Riverina Water
Revised Delivery Program
2021/2022 - 2024/2025
and Operational Plan
2021/2022

Riverina Water

Table of contents

1. Introduction

This Delivery Program and Operational Plan has been prepared in accordance with the requirements of the Local Government Act, 1993. It includes the proposed activities and financing of Riverina Water's activities for the year.

Riverina Water is responsible for the water supply functions within Lockhart, Wagga Wagga, part Greater Hume and part Federation local government areas.

Riverina Water is a Category 1 business as defined by the National Competition Policy.

In accepting this responsibility Riverina Water provides reticulated water to all urban and village areas within the County district. Water is also available to land within the rural area, where supply lines exist or can be laid at practical and economical recoverable cost.

Riverina Water provides a comprehensive service in the location, treatment, storage, movement and delivery of drinking quality water, and associated services.

This Revised Delivery Program is for the 4 years commencing July 2021 and the Operational Plan for the Year commencing July 2021.

2. Guiding documents and plans

The guiding documents which support this Delivery Program and Operational Plan are set out below.

- Local Government Act 1993
- Local Government (General) Regulation 2005
- Best Practice Management Guidelines for Water Supply and Sewerage
- Water Sharing Plans
- Integrated Water Cycle Management Plan 2021
- Strategic Business Plan and Resourcing Strategy for Water Supply 2012
- Code of Conduct
- Asset Management Plan 2012
- Demand Management Plan 2012
- Workforce Plan 2020
- Development Servicing Plan 2013
- RWCC Guidelines to Determine Water Services Connections 2013
- RWCC Guidelines to Determine Access to Water Supply 2013

There are also numerous Acts and regulations aimed at various parts of Council's operations.

2.1 Integrated water cycle management plan and strategic business plan and resourcing strategy for water supply

The NSW Office of Water (NOW) Guidelines for Best-Practice Management of Water Supply and Sewerage recommend the development of integrated water cycle management (IWCM) plans. The IWCM Plan is a foundation strategic planning document used for NSW water local government water utilities. It explores the integration of water supply, sewerage and stormwater so that water is used optimally. The IWCM identifies the future water supply assets required within the next 30 year projections, supported by a 30 year financial plan.

Council intends to adopt its Integrated Water Cycle Management Plan (IWCMP) in April 2021. The IWCMP will come into effect on July 1, 2021. Following that, Council will commence work on updating the 2012 Strategic Business Plan and Resourcing Strategy, which will be reviewed and endorsed by the new Board to be elected in October 2021.

NSW Public Works Advisory completed the IWCM Issues Paper and conducted Project Reference Group meetings with key stakeholders. Meetings were well represented by developers, regulators, key industrial customers and other local water utilities within council's water supply area.

The next phase sees the draft IWCM placed on public exhibition before adoption..

Other related business plans will later be updated to support the final IWCM Plan, such as:

- Strategic Business Plan and Resourcing Strategy for Water Supply
- Asset Management Plan
- Demand Management Plan
- Development Servicing Plan
- Drinking Water Management Plan

Principal activities

3. Principal activity – services to be provided

Goals

- To provide water supply to customers in accordance with acceptable levels of service.
- To build on a reputation as a leading utility service provider.
- To offer a comprehensive service in the abstraction, treatment, storage, movement and delivery of water and associated services.
- To achieve a substantial reduction in water use through demand management measures with a focus on outdoor use and the irrigation of turf.
- To include demand reduction as an alternative to augmentation where systems are stressed.

3.1 Services – objectives and targets

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

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

Pressure and flow

Provide pressures between 12 and 120 metres head at the water meter when service has no flow.

Provide water to each connection at an available flow rate not less than:

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

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

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

Direct pumping from Council water mains is not permitted.

Consumption restrictions in droughts

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

Restrictions may also be applied at the request of NSW Office of Water or to comply with an adopted Water Sharing Plan.

The strategy will include a Level 1 Restriction during daylight savings, pricing (stepped tariff), targets for reduced demand, changes to irrigation 3.1 culture, regulations, information and rebates.

Interruptions to supply

Planned

Domestic customers will receive 24 hours written notice and industrial customers will receive 7 days' written notice.

Unplanned

Not to occur more than 2 times per year if lasting up to 12 hours.

Not to occur more than 5 times per year if lasting up to 5 hours.

Water for fire-fighting

Provide fire flows in reticulation systems in accordance with NSW Water Directorate Fire Flow guidelines.

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

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

Potable water supply

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

Response time

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

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

1 hour (during working hours)

2 hours (after working hours)

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

3 hours (during working hours)

4 hours (after working hours)

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

One working day.

Priority 4 - defined as a minor problem or complaint, which can be dealt with at a time convenient to the customer and the water authority.

Within 2 weeks.

Catastrophe

Any situation of this nature would prompt immediate action involving senior personnel and emergency services with the aim of containing and resolving the situation as quickly as possible.

Customer complaints and enquiries of general nature

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

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

(Source: Riverina Water Strategic Business Plan and Resource Strategy for Water Supply, 2012)

Special customers

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

Customer relations

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

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

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

The Levels of Service (LOS) listed above are the primary driving force for RWCC's actions. These LOS will largely shape the objectives and requirements for operation, maintenance and provision of capital works within RWCC's water supply schemes. Achievement of target levels of service is the primary objective of the system.

Management of drinking water quality

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

Further development of the ADWG (2011) provided a more structured risk-based approach to drinking water management and satisfies the requirement for a quality assurance program in the *Public Health Act 2010.*

The ADWG (2011) is structured into four general areas comprising of:

1. Commitment to drinking water quality management
   - › Commitment to management
2. System analysis and management
   - › Assessment of the water supply systems
   - › Preventative measures for drinking water
   - › Operational procedures and process control
   - › Verification
   - › Management of incidents and emergencies

3. Supporting requirements
    - Training and awareness
    - Community involvement
    - Research and development
    - Documentation and reporting
4. Review, evaluation and auditing
    - Evaluating and audit
    - Continual improvements

3.2 Services – means of achieving

Strategies / Actions	Measures
Monitor urban and rural per capita demands and determine if they significantly exceed the design peak demand levels of service.	Average kilolitres per quarter not exceeding design.
Manage demand effectively using a range of measures.	Treated water consumption and water targets in Ml per day.
Regularly monitor urban and village growth, and augment supply as required in line with ten year plan, and current needs.	Customer needs met.
Maintain network analysis of Wagga urban water system.	Staff updating model outputs.
Maintain the water supply infrastructure in good working order.	Some but infrequent breakdowns.
Monitor the operation of the water supply system to ensure continuity of supply.	Continuity of supply maintained.
Reinforce throughout the organisation that we are customer orientated. Maintain a request and complaint handling system that ensures both attention to the request and advice of action taken or to be taken.	Timely responses.
Use customer newssheets to disseminate information to customers. Utilise the local media when appropriate to increase awareness within the community. Meet with sectional or interest groups or invite them to meet with us to communicate and receive feedback on relevant issues.	Numerous media outlets used to advise customers on demand management and Senior staff attend various meetings as required.
Increase inspection and documentation of consumer pipework where there is potential for contamination from backflow.	Required protection devices in use and management systems maintained.

3.3 Services – manner of assessment

- Carry out water sampling and testing to meet 2011 Australian Drinking Water Guidelines, monitor and act on test results.
- Maintain a current register of testable backflow prevention devices required and installed, and monitor the testing frequency.
- Record all information and calls concerning system failure, lack of supply, or water quality, and monitor response nature and time. Report monthly to General Manager, and to Councillors.

3.4 Key performance indicators

Service satisfaction rating revealed in annual customer survey:	> 4 (out of 5)
Water quality satisfaction rating revealed in annual customer survey:	> 4 (out of 5)

4. Principal activity – capital works

Capital Works that will allow Riverina Water to meet its mission and responsibility to customers and the community generally have been proposed for 2021/2022 and projected for the succeeding three years. These capital works are listed in the following two pages.

4.1 Capital works – objectives and targets

The objectives are to manage and carry out the capital works programme as effectively and efficiently as possible, so that each facility is brought into service at the appropriate time, within the financial year proposed.

4.2 Capital works – means of achieving

Each project that has been funded (from revenue, loans, reserves, subsidy or contributions) will be allocated to an appropriate staff member for coordination. Implementation is to be by means most appropriate to the need and circumstances. Items specifically identified for letting out to contract include:

- Supply of pressure pipes, fittings and meters
- Construction of reservoirs
- Construction of water treatment plants
- Painting of reservoirs
- Supply of pumps and motors
- Drilling of bores
- Electrical distributions / control systems
- Consultants' services

4.3 Capital works – manner of assessment

The capital works schedule will be reviewed at not less than quarterly intervals, and progress monitored and reported to the General Manager. The successful and timely commissioning of each item and the actual cost compared to estimate will be monitored.

