Meeting of Riverina Water County Council

The meeting will be held in the Riverina Water, Pat Brassil AM Meeting Room, 91 Hammond Ave, Wagga Wagga at 9:30am on Thursday 27 August 2026.

Board Members

Clr Gail Driscoll
Lockhart Shire
Elected to Board in 2022
Elected as Chairperson April 2026

Clr Allana Condron
Wagga Wagga City
Elected to Board in 2024
Elected as Deputy Chairperson April 2026

Clr Pat Bourke
Federation
Elected to Board in 2017

Clr Georgie Davies
Wagga Wagga City
Elected to Board in 2022

Clr Brian Liston
Greater Hume
Elected to Board Oct 2024

Clr Jenny McKinnon
Wagga Wagga City
Elected to Board in 2022

Clr Lea Parker
Greater Hume
Elected to Board Oct 2024

Clr Amelia Parkins
Wagga Wagga City
Elected to Board in 2026

Clr Dallas Tout
Wagga Wagga City
Elected to Board in 2023

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.

Statement of Ethical Reminders

Board members are reminded of the Oath or Affirmation of Office that they made under Section 233A of the Local Government Act 1993. Board members and staff are also reminded of their obligations under Council's Code of Conduct to disclose and appropriately manage conflicts of interest.

Acknowledgement of Country

Apologies

Declaration of pecuniary and non-pecuniary interests

Confirmation of Minutes

Minutes of Board Meeting 29 June 2026

Correspondence

Open Reports

Questions and Statements

Confidential Reports

R1 Riverina Water Audit Risk and Improvement Committee Report 1 July 2025 - 31 August 2026

Organisational Area	**Chief Executive Officer**
Author	Melissa Vincent, Executive Assistant
Summary	This report covers activities of the Riverina Water ARIC from 1 July 2025 to 31 August 2026 and is provided to the Board as a requirement under the reporting obligations contained within the ARIC Terms of Reference. The report is provided by the Committee Chair, Mr David Kortum.

RECOMMENDATION that Council receive the report from the Riverina Water Audit, Risk and Improvement Committee (ARIC) for the period 1 July 2025 to 31 August 2026, as prepared by the ARIC Chair, Mr David Kortum.

Report – Year ended 31 August 2026

The Audit, Risk & Improvement Committee (the Committee) is an advisory committee appointed by the Board pursuant to section 355 of the Local Government Act 1993 and the terms and conditions of the Audit Risk & Improvement Committee Terms of Reference.

This report is made in accordance with the Committee's Terms of Reference and covers the year 1 July 2025 to 31 August 2026, this report does not include the special meeting to consider the draft Annual Financial Statements held on 26 August 2026. It incorporates a report on the management of risks and internal controls.

In the view of the Committee, we have fulfilled our obligations and discharged our responsibilities in line with the ARIC Terms of Reference.

Committee meetings during the period

The Committee met on the following dates:

- 14 August 2025
- 18 September 2025
- 13 November 2025
- 5 February 2026
- 27 May 2026
- 13 August 2026

The Committee's meetings were attended by the CEO, the Director of Corporate Services, Risk & Insurance Officer and the Governance and Corporate Planning Officer, and other staff as necessary. Also in attendance was a representative/s from Riverina Water's contracted Internal Auditor, Centium. Minutes were ably prepared by the Executive Assistant to the CEO.

Reporting lines

The Committee reports to the Board after each meeting in the form of minutes together with the Chairperson's summary report of the meeting proceedings and provides an annual report of activities undertaken each year (this report).

Role of the Audit Risk & Improvement Committee

The Committee's role includes:

- Annually reviewing the Enterprise Risk Register and associated controls
- Monitoring the risk exposure of Council
- Reviewing the scope of internal audit plans and the effectiveness of the function
- Reviewing reports of internal audit and the extent to which management implements recommendations raised by internal audit
- Critically analysing and following up on any internal or external report that raises significant issues relating to risk management, internal control, financial reporting and other accountability or governance issues raised
- Identifying and referring specific projects or investigations deemed necessary through the CEO, internal auditor and the Board as appropriate
- Addressing issues brought to the attention of the Committee that are within the parameters of its terms of reference
- Considering and recommending any changes to the Committee's Terms of Reference and the Internal Audit Charter.

External Audit operations during the period

In the reporting period, the Committee reviewed and discussed the Interim management letter for the year ended 30 June 2026.

The Committee continue to have oversight of any outstanding external audit recommendations and are monitoring these as per our calendar of work program.

Internal Audit operations during the period

Internal Audit has an independent contract with Riverina Water and reports functionally to the Committee.

In the reporting period, Centium have completed the following audits:

- Developer Processes; and
- Payroll.

In July 2026, as part of the Internal Audit Program, Management and Independent Members were able to complete a survey into the Internal Auditors. The survey results were positive and addressed the value of Internal Audit.

Centium conduct two Internal Audits per year. The next Internal Audit is expected to commence in August 2026. The next Internal Audit will focus on Contractor Management. The following Internal Audit is expected to cover Physical Security.

Overall, the Committee is comfortable that Riverina Water has an effective Internal Audit program.

Risk Management & Internal Controls

During the year the Committee received ongoing updates on the management of risk and compliance.

The Committee continue to monitor risks and the effectiveness of controls. In the last reporting period, significant time has been spent on understanding and seeking assurance on controls as it relates to:

- Work Health and Safety;
- Cyber Security;
- Water Quality;
- Fraud;
- Emergency Management and Business Continuity;
- Payroll; and
- Financial Statements.

The Committee has observed a maturity of the risk management program in the last year. We acknowledge there has been a commitment to risk management throughout the organisation and additional resources (FTE) have been endorsed and recruitment activities are progressing.

Board Matters

In the Committee’s view, there are no material matters to be raised to the Board at this time.

Strategic Alignment

Our Operations
Provide effective leadership and governance

Financial Implications

The Operational Plan has allocated annual budget for internal audit which includes membership payments and contracted internal audit services.

Workforce Implications

The ARIC is provided secretariat support and a staff member who functions as the Internal Audit Coordinator as prescribed in the Guidelines and Committee Terms of Reference.

Risk Considerations

Corporate Governance and Compliance	
Low	Riverina Water has **low** appetite for risk of failure to comply with legislation, regulations, policy/procedures and transparent, ethical decision making. Minor breaches are expected from time to time but it will be reported and responded to.

Risk Alignment

The operation of the Riverina Water Audit Risk & Improvement Committee meets the *Internal Audit & Risk Management Guidelines for Councils in NSW* thereby mitigating risks of non-compliance with legislation.

R2 List of Investments

Organisational Area	**Corporate Services**
Author	Natasha Harris, Manager Finance & Sourcing
Summary	This report details the status of Riverina Water's investment portfolio for the months of June 2026 and July 2026.

RECOMMENDATION that Council receive and note the report detailing external investments for the months of June 2026 and July 2026.

Report

In accordance with the provisions of Clause 212 of the Local Government (General) Regulation 2021, reported are the details of Riverina Water's external investment portfolio as of June 2026 and July 2026.

- **R2.1 June 2026 Investment Report** ⇩
- **R2.2 July 2026 Investment Report** ⇩

Strategic Alignment

Our Sustainability
Strategically manage our assets and finances

Financial Implications

Not applicable.

Workforce Implications

Not applicable.

Risk Considerations

Financial	
Medium	Investments - Riverina Water has a **medium** appetite for financial investment to maximise growth.

Risk Alignment

Reviewing the list of investments ensures adequate oversight of financial investment to maximise growth.

Monthly Investment Report as at 30/06/2026

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value
Term Deposits							
Australian Military Bank	11/02/2025	731	12/02/2027	BBB+	4.71	2.041%	$1,000,000.00
Bank of Us	3/06/2025	552	7/12/2026	BBB+	4.08	2.041%	$1,000,000.00
Bank of Us	2/04/2026	368	5/04/2027	BBB+	5.62	2.041%	$1,000,000.00
Bank of Us	17/06/2025	730	17/06/2027	BBB+	4.10	2.041%	$1,000,000.00
BankVic	22/10/2025	460	25/01/2027	BBB+	4.10	2.041%	$1,000,000.00
BankVic	15/12/2025	483	12/04/2027	BBB+	4.75	2.041%	$1,000,000.00
BankVic	4/02/2026	530	19/07/2027	BBB+	5.00	2.041%	$1,000,000.00
BankVic	4/02/2026	593	20/09/2027	BBB+	5.00	2.041%	$1,000,000.00
Heartland Bank	10/02/2026	391	8/03/2027	BBB	4.95	2.041%	$1,000,000.00
Heartland Bank	26/03/2026	746	10/04/2028	BBB	5.60	3.061%	$1,500,000.00
Heartland Bank	26/03/2026	816	19/06/2028	BBB	5.60	2.041%	$1,000,000.00
ING	10/07/2024	761	10/08/2026	A	5.25	2.041%	$1,000,000.00
ING	10/07/2025	823	11/10/2027	A	4.08	2.041%	$1,000,000.00
Judo Bank	11/06/2026	585	17/01/2028	BBB	5.45	2.041%	$1,000,000.00
Judo Bank	16/06/2026	636	13/03/2028	BBB	5.45	2.041%	$1,000,000.00
Judo Bank	16/06/2026	699	15/05/2028	BBB	5.45	2.041%	$1,000,000.00
Move Bank	9/04/2026	193	19/10/2026	Unrated	5.50	2.041%	$1,000,000.00
Move Bank	12/02/2026	452	10/05/2027	Unrated	5.05	2.041%	$1,000,000.00
Move Bank	19/02/2026	732	21/02/2028	Unrated	5.12	2.041%	$1,000,000.00
Move Bank	5/03/2026	921	11/09/2028	Unrated	5.15	3.061%	$1,500,000.00
MyState Bank	11/06/2026	494	18/10/2027	BBB	5.50	2.041%	$1,000,000.00
NAB	23/10/2025	412	9/12/2026	AA-	4.12	2.041%	$1,000,000.00
NAB	6/01/2026	365	6/01/2027	AA-	4.60	2.041%	$1,000,000.00
Police Bank	26/05/2026	531	8/11/2027	BBB+	5.50	2.041%	$1,000,000.00
Police Bank	22/04/2026	957	4/12/2028	BBB+	5.60	4.082%	$2,000,000.00
Police Credit Union SA	17/11/2025	371	23/11/2026	Unrated	4.56	3.061%	$1,500,000.00
Police Credit Union SA	26/11/2025	740	6/12/2027	Unrated	4.48	2.041%	$1,000,000.00
Rabobank Australia	11/06/2026	522	15/11/2027	A	5.39	2.041%	$1,000,000.00
Southern Cross Credit Union	6/05/2026	376	17/05/2027	Unrated	5.65	3.061%	$1,500,000.00
Southern Cross Credit Union	11/06/2026	459	13/09/2027	Unrated	5.50	2.041%	$1,000,000.00
State Bank of India (Sydney)	29/04/2025	440	13/07/2026	BBB	4.70	2.041%	$1,000,000.00
State Bank of India (Sydney)	16/06/2026	30	16/07/2026	BBB	4.85	6.123%	$3,000,000.00
State Bank of India (Sydney)	21/05/2025	453	17/08/2026	BBB	4.25	2.041%	$1,000,000.00
State Bank of India (Sydney)	17/04/2025	508	7/09/2026	BBB	4.70	2.041%	$1,000,000.00
State Bank of India (Sydney)	22/05/2025	480	14/09/2026	BBB	4.25	2.041%	$1,000,000.00
State Bank of India (Sydney)	3/04/2025	551	6/10/2026	BBB	4.70	2.041%	$1,000,000.00
State Bank of India (Sydney)	29/04/2025	559	9/11/2026	BBB	4.65	2.041%	$1,000,000.00
State Bank of India (Sydney)	4/06/2025	530	16/11/2026	BBB	4.15	2.041%	$1,000,000.00

State Bank of India (Sydney)	6/08/2025	730	6/08/2027	BBB	4.10	3.061%	$1,500,000.00
Suncorp	15/01/2025	700	16/12/2026	AA-	4.80	2.041%	$1,000,000.00
Westpac	9/01/2025	641	12/10/2026	AA-	4.73	2.041%	$1,000,000.00
Westpac	25/06/2026	753	17/07/2028	AA-	5.20	2.449%	$1,200,000.00
						97.35%	**$47,700,000.00**
Cash Deposit Account							
National Australia Bank				AA-	3.10	2.648%	$1,297,337.87
						2.65%	**$1,297,337.87**
TOTAL INVESTMENTS						**100.00%**	**$48,997,337.87**
Cash at Bank				AA-	0.00		$1,063,517.30
TOTAL FUNDS							**$50,060,855.17**

CERTIFICATE

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

N Harris
MANAGER FINANCE & SOURCING

Application of Investment Funds

Restricted Funds	Description	Value
Internally Restricted		
	Employee Leave Entitlements (50% of ELE)	$2,573,734.12
	Plant Replacement	$2,158,875.12
	Sales Fluctuation	$3,000,000.00
	Water Licences	$1,778,985.20
		$9,511,594.44
Unrestricted Funds		$40,549,260.73
TOTAL FUNDS		**$50,060,855.17**

* 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

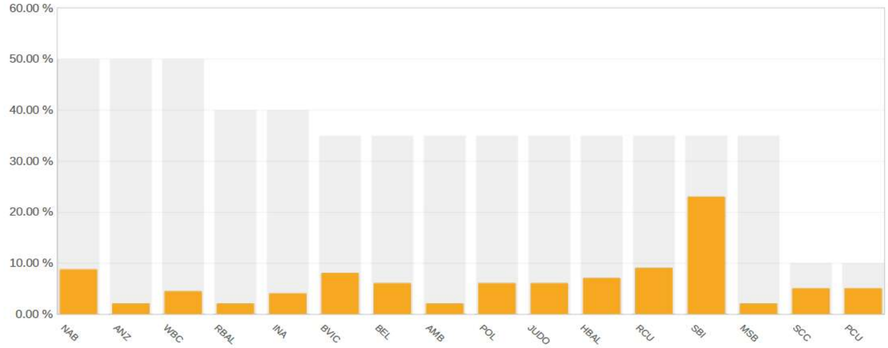
The investment portfolio increased by $1,593,103.79 for the month. The increase was due to receipts from customers being higher than payments to suppliers and staff in June. This resulted in increased funds in cash and investments.

Portfolio Performance

For the month of June, the portfolio (excluding cash) provided a return of +0.40% (actual) or +5.04% p.a. (annualised), outperforming the benchmark Ausbond Bank Bill Index return of +0.39% (actual) or +4.85% p.a. (annualised).
The portfolio's performance is ahead of benchmark again over all time periods out to 12 months.
As maturities occur, Council continues to increase the average duration of the investment portfolio to increase revenue, targeting high yielding deposits with tenors between 1 and 3 years. This remains an optimal strategy to maximise returns over a longer-term cycle to outperform benchmark, assuming inflation is contained within the target band. Interest received in the period totalled $260,579.33, with $1,859,992.04 received and accrued for the year to date.

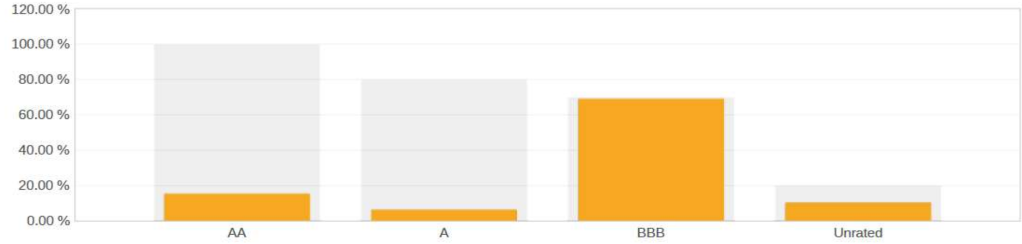
Counterparty Compliance

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



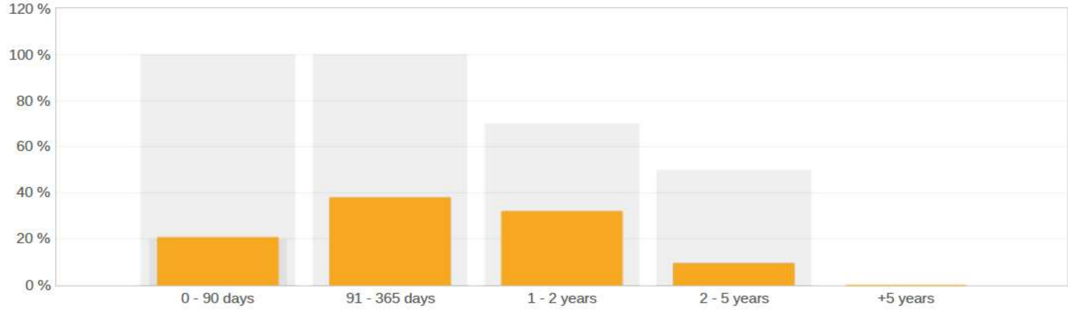
Credit Quality Compliance

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



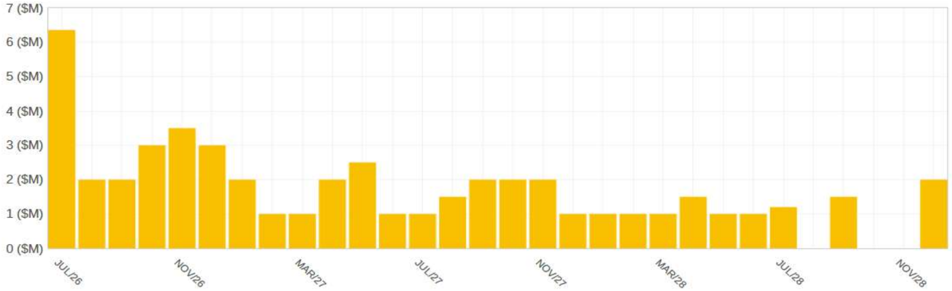
Term to Maturity

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



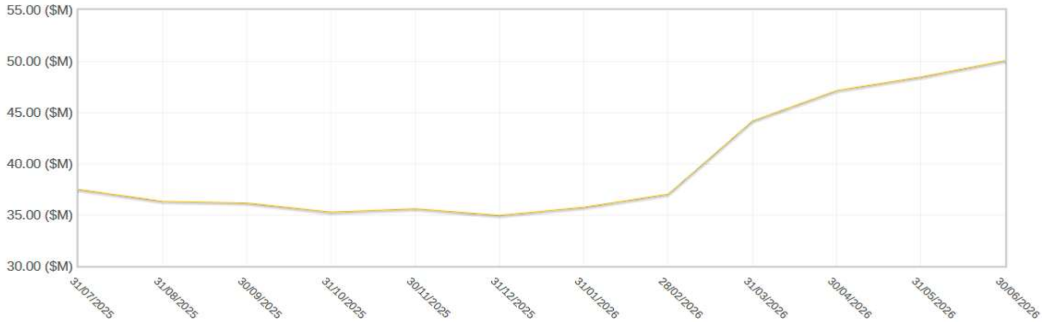
Maturity Cashflow

When investments will mature over time



Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



Monthly Investment Report as at 31/07/2026

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value
Term Deposits							
Australian Military Bank	11/02/2025	731	12/02/2027	BBB+	4.71	2.070%	$1,000,000.00
Bank of Us	3/06/2025	552	7/12/2026	BBB+	4.08	2.070%	$1,000,000.00
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Heartland Bank	26/03/2026	816	19/06/2028	BBB	5.60	2.070%	$1,000,000.00
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NAB	6/01/2026	365	6/01/2027	AA-	4.60	2.070%	$1,000,000.00
Police Bank	26/05/2026	531	8/11/2027	BBB+	5.50	2.070%	$1,000,000.00
Police Bank	22/04/2026	957	4/12/2028	BBB+	5.60	4.141%	$2,000,000.00
Police Credit Union SA	17/11/2025	371	23/11/2026	Unrated	4.56	3.106%	$1,500,000.00
Police Credit Union SA	26/11/2025	740	6/12/2027	Unrated	4.48	2.070%	$1,000,000.00
Rabobank Australia	11/06/2026	522	15/11/2027	A	5.39	2.070%	$1,000,000.00
Southern Cross Credit Union	6/05/2026	376	17/05/2027	Unrated	5.65	3.106%	$1,500,000.00
Southern Cross Credit Union	11/06/2026	459	13/09/2027	Unrated	5.50	2.070%	$1,000,000.00
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State Bank of India (Sydney)	6/08/2025	730	6/08/2027	BBB	4.10	3.106%	$1,500,000.00

Suncorp	15/01/2025	700	16/12/2026	AA-	4.80	2.070%	$1,000,000.00
Westpac	9/01/2025	641	12/10/2026	AA-	4.73	2.070%	$1,000,000.00
Westpac	25/06/2026	753	17/07/2028	AA-	5.20	2.484%	$1,200,000.00
						96.68%	**$46,700,000.00**
Cash Deposit Account							
National Australia Bank				AA-	3.10	3.316%	$1,601,704.83
						3.32%	**$1,601,704.83**
TOTAL INVESTMENTS						**100.00%**	**$48,301,704.83**
Cash at Bank				AA-	0.00		$396,764.77
TOTAL FUNDS							**$48,698,469.60**

CERTIFICATE

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

N Harris

MANAGER FINANCE & SOURCING

Application of Investment Funds

Restricted Funds	Description	Value
Internally Restricted		
	Employee Leave Entitlements (50% of ELE)	$2,573,734.12
	Plant Replacement	$2,322,935.93
	Sales Fluctuation	$3,000,000.00
	Water Licences	$1,778,985.20
		$9,675,655.25
Unrestricted Funds		$39,022,814.35
TOTAL FUNDS		**$48,698,469.60**

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

Report

The investment portfolio decreased by $1,362,385.57 for the month. The decrease was due to receipts from customers being lower than payments to suppliers and staff in July. This resulted in decreased funds in cash and investments.

Portfolio Performance

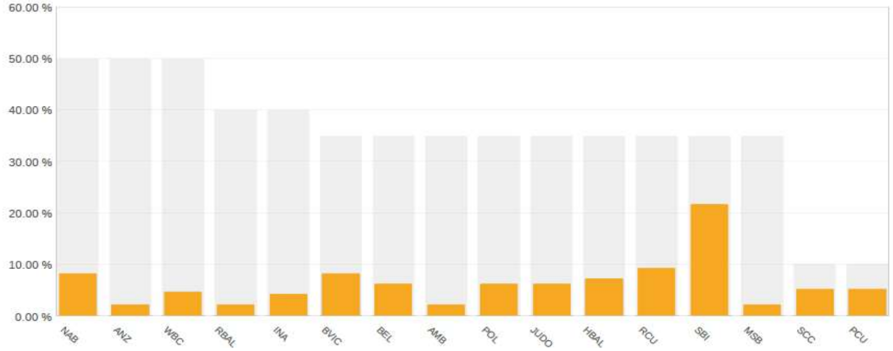
For the month of July, the portfolio (excluding cash) provided a return of +0.42% (actual) or +5.09% p.a. (annualised), outperforming the benchmark Ausbond Bank Bill Index return of +0.38% (actual) or +4.51% p.a. (annualised).

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

As maturities occur, Council continues to increase the average duration of the investment portfolio to increase revenue, targeting high yielding deposits with tenors between 1 and 3 years. This remains an optimal strategy to maximise returns over a longer-term cycle to outperform benchmark, assuming inflation is contained within the target band. Interest received in the period totalled $166,283.39, with $201,390.52 received and accrued for the year to date.

