariff structure, long term stable price path and intergenerational equity ○ How does Riverina Water set appropriate developer charges to recover the infrastructure cost of servicing growth ○ How does Riverina Water consider payment of tax equivalents and dividends ○ How does Riverina Water consider affordable access to essential water services for all customers
<p>Promote integrated water cycle management</p>	<p>How are urban water cycle outcomes including water security, public health, environmental and urban amenity and liveability identified, achieved and funded</p> <p>How does Riverina Water consider opportunities and method to increase resource efficiency and recovery in urban water management</p> <p>How is Riverina Water supporting customers to increase water literacy and support water efficiency measures</p>

We will be looking at how best to incorporate and integrate the strategic planning outcomes and assurance process in our Business Activity Business Plan (BASP), Delivery Program and actions in the Operational Plan.

Riverina Water Delivery Program 2022/23– 2025/2026

(Reviewed Feb 2024)

About the Delivery Program

The Delivery Program 2022/23 – 2025/2026 is a statement of commitment to our stakeholders about what we will deliver during the board term to achieve the strategic objectives established in our Business Activity Strategic Plan (BASP).

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

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

Our strategic priorities



Achieving the Delivery Program

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

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

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

Reporting and Review

Riverina Water reviews the Delivery Program each year and reports against progress every 6 months through the Operational Plan report to the Board. The review of the Delivery Program is made prior to the development of the coming year's Operational Plan to ensure activities are progressing well and still working towards achieving the strategic goals contained within the BASP.

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

Year 3 Delivery Program 2022/23 – 2025/26 (reviewed Feb 2024)

1 Our people

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

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

Our People

1.1 Attract retain and develop our people

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

Our People **1.2 Foster diversity, inclusion, respect and gender equality at all levels of the organisation**

Activity	Success indicator	Lead Area	Delivery Year
1.2.1 Establish programs and systems that enhance and support our commitment to diversity, equity and inclusion.	Programs and systems are developed and implemented.	Corporate Services	22/23 23/24 24/25
1.2.2 Embed our organisational values into people practices and culture to support a quality employee experience	Organisational values are updated and embedded within the organisation	CEO	22/23 23/24 24/25

Our People **1.3 Create an engaging, positive, collaborative and innovative workplace culture**

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

Our People **1.4 Build upon our strong history of safety and wellbeing**

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

Our People**1.5 Invest in and evolve our HR systems, processes and frameworks**

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

2 Our business

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

Strategies

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

Our Business**2.1 Optimise our network and infrastructure**

Activity	Success indicator	Lead Area	Delivery Year
2.1.1 Supply water to all viable urban areas, villages and rural land within the Riverina Water supply area	Reticulated water supply is available where practical and economically recoverable	Engineering	22/23 23/24 24/25 25/26
2.1.2 Ensure our water supply system is capable of delivering current and future levels of service	Levels are service are met	Engineering	22/23 23/24 24/25 25/26
2.1.3 Manage water quality to ensure supply is in accordance with the 2011 Australian Drinking Water Guidelines	Water quality remains within Australian Drinking Water Guidelines	Engineering	22/23 23/24 24/25 25/26
2.1.4 Monitor and manage the risks posed by PFAS in the Lachlan Aquifer in collaboration with DPIE Water	Risks associated with PFAS are managed	Engineering	22/23 23/24 24/25 25/26

2.1.5 Build, operate, monitor and maintain assets at least lifecycle costs whilst meeting agreed levels of service	Operational costs are minimised without adversely affecting performance	Engineering Corporate Services	22/23 23/24 24/25 25/26
2.1.6 Undertake a number of demand management strategies to mitigate overall consumption and peak demand pressures on the system	Demand pressures are managed without adversely affecting water supply	Engineering	22/23 24/25 25/26

Our Business 2.2 Enhance and integrate our assets management system and practices

Activity	Success indicator	Lead Area	Delivery Year
2.2.1 Implement central assets management system in ERP solution (FLOW)	Asset management register operational in FLOW	Engineering	22/23 23/24 24/25
2.2.2 Develop condition and criticality ratings for all asset classes in the central asset management system	Condition ratings uploaded to system	Engineering	22/23 23/24 24/25
2.2.3 Integrate central asset management system with financial information	System integration	Engineering Corporate Services	22/23 23/24 24/25
2.2.4 Implement Esri GIS system	GIS system operational	Engineering	22/23 23/24 24/25
2.2.5 Identify, assess and appropriately manage risks associated with assets	Risks associated with assets managed appropriately	Engineering Corporate Services	23/24 24/25 25/26
2.2.6 Develop and input asset maintenance schedules for major assets	Maintenance schedules are in place	Engineering	22/23 23/24 24/25 25/26

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

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

Our Business 2.4 Adopt emerging technology that increases our efficiency

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

Our Business 2.5 Improve strategic planning and accountability

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

Our Business 2.6 Take actions that deliver responsible financial management and ensure long term sustainability

Activity	Success indicator	Lead Area	Delivery Year
2.6.1 Implement and review sound financial processes and practices	Nil management letter or all management items addressed	Corporate Services	22/23 23/24 24/25 25/26
2.6.2 Ensure sufficient funds are available for long term operational requirements	All future CAPEX and Opex requirements can be funded	Corporate Services	22/23 23/24 24/25 25/26
2.6.3 Drive smart business decisions through proactive development and delivery of financial metrics and business insights	Decision making is driven by financial metrics	Corporate Services	22/23 23/24 24/25 25/26

Our Business 2.7 Improve our operations to future proof our business

Activity	Success indicator	Lead Area	Delivery Year
2.7.1 Investigate sustainable and ethical procurement practices	Procurement at Riverina Water is undertaken both ethically and sustainability	Corporate Services	22/23 24/25 25/26
2.7.2 Adopt circular economy practices in the planning and	Circular economy practices are embedded	CEO	24/25 25/26

delivery of assets products and services			
2.7.3 Update our water cycle and environmental management plans	Plans approved by DPE Water	Engineering	22/23
2.7.4 Protect and restore sites to eliminate and prevent degradation	No soil loss or siltation and vegetation is restored	Engineering	22/23 23/24 24/25 25/26

Our Business 2.8 Collaborate and share our knowledge with other organisations

Activity	Success indicator	Lead Area	Delivery Year
2.8.1 Contribute to relevant industry benchmarks for operational excellence	Relevant contribution is made	CEO	22/23 23/24 24/25 25/26
2.8.2 Create opportunities for Riverina Water to collaborate with other industry experts	Ongoing participation in committees and conferences	CEO	22/23 23/24 24/25 25/26

3 Our community

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

Strategies

- 3.1 Actively support and participate in our community
- 3.2 Create stronger connections with our diverse community to help deliver positive impact
- 3.3 Continue to develop positive relationships with our First Nations community
- 3.4 Provide exceptional customer service by tailoring and improving our systems, processes and service offers
- 3.5 Understand and prepare to serve our customers of the future
- 3.6 Share our knowledge and expertise to make a positive change in our global community

Our community 3.1 Actively support and participate in our community

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

Our Community 3.2 Create stronger connections with our diverse community to help deliver positive impacts

Activity	Success indicator	Lead Area	Delivery Year
3.2.1 Drive strong community engagement through an endorsed strategy	Community Engagement Strategy implemented	Corporate Services	22/23 23/24 24/25 25/26
3.2.1 Improve our understanding and strengthen our connection with our diverse community	Connection with our diverse community is strengthened	Corporate Services	23/24 24/25

Our Community 3.3 Continue to develop positive relationships with our First Nations Community

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

Our Community 3.4 Provide exceptional customer service by understanding our customers and tailoring and improving our systems, processes and service offerings to their needs

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

Our Community 3.5 Understand and prepare to service our customers of the future

Activity	Success indicator	Lead Area	Delivery Year
3.5.1 Collaborate with constituent councils to support supply area growth	Growth in the number of connections	CEO	22/23 23/24 24/25 25/26
Monitor emerging trends in customer service technology and business processes	Opportunities to implement any solutions or processes that support emerging trans in customer service technology and business processes are explored and implemented where feasible	Corporate Services	22/23 23/24 24/25 25/26

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

Activity	Success indicator	Lead Area	Delivery Year
3.6.1 Provide ongoing support and participation in altruistic and/or knowledge-sharing programs and initiatives	Participation in programs and initiatives that have impact broader than our local community	CEO	22/23 23/24 24/25 25/26

Our service level promises

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

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

Pressure and flow

Riverina Water will provide pressure between 12 and 120 metres head at the water meter when service has no flow.

Riverina Water will provide water to each connection at an available flow rate not less than

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

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

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

Direct pumping from Riverina Water mains is not permitted.

Consumption restrictions

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

Restrictions may also be applied at the request of state or commonwealth government or to comply with an adopted Water Sharing plan.

Stage 1 water restrictions in the Riverina Water service area are implemented automatically during the NSW daylight saving period unless otherwise specified by the CEO. Stage 1 restrictions may be extended beyond the NSW daylight savings period at the discretion of the CEO if the daily rolling weekly water usage is more than 70 megalitres per day. The Water Restrictions Policy 2.06 outlines Riverina Water triggers for further restrictions and is available on our website.

Interruptions to supply

Planned – domestic customers will receive 24 hours written notice and industrial customers will receive 7 days' written notice.

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

Water for firefighting purposes

Riverina Water will provide fire flows in reticulation systems in accordance with NSW Water Directorate Fire Flow guidelines.

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

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

Potable water supply

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

Response time

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

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

1 hour (during working hours)

2 hours (after working hours)

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

3 hours (during working hours)

4 hours (after working hours)

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

One working day

Priority 4 – defined as a minor problem or complaint which can be dealt with at a time convenient to the customer and Riverina Water.

Within 2 weeks

The levels of service (LOS) listed above largely shape the objectives and requirements for operation, maintenance and provision of capital works within Riverina Water's water supply schemes. Achievement of target levels of service is the primary objective of the system.

Management of drinking water quality

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

The *Australian Drinking Water Guidelines* (ADWG 2011) provides a structure risk-based approach to drinking water management and satisfied the requirement for a quality assurance program in the *Public Health Act 2010*. The ADWG is structured into four general areas comprising:

1. Commitment to drinking water quality management
 - a. Commitment to management
2. System analysis and management
 - a. Assessment of the water supply system
 - b. Preventative measures for drinking water
 - c. Operational procedures and process control
 - d. Verification
 - e. Management of incidents and emergencies
3. Supporting requirements
 - a. Training and awareness
 - b. Community involvement
 - c. Research and development
 - d. Documentation and reporting
4. Review, evaluation and auditing
 - a. Evaluating and audit
 - b. Continual improvement

Catastrophe

Any situation of this nature would prompt immediate actions involving senior personnel and emergency services with the aim of containing and resolving the situation as quickly as possible. Consideration would be made at the declaration of a business continuity event.

Customer complaints and enquiries of a general nature

Respond to 95% of written complaints or inquiries within 10 working days.

Respond to 95% of personal complaints or inquiries within 1 working day.

Special customers

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

Customer relations

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

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

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

Budget summary

(Financial information provided in separate PDF document)

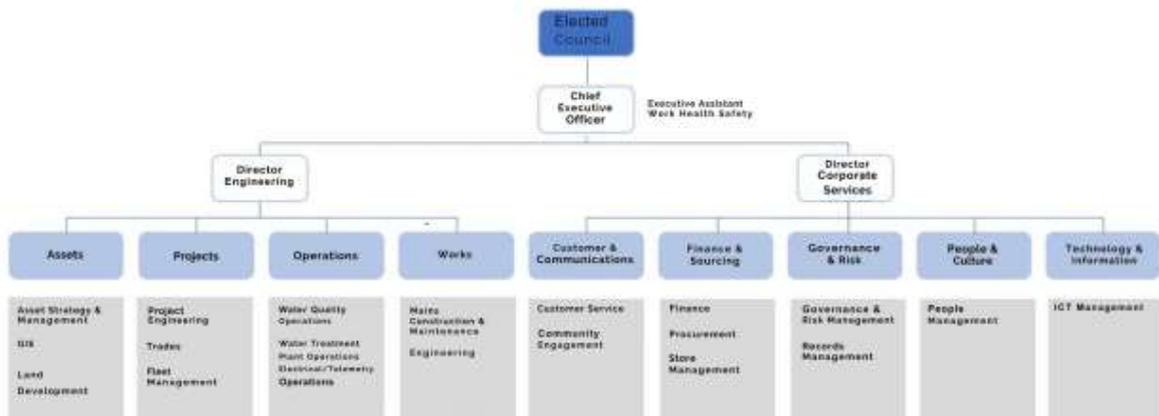
Workforce Strategic Plan

The Workforce Strategic Plan is part of Riverina Water's Resourcing Strategy and clearly articulates how Riverina Water aims to continue to perform its function to the community by ensuring a workforce that is high-performing and highly skilled.

A Workforce Strategic Plan at a minimum must:

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

Our organisational structure



Our workforce challenges

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

- Ageing workforce – 23% of our workforce is 55 years or older (May 2023). This poses a significant risk to the retention of corporate knowledge at Riverina Water.
- Minimal documentation of processes and procedures.
- Differing needs of a multigenerational workforce.
- Sourcing skills in a labour constrained region.

The Riverina Water Workforce Strategic Plan 2023/24-2025/26 has taken into consideration mid-level workforce planning. It addresses present and future risks in developing a high-performance workforce that is able to deliver the actions identified in the Delivery Program.

To ensure we are able to reach our goal, we will focus on four key strategic objectives over the life of the Plan.

These are:

1. Attraction and retention
2. Resource planning
3. Succession planning
4. Technological upskilling



Attraction and retention

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

Our commitments

- We will seek opportunities to attend career expos and engage with schools and tertiary institutions to promote Riverina Water as an employer of choice and enhance our graduate and apprenticeship program.
- We will continue to develop high-performing leadership capabilities to inspire and lead our people.
- We will provide clear, accessible and relevant information on our internet and showcase the benefits of working for Riverina Water.
- We will implement a Reward, Engagement and Recognition program.

Resource planning

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

Our commitments

- We will define our organisational capability and functions using the RACI framework.
- We will build a planning structure that takes into consideration our current and future plans whilst taking into consideration technological change skills and organisational set-up.
- We will investigate outsourcing/skills exchange programs across affiliated councils or third-party providers.

Succession planning

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

Our commitments

- We will identify and develop a succession plan for critical positions, including conducting a skills gap analysis between the critical roles and suitable internal candidates.
- We will develop monthly reports on relevant workforce data to enhance decision making and effective and efficient planning.
- We will review position descriptions and skills to ensure alignment with the role requirements.
- We will create opportunities for employees to obtain new skills via structured and unstructured learning programs such as mentoring, on-the-job learning and job shadowing.
- We will ensure training plans address skills requirements to address capability shortfall and create internal capacity.
- We will create a knowledge management framework.
- We will establish and implement a transition to retirement plan that addresses knowledge transfer and retention by leveraging the key role the ageing population plays in our business and ensuring that this is transitioned to the next generation of leaders and operational staff.

Technological upskilling

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

Our commitments

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

Implementation, monitoring and review

The actions in the Workforce Strategic Plan are integrated into the yearly Operational Plan. As we develop and adopt the Operational Plan each year, we will include the workforce strategies identified in the context of priority, financial implications and resource availability.

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

We review the Workforce Strategic Plan annually to check in on the internal and external environment to identify any changes that may result in the need to modify or re-prioritise our focus.

Riverina Water Operational Plan

2024/25

Foreward

On behalf of Riverina Water County Council, I am pleased to present our Operational Plan for 2024-2025.

This Operational Plan describes the actions we will undertake in the 2024-25 financial year towards meeting the Year 3 commitments of the Delivery Program 2022/23 – 2025/26.

This Operational Plan will be resourced through the annual budget which reflects income and operational and capital expenditure planned for during 2024-2025. Like other years we rely on a number of factors when modelling our budget and continue to seek to provide quality drinking water at the lowest sustainable cost.

For **Our People** we will be looking to develop our next enterprise agreement with staff along with implementing initiatives identified in our workforce strategic plan and our newly adopted WHS strategic plan. We will also be undertaking our tri-annual staff survey and look forward to those results.

For **Our Business** a big focus will be in bedding down our new finance, asset management and human resource systems. A number of capital project initiatives will be finalised that have been carried over from 2023-24, reflecting management re-prioritisation and improved planning.

For **Our Community** we will be implementing our Reconciliation Action Plan as well as finalising our Disability Action Plan. We will be continuing our community grants program and further exploring ways we can enrich our community.

We look forward to 2024-2025 and will be providing six-monthly reports on how we are tracking.

Andrew Crakanthorp
Chief Executive Officer

About the Operational Plan

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

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

The Operational Plan includes a detailed annual budget and a Statement of Revenue Policy and has been informed among other things by internal and external audits, enterprise risk reviews, workforce planning, capital works and asset management planning, community feedback and management priorities.

Where are we now?

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

Strategic Pillar	Key challenges and opportunities
1. Our People	<ul style="list-style-type: none"> • Increased turnover of staff in recent years has seen a loss of corporate knowledge. • Having attraction and retention strategies to ensure we have the right staff at the right time. • Change in staff, change in ways of doing things and subsequent change in culture and how best to understand and manage that. • Opportunity to build on our safety and wellbeing.
2. Our Business	<ul style="list-style-type: none"> • Changing weather patterns are seeing wetter and cooler summers affecting water sales compounded by increases in operating costs. • Opportunities for simplifying and streamlining organisational processes and governance. • Opportunity to embed our new finance, asset management and people management system. • Opportunity to build our enterprise risk management.
3. Our community	<ul style="list-style-type: none"> • Opportunity to increase community awareness of what Riverina Water does. • Changing ways that customers prefer to do business. • Opportunity to delivery community engagement initiatives and positively contribute to our communities. • Opportunity to strengthen our relationship with our First Nations community.

