



Meeting of Riverina Water County Council

The meeting will be held in the Federation Council, Urana
Office, 30-32 William Street, Urana at 10:00am on Thursday 23
April 2026.

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 26 February 2026

Minutes of Extraordinary Board Meeting 25 March 2026

Correspondence

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R1 Election of Chairperson and Deputy Chairperson

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary The purpose of this report is to facilitate the election of the Chairperson and Deputy Chairperson. In the case of Riverina Water County Council, the Chairperson and Deputy Chairperson are elected by the members from among the members.

RECOMMENDATION that the Board conduct the election of the Chairperson and Deputy Chairperson by the voting method determined by the Board for the period from March 2026 to October 2026.

Report

The purpose of this report is to facilitate the election of the Chairperson and Deputy Chairperson. In the case of Riverina Water, the Chairperson and Deputy Chairperson are elected by the members from among the members.

Section 391 of the Local Government Act 1993 (the Act) requires Riverina Water to have a Chairperson who is elected in accordance with the provisions of the Act.

The Councillor elected as Chairperson at this meeting will hold that office for a period of 6 months. In October 2026, an election for Chairperson and Deputy Chairperson will be held for a further 2 year period concluding in September 2028.

Election of the Chairperson – March 2026 to October 2026

The procedure to be followed for the election of Chairperson is outlined in Schedule 8 of the Local Government (General) Regulation 2005, and is reproduced here under:

Part 1 – Preliminary

2. Returning Officer

Board members are advised that in accordance with Schedule 8 Part 1(2) of the Local Government (General) Regulations 2005, the Chief Executive Officer, Mr. Andrew Crakanthorp is the returning officer for the election of Chairperson and Deputy Chairperson.

4. Nomination

(1) A member of a county council may be nominated without notice for election as chairperson of the county council.

(2) The nomination is to be made in writing by 2 or more members of the county council (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.

(3) The nomination is to be delivered or sent to the returning officer.

(4) The returning officer is to announce the names of the nominees at the county council meeting at which the election is to be held.

5. Election

(1) If only one member of the county council is nominated, that member is elected.

(2) If more than one member is nominated, the county council is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.

(3) the election is to be held at the county council meeting at which the county council resolves the method of voting.

(4) In this clause:

ballot has its normal meaning of secret ballot.

open voting means voting by a show of hands or similar means

Part 2 – Ordinary ballot or open voting

6. Application of Part

This part applies if the election proceeds by ordinary ballot or by open voting.

7. Marking of ballot papers

(1) If the election proceeds by ordinary ballot, the returning officer is to decide the manner in which votes are to be marked on the ballot-papers.

(2) The formality of a ballot-paper under this Part must be determined in accordance with clause 345 (1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that clause.

(3) An informal ballot-paper must be rejected at the count.

8. Count – 2 Candidates

(1) At such a ballot, if there are only 2 candidates, the candidate with the higher number of votes is to be declared elected.

(2) If there are only 2 candidates and they are tied, the one to be declared elected is to be chosen by lot.

9. Count – 3 or more Candidates

(1) At such a ballot, if there are 3 or more candidates, the one with the lowest number of votes is to be excluded.

(2) If 3 or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.

(3) If, after that, 3 or more candidates still remain, the procedure set out in sub clause (ii) is to be repeated until only 2 candidates remain.

(4) Clauses d) and f) of this Schedule, then apply to the determination of the election as if the 2 remaining candidates had been the only candidates.

(5) If at any stage during a count under this clause, 2 or more candidates are tied on the lowest number of votes, the one to be excluded is to be chosen by lot.

Part 3 – Preferential ballot

10. Application of Part

This part is required if the election proceeds by preferential ballot.

11. Ballot papers and voting

(1) The ballot-papers are to contain the names of all the candidates. The members of the county council are to mark their votes by placing the numbers "1", "2" and so on against the various names so as to indicate the order of their preference for all the candidates.

(2) The formality of the ballot-paper under this Part is to be determined in accordance with clause 345(1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that clause.

(3) An informal ballot-paper must be rejected at the count.

12. Count

(1) If a candidate has an absolute majority of first preference votes, that candidate is elected.

(2) If not, the candidate with the lowest number of first preference votes is excluded and the votes on the unexhausted ballot-papers counted to him or her are transferred to the candidates with second preferences on those ballot-papers.

(3) A candidate who then has an absolute majority of votes is elected, but, if no candidate then has an absolute majority of votes, the process of excluding the candidate who has the lowest number of votes and counting each of his or her unexhausted ballot-papers to the candidates remaining in the election next in order of the voter's preference is repeated until one candidate has received an absolute majority of votes. That candidate is elected.

(4) In this clause, absolute majority, in relation to votes, means a number that is more than one-half of the number of unexhausted formal ballot-papers.

13. Tied candidates

(1) If, on any count of votes, there are 2 candidates in, or remaining in, the election and the numbers of votes cast for the 2 candidates are equal— the candidate whose name is first chosen by lot is taken to have received an absolute majority of votes and is therefore taken to be elected.

(2) If, on any count of votes, there are 3 or more candidates in, or remaining in, the election and the numbers of votes cast for 2 or more candidates are equal and those candidates are the ones with the lowest number of votes on the count of the votes— the candidate whose name is first chosen by lot is taken to have the lowest number of votes and is therefore excluded.

Part 4 – General

14. Choosing by Lot

To choose a candidate by lot, the names of the candidates who have equal numbers of votes are written on similar slips of paper by the returning officer, the slips are folded by the returning officer so as to prevent the names being seen, the slips are mixed and one is drawn at random by the returning officer and the candidate whose name is on the drawn slip is chosen.

15. Result

The result of the election (including the name of the candidate elected as chairperson of the county council) is:

- a) to be declared to the members of the county council at the county council meeting at which the election is held by the returning officer, and
- b) to be delivered or sent to the Director-General and to the Secretary of the Local Government and Shires Associations of New South Wales.

Election of the Deputy Chairperson – October 2024 to October 2026

It has been Riverina Water's normal practice to elect a Deputy Chairperson for the same term, immediately following the election of the Chairperson. The same procedure as for the election of Chairperson is to be followed.

Nomination papers for the Chairperson and Deputy Chairperson are attached and have previously been distributed to Board Members. Nomination papers are to be delivered or sent to the Returning Officer (Chief Executive Officer) prior to the commencement of the Council Meeting to be held Thursday 31 October 2024 at 9.30am.

› R1.1 **Chair & Deputy Chair Nomination Forms** [📄](#)

Financial Implications

There are no financial implications associated with the actual election of Chairperson and Deputy Chairperson. The fees payable to the Chairperson and Deputy Chairperson are contained within the 2025/26 Operational Plan

Risk Considerations

Our Operations	
Provide effective leadership and governance	Riverina Water will avoid risks relating to corporate governance and compliance including ethical, responsible and transparent decision making and procedural/policy, legal and legislative compliance.



RIVERINA WATER COUNTY COUNCIL

NOMINATION FOR CHAIRPERSON

In accordance with Schedule 7 of the Local Government (General) Regulation 2005, we the undersigned, hereby nominate Councillor _____ for the office of **Chairperson**.

Name of Proposer: Councillor _____

Signature of Proposer: _____

Date: ____/____/2026

Name of Proposer: Councillor _____

Signature of Proposer: _____

Date: ____/____/2026

CONSENT

I, Councillor _____, hereby consent to my Nomination to the office of Chairperson.

Signature of Nominee: _____

Date: ____/____/2026



RIVERINA WATER COUNTY COUNCIL

NOMINATION FOR DEPUTY CHAIRPERSON

In accordance with Schedule 7 of the Local Government (General) Regulation 2005, we the undersigned, hereby nominate Councillor _____ for the office of **Deputy Chairperson**.

Name of Propose: Councillor _____

Signature of Proposer: _____

Date: ____/____/2026

Name of Proposer: Councillor _____

Signature of Proposer: _____

Date: ____/____/2026

CONSENT

I, Councillor _____, hereby consent to my Nomination to the office of Deputy Chairperson.

Signature of Nominee: _____

Date: ____/____/2026

R2 Delegation of Authority to Chairperson

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary This report formalises the delegations for the Chairperson for the term of their appointment.

RECOMMENDATION that in accordance with Section 381(1) of the Local Government Act 1993, Council ratify and grant the delegations as set out in the Delegations of Authority Register to the Chairperson.

Report

Following the election of a new Council it is appropriate for the Council delegations to be reviewed. The delegations for the Chairperson are submitted for Council's consideration.

› R2.1 Delegations of Chairperson [↓](#)

Financial Implications

All expenditure incurred by the Chairperson is to be consistent with the provisions of the adopted Code of Conduct and Board Member Expenses and Facilities Policy (Pol 1.10) and the Corporate Purchase Card Policy (Pol 4.01)

Risk Considerations

Our Operations	
Provide effective leadership and governance	Riverina Water will avoid risks relating to corporate governance and compliance including ethical, responsible and transparent decision making and procedural/policy, legal and legislative compliance.

Delegations



Revised 3/10/2024 — Doc Id

Chairperson

On 23 April 2026, the Board of Riverina Water County Council ('Riverina Water') resolved that:

1. All previous delegations of Functions the subject of this instrument be revoked.
2. The person who from time to time holds the position of Chairperson, or Deputy Chairperson when acting for the Chairperson of Riverina Water, be delegated authority under section 377 of the Local Government Act 1993, to exercise and/perform on behalf of the Council the powers , authorities ,duties and functions as prescribed for the position of Chairperson under the Act , Schedules, Regulations , cognate Legislation , related Legislation , Councils own adopted Policies , Codes and Resolutions , provided that such delegations are not to be sub-delegated without specific approval by Council or as prescribed under the Act.
3. If, under any other Act, a function is conferred or imposed on the Chairperson of a County Council, the function is taken to be conferred or imposed on the Council and the Chairperson of the County Council will exercise and/or perform on behalf of Riverina Water the powers, authorities, duties and functions as prescribed under that other Act
4. In this delegation;
 - 'Functions' means powers, authorities, duties and functions and anything ancillary or related to the exercise or performance thereof.
 - 'Legislation' means legislation enacted by the Parliament of New South Wales and the parliament of the Commonwealth of Australia, including an Act, regulation made under an Act, by-law, rule r ordinance.
 - 'LG Act' means the *Local Government Act 1993* as amended.
5. Specific Delegations
 - a. Chief Executive Officer employment oversight

Day-to-day oversight of the Chief Executive Officer's employment under the contract of employment between the Council and the Chief Executive Officer as contemplated by the 'Guidelines for the Appointment & Oversight of General Managers'.
 - b. Conferring Powers or Duties

To give effect to the provisions of the Act, including but not limited to Division 2, Sections 225-231 of the Local Government Act 1993 and any other Act conferring powers or duties upon the Chairperson and to any resolution of direction given to the Chairperson by Council.



c. Preside at Meetings of Council

To preside at all meetings of the Council, Committees, Community Committees and Public Meetings convened by the Council at which the Chairperson is present unless the Chairperson otherwise appoints another Councillor or person to perform this function.

d. Negotiations on behalf of Council

The Chairperson in conjunction with the CEO, to participate in negotiations on behalf of the Council with third parties in relation with any significant matter associated with the operations of Riverina Water County Council.

e. Code of Conduct

To give direction to the Council, following consultation with the CEO, in the application of the Code of Conduct as adopted by Council.

f. Represent Council - Government and Other Forums

To represent the Council, in conjunction with the CEO in deputations to government inquiries and other forums where it is appropriate that the Chairperson should present the Councils position.

g. Sign and Execute Documents

To sign and execute documents under the Seal of Council in conjunction with the CEO.

h. Media Releases

To make Media Statements and issue Press Releases in respect of Councils Resolutions/Recommendations and decisions.

i. Approval of Urgent Works

To authorise expenditure outside the Council approved budget and in consultation with the CEO, to undertake urgent works in order to reduce or eliminate a significant safety hazard or critical matter affecting the operation of the water supply system up to an amount of \$100,000 subject to the action being reported to the next meeting of Council.

Pursuant to a resolution of Council at its meeting on 23 April 2026, resolution number / .

Chairperson's acknowledgment of Delegations of Authority

I, , currently elected by the members of the Board of Riverina Water in the position of Chairperson, do hereby acknowledge that I have read and understood this Instrument of Delegation and that I will perform these delegations and authorities in accordance with this Instrument of Delegation.

.....

CHAIRPERSON

Date:

R3 Appointment of Council Representative to Chief Executive Officer Performance Review Committee

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary At the commencement of the term of each Board consideration is given to appointing Board Members to various Committees and organisations. This report facilitates that process.

RECOMMENDATION that Council appoint representatives to the Chief Executive Officer's Performance Review Committee.

Report

With the election of the new Board Member and Chairperson, it is appropriate that the Board appoint a replacement representative to the CEO Performance Review Committee (PRC):

- a) The Chief Executive Officer's PRC comprises four Board Members. These Board Members are the Chairperson, Deputy Chairperson and two others.

Members of the previous CEO PRC were Board Chairperson Tim Koschel, Deputy Board Chairperson Gail Driscoll, Board Member Jenny McKinnon and Board Member Pat Bourke.

The PRC meets in February each year for the half yearly review and in October each year for the annual review which is facilitated by Christian Morris from LGNSW.

Financial Implications

Council has funds available which facilitate the attendance of Board Members at the above meetings which are part of the adopted 2025/26 Operational Plan

Risk Considerations

Our People	
Build high performing teams	Riverina Water will avoid risks relating to corporate governance and compliance including ethical, responsible and transparent decision making and procedural/policy, legal and legislative compliance.

R4 March 2026 Quarterly Budget Review Statement

Organisational Area Corporate Services

Author Natasha Harris, Manager Finance & Sourcing

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

RECOMMENDATION that Council receive and adopt the Quarterly Budget Review for the period ended 31 March 2026.

Report

The Quarterly Review of Riverina Water's budget for the period ending 31 March 2026 is submitted for review by the Board.

Operating Budget

The Operating Result was originally budgeted for a surplus of \$3,683,739 (\$644,601 before grants and contributions provided for capital purposes). This was revised in the December Quarterly Budget Review to a surplus of \$3,333,114 (\$293,976 before grants and contributions provided for capital purposes).

The proposed March quarterly budget review operational adjustments are outlined in detail on page 4 of the attachment. The revised anticipated Operating Result for 2025/26 is a surplus of \$8,323,000 (\$5,284,000 before grants and contributions provided for capital purposes).

Capital Budget

Also included is a quarterly review for Capital Works projects. The original capital expenditure budget for 2025/26 was \$18,089,624. This was revised to \$22,257,439 inclusive of carryovers, revotes, reprioritisation of capital works, and standalone report resolutions. The December Quarterly Budget Review further revised this to \$22,649,131.

The proposed March 2026 quarterly review adjustments, which are outlined in detail on page 7 of the attachment, result in a decrease of \$950,268 to bring the proposed capital expenditure for 2025/26 to \$21,698,863.

› **R4.1 March 2026 Quarterly Budget Review** [↗](#)

Strategic Alignment

Our Sustainability
Strategically manage our assets and finances

Financial Implications

The recommendation increases Council's anticipated net cashflow for 2025/26 by \$4,313,000 when incorporated into the revised long term financial plan.

Workforce Implications

Not applicable.

Risk Considerations

Financial	
Low	Financial Loss - Riverina Water has a low appetite for financial loss. We maintain a prudent financial strategy, ensuring stability and sustainable growth

Risk Alignment

The presentation of the Quarterly Budget Review supports effective decision-making, long-term financial sustainability and highlights budget performance, transparency and accountability to the community.

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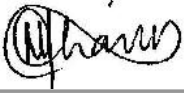
Riverina Water County Council

Quarterly Budget Review Statement
for the period 01/01/26 to 31/03/26

Report by Responsible Accounting Officer

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

It is my opinion that the Quarterly Budget Review Statement for Riverina Water County Council for the quarter ended 30/09/25 indicates that Council's projected financial position at 30/6/26 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:  _____

Date: 13/04/2026

Natasha Harris
Responsible Accounting Officer

QBRs FINANCIAL OVERVIEW											
Riverina Water County Council											
Budget review for the quarter ended 31/03/26											
DESCRIPTION	Previous Year		Current Year Original		Revised Changes		Approved Changes		Revised Budget		VARIANCE ORIGINAL Budget v FYE 2024/26 \$000's
	Actual 2024/25 \$000's	Budget 2025/26 \$000's	Review 0.1 \$000's	Review 0.2 \$000's	Review 0.3 \$000's	Budget \$000's	Review 0.3 \$000's	Budget \$000's	Revised Budget \$000's		
General Fund	0	0	0	0	0	0	0	0	0	0	0
Water Fund	4,207	644	101	-151	0	294	0	0	4,990	5,284	4,610
Sewer Fund	0	0	0	0	0	0	0	0	0	0	0
Consolidated	0	0	0	0	0	0	0	0	0	0	0
Consolidated	0	0	0	0	0	0	0	0	0	0	0
Total borrowings	0	0	0	0	0	0	0	0	0	0	0
External Restrictions	0	0	0	0	0	0	0	0	0	0	0
Internal Allocations	8,715	8,715	0	0	0	8,715	0	8,715	0	8,715	0
Unallocated	28,528	15,121	-4,308	11,031	0	21,844	0	21,844	4,313	26,157	11,036
Total Cash, Cash Equivalents and Inves	37,243	23,836	-4,308	11,031	0	30,559	0	30,559	4,313	34,872	11,036
Capital Funding	11,540	18,090	4,409	151	0	22,650	0	22,650	-950	21,700	3,610
Capital Expenditure	11,540	18,090	4,409	151	0	22,650	0	22,650	-950	21,700	3,610
Net Capital	0	0	0	0	0	0	0	0	0	0	-0
Operating Result from continuing operations (with capital grants and contributions provided) for capital purposes											
Operating Result from continuing operations (with capital grants and contributions provided) for non-financial assets											
Borrowings											
Liquidity											
Capital											
Actual 2025	11,540	18,090	4,409	151	0	22,650	0	22,650	-950	21,700	3,610
Actual YTD	11,540	18,090	4,409	151	0	22,650	0	22,650	-950	21,700	3,610
Actual YTD	11,540	18,090	4,409	151	0	22,650	0	22,650	-950	21,700	3,610
Actual YTD	11,540	18,090	4,409	151	0	22,650	0	22,650	-950	21,700	3,610
Actual YTD	11,540	18,090	4,409	151	0	22,650	0	22,650	-950	21,700	3,610

DESCRIPTION	Opening Balance As at 1 July 2025 \$000's	Total Cash Contributions Received As at this Q \$000's	Total Interest Earned As at this Q \$000's	Total Expended As at this Q \$000's	Total Internal Borrowings (to)/from As at this Q \$000's	Held as Restricted Asset As at this Q \$000's	Cumulative balance of internal Borrowings (to)/from As at this Q \$000's
Developer Contribution	0	1,280	0	1,280	0	0	0

Income and Expenses Budget Review Statement													
Riverina Water County Council													
Budget review for the quarter ended 31/03/2026													
Water Fund													
Description	Previous Year		Current Year Original			Approved Changes		Approved Changes		Revised Budget \$000's	Projected Yr End Result (PVE) 2025/26 \$000's	Variance ORIGINAL budget v PVE 2025/26 \$000's	ACTUAL YTD 2025/26 \$000's
	Actual 2024/25 \$000's	Budget 2025/26 \$000's	Budget 2025/26 \$000's	Review O 1 \$000's	Review O 2 \$000's	Review O 3 \$000's	Review	Recommended changes for council resolution \$000's					
INCOME													
Access Charges	6,147	6,585							6,585	6,585	0	4,996	
User Charges	29,512	27,604			3,442				31,046	34,499	6,895	25,248	
Fees	451	492			214				706	1,457	965	1,445	
Grants & Contributions - Operating	31	25			36				241	241	216	122	
Interest and Investment Income	1,649	1,571			116				1,687	1,902	331	1,374	
Other Income									0	0	0	0	
Net gain from disposal of assets	162								0	0	0	0	
Total Income from continuing operations	37,952	36,277	36	3,952	0	4,419	0	4,419	40,265	44,684	8,407	33,185	
EXPENSES													
Employee benefits and on-costs	14,556	13,325			2,661				15,986	249	16,235	2,910	
Materials & Services	9,919	12,228	-65	7					12,170	-703	11,467	8,045	
Borrowing Costs	117	364							364	-206	158	64	
Water purchase charges	247	357							357		357	0	
Calculated taxation equivalents									0	0	0	248	
Debt guarantee fee									0	0	0	0	
Other Expenses	224	266							266		266	0	
Net Loss from Disposal of Assets					815				815	90	905	920	
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	25,063	26,540	-65	3,483	0	-571	0	29,958	29,958	29,387	2,847	21,800	
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	12,889	9,737	101	469	0	4,990	0	10,307	10,307	15,297	5,560	11,385	
Depreciation, amortisation and impairment of non financial assets	8,682	9,093			920				10,013		10,013	7,524	
Surplus / (Deficit) from continuing operations before capital amounts	4,207	644	101	-451	0	4,990	0	294	294	5,284	4,640	3,861	
Grants and Contributions - Capital	1,389	3,039							3,039		3,039	1,346	
Surplus / (Deficit) from continuing operations after capital amounts	5,596	3,683	101	-451	0	4,990	0	3,333	3,333	8,323	4,640	5,207	

Notes
 Original Budget +/- approved budget changes in previous quarters = REVISED Budget
 Revised Budget +/- recommended changes this quarter = PROJECTED year results

The quarterly recommended changes to the revised budget are to include:

- 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan
- 2) any impacts of year to date expenditure on recommended changes to budget

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.

The narrative is important in understanding why budget changes are necessary.

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

	<p>User Fees & Charges:</p> <ul style="list-style-type: none"> - \$404,227 - Increase budget for commercial usage charges reflecting higher than budgeted water sales due to continued hot weather conditions.
1	<ul style="list-style-type: none"> - \$3,015,796- Increase budget for residential usage charges reflecting higher than budgeted water sales due to continued hot weather conditions. - \$33,133 - Increase budget for s603 certificates due to higher than expected income.
	<p>Other Revenue:</p> <ul style="list-style-type: none"> - \$418,900 - Increase budget for 1,000 ML High Security (Murrumbidgee River) License lease.
2	<ul style="list-style-type: none"> - \$314,267 - Increase budget for water filling station usage charges reflecting higher than budgeted water sales due to continued hot weather conditions. - \$17,780 - Increase budget for staff training reimbursement provided for NSW Health Fluoride Operators Certificate Training Course.
	<p>Interest & Investment Income:</p> <ul style="list-style-type: none"> - \$215,000 - Increase budget for investment interest due to higher than budgeted interest rates and additional funds invested due to drawdown of Plumpton Road Project loan.
3	
	<p>Employee Benefits & On-costs:</p> <ul style="list-style-type: none"> - \$229,028 - Increase wages budget to correct for allowances allocation resulting from previous QBR adjustment.
4	<ul style="list-style-type: none"> - \$19,672 - Increase other leave budget to reflect year to date special leave takings.

	<p>Materials & Services:</p> <ul style="list-style-type: none"> - (\$111,721) - Uniforms - Decrease budget as year to date expense significantly below budget. - \$22,727 - PPE - 2025-2026 Safety & Wellbeing Incentive - funds to be utilised for PPE. - \$22,600 - Safety Equipment - 2025-2026 Safety & Wellbeing Incentive - funds to be utilised for safety equipment. - \$99,151 - Software Licenses & Subscriptions - Increase budget for expanded ICT licensing for AI and Infor products to support increased usage demand. - \$4,700 - Hardware - Increase budget for Starlink remote connectivity satellite devices for rural team leaders in remote areas with blackspots. - \$5,100 - Telecommunications - Increase budget for Starlink remote connectivity satellite devices subscription costs for rural team leaders in remote areas with blackspots. - (\$60,600) - Software Implementation - Decrease budget as not expecting further costs this financial year.
5	<ul style="list-style-type: none"> - \$50,033 - Australia Post - Increase budget to reflect higher than budgeted costs. - (\$26,335) - Postage - Decrease budget to reflect lower than budgeted costs. - (\$11,603) - Stationery & Printing - Decrease budget to reflect lower than budgeted costs. - \$12,791 - Freight - Increase budget due to freight on preventative maintenance items for WW WTP Lamella Scraper Parts plus allowance for other increased spend. - (\$241,855) - Other Goods & Services - Decrease budget to reflect lower than budgeted costs. - (\$450,000) - Contractor Costs - Decrease budget to reflect lower than budgeted costs in Works area. - \$50,000 - Consultancy Expenses - Increase budget for OCR Project consultancy. - \$11,505 - Rates - Increase budget to reflect higher than budgeted costs due to indexation of rates. - \$14,595 - Water Charges - Increase budget to reflect higher than budgeted costs due to increased usage charge rates.
	<ul style="list-style-type: none"> - \$91,111 - Advertising - Decrease budget to reflect lower than budgeted costs. - \$20,570 - Subscriptions (not Software) - Riverina Eastern Regional Organisation of Councils (REROC) 12 months membership FY26. - (\$38,316) - Subscriptions (not Software) - Safegroup Automation FY26 WaterOutlook subscription budget transfer to Software licences. - \$38,700 - Software Licenses & Subscriptions - Safegroup Automation FY26 WaterOutlook subscription budget transfer from other Subscriptions plus actual costs adjustment. - (\$8,692) - Meals & Catering - Decrease budget to reflect lower than budgeted costs. - (\$3,400) - Staff Entertainment - Decrease budget to reflect lower than budgeted costs. - (\$12,048) - Health & Wellbeing (incl. EAP) - Decrease budget to reflect lower than budgeted costs.
	<p>Borrowing Costs:</p> <ul style="list-style-type: none"> - (\$206,146) - Interest on Loans - Remove solar loan interest as will not be executed this year, add Plumpton Road interest for new loan drawn down.
	<p>Net Loss from Disposal of Assets:</p> <ul style="list-style-type: none"> - \$90,000 - Increase budget for disposed asset costs resulting from replacement of assets prior to end of expected life.
Net	\$4,989,648 - Increase to operating result

Capital Budget Review Statement
Riverina Water County Council
Budget review for the quarter ended 31/03/2026

Description	Previous Year		Current Year Original		Approved Changes			Revised		Recommended changes for council resolution	Projected Year End (FYE) Result	VARIANCE ORIGINAL budget v FYE	ACTUAL YTD
	Actual	Budget	Budget	Budget	Review	Review	Review	Budget	Result				
	2024/25	2025/26	2025/26	2025/26	Q 1	Q 2	Q 3		2025/26		2025/26	2025/26	
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
CAPITAL FUNDING													
Rates & other unified funding	8,568	10,651	4,409	151				15,211	450		15,661	5,010	1,673
Capital Grants & Contributions	1,389	3,039						3,039			3,039	0	1,346
Reserves - External Restrictions								0			0	0	
Reserves - Internally Allocated	1,101	4,400						4,400	-1,400		3,000	-1,400	-211
New Loans								0			0	0	3,000
Proceeds from sale of assets	482							0			0	0	191
Other								0			0	0	
Total Capital Funding	11,540	18,090	4,409	151				22,650	-950		21,700	3,610	5,999
CAPITAL EXPENDITURE													
W/P	7,420		4,409	151				4,560	-950		3,610	3,610	5,999
New Assets	883	1,740						1,740			1,740	0	
Asset Renewal	3,237	16,350						16,350			16,350	0	
Other	0							0			0	0	
Total Capital Expenditure	11,540	18,090	4,409	151				22,650	-950		21,700	3,610	5,999
Net Capital Funding - Surplus/(Deficit)	0	0	0	0				0	0		0	0	-0

Notes

Original Budget +/- approved budget changes in previous quarters = REVISED Budget
 Revised Budget +/- recommended changes this quarter = PROJECTED year results

Where the **Total Capital Funding** and the **Total Capital Expenditure** values do not match an explanation is to be provided.

Carry over funding from previous year should be identified and any proposed carry forwards into next financial year are to be explained.

The quarterly recommended changes to the revised budget are to include:

- 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Pl.
- 2) any impacts of year to date expenditure on recommended changes to budget

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.
 The narrative is important in understanding why budget changes are necessary.

Capital Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

-
- | | |
|---|---|
| 1 | <p>This quarter changes:</p> <ul style="list-style-type: none"> - \$5,751 - West Wagga Security Cameras and Gate Automation - relocate internal card reader on site and replace lock to improve access for large trucks and enable gate opening during power outages. - (\$1,200,000) - Stage 2 - Road Works Pavement Construction - reduce budget due to changes in scope and timing arising from the recently introduced Water Treatment Plant (WTP) duplication project. The need for road and pavement works around the WTP will be reconsidered and funded in a future period once the WTP duplication works are sufficiently progressed and the final scope is confirmed. - \$16,600 - Rand Reservoir 1 - complete structural assessment and geotechnical investigation to ensure compliance with relevant standards for the proposed reuse to support stainless steel tanks. - \$27,381 - Blamey St (Maclaey to Heath) - cover additional costs of construction, time to complete, immediate waste disposal, and construction methodology used to minimise impacts to community. - \$200,000 - Rudd St (Heydon to Hodson) - project is 50% complete with current overspend related to rock/granite, alignment in road pavement, immediate waste disposal, traffic control and time taken to construct. This variation will fund the project to completion. - (\$62,339) - System Improvements - Urban - Transfer to Fernleigh Rd Project 243017. - \$62,339 - Fernleigh Rd (Bluett to Heath) - Transfer from System Improvements available budget to cover additional costs of construction, time taken, immediate waste disposal, and construction methodology used to minimise impacts to community. |
|---|---|

Net (\$950,268)- Decrease to capital expenditure

**Cash and Investments Budget Review Statement
Riverina Water County Council
Budget review for the quarter ended 31/03/2026**

Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	Variance	ACTUAL
	Actual 2024/25 \$000's	Budget 2025/26 \$000's	Review Q 1 \$000's	Review Q 2 \$000's	Review Q 3 \$000's	Budget \$000's	for council resolution \$000's	Year End (FYE) Result 2025/26 \$000's	ORIGINAL Budget v FYE 2025/26 \$000's	YTD 2025/26 \$000's
Total Cash, Cash Equivalents & Investments	37,243	23,836	-4,308	11,031		30,559	4,313	34,872	11,036	44,171
EXTERNALLY RESTRICTED										
Water Fund										
Sewer Fund										
Developer contributions - General										
Developer contributions - Water										
Developer contributions - Sewer										
Transport for NSW Contributions										
Domestic waste management										
Stormwater management										
Other										
Total Externally Restricted	0	0	0	0	0	0	0	0	0	0
Cash, cash equivalents & investments not subject to external restrictions	37,243	23,836	-4,308	11,031	0	30,559	4,313	34,872	11,036	44,171
INTERNAL ALLOCATIONS										
Employee entitlements	2,377	2,377				2,377		2,377	0	2,377
Plant replacement	2,422	2,422				2,422		2,422	0	2,211
Sales fluctuation	3,000	3,000				3,000		3,000	0	3,000
Water licences	916	916				916		916	0	1,335
Other										
Total Internally Allocated	8,715	8,715	0	0	0	8,715	0	8,715	0	8,923
Unallocated	28,528	15,121	-4,308	11,031	0	21,844	4,313	26,157	11,036	35,248

Notes to the financial statements are provided on pages 15 to 20. The financial statements are subject to audit by independent auditors. The financial statements are subject to audit by independent auditors. The financial statements are subject to audit by independent auditors.