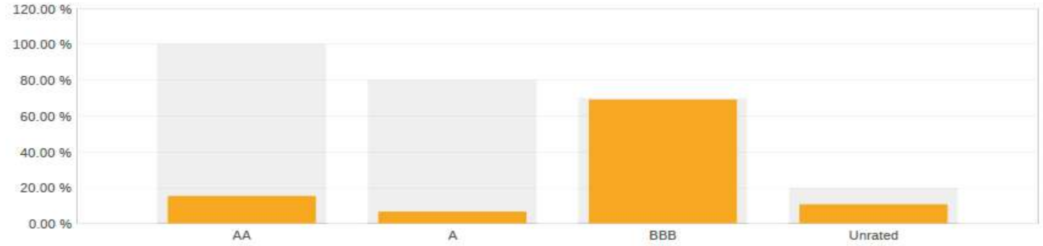
Counterparty Compliance

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



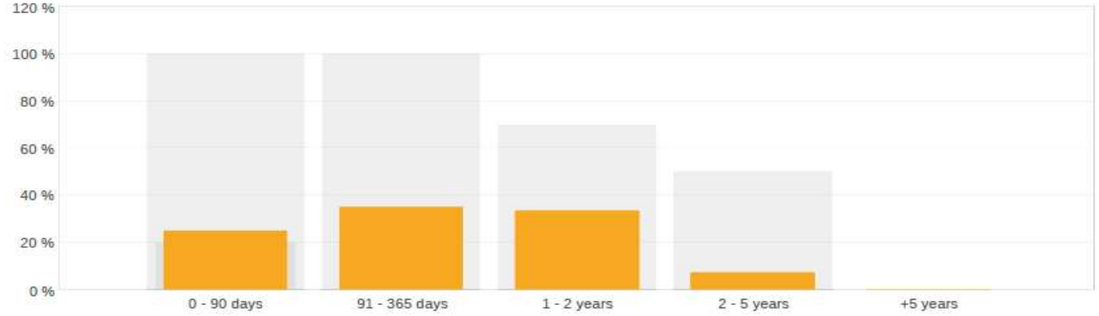
Credit Quality Compliance

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



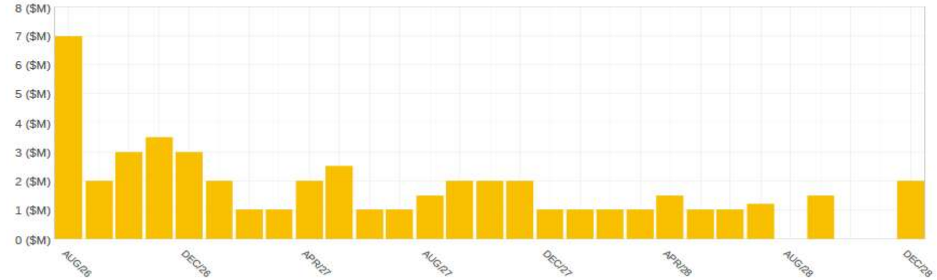
Term to Maturity

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



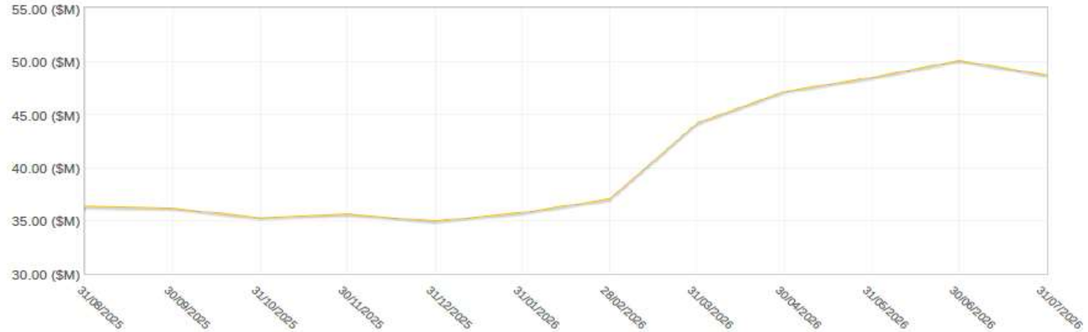
Maturity Cashflow

When investments will mature over time



Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



R3 Investments Policy

Organisational Area	**Corporate Services**
Author	Natasha Harris, Manager Finance & Sourcing
Summary	The Riverina Water Investments Policy has been reviewed and placed on public exhibition. It is now presented to the Board for adoption.

RECOMMENDATION that Council:

a) Note that no public submissions were received during the public exhibition period; and
b) Adopt the revised Investments Policy (Pol 4.10) as presented
c) Rescind all previous versions of the Investment Policy.

Report

Riverina Water's investments policy (POL 4.10) provides a framework for Riverina Water staff who have been delegated authority by the CEO to invest Riverina Water's funds. The policy ensures that adequate controls are in place to ensure Riverina Water's investments are managed appropriately, to maximise the return to Riverina Water in accordance with the risk appetite of the Board.

The reviewed Investments Policy included changes to refine and modernise Riverina Water's overall approach to investing, including:

- Counterparty limit for unrated institutions - Increased from 10% to 20%.
- Maturity Limit for <3 months – Decreased the minimum from 20% to 10%.
- Temporary threshold breaches – new clause included.
- Environmentally and Socially Responsible Investments (SRI) – clause consolidated.
- Reporting and Reviewing Investments – modernised.
- Minor formatting improvements have also been made.

No submissions were received during the public exhibition period from 2 July to 31 July 2026.

The next review date is 2028.

› **R3.1 Investments Policy - Clean Update** ⇩

Strategic Alignment

Our Sustainability
Strategically manage our assets and finances

Financial Implications

The content of the Investments Policy determines the types of investments and terms allowable, and its content outlines the framework Riverina Water staff can work within in making investment decisions.

Riverina Water's portfolio balance was $48.7M as of 31 July 2026 with budgeted investment income for the 2026/27 financial year of $1.71M.

Workforce Implications

Nil

Risk Considerations

Financial	
Medium	Investments - Riverina Water has a **medium** appetite for financial investment to maximise growth.

Risk Alignment

a. RISK INTENT: This item pursues optimises investment returns within a structured strategic framework. It also reduces existing financial risk through clearer controls, governance, and defined investment parameters.

b. RISK APPETITE ALIGNMENT: This item is consistent with Riverina Water's medium risk appetite for financial investments. No material divergence is identified, the policy maintains focus on capital preservation while allowing moderate return optimisation. Any increased flexibility in investment options remains within Board-approved limits and does not introduce high or speculative risk exposure.

Investments Policy

Purpose

This policy provides a framework for the investing of Riverina Water County Council's (Riverina Water) funds.

Policy Statement

Riverina Water will invest funds at the most favourable rate of interest available to it at the time, whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met.

While exercising the power to invest, consideration is to be given to the preservation of capital, liquidity, and the return of investment:

- Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguard the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
- Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment.
- Investments are expected to achieve a market average rate of return in line with the Riverina Water's risk tolerance

Scope

This policy applies to all investments made by Riverina Water.

Definitions

Act	Local Government Act 1993
ADI	Authorised Deposit Taking institutions (ADIs) are corporations that are authorised under the Banking Act 1959 (Cwth) to take deposits from customers.
AusBond BBI	The Bank Bill Index represents the performance of a notional rolling parcel of bills averaging 45 days and is the widely used benchmark for local councils and other institutional cash investments.
BBSW	The Bank Bill Swap reference rate (BBSW) is the average of mid-rate bank-bill quote from brokers on the BBSW Panel. The BBSW is calculated daily. Floating rate securities are most commonly reset quarterly to the 90-day BBSW.
Bill of Exchange	A bill of exchange is an unconditional order in writing, addressed by one person to another, signed by the person giving it, requiring the person to whom it is addressed to pay on demand, or at a fixed or determinable future time, a sum certain in money to or to the order of a specified person, or to bearer.
Council funds	Surplus monies that are invested by Riverina Water in accordance with section 625 of the Act

Debenture	A debenture is a document evidencing an acknowledgement of a debt, which a company has created for the purposes of raising capital. Debentures are issued by companies in return for medium and long-term investment of funds by lenders.
FRN	A Floating Rate Note (FRN) is a medium to long term fixed interest investment where the coupon is a fixed margin ("coupon margin") over a benchmark, also described as a "floating rate". The benchmark is usually the BBSW and is reset at regular intervals – most commonly quarterly.
IP	The Investment Policy (IP) provides the general investment goals and objectives of Riverina Water and describes the strategies that must be employed to meet these objectives. Specific information on matters such as asset allocation, risk tolerance, and liquidity requirements are also included in the IP.
LGGR	Local Government (General) Regulation 2021 (NSW).
NCD	Is a short-term investment in an underlying security being a negotiable certificate of deposit (NCD) where the term of the security is usually for a period of 185 days or less (sometimes up to 2 years). NCDs are generally discount securities, meaning they are issued and on-sold to investors at a discount to their face value.
OLG	NSW Office of Local Government.
RAO	Responsible Accounting Officer of Riverina Water means a member of the staff of the council designated by the Chief Executive Officer (CEO), or if no such member has been designated, the CEO. (LGGR, clause 196)
T-Corp	New South Wales Treasury Corporation.

Legislative Context

All investments are to comply with the following:

- Local Government Act 1993
- Local Government (General) Regulation 2021
- Ministerial Investment Order
- Local Government Code of Accounting Practice and Financial Reporting
- Australian Accounting Standards; and
- Office of Local Government Circulars.

1 Policy Principles

1.1 Delegation of Authority

Authority for implementation of the Investments Policy is delegated by Riverina Water to the CEO in accordance with the Local Government Act 1993.

The CEO may in turn delegate the day-to-day management of Riverina Water's Investments to the Director Corporate Services.

Officers' who have delegated authority to manage Riverina Water's investments will be recorded and are required to acknowledge they have received a copy of this policy and understand their obligations in this role.

1.2 Prudent Person Standard

The investment will be managed with the care, diligence, and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Riverina Water's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

1.3 Ethics and Conflicts of Interest

Officers will refrain from personal activities that would conflict with the proper execution and management of Riverina Water 's investment portfolio. This policy requires officers to disclose any conflict of interest to the CEO.

Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

1.4 Approved Investments

All investments must be denominated in Australian Dollars. Authorised investments are limited to those allowed by the Ministerial Investment Order, currently:

- Commonwealth / State / Territory Government securities, for example bonds
- Interest bearing deposits / senior securities issued by an eligible ADI
- Bills of Exchange (< 200 days duration) guaranteed by an ADI
- Debentures issued by a NSW Council under Local Government Act (1993); and
- Deposits with T-Corp &/or Investments in T-CorpIM Funds

1.5 Prohibited Investments

In accordance with the Ministerial Investment Order, this investment policy prohibits but is not limited to any investment carried out for speculative purposes including:

- Derivative based instruments
- Principal only investments or securities that provide potentially nil or negative cash flow
- Stand-alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind

This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

1.6 Risk Management Guidelines

Investments obtained are to be considered in light of the following key criteria:

- Preservation of Capital – the requirement for preventing losses in an investment portfolio's total value (considering the time value of money)
- Diversification – setting limits to the amounts invested with a particular financial institution or government authority to reduce credit risk
- Credit Risk – the risk that a council has invested in fails to pay the interest and or repay the principal of an investment

- Market Risk - the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices
- Rollover/Reinvestment Risk - the risk that income will not meet expectations or budgeted requirement because interest rates are lower than expected in future
- Liquidity Risk - the risk an investor is unable to redeem the investment at fair price within a timely period; and
- Maturity Risk - the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities.

1.7 Investment Advisor

Riverina Water's investment advisor must be approved by Riverina Water and licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

The independent advisor is required to provide written confirmation promptly that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed, except as fully rebated to Riverina Water.

2 Investment Guidelines

Investments are to comply with three key criteria relating to:

(1) Portfolio Credit Framework: - limit overall credit exposure of the portfolio

(2) Counterparty/Institution Credit Framework: -limit exposure to individual institutions based on their credit ratings, and

(3) Term to Maturity Framework: - limits based upon maturity of securities

3 Portfolio Credit Framework

The portfolio credit guidelines to be adopted will be based on the Standard & Poor's (S&P) ratings system criteria. The maximum available limits in each rating category are as follows:

OVERALL PORTFOLIO CREDIT LIMITS		
Long Term Credit Ratings	**Maximum percentage of portfolio**	**Definition**
AAA Category	100%	Extremely strong capacity to pay
AA Category or Major Bank^	100%	Extremely strong capacity to pay

A Category	80%	Strong capacity to pay
BBB Category	70%	Adequate capacity to pay
Unrated Category	20%	Unrated e.g. building societies, credit unions including local branches (all are ADIs regulated by APRA)

For the purpose of this Policy, Major Banks are currently defined as the ADI deposits or senior guaranteed principal and interest ADI securities issued by the major Australian banking groups.

- Australia and New Zealand Banking Group Limited (ANZ)
- Commonwealth Bank of Australia (CBA)
- National Australia Bank Limited (NAB)
- Westpac Banking Corporation (WBC)

including ADI subsidiaries whether or not explicitly guaranteed, and brands (such as St George).

Riverina Water may ratify an alternative definition from time to time.

- S&P ratings attributed to each individual institution will be used to determine maximum holdings. If the ADI is not rated by S&P i.e. by Moody's or Fitch, Riverina Water will apply the S&P equivalent rating

3.1 Counterparty/Institution Credit Framework

Exposure to individual counterparties/financial institutions will be restricted by their S&P rating so that single entity exposure is limited, as detailed in the table below:

INDIVIDUAL INSTITUTION LIMITS		
Long Term Credit Ratings	**Maximum percentage of total investments with any one institution**	**Definition**
AAA Category	60%	Extremely strong capacity to pay
AA Category or Major Bank^	50%	Extremely strong capacity to pay
A Category	40%	Strong capacity to pay
BBB Category	35%	Adequate capacity to pay
Unrated Category	20%	Unrated e.g. building societies, credit unions including local branches (all are ADIs regulated by APRA)

3.2 Term to Maturity Framework

The investment portfolio is to be invested within the following terms to maturity constraints:

OVERALL PORTFOLIO TERM TO MATURITY LIMITS		
	Minimum	**Maximum**
Portfolio % <3 months	10%	100%
Portfolio % >3 months <1 year	0%	100%
Portfolio % >1 year <2 years	0%	70%
Portfolio % >2 years <5 years	0%	50%
Portfolio % >5 years	0%	0%

3.3 Temporary Threshold Breaches

Temporary breaches of investment limits may occur due to changes in the overall size or composition of the investment portfolio, or due to changes in counterparty credit ratings. Such breaches are not considered a policy violation provided they are managed in accordance with this section. Repeated or persistent breaches of the same limit will be reviewed to determine whether amendments to cash management practices, portfolio strategy, or policy settings are required.

- **Liquidity / <3 Month Maturity Breaches**

  Where the minimum allocation to investments with a maturity of less than 3 months falls below the policy limit due to changes in the total investment portfolio size, or timing of maturities and reinvestment, the following will apply:

  i) Immediate forced sale of investments is not required

  ii) Priority will be given to restoring compliance through:

  - upcoming maturities; and/or
  - directing new investments into shorter-term durations.

  iii) The portfolio should be returned to compliance within a reasonable period, normally not exceeding 3 months, having regard to cash flow requirements and prevailing market conditions.

- **Credit Rating / Counterparty Limit Breaches Due to Rating Changes**

  Where a breach of counterparty or credit limits occurs due to a change in a financial institution's credit rating:

  i) No new investments are to be made with the affected institution where this would increase the breach.

  ii) Immediate liquidation is not required unless, in the opinion of the Investment Advisor, there is a material risk to capital.

  iii) The exposure will be reduced in an orderly manner, having regard to:

  - maturity profile of existing investments; and
  - minimising potential losses.

- **Reporting**

  All breaches must be:

  i) reported in the monthly investment report; and

  ii) accompanied by an explanation and expected timeframe for returning to compliance.

4 Performance Benchmarks

Performance benchmarks need to be established and should be based on sound and consistent methodology.

Investment	Performance Benchmark
Cash	RBA Cash Rate
Fund/ Direct Investments	AusBond Bank Bill Index

5 Quotations for New Investments

Not less than three (3) quotations shall be obtained from authorised institutions when a new direct investment is proposed. Investments may be 'rolled over' with the current holder of the investment within the guidelines set out above.

6 Consideration of local economic benefit when making investment decisions

The relative local economic benefit provided by financial institutions is to be considered when making investment decisions. Preference is to be given to investments with locally owned and operated financial institutions that support the Riverina Water supply area, when:

(1) they are offering a competitive rate of return, not more than 5 basis points below the highest rate attainable (within policy limits) for the same volume and duration; and

(2) the investment complies with Riverina Water's credit, counterparty, and term to maturity frameworks under this policy.

Riverina Water will maintain a list of locally owned and operated financial institutions.

7 Environmentally and Socially Responsible Investments (SRI)

Where financial institutions are offering competitive investment returns with a similar credit rating, and the investment fits within the provisions of this Investment Policy, preference will be given to placing funds with institutions identified as being socially, ethically and environmentally responsible.

Without compromising the risk and return profile of the investment portfolio, Riverina Water gives preference to Socially Responsible Investments (SRI) which can transparently demonstrate:

- the avoidance of funding fossil fuel in the investment product
- they are offering a competitive rate of return, not more than 5 basis points below the

highest rate attainable (within policy limits) for the same volume and duration

- the investment complies with Riverina Water's credit, counterparty, and term to maturity frameworks under this policy.

8 Reporting and Reviewing Investments

Sufficient evidence must be retained for each investment to support its existence, ownership, and value. This may include confirmations from financial institutions, electronic records, and other supporting documentation.

All investments must be recorded in an Investment Register, which is to be maintained and reconciled to Riverina Water's financial records on at least a monthly basis.

Independent confirmations of investment holdings must be obtained from financial institutions as at 30 June each year and reconciled to the Investment Register.

The Investment Advisor will supply a monthly investment report detailing the portfolio's performance, maturity profile, and exposure by counterparty and credit rating, including any material changes in market value.

This Policy will be reviewed at least once each Board term, or more frequently as required due to legislative or operational changes. Any amendments to this Policy must be approved by Board resolution.

Non-Compliance

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

Policy number	**4.10**
Responsible area	Finance & Sourcing
Approved by	Riverina Water Board – Res TBA
Approval date	TBA
Legislation or related strategy	Local Government Act 1993 Local Government (General) Regulation 2021 Ministerial Investment Order Local Government Code of Accounting Practice and Financial Reporting Australian Accounting Standards
Documents associated with this policy	
Policy history	Vers 6 TBA Res TBA Vers 5 7 Aug 2024 Res 24/088 Vers 4 23 Feb 2023 Res 23/010 Vers 3 22 Feb 2017 Res 17/15 (previous 1.23) Vers 2 22 Jun 2016 Res 16/84 Vers 1 24 Apr 2013 Res 13/39 Original 27 Apr 2011 Res 11/39
Review schedule	Every 2 years – due for review June 2028

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

R4 Revoted Budget - 2026/27

Organisational Area	**Corporate Services**
Author	Natasha Harris, Manager Finance & Sourcing
Summary	After reviewing the status of the 2025/26 Operational Plan, it is recommended that $1,686,506 should be revoted into the 2026/27 capital expenditure budget due to projects not yet being completed. To accommodate the resourcing implications of the recommendations, the capital expenditure budget for 2026/27 has been reprioritised and reduced by $9,275,000. The revised capital expenditure budget totals $20,310,686.

RECOMMENDATION that Council:

a) Revote capital budget totalling $1,686,506 from the 2025/26 budget to be included in the 2026/27 budget; and

b) Note capital budget items committed to be spent prior to 30 June 2026, totalling $6,996,174 will be carried forward to the 2026/27 budget; and

c) Approve adjustments to the original 2026/27 budget resulting from the reprioritisation of the capital works program resulting in a revised capital budget of $11,628,006 ($20,310,686 inclusive of recommendations a) and b)).

Report

Budget Revotes

After reviewing the status of the 2025/26 Operational Plan with management, it is recommended that $1,686,506 should be revoted into the 2026/27 budget due to the projects not yet being completed. These items are listed on the attached report.

Budget Carry Forward

For the information of the Board, budget items totalling $6,996,174 will be carried forward to the 2026/27 budget. The expenditure was committed to be spent prior to 30 June 2026. These items are also listed on the attached report.

2026/27 Capital Expenditure Budget Adjustments

In conjunction with reviewing the status of works as of 30 June 2026 still to be completed, and determining the proposed revotes, management have undertaken a comprehensive risk-based review and reprioritisation of the 2026/27 capital works program. All projects for 2026/27 include additional planning through a required project charter, outlining the project scope, budget, resources, objectives, risks, timelines, and deliverables.

The original budget was approved at $20,903,006. The proposed reprioritisation adjustments to the capital works program are also outlined in the attached report and reduce the 2026/27 budget by $9,275,000 resulting in a revised capital budget of $20,310,685 inclusive of carryover and revote amounts.

	$
Original budget	20,903,006
Carryovers	6,996,174
Revotes	1,686,506
Re-prioritisation	(9,275,000)
Revised budget	**20,310,686**

Adjustments include:

- Refurbishment of building/office space at Hammond Avenue - $70,000 (increase)
- Solar Pilot plant - East Wagga - $7,000,000 (decrease) - Solar Project reduced from $11M to $4M for 2026-27, with the balance deferred to 2027-28 as a timing realignment rather than reduction in scope.
- Laboratory Equipment - $14,000 (decrease)
- Relining of Wastewater Holding Tank-old clarifier 2 - $1,500,000 (decrease) - deferred by one year, as it is not considered a critical operational priority for 2026-27, freeing up limited engineering resources for higher-priority work.
- Urana Water Treatment Plant 1.5ML Clear Water Storage - $91,000 (decrease)
- Humula Well Water Treatment Plant - $5,000 (increase)
- Holbrook High Level Reservoir - 1.0ML - $70,000 (decrease)
- Gosset Street - $200,000 (decrease) - part of the Pipeline Renewal Program deferral, aligning construction timing with Wagga Wagga City Council road renewal works to reduce reinstatement costs.
- McDonough Ave - $100,000 (decrease) - part of the Pipeline Renewal Program deferral, aligning construction timing with Wagga Wagga City Council road renewal works to reduce reinstatement costs.
- Main St, Lake Albert - $100,000 (decrease) - part of the Pipeline Renewal Program deferral, to align with proposed Hume St works.
- Bluett Cr - $200,000 (decrease) - part of the Pipeline Renewal Program deferral, aligning construction timing with Wagga Wagga City Council road renewal works to reduce reinstatement costs.
- Minor Capex Budget Reserve - $75,000 (decrease)

Further to the above, one project totalling $249,192 is reallocated to the Operating Budget due to the nature of those works, resulting in an increase to the operating deficit from $1,435,702, to a projected operating deficit of $1,684,894. That projected operating deficit is highly dependent on the prevailing seasonal conditions over the next ten months.

› R4.1 26-27 Carryovers Reviotes Reprioritisation ⇩

Financial Implications

The proposed budget adjustments will result in an overall decrease to the 2026/27 capital expenditure budget of $592,320 resulting in a total proposed capital expenditure budget of $20,310,686 for the 2026/27 financial year. This may be reduced by any expenditure accrual adjustments processed as part of the end of financial year closure.

Further, budget adjustments affecting the operating budget will increase the 2026/27 operating deficit result from $1,435,702 to a projected operating deficit of $1,684,894.

Workforce Implications

Not applicable.

Risk Considerations

Our Sustainability	
Strategically manage our assets and finances	Riverina Water will endeavour to ensure that its financial sustainability is protected at all times and avoid proposals that may impact negatively.