Achieving the Operational Plan

Actions in the Operational Plan (OP) are allocated to directorate or department level depending on the action.

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

Not every DP strategy is included in the Operational Plan. The DP will indicate the year of delivery, so that if it is not to be actioned in a particular year, that strategy will not be included in the OP. However, if an action in the Operational Plan is not achieved in that

year, a decision may be made to roll that into the following year, and the DP will be adjusted accordingly.

Reporting and Review

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

As well as progress of the OP being monitored by management each quarter, a Quarterly Budget Review Statement is reviewed by management and provided to the Board. The six-monthly report to the Board on the Delivery Program includes the mid-year report of the Operational Plan.

This report highlights where actions are delayed or may not be delivered in the financial year as planned. In these instances, and depending on the reason for the delay, budget adjustments may need to be made, and actions rolled into the following year's Operational Plan. Rollover of actions not achieved will be considered in the development of the next Operational Plan.

Achievement and highlights from the Operational Plan are included in the Annual Report.

1 Our people

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

Strategy 1.1 Attract, retain and develop our people

DP 1.1.1 Develop and implement workforce strategies to ensure capacity, capability and readiness for future organisational requirements								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
1.1.1.1	Implement actions and outcomes from the Workforce Plan	Strategy	All action items for the financial year have been completed	People & Culture	X	X	X	X
1.1.1.2	Equip staff with relevant annual training plan	BAU	Planned training delivered	People & Culture	X	X	X	X
1.1.1.3	Undertake review of hourly working week arrangements	Strategy	Review is completed and a decision is reached to inform the Award Negotiation	CEO				X

DP 1.1.2 Continue to develop leadership skills across our organisation								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
1.1.2.1	Continue to embed the Capability Framework across the organisation	Strategy	Leadership capability framework is rolled out	People & Culture	X	X	X	X

DP 1.1.3 Gear recruitment and onboarding practices towards attracting talent and inducting them into our good organisational culture								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
1.1.3.1	Undertake all necessary recruitment in order to meet operational requirements	BAU	100% advertised positions are filled	People & Culture	X	X	X	X
1.1.3.2	Review staff induction booklet and onboarding and offboarding procedures	BAU	Onboarding and offboarding processes and documentation are up to date and effective. New starters survey shows 85% satisfaction rate with induction	People & Culture	X	X		

DP 1.1.4 Proactively engage in initiatives that make Riverina Water an employer of choice								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
1.1.4.1	Undertake award negotiation including discussion on harmonisation of award hours	Strategy	Agreed Award commences 1 July 2025	CEO		X	X	X

Strategy 1.2 Foster diversity, inclusion, respect and gender equality at all levels of the organisation

DP 1.2.1 Establish programs and systems that enhance and support our commitment to diversity, equity and inclusion								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
1.2.1.1	Implement EEO plan and policy	Strategy	Implementation plan successfully actioned	People & Culture	X	X	X	X

DP 1.2.2 Embed our organisational values								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
1.2.2.1	Continue to embed corporate values and associated behaviours as per the action plan	Strategy	All action items for the financial year are achieved	People & Culture	X	X	X	X

Strategy 1.3 Create an engaging, positive, collaborative and innovative workplace culture

DP 1.3.1 Collaborate with our staff and ensure strong employee engagement and communication across the organisation								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
1.3.1.1	Continue to improve internal communication to foster collaboration and connection across the organisation	Strategy	Internal communications strategy implemented	Customer & Comms	X	X	X	X
1.3.1.2	Undertake staff survey and develop actions plan from results	Strategy	Survey completed and reported to Manex	People & Culture	X			

DP 1.3.2 Prepare our people to embrace change based on the organisational and community needs								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
1.3.2.1	Implement change management and training plan for staff in the rollout of all phases of the FLOW project	Strategy	Training plan delivered as scheduled Staff evidence understanding and application of system to their work	DCS	X	X	X	X

DP 1.3.4 Strengthen mechanisms to capture staff ideas and implement innovative and transformative business solutions								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
1.3.4.1	Continue to implement staff engagement initiatives that bring insights for management consideration and action	Strategy	Listening Lounge Sessions held and reviewed WHS workplace insight visits held and reviewed	DCS CEO DE	X	X	X	X

Strategy 1.4 Build upon our strong history of safety and wellbeing

DP 1.4.1 Prioritise employee mental health, physical health and overall wellbeing								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
1.4.1.1	Continue implementation of WELL program including psychosocial wellbeing	BAU	WELL KPI measures are achieved – participation rate of up to 60% up to 4 events annually	People & Culture WHS	X	X	X	X

DP 1.4.2 Maintain a strong safety culture across the organisation								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
1.4.2.1	Continue to develop and implement WHS communication plan	BAU	Communication program delivered on time	WHS	X	X	X	X
1.4.2.2	Continue implementation of the WHS Strategic Plan 2024	Strategy	WHS major programs commenced (Systems, Governance and Training)	WHS	X	X	X	X

DP 1.4.3 Develop and monitor WHS metrics								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
1.4.3.1	Use current systems to begin to develop metrics to align with WHS strategy and processes	BAU	Metrics enable informed WHS decisions by Manex	WHS	X	X	X	X
1.4.3.2	Conduct annual analysis and comparison of workers compensation claims	BAU	Reports submitted to Manex, WHS Committee and ARIC	WHS	X	X	X	X

Strategy 1.5 Invest in and evolve our HR systems, processes and frameworks

DP 1.5.1 Implement and evolve fit for purpose systems, process and frameworks								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
1.5.1.1	Undertake Staff Annual Review Process (SARP)	BAU	SARP exercises are finalised in a timely manner	People & Culture		X	X	
1.5.1.2	Commence implementation of HRIS system in line with FLOW Project plan	Strategy	System Go Live	People & Culture	X	X	X	X
1.5.1.4	Implement outcomes from review of skills system	Strategy	Action items from review are finalised	People & Culture	X	X	X	X
1.5.1.5	Deliver monthly HR metrics reports	BAU	HR reports presented to Manex	People & Culture	X	X	X	X

2 Our Business

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

Strategy 2.1 Optimise our network and infrastructure

DP 2.1.1 Supply water to all viable urban areas, villages and rural land within the county district								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.1.1.1	Install water supply mains and services infrastructure to service new developments as required	BAU	Growth projects installed Development requirements met	Works	X	X	X	X
2.1.1.2	Complete Boree Creek to Morundah pipeline	Strategy	Pipeline installed and operational	Works Projects	X	X	X	X
2.1.1.3	Complete detailed design for Urana WTP replacement	Strategy	Detailed design completed	Projects	X	X	X	X
2.1.1.4	Upgrade telemetry and radio communications	BAU	Completion of upgrade program	Operations	X	X	X	X
2.1.1.5	Undertake electrical and control switchboard improvements at high-risk sites identified in the switchboard audit to ensure compliance with Australian Standards	BAU	Prioritised switchboards upgraded	Operations	X	X	X	X
2.1.1.6	Upgrade water treatment plant at Woomargama	BAU	Staged completion of the new water treatment plant	Operations	X	X	X	X
2.1.1.7	Continue program of maintenance and installation of bulk water filling stations to enable access for water carters and contractors	BAU	Water filling stations in appropriate locations	Works Operations	X	X	X	X
2.1.1.8	Create and implement inspection regime for reservoirs	BAU	Inspections programmed	Operations	X	X	X	X

DP 2.1.2 Ensure our water supply system is capable of meeting current and future levels of service								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.1.2.1	Undertake water main renewals, upgrades and system improvements to maintain or improve levels of service	BAU	Renewals profiles met Development requirements met	Works	X	X	X	X
2.1.2.2	Monitor network performance and investigate supply complaints	BAU	Engineering reports capture customer complaints and response in line with adopted levels of service	Works Operations	X	X	X	X
2.1.2.3	Conduct programmed refurbishment and upgrades of pump stations	BAU	Upgrades completed in line with capex	Operations	X	X	X	X
2.1.2.4	Implement repair options at Rand 1 Reservoir	BAU	Repair completed	Projects	X	X	X	X

DP 2.1.3 Manage water quality to ensure supply is in accordance with 2011 Australian Drinking Water Guidelines								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.1.3.1	Complete replacement of new shade cover at North Wagga WTP	BAU	Shade cover installed	Projects	X	X	X	X
2.1.3.2	Upgrade or replace online and remote monitoring equipment at WTPs	BAU	Equipment replaced as per program	Operations	X	X	X	X
2.3.1.3	Upgrade or replace laboratory equipment at WTPs	BAU	Equipment replaced as per program	Operations	X	X	X	X
2.3.1.4	Develop preventative maintenance plan for mains flushing	BAU	Plan developed and implemented	Works	X	X	X	X
2.3.1.5	Implement recommendations from Drinking Water Management audit	Strategy	Recommendations from audit actioned	Operations	X	X	X	X

DP 2.1.4 Monitor and manage the risks posed by PFAS in the Lachlan Aquifer in collaboration with DPIE Water								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.1.4.1	Attend PFAS technical advisory group and communications working group meetings as per terms of reference	BAU	Attendance as required	Operations Customer & Comms	X	X	X	X

DP 2.1.5 Build, operate, monitor and maintain assets at least lifecycle cost, whilst meeting agreed levels of service								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.1.5.1	Deliver the adopted fleet replacement program	BAU	Replacement vehicles ordered	Projects	X	X	X	X
2.1.5.2	Continue programmed development of Hammond Ave site in line with site master plans	BAU	Development completed as programmed	Projects	X	X	X	X
2.1.5.3	Undertake programmed construction at The Rock depot	BAU	Completion of Construction Stage 1	Projects	X	X	X	X

DP 2.1.6 Undertake a number of demand management strategies to mitigate overall consumption and peak demand pressures on the system								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.1.6.1	Commence implementation of actions identified in the Drought Management Plan	Strategy	Possible actions identified and prioritised	Operations			X	X

Strategy 2.2 Enhance and integrate our asset management system

DP 2.2.1 Implement central asset management system in ERP solution (FLOW)								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.2.1.1	Embed new asset management practices	Strategy	New practices adopted	Assets	X	X	X	X

DP 2.2.2 Develop condition and criticality ratings for all asset classes in the central asset management system								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.2.2.1	Input criticality ratings for above ground infrastructure assets	BAU	Condition ratings updated	Assets	X	X		

DP 2.2.6 Develop and input asset maintenance schedules for major assets								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.2.6.1	Develop and implement preventative maintenance programs across major assets	BAU	Preventative maintenance programs developed and undertaken	Projects Assets Works Operations		X	X	X

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

DP 2.3.1 Ensure secure and accurate data that is actionable and enables intelligent decision making								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.3.1.1	Develop a data strategy and data management framework	Strategy	Data strategy aligns with established data management principles and supports business goals.	ICT	X	X		
2.3.1.2	Review Business Intelligence and analytics approach and capability		Demonstrable business improvement in data-driven decision making	ICT			X	X
2.3.1.3	Commence data acquisition pilot	Strategy		ICT			X	X

DP 2.3.3 Strengthen mechanisms to capture staff ideas and implement innovative or transformative business solutions								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.3.3.1	Commence conceptualisation of innovation at Riverina Water	Strategy	Concepts for supporting organisational innovation are presented to MANEX with a preferred way forward determined	DCS				X

DP 2.3.4 Ensure Riverina Water structures provide clear direction, transparency and accountability								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.3.4.1	Develop, publish and educate users on how to use ICT service requests portal	BAU	Adoption of ICT service catalogue, improved delivery of services, usage of the ICT Self Service Portal shows increases month to month.	ICT	X	X		

Strategy 2.4 Adopt emerging technology that increases our efficiency

DP 2.4.1 Implement our Net Zero policy								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.4.1.1	Review Net Zero policy and roadmap	Strategy	Workshop held with new Board	CEO				
2.4.1.2	Investigate grant funding opportunities to support appointment of a project officer	Strategy	Funding opportunities investigated	CEO				

DP 2.4.2 Invest in research and development (renewables)								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.4.2.1	Design micro grid control systems for solar plant project that meets project objectives	Strategy	Design completed and internally reviewed.	Projects	X	X	X	X

Strategy 2.5 Improve strategic planning and accountability

DP 2.5.1 Develop accountability tools in line with our mission and vision								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.5.1.1	Implement the findings of the organisational reporting review	BAU	Development of an integrated reporting guide	Governance & Risk	X	X	X	X

DP 2.5.2 Deliver, monitor and review plans, frameworks and policies in line with regulatory and governance requirements								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.5.2.1	Implement action plan and ensure ongoing compliance with Internal Risk & Audit Guidelines	Strategy	ARIC operates within the Internal Risk & Audit Guidelines.	Governance & Risk	X	X	X	X
2.5.2.2	Develop processes to ensure relevant registers are created, maintained and reviewed regularly	BAU	Registers available and current.	Governance & Risk		X		X
2.5.2.3	Finalise internal IT policy development and review	BAU	All IT policies developed and up to date	ICT	X	X	X	X

DP 2.5.3 Continue to mature enterprise risk management, culture and frameworks to ensure compliance and business continuity								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.5.3.1	Implement action plan resulting from organisational risk management review	Strategy	Action plan communicated to staff Risk assessment considered for all business areas and projects	Governance & Risk	X	X	X	X
2.5.3.2	Continue development and roll out of mobile device management	BAU	Demonstrated increase in the security posture on mobile devices	ICT	X	X		
2.5.3.3	Improve security access for all Riverina Water IT systems	BAU	Solutions investigated and implemented	ICT	X	X	X	X
2.5.3.4	Develop and implement metrics relating to risk management for internal reporting	Strategy	Reports on risk metrics to MANEX	Governance & Risk	X	X	X	X
2.5.3.5	Ensure effective preparedness for business interruption via effective development,	BAU	BCP plan and subplans tested and updated	Governance & Risk		X		X

	management and testing of business continuity plans.							
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Strategy 2.6 Take actions that deliver responsible financial management and ensure long term sustainability

DP 2.6.1 Implement and review sound financial processes and practices								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.6.1.1	Ensure budgets are monitored and managed through regular budget reviews with managers	BAU	12 management meetings are undertaken for the year	Finance & Sourcing	X	X	X	X
2.6.1.2	Undertake process and governance review, aligning Finance & Sourcing operations to best practice	BAU	One operational process/function reviewed each quarter	Finance & Sourcing	X	X	X	X

DP 2.6.2 Ensure sufficient funds are available for long term operational requirements								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.6.2.1	Undertake annual long term financial planning review	Strategy	Long term financial plan is updated	Finance & Sourcing				X
2.6.2.2	Enhance strategic cashflow management and cash investment in line with the Investment Policy to ensure returns are maximised	Strategy	Average returns exceed the relevant benchmark (AusBond Bank Bill index)	Finance & Sourcing	X	X	X	X

Strategy 2.7 Improve our operations to future proof our business

DP 2.7.1 Investigate sustainable and ethical procurement practices								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.7.1.1	Commence review of Riverina Water's compliance with sustainable and ethical procurement practices.	Strategy	Forward action plan developed.	Finance & Sourcing			X	X

DP 2.7.2 Adopt circular economy practices in the planning and delivery of assets, products and services								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.7.2.1	Commence engagement with NSW government regarding the SAP at Bomen.	Strategy	Discussions held with State government.	CEO		X		X

DP 2.7.4 Protect and restore sites to eliminate and prevent degradation								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.7.4.1	Implement river and creek banks stabilisation program in line with design report.	BAU	Planned stages completed.	Projects		X		X

Strategy 2.8 Collaborate and share our knowledge with other organisations

DP 2.8.2 Create opportunities for Riverina Water to collaborate with other industry experts								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.8.2.1	Maintain professional memberships and contribute to forums as appropriate.	BAU	Membership and forum contribution	CEO		X		X

3 Our community

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

Strategy 3.1 Actively support and participate in our community

DP 3.1.1 Provide and support education opportunities for youth, tertiary and the wider community								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
3.1.1.1	Further expand Riverina Water's education program, investigating and delivering new resources to meet the needs of schools and community groups.	Strategy	Education program is implemented – four schools utilise materials.	Customer & Comms	X	X	X	X
3.1.1.2	Facilitate tours and or incursions to Riverina Water facilities.	BAU	One tour or incursion delivered.	Customer & Comms	X	X	X	X

DP 3.1.2 Strengthen opportunities to collaborate with constituent councils, JOs and industry								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
3.1.2.1	Chair and CEO to meet with four constituent councils in February 2025.	BAU	Meeting held.	CEO			X	

DP 3.1.3 Provide access to tap water in community spaces in the Riverina Water supply area								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
3.1.3.1	Continue program of installing Tap2Go refill stations in constituent councils.	BAU	Tap2Go refill stations are installed as per constituent council requests.	Customer & Comms		X		X
3.1.3.2	Continue program of installing temporary Tap2Go stations at eligible events and opportunities.	BAU	Temporary Tap2Go stations are provided at least 4 events.	Customer & Comms		X		X