Developer Contributions Summary Riverina Water County Council Budget review for the quarter ended 31/03/2026																				
Purpose	Opening Balance As at 1 July 2025	Developer Contributions Received						Developer Contributions Expended						Internal Borrowings (C3)/From	Internal Borrowings (C3)/From	WGL as Restricted Asset	Cumulative balance of Internal Borrowings (C3)/From			
		Cash	Cash	Non-Cash Land	Non-Cash Land	Non-Cash Land	Non-Cash Land	Monetary Amounts Expended	Monetary Amounts Expended	Monetary Amounts Expended	Monetary Amounts Expended	Q1	Q2					Q3	Q3	As at this Q
	\$'000 *	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	\$'000 *	\$'000 *		
Buildings																				
Drainage facilities																				
Open space																				
Public utility facilities																				
Other																				
Total \$711 Under Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
\$711 Not under plans																				
Other																				
\$14 Buildings																				
\$14 Contributions																				
Other																				
Total Developer Contributions	0	489	174	617	0	0	0	0	0	0	0	0	0	489	174	617	0	0	0	0

Notes
 All developer contributions received are to be disclosed, and disclosed as cash or non-cash. Recognition occurs when council gains control over the asset (cash or non-cash). Councils have obligations to provide facilities from contribution revenue levied on developers under the provisions of s7.4, s7.11 and s7.12 of the Environmental Planning and Assessment Act 1979. Developer contributions may only be expended for the purpose for which the contributions were required, however council may apply contributions according to the priorities established in work schedules for the contribution plan. Monetary Amounts Expended should only include monetary expenditures, their positive value when expended. The amounts recorded under "Non-cash Land" and "Non-cash Other" are not included in "Monetary Amounts Expended", as these represent assets provided in a non-monetary form.

R5 List of Investments

Organisational Area Corporate Services

Author Natasha Harris, Manager Finance & Sourcing

Summary This report details the status of Riverina Water's investment portfolio for the months of February 2026 and March 2026.

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

- › **R5.1** **February 2026 Investment Report** [↓](#)
- › **R5.2** **March 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 28/02/2026

Investment	Term		Maturity Date	S&P LT	Rating	Rate (%)	Interest	Percentage of Portfolio	Principal Value
	Inception Date	(Days)							
Term Deposits									
Australian Military Bank	11/02/2025	731	12/02/2027		BBB+	4.71		2.764%	\$1,000,000.00
Bank of Us	10/07/2025	335	10/06/2026		BBB+	4.11		2.764%	\$1,000,000.00
Bank of Us	26/06/2024	719	15/06/2026		BBB+	5.20		2.764%	\$1,000,000.00
Bank of Us	3/06/2025	552	7/12/2026		BBB+	4.08		2.764%	\$1,000,000.00
Bank of Us	17/06/2025	730	17/06/2027		BBB+	4.10		2.764%	\$1,000,000.00
BankVic	22/10/2025	460	25/01/2027		BBB+	4.10		2.764%	\$1,000,000.00
BankVic	15/12/2025	483	12/04/2027		BBB+	4.75		2.764%	\$1,000,000.00
BankVic	4/02/2026	530	19/07/2027		BBB+	5.00		2.764%	\$1,000,000.00
BankVic	4/02/2026	593	20/09/2027		BBB+	5.00		2.764%	\$1,000,000.00
Heartland Bank	10/02/2026	391	8/03/2027		BBB	4.95		2.764%	\$1,000,000.00
ING	10/07/2024	642	13/04/2026		A	5.29		2.764%	\$1,000,000.00
ING	10/07/2024	761	10/08/2026		A	5.25		2.764%	\$1,000,000.00
ING	10/07/2025	823	11/10/2027		A	4.08		2.764%	\$1,000,000.00
Move Bank	12/02/2026	452	10/05/2027		Unrated	5.05		2.764%	\$1,000,000.00
Move Bank	19/02/2026	732	21/02/2028		Unrated	5.12		2.764%	\$1,000,000.00
NAB	23/10/2025	412	9/12/2026		AA-	4.12		2.764%	\$1,000,000.00
NAB	6/01/2026	365	6/01/2027		AA-	4.60		2.764%	\$1,000,000.00
Police Credit Union SA	17/11/2025	371	23/11/2026		Unrated	4.56		4.145%	\$1,500,000.00
Police Credit Union SA	26/11/2025	740	6/12/2027		Unrated	4.48		2.764%	\$1,000,000.00
Southern Cross Credit Union	9/12/2025	90	9/03/2026		Unrated	4.35		2.764%	\$1,000,000.00
State Bank of India (Sydney)	26/03/2025	350	11/03/2026		BBB	5.00		2.764%	\$1,000,000.00
State Bank of India (Sydney)	26/03/2025	364	25/03/2026		BBB	5.00		2.764%	\$1,000,000.00
State Bank of India (Sydney)	1/05/2025	368	4/05/2026		BBB	4.55		2.764%	\$1,000,000.00
State Bank of India (Sydney)	29/04/2025	440	13/07/2026		BBB	4.70		2.764%	\$1,000,000.00
State Bank of India (Sydney)	21/05/2025	453	17/08/2026		BBB	4.25		2.764%	\$1,000,000.00
State Bank of India (Sydney)	17/04/2025	508	7/09/2026		BBB	4.70		2.764%	\$1,000,000.00
State Bank of India (Sydney)	22/05/2025	480	14/09/2026		BBB	4.25		2.764%	\$1,000,000.00
State Bank of India (Sydney)	3/04/2025	551	6/10/2026		BBB	4.70		2.764%	\$1,000,000.00
State Bank of India (Sydney)	29/04/2025	559	9/11/2026		BBB	4.65		2.764%	\$1,000,000.00
State Bank of India (Sydney)	4/06/2025	530	16/11/2026		BBB	4.15		2.764%	\$1,000,000.00
State Bank of India (Sydney)	6/08/2025	730	6/08/2027		BBB	4.10		4.145%	\$1,500,000.00
Suncorp	17/06/2025	365	17/06/2026		AA-	4.21		4.145%	\$1,500,000.00
Suncorp	15/01/2025	700	16/12/2026		AA-	4.80		2.764%	\$1,000,000.00
Westpac	9/01/2025	641	12/10/2026		AA-	4.73		2.764%	\$1,000,000.00
								98.11%	\$33,500,000.00

Cash Deposit Account			
National Australia Bank	AA-	2.60	1.892%
			1.89%
TOTAL INVESTMENTS			100.00%
Cash at Bank	AA-	0.00	
TOTAL FUNDS			\$37,023,026.87

CERTIFICATE

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



N Harris
MANAGER FINANCE & SOURCING
Application of Investment Funds

Restricted Funds	Description	Value
Internally Restricted	Employee Leave Entitlements (50% of ELE)	\$2,377,032.48
	Plant Replacement	\$2,206,041.75
	Sales Fluctuation	\$3,000,000.00
	Water Licences	\$916,385.20
		\$8,499,459.43
Unrestricted Funds		\$28,523,567.44
TOTAL FUNDS		\$37,023,026.87

* 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 \$1,278,926.21 for the month. The increase was due to receipts from customers being higher than payments to suppliers and staff in February. This resulted in increased funds in cash and investments.

Portfolio Performance

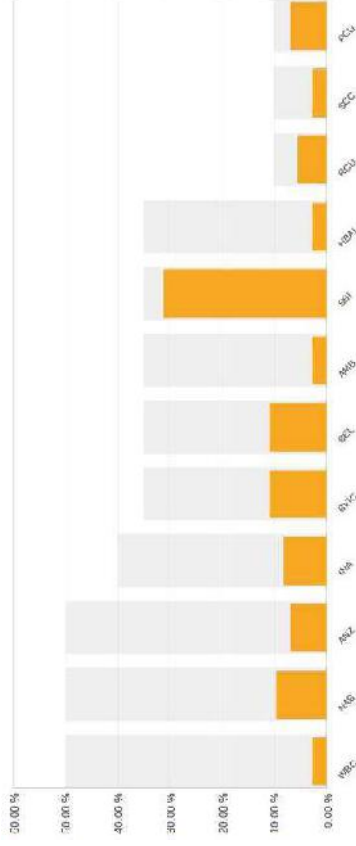
For the month of February, the portfolio (excluding cash) provided a return of +0.36% (actual) or +4.75% p.a. (annualised), outperforming the benchmark Ausbond Bank Bill Index return of +0.28% (actual) or +3.76% p.a. (annualised).

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 \$128,683.48, with \$1,164,543.98 received and accrued for the year to date.

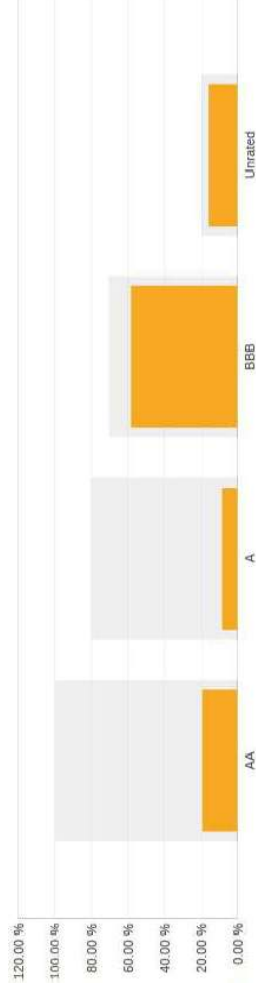
Counterparty Compliance

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



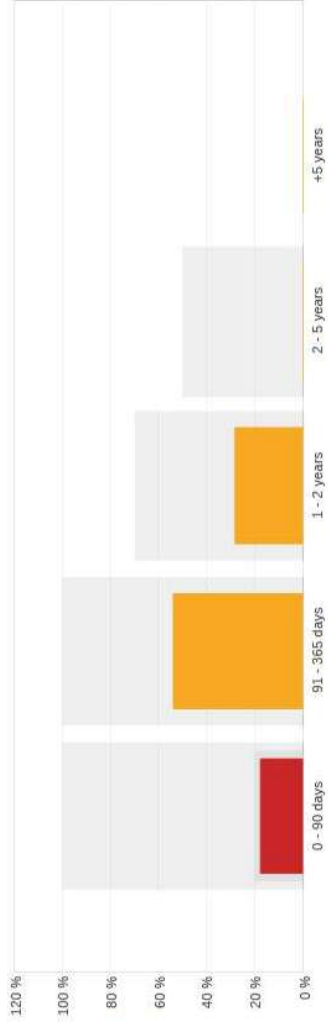
Credit Quality Compliance

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



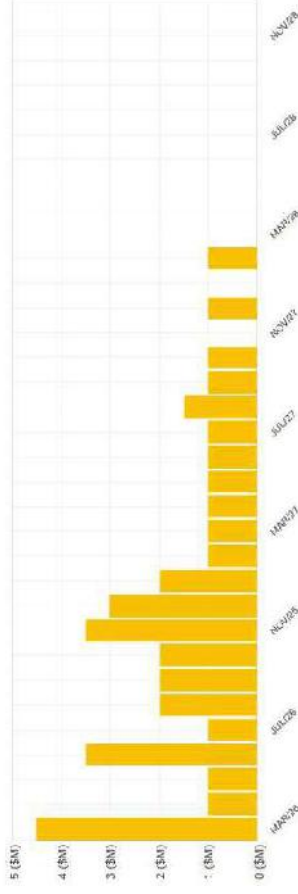
Term to Maturity

The percentage of investments maturing over the next ten years is detailed in the graph below. All maturity limits comply with the Investment Policy, with the exception of the 0-90 day minimum which is just below the 20% minimum target owing to timing of cashflows and investment maturities relative to the end of the reporting period. 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




Monthly Investment Report as at 31/03/2026

Investment	Inception Date	Term (Days)	Maturity Date	Interest		Percentage of Portfolio	Principal Value
				S&P LT	Rate (%)		
Term Deposits							
Australian Military Bank	11/02/2025	731	12/02/2027	BBB+	4.71	2.539%	\$1,000,000.00
Bank of Us	10/07/2025	335	10/06/2026	BBB+	4.11	2.539%	\$1,000,000.00
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Move Bank	5/03/2026	921	11/09/2028	Unrated	5.15	3.808%	\$1,500,000.00
NAB	12/03/2026	90	10/06/2026	AA-	4.78	2.539%	\$1,000,000.00
NAB	23/10/2025	412	9/12/2026	AA-	4.12	2.539%	\$1,000,000.00
NAB	6/01/2026	365	6/01/2027	AA-	4.60	2.539%	\$1,000,000.00
Police Credit Union SA	17/11/2025	371	23/11/2026	Unrated	4.56	3.808%	\$1,500,000.00
Police Credit Union SA	26/11/2025	740	6/12/2027	Unrated	4.48	2.539%	\$1,000,000.00
Southern Cross Credit Union	9/12/2025	90	9/03/2026	Unrated	4.35	2.539%	\$1,000,000.00
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Suncorp	15/01/2025	700	16/12/2026	AA-	4.80	2.539%	\$1,000,000.00
Westpac	9/01/2025	641	12/10/2026	AA-	4.73	2.539%	\$1,000,000.00
						97.75%	\$38,500,000.00

Cash Deposit Account			
National Australia Bank	AA-	2.60	2.251%
			\$886,620.88
TOTAL INVESTMENTS			\$886,620.88
Cash at Bank	AA-	0.00	\$39,386,620.88
TOTAL FUNDS			\$44,171,408.04

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



N Harris
MANAGER FINANCE & SOURCING
Application of Investment Funds

Restricted Funds	Description	Value
Internally Restricted	Employee Leave Entitlements (50% of ELE)	\$2,377,032.48
	Plant Replacement	\$2,211,179.70
	Sales Fluctuation	\$3,000,000.00
	Water Licences	\$1,335,285.20
		\$8,923,497.38
Unrestricted Funds		\$35,247,910.66
TOTAL FUNDS		\$44,171,408.04

* 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 \$7,148,381.17 for the month. The increase was due to receipts from customers being higher than payments to suppliers and staff in March, in addition to receipt of \$3m loan funding for the Plumpton Road project received 31 March (subsequently invested for 2 months pending payment of milestone 1). This resulted in increased funds in cash and investments.

Portfolio Performance

For the month of March, the portfolio (excluding cash) provided a return of +0.40% (actual) or +4.78% p.a. (annualised), outperforming the benchmark Ausbond Bank Bill Index return of +0.32% (actual) or +3.81% 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 \$110,735.44, with \$1,312,005.45 received and accrued for the year to date.

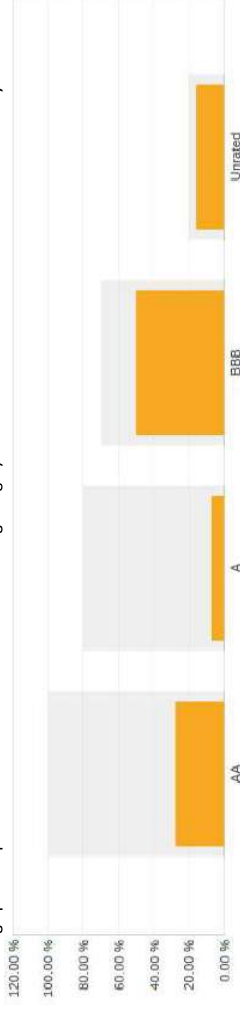
Counterparty Compliance

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



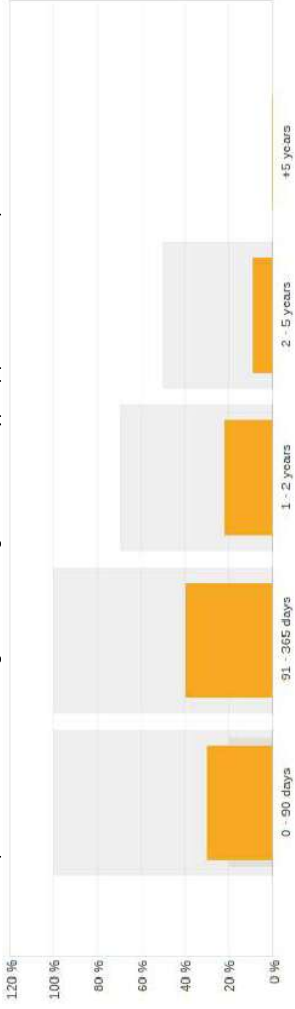
Credit Quality Compliance

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



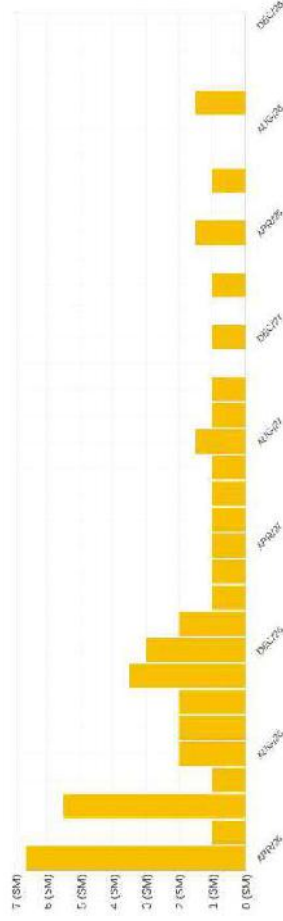
Term to Maturity

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.



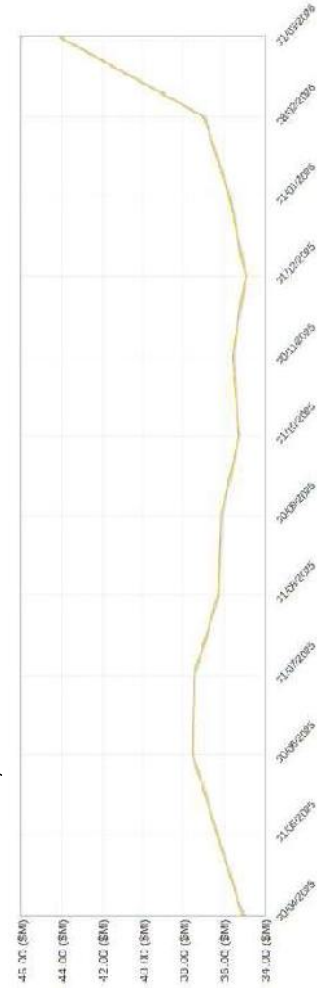
Maturity Cashflow

When investments will mature over time



Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



R6 Draft Delivery Program, Operational Plan & Long Term Financial Plan

Organisational Area Corporate Services

Author Emily Tonacia, Director Corporate Services

Summary The purpose of this report is to seek Board endorsement to place the Delivery Program 2025/26 – 2028/29 and Operational Plan 2026/27, including proposed fees and charges, on public exhibition in accordance with legislative requirements.

RECOMMENDATION that Council:

- a) Review and endorse the draft Delivery Program 2025/26 – 2028/29, Operational Plan 2026/27, including the draft Fees & Charges, and Long Term Financial Plan 2026/27 – 2035/36 for public exhibition for a minimum period of 28 days; and
- b) Receive a further report following the exhibition period outlining any submissions received and recommending final adoption of the plans.

Report

The Delivery Program and Operational Plan for part of Riverina Water's Integrated Planning and Reporting (IP&R) framework, which guides the delivery of services throughout our supply area.

The Delivery Program, which was adopted by the Board in early 2025, outlines Riverina Water's commitments over a four-year period, while the Operational Plan, which is created annually, details the specific actions, projects, and budget allocated to be delivered in the 2026/27 financial year.

Together the documents form a combined Delivery Program 2025/26 – 2028/29 and Operational Plan 2029/27, commonly referred to as the DPOP.

The DPOP translates the objectives of the Business Activity Strategic Plan 2025-2035, into operational activities and resource allocations.

Under the Local Government Act, the Operational Plan and associated Fees and Charges must be placed on public exhibition prior to adoption.

Operational Plan 2026/27 – Key Activities

Strengthening leadership and culture

Actions over the next 12 months focus on strengthening organisational capability and supporting a productive and inclusive workplace. This includes continuing leadership development programs, implementing actions from the staff engagement survey, improving

collaboration across directorates, and progressing workforce and succession planning for key roles to ensure continuity of knowledge and capability. Work will also continue to progress the Riverina Water's diversity and inclusion commitments, including initiatives that support greater accessibility and participation for people with a disability within the workplace.

Improving governance and risk management systems

Work will continue in the risk and governance space. This includes the implementation of a software system to enhance the management of risk and governance, further development of the enterprise risk management framework and improvements to business continuity and emergency management planning.

Advancing digital capability

Several actions focus on strengthening our digital capability and use of technology. This includes increasing staff awareness and education around digital tools and cyber security and supporting the adoption of new technologies, including artificial intelligence where appropriate. Work will also continue to progress the digital smart metering program.

Maintaining and improving water infrastructure and services

Maintaining safe and reliable water services remains a core focus. With continued growth across the service area, Riverina Water is reviewing its capital works program, including development of a 30-year infrastructure master plan to prioritise investment in growth, renewals, compliance, and efficiency while balancing delivery capacity and affordable levels of service. Service delivery will be strengthened through proactive maintenance of critical assets, optimisation of treatment and supply systems, and continued improvement of the Drinking Water Management System through priority water quality actions and plan updates following audit outcomes.

Supporting financial sustainability

Work will continue to focus on Riverina Water's financial sustainability through effective planning, prudent investment decisions, increased consideration of funding opportunities, and careful management of operational and capital expenditure supported by strengthened reporting and financial controls. Procurement improvements will also be progressed to support efficient purchasing, effective contract management, and value for money outcomes.

Strengthening customer and community engagement

Actions over the next twelve months will progress the Customer and Community Engagement Strategy, including continued investment into support community activities, improving communications and services with customers, strengthening relationships with key stakeholders, investing into reconciliation initiatives, and promoting greater community awareness and education about Riverina Water.

Fees and Charges

The draft Fees and Charges for 2026/27 is included as part of the Operational Plan.

Following the extraordinary meeting held on Wednesday 25 March, a price increase of 8% has been applied to Water Access, Water Usage, and Sundry fees and charges.

The proposed increase reflects a range of factors impacting the cost of delivering water services, including increasing operational costs and the need to support ongoing investment in water infrastructure to ensure the continued delivery of safe and reliable drinking water. The pricing adjustment also supports the organisation's long-term financial sustainability by ensuring sufficient revenue is available to maintain assets and meet future service and infrastructure requirements.

Even with the 8% increase, Riverina Water's water remains highly affordable compared with other utilities in the state. The current 2023/24 weighted median typical residential bill across the state is \$757, whereas Riverina Water's typical residential bill, following this adjustment, will be \$598. This demonstrates that our services continue to provide value for money.

Where applicable, pricing adjustments have been aligned with relevant regulatory guidance or associated plans.

Home Dialysis Allowance

The Draft Fees & Charges also include a proposed increase in the water allowance for dialysis customers from 20 kl to 50 kl per quarter (200 kl per annum), reflecting typical patient usage as advised by Murrumbidgee Local Health District and Kidney Health Australia. The financial impact is minimal, with additional forgone revenue estimated at \$53.10 per patient per quarter.

Long Term Financial Plan

A Long Term Financial Plan (LTFP) has been developed and is attached for the Board's review and endorsement. The LTFP provides a ten-year financial outlook for Riverina Water, modelling scenarios based on average, below-average, and above-average water sales. It also outlines the key planning assumptions that underpin revenue, expenditure, and capital investment.

Including the LTFP as part of the adoption of the DPOP enables the Board to identify and address future challenges, supports informed decision-making regarding service delivery and pricing adjustments, and ensures compliance with relevant legislation and the Integrated Planning and Reporting requirements for local government and county councils in NSW

- › **R6.1** **Long Term Financial Plan - 2026/27 - 2035/36** [↓](#)
- › **R6.2** **Draft Riverina Water Delivery Program and Operational Plan.pdf** [↓](#)

Strategic Alignment

Our Operations

Provide effective leadership and governance

Financial Implications

The DPOP includes a summary of the four-year budgets alongside the detailed annual budget and fees and charges for 2026/27. As can be seen from the LTFP in the attached document, Riverina Water faces significant costs associated with constructing new infrastructure for the Southern and Northern Growth Areas in Wagga, in Walla Walla and The Rock. Further all towns and villages within the supply area are growing which will necessitate an increase in revenue to fund the infrastructure upgrades.

The proposed Operating Result for 2026/27 is forecast to be a deficit of \$1.121million, including capital grants.

Workforce Implications

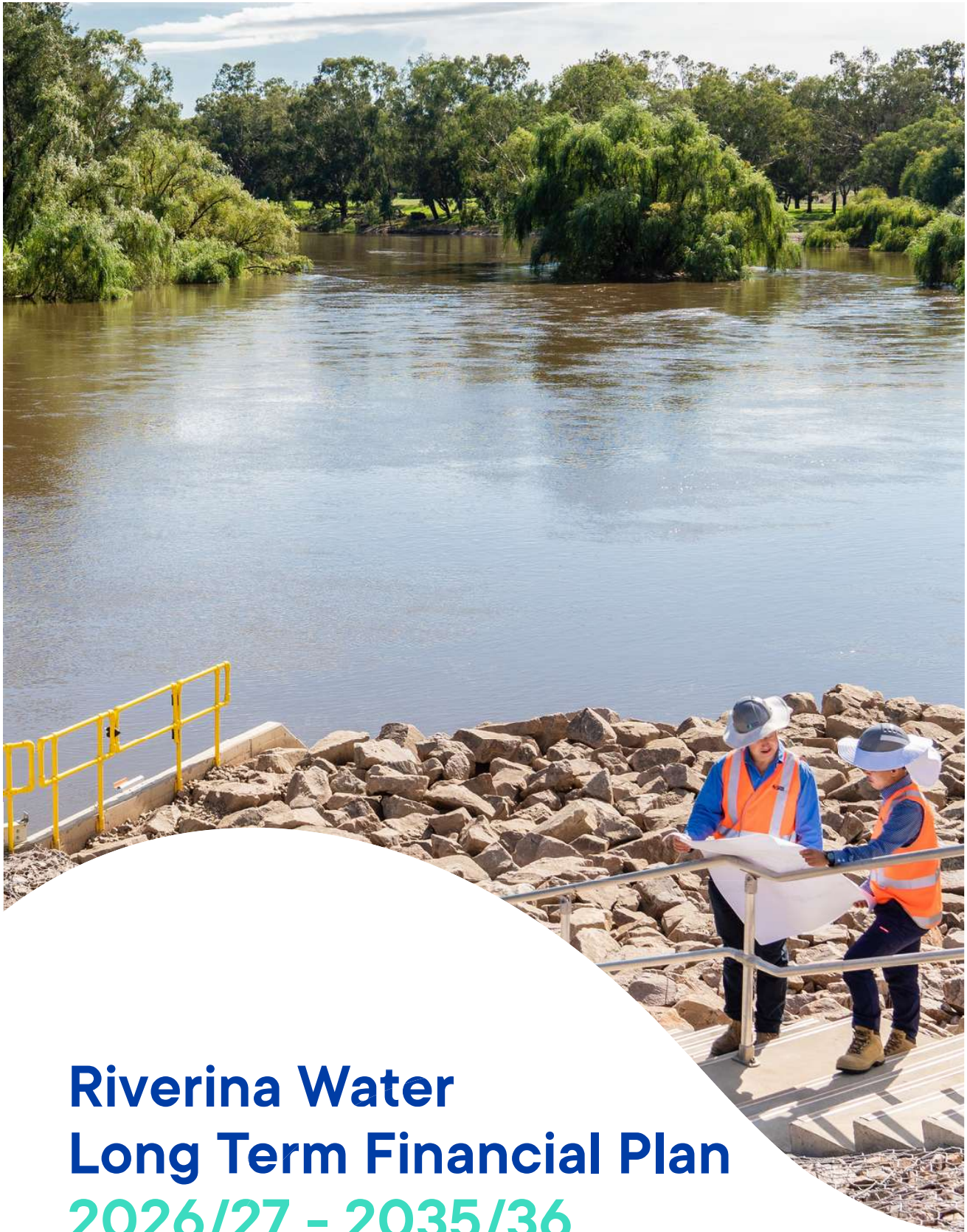
The 2026/27 Operational Plan supports Riverina Water's workforce by strengthening leadership, knowledge retention, and staff capability, while fostering an inclusive, collaborative, and engaged workforce. Specific initiatives will continue to enhance diversity, accessibility, and digital skills, ensuring staff are equipped to strategic objectives effectively. This aligns with Riverina Water's workforce 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

An alignment of the Operational Plan against the enterprise risk management framework has been undertaken to ensure that key priorities directly addressed higher rated risks.