3UDGET CARRYFORWARD, REVOTES, BUDGET ADJUSTMENTS 2026/27

Project	FY26-27 Original Budget	Carryover	Revote	Budget Adjustment	FY26-27 Revised Budget
1 - Management					
111 - Land & Buildings for Admin Depots and Workshops					-
1120 - Depot Buildings					-
112001 - Refurbishment of Operations Office - Urban 121107		39,913			39,913
112003 - The Rock Depot Redevelopment 121106		1,724,902	240,902		1,965,804
112007 - Refurbishment of building/office space at Hammond Avenue	30,000			70,000	100,000
1130 - Access, Parking and Landscaping					-
113001 - Murrumbidgee River Bank Stabilisation 121106	800,000	3,660			803,660
113002 - Marshalls Creek Bank Stabilisation 121106	300,000				300,000
113004 - Forge & Copland Street Development 121106			45,293		45,293
113007 - West Wagga Security Cameras and Gate Automation 121107			4,723		4,723
113008 - Stage 2 - Road Works Pavement Construction 121106		1,170			1,170
121 - Plant & Equipment					-
1210 - IT Equipment					-
121003 - OT IT Segregation	105,000	240,000			345,000
1220 - Office Furniture & Equipment					-
122001 - Office Furniture & Equipment - Urban	5,000	154	1,630		6,784
1230 - Working Plant & Vehicle Purchases					-
123001 - Routine plant & vehicle replacements	1,383,000	536,937			1,919,937
1240 - Plant Tools & Equipment					-
124001 - Plant Tools & Equipment - Urban	45,000				45,000
1250 - Telemetry & Control Systems Upgrade					-
125001 - Radio Telementry SCADA Upgrade		15,256			15,256
125002 - Remote telemetry units & radio upgrade project	150,000				150,000
1260 - Radio Communications Upgrade/Replacements/Improvements					-
126001 - Radio Communication	15,000				15,000
1270 - Energy Efficiency & Cost Minimisation					-
127001 - Solar Pilot plant - East Wagga	11,000,000	837,445		- 7,000,000	4,837,445
:0 - Water Infrastructure					-
201 - Sources					-
2010 - Bores-renew/refurbish/decommission					-
201004 - Soureworks Metering (governance)	20,000				20,000

Project	FY26-27 Original Budget	Carryover	Revote	Budget Adjustment	FY26-27 Revised Budget
201005 - Switchboards Improvements/Replacements			116,413		116,413
201007 - Oura Bore 1 & WTP			10,000		10,000
211 - Treatment Plants					-
2120 - Aeration Tower Covers					-
212002 - North Wagga Shade Cloth Replacement		24,468	301,476		325,944
2130 - Specific Treatment Plant improvements					-
213001 - Online & Remote Monitoring	100,000				100,000
213002 - Bulgary Raw Water Turbidity Metering			10,076		10,076
213003 - Wagga Sludge WTP - Centrifuge Control System Upgrade - Desig		85,506			85,506
213006 - Wagga Sludge Thickening Tank Access - Safety Improvements			12,886		12,886
213010 - West Wagga Aeration WTP - High Level Inlet Control Valve		297			297
2140 - Treatment Plant refurbishments					-
214005 - Bomen pump station			29,518		29,518
214008 - WTP Fluoridation Plant Replacement		129,271			129,271
214011 - Urana Groundwater Investigation		104,250	95,073		199,323
214012 - Woomargama WTP		5,612	15,570		21,182
214013 - Laboratory Equipment	20,000			- 14,000	6,000
214019 - Gardiners Crossing Aeration Tower Access			6,393		6,393
214025 - Relining of Waste Water Holding Tank-old clarifier 2	1,500,000			- 1,500,000	-
214026 - Filter Covered Walkway			35,350		35,350
214028 - Lamella Access Steps			5,772		5,772
NEW - Urana WTP 1.5ML CWS	100,000			- 91,000	9,000
NEW - Humula Well WTP				5,000	5,000
221 - Pumping Stations					-
2210 - Pump Stations Renewal/Refurbish/Upgrade					-
221006 - Holbrook HL Pump Station	100,000				100,000
221010 - Wagga CWS - Bomen pump station	50,000				50,000
221011 - West Wagga HL Pumping System Upgrade			50,000		50,000
2220 - Pump & Motor Maintenance / Replacements					-
231 - Reservoirs					-
2310 - General Improvements					-
231001 - Reservoir Access Security Enclosures & Cameras			40,000		40,000
2320 - New/Replacement Reservoirs					-

Project	FY26-27 Original Budget	Carryover	Revote	Budget Adjustment	FY26-27 Revised Budget
232001 - Main Low Level Reservoir 2x11ML Investigation & Design - Urb			40,000		40,000
232004 - Oura Reservoir Replacement 2x100kL with 700??? kL replacemen	575,006	385,409			960,415
232005 - The Rock Reservoir South		19,404	40,646		60,049
232006 - Rand Reservoir 1			7,265		7,265
232008 - Walla Walla Reservoir Replacement	150,000	39,917			189,917
NEW - Gregadoo Res # 2 - 2.1ML	100,000				100,000
NEW - Holbrook HL Res #2 - 1.0ML	100,000			- 70,000	30,000
NEW - Red Hill No.4	100,000				100,000
2340 - Reservoirs - Upgrade Ladders and Access					-
234006 - The Gap			30,000		30,000
2350 - Reservoir Hatches Magflows					-
2360 - Asset demolition					-
241 - Mains					-
2410 - System Improvements					-
241001 - System Improvements - Urban	200,000				200,000
241006 - WW WTP 600mm DICL Kooringal Rd		11,238	50,000		61,238
241011 - Estella Rd & Pine Gully Rd (Jumbuck Dr) Roundabout	250,000				250,000
242001 - Reticulation for Developers - Urban	800,000	1,236			801,236
242002 - Reticulation for Developers - Non-Urban	60,000				60,000
2430 - Renew Reticulation Mains					-
243011 - Becks Lane, The Gap - 1100m of 100mm OPVC	120,000				120,000
243015 - Hodson Ave (Mitchelmore to Maclaey)			42,668		42,668
NEW - Walla Walla - Commercial St	200,000				200,000
NEW - Jim McDonnells Lane	250,000				250,000
2440 - Renew Trunk Mains					-
244006 - Culcairn Holbrook Road East of Morven, 5.1km 150mm oPVC			175,000		175,000
244007 - Gosset Street	200,000			- 200,000	-
244008 - Forsyth St, (Docker St - Murray St) 280m 200mm DICL	250,000				250,000
244016 - Plumpton Rd (WWCC works)	200,000	2,717,436	200,000		3,117,436
NEW - McDonough Ave	100,000			- 100,000	-
NEW - Huthwaite St	100,000				100,000
NEW - Mckell Ave	125,000				125,000

Project	FY26-27 Original Budget	Carryover	Revote	Budget Adjustment	FY26-27 Revised Budget
NEW - Main St, Lake Albert	100,000			- 100,000	-
NEW - Kooringal Rd (Marshalls Creek)	50,000				50,000
NEW - Bluett Cr	200,000			- 200,000	-
NEW - Design - Southern Trunk from Henty to Walla Walla	100,000				100,000
NEW - Design and analysis for Bidgeemia - Western Trunk connection, trunk main rene	50,000				50,000
251 - Services					-
2510 - Service Connections, new including Meters					-
251001 - Service Connections, new - Urban	550,000				550,000
251002 - Service Connections, new - Non-Urban	50,000				50,000
2520 - Renew Services					-
261 - Meters					-
2610 - Water meters replacement					-
2620 - Remote metering					-
262001 - Remote metering - Non-Urban	25,000	6,053			31,053
262002 - Smart Meters - Investigation LE, GSM2 digital comms		63,022	10,403		73,425
2630 - Water Filling Stations					-
263001 - Water Filling Station Upgrade	25,000	3,616	69,449		98,065
0 - Minor Capex Budget Reserve					-
301 - Minor Capex Budget Reserve					-
3010 - Minor Capex Budget Reserve					-
301001 - Minor Capex Budget Reserve	150,000			- 75,000	75,000
	20,903,006	**6,996,174**	**1,686,506**	**- 9,275,000**	**20,310,685.37**

R5 Financial Statements 2025/26

Organisational Area **Corporate Services**

Author Natasha Harris, Manager Finance & Sourcing

Summary Riverina Water's unaudited Financial Statements and Special Purpose Financial Reports for 2025/26 have been completed and are ready to be forwarded to the Audit Office of New South Wales following consideration by the Board.

RECOMMENDATION that Council:

a) receive and note the unaudited 2025/26 Primary Financial Statements;
b) refer Riverina Water's Draft Financial Statements be referred for audit by Council's auditors being the Audit Office of New South Wales;
c) makes a resolution in accordance with Section 413 (2c) that the annual financial report:
    i. is in accordance with the Local Government Act 1993 (as amended) and the Regulations made there under.
    ii. is in accordance with the Australian Accounting Standards and professional pronouncements.
    iii. is in accordance with the Local Government Code of Accounting Practice and Financial Reporting.
    iv. presents fairly the council's operating results and financial position for the year
    v. is in accordance with Council's accounting policies and other records.
    vi. that Council is not aware of any matter that would render this report false or misleading in any way.
d) adopts the above-mentioned statement and that the Chairperson, Deputy Chairperson, Chief Executive Officer and Responsible Accounting Officer be authorised to complete the 'Statement by Members of the Board' in relation to Riverina Water's 2025/26 Financial Statements and Special Purpose Financial Reports and be attached thereto.
e) The Chief Executive Officer be delegated the authority to issue the audited Financial Statements immediately upon receipt of the Auditor's Reports, subject to their being no material changes or audit issues; and
f) presents the final audited Financial Statements and Auditor's Report to the public at its ordinary meeting to be held 22 October 2026.

Report

The Draft General Purpose Financial Statements and Special Purpose Financial Statements for 2025/26 have been completed and are ready to be forwarded to Council's Auditors following consideration by the Board.

It is important to note that the draft figures may be subject to adjustment or finalisation during the auditing process. As a result, the fully audited statements together with any material changes made to the draft will be provided to Council's Ordinary Meeting on 22 October 2026.

Financial Position

Riverina Water remains in a strong financial position, with a draft year end Operating Result (including Capital Items) of $7,522,000 surplus. This is slightly down from the revised budget forecast of $8,323,000 surplus following Quarterly Budget Reviews to March 2026. This was due to lower than anticipated water sales revenue and higher depreciation. This shortfall was significantly offset by $1,371,000 in operational savings achieved through staff vacancies, and reduced contractor and consultancy costs.

Material variances between the final Operating Result to Council's revised budget are attributed to:

Revenue

- User Charges and Fees were $986,000 lower than budget, primarily due to seasonal conditions in the last quarter of the year resulting in lower water consumption and therefore lower than budgeted water sales.
- Grants and contributions provided for capital purposes were $381,000 lower than budget, as a result of lower than anticipated S64 contributions.

Expenditure

- Employee benefits and on-costs were $664,000 lower that budget, reflecting vacancies in the budgeted organisational structure.
- Materials and Contracts were $707,000 lower than budget, primarily related to underspend of budgets for contractor and consultancy costs.
- Depreciation was $704,000 higher than budget, reflecting the increasing asset base as a result of prior year revaluations.

Under the provisions of Section 412(2c) of the Local Government Act 1993, the Financial Statements and Special Purpose Financial Reports shall be accompanied by a statement made in accordance with a resolution by the Board, signed by the Chairperson and Deputy Chairperson, Chief Executive Officer, and Responsible Accounting Officer along the lines of recommendations (c) above.

Following receipt of the Auditor's Report, it will be necessary to give public notice for a period of at least seven days prior to the adoption of the Financial Statements.

It is anticipated that the Auditor's Report will be submitted to Council's Ordinary Meeting on 22 October 2026. Council's Annual Report for 2025/26 can be adopted at the same time.

Representatives from Crowe (Riverina Water's external auditors) and the NSW Audit Office will not be present at this meeting and will be attending the Board meeting in October to talk to the audited statements and answer questions from the Board.

Note from CEO:

I thank and acknowledge the hard work by staff to have prepared and finalised the Financial Statements. In particular I thank Tash and Mina Rofael for the dedication to detail and close teamwork to meet pre-agreed timelines.

- **R5.1 Statement by Councillors and Management - GPFS** ⇩
- **R5.2 Statement by Councillors and Management - SPFS** ⇩
- **R5.3 DRAFT General Purpose Financial Statements 2025/26** ⇩
- **R5.4 DRAFT Special Purpose Financial Statements 2025/26** ⇩

Strategic Alignment

Our Sustainability
Strategically manage our assets and finances

Financial Implications

The operating surplus produced in the 2025/26 Financial Statements and Special Purpose Financial Reports confirms the ongoing strong and sustainable financial position of Riverina Water.

Workforce Implications

Not Applicable.

Risk Considerations

Corporate Governance and Compliance	
Low	Riverina Water has **low** appetite for risk of failure to comply with legislation, regulations, policy/procedures and transparent, ethical decision making. Minor breaches are expected from time to time but it will be reported and responded to.

Risk Alignment

a. Risk Intent: This item seeks to reduce existing corporate governance, financial reporting and compliance risks by providing the Board with oversight of the draft financial statements prior to referral for external audit. The process supports transparent financial reporting, accountability, and compliance with legislative and regulatory requirements.
b. Risk Appetite Alignment: This item is aligned with Riverina Water's low risk appetite for Corporate Governance and Compliance. Presenting the draft financial statements to the Board before referral to audit strengthens governance, supports compliance with

statutory reporting obligations, and promotes transparent and ethical decision-making. There is no identified divergence from the stated risk appetite. Any issues identified through Board review or the audit process will be reported and addressed in accordance with established governance processes.

Riverina Water County Council

General Purpose Financial Statements
for the year ended 30 June 2026

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

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

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

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

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

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

Signed in accordance with a resolution of Council made on 27 August 2026.

Clr Gail Driscoll
Chairperson
27 August 2026

Clr Allana Condron
Deputy Chairperson
27 August 2026

Mr Andrew Crakanthorp
Chief Executive Officer
27 August 2026

Ms Natasha Harris
Responsible Accounting Officer
27 August 2026

Riverina Water County Council

Special Purpose Financial Statements
for the year ended 30 June 2026

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

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

- NSW Government Policy Statement, *Application of National Competition Policy to Local Government*
- Division of Local Government Guidelines, *Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality*
- The Local Government Code of Accounting Practice and Financial Reporting
- Sections 3 and 4 of the NSW Department of Climate Change, Energy, the Environment and Water's (DCCEEW) *Regulatory and assurance framework for local water utilities, July 2022*

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

- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records; and
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

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

Signed in accordance with a resolution of Council made on 27 August 2026.

Clr Gail Driscoll
Chairperson
27 August 2026

Clr Allana Condron
Deputy Chairperson
27 August 2026

Mr Andrew Crakanthorp
Chief Executive Officer
27 August 2026

Ms Natasha Harris
Responsible Accounting Officer
27 August 2026

Riverina Water County Council

GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2026

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

Riverina Water County Council

General Purpose Financial Statements
for the year ended 30 June 2026

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Overview

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

91 Hammond Avenue
Wagga Wagga NSW 2650

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

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

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

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

Riverina Water County Council

General Purpose Financial Statements
for the year ended 30 June 2026

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

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

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

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

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

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

Signed in accordance with a resolution of Council made on 27 August 2026.

DRAFT

Clr Gail Driscoll
Chairperson
27 August 2026

Clr Allana Condron
Deputy Chairperson
27 August 2026

Mr Andrew Crakanthorp
Chief Executive Officer
27 August 2026

Ms Natasha Harris
Responsible Accounting Officer
27 August 2026

Riverina Water County Council

Income Statement
for the year ended 30 June 2026

Original unaudited budget 2026	$ '000	Notes	Actual 2026	Actual 2025
	Income from continuing operations			
6,584	Rates and annual charges	B2-1	**6,872**	6,147
27,989	User charges and fees	B2-2	**33,513**	29,512
107	Other revenues	B2-3	**1,202**	451
25	Grants and contributions provided for operating purposes	B2-4	**156**	31
3,039	Grants and contributions provided for capital purposes	B2-4	**2,658**	1,389
1,571	Interest and investment income	B2-5	**1,953**	1,649
–	Net gain from the disposal of assets	B4-1	**–**	162
39,315	**Total income from continuing operations**		**46,354**	39,341
	Expenses from continuing operations			
13,325	Employee benefits and on-costs	B3-1	**15,571**	14,556
12,584	Materials and services	B3-2	**11,117**	10,166
364	Borrowing costs	B3-3	**146**	117
266	Other expenses	B3-5	**203**	224
–	Net loss from the disposal of assets	B4-1	**1,078**	–
26,539	**Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets**		**28,115**	25,063
12,776	**Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets**		**18,239**	14,278
9,092	Depreciation, amortisation and impairment of non-financial assets	B3-4	**10,717**	8,682
3,684	**Operating result from continuing operations**		**7,522**	5,596
3,684	Net operating result for the year attributable to Council		**7,522**	5,596

645	**Net operating result for the year before grants and contributions provided for capital purposes**	**4,864**	4,207

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

Riverina Water County Council

Statement of Comprehensive Income
for the year ended 30 June 2026

$ '000	Notes	2026	2025
Net operating result for the year – from Income Statement		**7,522**	5,596
Other comprehensive income:			
Amounts which will not be reclassified subsequent to operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	**8,997**	63,013
Gain (loss) on revaluation of intangible assets	C1-7	**–**	(99)
Total items which will not be reclassified subsequent to operating result		**8,997**	62,914
Amounts which will be reclassified subsequent to operating result when specific conditions are met			
Other movements		**476**	–
Total items which will be reclassified subsequent to operating result when specific conditions are met		**476**	–
Total other comprehensive income for the year		**9,473**	62,914
Total comprehensive income for the year attributable to Council		**16,995**	68,510

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

Riverina Water County Council

Statement of Financial Position
as at 30 June 2026

$ '000	Notes	2026	2025
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	**4,436**	2,243
Investments	C1-2	**24,000**	22,000
Receivables	C1-4	**5,650**	5,323
Inventories	C1-5	**2,771**	2,691
Total current assets		**36,857**	32,257
Non-current assets			
Investments	C1-2	**20,700**	13,000
Infrastructure, property, plant and equipment (IPPE)	C1-6	**455,123**	448,110
Intangible assets	C1-7	**9,295**	8,819
Total non-current assets		**485,118**	469,929
Total assets		**521,975**	502,186
LIABILITIES			
Current liabilities			
Payables	C2-1	**3,507**	3,610
Borrowings	C2-2	**455**	155
Employee benefit provisions	C2-3	**4,835**	4,754
Total current liabilities		**8,797**	8,519
Non-current liabilities			
Borrowings	C2-2	**4,020**	1,550
Employee benefit provisions	C2-3	**313**	267
Total non-current liabilities		**4,333**	1,817
Total liabilities		**13,130**	10,336
Net assets		**508,845**	491,850
EQUITY			
Accumulated surplus		**177,501**	169,979
IPPE revaluation surplus	C3-1	**331,344**	321,871
Council equity interest		**508,845**	491,850
Total equity		**508,845**	491,850

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

DRAFT

Riverina Water County Council

Statement of Changes in Equity
for the year ended 30 June 2026

$ '000	Notes	2026 Accumulated surplus	2026 IPPE revaluation surplus	2026 Total equity	2025 Accumulated surplus	2025 IPPE revaluation surplus	2025 Total equity
Opening balance at 1 July		**169,979**	**321,871**	**491,850**	164,383	258,957	423,340
Restated opening balance		**169,979**	**321,871**	**491,850**	164,383	258,957	423,340
Net operating result for the year		**7,522**	**–**	**7,522**	5,596	–	5,596
Restated net operating result for the period		**7,522**	**–**	**7,522**	5,596	–	5,596
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	**–**	**8,997**	**8,997**	–	63,013	63,013
Gain (loss) on revaluation of intangible assets	C1-7	**–**	**476**	**476**	–	(99)	(99)
Other comprehensive income		**–**	**9,473**	**9,473**	–	62,914	62,914
Total comprehensive income		**7,522**	**9,473**	**16,995**	5,596	62,914	68,510
Closing balance at 30 June		**177,501**	**331,344**	**508,845**	169,979	321,871	491,850

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

Riverina Water County Council

Statement of Cash Flows
for the year ended 30 June 2026

Original unaudited budget 2026	$ '000	Notes	Actual 2026	Actual 2025
	Cash flows from operating activities			
	Receipts:			
6,584	Rates and annual charges		**6,961**	6,144
27,998	User charges and fees		**33,504**	29,272
1,571	Interest received		**1,649**	1,511
3,064	Grants and contributions		**3,012**	1,415
–	Bonds, deposits and retentions received		**–**	47
107	Other		**2,556**	4,556
	Payments:			
(13,349)	Payments to employees		**(16,033)**	(13,634)
(13,842)	Payments for materials and services		**(12,968)**	(10,555)
(364)	Borrowing costs		**(146)**	(117)
–	Bonds, deposits and retentions refunded		**(40)**	–
(266)	Other		**439**	(2,521)
11,503	**Net cash flows from operating activities**	F1-1	**18,934**	16,118
	Cash flows from investing activities			
	Receipts:			
–	Proceeds from sale of IPPE		**302**	482
	Payments:			
–	Acquisition of term deposits		**(9,700)**	(5,000)
(18,090)	Payments for IPPE		**(10,113)**	(11,652)
(18,090)	**Net cash flows from/(used in) investing activities**		**(19,511)**	(16,170)
	Cash flows from financing activities			
	Receipts:			
4,400	Proceeds from borrowings		**3,000**	–
	Payments:			
(487)	Repayment of borrowings		**(230)**	(155)
3,913	**Net cash flows from/(used in) financing activities**		**2,770**	(155)
(2,674)	**Net change in cash and cash equivalents**		**2,193**	(207)
2,450	Cash and cash equivalents at beginning of year		**2,243**	2,450
(224)	Cash and cash equivalents at end of year	C1-1	**4,436**	2,243
35,000	plus: Investments on hand at end of year	C1-2	**44,700**	35,000
34,776	Total cash, cash equivalents and investments		**49,136**	37,243

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

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Riverina Water County Council

SPECIAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2026

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

Riverina Water County Council

Special Purpose Financial Statements
for the year ended 30 June 2026

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Riverina Water County Council

Special Purpose Financial Statements
for the year ended 30 June 2026

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

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

- NSW Government Policy Statement, *Application of National Competition Policy to Local Government*
- Division of Local Government Guidelines, *Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality*
- The Local Government Code of Accounting Practice and Financial Reporting
- Sections 3 and 4 of the NSW Department of Climate Change, Energy, the Environment and Water's (DCCEEW) *Regulatory and assurance framework for local water utilities, July 2022*

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

- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records; and
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

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

Signed in accordance with a resolution of Council made on 27 August 2026.

DRAFT

Clr Gail Driscoll
Chairperson
27 August 2026

Clr Allana Condron
Deputy Chairperson
27 August 2026

Mr Andrew Crakanthorp
Chief Executive Officer
27 August 2026

Ms Natasha Harris
Responsible Accounting Officer
27 August 2026

Riverina Water County Council

Income Statement of water supply business activity
for the year ended 30 June 2026

$ '000	2026	2025
Income from continuing operations		
Access charges	**6,872**	6,147
User charges	**33,513**	29,512
Interest and investment income	**1,953**	1,649
Grants and contributions provided for operating purposes	**156**	31
Net gain from the disposal of assets	**–**	162
Other income	**1,202**	451
Total income from continuing operations	**43,696**	37,952
Expenses from continuing operations		
Employee benefits and on-costs	**15,571**	14,556
Borrowing costs	**146**	117
Materials and services	**10,758**	9,800
Water purchase charges	**359**	366
Net loss from the disposal of assets	**1,078**	–
Other expenses	**203**	224
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	**28,115**	25,063
Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets before capital amounts	**15,581**	12,889
Depreciation, amortisation and impairment of non-financial assets	**10,717**	8,682
Surplus (deficit) from continuing operations before capital amounts	**4,864**	4,207
Grants and contributions provided for capital purposes	**2,658**	1,389
Surplus (deficit) from continuing operations after capital amounts	**7,522**	5,596
Surplus (deficit) from all operations before tax	**7,522**	5,596
Less: corporate taxation equivalent (25%) (2022:25%) [based on result before capital]	**(1,216)**	(1,052)
Surplus (deficit) after tax	**6,306**	4,544
Plus accumulated surplus	**169,979**	164,383
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	**1,216**	1,052
Closing accumulated surplus	**177,501**	169,979
Return on capital %	**1.1%**	1.0%
Subsidy from Council	**16,563**	14,317
Calculation of dividend payable:		
Surplus (deficit) after tax	**6,306**	4,544
Less: capital grants and contributions (excluding developer contributions)	**(2,658)**	(1,389)
Surplus for dividend calculation purposes	**3,648**	3,155
Potential dividend calculated from surplus	**1,824**	1,578

Riverina Water County Council

Statement of Financial Position of water supply business activity
as at 30 June 2026

$ '000	2026	2025
ASSETS		
Current assets		
Cash and cash equivalents	**4,436**	2,243
Investments	**24,000**	22,000
Receivables	**5,650**	5,323
Inventories	**2,771**	2,691
Total current assets	**36,857**	32,257
Non-current assets		
Investments	**20,700**	13,000
Infrastructure, property, plant and equipment	**455,123**	448,110
Intangible assets	**9,295**	8,819
Total non-current assets	**485,118**	469,929
Total assets	**521,975**	502,186
LIABILITIES		
Current liabilities		
Payables	**2,406**	2,597
Income received in advance	**1,101**	1,013
Borrowings	**455**	155
Employee benefit provisions	**4,835**	4,754
Total current liabilities	**8,797**	8,519
Non-current liabilities		
Borrowings	**4,020**	1,550
Employee benefit provisions	**313**	267
Total non-current liabilities	**4,333**	1,817
Total liabilities	**13,130**	10,336
Net assets	**508,845**	491,850
EQUITY		
Accumulated surplus	**177,501**	169,979
IPPE revaluation surplus	**331,344**	321,871
Total equity	**508,845**	491,850

R6 2026/27 Grants Program assessment panels

Organisational Area	**Corporate Services**
Author	Josh Lang, Manager Customer, Engagement & Strategy
Summary	Nominations for assessment panels are required for the 2026/27 grants program.

RECOMMENDATION that Council:

a) Nominate one Board member and an alternate per Local Government Area, as required, to the grants assessment panels
b) Delegate authority to the CEO (in conjunction with the Chairperson) to make changes to the assessment panel members due to unavailability or conflict of interest, to be made at his discretion, should it be required

Report

The 2026/27 grants program opens for applications from 31 August 2026. The program offers $100,000 in funding across the supply area. The program guidelines were adopted at the June 2026 Board meeting, however, assessment panel nominations were not considered at that meeting.

Assessment process and panel nominations

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

The assessment panels review applications individually via an online survey, then convene (in person or via online meeting) to discuss and determine the projects recommended for funding to be presented to the December 2026 Board meeting.

For prospective panel members' information, the individual survey period will likely be between 26 October to 13 November 2026 and assessment panel meetings between 16 November to 4 December 2026, pending availability of members.

The assessment panel for each LGA includes:

- Riverina Water Chairperson
- Riverina Water CEO
- One Constituent Council staff member plus alternate if required due to conflict of interest or unavailability substantially impacting assessment

- One Constituent Council Board member plus alternate if required due to conflict of interest or unavailability substantially impacting assessment

In the case of Federation and Lockhart Shire councils, Councillors Bourke and Driscoll are automatically appointed to each respective assessment panel. The Board is asked to please take nominations to determine the panellist and alternate for the Wagga Wagga City Council and Greater Hume Council panels.

As the Board is aware, an election for Chairperson and Deputy Chairperson of Riverina Water will take place at the October 2026 Board meeting, prior to assessment commencing. A holding report will be included in the October agenda to address any required changes to make up of the assessment panels following the election.

Strategic Alignment

Our Community
Actively support and contribute to our community

Financial Implications

An increase in the overall grant funding pool represents an increase to the projected operating deficit in the 2026/27 Delivery Plan of $1.435m

Workforce Implications

Not applicable.

Risk Considerations

Community and agency partnerships	
High	Riverina Water has a **high** appetite to partner with our community and other agencies to maximise potential benefits to Riverina Water and the Community.

Risk Alignment
The grants program sits within the Enrich focus area of the Customer and Community Engagement Strategy 2025/2026-2028/2029, with its primary strategic contribution being to invest in the community and support the enhancement of the social, cultural and environmental life of our community, as reflected in Delivery Program strategy 4.3.1.

R7 Donations and Sponsorships 2026/27 progress report

Organisational Area **Corporate Services**

Author Josh Lang, Manager Customer, Engagement & Strategy

Summary This report provides a summary of donations and sponsorships made in 2026/27 to date.

RECOMMENDATION that the Board receive and note the report.

Report

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

As part of the Donations and Sponsorships Policy, this is reported to the Board on a per-meeting basis. For the financial year as at 14 August 2026, $25,000 has been awarded to eight recipients.