DP 3.1.4 Investigate and implement ways we can invest in our community to achieve desired outcomes								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
3.1.4.1	Investigate and begin development of a water efficiency program.	Strategy	Initiatives developed for delivery in 2025-26.	Customer & Comms	X	X	X	X
3.1.4.2	Deliver agreed community grants program.	Strategy	100% of community grants are awarded.	Customer & Comms	X	X	X	X
3.1.4.3	Continue to enrich our community via endorsed community partnerships.	Strategy	100% of donation and sponsorship budget is expended.	Customer & Comms	X	X	X	X

3.1.4.4	Continue to enrich our community via the delivery of donations and sponsorships.	Strategy	100% of donation and sponsorship budget is expended.	Customer & Comms	X	X	X	X
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Strategy 3.2 Create strong connections with our diverse community to help deliver positive impact

DP 3.2.1 Drive strong community engagement through an endorsed strategy								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
3.2.1.1	Develop and implement the next stage of the brand awareness campaign.	Strategy	Brand awareness campaign successfully rolled out.	Customer & Comms	X	X	X	X

DP 3.2.2 Improve our understanding and strengthen our connection with our diverse community								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
3.2.2.1	Develop a Disability Action Plan.	Strategy	DIAP is endorsed by Board.	Customer & Comms	X	X	X	X

Strategy 3.3 Continue to develop positive relationships with our First Nations community

DP 3.1.1 Develop and implement adequate strategies, frameworks and education systems to support Council's commitment to strengthening our relationship with our First Nations community								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
3.1.1.1	Implement Reconciliation Action Plan.	Strategy	Majority of RAP initiatives completed.	Customer & Comms	X	X	X	X

Strategy 3.4 Provide exceptional customer service by understanding our customers and tailoring and improving our systems, processes and service offerings to their needs

DP 3.4.1 Develop and capture data regularly in regards to our customers to help us to understand them, their needs and expectations								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
3.4.1.1	Conduct annual customer survey.	BAU	Annual customer survey is undertaken and results reported to June Board meeting.	Customer & Comms			X	X
3.4.1.2	Develop customer metrics, capture data and regularly monitor analytics to continuously improve our customer experience.	Strategy	One new metric report is created.	Customer & Comms	X	X	X	X

DP 3.4.2 Ensure we have the best systems, processes and frameworks that reflect our commitment to our customer centricity								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
3.4.2.1	Continue implementation of customer and billing modules in FLOW in line with project plan.	Strategy	Project plan milestones are completed on time.	Customer & Comms	X			

DP 3.4.3 Strive to support customers with sustainable pricing models that meet levels of service and both operational and infrastructure requirements								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
3.4.3.1	Undertake annual pricing review.	Strategy	New pricing structure is adopted for following year.	Finance & Sourcing			X	

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

DP 3.5.1 Collaborate with constituent councils to attract businesses and encourage supply area growth								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
3.5.1.1	Participate in strategic planning sessions with member councils.	BAU	Staff attend strategic and other planning meetings with member councils.	CEO	X	X	X	X

DP 3.5.2 Monitor emerging trends in customer service technology and business process								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
3.5.2.1	Participate in community of practice groups with industry and government stakeholders to understand emerging trends in customer experience.	BAU	Attend four community of practice meetings and/or attend one customer experience conference.	Customer & Comms	X	X	X	X

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

DP 3.6.1 Continue to provide professional input to the Federal Government								
	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
3.6.1.1	Continue relationship with DFAT in Vietnam and Nepal and involvement in WaterAid,	Strategy	Renewed membership of WaterAid and reports to the Board,	CEO	X	X	X	X

Long Term Financial Plan

(Financial information provided in separate PDF file. LTFP will be published as a standalone document following public exhibition.)

Glossary

Annual Report	Report on Riverina Water's implementation of the Delivery Program and Operational Plan, as well as information prescribed by the Regulation.
Asset/s	Things owned by Riverina Water that have current or future economic value. Riverina Water's main water supply assets include: water source works including water supply bores; treatment plants; reservoirs; pumping stations; water mains; land and buildings; plant and equipment
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 set our Riverina Water's strategy for identifying and addressing practice which might result in discrimination against people with disability.
DP	Delivery Program. 4-year plan. Identifies principal activities and strategies to deliver the BASP. Reviewed every year as part of the development of the Operational Plan. Includes 4- year budget forecasts.
DPIE	Department of Primary Industries and Energy
EEO	Equal Employment Opportunity
FLOW	Operational name for the enterprise resource solution
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.
PFAS	Per-and Polyfluoroalkyl substances
RAP	Reconciliation Action Plan. A formal plan setting out how Riverina Water is committed to contributing to reconciliation with Aboriginal and Torres Strait Islander peoples.
Regulation	Local Government Regulations 2021
Strategy	Strategy refers to an adopted plan showing 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

FEES & CHARGES

13.8.1 Recommended Development Servicing Charges

Urban (Residential) Development Servicing Charge

Urban - including township & village - single residential lots	Tax	Cost per Lot (based on lot size)		
		<450m2	450 - 2000m2	>2000m2
Lots where developers have prepaid the fees appropriate at time of development		Nil - (note only applies for a single residence on the lot)		
Lots (not prepaid) existing prior to 01/01/1994 and 2nd or subsequent services (only where availability fees are being paid)	N	1st Service - Nil - (note only applies for a single residence on the lot) 2nd and subsequent service based on \$4,348 per E.T.		
Lots (not prepaid) created since 01/01/1994	N	\$4,874	\$4,874	\$5,850
Urban - including township & village - multiple residential units		Price for multiple units		
Lots where developers have prepaid the fees		Nil - provided correct charges have been prepaid		
Lots (not prepaid) existing prior to 01/01/1994	N	Fee applicable for newly created lots less \$4,874		
Lots (not prepaid) created since 01/01/1994				
Multi-Residential Lots (medium density 1-2 storey)		Developer Charge per Dwelling		
Dual Occupancy - 1 Bedroom		\$4,874 if lot size > 450m2 per dwelling		
Dual Occupancy - 2 Bedrooms				
Dual Occupancy - 3 or more Bedrooms	N			
Duplex 1 Bedroom		Units priced, as below, if lot size <450m2 per dwelling		
Duplex - 2 Bedrooms				
Duplex - 3 or more Bedrooms				
Units - 1 Bedroom	N	\$1,950		
Units - 2 Bedrooms	N	\$2,924		
Units - 3 or more Bedrooms	N	\$3,899		
Multi-Residential Lots (high density >2 storey)		Developer Charge per Dwelling		
Multi Storey Apartments - 1 Bedroom	N	\$1,608		
Multi Storey Apartments - 2 Bedrooms	N	\$2,437		
Multi Storey Apartments - 3 or more Bedrooms	N	\$3,266		
NOTE: The minimum Developer Servicing Charge per Lot is \$4,874				
Urban - Additional Costs (to be read in conjunction with the DSP)				
Lots which require significant supply mains in advance of sequential development	N	An amount calculated to recoup the cost of the supply main		

Rural Development Servicing Charge

Rural Location	Tax	Price per Service Connection				
		20mm \$	25mm \$	*32mm \$	*40mm \$	*50mm \$
Rural Pipelines **	N	5,850	5,850	9,583	14,976	23,399

Additional Costs

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

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

Commercial or Industrial Development Servicing Charge

Service Size	Tax	<80mm	80mm	100mm (minimum 4 E.T.)	150mm	200mm
Minimum Charge	N	\$4,874	\$12,481	\$19,496	\$43,872	\$77,997

13.8.2 Recommended Service Connection Fees

Urban Service Connection

Urban - including township & village - single residential/commercial/industrial developments	Tax	Price per Service Connection for Single Unit				
		20mm	25mm	*32mm	*40mm	*50mm

Lots where developers have prepaid the fees appropriate at time of Development	N	NIL	\$604	\$1,203	\$2,005	\$2,674
All other lots including 2nd or subsequent services	N	\$1,523	\$2,127	\$2,726	\$3,528	\$4,197

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

Urban - including township & village - multiple residential units	Tax	Price for Multiple Units					
		1 Unit	2 Units	3 Units	4 Units	5 Units	Extra Units
Lots where developers have prepaid the fees		No additional Service Connection Charge provided correct fees as per the following line have been paid					
All other lots including 2nd or subsequent services	N	\$1,523	\$1,827	\$2,131	\$2,435	\$2,739	\$304

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

Urban - Additional Costs

a) Where Baylis Street pavers need to be disturbed.	N	As per WWCC charges
b) Where the service requires a rail crossing and approval from the Railway Authorities	N	The fees and charges that rail authority imposes
c) Where the service connection generates other similar extraordinary costs	N	A fee assessed on a similar basis
Road Underboring	N	\$142.00 per metre

Rural Service Connection

Rural Location	Tax	Price per Service Connection				
		20mm \$	25mm \$	*32mm \$	*40mm \$	*50mm \$
Rural Pipelines**	N	1,738	2,385	2,929	3,751	4,453
Walbundrie to Rand Pipeline Urangeline/Bidgeemia Rural Scheme & Other Rural Schemes		Refer to Engineering staff regarding availability and costing for these schemes				
Some rural spur lines incur additional costs. Refer to Engineering or Customer Services Officer.						
Additional Costs						
		The fees and charges that rail authority imposes				
Where the service requires a rail crossing and approval from the Railway Authorities	N					
Where the service connection generates other similar extraordinary costs	N	A fee assessed on a similar basis				
Road Underboring	N	\$142.00 per metre				

* The availability of a service connection greater than 25mm diameter is dependent on the capacity to supply

** If a tapping direct to Goldenfields Water County Council large diameter main is required, the customer must

13.9.1 Availability charges for 2024/25

Availability Charge 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		
Built Upon or connected Property	N	65.00
Non-metered Connected Premises	N	110.00
Each Additional Strata Unit	N	65.00
Other		
Government Departments, including police stations, court houses, schools, staff housing, public offices, etc	N	65.00
Churches and similar "non-rateable" property	N	Usage charge only
Additional fee for separate fire service connected	N	65.00

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

13.9.2 Usage charges for 2024/2025

Water Tariffs \$ per Kilolitre	Tax	2024/2025
General Tariff		
All users (except as detailed below)	N	
First 125 kls per quarter		1.61
Balance per kilolitre per quarter		2.41
Strata Title Units and Flats		
First 125 kls per quarter per unit	N	1.61
Balance per kilolitre per quarter		2.41
(For Strata complexes and Flats where units are not individually metered the total metered consumption will be evenly apportioned between units)		
Industrial Tariffs for processing & manufacturing industries as well as livestock marketing centres with consistent year round usage connected since 01/07/2009		
First 41 kls per month	N	1.61
Balance above 42 kls per month		2.41
Balance above 3,000 kls per month		2.41
Applicable to large scale processing & manufacturing industries as well as livestock marketing centres with consistent year round usage and specifically approved by		
First 3,000 kls per month	N	1.61
Balance above 3,000 kls per month		1.61
Commercial Tariff		
All users (except as detailed below)	N	
First 125 kls per quarter/41 kls per month		1.61
Balance per kilolitre per quarter		2.41
Community Facilities		
Hospitals, Schools / TAFE / University	N	1.61
Parks and Gardens, Council Swimming Pools		
Non-Potable Water		
First 125 kls per quarter	N	0.79
Balance per kilolitre per quarter		1.19
Metred Supply to Standpipe agents or constituent Councils		
	N	2.25
Supply from Fixed Standpipe and Water Filling Stations		
(Minumum charge \$10.00 when via an Agent)	N	3.45
Bulk Supply		
Application of this tariff will be at the discretion of the Council	N	1.61
Primary Producers Tariff		
Applicable to all rural services along Council's trunk mains	N	1.61
Rebates		
Eligible Pensioner		\$30.00 per quarter
Kidney Dialysis Machine Users		20 kls per quarter

13.10.1 Sundry Fees & Charges for 2024/25

Sundry Fees & Charges	Tax	2024/25
Search/Enquiry Certificate Fee - s603 (as for property transfer)	N	Maximum Amount Allowable
Fee for providing information in writing, including Special meter reading	N	\$85.50
Formal GIPA Access Application	N	\$33.50
Formal GIPA Processing Fee	N	\$71 per hour
Reconnection Fee - requires new service fee	N	Appropriate connection fee
Reconnection Fee - new service not required	N	\$190.50 + cost of meter if required
Remove Flow Restricting Device	N	\$190.50
Meter Repairs - s636 LG Act	Y	\$122.50 per hour
Meter Test Deposit	N	\$82.50
Test Fees for Backflow Prevention Devices		
RPZ Devices	N	\$129
Other Devices	N	\$101
Leak Detection (Minimum 1 hour)	Y	\$122.50 per hour
Water Main Locating Involving Potting or Excavation	N	\$122.50 per hour
Dishonoured Payments Fee	N	
Interest on Overdue Accounts	N	
Written Quotation Fee	Y	\$93.50
Service Call	Y	\$122.50 per hour
Plumbing Permit including Standard Inspections	N	\$122.50
Additional Plumbing Inspection due to Non-Compliance	N	\$201
Non-Compliance with Water Restrictions	N	\$283.50
Water Filling Station Access	N	\$304
Replacement Water Filling Station Key	Y	\$62
Pressure and Flow Analysis Application Fee	N	\$198
Clearing of Shrubs and Small Bushes	Y	\$122.50 per hour
Repair to Damaged Water Main	N	Actual costs plus 20%
Private Works	Y	Actual costs plus 20% unless a fixed quotation
Copy of Water Notice	Y	\$12
Copy of Financial Data on Properties	Y	\$11
Copy of 603 Certificate Administration	Y	\$12
Fee for Reallocation of Electronic Payment	Y	\$11

BUDGET SUMMARY

Capital Works Plan	Current Year 2024/25 \$
Management	
Land & Buildings for Admin, Depots and Workshops	1,448,252
Plant & Equipment (incl. solar installation)	2,892,781
Intangibles	453,081
Minor Capital Works Budget	500,000
Total Management	5,294,114
 Sources	 212,500
Total Sources	212,500
 Treatment Plants	 2,412,660
Total Treatment Plants	2,412,660
 Pumping Stations	 1,695,700
Total Pumping Stations	1,695,700
 Reservoirs	 600,000
Total Reservoirs	600,000
 Mains, Services and Meters	
 Mains	 3,985,000
Sub-Total Mains	3,985,000
 Services	 880,000
Sub-Total Services	880,000
 Meters	 585,000
Sub-Total Meters	585,000
 Total Mains, Services & Meters	 5,450,000
 Totals	 15,664,974

Capital Works Plan	Last Year	Current Year	Projected Years		
	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$
Capital Works Expenditure	22,573,611	15,664,974	14,000,000	21,000,000	16,000,000

Income Statement	Last Year	Current Year	Projected Years		
	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$
Income from Continuing Operations					
Revenue:					
Rates & Annual Charges	6,513,860	5,960,773	6,075,788	6,193,104	6,312,766
User Charges & Fees	25,539,690	24,767,573	25,262,724	25,767,778	26,282,934
Interest & Investment Revenue	1,050,455	1,330,000	1,511,272	1,327,212	1,089,773
Other Revenues	2,630,556	345,000	351,900	358,938	366,117
Grants & Contributions provided for Operating Purposes	15,000	15,000	15,000	15,000	15,000
Grants & Contributions provided for Capital Purposes	2,547,521	2,000,000	2,030,000	2,060,450	2,091,357
Total Income from Continuing Operations	38,297,082	34,418,346	35,246,684	35,722,483	36,157,947
Expenses from Continuing Operations					
Employee Benefits & On-Costs	11,889,337	12,602,785	13,309,641	13,654,238	13,927,322
Borrowing Costs	103,886	98,589	95,952	873,728	785,971
Materials & Contracts	11,630,981	11,433,550	11,662,221	10,348,567	10,555,538
Depreciation & Amortisation	9,074,879	9,470,000	9,640,460	9,813,988	10,990,640
Other Expenses	255,000	266,000	267,000	268,020	269,060
Total Expenses from Continuing Operations	32,954,083	33,870,925	35,832,274	34,958,541	36,528,531
Operating Result from Continuing Operations	5,342,999	547,421	(585,590)	763,942	(370,585)
Net Operating Result for the Year	5,342,999	547,421	(585,590)	763,942	(370,585)
Net Operating Result before Grants and Contributions Provided for Capital Purposes	2,795,478	(1,452,579)	(2,615,590)	(1,296,508)	(2,461,941)

Balance Sheet	Last Year	Current Year	Projected Years		
	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$
Assets					
Current Assets					
Cash & Cash Equivalents	16,920,609	13,747,979	27,971,236	16,308,145	9,187,904
Receivables	6,846,353	4,246,999	4,526,733	4,469,731	4,471,784
Inventories	4,083,170	4,013,860	4,094,137	3,632,966	3,705,625
Total Current Assets	27,850,132	22,008,838	38,092,106	27,410,842	20,365,313
Non-Current Assets					
Infrastructure, Property, Plant & Equipment	389,861,732	396,056,706	400,416,246	411,602,258	416,611,619
Total Non-Current Assets	389,861,732	396,056,706	398,916,246	408,602,258	413,611,619
Total Assets	417,711,864	418,065,544	437,008,352	436,013,100	433,976,932
Liabilities					
Current Liabilities					
Payables	3,408,808	3,370,010	3,480,211	3,372,506	3,435,997
Borrowings	154,943	154,943	1,651,489	1,729,076	1,808,685
Provisions	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000
Total Current Liabilities	7,505,751	7,466,954	9,073,700	9,043,582	9,186,682
Non-Current Liabilities					
Borrowings	1,705,114	1,550,171	19,471,822	17,742,746	15,934,061
Total Non-Current Liabilities	1,705,114	1,550,171	19,471,822	17,742,746	15,934,061
Total Liabilities	9,210,865	9,017,125	28,545,522	26,786,328	25,120,743
Net Assets	408,500,999	409,048,420	408,462,830	409,226,772	408,856,189
Equity					
Retained Earnings	166,192,999	166,740,420	166,154,831	166,918,773	166,548,188
Revaluation Reserves	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000
Council Equity Interest	408,500,999	409,048,420	408,462,831	409,226,773	408,856,188
Total Equity	408,500,999	409,048,420	408,462,831	409,226,773	408,856,188

LONG TERM FINANCIAL PLAN

Riverina Water has prepared a Long Term Financial Plan (LTFP) to inform decision making and to demonstrate how the objectives of the Business Activity Strategic Plan (BASP), Delivery Program and Operational Plan will be resourced and funded.