Riverina Water Long Term Financial Plan 2026/27 - 2035/36



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Disclaimer

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

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Version	Purpose and description
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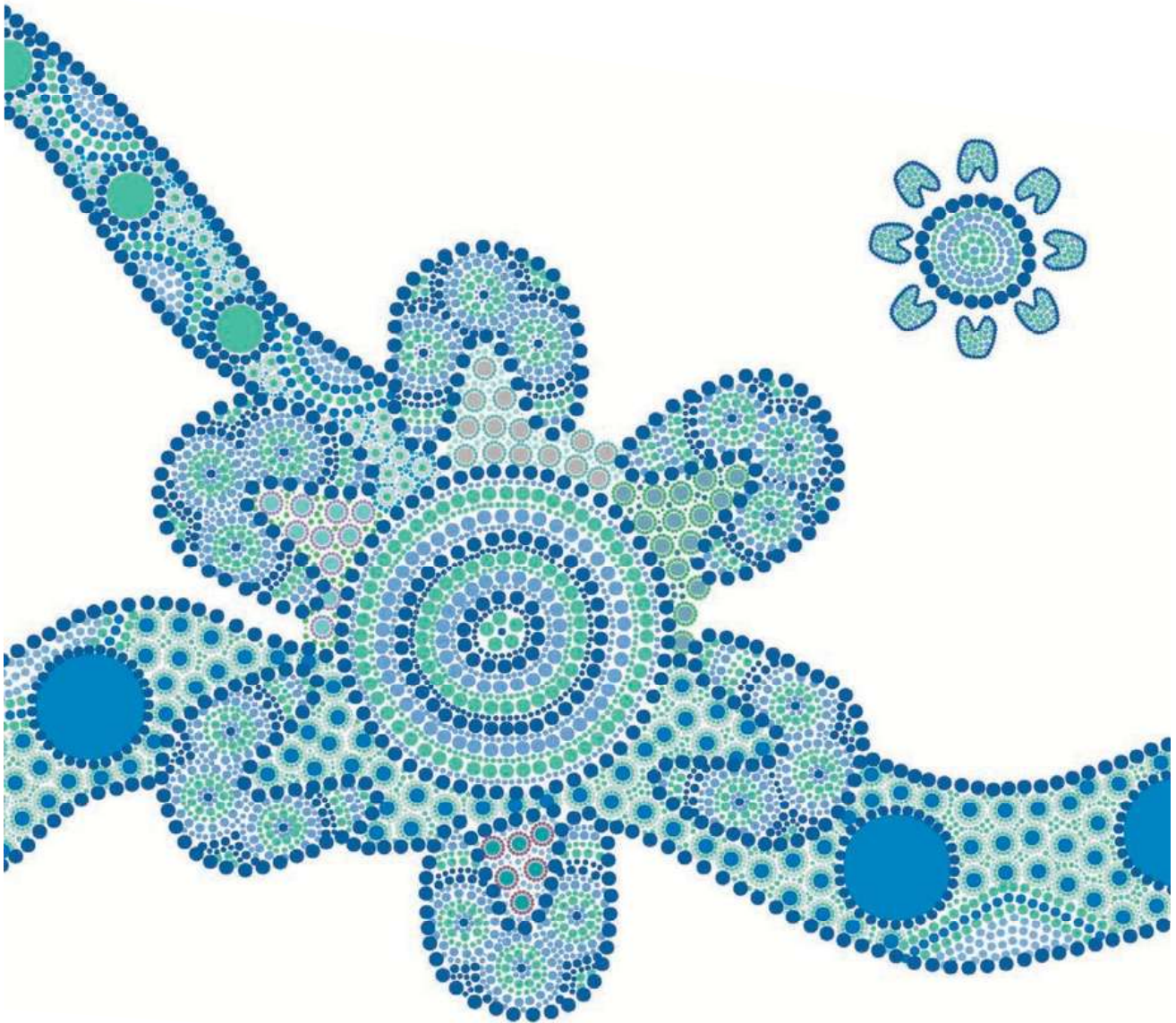
0.1	Long Term Financial Plan 2026/27 – 2035/36 – Draft 23 April 2026
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All images: Riverina Water County Council

Acknowledgement of Country

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

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

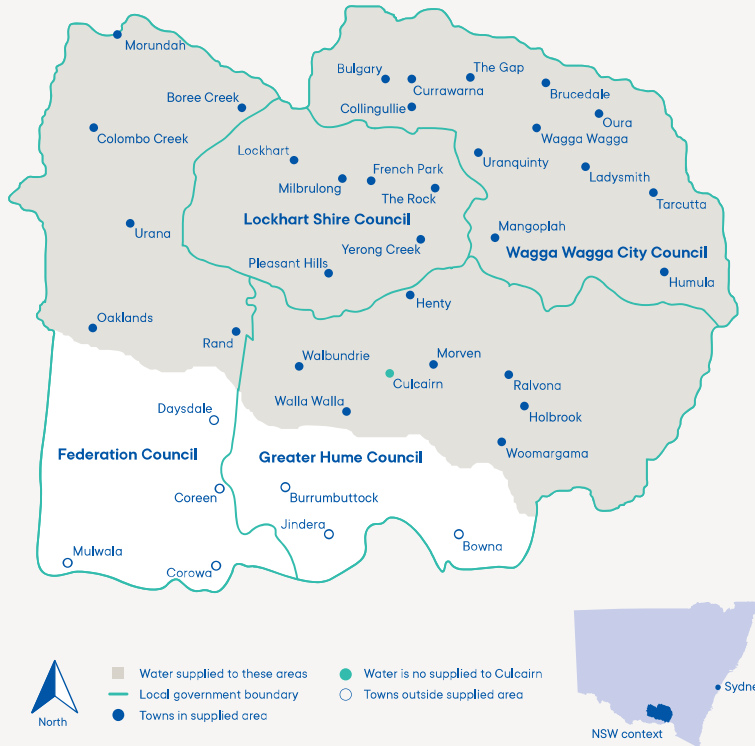


Our corporate documents feature elements from the artwork Living Water by Wiradyuri artist Owen Lyons. The artwork was commissioned by Riverina Water for its Reconciliation Action Plan. Learn more: rwcc.nsw.gov.au/reconciliation

All other images: Riverina Water County Council

Who we are

We provide safe reliable drinking water to more than 77,000 people across Greater Hume, Lockhart, parts of Federation and Wagga Wagga City Council areas covering an area of more than 15,000 square kilometres.



Our supply network

We draw water from the Murrumbidgee River and source water from 10 bores, which historically makes up 60 percent of our source water supply.



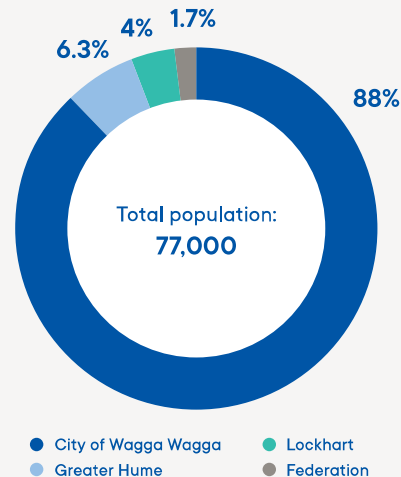
Our water supply network includes:

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

Our customers

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

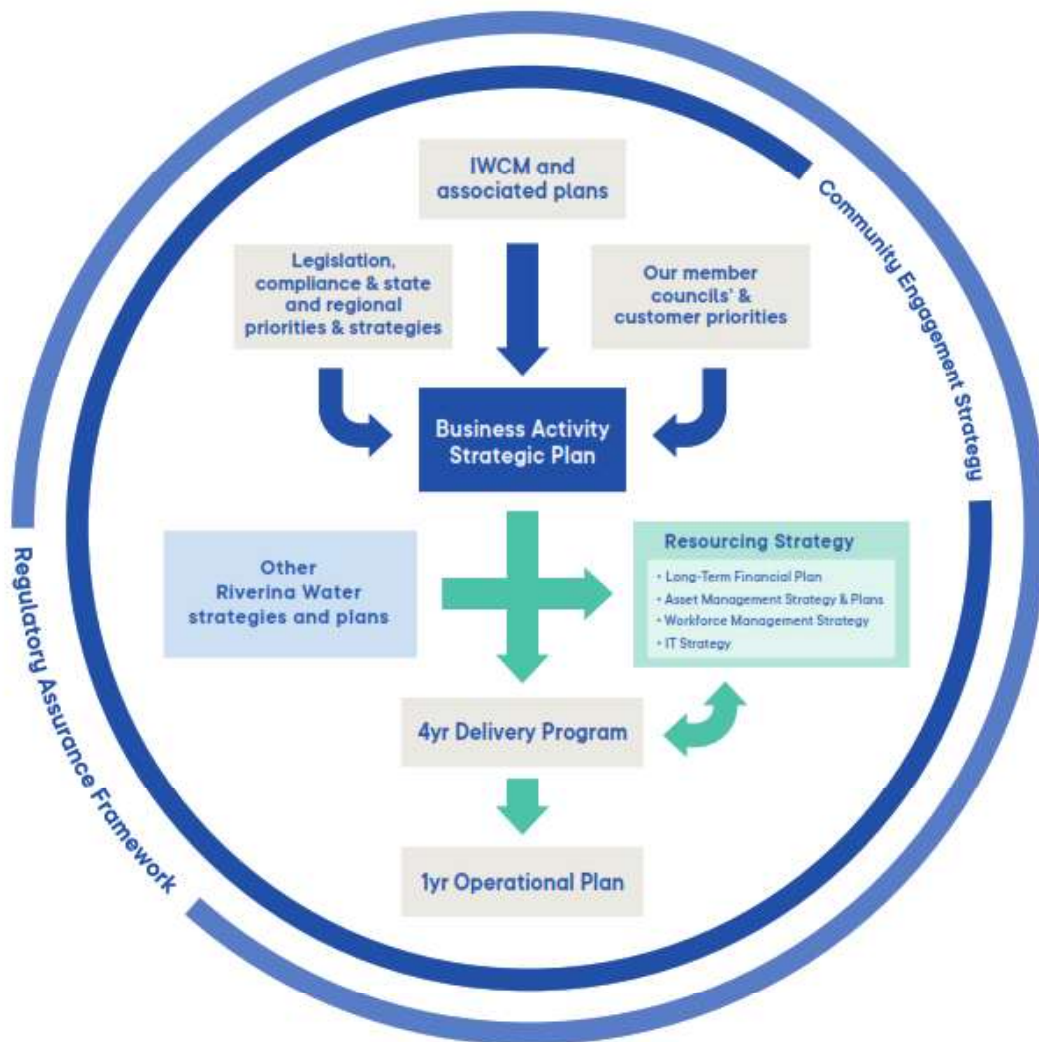
Our customers are diverse and range from households, to farmers, business, industry and other institutions such as hospitals, aged care facilities and education institutions such as Charles Sturt University.



Our planning context

The Integrated Planning and Reporting (IP&R) framework determines the way councils in NSW, including county councils, develop, document and report on plans for the future for the organisation and for the community. This framework is overseight by the Office of Local Government.

As a county council responsible for provision of water, we are also required to meet the planning expectations of the *Regulatory and assurance framework for local water utilities (the RAF)*. This framework is overseight by the Department of Primary Industry and Environment.



About the Long Term Financial Plan

Riverina Water has prepared a Long Term Financial Plan (LTFP) to inform decision making and to demonstrate how the objectives of *Leading into 2035* (our business activity strategic plan or BASP), Delivery Program and Operational Plan will be resourced and funded.

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

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

Our planning assumptions

- 8% increase to water consumption charges, and other fees and charges in FY26/27
- 2% per annum growth in connections
- 4% increase in employee benefits & oncosts for FY26/27, 6% for FY 27/28 for Award changes, and 2.5% per annum increase in operational expenditure
- **Scenario 1 (budgeted scenario):** Average water sales forecast at 14,176 ML
- **Scenario 2:** Below average water sales forecast at 12,195 ML
- **Scenario 3:** Above average water sales forecast at 15,579 ML

Sensitivity Analysis

Scenario 1 (budgeted scenario) – Average Water Sales 14,176 ML

The planning assumptions outlined are informed estimates derived from reliable information available at the time. Long term financial plans are inherently uncertain and rely on a wide array of assumptions, such as changes in interest rates, the influence of inflation on income and expenditure, and employee Award increases. Such factors are largely beyond Riverina Water's control.

Interest Rates

Movements in interest rates affect both revenue on investments, and expenditure for borrowing costs. Should interest rates change by $\pm 1\%$, the effect on the Long Term Financial Plan budgeted scenario operating result before Capital Grants and Contributions is shown in Figure 1.

Employee Costs

Growth in employee costs is determined through Award negotiations, in addition to progression increases for existing staff. Should the Award increase each year by an additional 2% above forecast, the effect on the Long Term Financial Plan (budgeted scenario) operating result before Capital Grants and Contributions is shown in Figure 2.

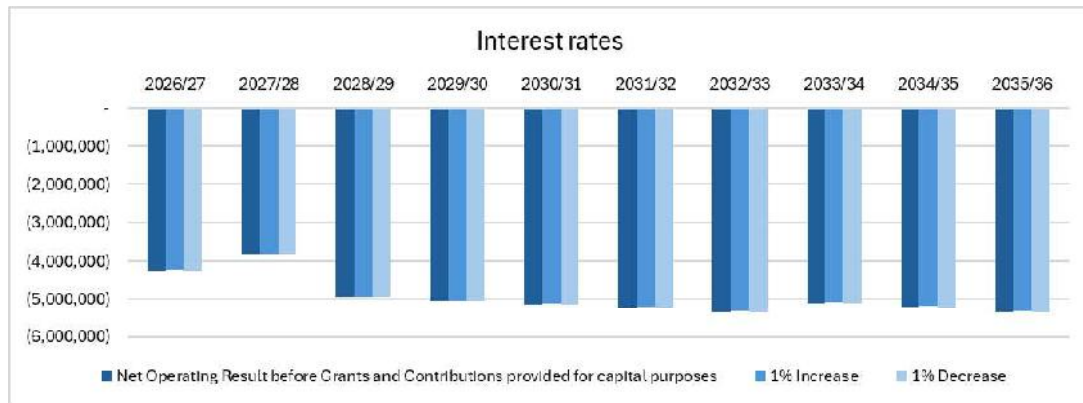


Figure 1. Interest rates



Figure 2. Employee costs

PERFORMANCE MEASURES

Scenario 1 (budgeted scenario) - Average Water Sales 14,176 ML

	Prior Year		Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
Operating Performance Ratio	2.64%	-11.38%	-10.15%	-12.86%	-12.86%	-12.86%	-12.86%	-12.86%	-11.99%	-12.02%	-12.07%	
Measure: Whether Council has sufficient revenue (excluding capital) to cover expenditure requirements (including depreciation). Office of Local Government Benchmark >= 0.00%												
Own Source Operating Revenue Ratio	92.51%	92.21%	92.20%	92.23%	92.26%	92.30%	92.33%	92.36%	92.45%	92.48%	92.51%	
Measure: Council's reliance on external funding sources such as operating grants and contributions to fund operations. Office of Local Government Benchmark >= 60.00%												
Unrestricted Current Ratio	6.03	5.45	3.43	2.71	2.03	1.36	0.67	0.44	0.34	0.28	0.25	
Measure: Council's ability to meet short term financial obligations such as payroll, leave and expenditure requirements. Office of Local Government Benchmark >= 1.50												
Debt Service Cover Ratio	11.82	2.49	2.19	2.19	2.20	2.20	2.23	2.30	2.40	2.40	3.01	
Measure: Percentage of the Council's total revenue used to service debt including interest and principal loan repayments. Office of Local Government Benchmark >= 2.00												
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	11.59%	11.44%	11.33%	11.33%	11.33%	11.33%	11.33%	11.33%	11.33%	11.33%	11.33%	
Measure: Assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts. Office of Local Government Benchmark <= 10.00% (Regional)												
Cash Expense Cover Ratio	0.77	0.72	0.72	0.70	0.69	0.47	0.00	0.00	0.00	0.00	0.00	
Measure: Indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow. Office of Local Government Benchmark >= 3.00 months												

Scenario 1 (budgeted scenario) - Average Water Sales 14,176 ML Income Statement

	Projected Years											
	Prior Year 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,584,587	7,359,115	7,512,450	7,668,851	7,828,380	7,991,099	8,157,073	8,326,367	8,499,046	8,675,179	8,854,834	
User Charges & Fees	31,045,392	27,411,957	27,959,996	28,518,996	29,089,176	29,670,759	30,263,974	30,869,054	31,486,235	32,115,760	32,757,875	
Other Revenues	742,135	674,395	678,140	681,960	685,956	689,831	693,885	698,020	702,237	706,539	710,927	
Grants & Contributions provided for Operating Purposes	205,150	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	
Grants & Contributions provided for Capital Purposes	3,039,138	3,118,629	3,162,942	3,208,141	3,254,244	3,301,286	3,349,234	3,398,158	3,448,062	3,498,963	3,550,862	
Interest & Investment Revenue	1,687,000	1,792,476	1,596,679	1,519,701	1,521,409	1,523,151	1,524,929	1,526,742	1,860,591	1,862,477	1,864,401	
Total Income from Continuing Operations	43,303,402	40,382,428	40,896,062	41,623,504	42,404,920	43,201,965	44,014,951	44,844,197	46,022,027	46,884,774	47,764,776	
Expenses from Continuing Operations												
Employee Benefits & On-Costs	15,985,544	16,853,316	17,864,515	18,311,127	18,768,906	19,238,128	19,719,081	20,212,058	20,717,360	21,235,294	21,766,176	
Borrowing Costs	409,643	1,134,470	1,383,084	1,248,730	1,110,679	965,910	816,669	660,054	501,596	334,757	172,100	
Materials & Contracts	12,527,262	13,236,843	11,855,425	12,151,810	12,455,605	12,766,996	13,086,170	13,413,325	13,748,658	14,092,374	14,444,684	
Depreciation & Amortisation	10,012,500	10,012,500	10,192,725	11,376,194	11,580,966	11,789,423	12,001,633	12,217,662	12,437,580	12,661,456	12,889,362	
Other Expenses	266,000	266,000	267,250	268,531	269,845	271,191	272,570	273,985	275,434	276,920	278,443	
Net Losses from the Disposal of Assets	815,000	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	40,015,949	41,503,129	41,562,998	43,356,453	44,186,000	45,031,647	45,896,123	46,777,084	47,660,628	48,600,801	49,550,766	
Operating Result from Continuing Operations	3,287,453	(1,120,701)	(666,935)	(1,732,949)	(1,781,080)	(1,829,682)	(1,881,172)	(1,932,887)	(1,668,601)	(1,716,027)	(1,785,990)	
Net Operating Result for the Year	3,287,453	(1,120,701)	(666,935)	(1,732,949)	(1,781,080)	(1,829,682)	(1,881,172)	(1,932,887)	(1,668,601)	(1,716,027)	(1,785,990)	
Net Operating Result before Grants and Contributions provided for Capital Purposes	248,315	(4,239,331)	(3,829,877)	(4,941,089)	(5,035,323)	(5,130,950)	(5,230,406)	(5,331,046)	(5,106,663)	(5,214,990)	(5,336,872)	

Scenario 1 (budgeted scenario) – Average Water sales 14,176 ML Balance Sheet

	Prior Year	Projected Years										
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,407,446	-	-	-	-	-	-
Investments	19,772,988	18,420,407	13,884,058	9,104,933	4,353,138	-	-	-	-	-	-	-
Receivables	6,064,902	5,614,172	5,578,015	5,528,689	5,482,261	5,438,408	5,509,170	5,605,901	5,706,596	5,808,265	5,911,978	
Inventories	3,806,552	4,022,167	3,602,407	3,682,487	3,784,779	3,879,388	3,976,383	4,075,793	4,177,687	4,282,130	4,389,163	
Total Current Assets	31,644,443	30,056,746	25,064,480	20,326,069	15,620,178	10,725,253	9,486,553	9,682,694	9,884,274	10,090,395	10,301,160	
Non-Current Assets												
Investments	11,612,770	10,818,393	8,154,174	5,347,371	2,556,619	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	459,931,631	470,822,137	481,629,412	485,253,218	488,672,253	491,882,830	494,881,197	497,663,535	500,225,955	502,564,499	504,675,137	
Intangible Assets	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	
Total Non-Current Assets	480,363,402	490,459,530	498,602,586	499,419,589	500,047,871	500,701,830	503,700,197	506,482,535	509,044,955	511,363,499	513,494,137	
TOTAL ASSETS	512,007,844	520,516,276	523,667,066	519,745,678	515,668,049	511,427,083	513,186,750	516,165,229	518,929,229	521,473,894	523,795,297	
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	3,306,808	3,574,346	3,552,229	3,630,640	3,710,882	3,792,998	3,877,031	3,963,028	4,051,035	4,141,098	4,233,267	
Borrowings	454,943	454,943	2,266,851	2,376,790	2,493,401	2,582,659	2,618,216	2,757,359	2,904,946	2,392,228	813,177	
Employee benefit provisions	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	
Total Current Liabilities	8,716,000	8,983,538	10,773,330	10,961,680	11,158,532	11,329,906	11,587,963	12,527,667	13,585,050	14,487,576	15,450,754	
Non-Current Liabilities												
Borrowings	8,087,641	17,449,236	19,477,170	17,100,379	14,606,979	12,024,320	9,406,104	6,648,744	3,743,799	1,351,571	598,384	
Employee benefit provisions	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	
Total Non-Current Liabilities	8,154,391	17,515,986	19,543,920	17,167,129	14,673,729	12,091,070	9,472,854	6,715,494	3,810,549	1,418,321	665,134	
TOTAL LIABILITIES	16,870,391	26,499,524	30,317,250	28,128,809	25,832,261	23,420,976	27,060,817	31,973,181	36,395,783	40,656,475	44,763,888	
Net Assets	495,137,453	494,016,752	493,349,816	491,616,868	489,835,788	488,006,106	486,124,934	484,192,047	482,533,446	480,817,418	479,031,428	
EQUITY												
Retained Earnings	173,266,453	172,145,752	171,478,816	169,745,868	167,964,788	166,135,106	164,253,934	162,321,047	160,662,446	158,946,418	157,160,428	
Revaluation Reserves	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	495,137,453	494,016,752	493,349,816	491,616,868	489,835,788	488,006,106	486,124,934	484,192,047	482,533,446	480,817,418	479,031,428	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	495,137,453	494,016,752	493,349,816	491,616,868	489,835,788	488,006,106	486,124,934	484,192,047	482,533,446	480,817,418	479,031,428	

**Scenario 1 (budgeted scenario) – Average water sales 14,176 ML
Cash flow statement**

	Prior Year	Projected Years										
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	6,469,956	7,387,742	7,518,117	7,834,276	7,997,113	7,997,113	8,163,208	8,332,624	8,505,428	8,681,689	8,861,475	
User Charges & Fees	30,736,020	27,790,963	27,902,829	29,029,700	29,610,094	29,610,094	30,202,096	30,805,998	31,421,856	32,050,093	32,690,895	
Investment & Interest Revenue Received	1,958,992	1,853,832	1,681,354	1,659,931	1,660,940	1,660,940	1,549,981	1,526,742	1,860,591	1,862,477	1,864,401	
Grants & Contributions	3,163,304	3,153,068	3,184,988	3,230,110	3,323,081	3,323,081	3,370,965	3,419,808	3,469,627	3,520,442	3,572,274	
Other	311,818	775,953	670,352	674,016	681,566	681,566	685,454	689,421	693,466	697,593	701,802	
Payments:												
Employee Benefits & On-Costs	(16,006,321)	(16,780,326)	(17,810,382)	(18,287,219)	(18,744,399)	(19,213,009)	(19,683,334)	(20,185,668)	(20,690,310)	(21,207,569)	(21,737,756)	
Materials & Contracts	(13,878,458)	(13,403,629)	(11,530,640)	(12,221,387)	(12,526,921)	(12,840,094)	(13,161,097)	(13,490,124)	(13,827,377)	(14,173,062)	(14,527,988)	
Borrowing Costs	(408,643)	(1,134,470)	(1,383,084)	(1,248,790)	(1,110,679)	(965,910)	(816,669)	(660,054)	(501,566)	(334,757)	(172,100)	
Other	(397,352)	(248,582)	(273,944)	(260,440)	(261,551)	(262,890)	(263,836)	(265,054)	(266,280)	(267,537)	(268,826)	
Net Cash provided (or used in) Operating Activities	11,954,306	9,394,452	9,959,590	9,834,244	9,991,090	10,038,747	10,038,747	10,173,632	10,665,405	10,829,371	10,984,776	
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	3,614,241	2,146,959	7,200,568	7,542,546	6,909,757	6,909,757	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	(22,649,131)	(20,903,006)	(21,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	
Net Cash provided (or used in) Investing Activities	(19,034,890)	(18,756,047)	(13,799,432)	(7,457,454)	(8,090,243)	(8,090,243)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	7,400,000	11,000,000	6,000,000	-	-	-	-	-	-	-	-	
Payments:												
Repayment of Borrowings & Advances	(562,416)	(1,638,405)	(2,160,158)	(2,376,790)	(2,493,401)	(2,493,401)	(2,582,659)	(2,618,216)	(2,757,359)	(2,904,946)	(2,992,228)	
Net Cash Flow provided (used in) Financing Activities	6,837,584	9,361,595	3,839,842	(2,266,851)	(2,376,790)	(2,493,401)	(2,582,659)	(2,618,216)	(2,757,359)	(2,904,946)	(2,992,228)	
Net Increase/(Decrease) in Cash & Cash Equivalents plus: Cash & Cash Equivalents - beginning of year	(243,000)	-	0	(0)	(0)	(592,554)	(7,545,912)	(7,444,584)	(7,091,954)	(7,075,574)	(6,407,452)	
Cash & Cash Equivalents - end of the year	2,243,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,407,446	(6,138,465)	(13,583,050)	(27,750,579)	(34,158,030)	
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,407,446	(6,138,465)	(13,583,050)	(20,675,004)	(27,750,579)	(34,158,030)	
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,407,446	(6,138,465)	(13,583,050)	(20,675,004)	(27,750,579)	(34,158,030)	
Investments - end of the year	31,385,759	29,238,800	22,038,232	14,452,303	6,909,757	1,407,446	(6,138,465)	(13,583,050)	(20,675,004)	(27,750,579)	(34,158,030)	
Cash, Cash Equivalents & Investments - end of the year	33,385,759	31,238,800	24,038,232	16,452,303	8,909,757	1,407,446	(6,138,465)	(13,583,050)	(20,675,004)	(27,750,579)	(34,158,030)	
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	
- Internal Restrictions	8,715,000	8,715,001	8,715,001	8,715,002	8,715,003	8,715,003	8,715,003	8,715,004	8,715,004	8,715,005	8,715,005	
- Unrestricted	24,670,759	22,523,799	15,323,231	7,737,302	194,755	(7,307,556)	(14,853,469)	(22,298,054)	(29,390,008)	(36,465,583)	(42,873,035)	
33,385,759	31,238,800	24,038,232	16,452,303	8,909,757	1,407,446	(6,138,465)	(13,583,050)	(20,675,004)	(27,750,579)	(34,158,030)	(34,158,030)	

Scenario 2 – Below average water sales 12,195 ML Income Statement

	Projected Years											
	Prior Year 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,584,587	7,359,115	7,512,450	7,668,851	7,828,380	7,991,099	8,157,073	8,326,367	8,499,046	8,675,179	8,854,834	
User Charges & Fees	31,045,392	24,044,881	27,959,996	28,518,996	29,089,176	29,670,759	30,263,974	30,869,054	31,486,235	32,115,760	32,757,875	
Other Revenues	742,135	616,257	678,140	681,960	685,657	689,831	693,885	698,020	702,237	706,539	710,927	
Grants & Contributions provided for Operating Purposes	205,150	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	
Grants & Contributions provided for Capital Purposes	3,039,138	3,118,629	3,162,942	3,208,141	3,254,244	3,301,286	3,349,234	3,398,158	3,448,062	3,498,963	3,550,862	
Interest & Investment Revenue	1,687,000	1,792,476	1,596,679	1,519,701	1,521,409	1,523,151	1,524,929	1,526,742	1,860,591	1,862,477	1,864,401	
Total Income from Continuing Operations	43,303,402	36,957,214	40,896,062	41,623,504	42,404,921	43,201,965	44,014,951	44,844,197	46,022,027	46,884,774	47,764,776	
Expenses from Continuing Operations												
Employee Benefits & On-Costs	15,985,544	16,853,316	17,864,515	18,311,127	18,768,906	19,238,128	19,719,081	20,212,058	20,717,360	21,235,294	21,766,176	
Borrowing Costs	409,643	1,134,470	1,383,084	1,248,730	1,110,679	965,910	816,669	660,054	501,596	334,757	172,100	
Materials & Contracts	12,527,262	13,236,843	11,855,425	12,151,810	12,455,605	12,766,996	13,086,170	13,413,325	13,748,658	14,092,374	14,444,684	
Depreciation & Amortisation	10,012,500	10,012,500	10,192,725	11,376,194	11,580,966	11,789,423	12,001,633	12,217,662	12,437,580	12,661,456	12,889,362	
Other Expenses	266,000	266,000	267,250	268,531	269,845	271,191	272,570	273,985	275,434	276,920	278,443	
Net Losses from the Disposal of Assets	815,000	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	40,015,949	41,503,129	41,562,998	43,356,453	44,186,000	45,031,647	45,896,123	46,777,084	47,660,628	48,600,801	49,550,766	
Operating Result from Continuing Operations	3,287,453	(4,545,915)	(666,935)	(1,732,948)	(1,781,079)	(1,829,682)	(1,881,172)	(1,932,887)	(1,668,601)	(1,716,027)	(1,785,990)	
Net Operating Result for the Year	3,287,453	(4,545,915)	(666,935)	(1,732,948)	(1,781,079)	(1,829,682)	(1,881,172)	(1,932,887)	(1,668,601)	(1,716,027)	(1,785,990)	
Net Operating Result before Grants and Contributions provided for Capital Purposes	248,315	(7,664,545)	(3,829,877)	(4,941,089)	(5,035,323)	(5,130,950)	(5,230,406)	(5,331,045)	(5,106,663)	(5,214,990)	(5,336,872)	