Capital works plan

Details of the Capital Works plan for 2020/21, 2021/22, 2022/23, 2023/24 and 2024/25 are available in Appendix "E".

The Capital Works Program is in accordance with recently completed strategies and works over the next four years are prioritised using a Criticality Assessment. Overall estimated expenditure is in line with the adopted Strategic Business Plan and Resourcing Strategy and Financial Plan as summarised below.

Summary

$'000

	2021/22	2022/23	2023/24	2024/25
Management	11,638	16,304	10,691	4,124
Sources	380	377	30	100
Treatment	4,195	2,245	1,410	340
Pump stations	140	0	1,240	886
Reservoirs	1,365	3,040	135	210
Mains and services	6,149	6,282	7,141	7,550

4.4 Key performance indicators

Projects completed from capital work program:	Target > 85%

5. Principal activity – demand management

Riverina Water undertakes a number of demand management strategies to mitigate overall consumption and peak demand pressures on the system. Some strategies are permanent; others will be introduced as necessary, depending on demand and funding constraints.

5.1 Permanent conservation measures

The use of fixed hoses and sprinklers is prohibited between 10am and 5pm each day as a permanent conservation measure. This is aimed to reduce evaporative losses from sprinklers irrigating lawns and gardens. This will continue indefinitely with only a small cost in advertising and policing.

5.2 Pricing

The State Government's published Guidelines of Best-Practice Management of Water Supply and Sewerage promote specific water pricing structures which Riverina Water is obliged to follow.

In 2009/10, Riverina Water introduced a stepped pricing structure for water usage. A second (higher) price per kilolitre takes effect once water consumption exceeded 125 kl per quarter on individual parcels of land. In 2011/12 the step was reduced from 150 kl to 125 kl to send a stronger pricing signal to high water consumers. This higher tariff was cost neutral as the consumption reduced in tandem with the higher price. The reduction in per capita consumption will result in scope to redistribute the spare capacity to accommodate growth with existing infrastructure and under existing Water Access Licenses and Water Sharing Plans.

Pricing, apart from enforced restrictions, is the most effective of all demand management tools and must be used in conjunction with other measures which may require substantial funding, such as rebates.

2021/2022 water accounts will again include a bar graph showing the trend in the customers' water consumption over the previous 5 readings.

5.3 Media and community promotions of demand management

Riverina Water gives strong support to the efficient use of water, by involvement with relevant programmes and through publicity in advertising and editorial contributions when water is featured in the regional press. Riverina Water contributes to Water Week displays in both equipment and personnel. Council staff are available to give advice on household plumbing, water use and leak detection.

A range of helpful and supportive fact sheets is available and on display at 91 Hammond Avenue and other locations, including Council's website. Leaflets to inform and assist customers with demand management may continue to be distributed with accounts.

5.4 Measuring results

Measuring the results of demand management measures is an imperfect science as other factors, and specifically the prevailing weather, can mask the trends in consumption.

One tool for tracking demand management will be the continuation of published weekly water targets for the Wagga Wagga urban area.

Trends in annual consumption will be tracked to gauge long term demand management results.

5.5 Key performance indicators

Peak day demand (weekly average)	< 65 Ml

6. Principal activity – asset replacement

Asset replacement is funded within the Capital Works Programme, as detailed in this report. Asset replacement is in accordance with Council's Asset Management Plan 2012 and identified in the 2021 Integrated Water Cycle Management Plan.

6.1 Asset replacement – objectives and targets

- To operate and maintain existing, and build new assets, at least life cycle cost, while meeting agreed levels of service.
- To prioritise the replacement of assets and ensure existing assets are not augmented unnecessarily due to excessive and inappropriate customer usage.
- To incorporate continuous improvement practices in all activities.
- To minimize operational costs without adversely affecting performance. To minimize the impact and cost of breakdowns.
- To ensure the system is capable of meeting needed levels of service, both current and future.
- To provide required asset renewal and augmentation to a timetable that meets needs without over servicing.

6.2 Asset replacement - means of achieving

Strategies/Actions	Measures
Develop and maintain a rolling replacement plan for all assets with review every 4 years.	Program documented and executed.
Identify potential system capacity deficiencies and incorporate in Capital Works Programme.	Monitoring, pressure testing and failure analysis undertaken.
Maintain water network analysis programme to identify timetable of system improvements and extensions.	Network model calibrated and run.
Utilise Asset Register and associated technology and pipeline breakage history to determine the timing of mains replacement to minimise over all costs.	Pipe break definitions improved in reports.

6.3 Asset replacement – manner of assessing

- Monitor reliability and performance of assets, using breakdown and failure recording referred to in Section 3.3.
- Monitor progress and cost of annual asset replacement programme, compared to capital works plan and estimates.
- Follow the Asset Management Plan 2012 and identified in the 2021 Integrated Water Cycle Management Plan.

6.4 Wagga water treatment plant

While the construction of 55ML/day WTP was completed in June 2018, there were a number of defects not rectified by the Contractor.

In March 2020 Riverina Water terminated the Contract due to Contractor's Default.

Riverina Water have commenced work to rectify known defects and anticipate that work will be completed by June 2022.

7. Principal activity – sale of assets

Assets which are not needed for current or future plans, and which can be disposed of for some return, should be sold. No major items in this category have been identified in the current plan.

7.1 Sale of assets – objectives

To realise a cash return or equivalent by disposal of unnecessary assets.

This will include:

- disposal of plant and motor vehicles that are replaced.
- disposal of scrap metal and other sundry items.

7.2 Sale of assets – means of achieving

- monitor the plant and motor vehicle second hand market. Offer plant and vehicles for trade-in, sale by tender or public auction in order to provide the best financial return to Council.
- scrap metal and other surplus sundry items may be made available for sale by written sealed offers and in accordance with Council's Asset Purchase and Disposal Policy 3.2.

7.3 Sale of assets – manner of assessing

- sales of assets will be considered satisfactory where the most advantageous of all offers received is accepted.

8. Principal activity – business or commercial activities

Riverina Water is required to act as a successful business, under the provisions of the Local Government Act. Activities are conducted in accord with good business practice; however its actual commercial operations are currently limited to:

(a) Water sampling and billing services for Gumly Gumly Private Irrigation District. This work is fully charged to the District, with the annual agreement currently under review following a recommendation by a recent internal audit.

(b) Occasional installation or maintenance work on pipelines, water supply systems or chlorinators operated by other authorities or owners. This work is fully charged to the relevant owner.

9. Principal activity – human resources and work health and safety

Riverina Water recognises the value of staff, and the key role they play in serving customers and the community.

Riverina Water is continuing a structured safety management system so that we can achieve a consistently high standard of safety performance. In addition, it will serve to ensure Riverina Water meets the obligations of its internal WHS Policy and the relevant NSW WHS legislation.

9.1 Human resources – goals and objectives 2021/2022

- To maintain an efficient, effective, safe and non-discriminatory working environment, which enables employees a high degree of job satisfaction.
- To ensure workforce planning and employee development meets current and future organisational requirements.
- To enhance workforce accessibility, capability and capacity through improved technology, communication and participation.

9.2 Human resources – means of achieving

Strategies/Actions	Measures
› Develop workforce capacity and capability through workplace learning and development	› Workforce is skilled and equipped to undertake agreed roles – develop and improve workforce planning capability. › Training plan and budget is agreed and programed throughout the year. › Improved reporting and development of training plans.
› Review and align job roles and skill requirements to workforce needs	› Agreement, recognition and understanding of employee contribution and participation organisation objectives – position descriptions.
› Improve workforce accessibility, culture and communication for employee engagement and workforce development	› Contribute to the provision of a healthy and active workforce - Health and Wellbeing programs, return to work support, leadership development. › Implement methods and technologies that enhance skill development, flexibility and participation. › Continue to encourage management to review and implement any recommendations from Employee Climate Survey. › Utilise available technologies that improve and simplify communication and accessibility to information – Learning Management System, flexible learning and delivery, Online support and other technology.
› Develop management and employee engagement	› Enhance leadership develop opportunities and practices. › Employee participation in working parties and committees. › Engagement and actions adhere to the RWCC Enterprise agreement and agreed policy and procedures.
› Workforce health and wellbeing	› HR resources are simple, proactive and supportive of work, health and safety and workplace needs. › Contribute to a healthy and active workforce. Health and wellbeing programs, recovery at work initiatives, employee assistance program, fit to work practises.