The LTFP has been developed for a period of 10 years and captures the financial implications of asset management and workforce planning by identifying how Council's assets will be renewed, upgraded or increased including provision for maintenance of required service levels. The LTFP ensures Riverina Water remains financially sustainable.

The LTFP enables Riverina Water to identify and address future challenges, and ensures compliance to legislation, and the integrated planning and reporting requirements set out for Local Government in NSW.

Planning assumptions:

- Conservation average water sales forecast at 13,475ML
- 3% increase to water consumption charges, and other fees and charges in FY24/25
- 2% per annum growth in connections
- 2% per annum increase in operational expenditure

Riverina Water County Council
10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT

	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	6,513,860	5,960,773	6,075,788	6,193,104	6,312,766	6,434,822	6,559,318	6,686,304	6,815,831	6,947,947	7,082,700
User Charges & Fees	25,539,690	24,767,573	25,262,724	25,767,778	26,282,934	26,808,393	27,344,361	27,891,048	28,448,669	29,017,442	29,597,590
Other Revenues	2,630,556	345,000	351,900	358,938	366,117	373,439	380,908	388,526	396,297	404,222	412,300
Grants & Contributions provided for Operating Purposes	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Grants & Contributions provided for Capital Purposes	2,547,521	2,000,000	2,030,000	2,060,450	2,091,357	2,091,357	2,091,357	2,091,357	2,091,357	2,091,357	2,091,350
Interest & Investment Revenue	1,050,455	1,330,000	1,511,272	1,327,212	1,089,773	1,051,120	1,051,120	1,051,120	1,051,120	1,051,120	1,383,120
Total Income from Continuing Operations	38,297,082	34,418,346	35,246,684	35,722,483	36,157,947	36,774,130	37,442,063	38,123,355	38,818,273	39,527,088	40,582,080
Expenses from Continuing Operations											
Employee Benefits & On-Costs	11,889,337	12,602,785	13,309,641	13,654,238	13,927,322	14,205,869	14,489,986	14,779,786	15,075,382	15,376,889	15,684,420
Borrowing Costs	103,886	98,589	952,952	873,728	785,971	697,007	603,926	507,940	405,050	304,185	201,790
Materials & Contracts	11,630,981	11,433,550	11,662,221	10,348,567	10,555,538	9,466,649	9,681,982	9,901,621	10,125,654	10,354,167	11,887,250
Depreciation & Amortisation	9,074,879	9,470,000	9,640,460	9,813,988	10,990,640	11,188,472	11,389,864	11,594,882	11,803,590	12,016,054	12,232,340
Other Expenses	255,000	266,000	267,000	268,020	269,060	270,122	271,204	272,308	273,434	274,583	275,750
Total Expenses from Continuing Operations	32,954,083	33,870,925	35,832,274	34,958,541	36,528,531	35,828,117	36,436,962	37,056,537	37,683,109	38,325,878	40,281,570
Operating Result from Continuing Operations	5,342,999	547,421	(585,590)	763,942	(370,585)	946,013	1,005,101	1,066,818	1,135,164	1,201,210	300,500
Net Operating Result for the Year	5,342,999	547,421	(585,590)	763,942	(370,585)	946,013	1,005,101	1,066,818	1,135,164	1,201,210	300,500
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,795,478	(1,452,579)	(2,615,590)	(1,296,508)	(2,461,941)	(1,145,344)	(1,086,256)	(1,024,539)	(956,193)	(890,146)	(1,790,840)

Note: Inclusive of March 2024 Quarterly Budget Review

**Riverina Water County Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET**

	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Investments	12,370,672	9,905,467	20,957,258	11,894,774	6,362,186	6,773,825	7,087,730	7,538,798	8,154,617	8,983,555	8,974,08
Receivables	6,846,353	4,246,999	4,526,733	4,469,731	4,471,784	4,562,389	4,652,161	4,745,741	4,843,527	4,946,280	5,038,11
Inventories	4,083,170	4,013,860	4,094,137	3,632,966	3,705,625	3,323,360	3,398,955	3,476,061	3,554,710	3,634,932	4,173,13
Total Current Assets	24,300,195	19,166,326	30,578,129	20,997,471	15,539,595	15,659,574	16,138,846	16,760,601	17,552,854	18,564,768	19,185,33
Non-Current Assets											
Investments	3,549,937	2,842,512	6,013,977	3,413,371	1,825,718	1,943,844	2,033,923	2,163,363	2,340,081	2,577,957	2,575,23
Infrastructure, Property, Plant & Equipment	377,524,732	383,719,706	388,079,246	399,265,258	404,274,619	403,086,147	401,696,283	400,101,402	398,297,812	396,281,758	394,049,41
Intangible Assets	12,337,000	12,337,000	12,337,000	12,337,000	12,337,000	12,337,000	12,337,000	12,337,000	12,337,000	12,337,000	12,337,00
Total Non-Current Assets	393,411,669	398,899,218	406,430,224	415,015,630	418,437,337	417,366,991	416,067,206	414,601,765	412,974,893	411,196,715	408,961,65
TOTAL ASSETS	417,711,864	418,065,544	437,008,352	436,013,100	433,976,932	433,026,565	432,206,053	431,362,366	430,527,747	429,761,482	428,146,98
LIABILITIES											
Current Liabilities											
Payables	3,408,807	3,370,010	3,480,211	3,372,506	3,435,997	3,348,302	3,414,359	3,481,737	3,550,462	3,620,562	3,844,52
Borrowings	154,943	154,943	1,651,489	1,729,076	1,808,685	1,891,670	1,977,883	2,038,508	2,037,575	2,138,962	2,245,45
Employee benefit provisions	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000	3,942,00
Total Current Liabilities	7,505,750	7,466,953	9,073,700	9,043,582	9,186,682	9,181,972	9,334,242	9,462,245	9,530,037	9,701,524	10,031,97
Non-Current Liabilities											
Borrowings	1,705,114	1,550,171	19,471,822	17,742,746	15,934,061	14,042,391	12,064,508	10,026,000	7,988,425	5,849,463	3,604,00
Total Non-Current Liabilities	1,705,114	1,550,171	19,471,822	17,742,746	15,934,061	14,042,391	12,064,508	10,026,000	7,988,425	5,849,463	3,604,00
TOTAL LIABILITIES	9,210,864	9,017,124	28,545,522	26,786,328	25,120,743	23,224,363	21,398,750	19,488,245	17,518,462	15,550,987	13,635,98
Net Assets	408,500,999	409,048,420	408,462,831	409,226,773	408,856,188	409,802,201	410,807,303	411,874,121	413,009,285	414,210,495	414,511,00
EQUITY											
Retained Earnings	166,192,999	166,740,420	166,154,831	166,918,773	166,548,188	167,494,201	168,499,303	169,566,121	170,701,285	171,902,495	172,203,00
Revaluation Reserves	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000	242,308,00
Council Equity Interest	408,500,999	409,048,420	408,462,831	409,226,773	408,856,188	409,802,201	410,807,303	411,874,121	413,009,285	414,210,495	414,511,00
Total Equity	408,500,999	409,048,420	408,462,831	409,226,773	408,856,188	409,802,201	410,807,303	411,874,121	413,009,285	414,210,495	414,511,00

Note: Inclusive of March 2024 Quarterly Budget Review

**Riverina Water County Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT**

	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	6,422,913	5,963,910	6,075,136	6,192,439	6,312,088	6,434,129	6,558,612	6,685,584	6,815,096	6,947,198	7,081,942
User Charges & Fees	24,747,170	24,849,154	25,210,406	25,714,414	26,228,503	26,752,873	27,287,730	27,833,285	28,389,751	28,957,346	29,536,292
Investment & Interest Revenue Received	1,330,224	1,426,616	1,312,440	1,466,722	1,171,867	1,043,931	1,046,433	1,044,327	1,041,857	1,038,659	1,383,389
Grants & Contributions	2,579,516	2,054,743	2,042,822	2,073,240	2,104,113	2,106,357	2,106,357	2,106,357	2,106,357	2,106,357	2,106,357
Other	622,836	2,642,704	342,901	349,760	356,756	364,015	371,296	378,722	386,296	394,022	401,902
Payments:											
Employee Benefits & On-Costs	(12,054,625)	(12,574,325)	(13,277,984)	(13,642,086)	(13,919,123)	(14,197,505)	(14,481,455)	(14,771,084)	(15,066,506)	(15,367,836)	(15,675,193)
Materials & Contracts	(13,127,311)	(11,376,911)	(11,726,889)	(9,976,609)	(10,614,060)	(9,158,318)	(9,742,868)	(9,963,725)	(10,188,999)	(10,418,779)	(12,321,177)
Borrowing Costs	(103,886)	(98,589)	(952,952)	(873,728)	(785,971)	(697,007)	(603,926)	(507,940)	(405,050)	(304,185)	(201,797)
Other	(71,675)	(240,014)	(220,821)	(315,752)	(245,338)	(310,026)	(246,524)	(247,134)	(247,757)	(248,392)	(184,939)
Net Cash provided (or used in) Operating Activities	10,345,162	12,647,288	8,805,060	10,988,399	10,608,835	12,338,450	12,295,655	12,558,391	12,831,045	13,104,389	12,126,776
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	10,079,391	3,172,629	-	11,663,090	7,120,242	-	-	-	-	-	12,185
Payments:											
Purchase of Investment Securities	-	-	(14,223,256)	-	-	(529,765)	(403,985)	(580,508)	(792,537)	(1,066,814)	-
Purchase of Infrastructure, Property, Plant & Equipment	(22,573,611)	(15,664,974)	(14,000,000)	(21,000,000)	(16,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(12,494,220)	(12,492,345)	(28,223,256)	(9,336,910)	(8,879,759)	(10,529,765)	(10,403,985)	(10,580,508)	(10,792,537)	(11,066,814)	(9,987,814)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	21,000,000	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(154,943)	(154,943)	(1,581,804)	(1,651,489)	(1,729,076)	(1,808,685)	(1,891,670)	(1,977,883)	(2,038,508)	(2,037,575)	(2,138,962)
Net Cash Flow provided (used in) Financing Activities	(154,943)	(154,943)	19,418,196	(1,651,489)	(1,729,076)	(1,808,685)	(1,891,670)	(1,977,883)	(2,038,508)	(2,037,575)	(2,138,962)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,304,000)	(0)	-	0	(0)	-	(0)	(0)	0	(0)	0
plus: Cash & Cash Equivalents - beginning of year	3,304,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Cash & Cash Equivalents - end of the year	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Cash & Cash Equivalents - end of the year	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Investments - end of the year	15,920,609	12,747,979	26,971,236	15,308,145	8,187,904	8,717,669	9,121,653	9,702,161	10,494,698	11,561,512	11,549,326
Cash, Cash Equivalents & Investments - end of the year	16,920,609	13,747,979	27,971,236	16,308,145	9,187,904	9,717,669	10,121,653	10,702,161	11,494,698	12,561,512	12,549,326
Representing:											
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	8,424,001	8,424,001	8,424,001	8,424,002	8,424,002	8,424,003	8,424,004	8,424,004	8,424,004	8,424,005	8,424,005
- Unrestricted	8,496,608	5,323,979	19,547,234	7,884,144	763,901	1,293,666	1,697,650	2,278,158	3,070,694	4,137,507	4,125,321
	16,920,609	13,747,979	27,971,236	16,308,145	9,187,904	9,717,669	10,121,653	10,702,161	11,494,698	12,561,512	12,549,326

Note: Inclusive of March 2024 Quarterly Budget Review

R7 Lost Time Injury Statistics July 2023 - March 2024

Organisational Area Chief Executive Officer

Author Gabrielle Calverley, WHS Coordinator

Summary This report presents information on Lost Time Injury statistics for the July 2023 to March 2024 period of the 2023/2024 financial year.

RECOMMENDATION that the Board receive and note the statistics report for Lost Time Injuries for the period July 2023 to March 2024.

Report

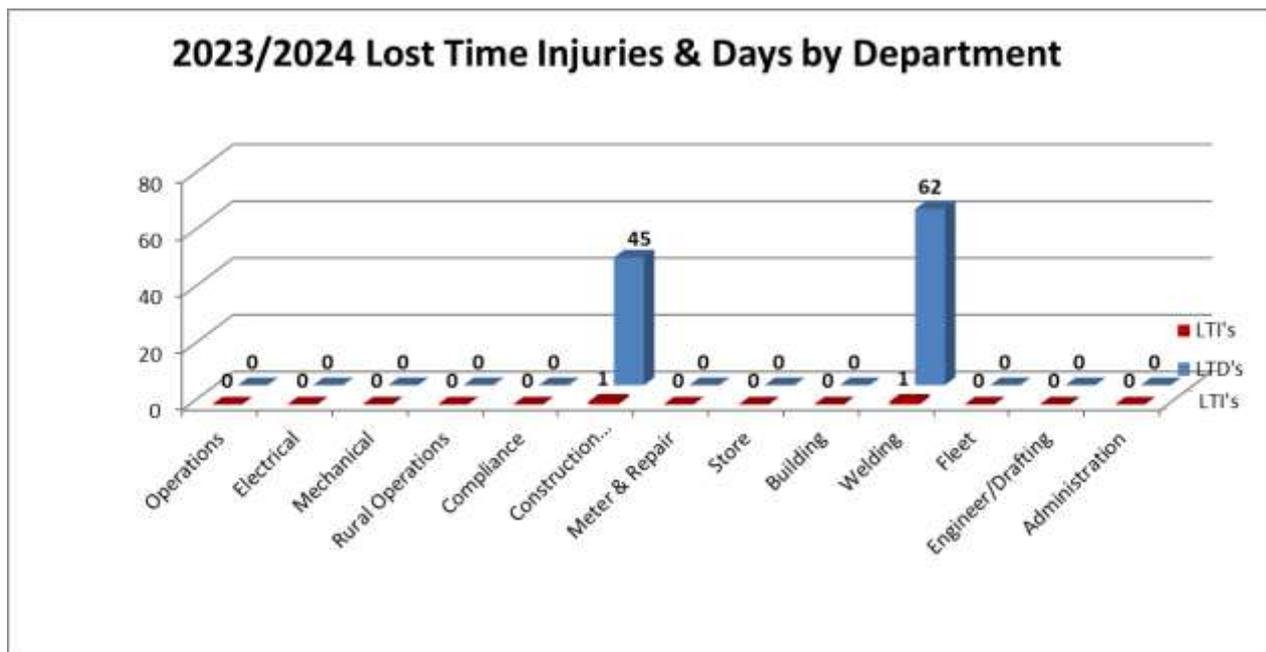
Date of Injury	Claim Status	Return to Work Date	Lost Time Injury (Days off work)	No of Days Lost (Premium impacting)
16/10/2022	OPEN	17/03/2023	45	45
25/05/2023	OPEN	14/06/2023	62	62
15/06/2023	CLOSED	7/07/2023	5	5
Total			112	112

Other WHS Statistics for the financial year:

Lost Time Days (LTD's) - **112 days**

No of Current/Open Workers Compensation Claims – **Five claims (one legacy claim, two open claims with LTI, two open claims no LTI)**

Total No of Workers Compensation Claims lodged this financial year – **Two**



Strategic Alignment

Our People

Build upon our strong history of safety and wellbeing

Financial Implications

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

Workforce Implications

Nil

Risk Considerations

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

R8 Enterprise Resource Planning (Flow) Update

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary Project FLOW is nearing completion and this report provides a summary of the challenges and successes of the journey and context for the upcoming "Go Live" for the last two modules and the new Payroll Module.

RECOMMENDATION that Council receive and note the report and thank staff for their efforts over the last three and half years in ensuring the success of the project.

Report

The adopted Digital Strategy articulates an integrated set of Information Communication Technology (ICT) priorities and choices that collectively enable Riverina Water to achieve our goals identified through our strategic plans.

As part of the creation of the strategy and action plan, an independent ICT systems review was conducted. The review identified some corporate systems - especially Civica Authority - were not well regarded in terms of reliability, features, functionality or support. Given the criticality for Riverina Water to have at its core, a system that is fit for purpose in its ability to deliver desired service outcomes, the upgrade of the ERP solution was endorsed by the Board.