**Scenario 2 – Below average water sales 12,195 ML
Balance Sheet**

	Prior Year	Projected Years										
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	-	-	-	-	-	-	-
Investments	19,772,988	16,579,003	11,760,000	6,986,076	2,234,186	-	-	-	-	-	-	-
Receivables	6,064,902	5,111,827	5,524,315	5,466,746	5,420,470	5,413,356	5,509,171	5,606,901	5,706,586	5,808,265	5,911,978	
Inventories	3,806,552	4,022,167	3,602,407	3,692,467	3,784,779	3,879,398	3,976,383	4,075,793	4,177,687	4,282,130	4,389,183	
Total Current Assets	31,644,443	27,772,987	22,866,730	18,145,290	13,439,435	9,292,754	9,485,554	9,682,694	9,884,274	10,090,395	10,301,161	
Non-Current Assets												
Investments	11,612,770	9,736,928	6,906,709	4,102,956	1,312,148	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	459,931,631	470,822,137	481,629,412	485,253,218	488,672,253	491,882,830	494,881,197	497,663,535	500,225,955	502,564,499	504,675,137	
Intangible Assets	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	
Total Non-Current Assets	480,363,402	489,378,065	497,355,122	498,175,174	498,803,401	500,701,830	503,700,197	506,482,535	509,044,955	511,383,499	513,494,137	
TOTAL ASSETS	512,007,844	517,091,062	520,241,852	516,320,464	512,242,836	509,994,584	513,185,751	516,165,229	518,929,229	521,473,894	523,795,297	
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	1,992,715	9,563,679	17,008,263	24,100,217	31,175,791	37,583,243	
Payables	3,306,808	3,574,346	3,552,229	3,630,640	3,710,882	3,792,998	3,877,031	3,963,028	4,051,035	4,141,098	4,233,267	
Borrowings	454,943	454,943	2,266,851	2,376,790	2,493,401	2,582,659	2,618,216	2,757,359	2,904,946	2,392,228	813,177	
Employee benefit provisions	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	
Total Current Liabilities	8,716,000	8,983,538	10,773,330	10,961,660	11,158,532	13,322,621	21,013,176	28,682,901	36,010,447	42,663,367	47,583,937	
Non-Current Liabilities												
Borrowings	8,087,641	17,449,236	19,477,170	17,100,379	14,606,979	12,024,320	9,406,104	6,648,744	3,743,799	1,351,571	538,394	
Employee benefit provisions	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	
Total Non-Current Liabilities	8,154,391	17,515,986	19,543,920	17,167,129	14,673,729	12,091,070	9,472,854	6,715,494	3,810,549	1,418,321	605,144	
TOTAL LIABILITIES	16,870,391	26,499,524	30,317,250	28,128,809	25,832,261	25,413,691	30,486,030	35,398,395	39,820,996	44,081,688	48,189,081	
Net Assets	495,137,453	490,591,537	489,924,602	488,191,654	486,410,575	484,580,893	482,699,721	480,766,834	479,108,233	477,392,206	475,606,216	
EQUITY												
Retained Earnings	173,266,453	168,720,537	168,053,602	166,320,654	164,539,575	162,709,893	160,828,721	158,895,834	157,237,233	155,521,206	153,735,216	
Revaluation Reserves	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	495,137,453	490,591,537	489,924,602	488,191,654	486,410,575	484,580,893	482,699,721	480,766,834	479,108,233	477,392,206	475,606,216	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	495,137,453	490,591,537	489,924,602	488,191,654	486,410,575	484,580,893	482,699,721	480,766,834	479,108,233	477,392,206	475,606,216	

Scenario 2 – Below average water sales 12,195 ML Cash flow statement

	Prior Year	Projected Years										
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	6,469,956	7,387,742	7,518,117	7,674,631	7,834,276	7,997,113	8,163,208	8,332,624	8,505,428	8,681,689	8,861,475	
User Charges & Fees	30,736,020	24,775,110	27,551,607	28,460,686	29,029,700	29,610,094	30,202,096	30,805,938	31,421,856	32,050,093	32,690,895	
Investment & Interest Revenue Received	1,959,992	1,916,762	1,672,125	1,667,557	1,659,779	1,624,201	1,524,929	1,525,742	1,860,591	1,862,477	1,864,401	
Grants & Contributions	3,163,304	3,153,068	3,184,988	3,230,110	3,276,135	3,323,081	3,370,965	3,419,808	3,469,627	3,520,442	3,572,274	
Other	311,818	806,009	582,158	674,016	677,754	681,566	686,455	689,421	693,467	697,593	701,802	
Payments:												
Employee Benefits & On-Costs	(16,006,321)	(16,780,326)	(17,810,382)	(18,267,219)	(18,744,399)	(19,213,009)	(19,693,334)	(20,185,668)	(20,690,310)	(21,207,567)	(21,737,756)	
Materials & Contracts	(13,878,458)	(13,403,628)	(11,530,640)	(12,221,387)	(12,528,921)	(12,840,094)	(13,161,097)	(13,490,124)	(13,827,377)	(14,173,052)	(14,527,388)	
Borrowing Costs	(409,643)	(1,134,470)	(1,393,084)	(1,248,790)	(1,110,679)	(965,910)	(916,668)	(660,054)	(501,596)	(334,757)	(172,100)	
Other	(391,362)	(246,662)	(273,944)	(260,440)	(261,551)	(262,690)	(263,858)	(265,054)	(266,280)	(267,537)	(268,826)	
Net Cash provided (or used in) Operating Activities	11,954,306	6,471,583	9,510,945	9,689,165	9,834,093	9,954,351	10,011,695	10,173,632	10,665,405	10,829,371	10,984,776	
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	3,614,241	5,069,828	7,649,213	7,577,686	7,542,698	3,546,335	-	-	-	-	-	
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	(22,649,131)	(20,903,006)	(21,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	
Net Cash provided (or used in) Investing Activities	(19,034,890)	(15,833,178)	(13,350,787)	(7,422,314)	(7,457,302)	(11,453,665)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	7,400,000	11,000,000	6,000,000	-	-	-	-	-	-	-	-	
Payments:												
Repayment of Borrowings & Advances	(562,416)	(1,638,405)	(2,160,159)	(2,266,851)	(2,376,790)	(2,493,401)	(2,582,659)	(2,618,216)	(2,757,359)	(2,904,946)	(2,992,228)	
Net Cash Flow provided (used in) Financing Activities	6,837,584	9,361,595	3,839,842	(2,266,851)	(2,376,790)	(2,493,401)	(2,582,659)	(2,618,216)	(2,757,359)	(2,904,946)	(2,992,228)	
Net Increase/(Decrease) in Cash & Cash Equivalents	(243,000)	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	(9,563,679)	(17,008,263)	(24,100,217)	(31,175,791)	
plus: Cash & Cash Equivalents - beginning of year	2,243,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,992,715	(9,563,679)	(17,008,263)	(24,100,217)	(31,175,791)	(37,683,243)	
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,992,715	(9,563,679)	(17,008,263)	(24,100,217)	(31,175,791)	(37,683,243)	
Investments - end of the year	31,385,759	26,315,931	18,666,718	11,089,032	3,546,335	1,992,715	9,563,679	17,008,263	24,100,217	31,175,791	37,683,243	
Cash, Cash Equivalents & Investments - end of the year	33,385,759	28,315,931	20,666,718	13,089,032	5,546,335	(1,992,715)	(9,563,679)	(17,008,263)	(24,100,217)	(31,175,791)	(37,683,243)	
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	
- Internal Restrictions	8,715,000	8,715,001	8,715,001	8,715,002	8,715,002	8,715,003	8,715,003	8,715,004	8,715,004	8,715,005	8,715,005	
- Unrestricted	24,670,758	19,600,930	11,951,717	4,374,031	(3,168,668)	(10,707,717)	(18,278,682)	(25,723,263)	(32,815,221)	(39,890,796)	(46,298,248)	
	33,385,759	28,315,931	20,666,718	13,089,032	5,546,335	(1,992,715)	(9,563,679)	(17,008,263)	(24,100,217)	(31,175,791)	(37,683,243)	

Scenario 3 – Above average water sales 15,579 ML Income Statement

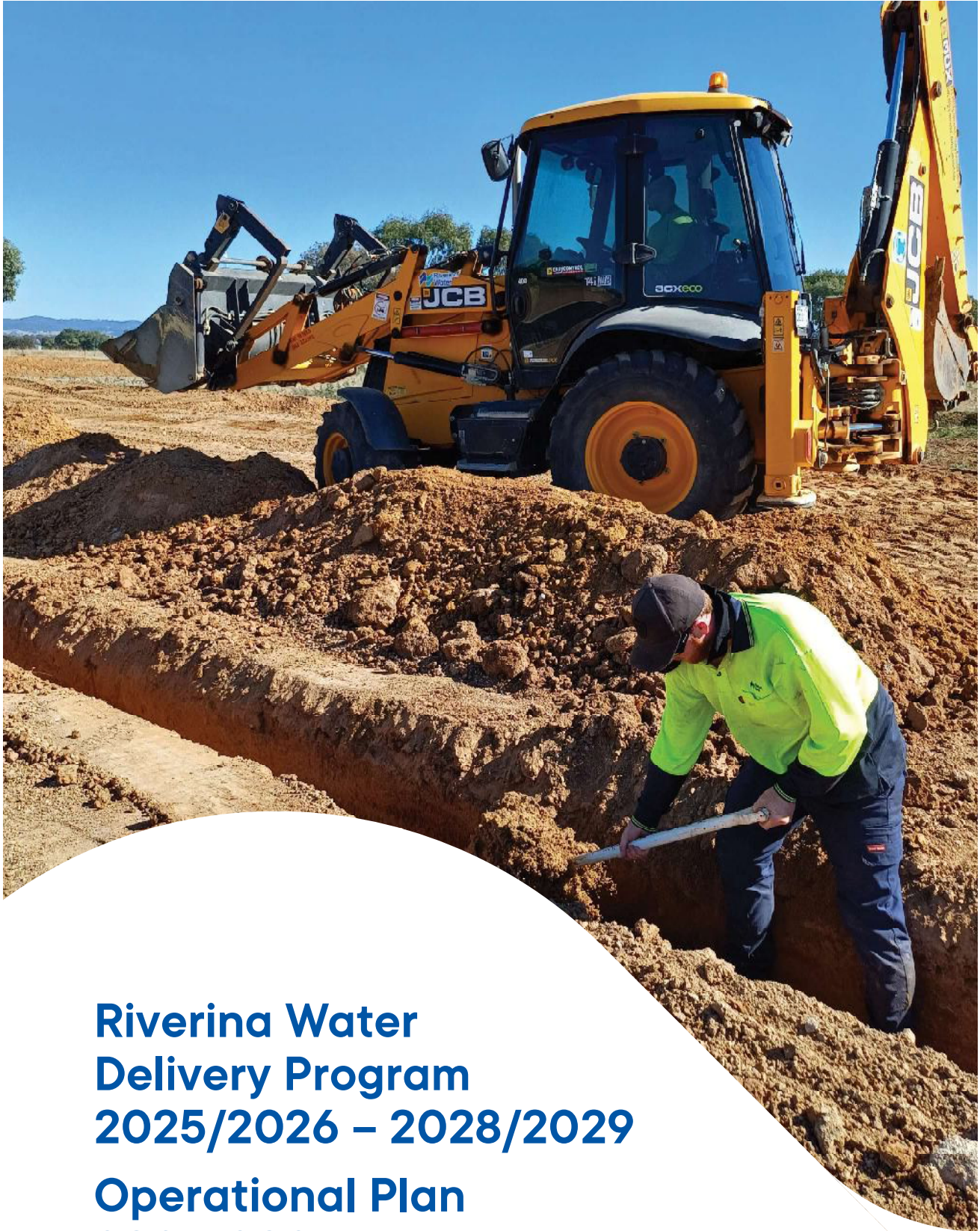
	Projected Years											
	Prior Year 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
Income from Continuing Operations												
Revenues:												
Rates & Annual Charges	6,584,587	7,359,115	7,512,450	7,668,851	7,828,380	7,991,099	8,157,073	8,326,367	8,499,046	8,675,179	8,854,834	
User Charges & Fees	31,045,392	29,795,626	27,959,996	28,518,996	29,089,176	29,670,759	30,263,974	30,869,054	31,486,235	32,115,760	32,757,875	
Other Revenues	742,135	715,563	678,140	681,960	685,657	689,831	693,885	698,020	702,237	706,539	710,927	
Grants & Contributions provided for Operating Purposes	205,150	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	25,856	
Grants & Contributions provided for Capital Purposes	3,039,138	3,118,629	3,162,942	3,208,141	3,254,244	3,301,288	3,349,234	3,398,158	3,448,062	3,498,963	3,550,862	
Interest & Investment Revenue	1,687,000	1,792,476	1,596,679	1,519,701	1,521,409	1,523,151	1,524,929	1,526,742	1,860,591	1,862,477	1,864,401	
Total Income from Continuing Operations	43,303,402	42,807,256	40,896,062	41,623,504	42,404,921	43,201,965	44,014,951	44,844,197	46,022,027	46,884,774	47,764,776	
Expenses from Continuing Operations												
Employee Benefits & On-Costs	15,985,544	16,853,316	17,864,515	18,311,127	18,768,906	19,238,128	19,719,081	20,212,058	20,717,360	21,235,294	21,766,176	
Borrowing Costs	409,643	1,134,470	1,383,084	1,248,730	1,110,679	965,910	816,669	660,054	501,596	334,757	172,100	
Materials & Contracts	12,527,262	13,236,843	11,855,425	12,151,810	12,455,605	12,766,996	13,086,170	13,413,325	13,748,658	14,092,374	14,444,684	
Depreciation & Amortisation	10,012,500	10,012,500	10,192,725	11,376,194	11,580,966	11,789,423	12,001,633	12,217,662	12,437,580	12,661,456	12,889,362	
Other Expenses	266,000	266,000	267,250	268,531	269,845	271,191	272,570	273,985	275,434	276,920	278,443	
Net Losses from the Disposal of Assets	815,000	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	40,015,949	41,503,129	41,562,998	43,356,453	44,186,000	45,031,647	45,896,123	46,777,084	47,660,628	48,600,801	49,550,766	
Operating Result from Continuing Operations	3,287,453	1,304,126	(666,935)	(1,732,948)	(1,781,079)	(1,829,682)	(1,881,172)	(1,932,887)	(1,668,601)	(1,716,027)	(1,785,990)	
Net Operating Result for the Year	3,287,453	1,304,126	(666,935)	(1,732,948)	(1,781,079)	(1,829,682)	(1,881,172)	(1,932,887)	(1,668,601)	(1,716,027)	(1,785,990)	
Net Operating Result before Grants and Contributions provided for Capital Purposes	248,315	(1,814,503)	(3,829,877)	(4,941,089)	(5,035,323)	(5,130,950)	(5,230,406)	(5,331,045)	(5,106,663)	(5,214,990)	(5,336,872)	

**Scenario 3 – Above average water sales 15,579 ML
Balance Sheet**

	Prior Year	Projected Years										
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	-	-	-	-	-	-
Investments	19,772,988	19,724,000	15,387,746	10,604,945	5,853,218	1,126,771	-	-	-	-	-	-
Receivables	6,064,902	5,969,800	5,616,031	5,572,541	5,526,006	5,482,155	5,509,171	5,606,901	5,706,586	5,808,265	5,911,978	
Inventories	3,806,552	4,022,167	3,692,407	3,682,467	3,784,779	3,879,998	3,976,363	4,075,793	4,177,687	4,282,130	4,389,163	
Total Current Assets	31,644,443	31,715,967	26,606,164	21,869,953	17,164,002	12,488,324	9,485,554	9,682,694	9,884,274	10,090,395	10,301,161	
Non-Current Assets												
Investments	11,612,770	11,583,999	9,037,297	6,228,335	3,437,623	661,758	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	459,931,631	470,822,137	481,629,412	485,253,218	488,672,253	491,862,830	494,881,197	497,663,535	500,225,955	502,564,499	504,675,137	
Intangible Assets	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	8,819,000	
Total Non-Current Assets	480,363,402	491,225,137	499,485,709	500,300,553	500,328,875	501,363,587	503,700,197	506,482,535	509,044,955	511,383,499	513,494,137	
TOTAL ASSETS	512,007,844	522,941,104	526,091,894	522,170,506	518,092,878	513,851,911	513,185,751	516,165,229	518,929,229	521,473,894	523,795,297	
LIABILITIES												
Current Liabilities												
Payables	3,306,808	3,574,346	3,552,229	3,630,640	3,710,882	3,792,998	3,877,031	3,963,028	4,051,055	4,141,098	4,233,267	
Borrowings	454,943	454,943	2,266,851	2,376,790	2,493,401	2,582,659	2,618,216	2,757,359	2,904,946	2,392,228	813,177	
Employee benefit provisions	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	4,954,250	
Total Current Liabilities	8,716,000	8,983,538	10,773,330	10,961,680	11,158,532	11,329,906	15,163,134	22,832,859	30,160,406	36,813,326	41,733,895	
Non-Current Liabilities												
Borrowings	8,087,641	17,449,236	19,477,170	17,100,379	14,606,979	12,024,320	9,406,104	6,648,744	3,743,799	1,351,571	538,394	
Employee benefit provisions	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	66,750	
Total Non-Current Liabilities	8,154,391	17,515,986	19,543,920	17,167,129	14,673,729	12,091,070	9,472,854	6,715,494	3,810,549	1,418,321	605,144	
TOTAL LIABILITIES	16,870,391	26,499,524	30,317,250	28,128,809	25,832,261	23,420,976	24,635,988	29,548,353	33,970,955	38,231,647	42,339,039	
Net Assets	495,137,453	496,441,579	495,774,644	494,041,696	492,260,616	490,430,935	488,549,762	486,616,876	484,958,275	483,242,247	481,456,258	
EQUITY												
Retained Earnings	173,266,453	174,570,579	173,903,644	172,170,696	170,389,616	168,559,935	166,678,762	164,745,876	163,087,275	161,371,247	159,595,258	
Revaluation Reserves	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	321,871,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	495,137,453	496,441,579	495,774,644	494,041,696	492,260,616	490,430,935	488,549,762	486,616,876	484,958,275	483,242,247	481,456,258	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	495,137,453	496,441,579	495,774,644	494,041,696	492,260,616	490,430,935	488,549,762	486,616,876	484,958,275	483,242,247	481,456,258	

Scenario 3 – Above average water sales 15,579 ML Cash flow statement

	Projected Years											
	Prior Year 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	6,469,956	7,387,742	7,518,117	7,674,631	7,834,276	7,997,113	8,163,208	8,332,624	8,505,428	8,681,689	8,861,475	
User Charges & Fees	30,736,020	29,925,990	28,151,472	28,460,686	29,029,700	29,610,094	30,202,096	30,805,938	31,421,856	32,050,093	32,690,895	
Investment & Interest Revenue Received	1,858,992	1,809,282	1,687,888	1,653,479	1,660,038	1,660,938	1,593,728	1,526,742	1,860,591	1,862,477	1,864,401	
Grants & Contributions	3,163,304	3,153,068	3,184,988	3,230,110	3,276,135	3,323,081	3,370,965	3,419,808	3,469,627	3,520,442	3,572,274	
Other	311,818	754,676	732,787	674,016	677,754	681,566	685,455	689,421	693,467	697,593	701,802	
Payments:												
Employee Benefits & On-Costs	(16,006,321)	(16,780,326)	(17,810,382)	(18,287,219)	(18,734,399)	(19,213,009)	(19,693,334)	(20,185,668)	(20,690,310)	(21,207,567)	(21,737,756)	
Materials & Contracts	(13,878,458)	(13,403,629)	(11,530,640)	(12,221,387)	(12,529,921)	(12,840,094)	(13,161,097)	(13,490,124)	(13,827,377)	(14,173,062)	(14,527,388)	
Borrowing Costs	(408,643)	(1,134,470)	(1,383,084)	(1,248,790)	(1,110,679)	(965,910)	(816,669)	(680,064)	(501,566)	(334,757)	(172,100)	
Other	(391,362)	(248,682)	(279,944)	(260,440)	(261,551)	(262,690)	(263,656)	(265,064)	(266,280)	(267,537)	(268,826)	
Net Cash provided (or used in) Operating Activities	11,954,306	11,463,652	10,277,202	9,675,087	9,834,351	9,991,088	10,080,494	10,173,632	10,665,405	10,829,371	10,984,776	
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	3,614,241	77,759	6,882,957	7,591,764	7,542,439	7,502,312	1,788,528	-	-	-	-	
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	(22,649,131)	(20,903,006)	(21,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	
Net Cash provided (or used in) Investing Activities	(19,034,890)	(20,825,247)	(14,117,043)	(7,408,236)	(7,457,561)	(7,497,688)	(13,211,472)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	7,400,000	11,000,000	6,000,000	-	-	-	-	-	-	-	-	
Payments:												
Repayment of Borrowings & Advances	(562,416)	(1,638,405)	(2,160,158)	(2,266,851)	(2,376,790)	(2,493,401)	(2,582,659)	(2,618,216)	(2,757,359)	(2,904,946)	(2,392,228)	
Net Cash Flow provided (used in) Financing Activities	6,837,584	9,361,595	3,839,842	(2,266,851)	(2,376,790)	(2,493,401)	(2,582,659)	(2,618,216)	(2,757,359)	(2,904,946)	(2,392,228)	
Net Increase/(Decrease) in Cash & Cash Equivalents	(243,000)	-	(0)	0	-	(0)	(5,713,637)	(7,444,584)	(7,091,954)	(7,075,574)	(6,407,451)	
plus: Cash & Cash Equivalents - beginning of year	2,243,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	(3,713,637)	(11,158,221)	(18,250,176)	(25,325,750)	
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	(3,713,637)	(11,158,221)	(18,250,176)	(25,325,750)	(31,733,201)	
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	(3,713,637)	(11,158,221)	(18,250,176)	(25,325,750)	(31,733,201)	
Investments - end of the year	31,385,759	31,308,000	24,425,043	16,833,280	9,290,841	1,788,528	-	-	-	-	-	
Cash, Cash Equivalents & Investments - end of the year	33,385,759	33,308,000	26,425,043	18,833,280	11,290,841	3,788,528	(3,713,637)	(11,158,221)	(18,250,176)	(25,325,750)	(31,733,201)	
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	
- Internal Restrictions	8,715,000	8,715,001	8,715,001	8,715,002	8,715,002	8,715,003	8,715,003	8,715,004	8,715,004	8,715,005	8,715,005	
- Unrestricted	24,670,758	24,592,999	17,710,042	10,118,278	2,575,838	(4,926,474)	(12,428,640)	(19,873,225)	(26,965,180)	(34,040,754)	(40,448,206)	
	33,385,759	33,308,000	26,425,043	18,833,280	11,290,841	3,788,528	(3,713,637)	(11,158,221)	(18,250,176)	(25,325,750)	(31,733,201)	



**Riverina Water
Delivery Program
2025/2026 – 2028/2029
Operational Plan
2026/2027**



All Images: Riverina Water County Council

Disclaimer

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

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Or by visiting our office at 91 Hammond Avenue Wagga Wagga

Version Purpose and description

0.1	Draft Delivery Program 2025/2026 - 2028/2029 and Operational Plan 2025/2026 – 24 April 2025
1.0	Endorsed by Riverina Water Board – June 2025

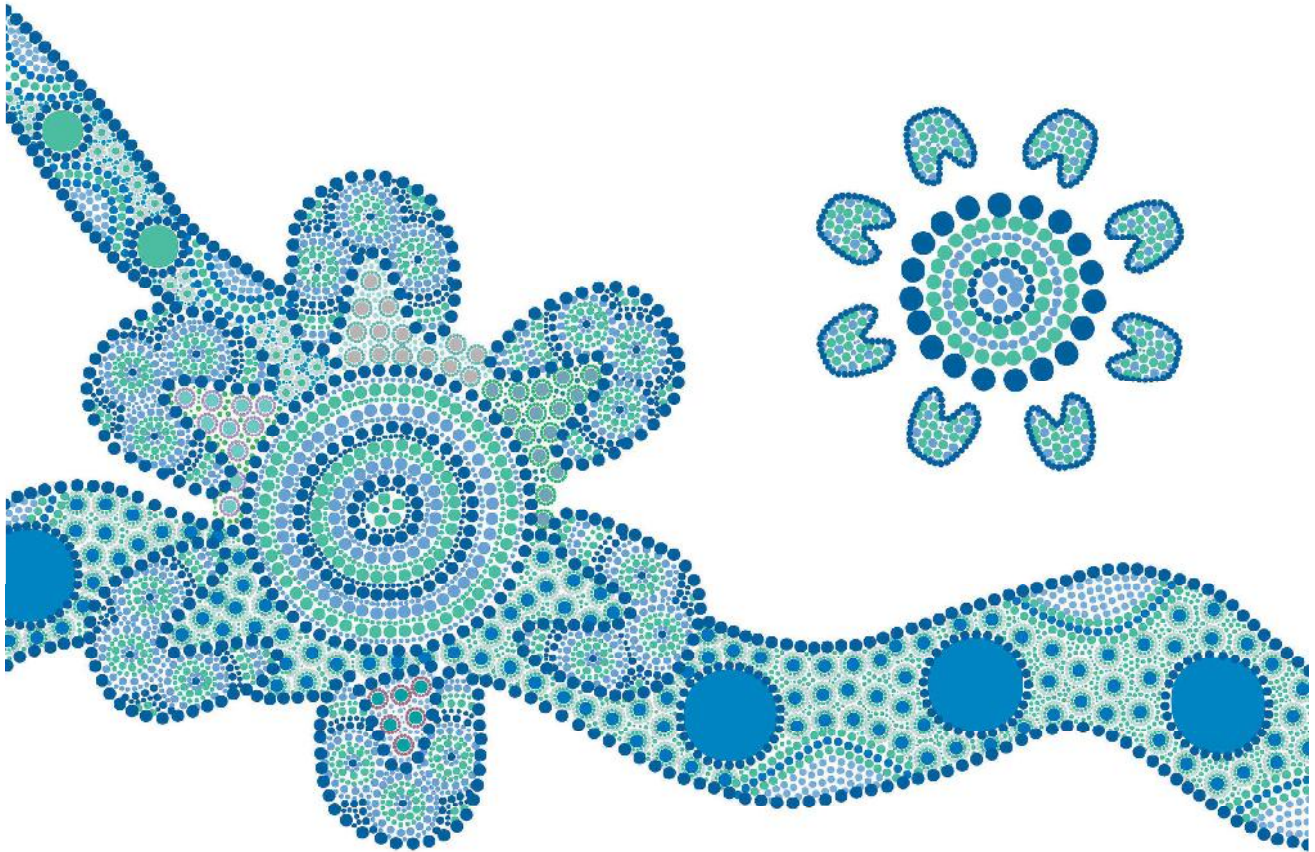
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Acknowledgement of Country

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

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



Our corporate documents feature elements from the artwork *Living Water* by Wiradyuri artist Owen Lyons. The artwork was commissioned by Riverina Water for its Reconciliation Action Plan. Learn more: rwcc.nsw.gov.au/reconciliation

All other images: Riverina Water County Council

Foreword

On behalf of Riverina Water we are pleased to present our 2025/2026 - 2028/2029 Delivery Program and our Operational Plan 2026 - 2027. We present these as a combined Delivery Program/Operational Plan or DPOP.

The DPOP identifies four-year strategies that will contribute to the strategic objectives we have identified in our business activity strategic plan, *Leading into 2035*. Our DPOP is built around the four pillars in *Leading into 2035*.

These pillars are:

- › Our people
- › Our operations
- › Our sustainability; and
- › Our community

We believe that striving to achieve our strategic objectives will significantly assist us to realise our vision for Riverina Water to provide passionate and professional leadership in the water industry.

The Delivery Program 2025/2026 - 2028/2029 is a statement of commitment from the Board on what we will deliver during this Board term. The Operational Plan 2026 - 2027 specifies the actions we will undertake this financial year to contribute to the strategies identified in the Delivery Program.

The DPOP is underpinned by planning including our long-term financial plan (LTFP) and our asset management plan. Resourcing is achieved through our annual budget informed by current and operational commitments as well as our longer-term financial planning and capital works budget. Our workforce management plan and IT strategic plan help us to ensure that we have the people and

technological resources we need to deliver the actions contained within the DPOP.

We look forward to providing regular updates to the Board and our community on how we are going and commend the 2025/2026 - 2028/2029 Delivery Program and Operational Plan 2026 - 2027 to you.



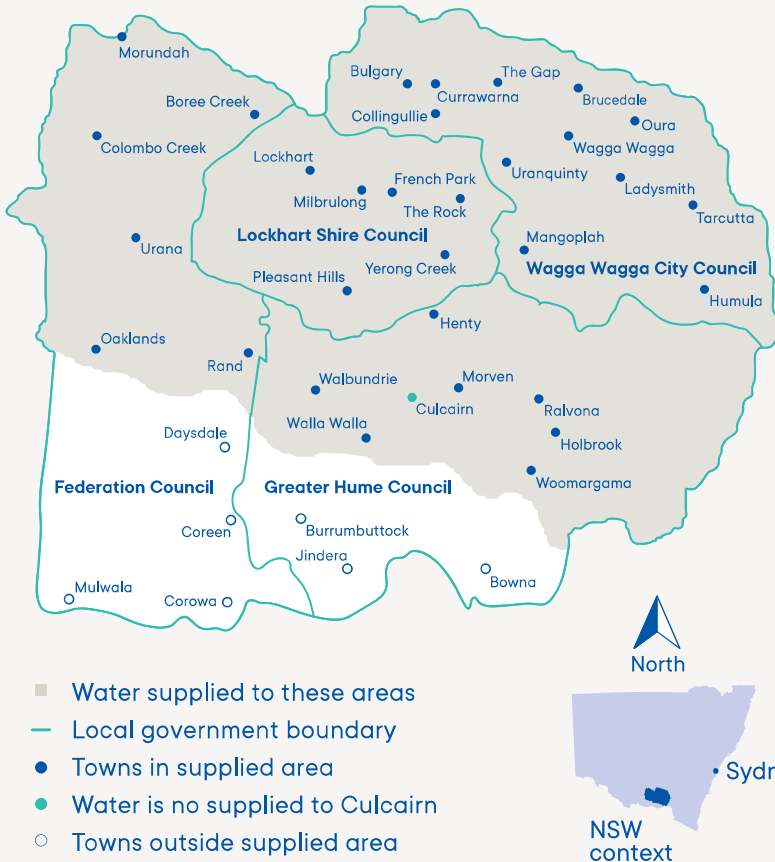
**Currently vacant
Board chair**



**Andrew Crakanthorp
Chief Executive Officer**

Who we are

We provide safe reliable drinking water to more than 77,000 people across Greater Hume, Lockhart, parts of Federation and Wagga Wagga City Council areas covering an area of more than 15,000 square kilometres.