9.3 Human resources – manner of assessing

Success of human resources activities is indicated by:

- Training budget is aligned and implemented according to workforce and operational requirements both current and future – access to appropriate and organisationally aligned training opportunities.
- Improvement in accessibility of skills development opportunities – online learning, flexible learning and recognition.
- Human resource analytics are within acceptable measures - employee turnover, industrial disputes, absenteeism, training completion.
- Employee engagement project outcomes and recommendations are embedded in planning and development.
- Workplace and employee incidents are managed at source rather than escalated.
- Human resources and payroll processing is manageable with allocated resources.
- Policy and procedure enhancement.

9.4 Work health and safety goals and objectives 2021/2022

9.4.1 Objective/Goal

Riverina Water's WHS goal for 2021/2022 is to eliminate workplace risk through good safety management practices. Where elimination is not achievable/practical, all risks will be reduced to the lowest practicable level using the hierarchy of controls. Unsafe work practices are to be eliminated through a combination of safety management, updated Safe Work Method Statements and Safe Operating Procedures, and an improved safety culture.

Objectives	Means of achieving	Target/measure
Improve communication and consultation	› Kit Kat team meetings › Regular face to face discussion between managers and staff › Provide timely and appropriate feedback on all WHS issues › Health and Safety committee meetings to address issues raised and provide feedback	› 12 x monthly meetings held by all teams. › Regular manager attendance at team meetings. › Workgroup meetings held quarterly. › HSC bi-monthly meeting minutes and communication with workgroups.
Elimination/ reduction of workplace risks	› Develop and implement a Risk Management Action Plan › Develop, monitor and review safe working practices and procedures including SWMS › Provide adequate resources (staff and equipment) › Regular workplace inspections and audits › Conduct audit and analysis of incidents and near misses	› RMAP activities at least 90% completion. › Procedures updated per schedule. SWMS reviewed and updated to reflect current and safe work methods. › Procedure/policy reviews at monthly team meetings. › Appropriate resources are allocated for the tasks required. › Audit and inspection schedule up to date. › Annual report of analysis. Register of all incidents to provide information/graphs.
Raise the safety culture	› Training of staff › Promotion of WHS responsibilities › Monitor and address WHS performance of staff and human error component of incident reports › Regular editions of Safety Newsflash › Annual Safety Breakfast – theme relevant to current or priority WHS issue/s	› All staff trained to specified WHS requirements and levels. › All staff aware of their WHS role. › Human errors identified and addressed in incident reports. Reduced percentage of reports involving human error component. › Minimum of one Newsflash per month. › Annual safety breakfast held and feedback from employees discussed at HSC meeting.

9.4.2 Key performance indicators

9.5 Key performance indicators

Kpi	Target
No. of days lost through injury	› 0 or < previous period
Cost of workplace injuries	› Reduction in Workers Comp. Insurance premium
Percentage of sick leave to ordinary hours worked	› < State or LG sector average
Total hours worked compared to time lost through workplace injury and illness	› IISI < previous period
No. of employees undertaking training and development	› All required training is current
Total planned overtime hours compared to ordinary hours	› 100% percent of training plan completed › < same quarter previous year
No. of incidents requiring notification to the NSW SafeWork	› 0 or < previous period

10. Principal activity – equal employment opportunity

10.1 Equal employment opportunity – objectives and targets

To comply with standard requirements for Equal Employment Opportunity, so as to ensure all people are fairly treated in employment practices.

10.2 Equal employment opportunity – means of achieving

Implement and carry out the Equal Employment Opportunity policy and operational plan adopted by Council. A copy of the policy statement on the succeeding page summarises the principle provisions. Copies of the full Equal Employment Opportunity policy and Operational plan have been circulated throughout the office, works, depot and other workplace locations.

10.3 Equal employment opportunity – manner of assessing

Evaluation of the effectiveness will be carried out as detailed in the EEO Policy and Operational plan.

10.4 Key performance indicators

Number of complaints lodged:	Target = Nil
Percentage of women returning from maternity leave:	Target = 100%

Environmental protection and efficiency

11. Environmental protection and efficiency

Unlike a general purpose council, Riverina Water County Council is not required to address the general state of the environment, however it is responsible for environmental protection in relation to all its works and activities. The movement and treatment of water, and the disturbance of soil during construction work must have due regard for environmental issues.

Carbon emissions are significant in our operations due to pumping and treatment processes and also fleet and plant operation.

11.1 Environmental protection – objectives and targets

Riverina Water draws on the surface and groundwater resource in the Murrumbidgee and Murray Valleys, and is bound by state statutes and policies, administered by the NSW Department of Environment and Heritage, and that Department's NSW Office of Water. It is essential that any water we return to the environment is of an appropriate quality.

It is also important that any water we produce and manage is governed to reduce related environmental impacts such as dry-land salinity. Over-watering in parts of Wagga Wagga will recharge groundwater and increase salinity issues closer to the river. Joint efforts with constituent councils are required to address such environmental impacts.

Any disturbance of the soil during pipe laying, or other water supply work is to be protected by recognised soil and water conservation practices during the project, and returned to a state equal or better than pre-existing on completion of the work.

Riverina Water aims to minimise the amount of electricity used, and thus contribute to programmes which reduce greenhouse gas emissions. Electricity usage is primarily based on water demands and programmes such as water demand management also contribute to reduction of greenhouse gas emissions per capita.

Council's fleet is almost exclusively diesel powered and this is considered to be the more practical and cost effective means of achieving environmental aims, when compared to petrol or hybrid vehicles.

Land and buildings owned by Riverina Water are to be cared for in an environmentally sustainable way.

Riverina Water aims to reduce wastage and make customers aware that water is a finite resource that the provision of water supply is costly, and that inefficient and wasteful practices should be eliminated.

11.2 Environmental protection – means to achieve

11.2.1 Filtration plant effluent

Since the completion of Wagga's sludge and backwash treatment plant in 2005/06, Wagga's filtration plant discharges have been meeting its Environment Protection License (EPL) obligations for returned water into Murrumbidgee River.

Returned water from other filtration plants (Urana and Morundah) are treated and controlled via settling lagoon systems.

11.2.2 Soil and water management

Courses on practical soil and water management have been completed. Practices such as site containment, storm flow and sediment control, and re-vegetation are undertaken wherever needed on work sites.

A sludge tanker and a vacuum unit are on hand and used in conjunction with under-boring, to eliminate any flow of muddy waters from the work site.

Continue close liaison with constituent councils on issues such as dry-land salinity and assist with the introduction of appropriate measures.

11.2.3 Electricity use

Riverina Water will continue to work at reducing electricity consumption and carbon footprint, by installing more efficient equipment and investing in green energy including on-site solar generation. Riverina Water is a very large consumer of electricity and used 12.3GWh in 2019/20 generating approximately 10.9 kilo tonnes of carbon dioxide.

Continuing improvement programmes include: power factor correction, solar site generation and time of use management.

11.2.4 Native vegetation

An environmental project, to restore native vegetation and generally improve the river bank and Marshalls Creek, at Council's Hammond Avenue property, has been completed in recent years. Further improvements will be deferred until detailed plans are developed which are consistent with the new treatment plant, new inlet works, bank stabilization and flood mitigation works.

11.2.5 Fleet

The replacement and purchase of vehicles will continue to consider environmental criteria. The performance and environmental benefits of the current diesel fleet will continue to be monitored.

The use of Electric and/or Hybrid vehicle options will be considered where cost effective and fit for purpose.

11.3 Environmental protection – manner of assessing

Strategies/Actions	Measures
Water returned to the environment from the filtration plant will be monitored for Environmental License compliance.	EPA standards achieved.
All field work-sites will be protected and restored to eliminate degradation.	No soil loss or siltation. Vegetation restored.
Soiled water from urban field site works will be returned for proper disposal.	No soiled water entering town drainage systems.
Electrical efficiency will be considered in infrastructure design and benefit costs assessments for existing installations to implement energy efficiency programmes.	Electrical efficiency taken into account. Suggested measures: Tonnes (CO2)/ ML, Tonnes (CO2)/number of connections.
Marshalls Creek environmental project to restore native vegetation and protect creek bed.	Native vegetation restored. Stable creek bed.
Fleet replacements to consider environmental criteria.	

11.4 Key performance indicators

Strategies/Actions	Measures
Power used per megalitre of water produced	833 kWh/ML
Carbon emissions per megalitre of water produced	0.74 T/ML

Finance and revenue

12. Finance and revenue – estimates: income and expenditure

The Forecast Operating Result for 2020/2021 indicates an Operating Surplus of $8,056,000.

The Budgeted Operating Result for 2021/2022 indicates an Operating Result of $5,909,000.