In July 2020 Riverina Water advertised the Request for Tender for W2.66 Enterprise Resource Planning Solution. As a result of this process in April 2021 Infor Global Solutions (ANZ) PTY LTD (Infor) was awarded the tender. Infor was selected as the preferred supplier for the following reasons:

1. Specifically built to support a water utility which no other vendor could demonstrate
2. Met Riverina Water's requirement of being customer focused with a 360-degree customer view.
3. Current state technology
4. Successfully delivered on projects with more than 50 local water service businesses in Australia and New Zealand

The modules that form the implementation are as follows:

- Finance (General Ledger, Procurement, Contract Management, Project Accounting, Budgeting & Planning)

- Customer & Billing (Water Billing, Customer Request Management, Debt Management, Customer Self-Service Portal)
- Assets (Asset Management, Works Management (incl. inspections), Advanced Asset Management, GIS integration)
- Compliance, Development & Regulatory Portal (CDR) (Developer Portal, Application Processes i.e. Section 603)

In addition – upon assessing Riverina Water's payroll requirements - it was agreed between both parties that the Infor product would not provide value for money for an organisation the size of Riverina Water. As a result, a contract was entered into with Aurion Pty Ltd (Aurion) for the supply & delivery of an integrated HR and payroll solution.

The implementation phase of the project began in September 2021 with the Customer Development & Regulatory (CDR) module being put into production (go live) at the beginning of March 2022.

A project pause was initiated in July 2022 as it had become clear to management that Infor was not going to be able to deliver on contracted agreements and was in breach of several contractual obligations. With legal support, a notice of dispute was issued under clause 24.2 to Infor notifying them of such. Eight contractually non-compliant issues were flagged.

As of April 2023, all legal issues with Infor had been resolved with Infor contributing a large sum of monies toward the end costs due to their ownership of the challenges created. A timeline extension & additional budget was also required to complete the project successfully. This was approved by the Board in April 2023.

With the project pause lifted and the project commencing with full momentum, the Customer & Billing module was able to be put into production (go live) as of July 2023.

The timeline for delivery of all other core modules was planned for March 2024 (Finance, Assets, Payroll) with HR to follow in late 2024.

Despite challenging circumstances, the team remains motivated due to the significant capabilities and system improvements. Management also remains extremely confident that the future product will continue to bring quantifiable benefits to Riverina Water and its customers now and in the future.

Current Status

Late in 2023 Aurion approached Riverina Water to inform us that due to resourcing constraints at Aurion the build was not going to be completed on time for a March 2024 go live. Due to this constraint and given the integrated nature of the system and for audit reasons, Riverina Water made the decision to push the delivery of all modules to July 2024.

As of the end of March 2024, the core modules are on track for delivery in July 2024. More specifically:

- Aurion have now designed and built the payroll module. This module is currently under user acceptance testing by subject matter experts within Riverina Water.
- The assets & finance modules are designed, built and system integration and user acceptance tested. These modules will be end to end tested in parallel with Aurion's payroll module in April 2024.
- A dry run of the data load needed for go live and its corresponding reconciliation has also been successfully completed.

The way forward

After go live and return to business as usual the following will occur:

- Ramp up of human resources workstream (Recruitment, Learning & Development, Career Manager) to complete implementation.
- Assessment of enhancements to further improve the Flow system from an Infor system side.
- Assessment of suitability of customer portal (once Infor have ready for release) and endorsement to move forward via Riverina Water Board.

Strategic Alignment

Our Business

Adopt emerging technology that increases our efficiency

Financial Implications

- Riverina Water signed a contract with Infor to deliver the project (core modules) over a period of 18 months.
- Multiple challenges resulted in the extension of timelines, those largely being: COVID, a notice of dispute leading to a project pause & a project reset; and major third party vendor delays due to resourcing (Aurion)
 - The project pause resulted in the time frame being extended by Infor from 18 months to 32 months to deliver core modules.
- The actual time frame to complete the core module implementation (largely impacted by the Aurion vendor delays) will be: 40 months.
- Notably, CDR and Customer & Billing were delivered within the planned time frames.
- The original signed contract project value was \$2,745,131 with a SAAS term of three years.
- The project reset resulted in a revised amount to complete from Infor of \$3,990,714 with a SAAS term of three (existing) + five (additional) years. Riverina Water are still within budget approved by the RWCC Board in April 2023.

Workforce Implications

With the end in sight, a change manager has now been onboarded (on a twelve month fixed term contract – funded by the project budget) to ensure a seamless and supported transition to the new system for all staff members. In this regard a focus will be placed in the immediate future on:

1. Raising operational awareness of the changes
2. Enabling people who are affected by the change to adapt.
3. Readiness for the Go Live (including the support model)

In the longer term key objectives will be:

1. Establishing a repeatable change methodology for future projects
2. Ensuring all relevant business process documentation and induction material is available in regard to Project Flow
3. Project Flow Benefit Tracking

The CDR Portal is also currently undergoing an enhancement round so that not only notice of works and water supply applications can be completed within it, but also pressure and flow applications.

The project has been massive, and I am extremely proud of the staff who have worked tirelessly to ensure the success of this transformative project. A series of staff celebration functions will be held to acknowledge and thank staff for their significant contributions.

Risk Considerations

Projects	
Accept	Riverina Water will accept risk relating to projects by choosing options most likely for successful delivery with a reasonable degree of protection.

R9 Murray Darling Association 2024 Annual Conference

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary The Murray Darling Association 2024 National Conference & AGM is being held in Tamworth on the 10th to the 11th July 2024.

RECOMMENDATION that

- a) Riverina Water be represented at the Murray Darling Association 2024 National Conference and AGM.
- b) Councillor Driscoll attend the conference as a voting delegate.
- c) A member of staff also attend as a Riverina Water representative.

Report

The Murray Darling Association (MDA) has advised that the 2024 national conference and AGM will be held in Tamworth on the 10th and 11th July 2024.

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

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

A flyer promoting the event appears below.



The Murray Darling Association is set to host its **80th National Conference in Tamworth NSW**, on **10 – 11 July 2024** featuring an incredible line up of speakers and panellists including members from State and Federal Government, Government Departments, Agencies, Authorities, Educators, Basin Leaders.

The 80th National Conference will bring together heads of Industry, Irrigation, Local Government, State Government, and Education to discuss ***The future of Water Security***, and will explore many themes such as Natural Disaster Recovery, Water Security, Preparing for Drought and Water scarcity, and Climate Change.

The event on **10th and 11th July** will provide an unrivalled platform to unite all corners of the Murray-Darling Basin's communities at a national level, guiding advocacy, representation, and engagement priorities and initiatives through the Murray Darling Association, the peak body organisation representing and advocating for the needs and interests of over 164 Local Government Areas across the Basin.

Supporting the National Conference, the Murray Darling Association is hosting a number of social events, such as the:

- **Welcome Reception**, 8th July welcoming Delegates to Tamworth
- **Gala Dinner**, 10th July providing a quality networking environment
- **Exhibition Hall**, 10th and 11th July offering incredible engagement opportunities between Businesses, Departments, Local Government, and attending Delegates
- **Study Tour**, 9th July, departing from the Tamworth War Memorial Town Hall, highlighting key infrastructure, issues and opportunities in the greater Tamworth Region.

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

Cr Driscoll is Riverina Water's delegate to the Region 9 MDA Committee and has indicated her interest in attending the conference.

Financial Implications

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

Risk Considerations

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

R10 LGNSW Rural & Regional Summit

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary Local Government NSW are convening the second Rural and Regional Summit specifically dedicated to their rural and regional members. This report recommends Riverina Water be represented at the Summit in Sydney on the 9th May 2024

RECOMMENDATION that the Board consider the report and determine whether Riverina Water be represented at the Local Government New South Wales 2024 Rural and Regional Summit.

Report

The Rural and Regional Summit is a one-day event for mayors, councillors, general managers and senior council staff to come together to discuss some of the key issues affecting rural and regional communities in the lead up to the NSW State Election.

Key topics to be discussed include:

- Ability of councils to fund infrastructure and services.
- NSW Reconstruction Authority and new State Recovery Plan and Disaster Adaptation Plans
- Showcasing excellence in the rural and regional local government sector.
- Vision for rural and regional NSW
- Renewable energy transition – making it work for rural and regional NSW.

The Chairperson and CEO attended the Summit last year and found the content to be only partially relevant to Riverina Water. The program for 2024 (link below) does not present content that really justifies the attendance of delegates from Riverina Water.

The CEO discussed the Summit with Councillor Tout who is unable to attend as the event clashes with a meeting of Regional Cities NSW in Sydney on the same day. A meeting of Country Mayors is taking place the following day.

A detailed program for the Summit can be viewed [here](#).

Financial Implications

Attendance costs for travel and accommodation at the Summit are provided for in the adopted 2022/23 Operational Plan and are estimated at \$1100 per attendee including registration and flights up and back on the day

Risk Considerations

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

R11 Review of Organisation Structure

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary The report presents an amended organisation structure to the Board for consideration, discussion and approval.

RECOMMENDATION that the Board endorse the organisation structure outlined in the report, noting the changes to the Engineering Directorate.

- a) Adopt the proposed organisation structure outlined in the report and the creation of the new positions.
- b) Note the financial implications of the proposed organisation structure have been included in the 2022/23 to 2025/26 Delivery Program and 2024/25 Operational Plan.

Report

Background

The Engineering Directorate was restructured after the Manager Works' resignation in 2022, with the Board approving the new structure later that year. Recruitment to the proposed structure was put on hold to allow review by the new Director Engineering who commenced in May 2023.

Upon review it was found the proposed structure excluded operations and projects teams and subsequently it didn't address some key challenges or capture potential opportunities.

Since the initial structure review, Riverina Water prepared and adopted the Workforce Strategic Plan which identifies gaps in critical roles, resources constraints and knowledge management risks. During this review period the proposed structure was revised to include:

- Outcomes from Riverina Water's Workforce Strategic Plan, including risk mitigation for identified critical roles, resource constraints and knowledge management risks.
- Alignment with meeting future asset management obligations (including delivery of the Business Activity Strategic Plan 2022-2032).
- Engagement with all teams (Operations/Projects previously excluded) to capture key opportunities and to address any identified challenges and risks.
- Outline clear responsibilities and efficient delivery structure within the Engineering Directorate utilising Water Services Association of Australia Asset Management framework.

Drivers for Change

Riverina Water is facing several challenges to its current and future workforce that pose a risk to meeting its strategic objectives and managing its core obligations. These challenges include:

- Staff attraction and retention (high staff turnover rate, ageing workforce with 23% of staff aged 55yrs or older).
- Resource planning and staff succession planning (Tenure profile – 24% <1yr, 50% < 5yrs).
- Specialist skills & capabilities for business-critical functions (knowledge management, technological upskilling, and skilled labour shortage in rural location).
- Resources to provide organisational uplift (positive culture & onsite safety leadership, asset management life cycle, regulatory obligations (Regulatory Assurance Framework, Health Based Targets and customer-at-the centre approach).

The Changes and Impacts

If endorsed by the Board, the new structure will help facilitate implementation of our adopted Workforce Strategic Plan, enabling the following key strategies to create a sustainable workforce with a high-performance culture through accountability, diversity, respect, and investment in our people. These strategies will be executed alongside our broader operational plans as set out in Riverina Water's Business Activity Strategic Plan (BASP).

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

Proposed Structure

The proposed changes within the Engineering Directorate structure are outlined in [Figure 1](#) below.

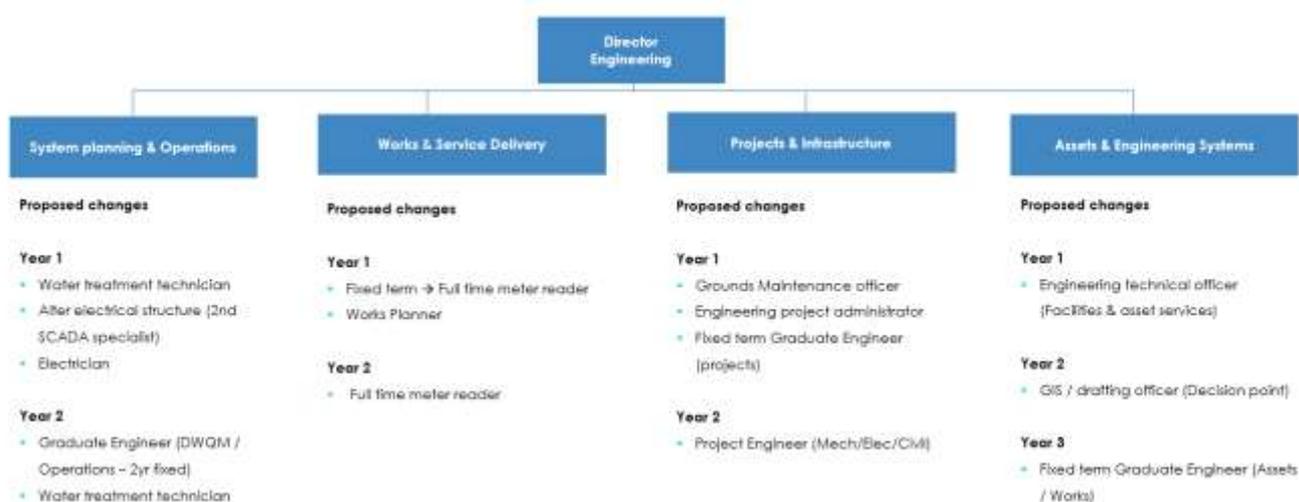


Figure 1 - Proposed engineering structure.

- Two new water technician roles to address resource gaps, including water quality requirements for reservoir inspections and management.
- Change in structure to provide succession planning to Electrical SCADA role identified as critical position (imperative - end range).
- An electrician role as a potential pathway for our apprenticeship program and to help facilitate succession planning for our industrial electricians and electrical SCADA roles.
- Graduate Engineering program positions (fixed term - 2yrs) to build from within and address market shortage into technical roles across the organisation (Projects, Operations, Works / Assets).
- Project manager – built into capital budget to deliver OP/DP capital requirements.
- Project administrator for project management support in resource scheduling, reporting and uplift in project management framework administration.
- Gardener / trade assistant role – additional role to meet an existing ground maintenance workload gap.
- Convert contract meter readers to full-time to enable meter reads for growth, address gaps in hydrant / valve maintenance and ad-hoc flushing of the water supply network.
- Decision and justification required for GIS / drafting officer role following 1 year fixed term contract and implementation ESRI managed services contract.
- Works Planner to provide improved planning such as service locations, incorporation of practical knowledge into designs and quality assurance throughout the project.

Financial Implications

The financial budget cost and phasing of the proposed engineering directorate is outlined in *Figure 2* and has been incorporated into the draft 2024/25 budget.

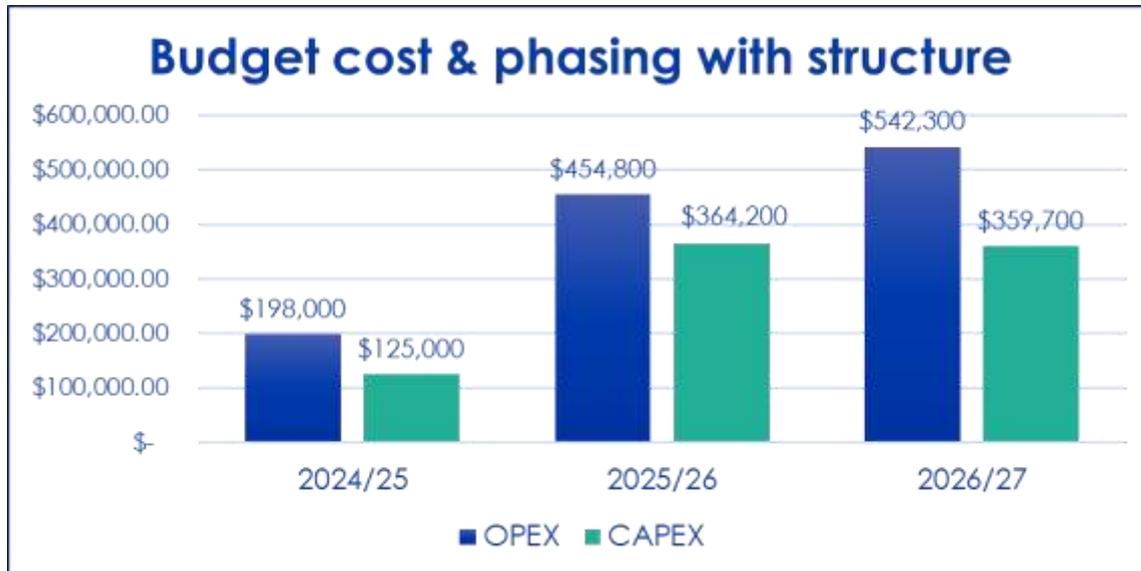


Figure 2 - Budget cost & phasing with structure.

The consideration and management of the financial implications are summarised below:

- › Operating expense (Year 1) – Included in proposed 2024/25 draft budget (an operating surplus is expected in 2024/25).
- › Growth at 0.85%/year connections. Average forecast operating revenue increase \$240K/year to cover additional positions.
- › % of position funded by capex, therefore cost is towards our asset value and not impacting operating result.
- › First year cost \$323K equivalent to \$377K including oncosts (super, leave etc.).

Communication

An updated presentation on the proposed engineering structure was delivered in March 2024 to the Riverina Water's Consultative Committee after its initial introduction at the February 2024 Board workshop. This was well received by the Consultative Committee.

If the proposed engineering structure is endorsed by Council, next steps include updating staff of the approved structure and preparing for recruitment of year 1 positions.

Strategic Alignment

Our People

Attract, retain and develop our people

Financial Implications

Incorporated into 2024/25 draft budget within operating revenue and additional positions budgeted within future forecast operating revenue.

Workforce Implications

Considerations and impacts outlined in report in line with adopted workforce strategic plan.

Risk Considerations

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

R12 Update on PFAS

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary The recent detection of PFAS in a sentinel bore near the East Wagga bore field and West Wagga Bore 4 in August triggered an inter-agency response. This report provides an update on recent results from a new sentinel bore in Forge St.