Our supply network

We draw water from the Murrumbidgee River and source water from 10 bores, which historically makes up 60 percent of our source water supply.



Our water supply network includes:

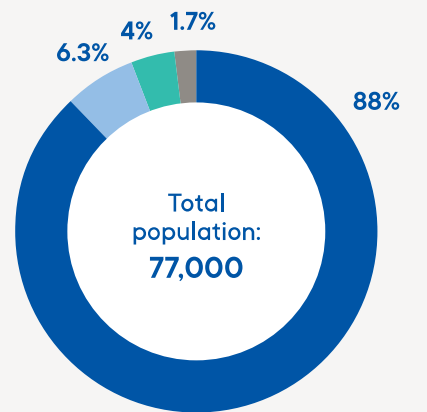
- > More than 80 reservoirs
- > More than 1800 kilometres of water mains
- > 16 water treatment plants

Our customers

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



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



- City of Wagga Wagga
- Lockhart
- Greater Hume
- Federation

Our board



Clr Amelia Parkins
Wagga Wagga City
Elected to Board in 2026



Clr Gail Driscoll
Lockhart Shire
Elected to Board in 2022
Elected as Deputy
Chairperson Oct 2024



Clr Pat Bourke
Federation
Elected to Board in 2017



Clr Allana Condon
Wagga Wagga City
Elected to Board in 2024



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 Dallas Tout
Wagga Wagga City
Elected to Board in 2023

Our vision

Provide passionate and professional leadership in the water industry.

Our mission

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

Our values

Respect, Connection, Safety, Cooperation.



Our organisation

Our executive team



Andrew Crakanthorp
Chief Executive Officer
Appointed 2018

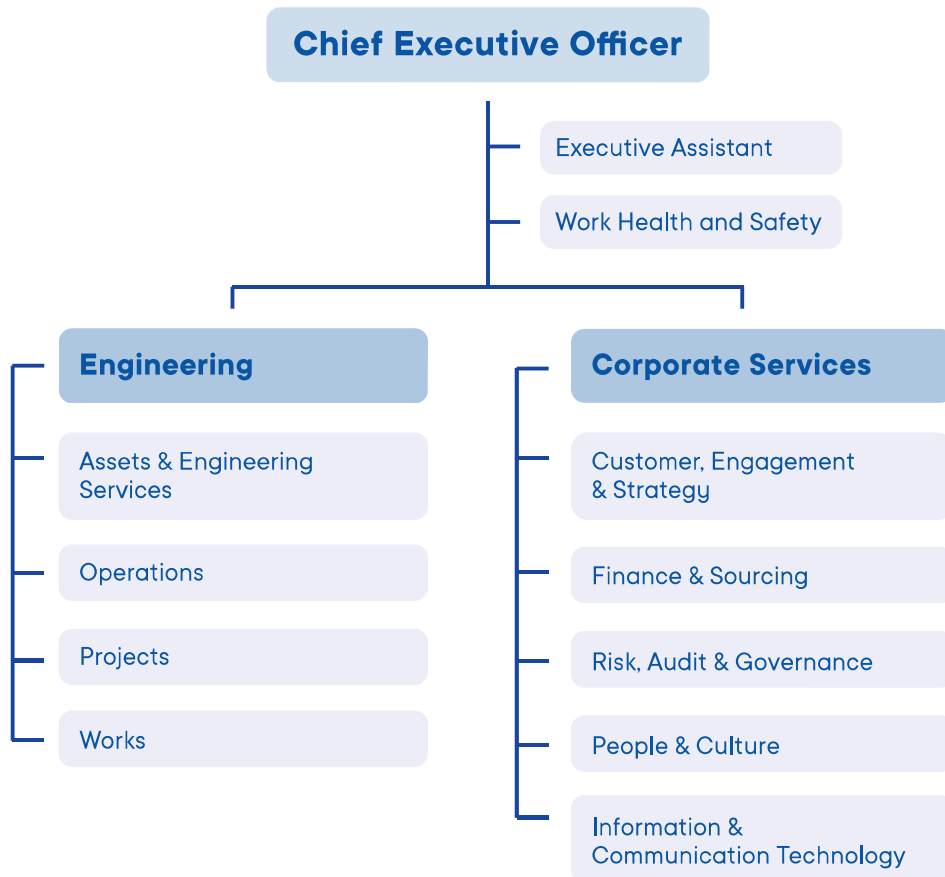


Emily Tonacia
Director Corporate
Services
Appointed 2021



Troy van Berkel
Director Engineering
Appointed 2023

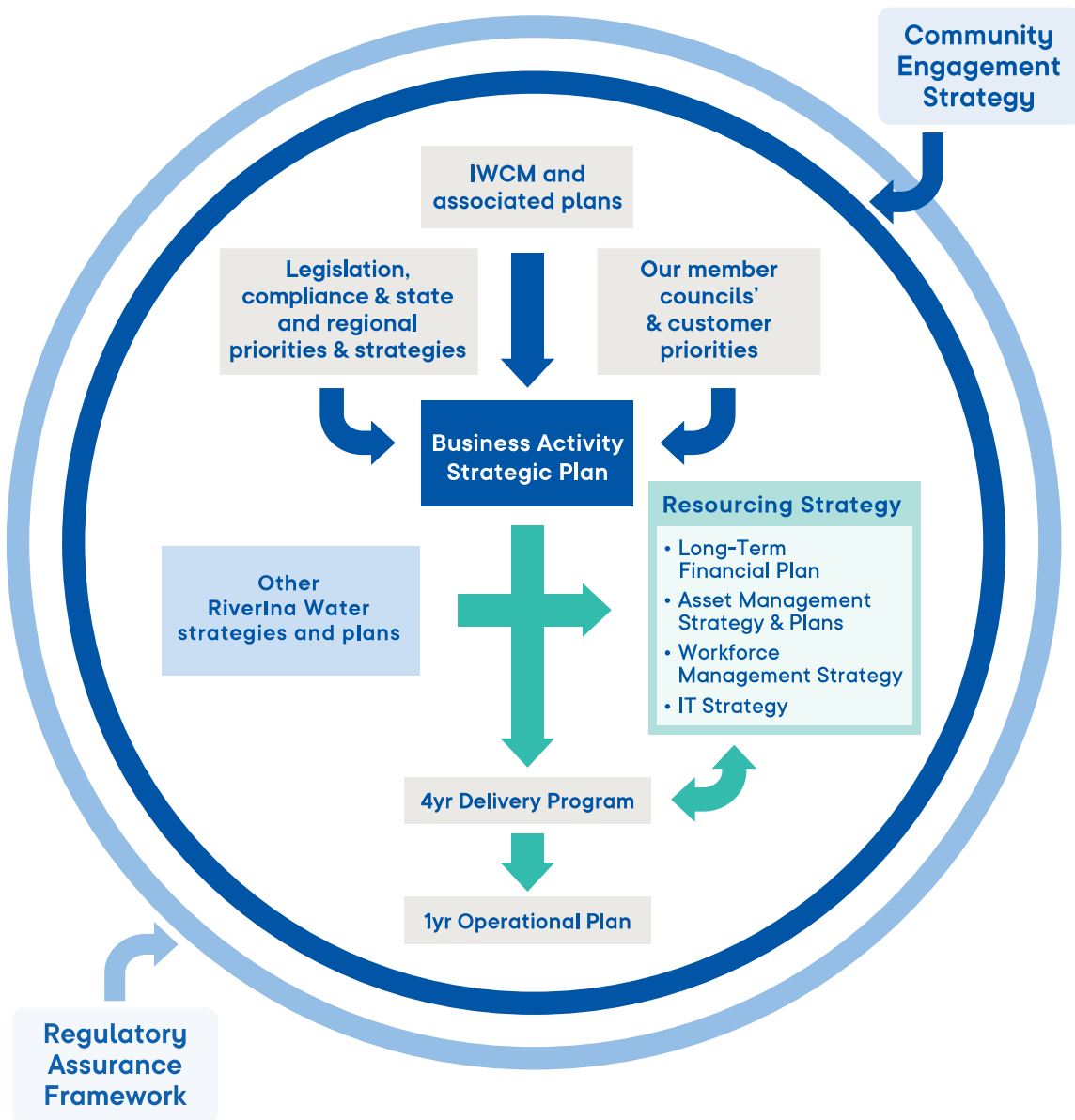
Currently there are 128 staff working for Riverina Water (February 2026)



Our planning context

The Integrated Planning and Reporting (IP&R) framework determines the way councils in NSW, including county councils, develop, document and report on plans for the future for the organisation and for the community. This framework is overseight by the Office of Local Government.

As a county council responsible for provision of water, we are also required to meet the planning expectations of the *Regulatory and assurance framework for local water utilities* (the RAF). This framework is oversight by the Department of Primary Industry and Environment.



As per the RAF, the role of local water utilities is to deliver safe, secure, efficient and affordable water services to customers and communities, providing public health outcomes, and supporting economic development, liveability and the environment. The RAF outlines a number of key objectives that, if able to be demonstrated, would show that Riverina Water is undertaking our role as expected.

To be quality assured through the RAF, Riverina Water is required to demonstrate that we

- › Understand service needs
- › Understand water security
- › Understand water quality
- › Understand our environmental impacts
- › Understand our system capacity, capability and efficiency
- › Understand our other key risks and challenges
- › Understand solutions to deliver services
- › Understand our resourcing needs
- › Understand our revenue sources
- › Make and implement sound strategic decisions
- › Implement sound pricing and prudent financial management
- › Promote integrated water cycle management

Where are we now?

Below are some of the key challenges and opportunities facing Riverina Water. We take these into account when planning our Delivery Program strategies.

Key challenges and opportunities

 Our people	<ul style="list-style-type: none"> › Building leadership capability and a culture of one team › Maintaining corporate knowledge › Ensuring we retain trained and engaged staff › Keeping our people safe
 Our operations	<ul style="list-style-type: none"> › Introduction of the Regulatory Assurance Framework and meeting its objectives › Embedding our project management methodology › Opportunities to strengthen corporate systems and integration › Meeting our capital works program within resourcing
 Our sustainability	<ul style="list-style-type: none"> › PFAS contamination in our water sources › Being on the front foot for development in our service area and an improved partnership approach with member councils › Opportunity to improve our sustainability and reduce our operational footprint › Remaining financially sustainable whilst balancing affordability for our customers
 Our community	<ul style="list-style-type: none"> › Opportunity to increase community awareness of what we do › Changing ways that customers prefer to do business › Opportunity to deliver community engagement initiatives and positively contribute to our communities › Opportunity to increase water literacy in our community



**Riverina Water
Delivery Program
2025/2026 – 2028/2029**

The Delivery Program 2025/2026 - 2028/2029 outlines what we will deliver over this next four years to achieve the strategic objectives in our business activity strategic plan, *Leading into 2035*.

Leading into 2035 has been informed by customer feedback and annual customer survey results; our integrated water cycle management plan (IWCM) and associated asset management plans; the priorities of our community as captured in our constituent councils' community strategic plans; and state,

regional and local strategies and plans.

The resourcing strategy for *Leading into 2035* consists of the LTFP (long term financial plan), the workforce management plan, asset management plan, and the IT strategic plan.

The 10-year strategic focus for *Leading into 2035* is established around four pillars; our People, Our Operations, Our Sustainability and Our Community. Each pillar has a strategic objective for 2035.



What's in the Delivery Program

The Delivery Program (DP) identifies four-year strategies that will contribute to our strategic objectives. These strategies are broadly allocated to a lead Service area tasked with delivery and reporting to the Board and community on progress.

Each of the strategies in the DP has a key performance indicator or indicators, which will be a compilation from the operational plans

that support the DP. Targets are provided where appropriate.

It should be noted that the strategies in the DP may contribute to more than one strategic objective and that actions in the Operational Plan (OP) may contribute to more than one DP strategy. Secondary alignment will be taken into account in our reporting.

The Delivery Program is supported by the Workforce Management Plan and the IT Strategic Plan and informed by the Asset Management Plan.

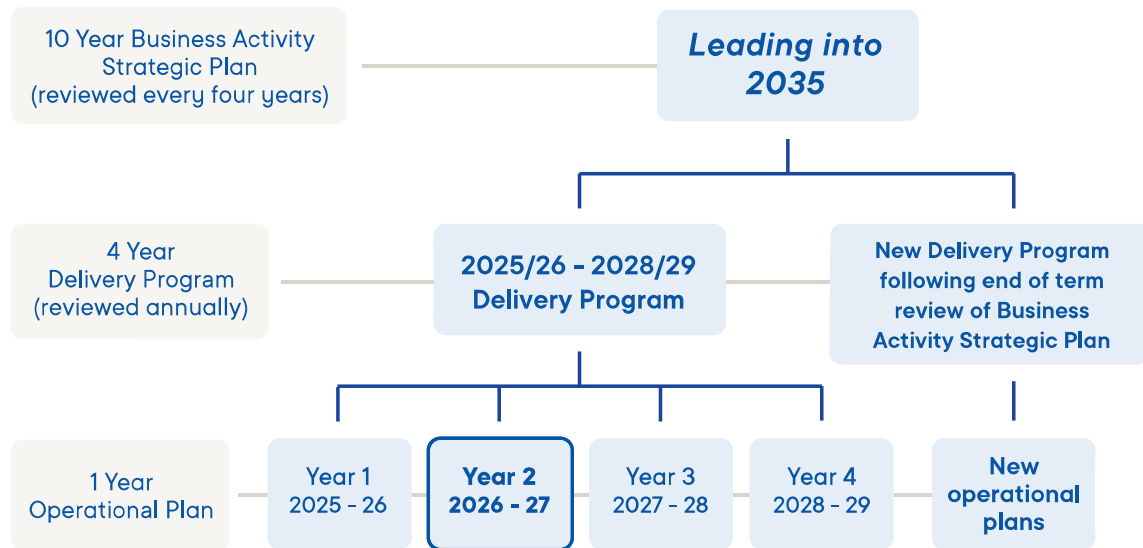
Resourcing the Delivery Program

The DP contains a budget summary for the four years including capital work expenditure, and budgeted and planned financial position. The Workforce management strategy and the IT strategy help us to ensure we have the resourcing we need to deliver our plan.

How we will achieve the Delivery Program

The Delivery Program is delivered through one-year operational plans (ie 4x operational plans per Delivery Program). The Delivery Program is reviewed annually in the preparation of the Operational Plan to ensure that the four-year strategies are still relevant and achievable.

This is also the opportunity to review the Long Term Financial Plan (LTFP) to ensure that it reflects any changes that will affect our financial forecasts and sustainability.



Reporting and review

Riverina Water reviews the Delivery Program each year and reports on progress every six months through the DPOP report to the Board. The review of the Delivery Program is made prior to the development of the coming year's Operational Plan to ensure strategies are progressing and still contributing to the

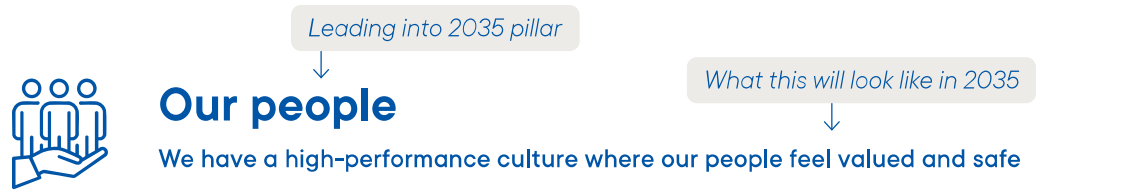
strategic objectives contained within *Leading into 2035*.

If there are changes required to the Delivery Program these will be highlighted in reports to the Board and incorporated into the revised DPOP for the following year.

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

How to read the DPOP

Delivery Program



1.1 Build high performing teams ← 10 year strategic objective

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

What this means

The area undertaking or reporting on the action

How we will determine the successful completion of the Strategy (4 year) - roll up from 4 x Operational Plans
 ↑ improvement or increase; ✓ achievement of; ↓ decrease
 Targets are provided where applicable

Strategy	Service area	Indicator
<p>1.1.1 Foster cross-functional collaboration</p> <p>4 year Delivery Program Strategy</p>	Executive People & Culture	↑ Staff survey rating for cross unit collaboration

Reporting to the Board*

2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
Operational Plan action	How we will determine the successful achievement of the action. Target if set relates to date; number; frequency etc	The area undertaking or reporting on the action	

*Reporting to the Board

We are required under IP&R guidelines to report on the progress of our DPOP to the Board and community every 6 months.

Progress and percentage complete for all actions will be shown in both the Qtr 2 and Qtr 4 report.

Commentary will be provided in the Qtr shown against the Operational Plan action.

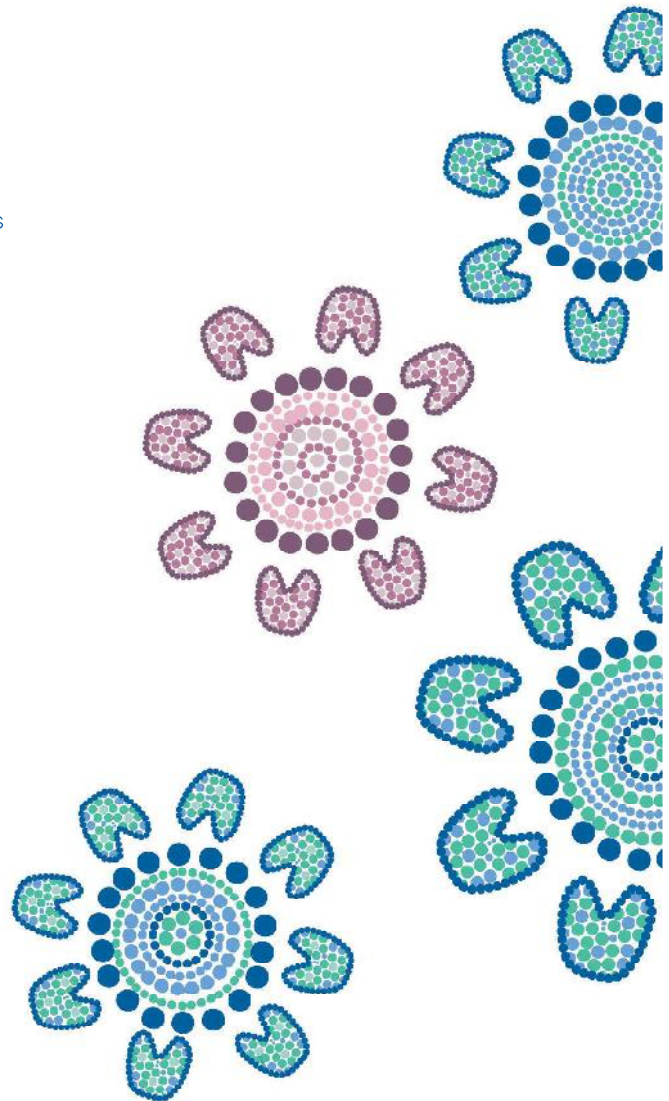
The Qtr 2 report on progress is provided to the February Board meeting.

Progress will be shown as Completed; On Track; Requires Attention; Not yet started

The Qtr 4 report is provided to the August Board meeting and informs the Annual Report. Progress will be shown as Completed; Incomplete; To be carried over 2026 - 2027.

This report includes the achievement of the measures for the OP and progress to the measures for the DP.

Explanations for these status' will be provided in the reports where required.





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 succeed and effectively work together to achieve outstanding results

Strategy	Service area	Indicator
1.1.1 Foster cross-functional collaboration	Executive People & Culture	↑ Staff survey rating for cross unit collaboration
1.1.2 Strengthen leadership, culture and engagement	Executive People & Culture	↑ Staff survey rating for leadership and engagement
1.1.3 Establish a structured succession and resourcing framework	People & Culture	✓ Key identified roles have a succession plan in place Target: 75%



1.2 Ensure workforce capability

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

Strategy	Service area	Indicator
1.2.1 Strengthen staff capability, agility and innovation through leveraging IT data, strategic insights and expert collaboration	ICT	↓ Number of helpdesk tickets for capability related tasks
1.2.2 Enhance and promote our Employee Value Proposition (EVP)	People & Culture	↑ Staff survey rating for leadership and engagement
1.2.3 Establish and integrate essential capabilities and knowledge	People & Culture	↑ Staff survey rating for organisational commitment to ongoing training and development of staff



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

Strategy	Service area	Indicator
1.3.1 Ensure inclusive and equitable policies, systems and workplaces	People & Culture Executive	↑ Increase in workforce diversity
1.3.2 Expand employment pathways to support diverse career progression	People & Culture	✓ New career pathways are established Target: Min 2



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

Strategy	Service area	Indicator
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	WHS	↑ WHS Management internal audit findings improve from “partially effective” to “effective”
1.4.2 Empower staff to take ownership of safety at Riverina Water	WHS Executive	↓ Reduction in time lapse between notification and resolution of incidents
1.4.3 Achieve strong safety leadership by embedding safety as a core value in our workplace culture	WHS Executive	↑ Increase in positive safety behaviour reporting Target: 25% p/a
1.4.4 Prioritise employee wellbeing and support	People & Culture Executive	↑ Staff survey results for employee wellbeing



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 achieve our goals

Strategy	Service area	Indicator
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	Assets	✓ 90% of work captured in the asset management system resulting in improved efficiency and reduced reactive repairs
2.1.2 Develop and commence implementation of Data Strategy, Digital Strategy and IoT Strategy	ICT	✓ Data Strategy, Digital Strategy and IoT Strategy adopted and implementation ongoing
2.1.3 Strengthen security by advancing Essential 8 maturity levels to enhance the protection of organisational systems	ICT	↑ Essential 8 maturity levels Target: 70% maturity
2.1.4 Strengthen ICT security culture through awareness, behaviour and continuous improvement	ICT	↑ Improvement in ICT security awareness and practice evidenced in reports and campaigns



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

Strategy	Service area	Indicator
2.2.1 Enhance maintenance and operations through proactive planning, data driven decision making and asset management	Operations Works Assets	↑ Increase in planned maintenance Target: >50% ↓ Decrease in unplanned overtime
2.2.2 Enhance the effectiveness and efficiency in the delivery of services	Governance & Corporate Planning Executive	✓ Service reviews undertaken Target: 4
2.2.3 Enhance water quality management by strengthening practices, culture and regulatory compliance	Operations	✓ 100% Compliance with the Australian Drinking Water Quality Guidelines
2.2.4 Efficiently deliver the capital works program by optimising budgets and resources to ensure assets support current and future service needs	Engineering Projects	✓ Capital works completed on schedule Target: >70%
2.2.5 Enable sustainable growth by proactively responding to development applications and advancing infrastructure planning to ensure reliable water supply for our community	Assets	✓ Development applications reviewed and responded to within set timeframes Target: 100%
2.2.6 Align ICT service delivery with Information Technology Information Library (ITIL) principles	ICT	✓ IT services are aligned with ITIL principles Target: 100%
2.2.7 Apply a structured business analysis framework to enhance efficiency, optimise service delivery and drive business transformation	ICT	✓ Business projects in the ICT space apply the structured business analysis framework Target: 75%



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

Strategy	Service area	Indicator
<p>2.3.1 Complete system-based risk assessment (summer readiness) with implemented controls and proposed actions addressing gaps outside of risk appetite</p>	Engineering	<p>✓ Ability to meet water demand during extended outages Target: 100%</p>
<p>2.3.2 Enhance risk identification, assessment and treatment capability across Riverina Water</p>	Risk & Insurance	<p>↑ Formal risk assessments completed and actioned</p>
<p>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</p>	Works	<p>✓ Completion of business case and feasibility study for digital solutions</p>
<p>2.3.4 Proactively monitor and manage PFAS water supply risks to meet regulatory requirements and ensure reliability and safety of water supply</p>	Executive Operations	<p>✓ PFAS within Australian Drinking Water Guideline limits</p>
<p>2.3.5 Ensure Riverina Water is adequately insured in line with business operation requirements</p>	Risk & Insurance	<p>✓ All arising claims or events in the period have been adequately covered and or paid</p>



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

Strategy	Service area	Indicator
2.4.1 Foster a culture that encourages accountability, professionalism and the best outcomes for Riverina Water	Executive	↑ Staff engagement survey results ↑ Completion of actions in DPOP Target: 100%
2.4.2 Ensure policies, guidelines and procedures are current, suit organisational requirements and are effectively implemented	Executive Governance & Corporate Reporting	✓ Currency and availability of policies, guidelines and procedures Target: 100%
2.4.3 Create and implement a governance structure to align IT initiatives with organisation goals	ICT	✓ All significant ICT initiatives have been supported by an identified clear alignment to organisational goals
2.4.4 Collaborate with key stakeholders to support supply area growth and manage current and emerging issues	Executive	✓ Water infrastructure projects are either delivered, responded to or planned to meet supply area growth requirements



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

Strategy	Service area	Indicator
3.1.1 Implement sustainable practices to support our long-term transition to net zero	Executive Engineering	↓ Reduction in greenhouse emissions Target: 50%
3.1.2 Protect and restore sites to prevent environmental degradation, ensuring sustainable land and water management	Projects Works	✓ No environmental degradation from Riverina Water activities



3.2 Strategically manage our assets and finances

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

Strategy	Service area	Indicator
3.2.1 Inform business decisions by strong financial data and governance	Finance & Sourcing	✓ Key business decisions directly informed by financial analysis
3.2.2 Ensure robust financial planning that enables Riverina Water to achieve its stated objectives in the medium to long term	Finance & Sourcing	✓ Performance measures as disclosed in the annual financial statements are met
3.2.3 Strategically manage financial assets	Finance & Sourcing	✓ Investment portfolio consistently outperforms the benchmark Ausbond Bank Bill Index return
3.2.4 Optimise our infrastructure through improved asset life cycle management	Assets	↑ Overall improvement in asset ratings as reported in financial statements



3.3 Successfully deliver integrated strategies and plans

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

Strategy	Service area	Indicator
<p>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</p>	Engineering	✓ Adopted infrastructure master plans
<p>3.3.2 Provide clear direction and accountability through integrated planning and reporting</p>	Executive Governance & Corporate Planning	✓ Plans and reports evidence integration
<p>3.3.3 Establish a standardised project management framework</p>	Engineering	✓ Project management frameworks established and integrated into planning and delivery



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

Strategy	Service area	Indicator
3.4.1 Proactively manage water entitlements to meet current and future demand and support growth	Executive	✓ Overall water entitlements are increased in order to meet future demand as identified in the IWCMP
3.4.2 Achieve organisational resilience through adequate incident management response planning	Risk & Insurance	✓ Incidents are managed within the set targets as per the individual response plans Target: 85%
3.4.3 Embed centre-led procurement practices that are aligned with LGNSW determined principles for sustainable procurement	Finance & Sourcing	✓ Compliance with updated procurement policies and procedures Target: 100%
3.4.4 Ensure drought preparedness to help mitigate the impacts of drought	Operations	✓ Drought management plan in place and supporting documentation completed



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

Strategy	Service area	Indicator
<p>4.1.1 Respectfully engage with our First Nations Community and their heritage</p>	Executive Customer & Communications	✓ Reconciliation Action Plans developed and implemented in line with Reconciliation Australia
<p>4.1.2 Increase the awareness, understanding and perceived value of the role Riverina Water plays in the community</p>	Customer & Communications	<p>↑ Customer awareness of Riverina Water’s roles and impact measured via annual survey</p> <p>Target: 10% increase in awareness</p>
<p>4.1.3 Build and maintain strong relationships across stakeholders to improve the flow of information and ensure decisions are inclusive and well-informed</p>	Customer & Communications	<p>✓ Specific stakeholder engagement sessions are delivered</p> <p>Target: At least one per year</p>



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

Strategy	Service area	Indicator
4.2.1 Enhance customer experience through digital and technology uplift	Customer & Communications	↑ Customers using digital services via customer portal Target: 25% of customer base
4.2.2 Develop an enhanced understanding of customers and their expectations through data, insights and analytics to help inform our service offering	Customer & Communications	↑ Customer survey participation rates Target: 10% increase
4.2.3 Support the financial wellbeing of our customers	Customer & Communications	✓ Customer satisfaction when accessing financial assistance Target: 85% satisfaction



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

Strategy	Service area	Indicator
4.3.1 Invest in our community and support the enhancement of the social, cultural and environmental life of our community	Customer & Communications	✓ Community awareness of the benefits created by community support initiatives as measured in annual survey Target: 30% positive responses