12.1 Notes on estimates of income and expenditure

12.1.1 Financial Results and Projections

$000	Forecast 2020/2021	Budget 2021/2022	Proposed 2022/2023	Proposed 2023/2024	Proposed 2024/2025
Operating result	8,056	5,909	7,835	5,424	6,578
Increase/(decrease) Net current assets	(8,633)	(9,347)	(4,136)	(3,791)	(256)
Net current assets	29,427	20,080	15,944	12,153	11,897

Cost recovery

Water sales in 2006/07 reached a record level of 16,286 megalitres as the drought continued, 2010/11 saw a low of 10,010 megalitres due to wet weather. Over the last ten years the range has been 10,010 megalitres to 16,286 megalitres per annum. With our current level of funds, accepting some risk of a low sales year is not unreasonable, and from the trend analysis undertaken, water sales for 2021/2022 have been budgeted at 14,176 megalitres, the average water usage for the past 5 years.

NSW Office of Water (NOW) Best Practice Management of Water Supply guidelines have previously recommend, to encourage water conservation, high water residential customers should be subject to a stepped price increase of at least 50% for incremental usage above a level up to 600 kl/annum per household. Riverina Water had decreased this tariff step to 500 kl/annum. This is calculated on a monthly or quarterly basis, depending on the nature of the consumer.

The 2021/22 residential tariff for urban and non-urban has been increased to $1.49 per kilolitre for the first 125 kilolitres per quarter then $2.24 per kilolitre.

Residential Access Charges have again been retained at $40.00 per quarter.

Capital works programme 2021/2022

This budget continues with the capital works programme as forecast in our Strategic Business Plan and Resourcing Strategy 2012, network modelling and more refined investigation reports, and a risk based criticality assessment. Striking the best balance between maintaining adequate infrastructure and what can be achieved in any one year with the resources allowed has always been difficult, and emphasis is placed on key projects and improving resourcing techniques to achieve delivery.

The 2021/22 capital works programme will be financed as follows:

	$'000
a) Capital contributions	3,558
b) Revenue allocations	5,909
c) Loan funding and reserves	14,744
Total	**$24,211**

Restricted assets: cash and investment

Assets recognised in the statement of financial position, the general purpose financial report, shall identify by way of note, those assets the uses of which are restricted, wholly or partially, by regulations or other externally or internally imposed requirements where those restrictions are relevant to assessments of the performance, financial position or financing and investing of the Council.

Council's cash and investment internal restriction included in Council's operational plan are:

A provision of 50% of the Employee Leave Entitlement has been made.

Budgeted restricted cash and investment	$'000
Asset replacement	1,580
Sales fluctuations	3,000
Employee leave entitlements	2,653
Unexpended loans	-
Unrestricted cash and investments	6,269
Estimate 30th June 2021	**$13,502**

Assumptions used in preparation of estimates

Other matters taken into consideration in the preparation of the estimates were:

- An increase in wages and salaries of 3%.
- The trend in water sales over the previous 10 years has been analysed, and on this basis, sales have been budgeted on the average consumption of the past 5 years. The actual sales will be largely dependent on seasonal weather conditions and continued success of Council's Demand Management Strategy.
- The level of availability charges, water tariffs and miscellaneous charges outlined in Section 12 of this report for Urban and Non-Urban section of the fund has been utilised in the calculation of the estimated income for 2021/2022.
- Tax equivalents, payment is included.

Dividend payments are not included in cost recovery.

12.2 Budget

Financial statements summarising the anticipated result for 2020/2021 and projected budgets for 2021/22, 2022/23, 2023/24 and 2024/25 are included as Appendix "F".

13. Finance and revenue – charges and fees

13.1 Connection costs

Connection fees have two basic components – a development servicing charge (a contribution towards infrastructure based on the potential increase in demand on the system), and a Service Connection Fee (the (averaged) cost of physically installing the connection and meter). Land developers are also required to meet the reticulation costs.

13.2 Development servicing charge

The Development Servicing Plan (DSP) was prepared in accordance with New South Wales Office of Water (NOW) guidelines and adopted by Council in June 2013.

In accordance with the DSP, the Developer charge for 2021/2022 is $5,053 per equivalent tenement. (E.T)

Equivalent tenement figures for developments will be determined in accordance with "Section 64 Determinations of equivalent tenements guidelines" published by the NSW Water Directorate.

In applying these guidelines the following multipliers will be used to determine Local E.T.'s:-

Development type	Local ET multiplier	DSP reference
Single residential	Recommended ET	Table 1
Multi residential	0.7 x Recommended ET	
Rural (Stock and domestic) up to 25mm service	Recommended ET (will typically be that for a large residential Lot > 2000m^2)	Table 1
Rural (Stock and domestic) greater than 25mm service	$\frac{(\text{meter size})^2}{25^2}$ x Recommended ET	Table 1
Commercial/Industrial	0.7 x Recommended ET OR Assessed peak day demand ÷ 3.8 kl	Tables 2 and 3

The methodology to calculate the number of E.T.'s for a development is to primarily use the NSW Water Directorate guidelines, as referred to in this Operational Plan. However, it is only when these guidelines do not address the type of development is the alternate method used, where we assess peak day demands and divide by 3.8kl.

The developer charge for any newly created parcel of land or development will be based on a minimum of one E.T.

13.3 Large service infrastructure contribution

Prior to the Development Servicing Plan, there were minimum infrastructure charges set for larger service. The infrastructure charges have now been replaced by the E.T. based Development Servicing Charge (DSC).

Notwithstanding this, minimum assumed E.T.'s have been set for larger service sizes. The minimum DSC for a 100mm service will be calculated on the basis of 4 E.T.

For other service sizes refer to table at the end of Section 13.8.1.

13.4 Service connection fee

The average cost of physically connecting allotments in Wagga Wagga is $1,415. The costs for larger services and rural services are set out in Section 13.8.2.

13.5 Service connection fees - multiple units

Multiple units will incur a development charge as per Section 13.2 above. The cost of the physical service will be $1,415 for the first unit and $283 for each additional unit connected to the same service, and $1,415 for each free standing unit, with separate services. Riverina Water will determine the service size in consultation with the developer.

13.6 Service connection fees - rural connections

The service connection fee for rural connections is based on average installation costs and is set out in Section 13.8.2. The service connection fee is in addition to the development servicing charge.

Where water reticulation mains or spur lines need upgrading or extending due to a new connection, an additional capital contribution is calculated on an individual basis.

13.7 Reticulation mains construction and costs

Land developers are required to meet the full cost of reticulation mains construction within the area being developed. Minimum reticulation main sizes will be 100mm diameter in residential areas and 150mm diameter in commercial/Industrial areas. Riverina Water will meet the additional cost of increased diameter pipes laid by Riverina Water to provide flow through the area to serve other land.

13.8 Recommended fees

The two connection cost components are documented in:-

- Section 13.8.1 Development Servicing Charges, and
- Section 13.8.2 Service Connection Fees.

13.8.1 Recommended development servicing charges

Urban (residential) development servicing charge

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

Urban - including township & village - single residential lots	Tax	Cost per lot (based on lot size)		
		<450m2	450 - 2000m2	>2000m2
Lots where developers have prepaid the fees appropriate at time of development		Nil - (note only applies for a single residence on the lot)		
Lots (not prepaid) existing prior to 01/01/1994 and 2nd or subsequent services (only where availability fees are being paid)	N	1st Service - Nil - (note only applies for a single residence on the lot) 2nd and subsequent service based on $5,053 per E.T.		
Lots (not prepaid) created since 01/01/1994	N	$5,053	$5,053	$6,063
Urban - including township & village - multiple residential units		**Price for multiple units**		
Lots where developers have prepaid the fees		Nil - provided correct charges have been prepaid		
Lots (not prepaid) existing prior to 01/01/1994	N	Fee applicable for newly created lots less $5,053		
Lots (not prepaid) created since 01/01/1994				
Multi-residential lots (medium density 1-2 storey)		**Developer charge per dwelling**		
Dual occupancy - 1 Bedroom Dual occupancy - 2 Bedrooms Dual occupancy - 3 or more Bedrooms	N	$5,053 if lot size > 450m2 per dwelling		
Duplex - 1 Bedroom Duplex - 2 Bedrooms Duplex - 3 or more Bedrooms		Units priced, as below, if lot size <450m2 per dwelling		
Units - 1 Bedroom	N	$2,021		
Units - 2 Bedrooms	N	$3,032		
Units - 3 or more Bedrooms	N	$4,043		
Multi-residential lots (high density >2 storey)		**Developer charge per dwelling**		
Multi storey apartments - 1 Bedroom	N	$1,668		
Multi storey apartments - 2 Bedrooms	N	$2,527		
Multi storey apartments - 3 or more Bedrooms	N	$3,382		
NOTE: The minimum developer servicing charge per lot is $5,053				
Urban - additional costs (to be read in conjunction with the DSP)				
Lots which require significant supply mains in advance of sequential development	N	An amount calculated to recoup the cost of the supply main		

Rural development servicing charges

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

The Development Servicing Charge for rural connections is based on E.T.'s determined from service size. The following charges relate to properties greater than 2000m^2. For smaller rural properties divide the listed charge by 1.2.