RECOMMENDATION that the Board note the report and the ongoing actions of management as a member of the Wagga Wagga PFAS Risk Review – Project Governance Group (PGG).

Report

This matter was last reported to the Board at its meeting in December 2023 at which time the Board resolved to continue to supply water in accordance with the NSW Health Act, the Australian Drinking Water Guidelines, Riverina Water Drinking Water Policy and the Riverina Water Drinking Water Management System.

Current Status of PFAS and groundwater sources

East Wagga Bores (PFAS Heightened Risk)

In August, PFAS testing at our newly installed sentinel bore on Riverina's Forge Street site (655m from our East Wagga Bore 2) confirmed PFAS detection in both the Cowra and Lachlan aquifers. Defence proceeded to review the results due to doubts about sampling representativeness and contamination depth (i.e. Sentinel bore screen located at a depth of 25.5 metres compared to East Wagga Bore 2 screens located at a depth of 63.4m).

A new sentinel bore was drilled in January 2024 and it was very pleasing that the results from that sentinel bore determined that no PFAS was present at the depth of 63.4metres. Importantly, PFAS has not been detected in East Wagga bores (1, 2, & 3).

West Wagga Bore 4 (PFAS Confirmed Positive Detection)

Extensive sampling of all Riverina Water raw water sources in Wagga Wagga confirmed a positive detection result at West Wagga Bore 4. This was below prescribed PFAS limits of 0.07ug/L for safe drinking water (ADWG). Detectable PFAS concentrations at West Wagga Bore 4 ranged from 0.015 - 0.02ug/L. In April 2024 the West Wagga Bore 4 was put into production and monthly sampling of that water has also commenced. The water from Bore Number 4 is being mixed with water from the remaining 4 bores in the West Wagga Borefield.

Riverina Water's PFAS Water Supply Risk & Operational Response Matrix

In accordance with our Drinking Water Policy, Drinking Water Management System (DWMS), Australian Drinking Water Guidelines, The Public Health Act 2010, and Public Health

Regulation 2022, Riverina Water adopted a PFAS Risk and Response Decision Matrix. This matrix is based on four tiers of escalation for raw water sources and water treatment plants:

1. No PFAS detected and "No Foreseeable Risk":
 - E.g. North Wagga Bores 1,2 & 3), West Wagga Bores (1, 2 & 5), East Wagga Bore 3, Murrumbidgee River
2. No PFAS detection and "Heightened Risk":
 - E.g. East Wagga Bores 1 & 2 (i.e.. nearest to the Forge St sentinel bore)
3. PFAS detected AND below ADWG's PFAS Limit of 0.07ug/L for either PFOS or PFHxS:
 - E.g. West Wagga Bore 4
4. PFAS detection AND above ADWG's PFAS Limit of 0.07ug/L for either PFOS or PFHxS.

Operational decisions made by management will be in accordance with the recommendations in this report with the aim to consistently maintain quality treated water below the PFAS limit of 0.07ug/L, with increased monitoring if PFAS is detected.

Treated water with PFAS exceeding 0.07ug/L will never be supplied to customers. The water treatment plant and/or affected water sources will be isolated before reaching that stage.

Ongoing Actions:

Establishment of Wagga Wagga PFAS Risk Review – Project Governance Group (PGG) and sub-groups

The PGG continues to meet every four weeks and is responsible for:

- Reviewing and monitoring identified and emerging PFAS risks, providing advice on prevention, mitigation, and management.
- Offering strategic leadership in developing, implementing, and sustaining new PFAS mitigating strategies.
- Understanding the impact of new PFAS contamination on all users of the Wagga's borefields and taking immediate actions to ensure drinking water safety for all users.
- Developing a communication plan to keep stakeholders and the community informed.
- Establishing agreed processes to escalate issues within relevant local, state, and Australian government agencies.

The responsibilities of the Project Governance Group include the following agencies (subject to change as required):

- Department of Regional NSW
- NSW Department of Planning and Environment, Water Utilities
- Riverina Water
- Department of Defence
- Department of Health NSW

- NSW Environmental Protection Authority (EPA)

Two subgroups have been also established:

1) Strategy and Planning Working Group:

- Riverina Water
- Department of Defence
- Goldenfields Water
- NSW Public Works

2) Communications Working Group:

- Department of Planning and Environment, Water Utilities
- Riverina Water
- Department of Defence
- Goldenfields Water

NSW EPA who leads the NSW PFAS Technical Advisory Group (TAG) will keep the TAG informed and determine the nature of TAG involvement with the PGG.

Investigation of PFAS contamination affecting West Wagga Bore 4

On our behalf, Defence is investigating sources of PFAS contamination affecting the West Wagga Bore 4. Additionally, DPE - Water intends to conduct another sampling regime across Wagga Wagga, including North Wagga, West Wagga and East Wagga bores and their monitoring bores.

Strategic Options Analysis for future water sources

Riverina Water and Goldenfields Water are finalising growth strategies to determine future source works requirements. This includes exploring potential synergies to mitigate the future effects of PFAS on town water supplies with respect to future water supply demand projections.

In addition, discussions are well advanced with WaterNSW who are assisting Riverina Water obtain Ministerial approval for a new Water Access Licence (from the Murrumbidgee River) which will be activated upon PFAS being found to be present in any of the three Bores operating in the East Wagga Borefield. It is expected that licence will be in place in approximately 4 months.

Strategic Alignment

Our Business

Improve strategic planning and accountability

Financial Implications

There are increased costs associated with undertaking an increased sampling regime and these costs are within the adopted 2023/24 Operational Plan. There is an increased likelihood that capital funds will be needed in the medium-term future to fund investigation costs for new bores, other alternate water sources and/or advanced water treatment options if impacts of PFAS onto existing source works cannot be managed within ADWG.

Management is in early discussions with Defence in relation to this matter. Riverina Water has notified its insurer of the situation and flagged a likely future reportable incident that impacts Riverina Water assets.

Workforce Implications

Not applicable

Risk Considerations

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

R13 Council Resolution Sheet

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

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

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

Report

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

› **R13.1 Council Resolution Sheet** [↓](#) 

Strategic Alignment

Our Business

Improve strategic planning and accountability

Financial Implications

Nil

Workforce Implications

Nil

Risk Considerations

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

OUTSTANDING ACTIONS REPORT

Printed: Thursday, 11 April 2024
11:11:14 AM

Meeting	Date	Officer	Title	Target
Board Meeting 26/10/2022	26/10/2022	Vidler, Greg	The Rock Reservoir Land Acquisition	9/11/2022
Resolution				
22/183	RESOLVED:			
	On the Motion of Councillors D Meyer OAM and T Quinn			
That Council:				
(a) proceed with the compulsory acquisition of the land described as 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991; and				
(b) make an application to the Minister and the Governor for approval to acquire 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), for the purpose of the construction of the Rock Reservoir and associated access in accordance with Section 186(1) of the Local Government Act 1993				
(c) upon acquisition, classify the land as operational land in accordance with the Local Government Act.				
(d) Delegate authority to the CEO to sign all documents relating to the compulsory acquisition and pay requisite compensation for the land.				
				CARRIED
Notes For Action				
07 Dec 2022 9:50am Vincent, Melissa				
The acquisition process continues as planned.				
14 Feb 2023 11:20am Vincent, Melissa				
The acquisition process continues again more slowly than expected. Council's solicitor has carriage of the process				
08 Jun 2023 3:18pm Vincent, Melissa				
The RMS rejected the proposed access which has put the project behind schedule. Revised plans have been completed and it is expected that Riverina Water will gain title to the required land by March 2024.				

Meeting	Date	Officer	Title	Target
Board Meeting 14/12/2023	14/12/2023	Ip, Jason	Update on PFAS	28/12/2023
Resolution				
23/153	RESOLVED:			
	On the Motion of Councillors D Meyer OAM and G Davies			
That the Board continue to supply water in accordance with the NSW Health Act, the Australian Drinking Water Guidelines, Riverina Water Drinking Water Policy and the Riverina Water Drinking Water Management System.				
				CARRIED
Notes For Action				
09 Feb 2024 4:12pm Vincent, Melissa				
The Project Governance Group continues to meet and is awaiting the results of sampling from the recently installed new sentinel bore in Forge St.				
11 Apr 2024 11:08am Vincent, Melissa				
There is an update report in the Business Paper for the April meeting of the Board				

Meeting	Date	Officer	Title	Target
Board Meeting 22/02/2024	22/02/2024	Crakanthorp, Andrew	Corporate Values	7/03/2024
Resolution				
24/014	RESOLVED:			
	On the Motion of Councillors J McKinnon and G Davies			
That the Board:				
a) Adopt the Riverina Water Cultural Action Plan dated August 2023				
b) Endorse the values and associated behaviours in the Cultural Action Plan				
c) Request management and the working group to further consider the inclusion of the word "culturally" in the commentary regarding the value "Safety"				
				CARRIED
Notes For Action				
11 Apr 2024 11:09am Vincent, Melissa				
The matter was considered in detail by the Management Team (Manex). Manex appreciated the interest shown by the Board and the suggested change to the supporting wording for the Corporate Value of Safety. Manex were of the view that as the staff had determined the wording, that the current wording would remain.				

OUTSTANDING ACTIONS REPORT

**Printed: Thursday, 11 April 2024
11:11:14 AM**

Meeting	Date	Officer	Title	Target
Board Meeting 22/02/2024	22/02/2024	Crakanthorp, Andrew	NSW Productivity Commission - Review of Funding Models for Local Water Utilities	7/03/2024
Resolution				
24/015 RESOLVED: On the Motion of Councillors D Tout and J McKinnon				
That the Board note the commencement of the Review and delegate authority to the Chairperson and CEO to prepare a submission and represent Riverina Water at relevant consultation sessions.				
CARRIED				
Notes For Action				
11 Apr 2024 11:10am Vincent, Melissa				
A submission was prepared and submitted on the due date				

Meeting	Date	Officer	Title	Target
Board Meeting 22/02/2024	22/02/2024	Crakanthorp, Andrew	Riverina Water Award Hours Harmonisation Matter	7/03/2024
Resolution				
24/022 RESOLVED: On the Motion of Councillors G Driscoll and G Davies				
That the Board receive and note the report and authorise the CEO to continue to progress the matter with the aim of presenting a report to the August meeting of the Board.				
CARRIED				
Notes For Action				
11 Apr 2024 11:10am Vincent, Melissa				
The preliminary report from the consultants will be provided on Monday 15 April, allowing the Working Group to consider ahead of a report to the Board in August 2024.				

R14 Works Report covering February 2024

Organisational Area Engineering

Author Troy van Berkel, Director Engineering

Summary This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 29th February 2024.

RECOMMENDATION that the Works Report covering February 2024 be received and noted.

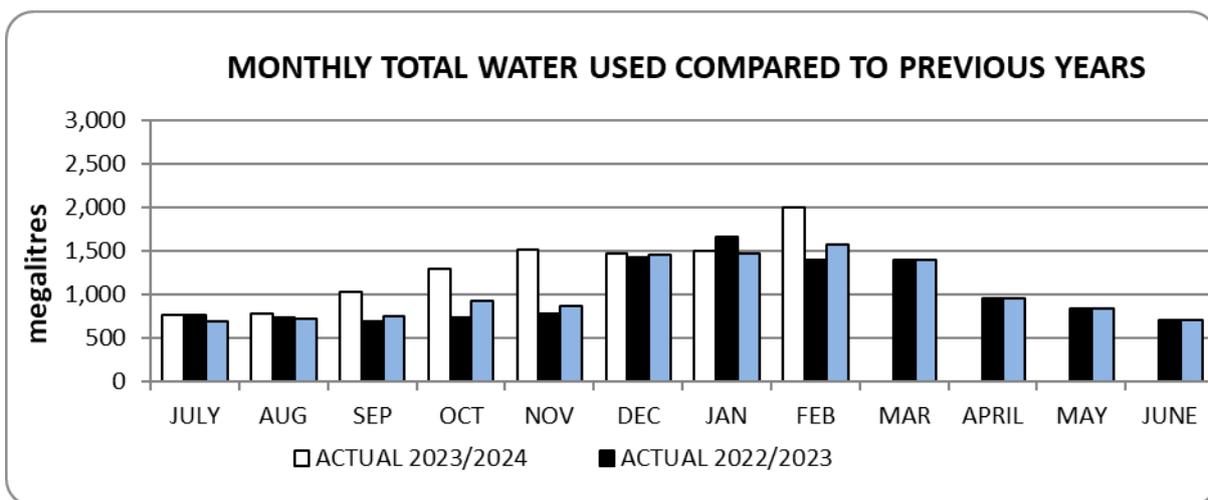
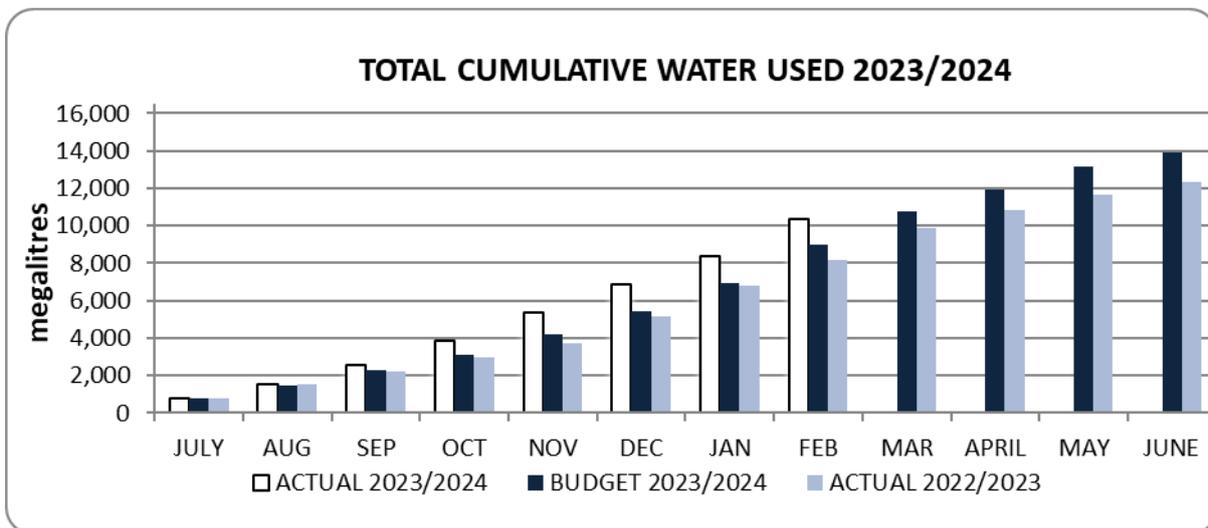
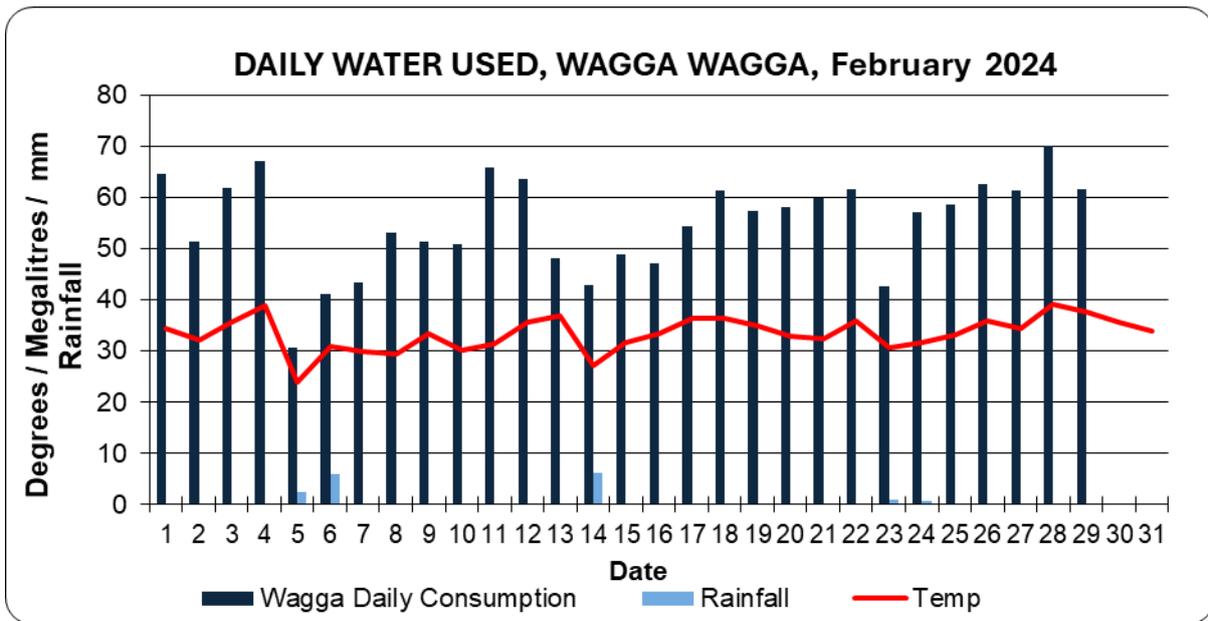
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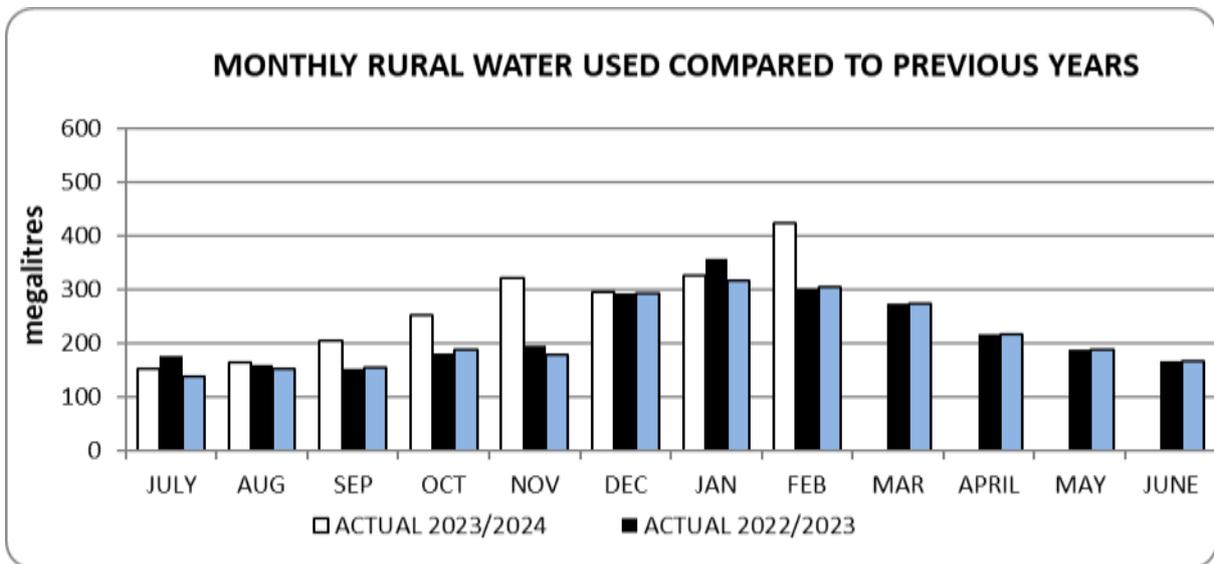
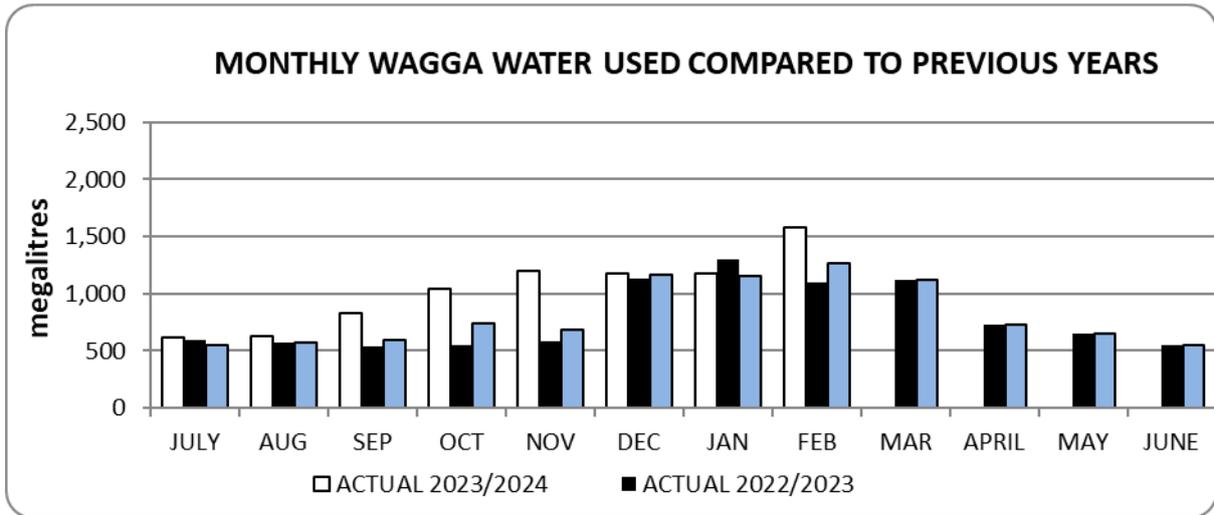
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 29th February 2024.