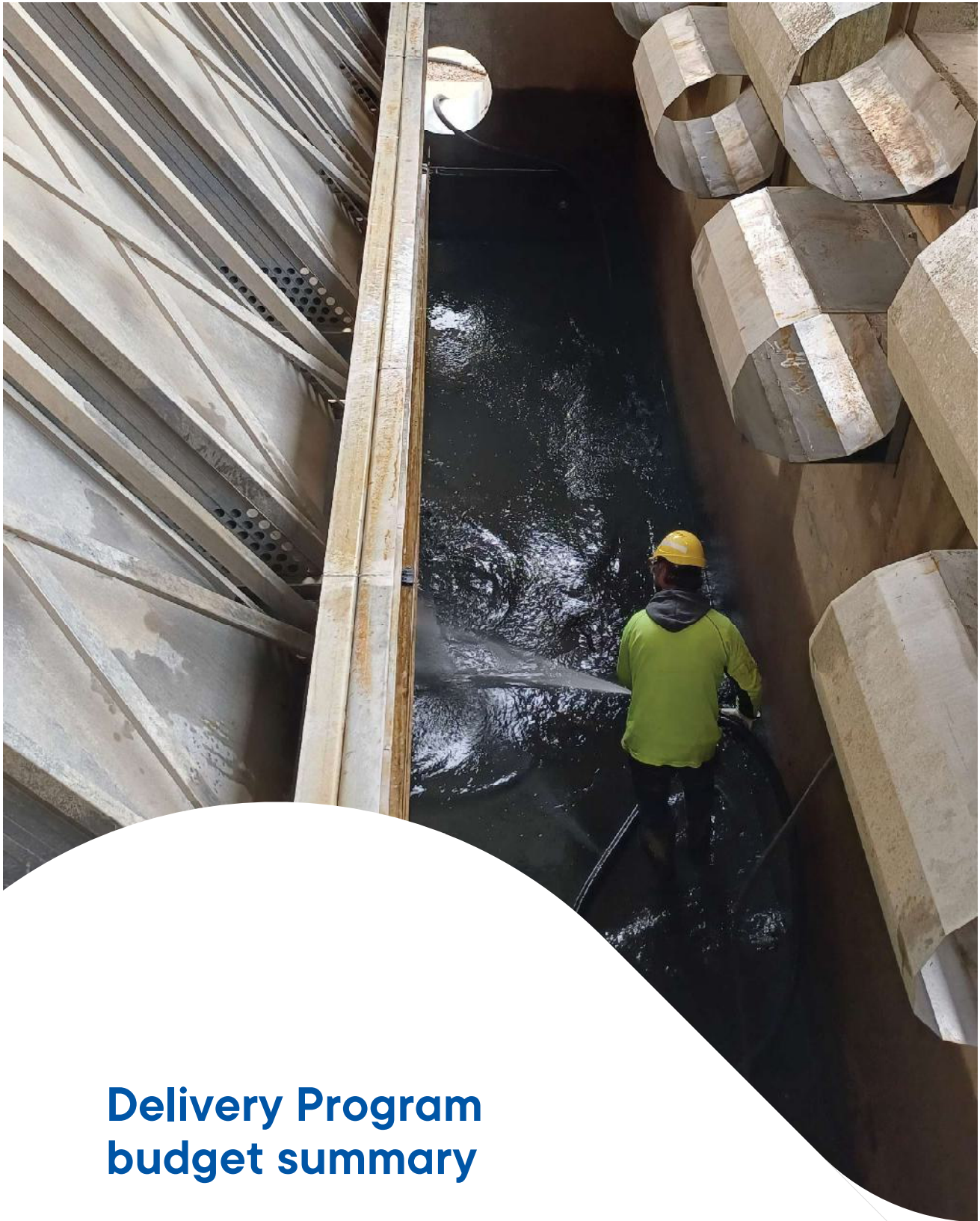
4.4 Improve water literacy in our community

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

Strategy	Service area	Indicator
<p>4.4.1 Promote responsible water use by delivering clear education, practical resources and consistent messaging that supports lasting behaviour change</p>	Customer & Communications	<p>↑ Customer awareness of water supply process as measured in annual survey</p> <p>Target: 10% increase in awareness over four years</p>
<p>4.4.2 Provide accessible and relevant educational information and opportunities to our customers and the community</p>	Customer & Communications	<p>✓ Primary schools in supply area utilise educational material or participate in education opportunity</p> <p>Target: 50%</p>

Our corporate planning, review and reporting timeframes

Plan	Time frame	Review	Reporting
Leading into 2035 (Business Activity Strategic Plan)	Minimum 10 years	Reviewed by the new Board (normally every 4 years)	Progress reported to new Board through the End of Term report. Highlights in Annual Report.
Asset Management Plan and associated policy and strategy	Plan 20+ years, policy 4 years	Reviewed every 4 years, but annually as part of the review of the Delivery Program and preparation of the Operational Plan	Periodic reporting to management.
Long Term Financial Plan	Minimum 10 years	Reviewed annually as part of the review of the Delivery Program and development of the Operational Plan	Periodic reporting to management. Annually.
Workforce Management Strategy	4 years, aligned to the DP	Reviewed as part of the review of the Delivery Program and development of the Operational Plan	Periodic reporting to management. Actions contained within the strategy that are included in the DPOP are reported every 6 months.
IT Strategy	4 years, aligned to the DP	Reviewed annually	Periodic reporting to management. Annually.
Delivery Program	4 years (Board term)	Reviewed annually as part of the development of the Operational Plan. New every 4 years	Reported every six months to the Board. Annually.
Operational Plan	1 year	Developed annually	Reported every 6 months to the Board.



Delivery Program budget summary

Budgeted financial statements

Income statement	Last year	Current year	Projected years	
	2025/2026 \$	2026/2027 \$	2027/2028 \$	2028/2029 \$
Income from continuing operations				
Revenue				
Rates and annual charges	6,584,587	7,359,115	7,512,450	7,668,851
User charges and fees	31,045,392	27,411,957	27,959,996	28,518,996
Other revenues	742,135	674,395	678,140	681,960
Grants and contributions provided for operating purposes	205,150	25,856	25,856	25,856
Grants and contributions provided for capital purposes	3,039,138	3,118,629	3,162,942	3,208,141
Interest and investment revenue	1,687,000	1,792,476	1,556,679	1,519,701
Total income from continuing operations	43,303,402	40,382,428	40,896,062	41,623,504
Expenses from continuing operations				
Employee benefits and on-costs	15,985,544	16,853,316	17,864,515	18,311,127
Borrowing costs	409,643	1,134,470	1,383,084	1,248,790
Materials and contracts	12,527,262	13,236,843	11,855,425	12,151,810
Depreciation and amortisation	10,012,500	10,012,500	10,192,725	11,376,194
Other expenses	266,000	266,000	267,250	268,531
Net losses from the disposal of assets	815,000	-	-	-
Total expenses from continuing operations	40,015,949	41,503,129	41,562,998	43,356,453
Operating result from continuing operations	3,287,453	(1,120,701)	(666,935)	(1,732,949)
Net operating result for the year	3,287,453	(1,120,701)	(666,935)	(1,732,949)
Net operating result before grants and contributions provided for capital purposes	248,315	(4,239,331)	(3,829,877)	(4,941,089)

Budgeted financial statements

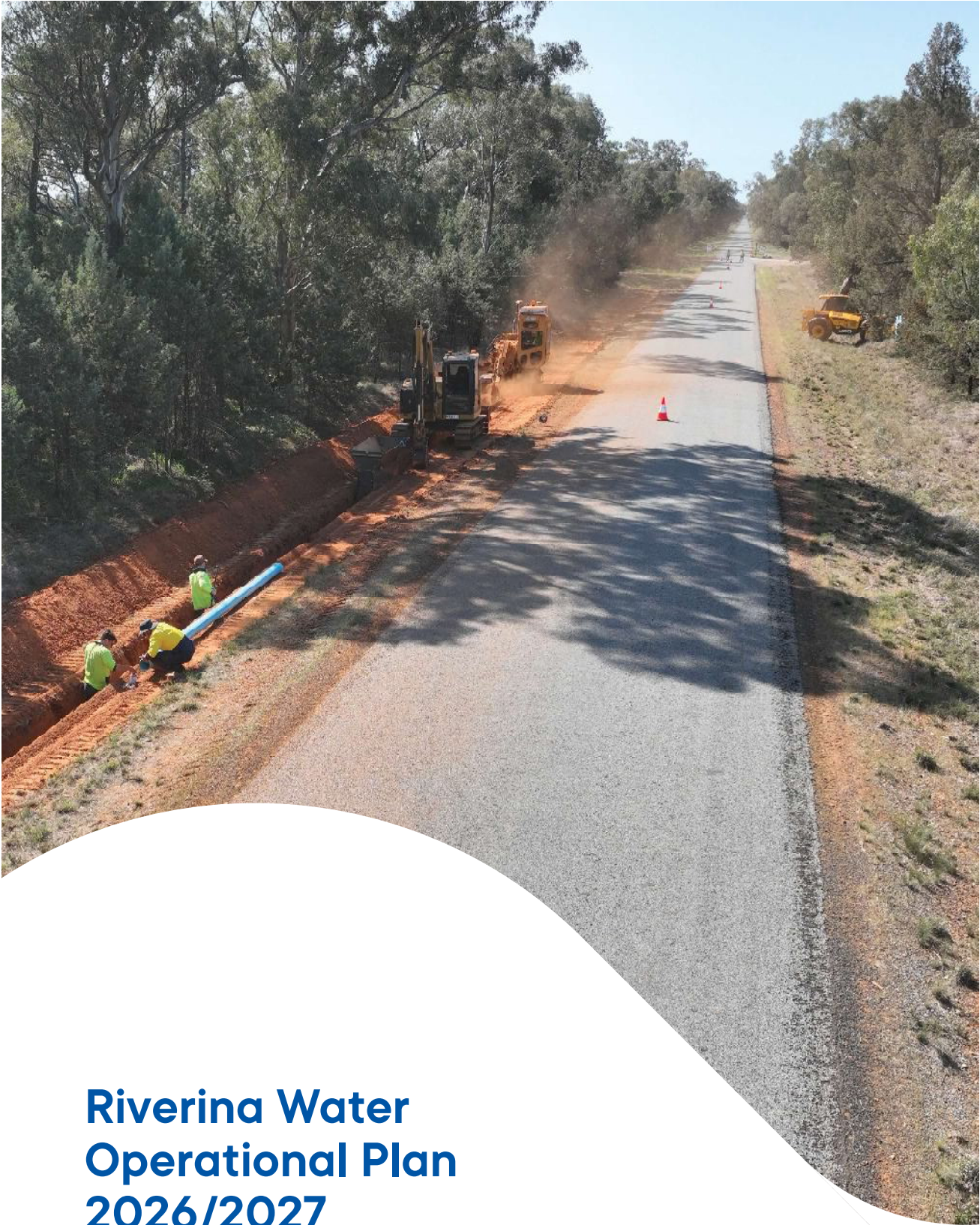
Balance sheet	Last year	Current year	Projected years	
	2025/2026 \$	2026/2027 \$	2027/2028 \$	2028/2029 \$
Assets				
Current assets				
Cash and cash equivalents	2,000,000	2,000,000	2,000,000	2,000,000
Investments	19,772,988	18,420,407	13,884,058	9,104,933
Receivables	6,064,902	5,614,172	5,578,015	5,528,689
Inventories	3,806,552	4,022,167	3,602,407	3,692,467
Total current assets	31,644,443	30,056,746	25,064,480	20,326,089
Non-current assets				
Investments	11,612,770	10,818,393	8,154,174	5,347,371
Infrastructure, property, plant and equipment	459,931,631	470,822,137	481,629,412	485,253,218
Intangible assets	8,819,000	8,819,000	8,819,000	8,819,000
Total non-current assets	480,363,402	490,459,530	498,602,586	499,419,589
Total assets	512,007,844	520,516,276	523,667,066	519,745,678
Liabilities				
Current liabilities				
Payables	3,306,808	3,574,346	3,552,229	3,630,640
Borrowings	454,943	454,943	2,266,851	2,376,790
Employee benefit provisions	4,954,250	4,954,250	4,954,250	4,954,250
Total current liabilities	8,716,000	8,983,538	10,773,330	10,961,680

Balance sheet	Last year	Current year	Projected years	
	2025/2026	2026/2027	2027/2028	2028/2029
	\$	\$	\$	\$
Non-current liabilities				
Borrowings	8,087,641	17,449,236	19,477,170	17,100,379
Employee benefit provisions	66,750	66,750	66,750	66,750
Total non-current liabilities	8,154,391	17,515,986	19,543,920	17,167,129
Total liabilities	16,870,391	26,499,524	30,317,250	28,128,809
Net assets	495,137,453	494,016,752	493,349,816	491,616,868
Equity				
Retained earnings	173,266,453	172,145,752	171,478,816	169,745,868
Revaluation reserves	321,871,000	321,871,000	321,871,000	321,871,000
Council equity interest	495,137,453	494,016,752	493,349,816	491,616,868
Total equity	495,137,453	494,016,752	493,349,816	491,616,868

Capital works plan

Description	Last year	Current year	Projected years	
	2025/2026 \$	2026/2027 \$	2027/2028 \$	2028/2029 \$
Capital works expenditure	22,649,131	20,903,006	21,000,000	15,000,000





Riverina Water Operational Plan 2026/2027

CEO Foreword

This Operational Plan 2026 - 2027 sets out the actions we will take in the year ahead to deliver on our Delivery Program 2025/2026 - 2028/2029 and continue progressing our long-term strategy, *Leading into 2035*.

Riverina Water is operating in a period of strong regional growth. Meeting this demand requires careful planning in collaboration with our constituent councils, responsible financial management and continued investment in infrastructure and asset renewals. Our focus remains on delivering safe, reliable drinking water at the lowest sustainable cost, while ensuring we are well positioned for the future.

Safety continues to underpin everything we do. We will build on our work to strengthen safety systems, leadership capability, culture and employee engagement across the organisation. At the same time, we will prioritise succession planning and knowledge management to ensure critical skills and expertise are retained as our workforce evolves.

Technology and innovation will play an increasing role in how we deliver services. During this period, we will strengthen ICT strategy and cyber security, continue digitising operational systems and explore opportunities to responsibly leverage emerging technologies, including artificial intelligence. We will also progress business case development for smart metering to enhance customer service, water efficiency and network performance.

Recognising that water is a valuable and finite resource, we will continue demand management initiatives under the NSW Water Efficiency Framework and expand community education to support sustainable water use. We will also continue to monitor and manage

emerging water quality risks to ensure the ongoing safety and reliability of supply.

We remain committed to inclusion and community connection. Over the coming year, we will transition into the next stage of our Reconciliation Action Plan and implement our first Disability Inclusion Action Plan, alongside continued delivery of our Customer and Community Engagement Strategy.

We look forward to reporting on our progress and continuing to serve our growing region.



Andrew Crakanthorp
Chief Executive Officer

About the Operational Plan

The Operational Plan 2026 - 2027 (OP) is management's action plan for Year 2 of the 2025/2026 - 2028/2029 Delivery Program (DP).

An operational plan is prepared each year identifying projects, programs or activities to help Riverina Water to deliver on the strategies within the DP for that year.

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

Achieving the Operational Plan

Actions in the Operational Plan (OP) are allocated to Service areas or to the Executive (CEO/Directors) depending on the action. The Executive are allocated actions where the achievement of the action is tasked across the organisation or senior management has responsibility for implementation. More than one Service area may be tasked with an action and this will be shown against the relevant action.

As the OP is an annual plan, progress is generally measured in terms of outputs. If possible, measures will have targets.

Not every strategy in the DP is actioned every year in the Operational Plan. The OP will be marked with "No action this year" when a DP strategy does not have an action in that particular year.

If an action is not achieved in a given year, a decision may be made to roll that into the following year's Operational Plan and this will be reported to the Board and community in the Qtr 4 progress report.

Reporting and review

DPOP strategies and actions are entered into our planning and reporting software. Tasks relating to these actions are allocated to staff so that ongoing monitoring and reporting to management occurs on a quarterly basis.

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

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

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



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 succeed and effectively work together to achieve outstanding results

DP 1.1.1 Foster cross-functional collaboration

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.1.1.1	Create opportunities for cross functional collaboration	Cross functional collaboration opportunities are offered Target: 2 p/a	Executive	Qtr 4

DP 1.1.2 Strengthen leadership, culture and engagement

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.1.2.1	Continue uplift of leadership capabilities and culture via continued rollout of the leadership development program	100% of Riverina Water leaders have had exposure to the development initiatives	People & Culture	Qtr 4
1.1.2.2	Implement staff survey action plans	Year 2 identified actions are implemented Target: 30 June 2027	People & Culture	Qtr 4
1.2.2.3	Undertake bi-annual employee survey	Increased engagement in survey participation	People & Culture	Qtr 4
1.2.2.4	Develop a Diversity, Equity and Inclusion Strategy	Strategy is endorsed by Executive	People & Culture	Qtr 4



1.2 Ensure workforce capability

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

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.2.1.1	Increase the adoption and utilisation of Artificial Intelligence (AI) tools across the workforce	30% increase in staff utilising corporate adopted AI tools	ICT	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.2.2.1	Continue to promote Riverina Water's EVP	At least 2 EVP promotional initiatives are undertaken	People & Culture	Qtr 4

DP 1.2.3 Establish and integrate essential capabilities and knowledge

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.2.3.1	Deliver annual training plan	75% of identified annual training is delivered	People & Culture	Qtr 4
1.2.3.2	Implement actions arising out of the Knowledge & Capability Strategy	Identified actions are implemented	Knowledge & Capability Lead	Qtr 4
1.2.3.3	Progress the OCR project	Project is delivered as per project plan	People & Culture	Qtr 4
1.2.3.4	Undertake an organisational review to support our organisational strategic plan, including our revised 30yr infrastructure master plan	Review and recommended changes are presented to the board	Executive	Qtr 4



1.3 Foster unity of belonging and purpose

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

DP 1.3.1 Ensure inclusive and equitable policies, systems and workplaces

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.3.1.1	Implement Year 1 actions from the Disability Inclusion Action Plan (DIAP)	Actions identified for 2025-26 implemented	Executive	Qtr 4
1.3.1.2	Review and enhance staffing policies and operational standards	Policies and procedures are reviewed and endorsed as per the schedule	People & Culture	Qtr 4



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

DP 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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.4.1.1	Implement Year 1 of the Work, Health & Safety Management System Improvement Programme	Policies and procedures review project 50% completed WHS Training improvement project 50% completed	WHS	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.4.2.1	Embed the every day use of BeSafe for notification and investigation of incidents and near misses	2 x Lessons Learned distributed per quarter BeSafe 'add on' endorsed for risk assessment in the field	WHS	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.4.3.1	Develop and implement a safety leadership program	At least 4 WHS SteerCo meetings completed	Executive	Qtr 4

DP 1.4.4 Prioritise employee wellbeing and support

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.4.4.1	Continue rollout of the WELL program	At least 6 wellbeing initiatives are delivered in the year	People & Culture	Qtr 4



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 our decision making and help us achieve our goals

DP 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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.1.1.1	Develop processes for ongoing capture of pipe break data	Structured approach has been documented and implemented	Assets	Qtr 2
2.1.1.2	Develop and implement enhanced GIS data capture tools	New tools have been piloted and adopted	Assets	Qtr 4
2.1.1.3	Develop and implement an improved fleet management system	Structured approach has been documented and implemented	Assets	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.1.3.1	Commence bi-annual assessment reporting out of Vanta regarding our compliance against Essential 8 Level 2	2 reports presented to ARIC	ICT	Qtr 4
2.1.3.1	Assess if the current agreed adopted Level 2 of Essential 8 is appropriate or if a change is required	Review completed and recommendation provided on whether to maintain or revise the current Level 2 maturity target	ICT	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.1.4.1	Cyber awareness training campaign is rolled out to all staff	100% of employees complete the awareness training campaign	ICT	Qtr 4



2.2 Assure ongoing service delivery

We operate and maintain our 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

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.2.1.1	Develop a proactive maintenance schedule for critical assets leveraging staff knowledge based on system risk assessments	Implement preventative maintenance programs, covering a further 40% of high-risk critical assets	Assets	Qtr 4
2.2.1.2	Develop a proactive maintenance schedule for critical assets leveraging staff knowledge based on system risk assessments	Sustainable valve and hydrant maintenance program is developed and implemented as scheduled maintenance	Works	Qtr 2

DP 2.2.2 Enhance effectiveness and efficiency in the delivery of services

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.2.2.2	Deliver a prioritised maintenance response function for the water distribution system to minimise interruptions and meet service levels for reliable supply, system performance and service delivery	Achieve customer service levels related to network service delivery	Works	Qtr 4

2.2.2.3	Operate and optimise treatment plants and water supply systems to meet demand and deliver safe, compliant drinking water in line with service levels and the DWMS	Compliance with drinking water quality standards and ensure reliable operations to meet system demand	Operations	Qtr 4
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DP 2.2.3 Enhance water quality management by strengthening practices, culture and regulatory compliance

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.2.3.1	Continued water quality improvement program and implement Year 2 priority actions	Implemented Year 2 water quality improvement program actions	Operations	Qtr 4
2.2.3.2	Update drinking water management plan to reflect external audit and gap analysis	Implement controls to address high risk gaps and reflect in drinking water management plan	Operations	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.2.4.1	Prioritise the capital works program using the enterprise risk framework	100% of projects in the immediate capital plan are assessed and ranked based on risk criteria and supported by a project charter	Projects	Qtr 4
2.2.4.2	Prioritise mains replacement program based on asset condition and / or risk to service delivery	100% of mains replacement program in the immediate capital plan are assessed and ranked based on risk criteria and supported by a project charter	Works	Qtr 4
2.2.4.3	Commencement of detailed design for Wagga Wagga surface Water Treatment Plant augmentation	Preferred augmentation option confirmed, concept design completed and detailed design 50% complete	Projects	Qtr 2

DP 2.2.5 Enable sustainable growth by proactively managing development applications and advancing infrastructure planning to ensure a reliable and resilient water supply for our community

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.2.5.1	Using hydraulic analysis and other suitable data, identify network locations where service levels would be impacted by additional development	Areas of constrained growth documented	Assets	Qtr 2
2.2.5.2	Deliver network infrastructure to support growth and supply new developments within agreed levels of service	Growth and development infrastructure is given priority within existing capital works program, resource capacities and development priority	Works	Qtr 4



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

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.1.1	Continue system based risk assessment (summer readiness) identifying controls, gaps and proposed actions	System based risk assessment is completed for a total of 8 supply systems	Engineering	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.2.1	Implement Year 2 actions from forward plan to increase strategic risk management	80% of Year 2 actions completed from the Strategic Risk Management Forward Plan	Risk & Insurance	Qtr 3
2.3.2.2	Implement Risk Management Software	System option identified, with implementation project commenced by June	Risk & Insurance	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.3.1	Continue development of organisational business case by undertaking smart metering trial	Digital Meter trial complete	Works	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.4.1	Continue to work with key agencies to implement actions to mitigate PFAS risks including signing an MOU with Defence regarding East Wagga Bore Field	MOU signed and Tarcutta options assessment complete	Executive	Qtr 1

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.5.1	Complete annual insurance renewal	Annual insurance policies are renewed prior to expiry date	Risk & Insurance	Qtr 4



2.4 Provide responsible 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 principles

DP 2.4.1 Foster a culture that encourage accountability, professionalism and the best outcomes for Riverina Water

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.4.1.1	Explore and commence process of implementation of a system to better manage the compliance register	System option identified, with implementation project commenced by June	Governance	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.4.2.1	Create, review, and revise ICT policies as required	Identified policies are adopted	ICT	Qtr 4
2.4.2.2	Maintain a structured review program to ensure policies, guidelines and procedures remain current, fit for purpose and effectively applied	≥90% of identified policies, guidelines and procedures reviewed, updated where required, approved and communicated	Governance	Qtr 4
2.4.2.3	Commence a records management uplift program to align Riverina Water practices with the requirements of the State Records Act 1998 (NSW) and the standard of State Records (NSW)	Year 1 actions arising out of RMA assessment are implemented	Governance	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.4.3.1	Establish an ICT Steering Committee	Committee is established with clear and agreed charter	ICT	Qtr 4

DP 2.4.4 Collaborate with key stakeholders to support supply area growth and management of current and emerging issues

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.4.4.1	Conduct regular meetings with our constituent councils on Riverina Water service delivery matters	Monthly and quarterly meetings held with Wagga Wagga City Council. Meetings held with three rural Council's as needed	Executive	Qtr 4



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 minimise our impact on the environment

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.1.1.1	Commence construction of solar plant to support our long term transition to net zero	Project milestones are being met within project plan	Projects	Qtr 4
3.1.1.2	Review and realign our approach to our current Net Zero roadmap, including consideration of ongoing resourcing (potentially through REROC)	Way forward is endorsed at Executive level and subsequent workshop with the Board	Executive	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.1.2.1	Undertake bank stabilisation construction works	Bank stabilisation works are completed as per project plan	Projects	Qtr 4



3.2 Strategically manage our assets and finances

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

DP 3.2.1 Inform business decisions by strong financial data and governance

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.2.1.1	Increase financial information around work functions and activities	2 new financial reports/ dashboard are released	Finance & Sourcing	Qtr 4
3.2.1.2	Embed and streamline finance service delivery and business processes	Two finance business processes are reviewed and improvements implemented	Finance & Sourcing	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
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	Financing strategy is endorsed	Finance & Sourcing	Qtr 2
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	Long term financial plan scenarios are endorsed following public exhibition	Finance & Sourcing	Qtr 4
3.2.2.3	Revised Development Servicing Plan is operationalised	Process for CDS Fee tables update and outstanding Statement of Fee documents amendment is documented and implemented	Assets	Qtr 1

DP 3.2.3 Strategically manage financial assets

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.2.3.1	Make investment decisions in line with policy objectives as opportunities arise	Monthly investment reports are presented to the Board in accordance with legislative requirements	Finance & Sourcing	Qtr 4

DP 3.2.4 Optimise our infrastructure through improved asset life cycle management

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.2.4.1	Develop road map to improve asset management practices established, maintained and monitored	Asset Management Improvement Plan accepted, communicated, and implementation commenced	Assets	Qtr 4


3.3 Successfully deliver integrated strategies and plans

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

DP 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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.3.1.1	Adopt 30 year infrastructure master plan that will provide a detailed roadmap for delivering infrastructure based on resources, priorities, and constraints	30 year Infrastructure masterplan is endorsed by board	Engineering	Qtr 3

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.2.2.1	Develop a comprehensive overview of our corporate planning and reporting requirements across the entire organisation	Full planning and reporting schedule is developed	Customer & Comms	Qtr 4
3.3.2.2	Continue implementation of outcomes of Regulatory Assurance Framework Review	Identified outcomes for Year 2 are delivered and we have secured approval from Water NSW	Executive	Qtr 4

DP 3.3.3 Establish a standardised project management framework

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.3.3.1	Utilise project management software to align with project management methodology	All capital works projects managed by Project team in the system	Engineering	Qtr 4


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

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.4.1.1	Develop Water Entitlement Strategy	Water Entitlement Strategy is adopted by the Board	Executive	Qtr 4

DP 3.4.2 Achieve organisational resilience through adequate incident management response planning

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.4.2.1	Develop a fit-for-purpose incident management response framework, including the development and review of allocated sub-plans	1 sub plan reviewed and revised (Data Recovery)	Risk & Insurance	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.4.3.1	Commence implementation of Year 1 actions from sustainable procurement roadmap	Year 1 action achieved	Finance & Sourcing	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.4.4.1	Implement drought management plan	Drought management plan is Board endorsed	Operations	Qtr 3



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.