Rural location	Tax	Price per service connection				
		20mm	25mm	*32mm	*40mm	*50mm
		$	$	$	$	$
Rural pipelines **	N	6,063	6,063	9,933	15,522	24,254

Additional costs

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

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

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

Commercial or industrial development servicing charges

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

Development Servicing Charges for Industrial or Commercial developments are based on a charge of $5,053 per E.T. (Equivalent Tenement).

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

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

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

Note: At the time of subdivision, if no development type is specified, the Developer Servicing Charge will be based on 1 E.T. per Lot. The charges will then be re-assessed when the owner makes application for connection to the water supply.

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

Note:

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

(2) Notwithstanding all of the above, there will be a minimum Development Servicing Charge of $5,053 per Lot, and the following minimum development servicing charges will apply to each service connection, based on service connection size.

Service size	Tax	<80mm	80mm	100mm (minimum 4 E.T.)	150mm	200mm
Minimum charge	N	$5,053	$12,936	$20,212	$45,475	$80,845

13.8.2 Recommended service connection fees

Urban service connection

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

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

Urban - including township & village - single residential/commercial/ industrial developments	**Tax**	**Price per service connection for single unit**				
		20mm	**25mm**	***32mm**	***40mm**	***50mm**
Lots where developers have prepaid the fees appropriate at time of development	N	NIL	$560	$1,117	$1,862	$2,484
All other lots including 2nd or subsequent services	N	$1,415	$1,975	$2,532	$3,277	$3,899
*** The availability of a service connection greater than 25mm is dependent on capacity to supply with the reticulation network and must have Engineering Approval.**						

Urban - including township & village - multiple residential units	**Tax**	**Price for multiple units**					
		1 unit	**2 units**	**3 units**	**4 units**	**5 units**	**Extra units**
Lots where developers have prepaid the fees		No additional Service Connection Charge provided correct fees as per the following line have been paid					
All other lots including 2nd or subsequent services	N	$1,415	$1,698	$1,981	$2,264	$2,547	$283
These prices apply to multi-unit residential developments provided for by water connection(s) at any one time, and include the cost of bulk and individual meters. In the case of individual metering of strata units, the owner is responsible for internal plumbing required.							

Urban - additional costs		
a) Where Baylis Street pavers need to be disturbed	N	As per WWCC charges
b) Where the service requires a rail crossing and approval from the Railway Authorities	N	The fees and charges that rail authority imposes
c) Where the service connection generates other similar extraordinary costs	N	A fee assessed on a similar basis
Road underboring	N	$132.00 per metre

Rural service connection

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

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

Rural location	Tax	Price per service connection				
		20mm	25mm	*32mm	*40mm	*50mm
		$	$	$	$	$
Rural pipelines **	N	1,614	2,176	2,721	3,484	4,136
Walbundrie to Rand Pipeline Urangeline/Bidgeemia Rural Scheme and other rural schemes		Refer to Engineering staff regarding availability and costing for these schemes				
Some rural spur lines incur additional costs. Refer to Engineering or Customer Services Officer.						
Additional costs						
Where the service requires a rail crossing and approval from the Railway Authorities	N	The fees and charges that rail authority imposes				
Where the service connection generates other similar extraordinary costs	N	A fee assessed on a similar basis				
Road underboring	N	$132.00 per metre				

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

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

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

Large service connections

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

13.9 Availability and usage charges

The availability and usage charges as used in preparing the estimates are detailed in the following schedules.

13.9.1 Availability charges for 2021/22

for the Wagga Wagga Urban Area are the same level as the rural towns and villages.

Availability charge per property, residential, strata unit or customer

Domestic	GST	Per Quarter
Built upon or connected property	N	$40
Each additional dwelling erected on each parcel of property	N	$40
Vacant land not connected (within 225 metres or adjacent to a main) - urban only	N	$17.50
Commercial/Industrial		
Built upon or connected property	N	$45
Non-metered connected premises	N	$90
Each additional strata unit	N	$45
Other		
Government departments, including police stations, court houses, schools, staff housing, public offices, etc	N	$45
Churches and similar “non-rateable” property	N	Usage charge only
Additional fee for separate fire service connected	N	$45

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

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

13.9.2 Usage charges for 2020/21 are as follows:

Water Tariffs $ per kilolitre	GST	2020/2021	2021/2022
General tariff			
All users (except as detailed below)	N		
First 125 kls per quarter		1.46	1.49
Balance per kilolitre per quarter		2.19	2.24
Strata title units and flats			
First 125 kls per quarter per unit	N	1.46	1.49
Balance per kilolitre per quarter		2.19	2.24
(For Strata complexes and Flats where units are not individually metered the total metered consumption will be evenly apportioned between units).			
Industrial tariffs for processing and manufacturing industries as well as livestock marketing centres with consistent year round usage connected since 01/07/2009			
First 41 kls per month	N	1.46	1.49
Balance above 42 kls per month		2.19	2.24
Balance above 3,000 kls per month		2.19	2.24
Applicable to large scale processing and manufacturing industries as well as livestock marketing centres with consistent year round usage and specifically approved by Council.			
First 3,000 kls per month	N	1.46	1.49
Balance above 3,000 kls per month		1.46	1.49
Commercial tariff			
All users (except as detailed below)	N		
First 125 kls per quarter/41 kls per month		1.46	1.49
Balance per kilolitre per quarter		2.19	2.24
Community facilities			
Hospitals, Schools / TAFE / University	N	1.46	1.49
Parks and gardens, Council swimming pools			
Non-potable water			
First 125 kls per quarter	N	0.73	0.74
Balance per kilolitre per quarter		1.09	1.11
Metered supply to standpipe agents or constituent Councils	N	2.05	2.09

Supply from fixed standpipe and water filling stations (Minimum charge $10.00 when via an Agent)	N	3.24	3.30
Bulk supply Application of this tariff will be at the discretion of the Council	N	1.46	1.49
Primary producers tariff Applicable to all rural services along Council's trunk mains	N	1.46	1.49

Rebates

Eligible Pensioner	$30.00 per quarter
Kidney Dialysis Machine Users	20 kls per quarter

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

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

Note: With regard to Industrial Tariffs, referred on the previous page, Consistent use is deemed to be when individual monthly consumption is between .75 and 1.25 times the average monthly consumption based on the previous 12 month rolling average.

13.10 Other charges

13.10.1 Sundry fees and charges

Sundry fees and charges	Tax	2020/2021	2021/2022
Search/enquiry certificate fee - s603 (as for property transfer)	N	$85	$85
Fee for providing information in writing, including Special meter reading	N	$78	$79
Formal GIPA access application	N	$30.50	$31
Formal GIPA processing fee	N	$65 per hour	$66 per hour
Reconnection fee - requires new service fee	N	Appropriate connection fee	Appropriate connection fee
Reconnection fee - new service not required	N	$173.50 + cost of meter if required	$177 + cost of meter if required
Remove flow restricting device	N	$173.50	$177
Meter repairs - s636 LG Act	Y	$112 per hour	$114 per hour
Meter test deposit	N	$76	$77
Test fees for backflow prevention devices			
RPZ devices	N	$116.50	$119
Other devices	N	$92.50	$94
Leak detection (Minimum 1 hour)	Y	$112 per hour	$114 per hour
Water main locating involving potting or excavation	N	$112 per hour	$114 per hour
Dishonoured payments fee	N	Relevant bank fee incurred	Relevant bank fee incurred
Interest on overdue accounts	N	7.50%	6%
Written quotation fee	Y	$85	$87
Service call	Y	$112 per hour	$114 per hour
Plumbing permit including standard inspections	N	$112	$114
Additional plumbing inspection due to non-compliance	N	$183	$186
Non-compliance with water restrictions	N	$258	$263
Water filling station access	N	$295	$295

Replacement water filling station key	Y	$60	$60
Pressure and flow analysis application fee	N	$180	$183
Clearing of shrubs and small bushes	Y	$112 per hour	$114 per hour
Repair to damaged water main	N	Actual costs plus 20%	Actual costs plus 20%
Private works	Y	Actual costs plus 20% unless a fixed quotation	Actual costs plus 20% unless a fixed quotation
Print/copy A4 single sided black & white	Y	$0.45	$0.50
Print/copy A4 single sided colour	Y	$2.50	$2.55
Print/copy A3 single sided black & white	Y	$0.95	$1
Print/copy A3 single sided colour	Y	$3.25	$3.30
Copy of water notice	Y	$11	$11.20
Copy of financial data on properties	Y	$10	$10.20
Copy of 603 certificate administration	Y	$11	$11.20
Fee for reallocation of electronic payment	Y	$10	$10.20

13.10.2 Key performance indicators

Level of water accounts overdue compared to water sales for previous 12 months:	Target < 5%
Level of sundry debtor accounts overdue compared to debtors raised for previous 12 months:	Target < 5%

14. Finance and revenue – pricing policy

Riverina Water supports a pricing system, which is equitable and reflects the actual cost of the service provision over the long term. Cross-subsidisation between classes of customers is to be minimised, however some standardisation of pricing is necessary to avoid unreasonable charges for remote areas. The township and rural pricing of water was equalized in 2012/2013.