Recipient	Description	Type	LGA	Amount
Basketball NSW	NAIDOC 3X3 Basketball Gala Day	Sponsorship	Wagga	$6,000
Bidgee Blues & Roots Club	Queens of Soul & Sing	Sponsorship	Wagga	$1,000
Lillier Lodge	Can Assist Charity Race Day	Sponsorship	Wagga	$2,000
Southern Sports Academy	Community Partner - Incl. Indigenous Talent Program - Talent ID Day	Sponsorship	Wagga	$5,000
Spirit of the Land Lockhart Inc	Sponsorship annual Spirit of the Land Festival	Sponsorship	Lockhart	$2,500
St Vinnies	Winter Sleepout appeal/Family Fun Day	Sponsorship	Wagga	$2,500
Wagga Wagga Takes 2	Golden Buzzer. Funds go directly to charity	Sponsorship	Wagga	$3,500
Wollundry Rotary	2026 Geers and Beers	Sponsorship	Wagga	$2,500

	Total	$25,000

Strategic Alignment

Our Community
Actively support and contribute to our community

Financial Implications

The annual budget is $110,000. Recurring or expected applications are considered when assessing new applicants.

Workforce Implications

Not applicable

Risk Considerations

Community and agency partnerships	
High	Riverina Water has a **high** appetite to partner with our community and other agencies to maximise potential benefits to Riverina Water and the Community.

Risk Alignment
Provision of funds to community groups, projects and initiatives is provided under the Donations and Sponsorships Policy. The policy provides eligibility criteria and assessment controls to ensure approved recipients align with strategic objectives.

R8 School Awards Program

Organisational Area **Corporate Services**

Author Josh Lang, Manager Customer, Engagement & Strategy

Summary Riverina Water initiated a program to fund an end-of-year award at local schools in 2025/26. It is proposed to continue the program in 2026/27.

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

Report

Riverina Water is committed to supporting the growth, capability, and future of our communities. To help achieve these objectives, Riverina Water trialled a School Awards Program funded under the Donations and Sponsorships Policy in 2025.

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

It is proposed to conduct the initiative again in 2026 and further assess the program following this implementation.

<u>Program overview</u>

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

<u>Summary of first year</u>

- There are 50 schools in our supply area, with 20 taking part in 2025.
- The program was funded under the Donations and Sponsorships budget, with Board members able to attend some school presentations.

- Challenges include ensuring schools followed our supplier onboarding process and provided invoices in a timely manner, ensuring presentation details were provided with enough notice, availability of representatives to attend

Noting some of the administrative work won't need to be repeated and that the Communications and Engagement Officer role was vacant at this time, continuing the initiative for a second year is recommended.

This program reflects Riverina Water's ongoing commitment to help grow and strengthen its communities, particularly through education and water literacy.

If every school participated, the estimated cost would be $6,800. The donations and sponsorships budget was able to accommodate this in 2025/26 without issue.

Board Members are encouraged to attend award days and presentations when opportunities are communicated in the coming months.

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

Financial Implications

The donations and sponsorships budget has $85,000 remaining. An estimated $6,800 would be expended if all schools participated.

Workforce Implications

Not applicable.

Risk Considerations

Our Community	
Actively support and contribute to our community	When considering options for community partnerships or external party relationships, Riverina Water may choose to accept risks to maximise potential benefits to council and the community.

R9 Customer rebate 2025/26 summary

Organisational Area	**Corporate Services**
Author	Josh Lang, Manager Customer, Engagement & Strategy
Summary	The Board receives a six-monthly and annual report of undetected leak rebates and write offs related to debt management and financial hardship.

RECOMMENDATION that Council receive and note the report

Report

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

As at 30 June 2026:

Type	Number	Amount
Leak assistance	60	$35,237.64
Hardship	3 (interest write offs)	$73.16
	Total	$35,310.80

Strategic Alignment

Our Community
Understand and respond to our customer needs and expectations

Financial Implications

The assistance provided represents forgone revenue.

Workforce Implications

There are no workforce implications associated with this report

Risk Considerations

Corporate Governance and Compliance	
Low	Riverina Water has **low** appetite for risk of failure to comply with legislation, regulations, policy/procedures and transparent, ethical

	decision making. Minor breaches are expected from time to time but it will be reported and responded to.

Risk Alignment

Riverina Water is committed to supporting its customers in a variety of ways, in line with the adopted Assistance for Undetected Leaks and Debt Management and Hardship policies.

R10 Operational Plan 2025/26 report: Progress to Delivery Program Report 2025/26-2028/29

Organisational Area	**Corporate Services**
Author	Josh Lang, Manager Customer, Engagement & Strategy
Summary	This report presents the final result for the 2025/26 Operational Plan, and being Year 1 of the Delivery Program for 2025/26 to 2028/29.

RECOMMENDATION that Council receive and note the Operational Plan report for 2025/26.

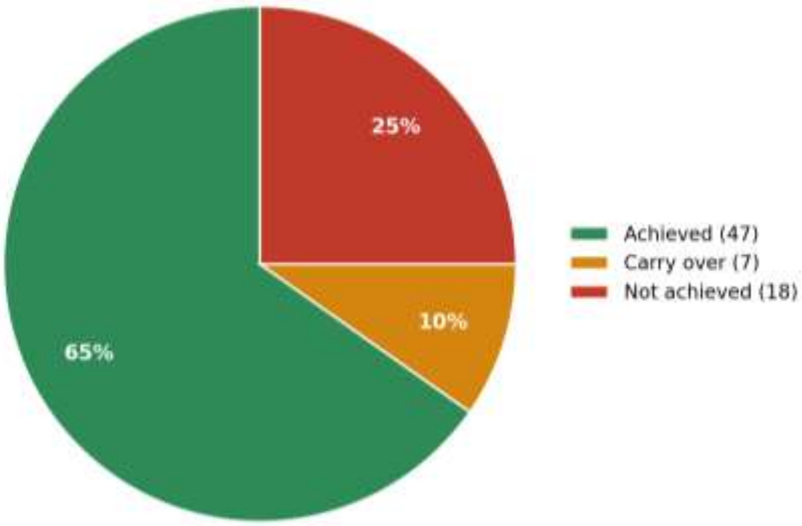
Report

The 2025/26 Operational Plan reporting has been finalised and presented to the Board, following the six-monthly report at the February 2026 meeting.

The attached overview report details Riverina Water's performance against the Operational Plan 2025/26 actions and Year 1 progress towards the Delivery Program 2025/26-2028/29.

Of the 72 actions identified in the 2025/26 Operational Plan:

- 47 actions were achieved (65 per cent)
- 7 actions have carried over into 2026/27
- 18 actions were not achieved



Summary

Overall, Riverina Water has made solid progress against the 2025/26 Operational Plan, achieving 47 of the 72 identified actions. A further 7 actions have progressed and carried over into 2026/27.

The 18 actions not achieved were primarily affected by resourcing constraints, external dependencies such as consultant and contractor availability, and deliberate reprioritisation of effort. Work is continuing to strengthen action scoping and phasing for future Operational Plans, to improve on one-year commitments.

The 2025/26 Annual Report will further capture Riverina Water's performance and achievements.

Highlights from the 2025/26 performance report under each strategic pillar are below.

Our People

- Leadership development program delivered through workshops, follow-up training for all leaders, regular leadership meetings and ongoing learning resources
- Knowledge and Capability Strategy 2026/27-2030/31 endorsed by the CEO, establishing the platform for succession planning and knowledge retention and transfer
- Employee Value Proposition developed following workshops with leaders and high-performing staff, to support future attraction and retention
- Annual training plan delivered, with 76 per cent of staff completing allocated training, prioritising compliance and safety requirements
- WELL program continued (RUOK Day, Tradies Health Month, Walk for Water and other wellbeing initiatives), with positive staff feedback
- BeSafe incident reporting system being embedded in the organisation, supporting a stronger safety reporting culture
- Disability Inclusion Action Plan adopted, noting Year 1 actions are being delivered in 2026/27

Our Operations

- Drinking Water Quality Management Team established and meeting quarterly
- Staff-wide water quality training delivered
- Digital Strategy drafted, with the wider suite of Data, IT and Internet of Things (IoT) strategies to follow
- Cybersecurity framework aligned to the Essential8 guidelines, with six-monthly reporting to ARIC
- Cyber awareness training rolled out to all staff
- PFAS risks continued to be proactively managed in partnership with key agencies, and regular engagement with constituent councils maintained

Our Sustainability

- Solar Pilot Plant Project underway across its seven sub-projects
- Water Treatment Plant Bank Stabilisation Project progressed from design into construction
- Budget Management Policy endorsed by the Board in February 2026, alongside continued monthly budget reporting
- Investment Policy reviewed and endorsed, with monthly investment reporting ongoing
- ICT asset consolidation completed, reducing phone handset numbers and improving asset records

Our Community

- Current Reconciliation Action Plan actions completed, and the next iteration developed with the RAP Working Group
- Customer service portal rollout completed, with more than 10,000 registered accounts on paperless billing
- Annual customer survey completed, with results reported to the Board in June 2026
- Debt Management and Hardship Policy reviewed to ensure processes reflect customer needs
- Grants, sponsorships and donations programs delivered
- Education program delivered 22 incursions across six schools in the supply area

R10.1 2025/26 Operational Plan Q4 performance report ⇩

Strategic Alignment

Our Operations
Provide effective leadership and governance

Financial Implications

Actions identified in the Delivery Program/Operational Plan (DPOP) are accounted for in the annual budget, including any carry over items.

Workforce Implications

Consideration of workforce requirements for successful completion of the Delivery Program have been taken into consideration in the Workforce Strategic Plan.

Risk Considerations

Corporate Governance and Compliance	
Low	Riverina Water has **low** appetite for risk of failure to comply with legislation, regulations, policy/procedures and transparent, ethical decision making. Minor breaches are expected from time to time but it will be reported and responded to.

Risk Alignment

The established reporting framework supports strong oversight, transparency and accountability, reducing the risk of misalignment between strategic objectives and operational delivery.

Delivery Program 2025/26 – 2028/29

Operational Plan Performance Report

Q4, 2025/2026

Strategic Pillar 1: Our People

We have a high performance culture where our people feel valued and safe

1.1: Build high performing teams

We take personal responsibility, understand what is needed to success and effectively work together to achieve outstanding results.

1.1.1: Foster cross-functional collaboration

Delivery Program Measure	Progress
Improved staff survey rating for cross unit collaboration	Staff survey was not scheduled for 2025/26

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
1.1.1.1	Create approach and opportunities for cross functional collaboration	CEO	Achieved	Opportunities are offered	2	Throughout the year, we delivered a range of initiatives that strengthened collaboration, knowledge sharing and organisational alignment. A few key achievements included the introduction of regular leadership meetings, delivery of the OCR project with a strong focus on functional alignment across the organisation, development of the Knowledge Strategy, implementation of Respect at Work training, enhanced internal communication initiatives, collaborative development of the 2026/27 Operational Plan, and Chain of Responsibility requirements that brought together teams from across the business. Collectively, these initiatives have supported a more connected, informed and collaborative organisation.

1.1.2: Strengthen leadership, culture and engagement

Delivery Program Measure	Progress
Improved staff survey rating for leadership and engagement	Staff survey was not scheduled for 2025/26

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
1.1.2.1	Launch leadership development initiatives	People & Culture Business Partner	Achieved	Riverina Water leaders have had exposure to the leadership development initiatives	100%	The leadership development program has been successfully delivered throughout the year through a combination of leadership workshops, follow-up training for all leaders, regular leadership meetings, webinars and a range of ongoing learning resources. These initiatives have supported the continued development of leadership capability across the organisation and reinforced key leadership practices. Planning for the next stage of the program is underway to build on this momentum and address future organisational needs.

Performance key:	Achieved	Carry over 2025-26	Not achieved

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
1.1.2.2	Implement staff survey action plans	People & Culture Business Partner	Achieved	Year 1 identified actions are implemented	Achieved	The implementation of the staff survey action plans has progressed significantly through initiatives focused on leadership capability, employee recognition, career development and improved recruitment practices. Outcomes have been determined, and ongoing implementation will continue throughout 2026/27, with progress monitored and initiatives further embedded ahead of the next employee engagement survey to assess their impact and identify future improvement opportunities.

1.1.3: Establish a structured succession and resourcing framework

Delivery Program Measure	Progress
Key identified roles have a succession plan in place	The Knowledge and Capability Strategy 2026/27-2030/31, which underpins succession planning and knowledge retention and transfer, was endorsed. This strategy sets the platform for enabling completion of this measure throughout the Delivery Program.

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
1.1.3.1	Develop approach to organisational knowledge management including retention and transfer	Capability & Knowledge Lead	Achieved	Approach is developed and approved	29/06/2026	An approached to knowledge management was developed and is captured in the Knowledge and Capability Strategy. Extensive current state information was gathered, including consultation across key business areas to understand existing practices, risks and capability gaps. A series of workshops were conducted to test themes and identify priority focus areas, followed by a workshop with MANEX to refine strategic direction and confirm alignment at the executive level. This work culminated in the Knowledge and Capability Strategy 2026/27-2030/31, which was endorsed by the CEO on 29 June 2026, completing this action. The Strategy establishes a clear approach to organisational knowledge management, with retention and transfer embedded across its strategic pillars. It aligns with the IP&R framework, bringing knowledge management into line with organisational goals, and its supporting delivery plan sets out 12 months of actions that build towards full realisation of the strategic pillars by 2031.

1.2: Ensure workforce capability

We attract diverse talent and develop a skilled workforce to be able to meet our business and customer needs

1.2.1: Strengthen staff capability, agility and innovation through leveraging IT data, strategic insights and expert collaboration

Delivery Program Measure	Progress
Number of helpdesk tickets for capability related tasks	No measurable improvement recorded thus far. Efforts ongoing. Work conducted around knowledge and capability to progress before analysing results.

Performance key: Achieved | Carry over 2025-26 | Not achieved

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
1.2.1.1	Leverage IT service desk data to identify IT skill gaps and training needs	Manager ICT	Achieved	Reduction in identified skill gaps	Still to be measured.	Achieved. Based on the information a number of tasks have been automated. In addition information has been provided to the Knowledge & Capability lead to assist in development of the Knowledge Strategy.

1.2.2: Enhance and promote our Employee Value Proposition (EVP)

Delivery Program Measure	Progress
Staff survey rating for leadership and engagement	Staff survey was not scheduled for 2025/26

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
1.2.2.1	Develop a clear Employee Value Proposition (EVP)	People & Culture Business Partner	Achieved	EVP developed	Endorsement planned before October	An Employee Value Proposition (EVP) has been developed following dedicated workshops with leaders and interviews with high-performing employees to identify what makes Riverina Water a great place to work and the talent we are seeking to attract. The EVP provides a strong foundation for strengthening our employer brand and will be actively promoted throughout 2026/27 through a range of attraction, recruitment and employee engagement initiatives.
				EVP included in recruitment and onboarding	To occur	

1.2.3: Establish and integrate essential capabilities and knowledge

Delivery Program Measure	Progress
Staff survey rating for organisational commitment to ongoing training and development of staff	Staff survey was not scheduled for 2025/26

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
1.2.3.1	Deliver the annual staff training plan	People & Culture Business Partner	Achieved	Identified annual training plan delivered	76%	The annual training program was successfully delivered, with 76% of employees completing their allocated training. Delivery focused on essential compliance and safety training, strengthening workforce capability, supporting legislative compliance and maintaining a safe and skilled workforce. Remaining incomplete training primarily related to employee resignations or training deferred to the following financial year.
1.2.3.2	Progress the OCR (job evaluation) project	People & Culture Business Partner		Project is delivered as per plan	Yes	The project has progressed well, with the implementation plan developed and significant milestones achieved, including position description workshops across all business areas, identification of required skills, capability mapping and draft development of a skills framework. Regular Steering Committee meetings have supported project governance and delivery. As this is a multi-year initiative, implementation will continue through Operational Plan action 1.2.3.3 in 2026/27 to complete the remaining work, consult and embed the framework across the organisation.

Performance key: Achieved | Carry over 2025-26 | Not achieved

1.3: Foster unity of belonging and purpose

We have an inclusive workplace where every person at Riverina Water feels they are part of one team working together to achieve our goals

1.3.1: Ensure inclusive and equitable policies, systems and workplaces

Delivery Program Measure	Progress
Increase in workforce diversity	The Disability Inclusion Action Plan was developed and adopted. People & Culture policies and procedures continued to be reviewed and updated on a risk-based schedule, with this work continuing into 2026/27.

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
1.3.1.1	Implement Year 1 actions from the Disability Inclusion Action Plan (DIAP)	Director Corporate Services	Not achieved	2025-2026 identified actions implemented	0%	The Disability Action Plan has been developed and adopted. Development of this plan took slightly longer than originally anticipated, therefore commencement of year 1 actions have been rolled into the 2026/27 Operational Plan (action 1.3.1.1). Riverina Water has no legislative obligation to have a plan, therefore management are comfortable with the slight delay in the commencement of actions. Budget provision for the delivery of the first year actions has been made in the 2026/27 Operational Plan.
1.3.1.2	Review and enhance staffing policies and operational standards	People & Culture Business Partner	Achieved	Relevant policies and standards reviewed and approved	Done	People & Culture policies and procedures have continued to be reviewed, updated and consulted on in line with organisational capacity, risk and operational criticality. Priority has been given to high-risk and overdue documents, with consultation occurring through the Staff Consultative Committee and/or WHS Committee where appropriate to ensure changes are informed and effectively implemented. This work will continue as part of the ongoing review program through Operational Plan action 1.3.1.2 in 2026/27.

1.3.2: Expand employment pathways to support diverse career progression

Delivery Program Measure	Progress
New career pathways are established	One new opportunity created

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
1.3.2.1	Create employment and work experience opportunities for individuals facing employment barriers	People & Culture Business Partner	Achieved	One new opportunity created	1	1 employment participant had 4 work experiences with several departments in June/July 2025

1.4: Partner with our people to ensure they go home safe and well

We consult, train and empower our people to undertake their work safely. Together we strive for an injury and illness free workplace.

1.4.1: Demonstrate due diligence and duty of care through a systems-based approach to protect our people from harm and to strengthen our WHS culture

Delivery Program Measure	Progress
WHS Management internal audit findings improve from "partially effective" to "effective"	No completed actions in 2025/26

Performance key: Achieved | Carry over 2025-26 | Not achieved

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
1.4.1.1	Implement Year 1 of the Work Health & Safety Management System Improvement Program	WHS Coordinator	●	WHS policy, framework and planning procedure embedded and functional	N/A	This action will taken forward to 2026/27 when the WHS Team has additional resourcing which will allow this work to continue.
				Policies and procedures review project 50% completed	N/A	

1.4.2: Empower staff to take ownership of safety at Riverina Water

Delivery Program Measure	Progress
Reduction in time lapse between notification and resolution of incidents	BeSafe has been successfully embedded, WHS team has additional resourcing from 2026/27 which will assist in meeting these measures.

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
1.4.2.1	Embed the everyday use of BeSafe for notification and investigation of incidents and near misses	WHS Coordinator	●	System reports	17	BeSafe has become well embedded and accepted by staff for incident management, near misses and positive reporting. 17 MANEX reports submitted. L:essons Learned/Safety Alerts not yet achieved.
				Lessons learned and safety alerts	Not achieved	

1.4.3: Achieve strong safety leadership by embedding safety as a core value in our workplace culture

Delivery Program Measure	Progress
Increase in positive safety reporting behaviour	Meaningful progress made, program implementation planned for 2026/27

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
1.4.3.1	Develop and implement a safety leadership program	CEO	●	Safety leadership program implemented	Not Achieved	While this action has not been fully achieved, significant progress has continued throughout the year. There has been an increased focus on leadership capability, particularly in managing psychosocial risks, including the delivery of organisation wide Respect at Work training. External training has also been scheduled for the leadership team on identifying and managing psychosocial hazards (Mental Health First Aid), with delivery planned for the first six months of the 2026/27 financial year. The development and implementation of a comprehensive leadership program remains a priority and has been included in the 2026/27 Operational Plan (Action 1.4.3.1). Management is satisfied that meaningful progress has been made through these initiatives, providing a strong foundation for the broader leadership program to be implemented in the coming year.

Performance key:	Achieved	Carry over 2025-26	Not achieved

1.4.4: Prioritise employee wellbeing and support

Delivery Program Measure	Progress
Improved staff survey results for employee wellbeing	Staff survey was not scheduled for 2025/26

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
1.4.4.1	Continue rollout of the WELL program	People & Culture Business Partner		Wellbeing initiatives delivered	7+	The WELL program initiatives have continued to be delivered in line with the strategy and annual calendar, with positive feedback received from staff. Initiatives have included RUOK Day, Tradies Health Month, SARP Phase 2, Walk for Water, career development sessions, a hydration challenge, and the Biggest Morning Tea in partnership with the Community Engagement Team. Ongoing promotion of EAP support, including wellness checks and webinars, and initiatives such as Fitness Passport have continued to encourage staff wellbeing and engagement. Staff participation has been positive, with further opportunities to build engagement continuing into the future.

Performance key: Achieved | Carry over 2025-26 | Not achieved

Strategic Pillar 2: Our Operations

We evidence effective asset management, informed decision making and continuous improvement.

2.1: Develop and maintain robust information and management systems

We conduct our business using secure and agile systems that enable us to do our jobs well, inform decision making and help us achieve our goals.

2.1.1: Enhance the integration and capabilities of our asset systems to empower asset owners with the tools and data needed for informed decision making

Delivery Program Measure	Progress
90% of work captured in the asset management system Progressing in improved efficiency and reduced reactive repairs	Work continues to build accurate asset registers in support of the adopted asset management plans.

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.1.1.1	Migrate quality assured pipe break data to new platforms for asset renewal planning	Manager Assets & Engineering Systems	Not achieved	Relevant historic pipe break data is integrated into asset system	N/A	Deferred due to reprioritisation of resources
2.1.1.2	Develop and implement enhanced quality assurance processes for GIS data capture	Manager Assets & Engineering Systems	Not achieved	Structured process documented and implemented	N/A	Process developed pending implementation

2.1.2: Develop and commence implementation of Data Strategy, Digital Strategy and IoT Strategy

Delivery Program Measure	Progress
Data Strategy, Digital Strategy and IoT Strategy adopted and implementation ongoing.	Digital Strategy drafted

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.1.2.1	Develop digital strategy	Manager ICT	Achieved	Adoption of digital strategy	Drafted	Draft Digital Strategy has been developed. Work will now continue of the other strategies in the suite (Data, IT, and IoT), these will be finalised and adopted in the 2027 financial year with a commencement date of 1 July 2027 to inform the next operational plan. The strategies will have a 6 year timeframe, with a review after 2 years, to inform the next Delivery Program.

2.1.3: Strengthen security by advancing Essential 8 maturity levels to enhance the protection of organisational systems

Delivery Program Measure	Progress
Improvement in Essential 8 maturity levels	On target. Works still underway.

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.1.3.1	Establish a cybersecurity framework that aligns with the Essential 8 guidelines	Manager ICT	Achieved	Completion of assessment and creation of roadmap	Complete.	Framework is developed and implemented. Vanta, an Essential 8 assessment tool has also been implemented, with reports being presented 6 monthly to ARIC. Work will occur in 2027 to ensure our current Essential 8 maturity remains relevant.

Performance key: Achieved | Carry over 2025-26 | Not achieved

2.1.4: Strengthen ICT security culture through awareness, behaviour and continuous improvement

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.1.4.1	Roll out cyber awareness training campaign for all staff	Manager ICT		All staff members complete the awareness training as required	100%	The cyber awareness training campaign has been successfully rolled out to all staff. The program increased awareness of cyber security risks and reinforced employee responsibilities in identifying and responding to common cyber threats, supporting Riverina Water's ongoing cyber security maturity.

2.2: Assure ongoing service delivery

We operate and maintain fit for purpose assets to ensure ongoing water supply and water quality to our current and future customers in line with our regulatory requirements and agreed service levels.

2.2.1: Enhance maintenance and operations through proactive planning, data driven decision making and asset management

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.2.1.1	Develop a proactive maintenance schedule for critical assets leveraging staff knowledge based on system risk assessments	Manager Assets & Engineering Systems		Preventative maintenance programs implemented for high-risk critical assets	70%	Completed

2.2.2: Enhance the effectiveness and efficiency in the delivery of services

Delivery Program Measure	Progress
Service reviews undertaken	No service reviews scheduled for 2025/26.

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.2.2.1	Develop approach to service reviews	Director Corporate Services		Service review approach developed and approved.		

2.2.3: Enhance water quality management by strengthening practices, culture and regulatory compliance

Delivery Program Measure	Progress
100% Compliance with the Australian Drinking Water Quality Guidelines	Riverina Water is compliant with the ADWG and working on review of its Drinking Water Management Plan

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.2.3.1	Establish a water quality improvement working group and implement Year 1 priority actions	Water Quality Supervisor		Year 1 water quality improvement program actions implemented	Achieved	Drinking water quality management team established, meeting quarterly and worked through year 1 priority actions. Staff water quality awareness training has been issued for all staff as part of our culture uplift.

Performance key:	Achieved	Carry over 2025-26	Not achieved

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.2.3.2	Update drinking water management plan	Manager Operations		Brief developed and consultant engaged to undertake the work	30%	Confirmed NSW Health support for funding and assignment of preferred WQ consultant to engage in May 2026. Formal engagement completed and held kick off meeting in June 2026. Scheduled onsite visits with WQ consultant and NSW Health & DCCEEW representatives in July 2026. Project will be completed 2nd quarter 2027

2.2.4: Efficiently deliver the capital works program by optimising budgets and resources to ensure assets support current and future service needs

Delivery Program Measure	Progress
Capital works completed on schedule	Good progress was made in delivering the capital works program totalling expenditure of $16.5M, which represents 74% of the adopted budget.