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.1.1	Adopt Riverina Water's second Reconciliation Action Plan 'Innovate', meaningfully engaging First Nations people to ensure innovative opportunities for reconciliation	The 'Innovate' Reconciliation Action Plan is adopted	Customer, Engagement & Strategy	Qtr 4
4.1.2	Implement new and ongoing actions arising out of the Reconciliation Action Plan	All required action items in the Reconciliation Action Plan, including ongoing actions, are delivered	Customer, Engagement & Strategy	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.1.2.1	Invest in brand awareness initiatives, marketing, and information sharing	Annual marketing campaign developed and implemented	Customer, Engagement & Strategy	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.1.3.1	Offer community consultation via the stakeholder engagement matrix	All opportunities for public participation are offered to relevant stakeholders	Customer, Engagement & Strategy	Qtr 4



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

DP 4.2.1 Enhance customer experience through digital and technology uplift

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.2.1.1	Commence implementation of actions arising out of website information and architecture review	70% of website content has been reviewed and updated	Customer, Engagement & Strategy	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.2.2.1	Complete annual customer survey	Customer Survey participation target of 1000+ community members	Customer, Engagement & Strategy	Qtr 4

DP 4.2.3 Support the financial wellbeing of our customers

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.2.3.1	Explore and determine initiatives around how Riverina Water can offer more personalised support to our customers	At least one additional personalised support mechanism is introduced	Customer, Engagement & Strategy	Qtr 4


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

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.3.1.1	Provide funding opportunities that support community projects and initiatives	Funding available is fully expended	Customer, Engagement & Strategy	Qtr 4
4.3.1.2	Seek opportunities to be involved in initiatives that contribute to our industry, that potentially extend broader than our local community	Financial membership of Water Aid and participate in at least one initiative or offering	Executive	Qtr 4



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

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.4.11	Finalise adoption of NSW water efficiency framework and commence implementation of Year 1 actions	Year 1 actions achieved	Executive	Qtr 4

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

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.4.21	Implement our education program and offering	Five schools utilise education material or participate in education opportunity	Customer, Engagement & Strategy	Qtr 4



Operational Plan finance and revenue 2026/2027

Budgeted financial statements

Income statement	Last year 2025/2026 \$	Current year 2026/2027 \$
Income from continuing operations		
Revenue		
Rates and annual charges	6,584,587	7,359,115
User charges and fees	31,045,392	27,411,957
Other revenues	742,135	674,395
Grants and contributions provided for operating purposes	205,150	25,856
Grants and contributions provided for capital purposes	3,039,138	3,118,629
Interest and investment revenue	1,687,000	1,792,476
Total income from continuing operations	43,303,402	40,382,428
Expenses from continuing operations		
Employee benefits and on-costs	15,985,544	16,853,316
Borrowing costs	409,643	1,134,470
Materials and contracts	12,527,262	13,236,843
Depreciation and amortisation	10,012,500	10,012,500
Other expenses	266,000	266,000
Net losses from the disposal of assets	815,000	-
Total expenses from continuing operations	40,015,949	41,503,129
Operating result from continuing operations	3,287,453	(1,120,701)
Net operating result for the year	3,287,453	(1,120,701)
Net operating result before grants and contributions provided for capital purposes	248,315	(4,239,331)

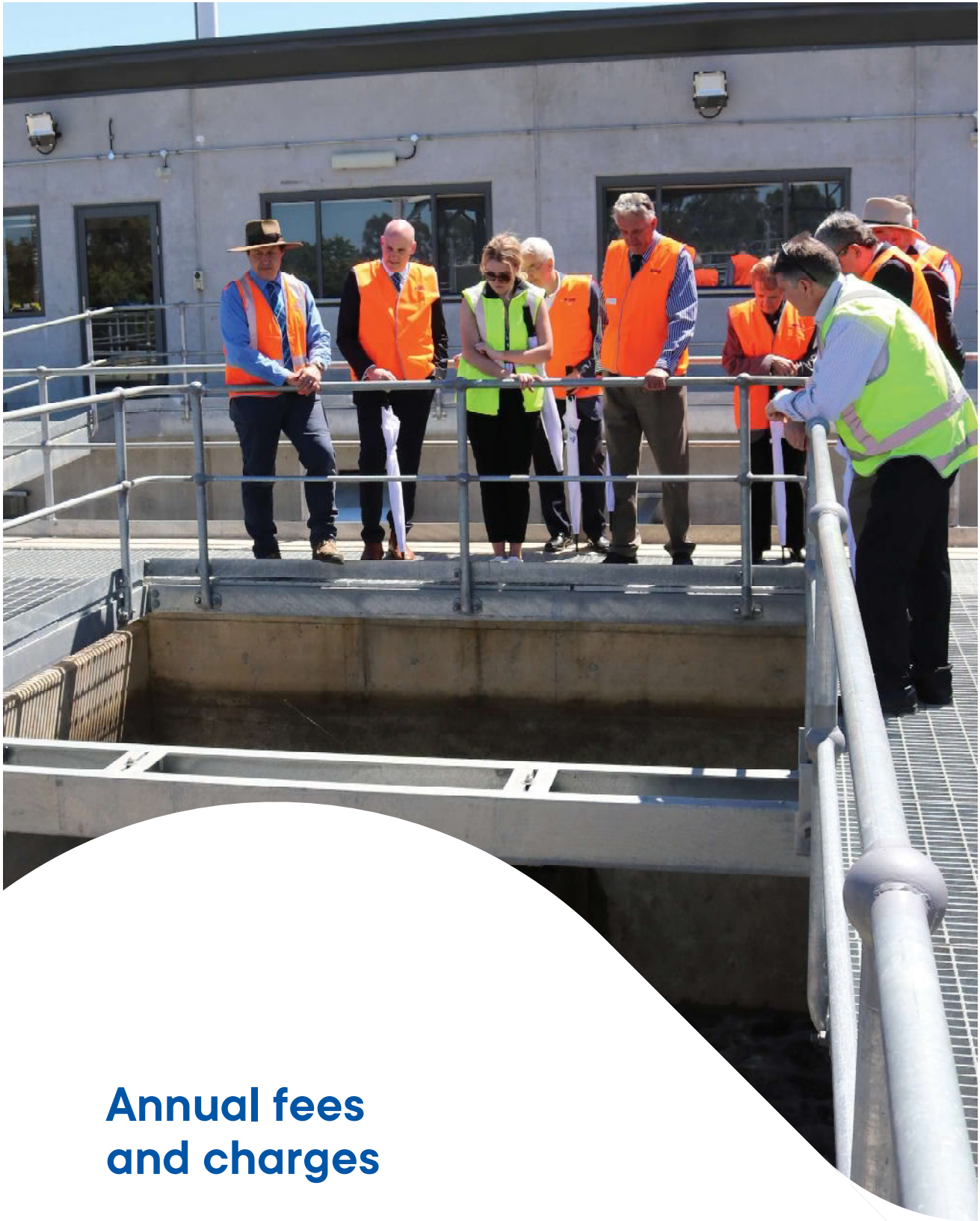
Budgeted financial statements

Balance sheet	Current year 2026/2027 \$
Assets	
Current assets	
Cash and cash equivalents	2,000,000
Investments	18,420,407
Receivables	5,614,172
Inventories	4,022,167
Total current assets	30,056,746
Non-current assets	
Investments	10,818,393
Infrastructure, property, plant and equipment	470,822,137
Intangible assets	8,819,000
Total non-current assets	490,459,530
Total assets	520,516,276
Liabilities	
Current liabilities	
Payables	3,574,346
Borrowings	454,943
Employee benefit provisions	4,954,250
Total current liabilities	8,983,538

Balance sheet	Current year
	2026/2027
	\$
Non-current liabilities	
Borrowings	17,449,236
Employee benefit provisions	66,750
Total non-current liabilities	17,515,986
Total liabilities	26,499,524
Net assets	494,016,752
Equity	
Retained earnings	172,145,752
Revaluation reserves	321,871,000
Council equity interest	494,016,752
Total equity	494,016,752

Capital works plan

Description	Current year
	2026/2027 \$
Management	
Land and buildings for admin, depots and workshops	1,130,000
Plant and equipment (incl. solar installation)	12,703,000
Intangibles	-
Minor capital works budget	150,000
Total management	13,983,000
Sources	
Sources	20,000
Total sources	20,000
Treatment plants	
Treatment plants	1,720,000
Total treatment plants	1,720,000
Pumping stations	
Pumping stations	150,000
Total pumping stations	150,000
Reservoirs	
Reservoirs	1,025,006
Total reservoirs	1,025,006
Mains, services and meters	
Mains	3,355,000
Sub-total mains	3,355,000
Services	600,000
Sub-total services	600,000
Meters	50,000
Sub-total meters	50,000
Total mains, services and meters	4,005,000
Totals	20,903,006



Annual fees and charges

Recommended development servicing charges

Urban (residential) development servicing charge

Urban - including township and village - single residential lots	Tax	2025/2026			2026/2027			
		Cost per lot (based on lot size)			Cost per lot (based on lot size)			
		<450 m ²	450-2000m ²	>2000 m ²	<450 m ²	450-2000m ²	>2000 m ²	
Lots where developers have prepaid the fees appropriate at time of development		Nil - (note only applies for a single residence on the lot)			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)		1st Service - Nil - (note only applies for a single residence on the lot) 2nd and subsequent service based on \$4,992 per E.T.			1st Service - Nil - (note only applies for a single residence on the lot) 2nd and subsequent service based on \$4,992 per E.T.			
Lots (not prepaid) created since 01/01/1994		N	\$4,992	\$4,992	\$5,992	\$4,992	\$4,992	\$5,992
Urban - including township & village - multiple residential units		Price for multiple units			Price for multiple units			
Lots where developers have prepaid the fees		Nil - provided correct charges have been prepaid			Nil - provided correct charges have been prepaid			
Lots (not prepaid) existing prior to 01/01/1994		N	Fee applicable for newly created lots less \$4,992			Fee applicable for newly created lots less \$4,992		
Lots (not prepaid) created since 01/01/1994								
Multi-residential lots (medium density 1-2 storey)		Developer charge per dwelling			Developer charge per dwelling			
Dual occupancy - 1 Bedroom								
Dual occupancy - 2 Bedrooms		N	\$4,992 if lot size > 450m ² per dwelling			\$4,992 if lot size > 450m ² per dwelling		
Dual occupancy - 3 or more Bedrooms								

Duplex - 1 Bedroom			
Duplex - 2 Bedrooms		Units priced, as below, if lot size <450m ² per dwelling	Units priced, as below, if lot size <450m ² per dwelling
Duplex - 3 or more Bedrooms			
Units - 1 Bedroom	N	\$1,997	\$1,997
Units - 2 Bedrooms	N	\$2,995	\$2,995
Units - 3 or more Bedrooms	N	\$3,993	\$3,993
Multi-residential lots (high density >2 storey)		Developer charge per dwelling	Developer charge per dwelling
Multi storey apartments - 1 Bedroom	N	\$1,647	\$1,647
Multi storey apartments - 2 Bedrooms	N	\$2,496	\$2,496
Multi storey apartments - 3 or more Bedrooms	N	\$3,345	\$3,345
NOTE: The minimum Developer Servicing Charge per Lot is		\$4,992	\$4,992

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	An amount calculated to recoup the cost of the supply main
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Rural development servicing charge

Rural location	Tax	2025/2026					2026/2027				
		Price per service connection \$					Price per service connection \$				
		20 mm	25 mm	*32 mm	*40 mm	*50 mm	20 mm	25 mm	*32 mm	*40 mm	*50 mm
Rural pipelines**	N	5,992	5,992	9,815	15,338	23,965	5,992	5,992	9,815	15,338	23,965

Additional costs

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

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

Commercial or industrial development servicing charges

Service size	Tax	2025/2026					2026/2027				
		Price per service connection \$					Price per service connection \$				
		<80 mm	80 mm	100mm (min 4 E.T.)	150 mm	200 mm	<80 mm	80 mm	100mm (min 4 E.T.)	150 mm	200 mm
Minimum charge	N	4,992	12,783	19,968	44,934	79,885	4,992	12,783	19,968	44,934	79,885

Recommended service connection fees

Urban service connection

Urban - including township and village - single residential/commercial/industrial developments	Tax	2025/2026					2026/2027				
		Price per service connection for single unit					Price per service connection for single unit				
		\$					\$				
		20 mm	25 mm	*32 mm	*40 mm	*50 mm	20 mm	25 mm	*32 mm	*40 mm	*50 mm
Lots where developers have prepaid the fees appropriate at time of Development	N	NIL	664	1,323	2,206	2,941	NIL	852	1,564	2,516	3,311
All other lots including 2nd or subsequent services	N	1,675	2,340	2,999	3,881	4,617	1,809	2,527	3,239	4,191	4,986

* 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 and village - multiple residential units	Tax	Price for multiple units						Price for multiple units					
		\$						\$					
		1 unit	2 units	3 units	4 units	5 units	Extra 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						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	1,675	2,009	2,343	2,677	3,011	334	1,809	2,170	2,531	2,892	3,253	361

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	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	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	A fee assessed on a similar basis
Road underboring	N	\$156 per metre	\$168 per metre

Rural service connection

Rural location	Tax	2025/2026					2026/2027				
		Price per service connection \$					Price per service connection \$				
		20 mm	25 mm	*32 mm	*40 mm	*50 mm	20 mm	25 mm	*32 mm	*40 mm	*50 mm
Rural pipelines **	N	1,912	2,624	3,222	4,126	4,898	2,065	2,834	3,480	4,456	5,290

**Walbundrie to Rand Pipeline
Urangeline/
Bidgeemia Rural Scheme & Other Rural Schemes**

Refer to Engineering staff regarding availability and costing for these 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

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

A fee assessed on a similar basis

Road underboring

N

\$156 per metre

\$168 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

Availability charges for 2026/2027

Availability charge per property, residential, strata unit or customer		2025/2026 \$	2026/2027 \$
Domestic	Tax	Per quarter	Per quarter
Built upon or connected property	N	49.50	53.00
Each additional dwelling erected on each parcel of property	N	49.50	53.00
Vacant land not connected (within 225 metres or adjacent to a main) - urban only	N	24.75	27.00
Commercial/Industrial			
Built upon or connected property	N	55.00	59.00
Non-metered connected premises	N	104.50	113.00
Each additional strata unit	N	55.00	59.00
Other			
Government Departments, including police stations, court houses, schools, staff housing, public offices, etc	N	55.00	59.00
Churches and similar "non-rateable" property	N	Usage charge only	Usage charge only
Additional fee for separate fire service connected	N	55.00	59.00

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

Usage charges for 2026/2027

Water Tariffs \$ per kilolitre	Tax	2025/2026	2026/2027
General tariff			
All users (except as detailed below)	N		
First 125 kls per quarter		1.77	1.91
Balance per kilolitre per quarter		2.65	2.86
Strata title units and flats			
First 125 kls per quarter per unit	N	1.77	1.91
Balance per kilolitre per quarter		2.65	2.86
(For Strata complexes and Flats where units are not individually metered the total metered consumption will be evenly apportioned between units)			
Industrial tariffs for processing & manufacturing industries as well as livestock marketing centres with consistent year round usage connected since 01/07/2009			
First 41 kls per month	N	1.77	1.91
Balance above 42 kls per month		2.65	2.86
Balance above 3,000 kls per month		2.65	2.86
Applicable to large scale processing & 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	1.77	1.91
Balance above 3,000 kls per month		1.77	1.91
Commercial tariff			
All users (except as detailed below)	N		
First 125 kls per quarter/41 kls per month		1.77	1.91
Balance per kilolitre per quarter		2.65	2.86
Community facilities			
Hospitals, Schools / TAFE / University	N	1.77	1.91
Parks and Gardens, Council Swimming Pools			
Non-Potable water			
First 125 kls per quarter	N	0.87	0.94
Balance per kilolitre per quarter		1.31	1.41
Metered supply to standpipe agents or constituent Councils	N	2.48	2.68

Water Tariffs \$ per kilolitre	Tax	2025/2026	2026/2027
Supply from fixed standpipe and water filling stations (Minimum charge \$10.00 when via an Agent)	N	3.80	4.10
Bulk supply Application of this tariff will be at the discretion of the Council	N	1.77	1.91
Primary producers tariff Applicable to all rural services along Council's trunk mains	N	1.77	1.91
Rebates			
Eligible pensioner		\$30.00 per quarter	\$30.00 per quarter
Kidney dialysis machine users		20 kl per quarter	50 kl per quarter

Sundry fees and charges for 2026/2027

Sundry fees and charges	Tax	2025/2026	2026/2027
Search/enquiry certificate fee - s603 (as for property transfer)	N	\$100	Maximum amount allowable
Fee for providing information in writing, including Special meter reading	N	\$94	\$101.50
Formal GIPA access application	N	\$30	\$30
Formal GIPA processing fee	N	\$78 per hour	\$84 per hour
Reconnection fee - requires new service fee	N	Appropriate connection fee	Appropriate connection fee
Reconnection fee - new service not required	N	\$209.50 + cost of meter if required	\$226.50 + cost of meter if required
Remove flow restricting device	N	\$209.50	\$226.50
Meter repairs - s636 LG Act	Y	\$135 per hour	\$146 per hour
Meter test deposit	N	\$91	\$98.50
Test fees for backflow prevention devices			
Rpz devices	N	\$142	\$153.50
Other devices	N	\$111	\$120
Leak detection (minimum 1 hour)	Y	\$135 per hour	\$146 per hour
Water main locating involving potting or excavation	N	\$135 per hour	\$146 per hour
Dishonoured payments fee	N		Relevant bank fee incurred
Interest on overdue accounts	N	10.5% per annum	Maximum amount allowable per annum
Written quotation fee	Y	\$103	\$111
Service call	Y	\$135 per hour	\$146 per hour
Plumbing permit including standard inspections	N	\$135	\$146

Sundry fees and charges	Tax	2025/2026	2026/2027
Additional plumbing inspection due to non-compliance	N	\$221	\$238.50
Non-compliance with water restrictions	N	\$312	\$220
Water filling station access	N	\$335	\$362
Replacement water filling station key	Y	\$68	\$73.50
Pressure and flow analysis application fee	N	\$218	\$235.50
Clearing of shrubs and small bushes	Y	\$135 per hour	\$146 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
Copy of water notice	Y	\$13	\$14
Copy of financial data on properties	Y	\$12	\$13
Copy of 603 certificate administration	Y	\$13	\$14
Fee for reallocation of electronic payment	Y	\$12	\$13

Glossary

- › **Annual Report**
Report on Riverina Water’s implementation of the Delivery Program and Operational Plan, as well as information prescribed by the Regulation.
- › **Asset/s**
Things owned by Riverina Water that have current or future economic value. Riverina Water’s main water supply assets include: water source works including water supply bores; treatment plants; reservoirs; pumping stations; water mains; land and buildings; plant and equipment; IT
- › **Asset management planning**
Includes an asset management policy, an asset management strategy and asset management plan for each class of assets. The strategy and plans are minimum of 10 years.
- › **BASP**
Business Activity Strategic Plan *Leading into 2035*. 10- year plan identifying the main priorities for Riverina Water, objectives and strategies for achieving those objectives.
- › **BeSafe**
Work health & safety management and reporting system
- › **Board**
Governing body of Riverina Water. Made up of councillors from Greater Hume Council, Federation Council, Lockhart Shire and Wagga Wagga City Council
- › **Capex**
Capital expenditure budget
- › **Constituent council**
Member council of Riverina Water – Greater Hume Council, Federation, Lockhart Shire and Wagga Wagga City Council
- › **DIAP**
Disability Inclusion Action Plan. A document that set our Riverina Water’s strategy for identifying and addressing practice which might result in discrimination against people with disability.
- › **DP**
Delivery Program. 4-year plan. Identifies principal activities or strategies to deliver the BASP. Reviewed every year as part of the development of the Operational Plan. Includes 4- year budget forecasts.
- › **IoT**
Internet of Things
- › **IP&R**
Integrated planning and reporting
- › **ICT**
Information and Communication Technology
- › **ITIL principles**
Information Technology Infrastructure Library – IT service delivery management methodology
- › **IT/OT**
Integration of information technology and operational technology
- › **IWCM**
Integrated Water Cycle Management. 30-year strategic plan.
- › **LTFP**
Long term financial plan. Minimum of 10 years. Reviewed annually as part of the development of the Operational Plan.
- › **Manex**
Management executive group
- › **Measure**
The way achievement of an action is assessed. Also referred to as a success indicator.

- › **Net zero**
Target to negate the amount of greenhouse gases produced by Riverina Water
- › **OCR project**
Job evaluation system/PD review project
- › **OP**
Operational Plan. 1 year plan detailing the activities and actions to achieve the Delivery Program. Includes annual budget.
- › **PFAS**
Per-and Polyfluoroalkyl substances
- › **RAF**
Regulatory assurance framework
- › **RAP**
Reconciliation Action Plan. A formal plan setting out how Riverina Water is committed to contributing to reconciliation with Aboriginal and Torres Strait Islander peoples.
- › **Service area**
Organisational area, also known as a department or section
- › **Strategy**
Strategy is a plan showing longer-term goals and how they are to be achieved (eg workforce strategy, asset management strategy)
- › **Workforce management plan**
4-year plan to address the human resourcing requirements of the Delivery Program



R7 Draft Public Access to Information Policy

Organisational Area Corporate Services

Author Emily Tonacia, Director Corporate Services

Summary The Public Access to Information Policy outlines how Riverina Water provides public access to information in accordance with the Government Information (Public Access) Act 2009, including what information is proactively available and how formal access requests are managed. It supports a transparent and accountable approach while balancing access with privacy, confidentiality, and public interest considerations.

RECOMMENDATION that Council:

- a) Endorse the draft Public Access to Information Policy and place it on public exhibition until 31 May 2026 and invite public submissions on the draft policy during that time; and
- b) Receive a further report following the public exhibition and submission period:
 - i. Addressing any submissions made in respect of the proposed policy
 - ii. Proposing adoption of the policy unless there are any recommended amendments deemed to be substantial and requiring a further public exhibition period.

Report

First created in 2012, the Public Access to Information Policy establishes the framework through which Riverina Water facilitates public access to information in accordance with the Government Information (Public Access) Act 2009.

The policy reinforces Riverina Water's commitment to transparency, accountability and good governance by promoting the timely and efficient release of information, while ensuring appropriate safeguards are in place to protect personal privacy, commercially sensitive material and information where disclosure would not be in the public interest.

It also provides clear guidance to staff and the community on roles, responsibilities and legislative requirements, supporting consistent and compliant decision-making in relation to information access.

Only very minor changes have been made from the existing policy and it is presented to the Board with the recommendation to be placed on public exhibition until 31 May 2026.

› R7.1 **DRAFT Access to Information Policy** [↓](#)

Strategic Alignment

Our Operations

Provide effective leadership and governance

Financial Implications

Not applicable.

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

This policy mitigates legal, compliance and reputational risks by ensuring Riverina Water meets its obligations under the Government Information (Public Access) Act 2009.



Public Access to Information

Purpose

The purpose of this Policy is to facilitate the public's right to access information under the Government Information (Public Access) 2009 (GIPA Act).

This policy sets out the documents and types of information that are available to members of the public as a matter of routine (open access information), and information not made publicly available which may be requested via the formal access application process.

Policy Statement

Riverina Water County Council (Riverina Water) is committed to providing, as far as possible, an open, accountable and transparent process which enables members of the public access to Riverina Water records which do not require recourse to formal procedures.

Riverina Water will seek to ensure that legitimate requests for access to information are handled promptly and that members of the public are able to access information, subject to the need to protect the privacy of others, commercially sensitive information and information the disclosure of which would not be in the public interest.

Scope

This Policy applies to all members of the public wishing to access Riverina Water information, all Board members and staff of Riverina Water.

Definitions

Contracts Register	A register that records information about each contract to which Riverina Water is a party that has a value of \$150,000 or more (GST inclusive)
	Riverina Water County
Riverina Water officials	Includes board members, members of staff, Riverina Water committee members, delegates of Riverina Water and anyone who operates under official capacity as a member of Riverina Water

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Disclose information	Making information available or providing access to information
Disclosure log	Is a list of documents released following a decision about a valid access application for access under the Act, which is published on Riverina Water's website
Formal access application	Valid application for access to government information under Part 4 of the GIPA Act
GIPA Act or GIPAA	The Government Information (Public Access) Act 2009
Government information	The information contained in a record held by Riverina Water including: any paper or other material on which there are marks, figures, symbols or perforations having a meaning for a person qualified to interpret them; or any disc, tape or other article or any material from which sounds, images, writings or messages are capable of being produced or reproduced (with or without the aid of another article or device)
Open access information	Records containing government (Riverina Water) information that are publicly available
Personal information	Information or an opinion about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion (definition from NSW PPIPA 1998)
Publication guide	Sets out the kinds of information that Riverina Water makes publicly available and routinely publishes on the website

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Principles

1. Legislative compliance

Members of the public have a legally enforceable right to access government information held by Riverina Water. The Government Information (Public Access) Act 2009 extends the right of the community to have access to information held by State Government departments, local and public authorities with a view to achieving more open, accountable, fair and transparent government.

Riverina Water is committed to the following principles regarding public access to government information held by Riverina Water:

- Service quality
- Open and transparent government
- Respect for the privacy of individuals
- Consideration of the public interest in relation to access requests

2. Accessing personal information & amendment of records

2.1 The GIPA Act recognises privacy as a key principle against disclosure - Section 14 (2). Where an application for access to personal information involves the disclosure of personal information about another person, Riverina Water must consult with that other person before providing the applicant with access to the information requested.

2.2 All applications for amendment of Riverina Water's records will be dealt with under Part 6A of the Privacy and Personal Information Protection Act 1998 (PPIPA) - Schedule 3, Part 2, Section 4.

3. Ways to access information

3.1 In accordance with Part 2, Division 1 of the GIPA Act, access to government information may be exercised in four ways:

3.1.1. Mandatory proactive release of certain government information. Riverina Water publishes open access information, defined in Section 18 of the GIPA Act, on its website.

The following publications constitute open access information:

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- Publication guide - described in Part 3, Division 2 of the GIPA Act
- Policy documents - described in Part 3, Division 3 of the GIPA Act
- Disclosure log - described in Part 3, Division 4 of the GIPA Act.
- Register of government contracts - described in Part 3, Division 5 of the GIPA Act.
- Additional open access information - described in Part 3, Division 1 Section 18(b), (f) & (g) of the GIPA Act.

3.1.2. Authorised proactive release of government information, which must be exercised in an appropriate manner by or with the authority of the CEO or delegate, free of charge (or at the lowest reasonable cost), unless there is an overriding public interest against disclosure of the information - Part 2, Section 7 of the GIPA Act.

3.1.3. Informal release of government information via release of the information to a person in response to an informal request unless there is an overriding public interest against disclosure of the information. This may only be exercised by or with the authority of the CEO or their delegate - Part 2, Section 8 of the GIPA Act.

3.1.4 Formal access application. According to Part 2, Section 9 of the GIPA Act, in some limited circumstances, people seeking access to government information will need to make a formal request for that information (eg. where consultation with other agencies or third parties is required, or where the scope of request means that it will take significant agency resources to provide information).

4. Public interest considerations and the public interest test

4.1 Part 2, Division 2 of the GIPA Act provides a description of public interest considerations in favour (Section 12) and against disclosure of government information (Section 14).

4.2 In deciding which information to release, Riverina Water may apply the public interest test - in accordance with Part 2, Division 2 Section 13 of the GIPA Act.

4.3 Schedule 1 of the GIPA Act provides 12 categories of information for which there is always an overriding public interest against disclosure. Any formal access applications for information described in those categories are invalid under the GIPA Act.

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5 Making a formal access application

In some limited circumstances, when the government information is not open access information published on the website or available from Customer Service, or when releasing of the information requires previous consultation with third parties, this information may be accessed through a formal access application process.

5.1 How to make an access application

In accordance with Part 4, Division 1, Section 41 of the GIPA Act, a valid formal access application must:

- be in writing
- specify it is made under the GIPA Act
- state a postal address in Australia
- be accompanied by the required fee if applicable
- provide sufficient detail to enable Riverina Water to identify the requested information.

In making an application, a person may include any other additional information they think is relevant to the public interest test, which should be taken into account in determining whether or not there is an overriding public interest against disclosure of the information. An access application may be amended or withdrawn by the applicant at any time.

The application form for access to information is available from Riverina Water's website, and from our administration office in Hammond Avenue.

5.2 Initial determination on validity of application.

The relevant nominated officer (Information Access Officer) is to decide whether the application is a valid access application (made in accordance with Part 4, Division 1, Section 41) or not (falls outside the scope of the Act) and notifies the applicant about the decision within 5 working days after the application is received - Part 4, Division 3, Section 51 of the GIPA Act.

If the application is deemed not valid, the notification must include - according to *Part 4, Division 3, Section 52* of the GIPA Act - a statement of the reason why it is not valid and assist

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the applicant to provide such information as may be necessary to enable the applicant to make a valid access application.

5.3 Outcome of the application and providing notice of the decision

According to Part 4, Division 4, Section 57 of the GIPA Act, the Information Access Officer must determine the outcome of a valid access application and give the applicant a notice of the decision within 20 working days after receiving an application.

If consultation with a third party is required and/or records are required to be retrieved from the archive - the decision period can be extended by up to 10 -15 working days.

5.4 The decision

In accordance with Part 4, Division 4, Section 58 of the GIPA Act - to respond to valid access applications, the Information Access Officer may make the following types of decision:

- Decision that the information is already available to the applicant (open access)
- Decision to refuse to deal with the application
- Decision to refuse to provide access to information
- Decision to provide access to the information

5.5 Providing access to the information

In accordance with Part 4, Division 6, Section 72 of the GIPA Act, access to the information in response to a successful application may be exercised by:

- Providing opportunity to inspect a record
- Providing a copy of a record
- Providing written transcript of the information

Riverina Water must provide access in the way requested by the applicant.

Exceptions to that rule are described in Part 4, Division 6, Section 72 (2) of the GIPA Act.

The applicant has a period of 6 months to access the information. The access period starts from when the notice of the decision to grant access is provided to the applicant.

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5.6 Review of the Decision

In accordance with Part 5, Division 1 of the GIPA Act, any member of the public who is dissatisfied with Riverina Water's decision for access to information, may lodge a request for review.

An application for internal review must be made within 20 working days of receiving the decision, and accompanied by a review fee - Part 5, Division 2 of GIPA Act.

There are three ways of review:

- Internal review by a Senior Officer of Riverina Waterl. Riverina Water must complete its internal review within 15 working days of receiving the application, which may be extended by up to 10 working days if further consultation is required.
- External review by the Information Commissioner – an application for Information Commissioner's review must be made within eight weeks of the person receiving notice of Riverina Water's decision - Part 5, Division 3 of the GIPA Act.
- External review by the Administrative Decisions Tribunal – an aggrieved person may seek review by the ADT within eight weeks of the decision or four weeks after the Information Commissioner's review - Part 5, Division 4 of the GIPA Act.

6 Other Provisions

6.1 State Records Act not affected

The GIPA Act does not affect the operations of the State Records Act 1998 (SRA) - Section 123.

6.2 Copying of public access documents

Published and released Riverina Waterl records are intended for general use and information. Information and files may be downloaded, stored, displayed and printed. Content must not be modified, copied, reproduced, or republished except with the written authorisation of Riverina Water .

Copyright laws apply to all copies of documents provided for information purposes by Riverina Water, where the documents are used for any other purpose.

6.4 Personal Information about Riverina Water Employees

Personal information about employees of Riverina Water is not available to the general public unless it is subpoenaed or required by law.

6.5 Information about Tenders and Contractors

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Information about the name and price of successful tenders, and information about contracts, is publicly available from the Riverina Water Contract Register, published on Riverina Water's website - Part 3, Division 5 of the GIPA Act. Accessing any further information about tenders will be processed on receipt of formal access application for information access.

7 Responsibilities

Customer Service	Receiving applications, answering incoming informal enquiries, releasing information held by Riverina Water through authorised proactive release
Information Access Officer	Riverina Water's Governance Officer. Responsible for processing of informal requests, formal access applications, making decisions regarding the release of information within the timeframes stipulated in the Act, providing assistance to the applicants with invalid applications, searching for information held by Riverina Water, maintaining and updating of Publication Guide and Disclosure Log.
Contract Services	Maintaining contracts register
All Riverina Water Officers	Responsible for ensuring the security of all Riverina Water records and refusing to directly provide ad-hoc information to any person without forwarding it to the appropriate Riverina Water officer for processing, unless the document is otherwise available e.g. on Riverina Water's website.

8 Policy Implementation

This policy and supporting procedure will be provided to customer service staff to ensure understanding and correct application of the policy. It will be made available on the Riverina Water website along with a Request for Information request form.

8.1 Reporting Requirements

Riverina Water must prepare an annual report on its obligations under the GIPA Act and submit it to the responsible Minister. A copy of the report must be also forwarded to the Information Commissioner.