Water Sourced and Used

	2022	2023	2024
Rainfall (mm)	16.6	19.0	16.4
Wet days	1	7	6
Water Sourced February 2024 (MI)			
North Wagga bores	275.37	107.56	327.23
West Wagga bores	464.16	147.46	379.91
East Wagga bores	290.77	65.13	312.00
Murrumbidgee River	424.42	1,007.12	809.06
Sub Total	1,454.72	1,327.27	1,828.20
Bulgary bores	48.98	41.61	72.15
Urana source	4.36	0.00	0.00
Ralvona bores	23.19	20.50	30.98
Walla Walla bores	17.98	31.99	33.39
Goldenfields Water Supply System	4.65	3.41	3.94
Sub Total	99.16	97.51	140.46
Woomargama	1.41	1.25	1.88
Humula	0.42	0.51	0.65
Tarcutta	4.52	5.60	6.12
Oura	5.50	4.59	7.52

	2022	2023	2024
Walbundrie / Rand	4.17	5.64	5.91
Morundah	1.20	1.25	1.41
Collingullie	8.75	7.41	9.56
Sub Total	25.97	26.25	33.05
Totals	1,579.85	1,451.03	2,001.71
Water used February 2024 (MI)			
East Bomen	29.99	33.55	28.85
Estella	159.33	137.95	171.94
North Wagga	71.78	74.80	101.89
Wagga Wagga – low level	179.10	169.73	158.96
Wagga Wagga – high level	711.25	586.52	945.26
Wagga Wagga – Bellevue level	117.57	96.95	144.86
Sub Total	1,269.02	1,099.50	1,551.76
Ladysmith system	7.73	6.86	11.54
Brucedale scheme	30.30	34.21	37.80
Currawarna scheme	22.77	20.54	27.47
Rural Southern trunk main system	140.59	155.18	193.91
Rural Western trunk main system	53.76	41.75	88.95
Sub Total	255.15	258.54	359.67
Holbrook	23.27	20.56	31.03
Woomargama	1.41	1.25	1.88
Humula	0.42	0.51	0.65
Tarcutta	4.36	4.53	6.05
Oura	5.50	4.59	7.52
Walbundrie / Rand	4.17	5.64	5.91
Morundah	1.25	1.18	1.35
Collingullie	8.04	6.06	8.98
Sub Total	48.42	44.32	63.37
Totals	1,572.59	1,402.36	1,974.80





New Service Connections, Repairs, Meters, Locations and Complaints

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Wagga Wagga	17	1	1	13	9	10				87	7	2
Wagga Wagga	1			7	1	2				14		1
Forest Hill	5			1						2		
North Wagga			1							1		

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Bomen					1							
Estella					1	1				1		
Koorungal				1	1	2				17	2	
Turvey Park										6		
Lake Albert				2	1	2				11		
Ashmont										6	1	
Tolland		1				1				1		
Mt Austin				1	3	1				4	3	
Bourkelands										3		
Tatton				1		1				1		
Glenfield										12	1	
Lloyd	3				1					1		1
Springvale										1		
East Wagga	2									3		
Boorooma	1									1		
Gobbagombalin	4									1		
Gumly Gumly	1									1		
Brucedale										1		
Currawarna						1						
Bulgary				1								
Collingullie						1						
French Park										1		
Lockhart	1			2						2	1	
Milbrulong				2								

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
The Rock				1						1		
Henty		1		1								
Holbrook	1									1		
Morven						1						
Walla Walla	1										2	
Boree Creek				1								
Oaklands						1				3	1	
Rand				1								
Kapooka										1		
Urana				2								
TOTAL	20	2	1	24	9	14	0	0	0	97	11	2

Water System Repairs

Wagga Wagga							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
19/2/2024	Turvey Park	100AC	Pipe failure – long split	No		5	1500
19/2/2024	Lake Albert	100AC	Pipe failure – round split	Yes		0	5000
21/2/2024	Wagga Wagga	100AC	Pipe failure – round split	Yes		0	5000
27/2/2024	Mt Austin	100AC	Accidental Damage	No		30	8

Rural							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
2/2/2024	Holbrook	100AC	Pipe failure – long split	No		0	0
2/2/2024	Urana	150AC	Pipe failure – round split	Yes		0	0
8/2/2024	Lockhart	100Ac	Pipe failure – round split	Yes		0	0
9/2/2024	Mangoplah	50PVC	Tree roots	Yes		0	0
12/2/2024	Walla Walla	100AC	Pipe failure – long split	No		0	0
14/2/2024	Collingullie	100WP VC	Pipe failure – ground movement	Yes		0	21
15/2/2024	Urana	100AC	Pipe failure – ground movement	Yes		0	24
20/2/2024	Walbundrie	63PE	Pipe failure – ground movement	Yes		0	0
22/2/2024	Bulgary	63PE	Pipe failure – ground movement	No		7	102
23/2/2024	Bidgeemia	63PE	Pipe failure – ground movement	Yes		0	26
24/2/2024	Morundah	100AC	Pipe failure – ground movement	Yes		0	0
24/2/2024	Pleasant Hills	80PVC	Pipe failure – ground movement	Yes		0	26
25/2/2024	Walla Walla	100AC	Pipe failure – ground movement	Yes		0	12
26/2/2024	Lockhart	100AC	Pipe failure – ground movement	Yes		0	23
27/2/2024	Yerong Creek	300DIC L	Pipe failure – ground movement	No		30	120

Water Quality Complaints

Date	Town	Request details	Action Taken
2/02/24	Bomen	Dirty water	Flushed service until clear advised customer.
5/02/24	Estella	Dirty water, has been brown since last night.	Flushed water until clear.
5/02/24	Lloyd	Brown water, happening on and off.	Took meter off and flushed. No sign of any dirty water. Tesha phoned owner.
9/02/24	Lake Albert	Dirty water	Flushed service old gal on both sides.
19/02/24	Mt Austin	Tenant advising water is contaminated with Giardia. Water discoloured and occasionally soapy/cloudy/bubbles. There is odour. Tenant been unwell/neighbours dogs been unwell.	Water meter and service main flushed. Water is within ADWG.
19/02/24	Mt Austin	Tenant advising water is contaminated with Giardia. Water discoloured and occasionally soapy/cloudy/bubbles. There is odour. Tenant been unwell/neighbours dogs been unwell.	Water meter and service main flushed. Water is within ADWG.
19/02/24	Mt Austin	Tenant advising water is contaminated with Giardia. Water discoloured and occasionally soapy/cloudy/bubbles. There is odour. Tenant been unwell/neighbours dogs been unwell.	Water meter and service main flushed. Water is within ADWG.
27/02/24	Koorungal	Discoloured water	Problem is old gal pipe on both sides. Called to advise if they renew their side we will renew ours.

New water mains laid

Location	63	100		150		200		300	450
	PE	OPVC	DICL	OPVC	DICL	OPVC	DICL	OPVC	DICL
Manor Estate Lake Albert			24m		24m				
Brunlea Park Forest Hill			30m						
Veneris St Lockhart		60m							

Replacement of Existing Mains

Location	50	63	100		150	150	200	300		375
	PE	OPVC	DICL	OPVC	DICL	OPVC	OPVC	OPVC	DICL	DICL
Brunskill Rd					24m					
Morven to Holbrook Rd						660m				

Other Construction

Location or Project	Work done
11 Houtman St	100mm Fire Service
35 Bruce St	100mm Fire Service
22-24 The Esplanade	100mm Fire Service
Henschke Primary School	100mm Fire Service

Major Repairs / Overhauls

Facility	Work done
Collingullie Bore 2	Motor Replacement
Tarcutta WTP	Magnesium Value Replacement
Gardeners Crossing	Chlorine Repairs
Morundah WTP	Chlorine Booster Pump Replacement
Woomargama WTP	Chlorine Repairs
Wagga WTP	Fluoride Plant Repairs

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	414
Estella Farrer Road	183
Forest Hill Elizabeth Avenue	131
Glenfield Red Hill Road	238
Henty Olympic Way	8
Holbrook Millswood Road	31
Lake Albert Plumpton Road	227
Lockhart Napier Road	212
Pleasant Hills Manson Street	15
Ralvona	6
The Rock	71
Urana Federation Way	12
Walla Walla Short St	59
Woomargama Murray Street	1
Yerong Creek Finlayson Street	3

Fleet Disposals

Vehicle No	Description	Vehicle Type	Make & Model	Year	KMs	Method	Price (ex GST)
Nil							

Fleet Acquisitions

Vehicle No	Tenders received	Accepted Tenderer	Vehicle type	Make/Model	Price ex GST
458			Ute	Isuzu D-Max	\$41,921.82

Strategic Alignment

Our Business

Provide exceptional customer service by tailoring and improving our systems, processes and service

Financial Implications

Nil

Workforce Implications

N/A

Risk Considerations

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

R15 Works Report covering March 2024

Organisational Area Engineering

Author Troy van Berkel, Director Engineering

Summary This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 31st March 2024.

RECOMMENDATION that the Works Report covering March 2024 be received and noted.