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.2.4.1	Prioritise the capital works program using the enterprise risk framework	Manager Projects		Projects in the immediate capital plan are assessed and ranked based on risk criteria and supported by a project charter.	Partial progress	Partial progress has been made towards this action. Project charters have been developed for the majority of capital projects, improving the documentation of project objectives, drivers and risks. Capital works projects continue to be prioritised based on operational requirements, regulatory obligations, asset condition, growth needs and service delivery impacts. However, the capital works program has not been systematically prioritised using the enterprise risk framework as originally intended. Further work is required to establish a formal methodology that aligns project prioritisation with enterprise risk management processes.

2.2.5: Enable sustainable growth by proactively responding to development applications and advancing infrastructure planning to ensure reliable water supply for our community

Delivery Program Measure	Progress
Development application reviewed and responded to within set timeframes	Achieved to date

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.2.5.1	Review and refine development application processes to establish clear service levels and criteria for inclusion in capital planning	Manager Assets & Engineering Systems		Service levels and processes are documented	100%	Service levels and processes are documented

2.2.6: Align ICT service delivery with Information Technology Information Library (ITIL) principles

Delivery Program Measure	Progress
IT services are aligned with ITIL principles	Core ICT policies have been reviewed and aligned with ITIL, work ongoing.

Performance key: Achieved | Carry over 2025-26 | Not achieved

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.2.6.1	Review and align relevant ICT procedures with ITIL practices and principles	Manager ICT	Achieved	Roadmap to alignment developed	Complete	Core ICT policies aligned with ITIL practices and principles have been successfully implemented. Lower-level supporting policies have also been completed, establishing a comprehensive policy framework to support effective ICT governance and service management.

2.2.7: Apply a structured business analysis framework to enhance efficiency, optimise service delivery and drive business transformation

Delivery Program Measure	Progress
Business projects in the ICT space apply the structure business analysis framework	No actions planned in 2025/26.

2.3: Proactively manage risks and opportunities

We encourage a positive risk culture to manage risks and to pursue innovation and continuous improvement across Riverina Water.

2.3.1: Complete system-based risk assessment (summer readiness) with implemented controls and proposed actions addressing gaps outside of risk appetite

Delivery Program Measure	Progress
Ability to meet water demand during extended outages	System-based risk assessments provide surety around controls and considerations to meet this measure.

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.3.1.1	Commence a system-based risk assessment (summer readiness) identifying controls, gaps and proposed actions	Director Engineering	Achieved	Systems based risk assessment is completed for two systems	Completed	We completed system-based risk assessment across four water supply systems. These have identified a number of additional controls such as critical spares for key assets, as while as capture knowledge around preventative maintenance programs to be included in the system. These workshops will continue to progress the summer readiness program.

2.3.2: Enhance risk identification, assessment and treatment capability across Riverina Water

Delivery Program Measure	Progress
Formal risk assessments completed and actioned	Completed and recorded risk assessments for 24/25 – 10 (excluding maintenance and construction and SWMS) 25-2026 period – 25 (excluding construction and maintenance and SWMS). 150% increase.

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.3.2.1	Implement Year 1 actions from forward plan to increase strategic risk management	Risk & Insurance Officer	Not achieved	Risk Steering Committee established and functioning as per developed Terms of Reference	Not achieved	Risk Steering Committee terms of reference have been developed., At this point msnagement has determined to not implement the Steering Committee due to other priorities in the risk space.

Performance key: Achieved | Carry over 2025-26 | Not achieved

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
				Completion of scheduled team workshops	12	Considerstion for appropriate timing to implement the committee will be given as part of the overall ongoing assessment of risk maturity in the 2026/2027 financial year. Management are comfortable that risks and proposed mitigations are being managed already within existing processes and frameworks, the SteerCo was an opportunity to further enhance this process.
2.3.2.2	Commence process for the implementation of risk management software	Risk & Insurance Officer	Carry over 2025-26 (yellow)	Consultant engaged to undertake work	Carry over, work has progressed	Work has commence on this action, with software demonstrations undertaken, including discussions with other Council's on their systems. A draft Request for Quote is being developed, with the view to go to market in the 3rd quarter of the 2026/27. This time delay is reflective of allowing the new Risk, Audit and Governance structure to occur. This has been picked up in the 2026/27 Operational Plan (item 2.3.2.2). Whilst this is slightly later than earlier anticipated, management are comfortable that risks are being managed adequately, albeit manually, for the short term.

2.3.3: Evaluate and establish the feasibility and benefits for digital metering technologies to determine the strategic position on potential rollout and alignment with operational goals

Delivery Program Measure	Progress
Completion of business case and feasibility study for digital solutions	Smart meters were not received until late 2025/26, program still to be complete

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.3.3.1	Commence organisational business case development by undertaking smart metering trial	Manager Assets & Engineering Systems	Not achieved (red)	Digital metering trial progressing	Not achieved	Smart meters were unavailable and only received June-July 2026 and now awaiting rollout. Program rolling over and will be continued.

2.3.4: Proactively monitor and manage PFAS water supply risks to meet regulatory requirements and ensure reliability and safety of water supply

Delivery Program Measure	Progress
PFAS within Australian Drinking Water Guideline limits	PFAS continues to be proactively monitored and managed to meet regulatory requirements and ensure reliability and safety of water supply.

Performance key: Achieved | Carry over 2025-26 | Not achieved

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.3.4.1	Work with key agencies to implement actions to mitigate PFAS risks	Director Engineering	Achieved	Any identified risks are mitigated as per appropriate treatment plan	Achieved	PFAS continues to be proactively monitored and managed to meet regulatory requirements and ensure reliability and safety of water supply. Key controls include a SPAL for additional water entitlements if needed, an MoU with Defence, hydrogeological review and options report for Tarcutta, augmentation options for additional WTP capacity. We continue to work with key agencies to manage risks effectively and mitigate customer impacts from associated costs.

2.3.5: Ensure Riverina Water is adequately insured in line with business operation requirements

Delivery Program Measure	Progress
All arising claims or events in the period have been adequately covered and or paid	Relevant claims processed or under management

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.3.5.1	Complete annual insurance renewal	Risk & Insurance Officer	Achieved	Annual insurance renewals completed in line with risks to Riverina Water at a reasonable cost	Complete	Annual insurance renewals were completed on time.

2.4: Provide effective leadership and governance

We show effective leadership to our people and community ensuring that our activities and operations are conducted in accordance with our values and good governance

2.4.1: Foster a culture that encourages accountability, professionalism and the best outcomes for Riverina Water

Delivery Program Measure	Progress
Completion of actions in DPOP	Majority of 2025/26 Operational Plan items completed
Staff engagement survey Progress	Staff survey was not scheduled for 2025/26

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.4.1.1	Identify and address potential non-compliance issues across all levels of the organisation	Director Corporate Services	Achieved	Compliance reports completed as required	0	All known instances of potential non-compliance have been addressed, with all required reporting completed. Following reporting to ARIC, work has commenced to strengthen compliance management through the investigation of a system to better manage the compliance register, improving oversight, control and the identification of potential non-compliance into the future.

2.4.2: Ensure policies, guidelines and procedures are current, suit organisational requirements and are effectively implemented

Delivery Program Measure	Progress
Currency and availability of policies, guidelines and procedures	Policies reviewed and adopted. Structure changes to provide further resourcing to meet this measure.

Performance key: Achieved | Carry over 2025-26 | Not achieved

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.4.2.1	Establish a clear and efficient process for approving publishing reviewing and communicating IT policies, guidelines and procedures	Manager ICT		Process reviewed and required modifications made	Completed	Process has been established and is being followed for all policy and procedure creation and reviews.
2.4.2.2	Review policy framework and support procedures to ensure these remain fit for purpose	Director Corporate Services		Framework reviewed and required modifications made	Completed	The policy framework has been reviewed and a structured review schedule implemented for both internal and external policies. Policy reviews are now progressing in accordance with the established schedule, supporting improved governance and ongoing compliance.

2.4.3: Create and implement a governance structure to align IT initiatives with organisation goals

Delivery Program Measure	Progress
All significant ICT initiatives have been supported by an identified clear alignment to organisational goals	Work ongoing

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.4.3.1	Establish an ICT Steering Committee	Manager ICT		Committee is established with a clear and agreed charter	Delayed, not achieved	A draft terms of reference has been drafted, however work has not progressed on this due to competing priorities and the requirement of the committee. Management are ok with the delay in the establishment of the steering committee, as governance oversight and investment prioritisation are happening at the MANEX and Executive level. This has been identified as a repeat action in the 2026/27 Operational Plan.

2.4.4: Collaborate with key stakeholder to support supply area growth and manage current and emerging issue

Delivery Program Measure	Progress
Water infrastructure projects are either delivered, responded to or planned to meet supply area growth requirements	Good progress made across a range of projects which has been reported elsewhere in this report, including the new reservoir at Oura, the new watermain in Plumpton Road and construction of a new works depot at The Rock

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
2.4.4.1	Conduct regular meetings with our constituent councils on Riverina Water growth and management of current and emerging issues	CEO		Monthly and quarterly meetings held with Wagga Wagga City Council	Completed	Relationships with our constituent councils were maintained throughout the year through regular engagement, ongoing collaboration on matters of mutual interest, and consistent post Board meeting briefings to the four General Managers.
				Meetings held with three rural councils as needed	Completed	

Performance key: Achieved | Carry over 2025-26 | Not achieved

Strategic Pillar 3: Our Sustainability

We are environmentally responsible, financially secure and plan for the future

3.1: Responsibly manage our impact on the natural environment

We operate with an understanding of our natural resource responsibilities and seek to minimise our impact on the environment

3.1.1: Implement sustainable practices to support our long-term transition to net zero

Delivery Program Measure	Progress
Reduction in greenhouse emissions	Minimal progress in achieving this target apart from good progress in obtaining the approvals ahead of the construction of the solar plant.

	Operational Plan Action	Responsible Officer	Performance Measure	Actual	Status	Commentary
3.1.1.1	Commence construction of the solar pilot plant	Project Engineer - Strategic Planning	Stage 1 started - HV microgrid started	Completed	Achieved (green)	The Solar Pilot Plant Project is made of 7 sub projects: -HV microgrid -Solar & Energy Storage plant -OT/IT Segregation -Original WTP Electrical Augmentation -East Wagga Bores 1,2 and 3 Electrical and Communications Upgrade -Admin Building Supply Augmentation -High Level & Bore pipe construction All projects are interconnected and rely on design and delivery coordination to ensure efficient project delivery. Four projects; HV Microgrid, Solar & Energy Storage plant, OT/IT Segregation and High Level & Bore pipe construction have all been started this financial year. The Solar Pilot Plant is a multi-year project and will continue to be reported on in the next OP period.
3.1.1.2	Review and realign net zero initiatives to strategic objectives	CEO	Determination on way forward for Riverina Water to achieve net zero	Carry over	Carry over (yellow)	This action has been carried forward as a priority in the 2026/27 Operational Plan (Action 3.1.1.2). Work has progressed on developing a proposed way forward, to be brought for for Board consideration within the first six months of the new financial year. As part of this realignment of our net zero approach, resourcing options will continue to be considered.

3.1.2: Protect and restore sites to prevent environmental degradation, ensuring sustainable land and water management

Delivery Program Measure	Progress
No environmental degradation from Riverina Water activities	No reportable progress in 2025/26

Performance key:	Achieved	Carry over 2025-26	Not achieved

	Operational Plan Action	Responsible Officer	Performance Measure	Actual	Status	Commentary
3.1.2.1	Continue protection and restoration projects in capital works program	Manager Projects	Completion of projects as per project plan	Completed		During 2025-26, environmental protection and restoration initiatives were advanced through the capital works program. A key achievement was progression of the WTP Bank Stabilisation Project from design and procurement into construction, supporting improved environmental outcomes and protection of critical water infrastructure. Environmental improvement works continue to be prioritised and planned based on risk, operational requirements and available funding

3.2: Strategically manage our assets and finances

We plan our finances and enhance and integrate our asset management to remain sustainable

3.2.1: Inform business decisions by strong financial data and governance

Delivery Program Measure	Progress
Key business decisions directly informed by financial analysis	In progress. Riverina Water is investing in expanded reporting capabilities to be implemented in 2026/27. Review of two finance business process has not yet commenced.

	Operational Plan Action	Responsible Officer	Performance Measure	Actual	Status	Commentary
3.2.1.1	Increase information and controls around budget management	Manager Finance & Sourcing	Variance between projected and actual financial outcomes at year end	Achieved		A new budget management policy was endorsed by the Board at the February 2026 meeting. Detailed management reports continue to be sent monthly, with a review and action on performance against budget.
3.2.1.2	Embed and streamline finance service delivery and business processes	Manager Finance & Sourcing	Business processes are reviewed and improvements implemented	Partially achieved, carry over.		The business review of payroll was conducted as a part of an internal audit into payroll processing. Actions arising from this review are in the process of being addressed and will continue into next financial year. The review of Accounts Payable processes will commence following this. This work will continue as part of the operational plan action for 2026/27.

3.2.2: Ensure robust financial planning that enable Riverina Water to achieve its stated objectives in the medium to long term

Delivery Program Measure	Progress
Performance measures as disclosed in the annual financial statements are met	Not yet reported – financial statements current being prepared for 2025/26.

	Operational Plan Action	Responsible Officer	Performance Measure	Actual	Status	Commentary
3.2.2.1	Implement a financing strategy which clearly informs decision making for funding of major capital works with consideration to current and future users (intergenerational equity), risk and operational requirements	Manager Finance & Sourcing	Financing strategy is endorsed	Carry over		Preliminary discussions have been had with potential consultants to assist with this work. Further work on this has not been prioritised due to the timing and ongoing work of the growth and master planning. Noting this work is now progressing, we will recommence the financing strategy. This work will continue as part of the operational plan action for 2026/27.

Performance key:	Achieved	Carry over 2025-26	Not achieved

3.2.2.2	Develop long term financial plan scenarios to model financial projections on a range of future service levels to improve decision making for the future	Manager Finance & Sourcing	Long term financial plan scenarios are endorsed following public exhibition	Achieved	Green	The Long Term Financial Plan was developed in conjunction with development of the 2026/27 Operational Plan and Annual Pricing Review. The revised Long Term Financial Plan was adopted at the Board meeting of 29 June 2026.
3.2.2.3	Review and update developer service charges to reflect infrastructure requirements for 30Year growth model	Manager Assets & Engineering Systems	Revised Developer Service Plan is adopted	Partially achieved, carry over	Yellow	Development Servicing Plan drafted, pending External Audit and adoption

3.2.3: Strategically manage financial assets

Delivery Program Measure	Progress
Investment portfolio consistently outperforms the benchmark Ausbond Bank Bill Index return	Ongoing, achieved to date.

	Operational Plan Action	Responsible Officer	Performance Measure	Actual	Status	Commentary
3.2.3.1	Make investment decisions in line with policy objectives as opportunities arise	Manager Finance & Sourcing	Monthly investment reports are presented to the Board in accordance with legislative requirements	Achieved	Green	Monthly investment report has been provided to the Board at each meeting.
3.2.3.2	Ensure investment policy risk and return objectives are appropriate to meet organisational requirements	Manager Finance & Sourcing	Endorsement of Investment Policy by Board	Achieved	Green	A comprehensive review of the Investment Policy was undertaken in consultation with our Investment Advisor. The revised Policy was presented to the Board meeting of 29 June 2026 and endorsed for public exhibition. The Policy will return to the Board meeting of 27 August 2026 for adoption.

3.2.4: Optimise our infrastructure through improved asset life cycle management

Delivery Program Measure	Progress
Overall improvement in asset ratings as reported in financial statements	No reportable progress in 2025/26

	Operational Plan Action	Responsible Officer	Performance Measure	Actual	Status	Commentary
3.2.4.1	Develop road map to improve asset management practices based on established target asset management maturity level	Manager Assets & Engineering Systems	Asset management improvement plan developed	65%, carry over	Yellow	Resource prioritised elsewhere due to operational need. Gap analysis completed.
3.2.4.2	Conduct an assessment of current ICT assets to identify areas where consolidation can be achieved	Manager ICT	Assessment is completed	Completed	Green	This action has been completed and consolidation has occurred with a reduction in ICT assets as a Progress. We now also have a robust records of all ICT assets. A recent consolidation of phone assets occurred a reduction occurring in the number handsets, with employees opting to use existing mobiles.

Performance key: Achieved | Carry over 2025-26 | Not achieved

3.3: Successfully deliver integrated strategies and plans

We do not plan in isolation. Our strategies and plans are informed, considered and well-executed.

3.3.1: Develop and adopt water supply infrastructure master plans with a clear roadmap for delivery, considering resources, priorities and constraints, including Western, Southern and Northern trunk strategies

Delivery Program Measure	Progress
Adopted infrastructure master plans	Not completed in 2025/26

	Operational Plan Action	Responsible Officer	Performance Measure	Actual	Status	Commentary
3.3.1.1	Develop an approach to master planning that will provide a detailed roadmap for delivering infrastructure based on resources, priorities and constraints	Director Engineering	Approach to master planning is adopted by Manex 31 Dec 2025	Initial work completed, finalisation in 2026/27		The infrastructure master plan scope and RFQs have been completed and will go to market shortly, with completion during 2026/27.

3.3.2: Provide clear direction and accountability through integrated planning and reporting

Delivery Program Measure	Progress
Plans and report evidence integration	Plans include Integrated Planning & Reporting context; work ongoing to increase integration

	Operational Plan Action	Responsible Officer	Performance Measure	Actual	Status	Commentary
3.3.2.1	Continue development of organisational performance reporting	Director Corporate Services	Performance dashboards developed and reviewed by management	Not achieved		Structure changed enacted in 2025/26 and resourcing of role taking place in 2026/27
3.3.2.2	Commence implementation of outcomes of Regulatory Assurance Framework review	Executive	Identified Year 1 actions are delivered	Responses to DCCEEW provided as required		Management have responded to Regulatory Assurance Framework requests and provided further information to resolve gaps. As at 30 June 2026, DCCEEW had not yet provided an update or further request for information.

3.3.3: Establish a standardised project management framework

Delivery Program Measure	Progress
Project management frameworks established and integrated into planning and delivery	Projects and ICT both working within relevant platforms and methodologies; integration work ongoing.

	Operational Plan Action	Responsible Officer	Performance Measure	Actual	Status	Commentary
3.3.3.1	Commence roll out of Procore in line with adopted project plan	Manager Projects	Procore project management module implemented as per project plan	Achieved		Procore was implemented during 2025/26, with configuration, staff training and rollout activities completed. The platform is now being actively used to manage capital works projects and associated project records. Integration with Infor is ongoing and is approaching user acceptance testing.

Performance key: Achieved | Carry over 2025-26 | Not achieved

3.3.3.2	Establish and implement a standardised project management framework for ICT	Manager ICT	Project management framework for ICT is implemented	Achieved	●	ICT has adopted Riverina Water's existing project management methodology, which is based on the Project Management Body of Knowledge (PMBOK). The methodology scales to project size and risk, and gives ICT the same delivery and governance approach used across the organisation.

3.4: Plan for and respond to changes in the internal and external context

We are a resilient organisation that anticipates change and can positively respond to internal and external challenges

3.4.1: Proactively manage water entitlements to meet current and future demand and support growth

Delivery Program Measure	Progress
Overall water entitlements are increased in order to meet future demand as identified in the IWCMP	Water entitlement strategy commencing 2026/27

	Operational Plan Action	Responsible Officer	Performance Measure	Actual	Status	Commentary
3.4.1.1	Develop water entitlement strategy	Director Engineering	Water entitlement strategy adopted	Not achieved.	●	Our 30 Year growth strategy has been completed understand future required water entitlements. The entitlement strategy has been reprioritised to commence in 2026/27.

3.4.2: Achieve organisational resilience through adequate incident management response planning

Delivery Program Measure	Progress
Incidents are management within the set targets as per the individual response plans	No progress to date. Active focus on Incident Management including business interruptions targeted for second quarter 2026/27.

	Operational Plan Action	Responsible Officer	Performance Measure	Actual	Status	Commentary
3.4.2.1	Develop a fit-for-purpose incident management response framework including the development and review if allocated sub-plans	Risk & Insurance Officer	Emergency management framework endorsed	Not achieved.	●	This action was not completed in the current financial year due to resourcing constraints which have been addressed through recent structure changes. This action has been identified in the 2026/27 Operational Plan for completion (item 3.4.2.1). Management processes would suffice in the event, however there is opportunity for improvement, hence this being prioritised.
			Review Business Continuity Plan endorsed	Not achieved.		

3.4.3: Embed centre-led procurement practices that are aligned with LGNSW determined principles for sustainable procurement

Delivery Program Measure	Progress
Compliance with updated procurement policies and procedures	Ongoing

	Operational Plan Action	Responsible Officer	Performance Measure	Actual	Status	Commentary
3.4.3.1	Develop a fit-for-purpose sustainable procurement roadmap and commence first year actions	Manager Finance & Sourcing	Year 1 actions implemented	Not Achieved	●	Work has commenced on this, with the collation of information. It was proposed that the plan will be formalised this financial year,

Performance key: Achieved | Carry over 2025-26 | Not achieved

	with year 1 actions to commence next year. To support internal resourcing in progressing the roadmap, an application was made for an external grant, however Council was unsuccessful in that application. This work will continue as part of the operational plan action for 2026/27.

3.4.4: Ensure drought preparedness to help mitigate the impacts of drought

Delivery Program Measure	Progress
Drought management plan in place and supporting documentation completed	Work ongoing

	Operational Plan Action	Responsible Officer	Performance Measure	Actual	Status	Commentary
3.4.4.1	Finalise drought management plan	Manager Operations	Drought management plan is endorsed	Not achieved, significant work completed		Project progressing and expected to be completed by 2nd Quarter 2027 FY Variation to project to include customer billing data analysis for residential, commercial, institutions, parks & gardens etc, to qualify capacity to respond to water restrictions. This project has overlap with demand management plan.

Performance key: Achieved | Carry over 2025-26 | Not achieved

Strategic Pillar 4: Our Community

We provide exceptional customer service and demonstrate social responsibility to our community

4.1: Build stronger relationships with our diverse communities

We engage openly, listen actively and collaborate meaningfully with our diverse community to foster trust, mutual understanding and long-lasting connections.

4.1.1: Respectfully engage with our First Nations community and their heritage

Delivery Program Measure	Progress
Reconciliation Action Plans developed and implemented in line with Reconciliation Australia	Ongoing actions achieved, draft new plan developed

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
4.1.1.1	Implement current Reconciliation Action Plan	Customer & Comms Team Leader		All action items in the Reflect RAP 2024/25 are completed	Achieved	All identified actions in the current version of the Reconciliation Action Plan have been achieved, including the drafting of the next iteration of the Plan. The working group continues to meet quarterly.
4.1.1.2	Commence development of the next Reconciliation Action Plan, meaningfully engaging First Nations people to ensure innovative opportunities for reconciliation	Customer & Comms Team Leader		Draft RAP is developed in line with Reconciliation Australia requirements	Achieved	The next Reconciliation Action Plan has been developed and consulted through the working group. Additional consultation will First Nation Stakeholders will take place prior to lodgment with Reconciliation Australia.

4.1.2: Increase the awareness, understanding and perceived value of the role Riverina Water plays in the community

Delivery Program Measure	Progress
Customer awareness of Riverina Water's roles and impact measured in annual survey	Work ongoing, initial increase in awareness in customers' understanding of water supply process in survey data

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
4.1.2.1	Invest in brand awareness initiatives, marketing and information sharing	Customer & Comms Team Leader		Annual marketing campaign developed and implemented	Achieved	Ongoing investment into advertising, marketing, and information sharing has been made throughout the year for various items.

4.1.3: Build and maintain strong relationships across stakeholders to improve the flow of information and ensure decisions are inclusive and well-informed

Delivery Program Measure	Progress
Specific stakeholder engagement sessions are delivered	Ongoing as required

Performance key: Achieved | Carry over 2025-26 | Not achieved

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
4.1.3.1	Offer community consultation via the stakeholder engagement matrix	Customer & Comms Team Leader	Achieved	All identified opportunities for public participation are offered to relevant stakeholders	Complete	Community consultation has been undertaken throughout the year in accordance with the Stakeholder Engagement Matrix, ensuring engagement activities align with the identified stakeholders and consultation requirements.

4.2: Understand and respond to our customer needs and expectations

We actively seek feedback, anticipate customer needs and deliver responsive services that enhance satisfaction and build trust.

4.2.1: Enhance customer experience through digital and technology uplift

Delivery Program Measure	Progress
Customers using digital services via customer portal	Portal usage and paperless billing increased, work ongoing

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
4.2.1.1	Complete rollout of customer service portal	Customer & Comms Team Leader	Achieved	New users registered for customer portal	Achieved in second quarter	Portal rollout is complete. Investment into marketing to drive further uptake will be ongoing. At six-monthly report, more than 10,000 registered accounts receiving paperless billing.
4.2.1.2	Review information architecture of website	Customer & Comms Team Leader	Achieved	Content and structure action plan developed and implementation commenced	Review undertaken, implementation to occur in 2026/27	Review has occurred with third party consultant, with a comprehensive recommendations report. This work continues in the 2026/27 Operational Plan with implementation of these actions (item 4.2.1.1).