Service connection fees include a much wider differential, so that the non-urban areas meet additional costs related to the longer lengths of service lines required.

The pricing systems should be transparent, and understandable, and an excessive number of different tariffs is to be avoided.

The abandonment of rating and water allowances and the introduction of access (availability) and usage charges in 1994 was undertaken after a thorough examination of numerous pricing combinations.

To introduce a stepped (inclining block) tariff for all categories of consumers except certain community based facilities such as hospitals, education facilities, parks and gardens, primary producers and council swimming pools. All existing commercial and industrial users progressed to the full stepped tariff in 2013/2014, unless specifically exempted by Council.

The stepped tariff will also act as one of the incentives to conserve water.

This will be again reviewed in the future when other demand strategies have been developed according to Integrated Water Cycle Management Plan.

Strategies/Actions	Measures
Stepped tariff, subject to some concession for large year round users.	Stepped pricing applied.
New capital works are to continue to require capital contributions from developers. Specific works will be at full cost to the developer while headworks will be partly developer and partly water sales funded, as per the Development Servicing Plan.	Funding balance achieved.

15. Finance and revenue – charges for work on private land

Riverina Water County Council does not seek nor carry out significant amounts of work on private land, however occasionally it is of mutual benefit to do so.

When work for other parties or an individual is carried out, the charges are based on:

Preparation of a fixed quotation, or

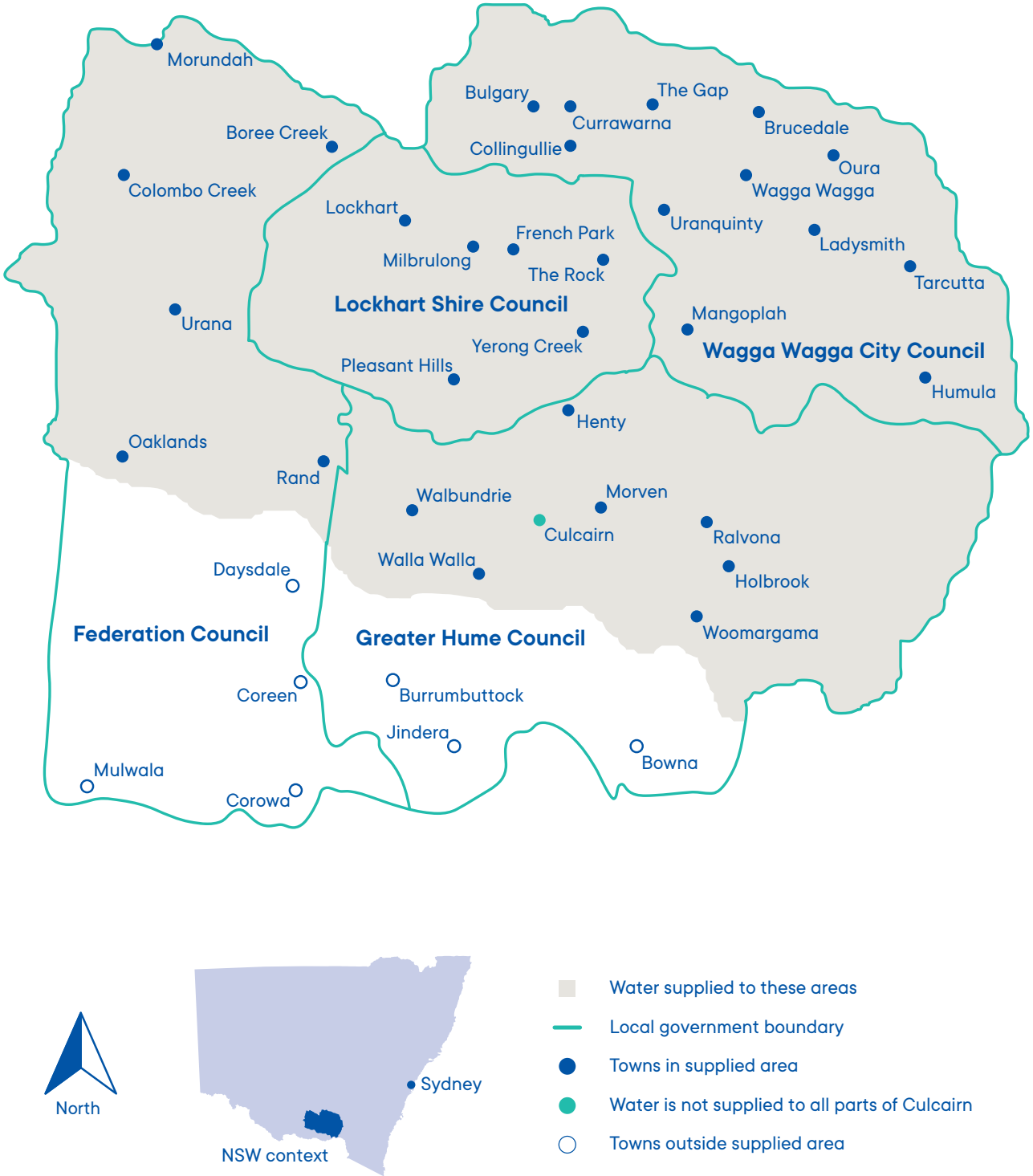
Actual costs including overheads + 20%

In both cases, charges include:

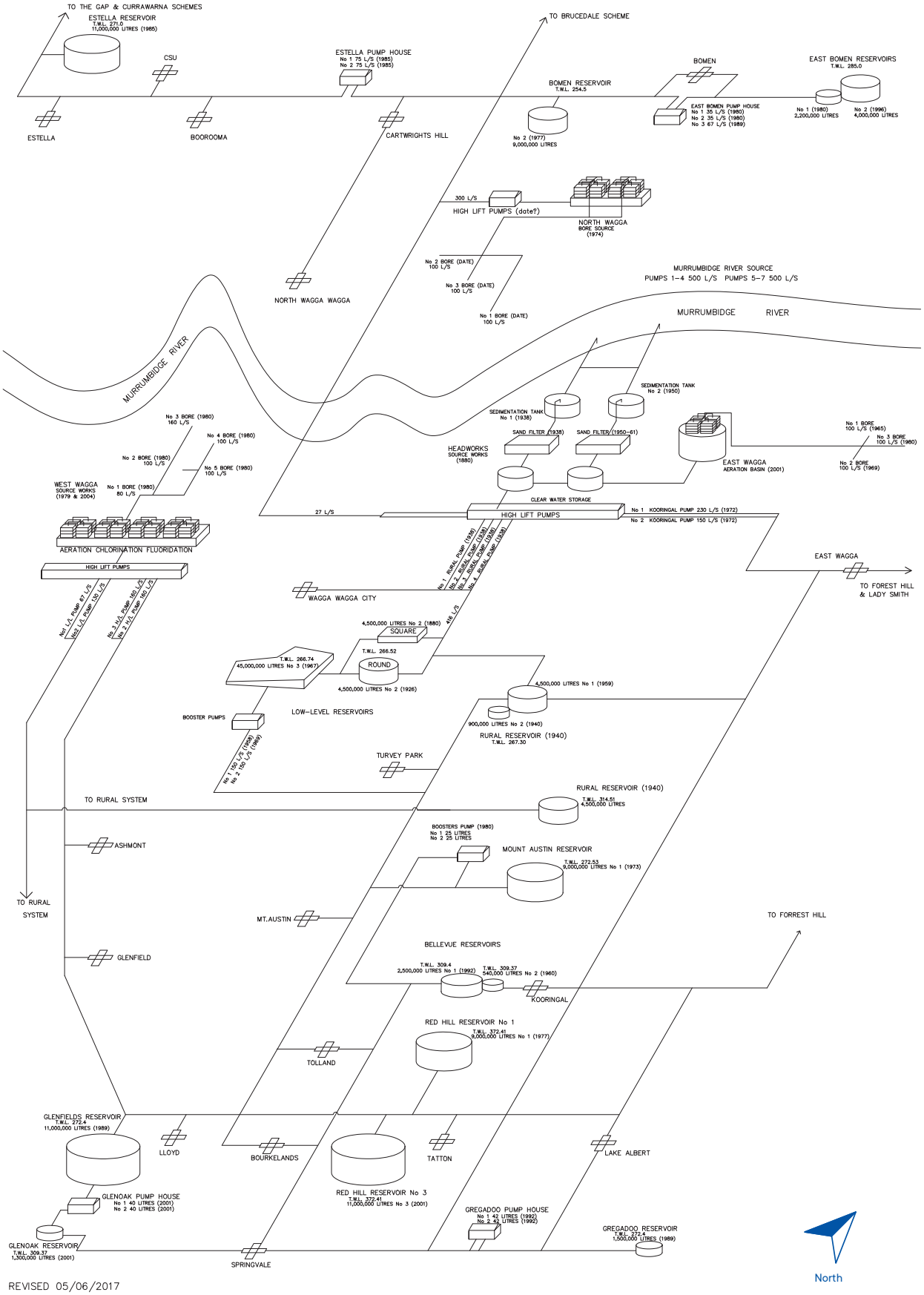
- labour costs
- labour overheads
- engineering overheads
- materials used
- stores overheads
- purchases and hired equipment
- RWCC equipment hire