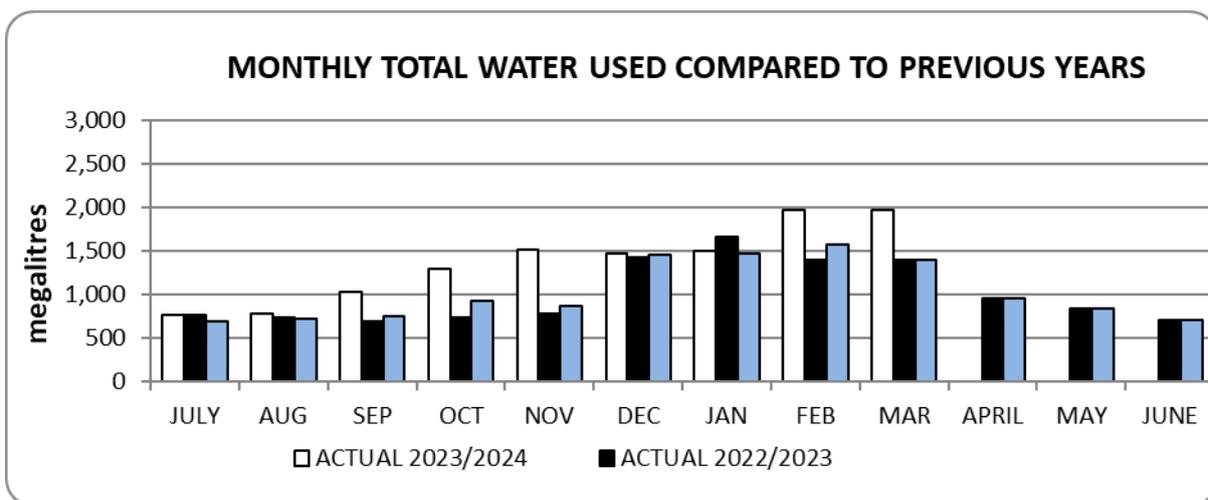
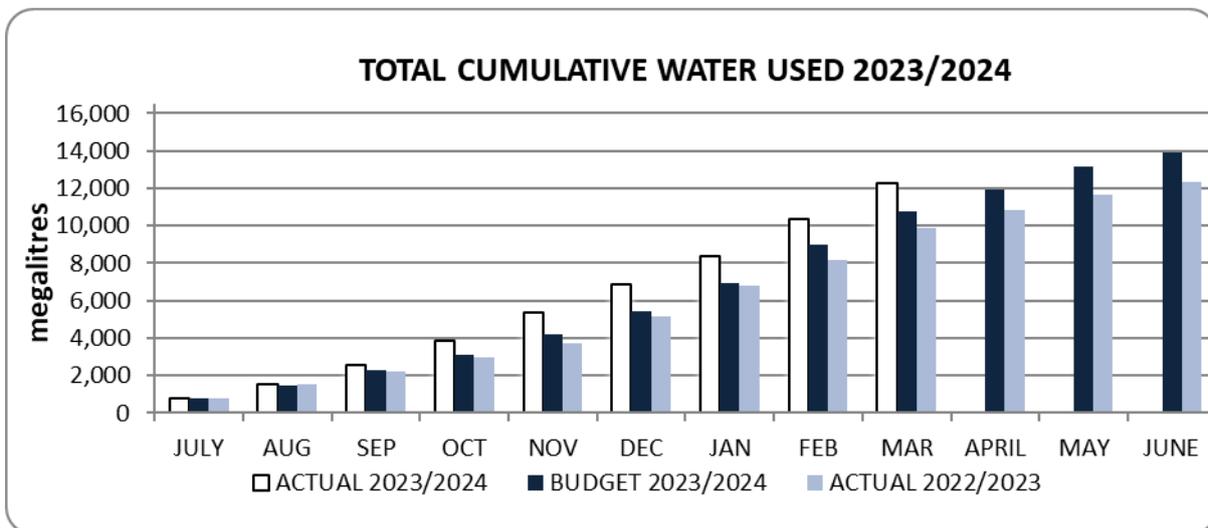
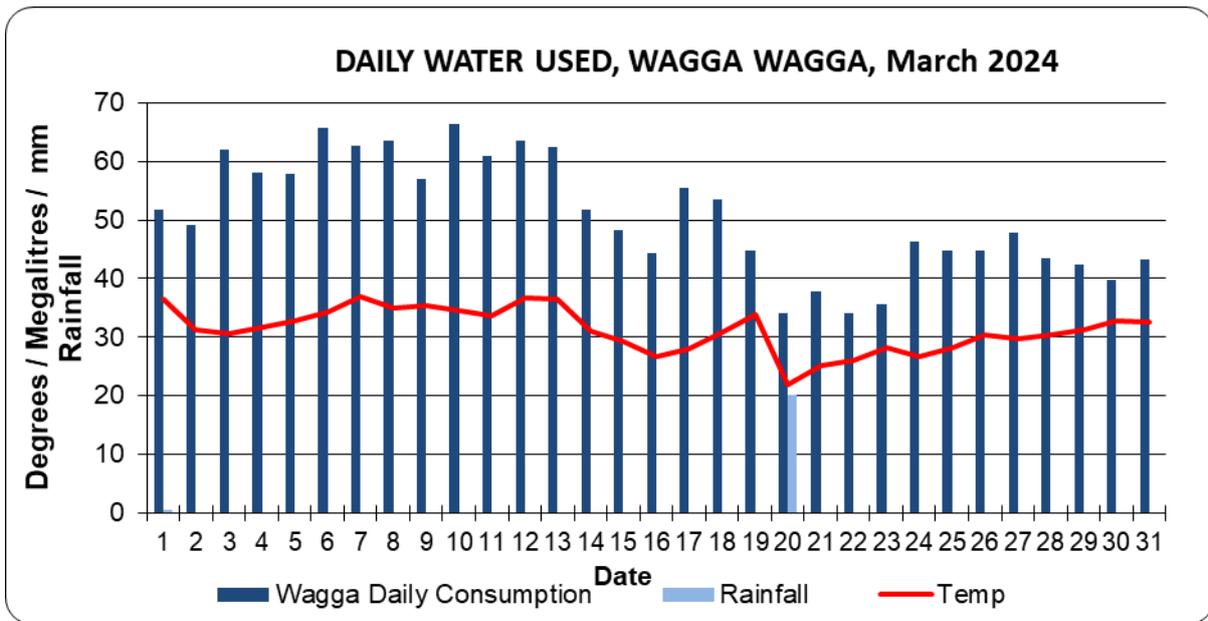
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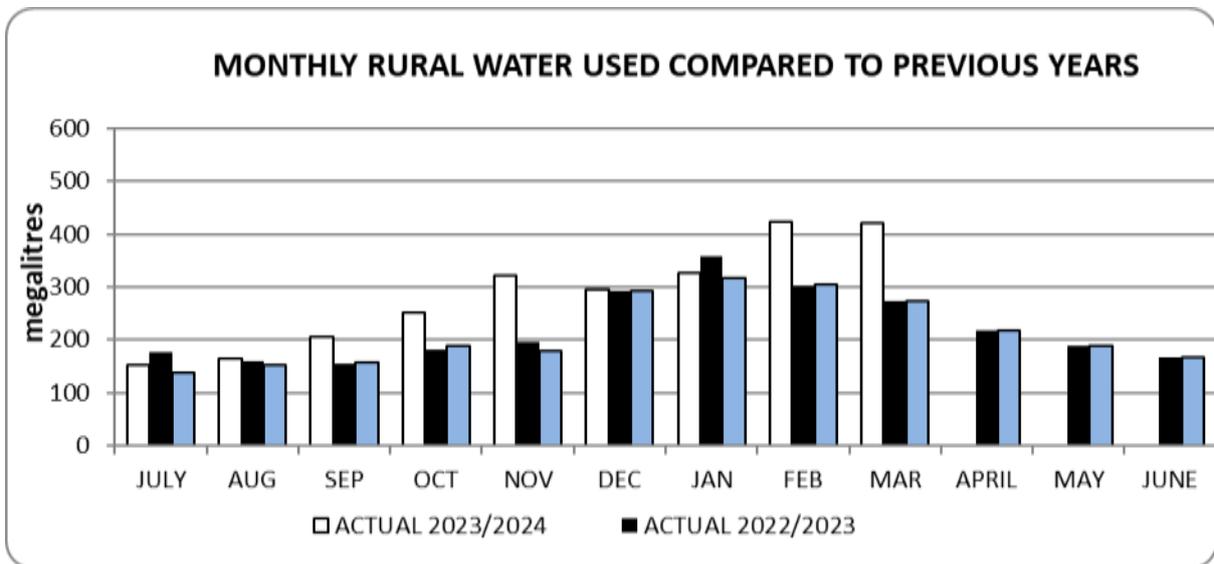
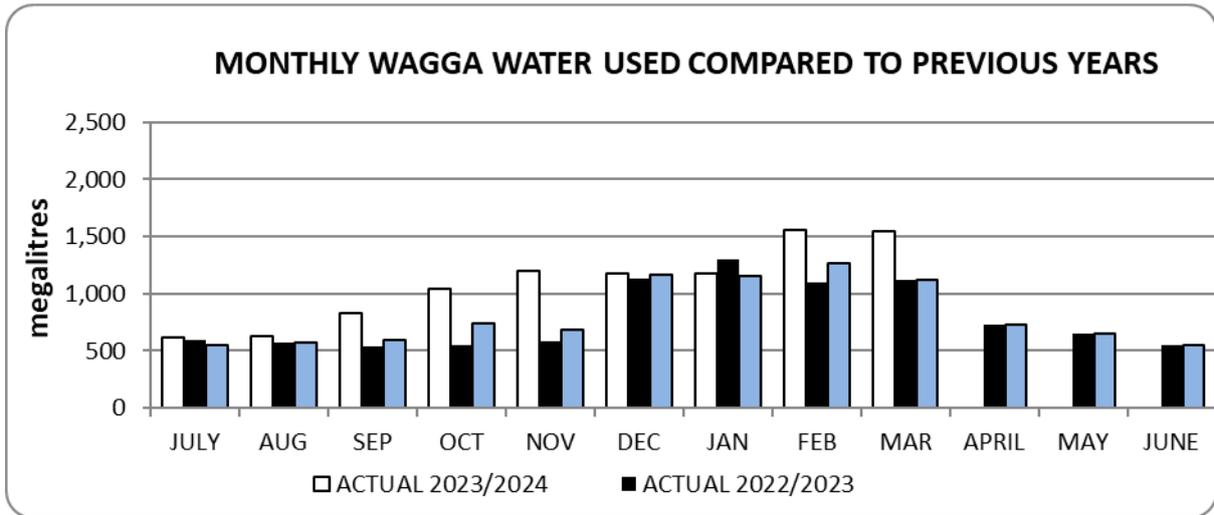
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 31st March 2024.

Water Sourced and Used

	2022	2023	2024
Rainfall	35.0	85.4	20.6
Wet days	6	9	2
Water Sourced March 2024 (Megalitres)			
North Wagga bores	251.86	0.00	329.60
West Wagga bores	342.40	135.26	327.87
East Wagga bores	190.40	5.67	264.56
Murrumbidgee River	388.80	1,282.92	888.75
Sub Total	1,173.46	1,423.85	1,810.78
Bulgary bores	38.76	50.78	71.65
Urana source	8.29	0.00	0.00
Ralvona bores	27.09	21.44	28.44
Walla Walla bores	28.35	31.11	32.87
Goldenfields Water Supply System	2.69	5.26	3.35
Sub Total	105.18	108.59	136.31
Woomargama	1.36	1.46	1.69
Humula	0.49	0.65	0.84
Tarcutta	2.33	5.22	7.25
Oura	3.06	4.06	6.56

	2022	2023	2024
Walbundrie / Rand	4.02	4.30	6.27
Morundah	0.85	1.13	1.99
Collingullie	7.26	8.02	10.35
Sub Total	19.37	24.84	34.95
Totals	1,298.01	1,557.28	1,982.04
Water used March 2024 (Megalitres)			
East Bomen	29.90	35.78	31.15
Estella	105.63	150.44	206.16
North Wagga	84.68	87.56	77.86
Wagga Wagga – low level	144.29	169.87	148.84
Wagga Wagga – high level	540.41	625.10	915.72
Wagga Wagga – Bellevue level	81.05	111.86	165.42
Sub Total	985.96	1,180.61	1,545.15
Ladysmith system	5.42	6.91	12.12
Brucedale scheme	24.77	32.64	39.50
Currawarna scheme	13.69	23.75	28.15
Rural Southern trunk main system	131.98	171.89	194.76
Rural Western trunk main system	46.84	51.38	82.71
Sub Total	222.70	286.57	357.24
Holbrook	27.10	21.46	28.47
Woomargama	1.36	1.46	1.69
Humula	0.49	0.65	0.84
Tarcutta	3.55	5.12	7.20
Oura	3.06	4.06	6.56
Walbundrie / Rand	4.02	4.30	6.27
Morundah	0.83	1.12	1.93
Collingullie	6.85	7.68	9.72
Sub Total	47.26	45.85	62.68
Totals	1,255.92	1,513.03	1,965.07





New Service Connections, Repairs, Meters, Locations and Complaints

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Wagga Wagga	16			13	2	8				50	3	2
Wagga Wagga	2			3		2				12	1	1
Forest Hill				1						1		
North Wagga				1								

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Estella										1		
Koorinal				1						7		
Turvey Park										3		
Lake Albert				2	1	2				8		
Ashmont						1				1		
Tolland										2		
Mt Austin				1		1				5	1	
Bourkelands										1		
Tatton				2						1		
Glenfield	1					2				5		
Lloyd	4									2		1
Springvale				1	1					1		
East Wagga											1	
Gobbagombalin	9			1								
Brucedale						1						
San Isidore						1						
Tootal											1	
Lockhart			1			3						
Mangoplah				1								
Milbrulong						1						
Pleasant Hills	1					1						
Bidgeemia											1	
The Rock				1		2				1		
Uranquinty				1		1				2		

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Yerong Creek				1								
Culcairn				2		1						
Henty			1	2						1		
Holbrook				1	1	2				2	2	
Morven				1								
Walla Walla										1	1	
Woomargama				1								
Boree Creek				2								
Oaklands				1								
Kapooka										1		
Urana	1			1		1						
TOTAL	18	0	2	28	3	22	0	0	0	58	6	2

Water System Repairs

Wagga Wagga							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
1/3/2024	Koorungal	150 AC	Pipe failure – long split	No		42	10
4/3/2024	Koorungal	100 AC	Pipe failure (not specified)	Yes		0	15
5/3/2024	Wagga Wagga	32 PVC	Pipe failure (not specified)	No		2	10
7/3/2024	Lake Albert	100 AC	Pipe failure – long split	Yes		0	5
8/3/2024	Springvale	100 WPVC	Accidental damage	No		31	5

8/3/2024	Forest Hill	100 AC	Pipe failure – long split	Yes		0	5
13/3/2024	Wagga Wagga	150 AC	Pipe failure (not specified)	Yes		0	10

Rural							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
1/3/2024	Boree Creek	100 AC	Pipe failure – ground movement	Yes		0	12
2/3/2024	Holbrook	50 PVC	Pipe failure – ground movement	Yes		0	23
3/3/2024	Lockhart	100 AC	Pipe failure – ground movement	Yes		0	0
4/3/2024	Lockhart	100 AC	Pipe failure – ground movement	Yes		0	17
5/3/2024	Yerong Creek	150 AC	Pipe failure – ground movement	Yes		0	32
5/3/2024	Pleasant Hills	40 PVC	Pipe failure – ground movement	No		1	12
6/3/2024	Milbrulong	40 PE	Pipe failure – ground movement	Yes		0	12
6/3/2024	Lockhart	100 AC	Pipe failure – ground movement	Yes		0	13
8/3/2024	Bidgeemia	63 PE	Pipe failure (not specified)	Yes		0	0
9/3/2024	Lockhart	150 AC	Pipe failure – round split	No		2	0
11/3/2024	Bidgeemia	50 PVC	Pipe failure – ground movement	Yes		0	12
11/3/2024	Oaklands	100 AC	Pipe failure – ground movement	Yes		0	12
12/3/2024	Uranquinty	100 BPVC	T/Band broken/leaking	No		16	23
13/3/2024	Bidgeemia	50 PVC	Pipe failure – ground movement	Yes		0	12
14/3/2024	Yerong Creek	100 AC	Pipe failure – ground movement	Yes		0	6
15/3/2024	Walla Walla	100 AC	Pipe failure – ground movement	Yes		0	12

19/3/2024	Collingullie	100 WPVC	Pipe failure – ground movement	Yes		0	12
20/3/2024	Henty	200 AC	Pipe failure – ground movement	Yes		0	23
21/3/2024	Lockhart	100 AC	Pipe failure – ground movement	Yes		0	8
21/3/2024	Pleasant Hills	80 PVC	Pipe failure – ground movement	Yes		0	14
21/3/2024	Osbourne	40 PE	Pipe failure – ground movement	No		0	12
21/3/2024	Holbrook	100 AC	Pipe failure – ground movement	No		23	98
24/3/2024	Holbrook	100 AC	Tree Roots	Yes		0	0

Water Quality Complaints

Date	Town	Request details	Action Taken
7/3/2024	Wagga Wagga	Dirty water	Owner flushed service
13/3/2024	Holbrook	Cloudy water	Flushed service. Water within ADWG
13/3/2024	San Isidore	Dirty water	Flushed main
18/3/2024	Wagga Wagga	Dirty water. Ongoing	Replaced water meter and flushed main
19/3/2024	Wagga Wagga	Dirty water	Flushed main
25/3/2024	Wagga Wagga	Dirty water. Ongoing	Old galvanised service on Riverina water's side. Renewal request issued. (Note: old galvanised service still remains on customer's side)

New water mains laid

Location	63	100		150		200		300	450
	PE	OPVC	DICL	OPVC	DICL	OPVC	DICL	OPVC	DICL
Boree Creek				588m	38.5m				
Manor Estate Lake Albert					30m				
Edison Rd						300m			

Replacement of Existing Mains

Location	50	63	100		150	150	200	300		375
	PE	OPVC	DICL	OPVC	DICL	OPVC	OPVC	OPVC	DICL	DICL
Brookong Ave					36m					
Thorne St							100m			

Other Construction

Location or Project	Work done
Vincent Rd	Cut in two 100mm Stop Valves

Major Repairs / Overhauls

Facility	Work done
Wagga Water Treatment Plant	Chlorine & Fluoride Repairs
Morundah Water Treatment plant	Replace Failed Low Lift Pump
Collingullie Bore 2	Headplate Modifications
Wagga Water Treatment Plant	Low And High Lift Services
West Wagga Water Treatment Plant	Silica Pump Installation

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	327
Estella Farrer Road	305
Forest Hill Elizabeth Avenue	60
Glenfield Red Hill Road	216
Henty Olympic Way	42
Holbrook Millswood Road	8
Lake Albert Plumpton Road	187
Lockhart Napier Road	236
Pleasant Hills Manson Street	12
The Rock	73
Urana Federation Way	31

Walla Walla Short St	25
Woomargama Murray Street	1
Yerong Creek Finlayson Street	61

Fleet Disposals

Vehicle No	Description	Vehicle Type	Make & Model	Year	KMs	Method	Price (ex GST)
Nil							

Fleet Acquisitions

Vehicle No	Tenders received	Accepted Tenderer	Vehicle type	Make/Model	Price ex GST
Nil					

Strategic Alignment

Our Business

Provide exceptional customer service by tailoring and improving our systems, processes and service

Financial Implications

Nil

Workforce Implications

N/A

Risk Considerations

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

CONF-1 Confidential Minutes of Audit, Risk and Improvement Committee held on 7 February 2024

Organisational Area Chief Executive Officer

Author Melissa Vincent, Executive Assistant

Summary This report presents the minutes from the Audit Risk and Improvement Committee meeting held on 7 February 2024.

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

CONF-2 Extension of term of ARIC Chair to 30 June 2025

Organisational Area Corporate Services

Author Wendy Reichelt, Governance & Corporate Planning Officer

Summary This report recommends the extension of the existing Chair of the Audit Risk & Improvement Committee for a 12-month period to 30 June 2025.

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

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

CONF-3 Riverina Water Internal Audit Services

Organisational Area Corporate Services

Author Wendy Reichelt, Governance & Corporate Planning Officer

Summary This report recommends the appointment of an internal auditor for Riverina Water, following a recent request for quotation process.

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

(di) commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it

CONF-4 Remediation of Wagga Wagga High School farmland and filling of the Riverina Water 10 megalitre former reservoir

Organisational Area Engineering

Author Robert Bruce, Project Engineer - Infrastructure and Catherine Smith, Procurement Coordinator

Summary This report recommends that the Board accept the tender recommendation for the Remediation of Wagga Wagga High School Farmland and filling of the former 10 megalitre (MG) Reservoir.

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

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CONF-5 Replacement of Trencher

Organisational Area Engineering

Author Robert Bruce, Project Engineer - Infrastructure and Catherine Smith,
Procurement Coordinator

Summary This report recommends that the Board accept a quote for the supply of one 60HP to 75HP Trencher Contract W319.

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

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CONF-6 Update on UGL Cost to Complete Claim

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer; Greg Vidler, Manager Projects and Troy van Berkel, Director Engineering

Summary In February 2024, Riverina Water received legal advice from Maddocks Lawyers on the prospects of success in litigation and risks associated with counterclaim by UGL, if the matter proceeds to litigation. This report provides an update on negotiations following the meeting of the Board in February 2024.

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CONF-7 Performance Review - Chief Executive Officer

Organisational Area Chief Executive Officer

Author Tim Koschel, Councillor

Summary The Chief Executive Officer's Performance Review Panel met in February to undertake the mid-year review of the performance of the Chief Executive Officer and this report provides the outcomes of that mid-year review.

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