4.2.2: Develop an enhanced understanding of customers and their expectations through data, insights and analytics to help inform our service offering

Delivery Program Measure	Progress
Customer survey participation rates	Baseline data established, participation steady in 2025/26

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
4.2.2.1	Complete annual customer survey	Customer & Comms Team Leader	Achieved	Customer survey participation	1046	Survey completed with results reported to the board at the June meeting.
4.2.2.2	Develop levels of service (LoS) document	Customer & Comms Team Leader	Achieved	LoS document is approved	Document is in consultation	Levels of Service Document has been developed and is currently progressing through consultation. Next steps will include finalising the document into public interfacing information on the website, and internal implementation and education.

Performance key:	Achieved	Carry over 2025-26	Not achieved

4.2.3: Support the financial wellbeing of our customers

Delivery Program Measure	Progress
Customer satisfaction when accessing financial assistance	Minimal cases in 2025/26 to measure

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
4.2.3.1	Undertake review of our current debt management and hardship policy and processes	Customer & Comms Team Leader	Achieved	Relevant policies are adopted by Board	Achieved	Debt management and hardship policy were presented at the April board meeting and adopted in June following public exhibition.

4.3: Actively support and contribute to our community

We champion initiatives that enrich our community and demonstrate our commitment to making a positive impact

4.3.1: Invest in our community and support the enhancement of the social, cultural and environmental life of our community

Delivery Program Measure	Progress
Community awareness of the benefits created by community support initiatives as measured in annual survey	Currently meeting 30% target

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
4.3.1.1	Provide funding opportunities that support community projects and initiatives	Customer & Comms Team Leader	Achieved	Available funding is fully expended	100%	Grants program has been delivered, and donations and sponsorships are ongoing as reported each meeting to the board.
4.3.1.2	Seek opportunities to be involved in initiatives that contribute to our industry that potentially extend broader than our local community	CEO	Achieved	Membership of Water Aid and participation in other initiatives or offerings	3	We actively sought opportunities to contribute beyond our local community through initiatives that support the broader water industry. This included our ongoing partnership with WaterAid and participation in Winnovators, as well as continued representation on the Infor Customer Experience Board to help influence industry best practice and future technology improvements.

4.4: Improve water literacy in our community

We help our customers and community to understand where their water comes from and manage their water usage

4.4.1: Promote responsible water use by delivering clear education, practical resources and consistent messaging that supports lasting behaviour change

Delivery Program Measure	Progress
Customer awareness of water supply process as measured in annual survey	Baseline data established, initial minor increase shown in survey data

Performance key:	Achieved	Carry over 2025-26	Not achieved

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
4.4.1.1	Review approach to demand management in line with the NSW water efficiency framework	Customer & Comms Team Leader	Not achieved	Customer initiatives to support demand management are developed, scoped and endorsed by the Board	Not achieved.	Work has progressed on aligning Riverina Water's approach to demand management with the NSW Water Efficiency Framework. While this action was not completed during 2025/26, progress has been made and the remaining work has been incorporated into the 2026/27 Operational Plan (item 4.4.4.1). Management is satisfied that the delay does not present any material short-term impacts, with the work continuing to be prioritised and delivered through existing internal resources. No additional budget implications are anticipated.

4.4.2: Provide accessible and relevant educational information and opportunities to our customers and the community

Delivery Program Measure	Progress
Primary schools in supply area utilise educational material or participate in education opportunity.	Current initiatives taken up by 6 primary schools.

	Operational Plan Action	Responsible Officer	Status	Performance Measure	Actual	Commentary
4.4.2.1	Implement education program and offering	Customer & Comms Team Leader	Achieved	Schools utilise education material or participate in education opportunity	6 schools, 22 classes	Through EnviroMentors, 22 incursions were delivered to 6 schools. The nature of this program was around saving water, including the water cycle, the limited supply of fresh water, and ways to conserve, share and reuse water. In addition to this, multiple tours have been held.

Performance key:	Achieved	Carry over 2025-26	Not achieved

R11 Lost Time Injury Statistics July 2025 to June 2026

Organisational Area **Chief Executive Officer**

Author Gabrielle Calverley, WHS Coordinator

Summary This report presents information on Lost Time Injury statistics for the 2025/2026 financial year.

RECOMMENDATION that the Board receive and note the statistics report for Lost Time Injuries (LTIs) for the period July 2025 to June 2026, noting that the data is accurate as of 17 August 2026.

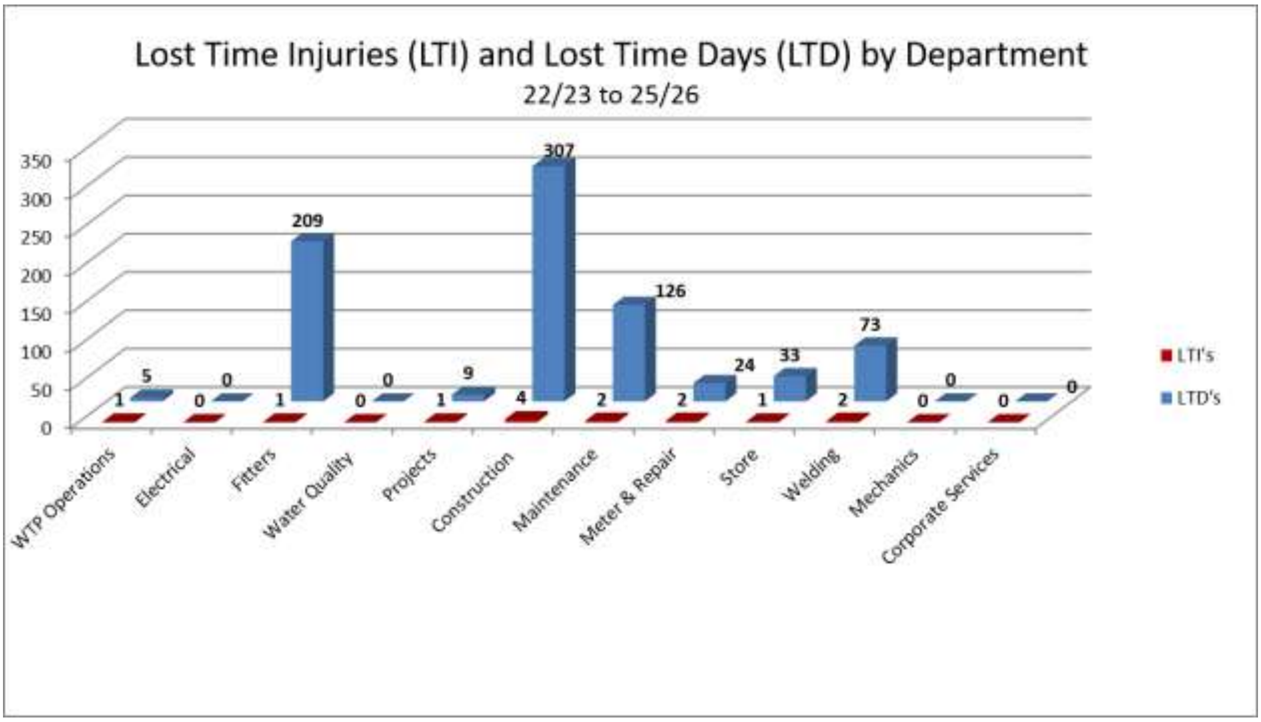
Report

Workers Compensation Statistics	22/23	23/24	24/25	25/26
Claims lodged	10	7	7	13
Premium Impacting Claims	5	2	2	6
Claims currently open	1	0	1	6
Lost Time Days (LTD's)	360	118	45	265

Open Claims – Premium Impacting		
Date of Injury	**Injury / Illness Description**	**Lost Time Days** (Days off work)
02/03/2026	Psychological	33
29/08/2025	Musculoskeletal – upper limb	1
18/08/2025*	Psychological	209
Open Claims Total LTD's		**243**

***** Note – Date of injury has been amended by the insurer, State Cover Mutual, to ensure compliance with the NSW Workers Compensation Act 1987, which requires that a nature and conditions disease must have a 'date of injury' matching the first day of incapacity.

Riverina Water has a member of its Work Health and Safety Team who coordinates the return-to-work programs for each injured worker with the aim of both assisting the injured employee recover and to minimise the LTD's



Strategic Alignment

Our People
Partner with our people to ensure they go home safe and well

Financial Implications

Riverina Water works in partnership with its insurer StateCover Mutual to minimise costs associated with each claim, to minimise the annual premium paid for workers compensation insurance.

Workforce Implications

An additional FTE resource has been appointed to the WHS Team and commenced duties in August 2026. This additional WHS Officer role will provide additional capacity and uplift in the workers compensation and return to work portfolio at Riverina Water.

Risk Considerations

Work, Health and Safety Riverina Water acknowledges the high-risk environment in which we operate	
No appetite	Riverina Water has **no appetite** for risk of serious impact to the health (through accident, injury or illness) or wellbeing of Riverina Water staff, board members, contractors, visitors, members of our community or the public.

Risk Alignment

Monitoring Workers Compensation data enables Riverina Water to identify injury and illness trends, target prevention efforts to reduce insurance premiums and protect our people from harm.

R12 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 the Board of Riverina Water be noted and received.

Report

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

- **R12.1 Council Resolution Sheet** ⇩

Strategic Alignment

Our Operations
Proactively manage risks and opportunities

Financial Implications

Nil

Workforce Implications

Nil

Risk Considerations

Corporate Governance and Compliance	
Low	Riverina Water has **low** appetite for risk of failure to comply with legislation, regulations, policy/procedures and transparent, ethical decision making. Minor breaches are expected from time to time but it will be reported and responded to.

Risk Alignment

Not Applicable

OUTSTANDING ACTIONS REPORT

Printed: Friday, 14 August 2026 2:42:18 PM

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

22/183 RESOLVED:

On the Motion of Councillors D Meyer OAM and T Quinn

That Council:

(a) proceed with the compulsory acquisition of the land described as 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991; and

(b) make an application to the Minister and the Governor for approval to acquire 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), for the purpose of the construction of the Rock Reservoir and associated access in accordance with Section 186(1) of the Local Government Act 1993

(c) upon acquisition, classify the land as operational land in accordance with the Local Government Act.

(d) Delegate authority to the CEO to sign all documents relating to the compulsory acquisition and pay requisite compensation for the land.

CARRIED

Notes For Action

07 Dec 2022 9:50am Vincent, Melissa
The acquisition process continues as planned.

14 Feb 2023 11:20am Vincent, Melissa
The acquisition process continues again more slowly than expected. Council's solicitor has carriage of the process

08 Jun 2023 3:18pm Vincent, Melissa
The RMS rejected 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.

19 Jun 2024 4:10pm Vincent, Melissa
A workshop to update the Board on this matter was held on 27 June 2024.

29 Nov 2024 8:33am Vincent, Melissa
Riverina Water have engaged NSW Public Works to finalise the land acquisition by June 2025

16 Jun 2025 8:17am Vincent, Melissa
Work continues on the land acquisition by NSW Public Works with a meeting held with the landowner in June

10 Oct 2025 9:00am Vincent, Melissa
Our application for compulsory acquisition can commence from the 31 October 2025, as the nominal end of the six-month negotiation period required by the Just Terms Act and the Office of Local Government (OLG) annual “PAN Pause” period during which compulsory acquisitions are not permitted. We are still in discussions with the landowner who have indicated they are seeking an independent valuation. If no agreement is reached with the landowner by the 31 October 2025, we will initiate compulsory acquisition

02 Dec 2025 8:23am Vincent, Melissa
NSW Public Works lodged paperwork as the next step in the acquisition on November 12. The NSW Office of Local Government are expected to process the application by December 17”, The Landowner remains difficult to contact and negotiate with. The compulsory acquisition process will now continue to allow Riverina Water to conclude this matter in the coming months

13 Feb 2026 9:42am Vincent, Melissa
Ministerial approval from OLG has been received., 1. Riverina Water will be authorised to formally serve the PAN on Mr Black, 2. Service of the PAN will commence the statutory 90-day negotiation period under the Act, 3. Riverina Water and the landowner will seek to reach agreement on just terms compensation during this period, 4. If agreement is not reached, the matter may proceed to compulsory acquisition and compensation determination by the Land and Environment Court

11 Jun 2026 9:10am Vincent, Melissa
Riverina Water has agreed to extend the 120-day negotiation period by one month due to the recent ill-health of Mr Black and also to allow him time to receive his own valuation report and respond to our offer before the acquisition is finalised by compulsory acquisition

Meeting	Date	Officer	Title	Target
Board Meeting 26/02/2026	26/02/2026	Lang, Josh	Request from Opening Doors Foundation	12/03/2026
Resolution				

26/031 RESOLVED:

On the Motion of Councillors J McKinnon and G Davies

That Council:

a) Receive and note the report;

b) Determine not to provide an exemption of water charges under Section 558 of the Local Government Act 1993 in relation to the request received from Opening Doors Foundation; and

c) Approve a one-off donation of $5,000 to the Opening Doors Foundation.

CARRIED

OUTSTANDING ACTIONS REPORT

Printed: **Friday, 14 August 2026 2:42:18 PM**

Meeting	Date	Officer	Title	Target

Notes For Action

09 Apr 2026 12:56pm Vincent, Melissa
The CEO of Opening Doors Foundation has accepted an invitation to attend the June meeting of the Board

14 Aug 2026 2:39pm Vincent, Melissa
There is a report to this meeting of the Board following the presentation to the June meeting.

Meeting	Date	Officer	Title	Target
Board Meeting 29/06/2026	29/06/2026	Tonacia, Emily	Opening Doors Foundation - Correspondence from Dr Joe McGirr MP	13/07/2026
Resolution				

A motion was moved by Councillors J McKinnon and D Tout

That Council note the correspondence received from the office of Dr Joe McGirr MP regarding charitable water charge exemptions.

An amendment was proposed by Cr Driscoll that in addition to the above wording that a report on the financial implications of removing the availability charge be prepared for consideration by the Board at a future meeting.
The mover and seconder of the motion agree to incorporate the amendment into the motion.

CARRIED/LOST

26/085 **RESOLVED:**
On the Motion of Councillors J McKinnon and D Tout

That:

(a) **That Council note the correspondence received from the office of Dr Joe McGirr MP regarding charitable water charge exemptions,**

(b) **that a report considering the request by Opening Doors Foundation to waive fees as previously requested be prepared for consideration by the Board at a future meeting.**

CARRIED

Notes For Action

14 Aug 2026 2:40pm Vincent, Melissa
There is a report to this Board meeting.

Meeting	Date	Officer	Title	Target
Board Meeting 29/06/2026	29/06/2026	Lang, Josh	2026/27 Grants program	13/07/2026
Resolution				

26/089 **RESOLVED:**
On the Motion of Councillors A Condron and D Tout

That Council:

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

CARRIED

Notes For Action

14 Aug 2026 2:41pm Vincent, Melissa
This item was endorsed via the englobo motion at the June meeting and the report is included in this business paper

Meeting	Date	Officer	Title	Target
Board Meeting 29/06/2026	29/06/2026	Crakanthorp, Andrew	Regional Banking Investment Alliance (RBIA)	13/07/2026
Resolution				

26/097 **RESOLVED:**
On the Motion of Councillors A Condron and D Tout

That Council:

1. **Formally endorse the *Obligation on banks to fund face-to-face banking in regional Australia* campaign led by the Regional Banking Investment Alliance and include the Riverina Water logo on RBIA materials.**

OUTSTANDING ACTIONS REPORT

Printed: Friday, 14 August 2026 2:42:18 PM

Meeting	Date	Officer	Title	Target

2. **Advocate to the Commonwealth Government to legislate a cost sharing model for banks to fund regional face-to-face banking services.**

3. **Continue to leverage Riverina Water's existing advocacy platforms to amplify the campaign.**

CARRIED

Notes For Action

14 Aug 2026 2:42pm Vincent, Melissa

This matter is in the hands of the CEO for action as resolved

R13 Works Report covering June 2026

Organisational Area **Engineering**

Author Troy van Berkel, Director Engineering

Summary This report provides an overview of water usage, connections, maintenance and water quality matters during June 2026.

RECOMMENDATION that the Works Report covering June 2026 be received and noted

Report

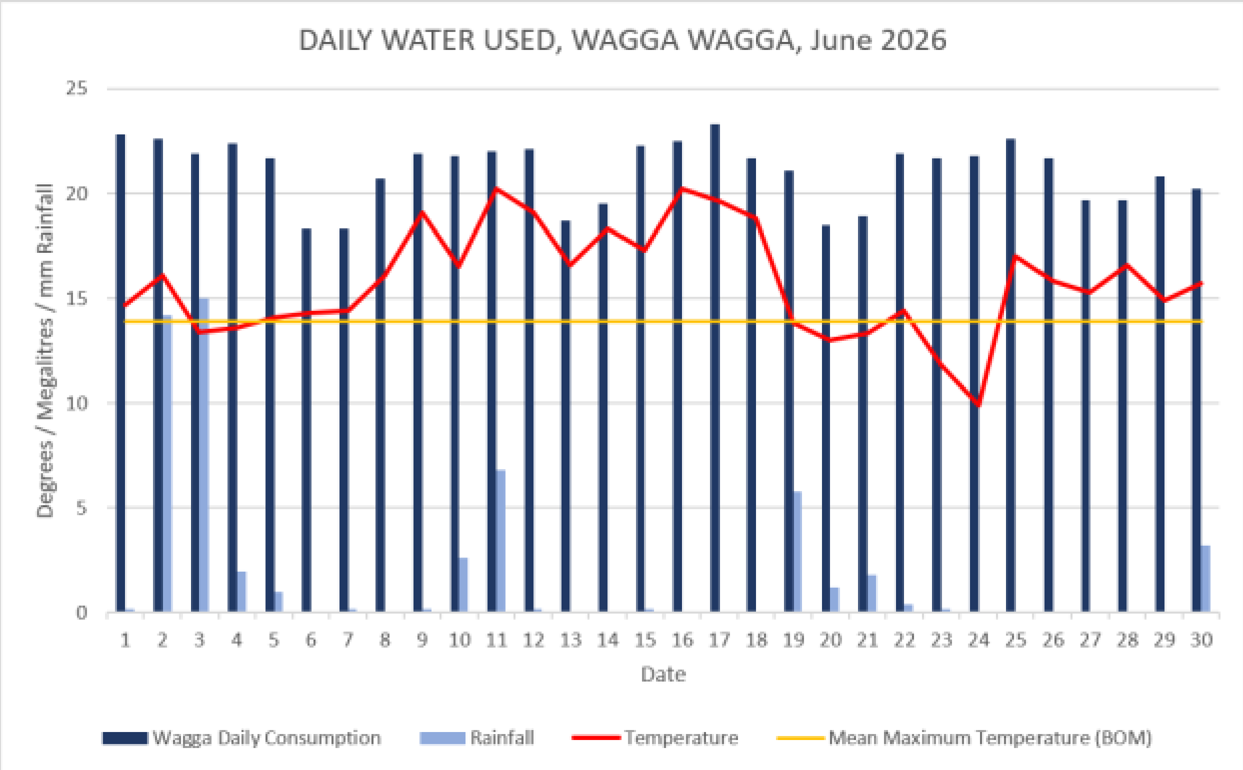
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 30th June 2026.

Water Sourced and Used

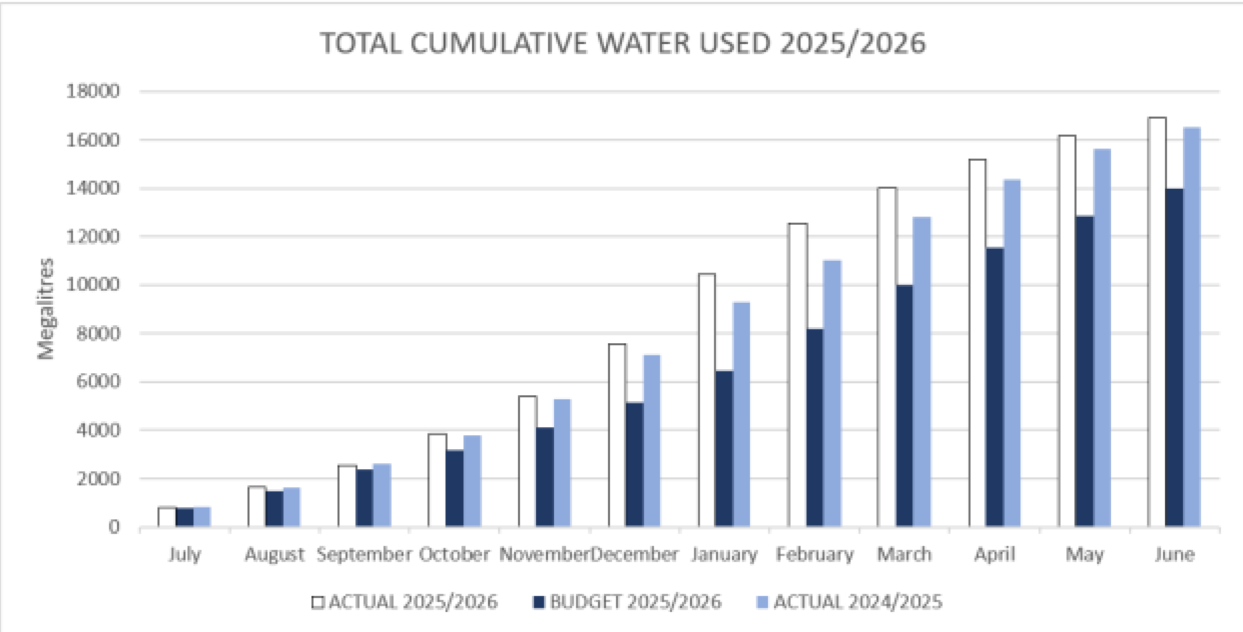
WATER SOURCED - Megalitres [ML]		June 2024	June 2025	June 2026
Rainfall [mm]		28.2	54.0	55.2
Wet Days		9	15	17
Surface Water Sources				
Murrumbidgee Regulated River Water	**Sub-Total**	**14.0**	**1.8**	**133.9**
Wagga Wagga - Murrumbidgee River		13.6	1.5	133.9
Morundah - Yanco Creek		0.36	0.34	0.00
Urana - Colombo Creek		0.0	0.0	0.0
Groundwater Sources	**Sub-Total**	**805.1**	**876.0**	**687.3**
Wagga Wagga Alluvial Groundwater				
East Wagga Wagga		482.7	263.1	0.7
West Wagga Wagga		78.6	547.1	459.6
North Wagga Wagga		180.2	0.0	182.3
Oura		3.5	2.8	3.1
Mid Murrumbidgee Zone 3 Alluvial Groundwater				
Collingullie		6.4	4.5	2.8
Bulgary		32.4	32.7	10.2
Billabong Creek Alluvial Groundwater				
Walla Walla (near Culcairn)		0.0	0.1	0.3
Ralvona		12.8	16.6	16.0
Walbundrie		3.6	3.5	3.0
Gundagai Alluvial Groundwater (Tarcutta)		2.9	3.2	4.9
Lachlan Fold Belt MDB Groundwater				
Woomargama		0.7	0.8	0.9
Humula		0.1	0.4	0.4
Goldenfields Water (bulk supply)		1.0	1.2	3.0
	Surface and Groundwater - TOTAL	**819.1**	**877.8**	**821.1**

WATER SUPPLIED - Megalitres [ML]			June		
			2024	2025	2026
Greater Wagga Wagga	**Wagga Wagga System**	**Sub-Total**	**478.4**	**518.0**	**475.3**
	Wagga Low Level		60.0	62.9	54.3
	Wagga High Level		370.6	372.3	343.6
	Bellevue/Glenoak Level		40.3	47.0	42.2
	Ladysmith		7.5	4.6	4.3
	Gregadoo		0.0	31.2	30.9
	North Wagga System	**Sub-Total**	**190.8**	**196.6**	**183.6**
	North Wagga/Bomen		81.6	74.2	70.0
	East Bomen		17.8	20.3	22.4
	Estella		68.1	73.5	66.8
	Rural - Brucedale		12.6	14.9	14.5
	Rural - The Gap/Tooyal		0.0	8.8	4.0
	Rural - Currawarna/Cottee		10.7	4.9	5.9
	GREATER WAGGA WAGGA - TOTAL		**669.3**	**714.6**	**659.0**
Rural	**Southern Trunk System**	**Sub-Total**	**0.0**	**87.7**	**77.2**
	(Southern Trunk- Rural Connections)		0.0	26.9	26.0
	San Isadore		0.0	3.6	2.9
	Kapooka		0.0	21.3	13.8
	Uranquinty		0.0	8.9	6.2
	The Rock		0.0	5.3	4.2
	Mangoplah		0.0	0.9	1.2
	Yerong Creek		0.0	1.3	1.9
	Pleasant Hills		0.0	5.7	6.8
	Milbrulong		0.0	0.2	0.1
	Henty		0.0	8.3	7.4
	Morven		0.0	2.6	3.2
	Walla Walla		0.0	3.7	3.4
	Transferred to Western Trunk		0.0	-0.9	-16.8
	Western Trunk System	**Sub-Total**	**0.0**	**34.5**	**27.0**
	(Western Trunk - Rural Connections)		0.0	22.6	16.4
	Lockhart		0.0	5.8	5.6
	Boree Creek		0.0	0.7	0.8
	Urana		0.0	2.0	1.8
	Oaklands		0.0	2.5	2.3
	Morundah*				0.2
	Transferred from Southern Trunk		0.0	0.9	16.8
	Independent Villages	**Sub-Total**	**29.8**	**31.7**	**30.8**
	Collingullie		5.9	4.0	2.6
	Humula		0.1	0.4	0.4
	Morundah*		0.3	0.3	
	Oura		3.5	2.8	3.1
	Woomargama		0.7	0.8	0.9
	Tarcutta		2.9	2.9	4.5
	Holbrook		12.8	16.7	16.1
	Walbundrie-Rand		3.6	3.9	3.3
	RURAL - TOTAL		**29.8**	**153.9**	**134.9**
	GREATER WAGGA WAGGA & RURAL - TOTAL		**699.1**	**868.5**	**793.9**