Appendices

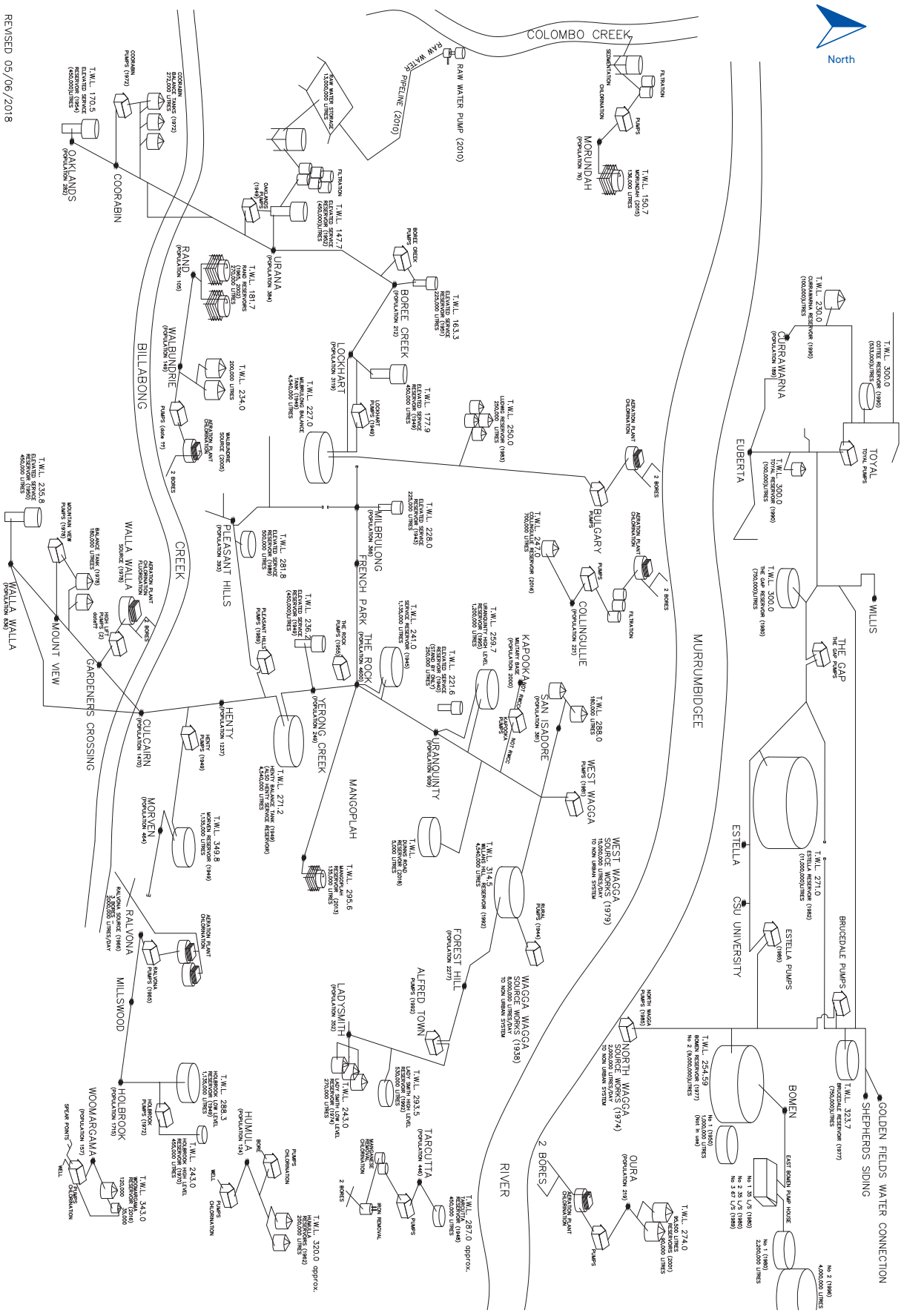
Appendix A - Area of supply



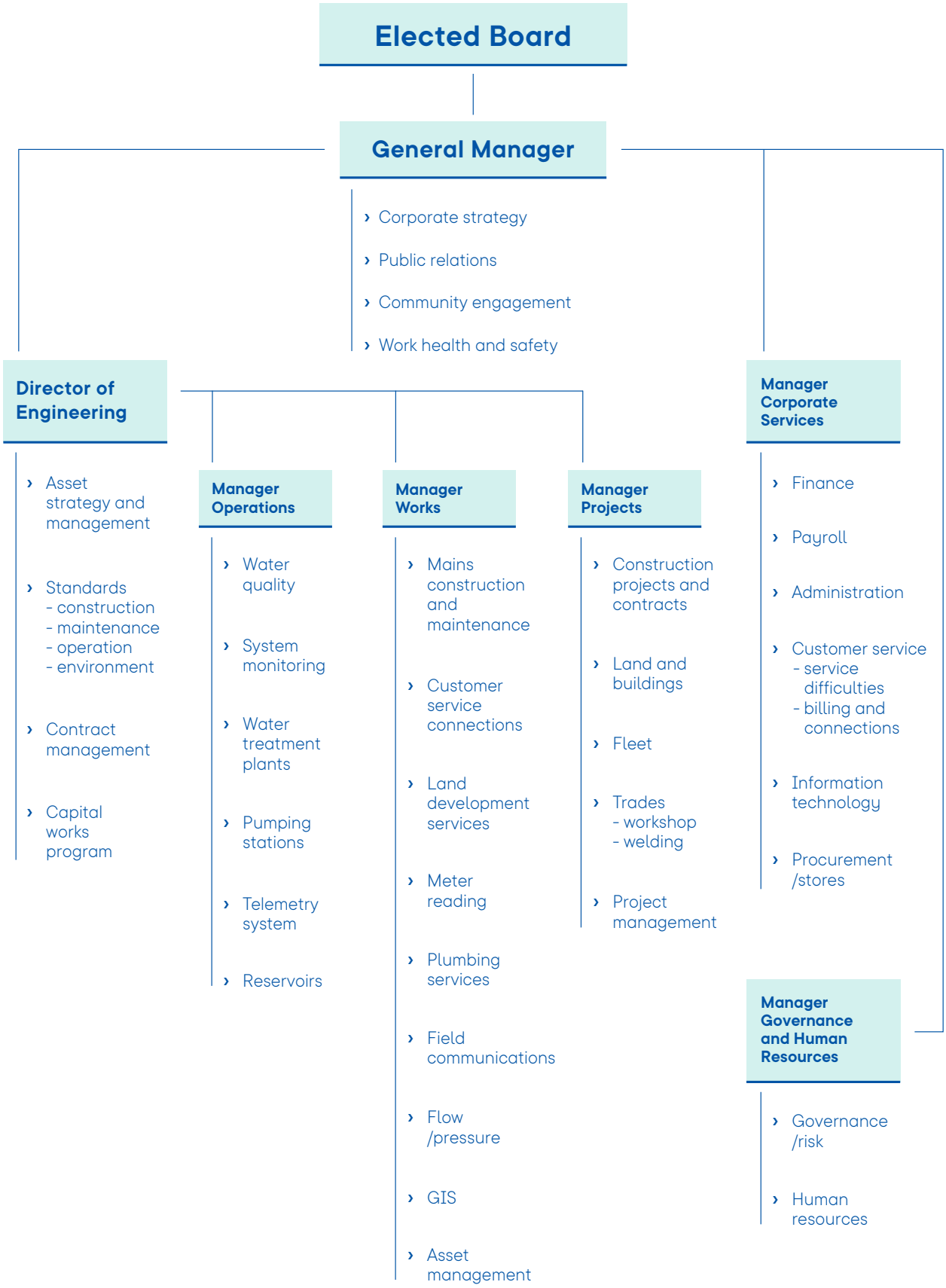
Appendix B - Wagga Wagga distribution scheme