Graph 1



Graph 2



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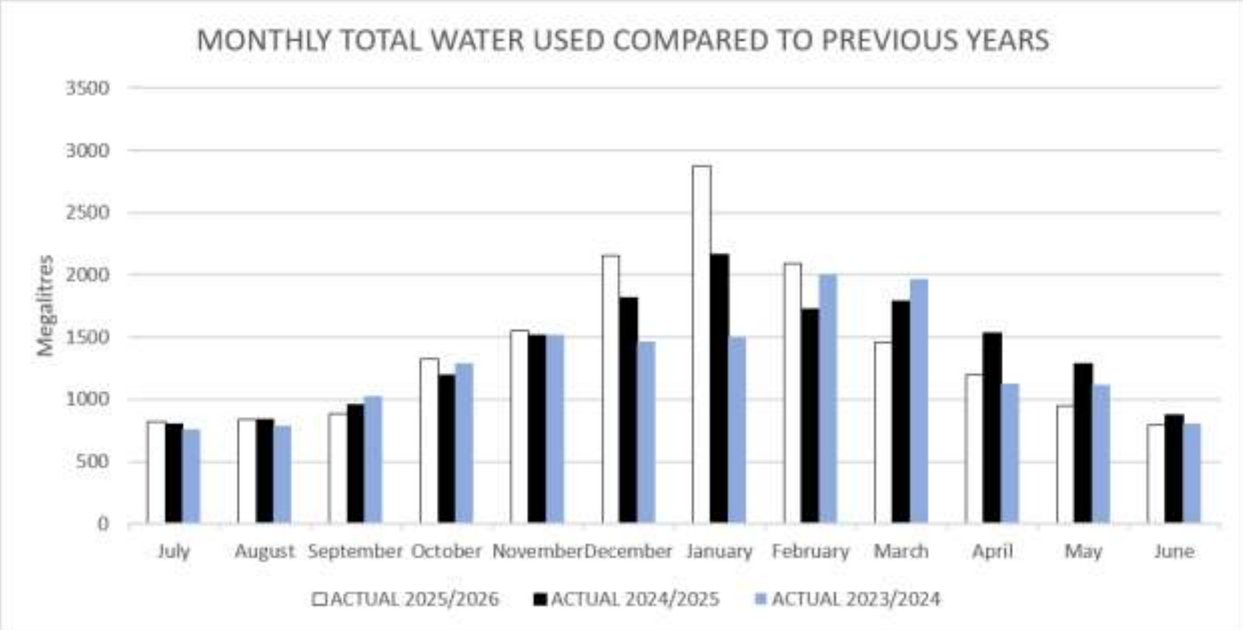

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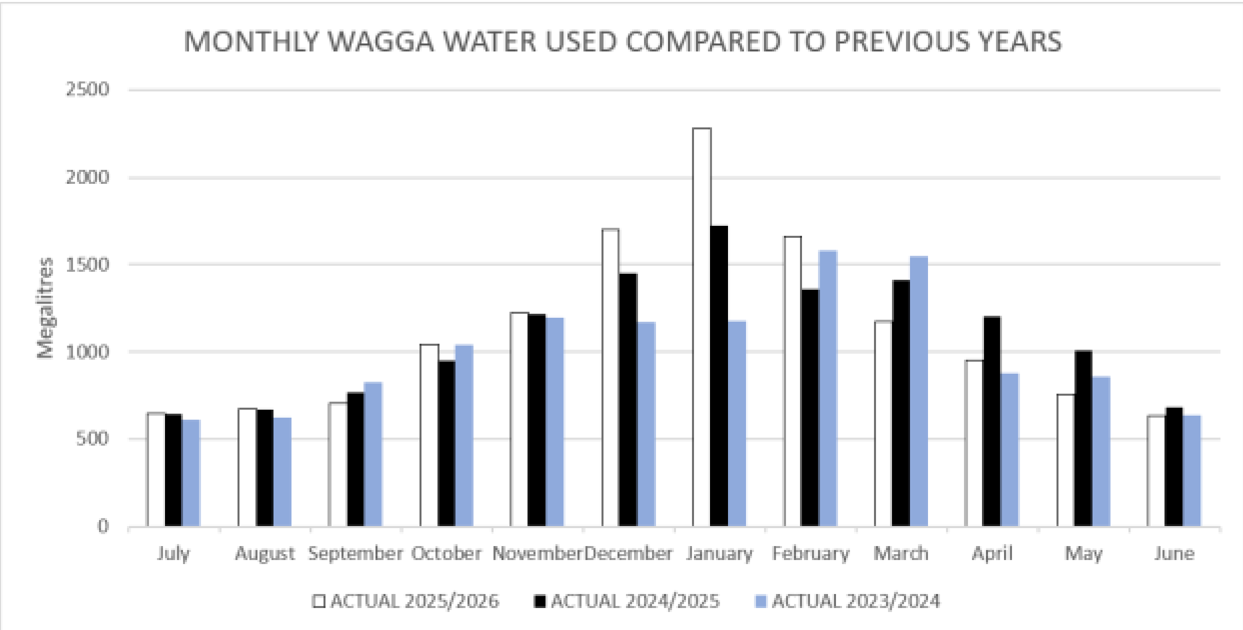
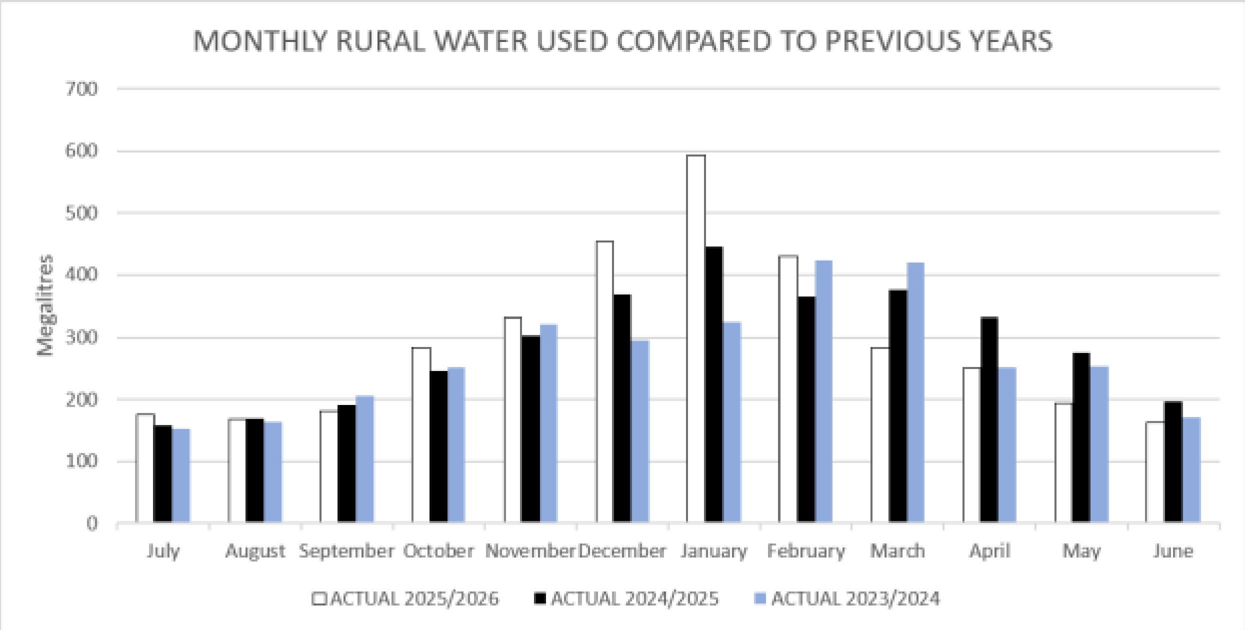
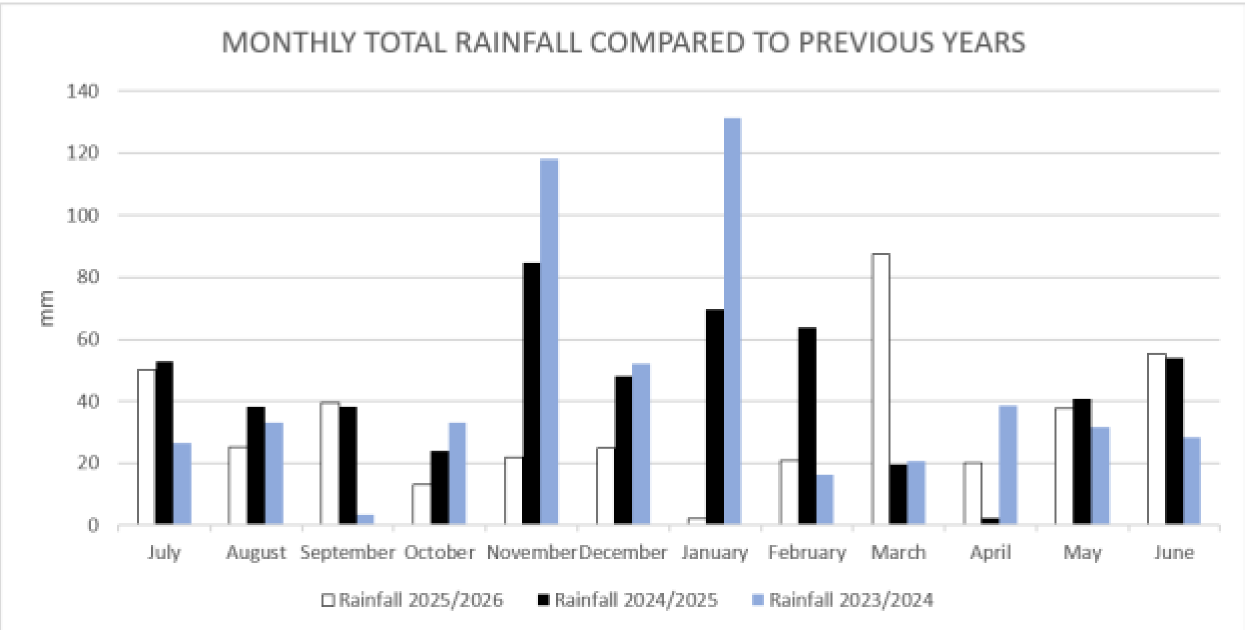


Graph 5



Graph 6



Repairs, Meters, Locations and Complaints

Suburb	METERMODIFY	LOCATE	HYDMAINT	WATERDIRTY	PRESSURE	METERCOCKFAIL	DISCONNECT	METERLEAK	WATERLEAK	Grand Total
Suburb Not Recorded								1	1	2
ASHMONT						1	1	3	1	6
BOOROOMA						1		1		2
BOURKELANDS	1							1		2
BRUCEDALE		1	1							2
COLLINGULLIE						2				2
EAST WAGGA WAGGA					1	1	1	1	4	8
ESTELLA					1			2		3
FOREST HILL				1				3	1	5
GLENFIELD PARK			1	1		1			2	5
GOBBAGOMBALIN			1					2	3	6
HENTY									3	3
HOLBROOK					3			1		4
KOORINGAL				1	1	3		4	2	11
LAKE ALBERT					1	2		2	2	7
LLOYD				1						1
LOCKHART								1		1
MOUNT AUSTIN	1			1	1	2		1	2	8
NORTH WAGGA WAGGA								1	1	2
SPRINGVALE								1		1
TATTON			1					1	3	5
TOLLAND					1		19	2	3	25
TURVEY PARK					1	3		2	4	10
URANQUINTY								1		1
WAGGA WAGGA		1		1	3	2		6	9	22
WALLA WALLA								1	1	2
LOCKHART TO THE ROCK									1	1
RAND									1	1
BOREE CREEK TO URANA									1	1
LOCKHART TO BOREE CREEK									1	1
URANA			1							1
URANGELINE EAST									1	1
OAKLANDS								1		1
WALBUNDRIE									1	1
DOWNSIDE					1					1
PRIVATE LINE (JACK)								1		1
CULCAIRN TO WALLA WALLA								1		1
BULGARY		1								1
Grand Total	**2**	**3**	**5**	**6**	**14**	**18**	**21**	**41**	**48**	**158**

New Connections

Count of # Activity	Suburb	Resp. NEWSERVICE	RURALGANG	WORKS	Grand Total
MTRINST	ASHMONT	10			10
	ESTELLA	7			7
	FOREST HILL	12			12
	GOBBAGOMBALIN	13		1	14
	LAKE ALBERT	4			4
	MOUNT AUSTIN	2			2
	Oaklands		1		1
	OURA	1			1
	TOLLAND	5			5
	WAGGA WAGGA	11			11
	WALBUNDRIE		1		1
Grand Total		**65**	**2**	**1**	**68**

Water System Repairs

Activity	Date	Suburb	Problem	AssetType	Count of #
MAINRPR	1/06/2026	EAST WAGGA WAGGA	EXCESSWEAR	Water Main	1
	2/06/2026	BOREE CREEK	ROUNDSPLIT	Water Main	1
	4/06/2026	BOREE CREEK TO URANA	ROUNDSPLIT	Water Main	1
		THE ROCK TO HENTY	JOINTLEAK	Water Main	1
		WAGGA WAGGA	GROUNDMOVE	Water Main	1
	5/06/2026	GLENFIELD PARK	LONGSPLIT	Water Main	1
	6/06/2026	MOUNT AUSTIN	GROUNDMOVE	Water Main	1
	7/06/2026	LAKE ALBERT	TREEROOTS	Water Main	1
		RAND	ROUNDSPLIT	Water Main	1
		WAGGA WAGGA	GROUNDMOVE	Water Main	1
	9/06/2026	GLENFIELD PARK	EXCESSWEAR	Water Main	1
	12/06/2026	KOORINGAL	TRDPRTYDAM	Water Main	1
		URANGELINE	ROUNDSPLIT	Water Main	2
		URANGELINE EAST	ROUNDSPLIT	Water Main	1
	15/06/2026	BRUCEDALE	JOINTLEAK	Water Main	1
		HENTY	TRDPRTYDAM	Water Main	1
		PLEASANT HILLS	ROUNDSPLIT	Water Main	1
		WALLA WALLA	JOINTLEAK	Water Main	1
		WALBUNDRIE TO RAND	ROUNDSPLIT	Water Main	1
	16/06/2026	EAST WAGGA WAGGA	VANDALISM	Water Main	1
		TOLLAND	TREEROOTS	Water Main	1
	17/06/2026	BRUCEDALE	GROUNDMOVE	Water Main	1
	18/06/2026	KOORINGAL	GROUNDMOVE	Water Main	1
	19/06/2026	EAST WAGGA WAGGA	EXCESSWEAR	Water Main	1
		YERONG CREEK	LONGSPLIT	Water Main	1
	20/06/2026	LADYSMITH	ROUNDSPLIT	Water Main	1
	23/06/2026	PLEASANT HILLS	ROUNDSPLIT	Water Main	1
	27/06/2026	WOOMARGAMA	ROUNDSPLIT	Water Main	1
	28/06/2026	LOCKHART	JOINTLEAK	Water Main	1
		WAGGA WAGGA	TREEROOTS	Water Main	1
	29/06/2026	LOCKHART	ROUNDSPLIT	Water Main	1
		PLEASANT HILLS	ROUNDSPLIT	Water Main	1
Grand Total					**33**

Water Quality Complaints

Types	Date	Suburb	Action Taken	Count of SR#
WATERDIRTY	1/06/2026	GLENFIELD PARK	water clear at meter	1
		WAGGA WAGGA	water was clear at meter	1
	10/06/2026	MOUNT AUSTIN	Flushed at meter. Recent meter change may have stirred up water.	1
	23/06/2026	LLOYD	(blank)	1
	24/06/2026	FOREST HILL	.37 NTU reading. Flushed at meter.	1
	29/06/2026	KOORINGAL	Street turned off Sunday night. Some leftover dirty water from flushing. Has cleared.	1
Grand Total				**6**

New water mains laid – New and Replacement

Summary	WO#	Asset Type	Width	Type	Sum of Meters
RAAF Base Entrance 150mm Upgrade from AC to OPVC	12418	Water Main	150	DICL	84
8 Lot Sub division 35-37 Pritchard Pl, Lockhart	13032	Water Main	100	OPVC	228
'@GIS Hodson Ave, Mitchelmore to Maclaey, Turvey Park	9136	Water Main	150	DICL	108
11 Lot Industrial Subdivision	13453	Water Main	100	DICL	38
15 Lot Subdivsion - Veale St, Ashmont 292m 100mm oPVC / DICL reticulation + Austwide Homes - (02)69217446	6335	Water Main	100	DICL	42
4 Lot subdivision - 100mm oPVC main ext. x 490m DC10957	13116	Water Main	100	OPVC	392
Grand Total					**892**

Major Repairs / Overhauls

Facility	Work done
Various Switchboards	Defect Rectification
West Wagga WTP	Small Shires Pump Service
Wagga Wagga WTP	High Lift Pump 3 Bearing Replacement and Motor Overhaul
Wagga Wagga WTP	Sludge Tank Cleaning

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	12
Estella Farrer Road	62
Forest Hill Elizabeth Avenue	143
Glenfield Red Hill Road	42
Henty Olympic Way	7
Holbrook Millswood Road	4
Lake Albert Plumpton Road	72
Lockhart Napier Road	26
Pleasant Hills Manson St	5
Ralvona	1
Tarcutta	101
The Rock	30
Urana Federation Way	23
Walla Walla	1
Woomargama Murray St	1
Yerong Creek Finlayson Street	1

Fleet Disposals

Vehicle No	Description	Vehicle Type	Make & Model	Year	KMs	Method	Price (ex GST)
444	D-Max Extra Cab	Ute	Isuzu D-Max	2021	96139	Auction	$28,588.64
459	D-Max Extra Cab	Ute	Isuzu D-Max	2023	100559	Auction	$29,725.00

Fleet Acquisitions

Vehicle No	Tenders received	Accepted Tenderer	Vehicle type	Make/Model	Price ex GST
540	2	RivSteel	Mower Trailer	RivSteel	$12,172.72

543	3	Jupiter Motors	EV Wagon	Subaru Trailseeker	$57,468.18

Strategic Alignment

Our Operations
Assure ongoing service delivery

Financial Implications

Nil

Workforce Implications

Nil

Risk Considerations

Service delivery and Asset Management - Significant or long term disruption	
Low	Riverina Water has a **low** tolerance for risk of failure of infrastructure assets that would result in significant and/or prolonged disruption to our services and infrastructure that does not have the capacity to meet customer demands.

Risk Alignment
Regular reporting enables management to monitor water production, quality and infrastructure to ensure ongoing capacity to meet customer demands

R14 Works Report covering July 2026

Organisational Area **Engineering**

Author Troy van Berkel, Director Engineering

Summary This report provides an overview of water usage, connections, maintenance and water quality matters during July 2026.

RECOMMENDATION that the Works Report covering July 2026 be received and noted

Report

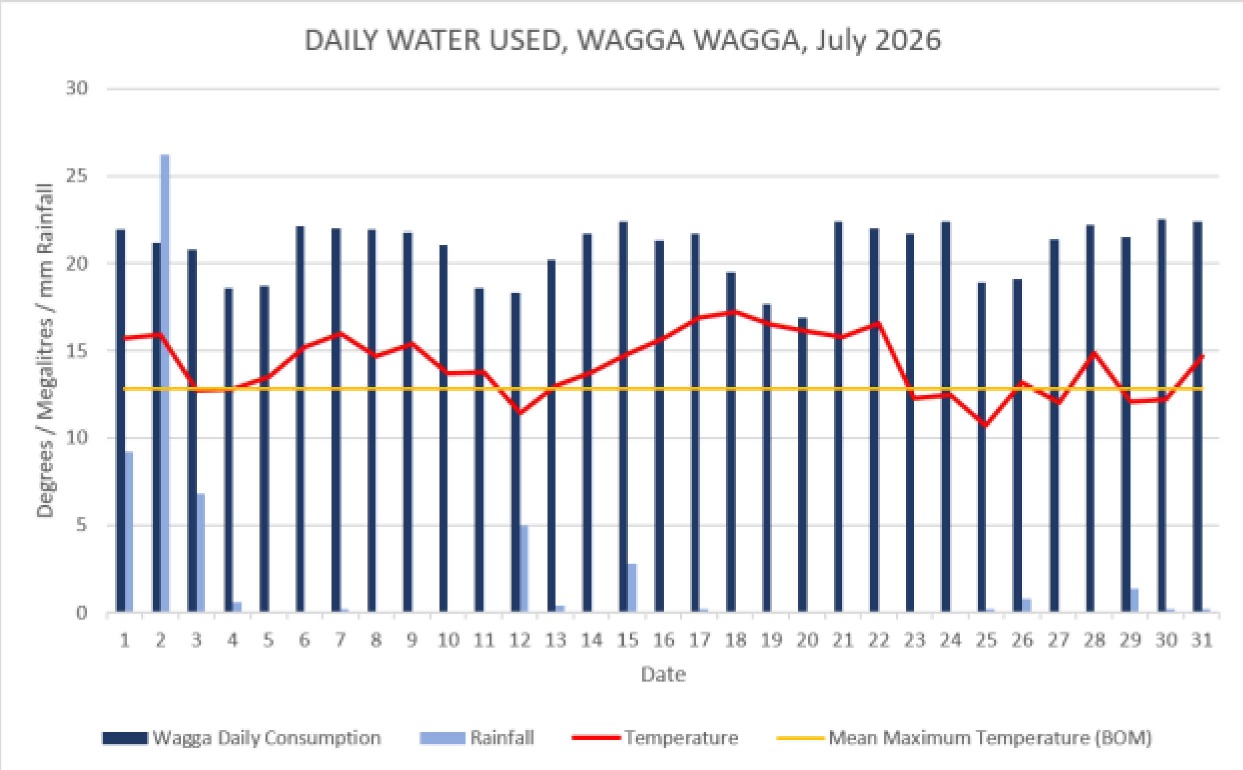
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 31st July 2026.

Water Sourced and Used

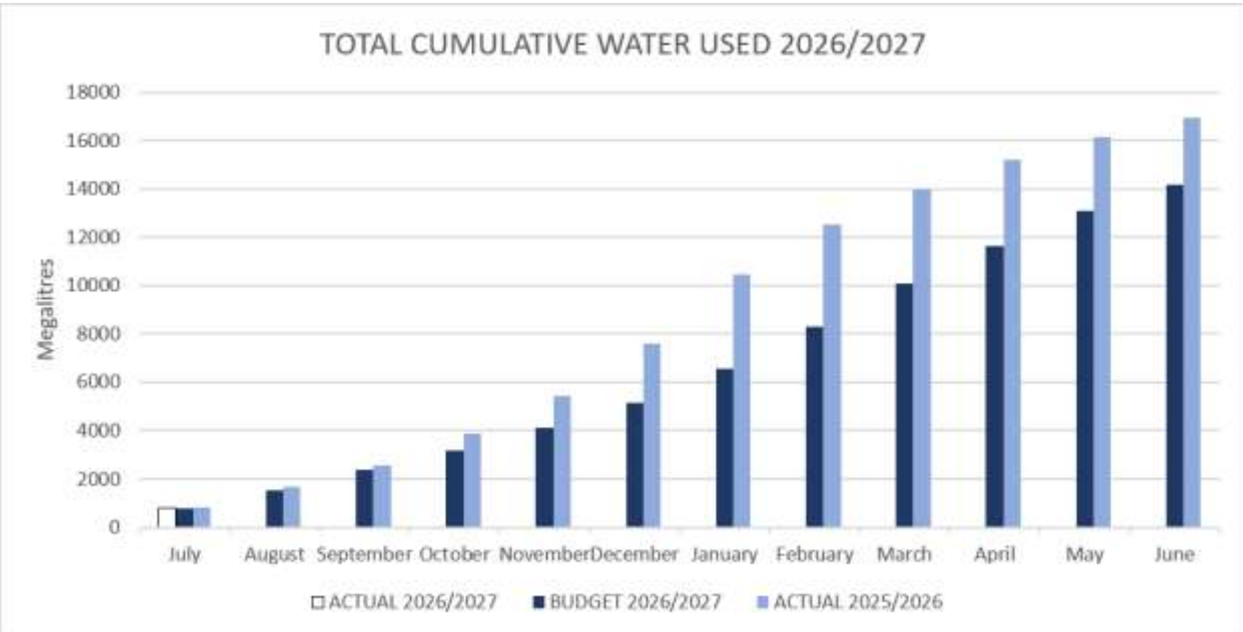
WATER SOURCED - Megalitres [ML]		July 2024	July 2025	July 2026
Rainfall [mm]		52.8	50.0	54.2
Wet Days		15	17	14
Surface Water Sources				
Murrumbidgee Regulated River Water	**Sub-Total**	**0.3**	**2.0**	**113.3**
Wagga Wagga - Murrumbidgee River		0.0	1.6	113.3
Morundah - Yanco Creek		0.32	0.37	0.00
Urana - Colombo Creek		0.0	0.0	0.0
Groundwater Sources	**Sub-Total**	**817.8**	**835.1**	**729.1**
Wagga Wagga Alluvial Groundwater				
East Wagga Wagga		485.4	260.1	33.4
West Wagga Wagga		81.4	512.3	463.4
North Wagga Wagga		192.2	0.0	193.2
Oura		3.2	2.8	2.7
Mid Murrumbidgee Zone 3 Alluvial Groundwater				
Collingullie		5.4	3.6	3.3
Bulgary		28.4	33.4	0.0
Billabong Creek Alluvial Groundwater				
Walla Walla (near Culcairn)		0.2	0.1	0.3
Ralvona		12.7	13.9	21.4
Walbundrie		2.9	2.9	2.2
Gundagai Alluvial Groundwater (Tarcutta)		3.6	3.3	5.2
Lachlan Fold Belt MDB Groundwater				
Woomargama		0.8	1.1	0.7
Humula		0.5	0.3	0.3
Goldenfields Water (bulk supply)		1.1	1.3	2.8
	Surface and Groundwater - TOTAL	**818.1**	**837.1**	**842.4**

WATER SUPPLIED - Megalitres [ML]			July		
			2024	2025	2026
Greater Wagga Wagga	**Wagga Wagga System**	**Sub-Total**	**480.4**	**486.0**	**471.8**
	Wagga Low Level		57.4	59.3	56.5
	Wagga High Level		356.1	349.0	337.2
	Bellevue/Glenoak Level		49.4	42.3	41.7
	Ladysmith		6.2	5.9	3.4
	Gregadoo		11.3	29.4	33.1
	North Wagga System	**Sub-Total**	**193.5**	**192.2**	**194.5**
	North Wagga/Bomen		84.7	76.0	75.9
	East Bomen		21.0	20.6	20.7
	Estella		65.1	70.7	68.9
	Rural - Brucedale		11.9	15.4	17.3
	Rural - The Gap/Tooyal		6.9	5.3	5.7
	Rural - Currawarna/Cottee		3.7	4.2	6.1
	GREATER WAGGA WAGGA - TOTAL		**673.9**	**678.3**	**666.4**
Rural	**Southern Trunk System**	**Sub-Total**	**71.8**	**85.0**	**77.7**
	(Southern Trunk- Rural Connections)		23.0	27.7	23.3
	San Isadore		3.3	3.2	2.7
	Kapooka		10.9	18.6	13.8
	Uranquinty		6.7	7.2	7.3
	The Rock		5.6	5.1	4.5
	Mangoplah		1.1	1.0	1.3
	Yerong Creek		0.9	1.4	1.6
	Pleasant Hills		5.4	6.2	7.4
	Milbrulong		0.1	0.2	0.1
	Henty		7.6	8.2	7.7
	Morven		3.1	2.7	4.3
	Walla Walla		4.1	3.7	3.7
	Transferred to Western Trunk		0.0	0.0	-24.0
	Western Trunk System	**Sub-Total**	**28.4**	**33.4**	**24.0**
	(Western Trunk - Rural Connections)		17.6	23.5	13.1
	Lockhart		5.4	4.7	6.0
	Boree Creek		0.7	0.7	0.7
	Urana		2.6	2.2	1.8
	Oaklands		2.2	2.3	2.3
	Morundah*				0.2
	Transferred from Southern Trunk		0.0	0.0	24.0
	Independent Villages	**Sub-Total**	**28.8**	**27.9**	**34.9**
	Collingullie		5.0	3.3	3.0
	Humula		0.5	0.3	0.3
	Morundah*		0.3	0.3	
	Oura		3.2	2.8	2.7
	Woomargama		0.8	1.1	0.7
	Tarcutta		3.3	3.0	4.7
	Holbrook		12.7	14.0	21.6
	Walbundrie-Rand		2.9	3.0	1.8
	RURAL - TOTAL		**129.0**	**146.3**	**136.6**
	GREATER WAGGA WAGGA & RURAL - TOTAL		**802.9**	**824.5**	**803.0**

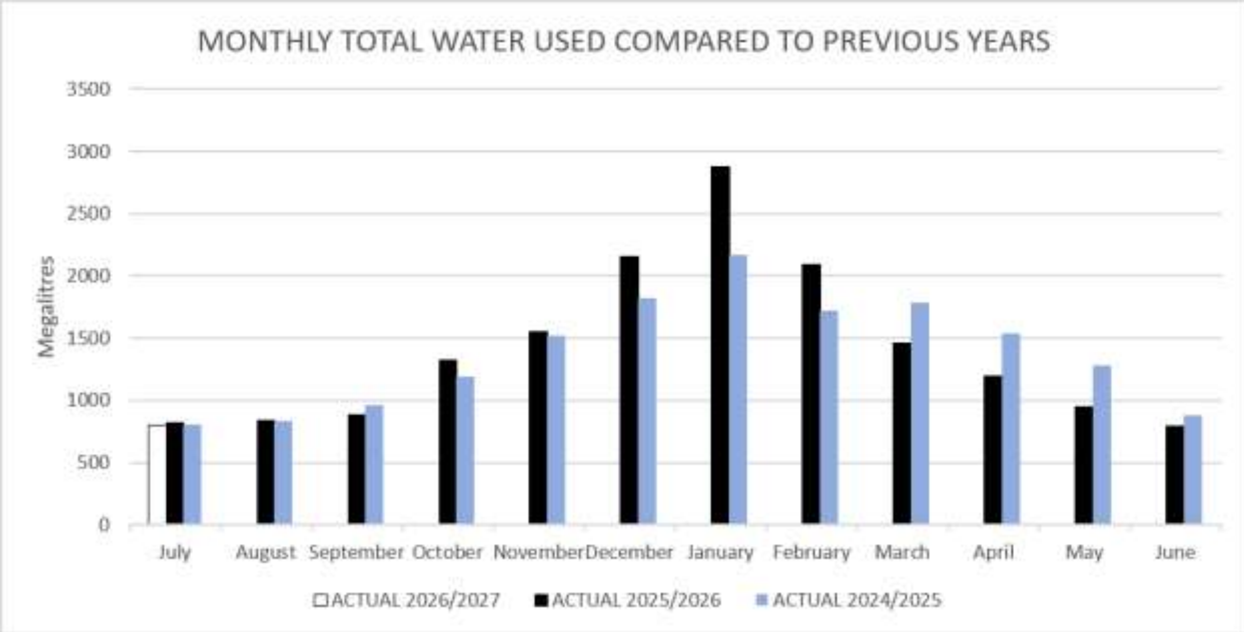
Graph 1



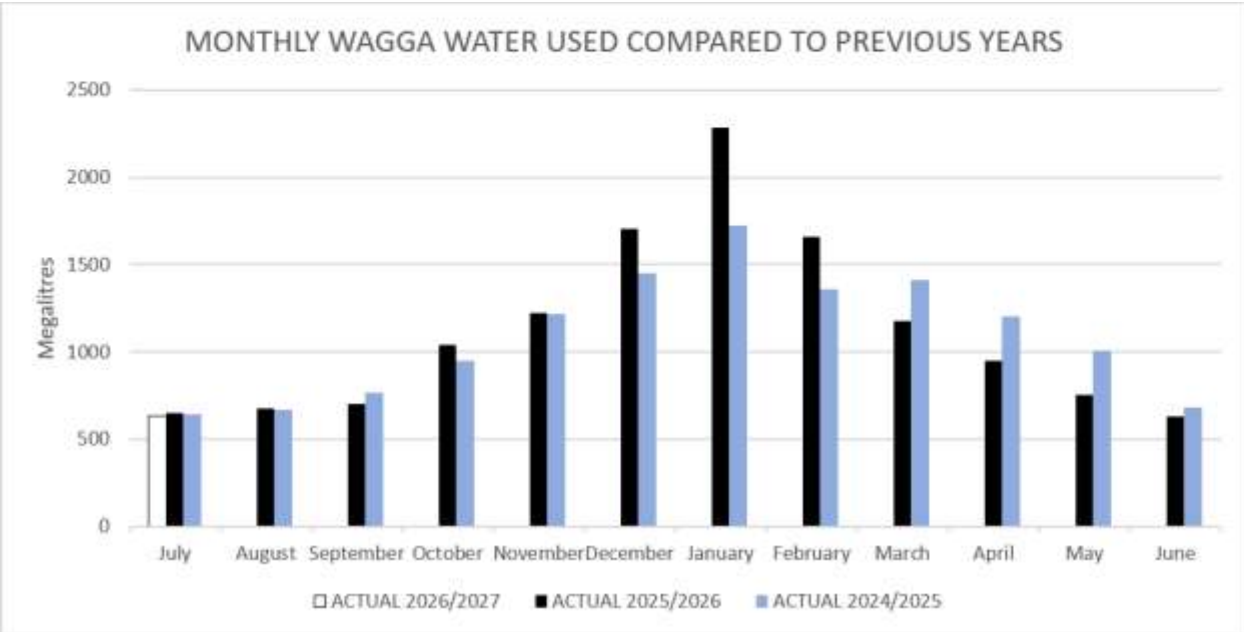
Graph 2



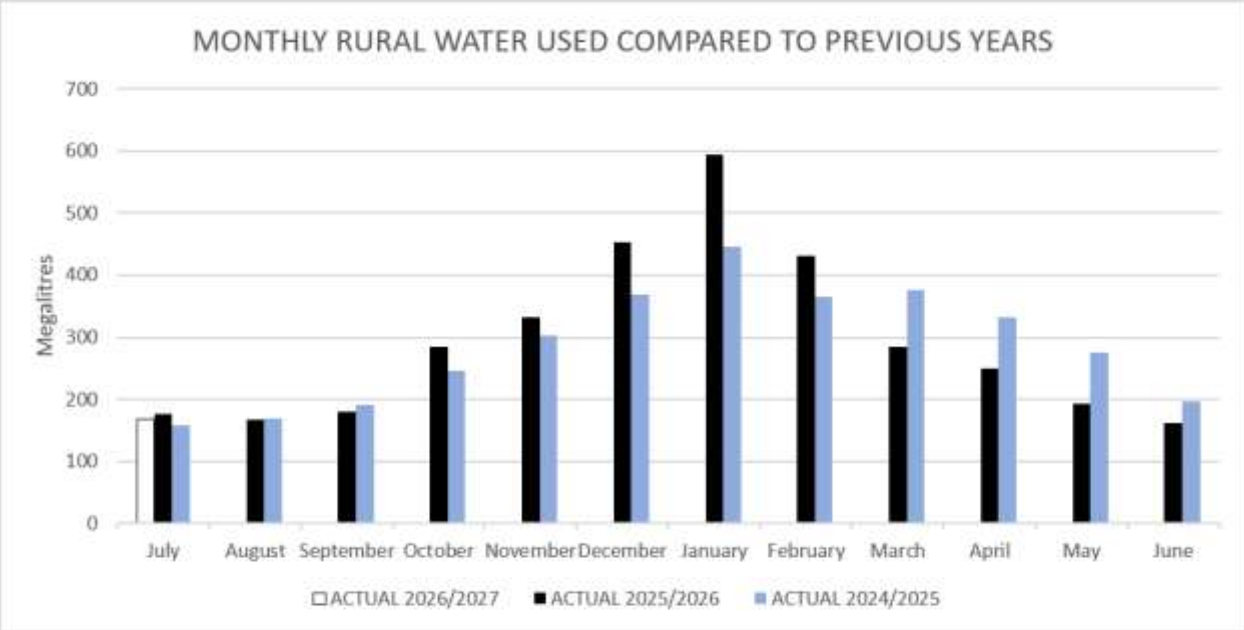
Graph 3



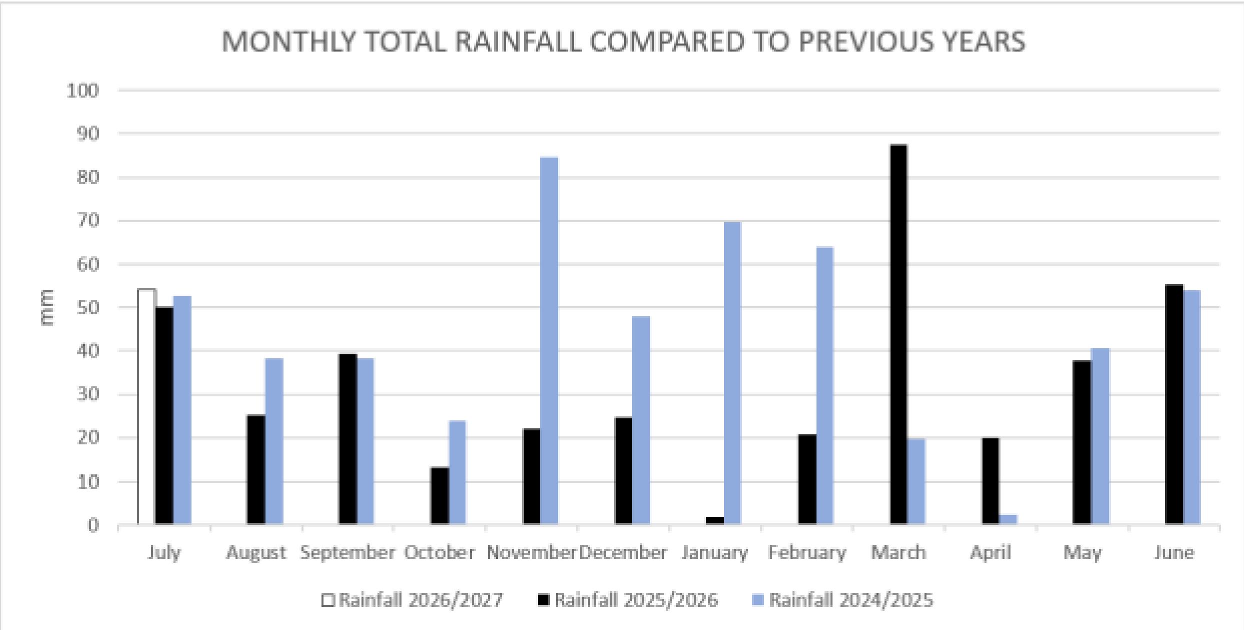
Graph 4



Graph 5



Graph 6



Repairs, Meters, Locations and Complaints

Suburb	DISCONNECT	METERMODIFY	WATERODOUR	HYDMAINT	LOCATE	WATERDIRTY	PRESSURE	METERCOCKFAIL	METERLEAK	WATERLEAK	Grand Total
Suburb Not Recorded										1	1
ASHMONT				1	1	5	1	1	4	4	17
BOOROOMA									2		2
BOURKELANDS		1							4	1	6
BRUCEDALE									2	3	5
COLLINGULLIE									1		1
CURRAWARNA										1	1
EAST WAGGA WAGGA	1				1		2			4	8
ESTELLA							1		2	1	4
FOREST HILL										2	2
GLENFIELD PARK						2		1	2		5
GOBBAGOMBALIN							1		4		5
GUMLY GUMLY										1	1
HENTY				1				1	1	2	5
HENTY TO HOLBROOK		1								1	2
HOLBROOK							1	1	2	3	7
KOORINGAL								3	2	5	10
LAKE ALBERT								1	4	6	11
LLOYD					1				1		2
LOCKHART					1						1
MORVEN						1					1
MOUNT AUSTIN								2	1	1	4
NORTH WAGGA WAGGA				1							1
PLEASANT HILLS										3	3
SPRINGVALE				1						2	3
TARCUTTA								1	1	1	3
TATTON									1		1
TOLLAND									3	1	4
TURVEY PARK					1		2		4	3	10
URANQUINTY								1	1		2
WAGGA WAGGA			2	1	2	1	2	2	8	4	22
WALLA WALLA								2			2
WOOMARGAMA										1	1
LOCKHART TO THE ROCK								1			1
MOORONG										2	2
OURA										1	1
BIDGEEMIA										1	1
OAKLANDS									1		1
BOREE CREEK							1				1
CULCAIRN TO WALLA WALLA										1	1
ALFREDTOWN										1	1
Grand Total	**1**	**2**	**2**	**5**	**7**	**9**	**11**	**17**	**51**	**57**	**162**

New Connections

Count of # Activity	Suburb	Resp. NEWSERVICE	RURALGANG	WORKS	Grand Total
MTRINST	ASHMONT			6	6
	BOOROOMA	3			3
	BOREE CREEK		1		1
	ESTELLA	1			1
	GLENFIELD PARK	1			1
	GOBBAGOMBALIN	6			6
	GUMLY GUMLY	1			1
	HOLBROOK		1		1
	LLOYD	10			10
	SAN ISIDORE	1			1
	URANA		1		1
	WAGGA WAGGA	6			6
Grand Total		**29**	**3**	**6**	**38**

Water System Repairs

Activity	Date	Suburb	Problem	AssetType	Count of #
MAINRPR	**2/07/2026**	ASHMONT	**ROUNDSPLIT**	Water Main	1
		HENTY	**ROUNDSPLIT**	Water Main	1
		LAKE ALBERT	**LONGSPLIT**	Water Main	1
	6/07/2026	LAKE ALBERT	**TREEROOTS**	Water Main	1
	8/07/2026	HENTY TO HOLBROOK	**JOINTLEAK**	Water Main	1
	11/07/2026	GLENFIELD PARK	**GROUNDMOVE**	Water Main	1
	13/07/2026	OSBORNE	**ROUNDSPLIT**	Water Main	1
		THE ROCK TO HENTY	**GROUNDMOVE**	Water Main	1
	14/07/2026	LAKE ALBERT	**GROUNDMOVE**	Water Main	1
	15/07/2026	PLEASANT HILLS	**JOINTLEAK**	Water Main	1
		PLEASANT HILLS	**ROUNDSPLIT**	Water Main	1
	16/07/2026	KOORINGAL	**ROUNDSPLIT**	Water Main	1
	20/07/2026	HOLBROOK	**GROUNDMOVE**	Water Main	1
	21/07/2026	BRUCEDALE	**EXCESSWEAR**	Water Main	1
		HENTY	**JOINTLEAK**	Water Main	1
	22/07/2026	MORVEN	**ROUNDSPLIT**	Water Main	1
	23/07/2026	WAGGA WAGGA	**EXCESSWEAR**	Water Main	1
	24/07/2026	WAGGA WAGGA	**TREEROOTS**	Water Main	1
		WALBUNDRIE TO RAND	**ROUNDSPLIT**	Water Main	1
	25/07/2026	COLLINGULLIE	**ROUNDSPLIT**	Water Main	1
		YERONG CREEK	**LONGSPLIT**	Water Main	1
	27/07/2026	OURA	**GROUNDMOVE**	Water Main	1
	28/07/2026	EAST WAGGA WAGGA	**GROUNDMOVE**	Water Main	1
	29/07/2026	EAST WAGGA WAGGA	**EXCESSWEAR**	Water Main	1
	30/07/2026	ASHMONT	**EXCESSWEAR**	Water Main	1
		BRUCEDALE	**GROUNDMOVE**	Water Main	1
		THE GAP	**ROUNDSPLIT**	Water Main	1
	31/07/2026	MOORONG	**GROUNDMOVE**	Water Main	1
		WOOMARGAMA	**JOINTLEAK**	Water Main	1
Grand Total					**29**

Water Quality Complaints

Types	Date	Suburb	Action Taken	Count of SR#
WATERODOUR	24/07/2026	WAGGA WAGGA	AM attended at 11:00 and met Brett at the front gate; he demonstrated the issues via the tap closest to the meter. (all copper) I identified flakes of an unknown substance floating in the water. It appeared to only occur sporadically, especially when high flow occurs. Apparently the line was replaced to the house about 2 months ago, but the issue has been occurring before that.Appearance - floating particles identifiedColour - NillEc - 308Odour - NilpH - 7.47Taste - NilTDS - 177.5Temp - 11Turbidity 1.4Chlorine (Free) - 0.96Chlorine (Total) - 0.97Informed Brett I would contact our works team to organise a flush, left at 11:25.Contacted Corey and informed him of the issue, he advised he would send Josh around today if possible to flush the meter. He confirmed the line had only been replaced recently but that there had been work further up on the line as well.Am called Brett at 11:45 to inform him the flush would occur.	1
		WAGGA WAGGA	Corey reported back that the meter at the residence was faulty and has been replaced and flushed.AM called Brett at 2:30pm on 24/07/2026 and notified him of the repairs.	1
WATERDIRTY	8/07/2026	GLENFIELD PARK	Flushed services	1
	10/07/2026	MORVEN	Flush main	1
	24/07/2026	WAGGA WAGGA	Changed water meter	1
	28/07/2026	GLENFIELD PARK	flushed at standpipe in front of house	1
	31/07/2026	ASHMONT	Flushed main	4
		ASHMONT	Flushed main till water cleared	1
Grand Total				**11**

New water mains laid – New and Replacement

Summary	WO#	Asset Type	Width	Type	Sum of Meters
Brunslea Park - Stage 3 Subdivision 924m of 100mm oPVC DICL	**4797**	Water Main	**100**	OPVC	246
		Water Main	**150**	OPVC	60
		Water Main	**200**	OPVC	150
'@GIS Hodson Ave, Mitchelmore to Maclaey, Turvey Park	**9136**	Water Main	**150**	DICL	132
11 Lot Industrial Subdivision	**13453**	Water Main	**150**	OPVC	216
100mm Fire Service - Long	**13638**	Water Main	**100**	DICL	24
'@ gis 100mm oPVC main extension x 138m for 6 Lot Subdivision	**13805**	Water Main	**100**	OPVC	138
Subdivision of 8 Belmore (1/1299283) into 11 Lots 186m 100mm oPVC + DICL Reticulation	**8293**	Water Main	**100**	OPVC	186
Yerong Creek Rail & Highway Crossing Works	**14061**	Water Main	**100**	DICL	12
		Water Main	**150**	DICL	12
		Water Main	**150**	OPVC	36
Conjura Street Ladysmith - move recitation to western boundary See A.Beckett for details DC11912	**14222**	Water Main	**100**	OPVC	30
Solar Plant - HL & Bore Pipe	**1867**	Water Main	**450**	DICL	74
		Water Main	**450**	PE	18
		Water Main	**600**	DICL	86
Grand Total					**1420**

Major Repairs / Overhauls

Facility	Work done
Tarcutta WTP	Manganese Filter Upgrade Finalisation
Wagga Wagga WTP	Sludge Tank Mixer Platform Installation
Wagga Wagga WTP	Lamella Cleaning and Maintenance

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	22
Estella Farrer Road	69
Forest Hill Elizabeth Avenue	138
Glenfield Red Hill Road	56
Holbrook Millswood Road	4
Lake Albert Plumpton Road	92
Lockhart Napier Road	30
Pleasant Hills Manson St	47
Tarcutta	107
The Rock	14
Urana Federation Way	9
Walla Walla	8
Yerong Creek Finlayson Street	4

Fleet Disposals

Vehicle No	Description	Vehicle Type	Make & Model	Year	KMs	Method	Price (ex GST)
339	Mini-Backhoe/trencher	Plant	JCB 1CX	2016	1580hrs	Auction	$30,682.73
350	Plant Trailer	Trailer	Isuzu D-Max	2016	N/A	Auction	$5,454.55
430	SUV	SUV	Mazda CX5	2021	70,969	Auction	$16,997.73

<u>Fleet Acquisitions</u>

Vehicle No	Tenders received	Accepted Tenderer	Vehicle type	Make/Model	Price ex GST
533	3	Wagga Motors	Dual cab C/C	Kia Tasman	$51828.18
544	1	BYD	SUV	BYD Sealion 6 Hybrid	$34,892.00

Strategic Alignment

Our Operations
Assure ongoing service delivery

Financial Implications

Nil

Workforce Implications

Nil

Risk Considerations

Service delivery and Asset Management - Significant or long term disruption	
Low	Riverina Water has a **low** tolerance for risk of failure of infrastructure assets that would result in significant and/or prolonged disruption to our services and infrastructure that does not have the capacity to meet customer demands.

Risk Alignment

Regular reporting enables management to monitor water production, quality and infrastructure to ensure ongoing capacity to meet customer demands

CONF-1 Confidential Minutes of Audit, Risk and Improvement Committee held on 13 August 2026

Organisational Area	**Chief Executive Officer**
Author	Melissa Vincent, Executive Assistant
Summary	This report presents the minutes of the Audit, Risk and Improvement Committee meeting held on 13 August 2026.

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 Request from Opening Doors Foundation

Organisational Area **Corporate Services**

Author Josh Lang, Manager Customer, Engagement & Strategy

Summary This report re-examines the request by Opening Doors Foundation (ODF) to waive water availability and usage charges under Section 558 of the Local Government Act following the Board's resolution on 30 June 2026.

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

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

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CONF-3 W278 Operations Building Rectification Dispute – Settlement Negotiation Authority

Organisational Area **Engineering**

Author Troy van Berkel, Director Engineering and Matthew Jackson, Engineering Project Officer

Summary Keystone Lawyers advised Riverina Water in July 2026 on the prospects of its litigation against PPG Project Co Pty Ltd and the risks of PPG's crossclaim at hearing. This report updates the Board on the dispute since PPG filed its Defence and crossclaim and seeks approval of a settlement range and delegated authority ahead of an mediation meeting.

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

(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege

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CONF-4 Chief Executive Officer Annual Performance Review for the period ending 30 June 2026

Author Chairperson Gail Driscoll

Summary This report outlines the results of the Chief Executive Officer's Annual Review of performance conducted by the Council's Performance Review Panel on 17 August 2026. It should be read in conjunction with the Performance Agreement attached to this report.

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)