Appendix C - Non-urban distribution scheme



Appendix D - Organisational structure



Appendix E - Capital works plan

Description	Current year 2020/21 $	Projected years 2021/22 $	2022/23 $	2023/24 $	2024/25 $
Management					
Land and buildings for admin, depots and workshops					
Administration office	160,000	260,000	-	-	-
Depot buildings	1,094,567	2,336,479	1,149,446	1,122,072	150,000
Access, parking and landscaping	2,123,071	1,070,000	-	1,240,000	2,250,000
Environmental works	-	-	-	300,000	
Repurposing old assets	-	-	-		260,000
Asset demolition	-	100,000	200,000	400,000	200,000
Sub-total land and buildings for admin depots and workshops	**3,377,638**	**3,766,479**	**1,349,446**	**3,062,072**	**2,860,000**
Plant and equipment					
IT equipment	2,744,500	200,928	244,000	244,000	244,000
Office furniture and equipment	16,600	15,000	-	-	-
Working plant and vehicle purchases	1,549,847	960,000	1,335,000	985,000	995,000
Fixed plant tools and equipment	35,000	-	-	-	-
Telemetry and control systems upgrade	458,782	350,000	25,000	50,000	25,000
Radio communications upgrade/ replacements/improvements	68,440	68,000	-	-	-
Energy efficiency and cost minimisation	415,740	3,200,000	13,000,000	5,000,000	-
Sub-total plant and equipment	**5,288,909**	**4,793,928**	**14,604,000**	**6,279,000**	**1,264,000**
Intangibles					
ERP development and implementation	-	3,205,932	350,000	350,000	-
Water licences	270,000	-	-	1,000,000	-
Sub-total intangibles	**270,000**	**3,205,932**	**350,000**	**1,350,000**	**-**
Total management	**8,936,547**	**11,766,339**	**16,303,446**	**10,691,072**	**4,124,000**

Sources					
Bores - renew/refurbish/decommission	369,943	310,000	355,000	-	75,000
Sourceworks metering	-	40,000	12,000	-	-
Switchboards improvements/replacements	-	30,000	10,000	30,000	25,000
Total sources	**369,943**	**380,000**	**377,000**	**30,000**	**100,000**

Treatment plants					
Aeration tower replacements	85,000	115,000	-	-	-
Aeration tower covers	489,627	-	100,000	-	-
Specific treatment plant improvements	30,000	55,000	225,000	15,000	-
Treatment plant refurbishments	3,128,567	4,226,124	1,910,000	1,375,000	325,000
Laboratory facilities upgrade	-	15,000	10,000	20,000	15,000
Total treatment plants	**3,733,194**	**4,411,124**	**2,245,000**	**1,410,000**	**340,000**

Pumping stations					
Pump stations renewal/refurbish/upgrade	130,000	140,000	-	1,240,000	885,700
Total pumping stations	**130,000**	**140,000**	**-**	**1,240,000**	**885,700**

Reservoirs					
General improvements	29,299	75,000	130,000	20,000	120,000
New/replacement reservoirs	599,900	1,175,000	2,800,000	-	-
Reservoirs - refurbish	155,019	-	-	-	-
Reservoirs - upgrade ladders and access	25,000	90,000	90,000	90,000	90,000
Reservoir magflows	64,375	25,000	20,000	25,000	-
Asset demolition	110,000	-	-	-	-
Total reservoirs	**983,593**	**1,365,000**	**3,040,000**	**135,000**	**210,000**

Mains, services and meters					
Mains					
System improvements	2,500,000	2,018,600	2,027,286	1,786,059	1,494,919
Reticulation for developers (including other extensions)	-	-	-	-	-
Renew reticulation mains	1,805,000	1,200,000	1,000,000	1,000,000	1,025,000
Renew trunk mains	1,495,000	1,775,000	1,600,000	2,075,000	2,750,000
Sub-total mains	**5,800,000**	**4,993,600**	**4,627,286**	**4,861,059**	**5,269,919**
Services					
Service connections, new including meters	550,000	550,000	550,000	550,000	550,000
Renew services	330,000	330,000	330,000	330,000	330,000
Sub-total services	**880,000**	**880,000**	**880,000**	**880,000**	**880,000**
Meters					
Water meters replacement	200,000	200,000	200,000	350,000	350,000
Remote monitoring	125,000	50,000	550,000	1,025,000	1,025,000
Water filling stations upgrade	85,000	-	-	-	-
Water filling stations new	25,000	25,000	25,000	25,000	25,000
Sub-total meters	**435,000**	**275,000**	**775,000**	**1,400,000**	**1,400,000**
Total mains, services and meters	**7,115,000**	**6,148,600**	**6,282,286**	**7,141,059**	**7,549,919**
Totals	**21,268,277**	**24,211,063**	**28,247,732**	**20,647,131**	**13,209,619**

Appendix F - Budgeted financial statements - 2020/21, 2021/22, 2022/23, 2023/24 and 2024/25

Income statement	Current year		Projected years		
	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000
Income from continuing operations					
Revenue:					
Rates and annual charges	5,117	5,172	5,172	5,172	5,172
User charges and fees	23,833	24,030	24,270	24,512	24,756
Interest and investment revenue	300	250	250	250	250
Other revenues	345	466	452	457	462
Grants and contributions provided for operating purposes	225	225	225	225	225
Grants and contributions provided for capital purposes	3,685	3,558	5,654	3,661	3,713
Total income from continuing operations	**33,505**	**33,701**	**36,023**	**34,277**	**34,578**
Expenses from continuing operations					
Employee benefits and on-costs	9,437	10,641	10,829	11,045	11,266
Borrowing costs	387	434	836	970	878
Materials and contracts	4,052	4,073	4,154	4,237	4,322
Depreciation and amortisation	6,350	7,550	7,686	7,824	7,965
Other expenses	5,223	5,094	4,684	4,776	3,570
Total expenses from continuing operations	**25,449**	**27,792**	**28,189**	**28,852**	**28,001**
Operating result from continuing operations	**8,056**	**5,909**	**7,834**	**5,425**	**6,577**
Net operating result for the year	**8,056**	**5,909**	**7,834**	**5,425**	**6,577**
Net operating result before grants and contributions provided for capital purposes	**4,371**	**2,351**	**2,181**	**1,763**	**2,865**

Appendix F - Budgeted financial statements - 2020/21, 2021/22, 2022/23, 2023/24 and 2024/25

Balance sheet	Current year		Projected years		
	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000
Assets					
Current assets					
Cash and cash equivalents	22,929	13,502	9,186	5,467	5,124
Receivables	3,864	3,931	4,058	3,932	3,963
Inventories	2,634	2,647	2,700	2,754	2,809
Total current assets	**29,427**	**20,080**	**15,944**	**12,153**	**11,896**
Non-current assets					
Infrastructure, property, plant and equipment	386,400	402,734	422,966	435,456	440,365
Intangible assets	10,884	10,884	10,884	10,884	10,884
Total non-current assets	**397,284**	**413,618**	**433,850**	**446,340**	**451,249**
Total assets	**426,711**	**433,698**	**449,795**	**458,492**	**463,145**
Liabilities					
Current liabilities					
Bank overdraft	-	-	-	-	-
Payables	1,977	2,073	2,059	2,090	2,012
Borrowings	1,964	1,587	166	1,847	1,942
Provisions	5,307	5,307	5,307	5,307	5,307
Total current liabilities	**9,248**	**8,967**	**7,532**	**9,244**	**9,261**
Non-current liabilities					
Borrowings	3,440	4,799	14,495	16,058	14,116
Total non-current liabilities	**3,440**	**4,799**	**14,495**	**16,058**	**14,116**
Total liabilities	**12,688**	**13,766**	**22,027**	**25,302**	**23,377**
Net assets	**414,023**	**419,932**	**427,767**	**433,191**	**439,768**

Equity					
Retained earnings	155,634	161,543	169,378	174,802	181,380
Revaluation reserves	258,389	258,389	258,390	258,388	258,388
Council equity interest	414,023	419,932	427,767	433,191	439,769
Total equity	**414,023**	**419,932**	**427,767**	**433,191**	**439,769**

Directory

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National Australia Bank Ltd

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NSW Audit Office

Internal auditors
National Audits Group

Emergency
Wagga Wagga
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Lockhart
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Uranquinty
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Urana/Oaklands
(02) 6922 0608 (all hours)

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

Customer information – payment facilities

Telephone
Australia Post
Telephone Billpay

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

Credit cards
Ring the **13 18 16** number as listed above.

To pay by the internet
www.postbillpay.com.au
(Access to this option is also available via Council's Internet site listed above).

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

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

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

Riverina Water