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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	1.15
Responsible area	CEO
Approved by	Riverina Water Board
Approval date	27 April 2022 – Res 22/046
Legislation or related strategy	<ul style="list-style-type: none"> • NSW Government Information (Public Access) Act 2009 (GIPA A) • NSW Local Government Act NSW 1993 (LGA) • NSW Privacy and Personal Information Protection Act NSW 1998 (PPIPA) • NSW Privacy Code of Practice (Local Government) • NSW Health Records and Information Privacy Act 2002 (HRIPA) • NSW State Records Act 1998 (SRA) • Federal Copyright Act 1968
Documents associated with this policy	<ul style="list-style-type: none"> • Requests for Information Guidelines • Code of Conduct Policy 1.01 • Privacy Policy 1.20 • Privacy Management Plan
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Policy history

Vers 2 – 28 June 2017 – Res 17/98

Vers 1 – 15 Oct 2014 – Res 14/134

Number change from Policy 5.26 22/11/13

Original date of adoption – 24 Oct 2012 – Res 12/152

Review schedule

Every 4 years (once per term of the Board)

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

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R8 Draft Fraud & Corruption Prevention Control Policy

Organisational Area Corporate Services

Author Emily Tonacia, Director Corporate Services

Summary The Fraud & Corruption Prevention Control Policy outlines Riverina Water's framework for preventing, detecting and responding to fraud and corruption, reinforcing a zero-tolerance approach across all operations. It supports strong governance and ethical conduct by establishing clear responsibilities, controls and processes to protect organisational integrity and ensure compliance with relevant legislation, including the Independent Commission Against Corruption Act 1988.

RECOMMENDATION that Council:

- a) Endorse the draft Fraud & Corruption Control Policy and place it on public exhibition until 31 May 2026 and invite public submissions on the draft policy during that time; and
- b) Receive a further report following the public exhibition and submission period:
 - i. Addressing any submissions made in respect of the proposed policy
 - ii. Proposing adoption of the policy unless there are any recommended amendments deemed to be substantial and requiring a further public exhibition period.

Report

This policy establishes Riverina Water's framework for preventing, detecting and responding to fraud and corruption, underpinned by a zero-tolerance approach to dishonest or unethical conduct. It outlines the roles and responsibilities of officials, promotes a strong ethical culture, and embeds risk management, internal controls, training and reporting mechanisms across the organisation.

The policy supports effective governance by ensuring clear processes are in place for identifying, reporting and investigating suspected misconduct, including mandatory reporting obligations under the Independent Commission Against Corruption Act 1988. It also aligns with better practice principles by integrating fraud and corruption controls into day to day operations, helping to safeguard Riverina Water's assets, reputation and decision-making integrity.

Only very minor changes have been made from the existing policy and it is presented to the Board with the recommendation to be placed on public exhibition until 31 May 2026.

› **R8.1 Draft Fraud & Corruption Prevention Control Policy** [↓](#)

Strategic Alignment

Our Operations

Provide effective leadership and governance

Financial Implications

Not applicable.

Workforce Implications

Not applicable.

Risk Considerations

Corporate Governance and Compliance	
No appetite	Fraud and Corruption - Riverina Water has a no appetite in relation to misconduct, fraud, or corruption. Proper process would be followed to ensure thorough investigation and cooperation with relevant authorities.

Risk Alignment

Adoption of this policy aims to mitigate fraud, corruption, financial and reputational risks by establishing clear controls, reporting obligations and investigation processes, ensuring compliance with relevant legislation including the Independent Commission Against Corruption Act 1988.



Fraud and Corruption Prevention and Control Policy

Purpose

This policy outlines Riverina Water's commitment to the prevention, deterrence, detection and investigation of all forms of fraud and corrupt conduct. It ensures the appropriate mechanisms are in place to protect the integrity, security and reputation of Riverina Water.

Policy Statement

Riverina Water will not tolerate any form of fraudulent or corrupt conduct by staff, board members, committee members, contractors, consultants and volunteers.

Riverina Water is committed to the:

- Development and maintenance of a sound ethical culture supported by appropriate policies, procedures and strategies that prevent fraudulent and corrupt behaviour.
- Regular review of fraud and corruption risk assessments to identify circumstances in which fraud and corruption could occur.
- Implementation of fraud and corruption prevention and mitigation procedures in day-to-day operations.
- Use of formal procedures for the investigation of allegations of corrupt and fraudulent behaviour.
- Maintenance of processes and procedures that encourage all business dealings with tenderers, suppliers, consultants and contractors to be conducted in an ethical manner.
- Ongoing education and training of all Riverina Water officers and board members in relation to their obligations in combating dishonest and fraudulent behaviour.

Scope

This policy applies to all Riverina Water officials – board members, committee members, staff, contractors, consultants and volunteers.

Definitions

Act	The Local Government Act (LGA) 1993
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Code of Conduct	Riverina Water Code of Conduct Policy 1.01
Corruption	<p>The ICAC Act 1988 sections 7, 8 and 9 defines corruption as:</p> <ul style="list-style-type: none"> • Any conduct of any person (whether or not a public official) that adversely affects, or that could affect, either directly or indirectly, the honest or impartial exercise of official functions by any public official, any group or body of public officials or any public authority; or • Any conduct of a public official that constitutes or involves the dishonest or partial exercise of any of their official functions, or • Any conduct of a public official or former public official that constitutes or involves a breach of public trust; or • Any conduct of a public official or former public official that involves the misuse of information or material that they have acquired during their official functions, whether or not for their benefit or the benefit of any other person.
Fraud	<p>Can be defined as a deliberate and premeditated turn of events which involves the use of deception to gain advantage from a position of trust and authority. The type of events includes acts of omission, theft, the making of false statements, evasion, manipulation of information and numerous other acts of deception (Audit Office of NSW).</p>
Regulation	The Local Government (General) Regulation 2021
Riverina Water official	Includes Board members, Committee members, members of staff, volunteers and delegates of Riverina Water.



1. Principles

Riverina Water's Fraud and Corruption Prevention and Control Policy is based on the fraud control framework identified by the Audit Office of NSW. The fraud control framework has ten key attributes, which sit within the themes of prevention, detection and response.

The ten attributes of fraud control are:

Attribute		Theme
1	Leadership	Prevention
2	Ethical framework	Prevention, Detection, Response
3	Responsibility structures	Prevention, Detection, Response
4	Policy	Prevention
5	Prevention systems	Prevention
6	Fraud awareness	Prevention, Response
7	Third party management systems	Prevention, Response
8	Notification systems	Detection, Response
9	Detection systems	Detection
10	Investigation systems	Response

The implementation of the 10 key attributes are detailed further in the Fraud and Corruption Prevention and Control Plan.

2. Responsibilities

Riverina Water officials are responsible for reporting cases of suspected fraud or corrupt conduct as soon as practicable. They have a responsibility to act honestly and to follow diligently Riverina Water's policies and procedures to prevent and mitigate fraud and corruption.



The CEO is ultimately responsible for the prevention, detection and reporting of fraud and corruption through the implementation of appropriate and effective internal control systems. The CEO must report possible corrupt conduct to the Independent Commission Against Corruption (ICAC) pursuant to the ICAC Act 1988.

The CEO, directors, managers and supervisors are also responsible for the prevention, detection and reporting of fraud and corrupt conduct by ensuring:

- Their personal behaviour demonstrates a commitment to the highest possible ethical and moral standards for, with and on behalf of Riverina Water
- There are mechanisms in place within their area of control to assess the risk of fraud and corrupt conduct and to manage such risks by appropriate internal controls.
- The promotion of employee awareness and training/education on the prevention of fraud and corruption.
- Compliance with all relevant policies and practices.
- Reporting of any fraud or corruption matters in line with the internal reporting policy and Riverina Water Code of Conduct.
- Reasonable steps are undertaken to ensure that Riverina Water contractors adhere to the provisions of this policy.

All Riverina Water officials are responsible for:

- Performing their functions and duties with diligence, honesty, integrity and impartiality.
- Complying with this policy and all legislative requirements to ensure they are not participating in corrupt or fraudulent behaviour.
- Reporting any suspicion of fraudulent or corrupt behaviour to the CEO, the appropriate Director or manager, or the Chairperson if such behaviour concerns the CEO, or by utilisation of Riverina Water's Internal Reporting Policy.
- Reporting any identified weaknesses in internal controls that could potentially facilitate a fraudulent or corrupt act.

Riverina Water officials should read Riverina Water's Internal Reporting Policy in relation to the protection afforded those who report or disclose information for specified matters (such as fraud and corruption) internally or to external agencies.

The Director Corporate Services will instigate a review of Riverina Water's fraud and corruption risk and control strategies every four years. The Director Corporate Services will ensure that



periodic and comprehensive risk assessments are conducted by relevant managers of each area of operation pursuant to Riverina Water's Enterprise Risk Management policy.

Regular internal audits will be conducted to test the fraud and corruption control plan.

3. Investigation of alleged fraudulent behaviour and corruption

Riverina Water has zero tolerance for corrupt or fraudulent behaviour.

All possible corruption matters involving Riverina Water officers have a mandatory statutory reporting requirement to ICAC. The ICAC or Riverina Water itself can also seek criminal prosecutions by reporting fraud and other corruption matters to the NSW Police Service.

The CEO must make an initial determination as to whether the matter in question concerns or may concern corrupt conduct. This may entail their own analysis of the circumstances surrounding the matter or utilising another staff member or an investigator to carry out preliminary enquiries on which to base the determination.

After formal notification by the CEO, the ICAC will normally determine if they will investigate the alleged corruption matter. Alternatively, the ICAC may instruct Riverina Water to carry out their own investigation and report the findings to the ICAC. In such circumstances an experienced and suitably qualified investigator should be engaged for the process, which will be appropriately documented.

All investigations will be conducted confidentially, fairly, and objectively.

Staff found guilty of such matters will face disciplinary matters pursuant to the Code of Conduct and the 2025 Riverina Water Enterprise Award.

4. Policy Implementation

4.1 Fraud and Corruption Prevention Training

Riverina Water acknowledges that a high level of awareness amongst all Riverina Water officers in relation to fraud and corruption issues is an essential element in identifying and combatting such behaviours. Awareness training will be implemented through:

- New employee induction
- New Board member induction.
- Regular refresher training.
- Fraud and Corruption prevention information disseminated to staff



4.2 Fraud and Corruption Mitigation Practices

Riverina Water recognises that appropriate policies and procedures must be implemented in operational areas to regulate and enable the monitoring of activities. These areas include but are not limited to:

Risk Management

- Risk Assessment pursuant to the Riverina Water Enterprise Risk Management Framework and Plan.

Finance

- Financial Processing Procedures and system controls
- Corporate Credit Card Policy
- Procurement Policy
- Asset Disposal Policy
- Debt Management and Hardship Policy

Governance

- Board Members' Expenses and Facilities Policy
- Secondary Employment Policy
- Internal Reporting Policy
- Compliance Policy
- Related Parties Disclosures Policy

Ethics

- Code of Conduct
- Fraud and Corruption Prevention & Control Policy
- Statement of Business Ethics



Policy number	1.14
Responsible area	CEO/Governance
Approved by	Riverina Water Board – Res 23/012
Approval date	23 February 2023
Legislation or related strategy	Local Government Act 1993 Independent Commission Against Corruption Act 1988 Public Interest Disclosure Act 1994 NSW
Documents associated with this policy	Code of Conduct Board Member Access to Information and Premises Policy Internal Reporting Policy Enterprise Risk Management Policy Corruption Prevention and Fraud control plan Enterprise Risk Management Plan Cash Handling Procedures Corporate Credit Card Policy Board Member Expenses and Facilities Policy. Secondary Employment Policy. Statement of Business Ethics Procurement Policy



Asset Disposal Policy

Debt Management & Hardship Policy

Compliance Policy

Related Party Disclosures Policy

Policy History

14 December 2012 – Adopted 5.29 Res: 12/172

22 November 2013 – Name changed

15 October 2014 – Revised Res 14/132

28 October 2020 – Revised Res 20/110

Review Schedule

Every Board term – Feb 2026

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

R9 Donations and Sponsorships 2025-26 progress report

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

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

RECOMMENDATION that the Board receive and note the report.

Report

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

As part of the Donations and Sponsorships Policy, this is reported to the Board as required on a per-meeting basis. As of 13 April 2026, \$109,717 has been awarded to 58 recipients during the current financial year. This figure includes the 17 schools who participated in the School Awards Program initiative.

The Donation and Sponsorships budget is almost fully expended for 2025/26.

Recipient	Description	Type	LGA	Amount
Charles Sturt University	Annual Student Scholarships	Sponsorship	Wagga	\$6,000.00
Committee 4 Wagga	2026 Business Summit	Sponsorship	Wagga	\$3,500.00
Freeroam Theatre	War of the Worlds Production	Sponsorship	Wagga	\$1,000.00
Koorungal Rotary	Science & Engineering Challenge	Sponsorship	Wagga	\$3,000.00
Rotary Club of South Wagga	Annual Charity Golf Day	Sponsorship	Wagga	\$1,400.00
Wagga Women's Health Centre	IWD Fundraiser	Donation	Wagga	\$ 1,000.00
Walbundrie Sportsground	Walbundrie FNC Scoreboard	Donation	Greater Hume	\$3,500.00

Building Committee				
Wagga Business Chamber	2026 sponsorship program, including membership	Sponsorship	Wagga	\$2,400.00

Previously reported:

Recipient	Description	Type	LGA	Amount
REROC	Build a Bridge 2026	Donation	All	\$2,000.00
Osborne Football Club	Urgent dam work for water supply	Donation	Lockhart Shire	\$3,500.00
Multicultural Council of Wagga	Norwuz Festival	Sponsorship	Wagga	\$2,000.00
Opening Doors Foundation	Donation towards ongoing work of organisation	Donation	Wagga	\$5,000.00
Mawang Gaway	Murun-Dhu event	Donation	Wagga	\$3,500.00
Wagga Wagga Country Club	Women's Pro Am	Sponsorship	Wagga	\$1,850.00
Forest Hill Neighbourhood Network	Colour Run event	Donation	Wagga	\$2,000.00
Wagga School of Arts Community	Annual season sponsorship	Sponsorship	Wagga	\$2,500.00
Rotary Club of Sunrise	Donation to purchase freezer	Donation	Wagga	\$1,967.00
The Rock Triathlon	2026 event	Donation	Lockhart Shire	\$500.00
Henty Show Society	Henty Show	Sponsorship	Wagga	\$2,500.00
Cancer Council NSW	Relay for Life 2025	Sponsorship	Wagga	\$2,000.00
Wagga Women's Health Centre	Fundraising walk	Donation	Wagga	\$1,000.00

School Awards Program	Awards for 17 schools as part of adopted program	Donation	All	\$2,800
Henty Bowling Club	Annual tournament	Donation	Greater Hume	\$300
Rotary Club of South Wagga	Nepal donation in lieu of participation	Donation	N/A	\$5,000
Ronald McDonald House	Sponsoring nights of accommodation for families	Donation	Wagga	\$3,500.00
Wollundry Rotary Club	Gears and Beers 2025	Sponsorship	Wagga	\$1,000.00
Wagga Wagga Takes 2	Golden Buzzer. Funds go directly to a nominated charity	Sponsorship	Wagga	\$3,000.00
Basketball NSW	NAIDOC 3X3 Basketball Gala Day	Donation	Wagga	\$3,000.00
Southern Sports Academy	Community Partner - Incl. Indigenous Talent Program - Talent ID day	Sponsorship	All regions	\$5,000.00
Specialist Medical Foundation	Carols by Candlelight at the Riverside Precinct	Sponsorship	Wagga	\$2,500.00
St Vincent de Paul	Winter Sleepout appeal	Sponsorship	Wagga	\$2,500.00
Spirit of the Land Lockhart Inc	Sponsorship annual Spirit of the Land Festival	Sponsorship	Lockhart	\$2,500.00
Riverina Conservatorium of Music	Christmas with the Con	Sponsorship	Wagga	\$2,500.00
Lockhart Picnic Race Clun Inc.	Picnic Races	Sponsorship	Lockhart	\$2,500.00
Kurrajong	Hildasid Farm	Donation	Wagga	\$2,000.00
The Rock Bowling Club	Rock for a Reason Event	Donation	Lockhart	\$500.00
RDA Riverina	ADF special dinner event	Sponsorship	Wagga	\$2,000.00
Liller Lodge	CanAssist Race Day	Sponsorship	Wagga	\$2,000.00

Fishing For Kynan	2025 event	Donation	Wagga	\$1,000.00
Murrumbidgee Landcare	Riverina Harvest Festival	Sponsorship	Wagga	\$3,000.00
Water Aid	Silver membership	Membership	N/A	\$11,000
			Total	\$109,717.00

Strategic Alignment

Our Community

Actively support and contribute to our community

Financial Implications

The donations and sponsorships are funded annually within the 2025/26 Operational Plan. The funds is nearly fully expended with the annual budget set at \$110,000.

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.

R10 Pensioner Concession Rebate Policy

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary The Pensioner Concession Rebate Policy is due for review. The intent of this policy is to allow Riverina Water to backdate pensioner concession rebates for eligible customers.

RECOMMENDATION that Council:

- a) Note there were no submissions made during the public exhibition period; and
- b) Adopt the Pensioner Concession Rebate Policy

Report

Riverina Water has for many years provided additional financial support to customers beyond the minimum provisions of the Local Government Act 1993, including backdating or extending the rebate.

The Pensioner Concession Rebate Policy is in place to facilitate this approach, which is a significant mechanism to support our customers.

The draft policy was placed on public exhibition from 27 February to 31 March 2026 and no submissions were received.

› **R10.1 Pensioner Concession Rebate Policy** [↓](#)

Strategic Alignment

Our Community

Understand and respond to our customer needs and expectations

Financial Implications

Providing pensioner rebates in this manner is an existing practice of Riverina Water.

Workforce Implications

Not applicable.

Risk Considerations

Financial	
Low	Financial Loss - Riverina Water has a low appetite for financial loss. We maintain a prudent financial strategy, ensuring stability and sustainable growth

Risk Alignment

The policy reduces Riverina Water's reputation risk through providing additional support to customers.



Pensioner Concession Rebates Policy

Purpose

The intent of this policy is to allow Riverina Water to backdate pensioner concession rebates for eligible customers.

Policy Statement

Riverina Water wishes to provide additional support to customers beyond the minimum provisions of the Local Government Act, including backdating or extending the rebate.

Scope

This policy applies to all eligible customers of Riverina Water.

Principles

Riverina Water will grant the current full rebate available to any pensioner that is eligible for any pension rebate.

Backdating of Pensioner Concession Rebates

Riverina Water will, where a property owner has been an eligible pensioner for longer than two years, backdate pensioner concession rebates claims for a period of up to two years from the date of application.

Backdating in the Case of Financial Hardship

Riverina Water may give special consideration to extend the rebate period based on pension start date in a case of genuine financial hardship, and in reference to the Debt Management and Hardship Policy.

Life Tenancy

For the purpose of this policy, life tenants are deemed as owners. Life Tenants are defined in Office of Local Government Council Rating and Revenue Raising Manual 2007.



Non Compliance

Non-compliance (by staff) with the 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	4.07S
Responsible area	Corporate Services
Approved by	Riverina Water Board – Res 26/XXX
Approval date	22 June 2022
Legislation or related strategy	Local Government Act 1993 Local Government (General) Regulation 2021
Documents associated with this policy	Office of Local Government Council Rating and Revenue Raising Manual 2007
Policy history	Adopted 2007: 07/89 Name change Nov 2013 Review 11 Dec 2015: 15/186 Review 26 Oct 2016: 16/182 Review 22 June 2022: 22/094 Review XX XXXX 2026
Review schedule	This document is to be reviewed once every Council term

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Version

EDRMS # 125947

Last revised date February 2026

Next scheduled review February 2030



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END OF POLICY STATEMENT

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Author: Customer & Community

Version

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EDRMS # 125947

Next scheduled review February 2030

R11 Social Media Policy

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary The Social Media Policy has been developed in tandem with the review of the Media Policy, following the release of two best practice models by the NSW Office of Local Government.

RECOMMENDATION that Council:

- a) Note there were no submissions made during the public exhibition period; and
- b) Adopt the Social Media Policy

Report

The Office of Local Government in recent years has released best practice models for both Media and Social Media Policies.

Social media is an important and sometimes challenging modern communication tool. The policy provides a robust framework for the administration and management of social media platforms.

The draft policy was placed on public exhibition from 27 February to 31 March 2026 and no submissions were received.

› **R11.1 Social Media Policy** [↓](#)

Strategic Alignment

Our Community

Build stronger relationships with our diverse communities

Financial Implications

Not applicable.

Workforce Implications

The role of Social Media Coordinator and authorised users reflects existing practice.

Risk Considerations

Reputation	
Low	Riverina Water has a low appetite for risks that may adversely affect its reputation. Riverina Water will seek to ensure transparent and clear

	communication, recognising diversity, to ensure the community remains informed.
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Risk Alignment

Implementing the Social Media Policy will reflect best practice and mitigate reputation risk.



Social Media Policy

Purpose

The purpose of this policy is to provide a comprehensive framework for the governance, use and management of social media by Riverina Water. This policy is intended to support effective communication and engagement with the community while ensuring compliance with legislative requirements and minimising legal, reputational and operational risks.

Policy Statement

Riverina Water recognises social media as an important communication and engagement tool. Official social media platforms operated by Riverina Water are public forums and are managed in accordance with principles of transparency, accountability and procedural fairness.

This policy adopts a best-practice approach consistent with guidance issued by the Office of Local Government and contemporary NSW local government practice

Scope

This policy applies to all Riverina Water officials, including:

- Board members
- Employees
- Council committee members
- Contractors and consultants acting on behalf of Riverina Water

This policy applies to:

- all social media accounts established, maintained or moderated by or on behalf of Riverina Water
- use of social media by Riverina Water officials in an official capacity or where there is a connection to their role

Principles

Riverina Water's use of social media will be guided by the following principles:

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- **Transparency:** providing clear, accurate and timely information to the community
- **Respect:** maintaining respectful and inclusive engagement
- **Integrity:** acting lawfully, ethically and consistently with Riverina Water values
- **Accountability:** ensuring decisions and actions can be explained, documented and reviewed
- **Procedural fairness:** applying moderation decisions consistently and fairly

Policy Implementation

1. Administrative framework for Riverina Water's social media platforms

Platforms

1.1 Riverina Water maintains a presence on the following social media platforms:

- › Facebook
- › Instagram
- › LinkedIn

1.2 Riverina Water's social media platforms must specify or provide a clearly accessible link to the 'House Rules' for engaging on the platform.

Establishment and deletion of Riverina Water social media platforms

1.3 A new Riverina Water social media platform can only be established or deleted with the written approval of the Chief Executive Officer or their delegate.

1.4 Where a Riverina Water social media platform is established or deleted in accordance with clause 1.3, the Chief Executive Officer or their delegate may amend clause 1.1 of this policy without the need for endorsement by the Board.

Social Media Coordinator

1.5 The Customer and Communications Team Leader is the Social Media Coordinator of Riverina Water. The Chief Executive Officer may appoint additional Social Media Coordinators.

1.6 The Social Media Coordinator's role is to:

- › Establish or delete social media platforms in line with 1.3
- › Approve and revoke a staff member's status as an authorised user
- › Maintain oversight of authorised users
- › Ensure Riverina Water complies with this policy, related policies and legislation and the rules of each social media platform

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- › Ensure effective moderation of Riverina Water's social media platforms in line with this policy
- › Ensure authorised users are aware of their obligations under this policy and receive induction training
- › May delegate functions to other authorised users

Authorised users

1.7 Authorised users are members of Riverina Water staff who are authorised by the Social Media Coordinator to upload content and engage on social media platforms on Riverina Water's behalf.

1.8 Authorised users should have experience in using social media, and knowledge of the events, initiatives, programs or policies that are the subject of the social media content.

1.9 The role of an authorised user can include:

- › Ensure, to the best of their ability, that the content they upload onto social media platforms is accurate;
- › Correct inaccuracies in Riverina Water generated content;
- › Engage in discussions and answer questions on Riverina Water's behalf on social media platforms if necessary and appropriate resources are available;
- › Keep Riverina Water's social media platforms up to date;
- › Ensure they operate within the requirements of this policy

1.10 When engaging on social media on Riverina Water's behalf (such as, but not limited to, on a community social media page), an authorised user must identify themselves as a member of Riverina Water staff but they are not obliged to disclose their name or position.

1.11 Authorised users will use clear and accessible language consistent with that function and avoid expressing or appearing to express their personal views when undertaking their role.

1.12 Authorised users must not use Riverina Water's social media platforms for personal reasons.

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Administrative tone

1.13 Authorised users upload content and engage on social media on Riverina Water's behalf. Authorised users must use language consistent with that function and avoid expressing or appearing to express their personal views when undertaking their role.

1.14 Authorised users may use more personal, informal language when engaging on Riverina Water's social media platforms, for example when replying to comments.

Register of authorised users

The Social Media Coordinator will maintain a register of authorised users. This register is to be reviewed annually to ensure it is fit-for-purpose.

2 Administrative framework for Board Members' social media platforms

2.1 For the purposes of this policy, Board Member/Councillor social platforms are not Riverina Water social media platforms. Section 1 of this policy does not apply to Board Members' social media platforms.

2.2 Board Members are responsible for the administration and moderation of their own social media platform.

2.3 Clause 2.2 also applies to Board Members in circumstances where another person administers, moderates, or uploads content onto their social media platform.

2.4 Board Members must comply with the rules of the platform when engaging on social media.

Identifying as a councillor

2.5 Board Members/Councillors must clearly identify themselves on their social media platforms

2.6 A Board Member's social media platform must include a profile photo which is a clearly identifiable image of the Councillor.

2.7 If a Councillor becomes or ceases to be a Board Member, Chair or Deputy Chair, this must be reflected on the Councillor's social media platforms as soon as practicable.

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Other general requirements for Board Members' social media platforms

2.8 A Board Member's social media platform must include a disclaimer to the following effect:

"The views expressed and comments made on this social media platform are my own and not that of Riverina Water".

This disclaimer does not exempt Councillors from obligations under the Code of Conduct.

2.9 Despite clause 2.8, media releases or other content in line with Riverina Water's Media Policy may be published onto a Board Member's social media platform.

2.10 Board Members may publish publicly available Riverina Water information onto their social media platforms.

2.11 Board Members may use more personal, informal language when engaging on their social media platforms.

3 Standards of conduct on social media

3.1 This policy only applies to Riverina Water officials' use of social media in an official capacity or in connection with their role as a Riverina Water official. The policy does not apply to personal use of social media that is not connected with a person's role as a Riverina Water official.

3.2 Riverina Water officials must comply with Riverina Water's Code of Conduct when using social media in an official capacity or in connection with their role as a Riverina Water official.

3.3 Riverina Water officials must not use social media to post or share comments, photos, videos, electronic recordings or other information that:

- › is defamatory, offensive, humiliating, threatening or intimidating to other Riverina Water officials or members of the public
- › contains profane language or is sexual in nature
- › constitutes harassment and/or bullying within the meaning of Riverina Water's Code of Conduct, or is unlawfully discriminatory

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- › is contrary to their duties under the Work Health and Safety Act 2011 and their responsibilities under any policies or procedures adopted by Riverina Water to ensure workplace health and safety
- › contains content about Riverina Water, Riverina Water officials or members of the public that is misleading or deceptive
- › divulges confidential Riverina Water information
- › breaches the privacy of other Riverina Water officials or members of the public
- › contains allegations of suspected breaches of Riverina Water's code of conduct or information about the consideration of a matter under Riverina Water's Administrative Procedures for the Code Of Conduct
- › could be perceived to be an official comment on behalf of Riverina Water where they have not been authorised to make such comment
- › commits Riverina Water to any action
- › violates an order made by a court
- › breaches copyright
- › advertises, endorses or solicits commercial products or business
- › constitutes spam
- › is in breach of the rules of the social media platform

3.4 Riverina Water officials must:

- › attribute work to the original author, creator or source when uploading or linking to content produced by a third party
- › obtain written permission from a minor's parent or legal guardian before uploading content in which the minor can be identified.

3.5 Riverina Water officials must exercise caution when sharing, liking, retweeting content as this can be regarded as an endorsement and/or publication of the content.

3.6 Riverina Water officials must not incite or encourage other persons to act in a way that is contrary to the requirements of this Section.

3.7 Board Members must uphold and accurately represent the policies and decisions of Riverina Water's governing body but may explain why they voted on a matter in the way that they did. (see section 232(1)(f) of the Local Government Act 1993)

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4 Moderation of social media platforms

4.1 Riverina Water officials who are responsible for the moderation of Riverina Water's social media platforms may remove content and 'block' or ban a person from those platforms. Such actions must be undertaken in accordance with this Section.

4.2 For the purposes of this section, 'social media platform' and 'platform' means Riverina Water's social media platforms.

House Rules

4.3 Riverina Water's social media platforms must state or provide an accessible link to the 'House Rules' for engaging on the platform.

4.4 At a minimum, the House Rules will specify:

- › the principles of social media engagement referred to in this policy
- › the type of behaviour or content that will result in that content being removed or 'hidden', or a person being blocked or banned from the platform
- › the process by which a person can be blocked or banned from the platform and rights of review
- › a statement relating to privacy and personal information
- › that the social media platform is not to be used for making complaints about Riverina Water or Riverina Water officials. Complaints should be made through Riverina Water's Complaints Management Policy.

4.5 For the purposes of clause 4.4, third parties engaging on social media platforms must not post or share comments, photos, videos, electronic recordings or other information that:

- › is defamatory, offensive, humiliating, threatening or intimidating to Riverina Water officials or members of the public,
- › contains profane language or is sexual in nature
- › constitutes harassment and/or bullying within the meaning of Riverina Water's Conduct, or is unlawfully discriminatory
- › contains content about Riverina Water, Riverina Water officials or members of the public that is misleading or deceptive
- › breaches the privacy of Riverina Water officials or members of the public

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- › contains allegations of suspected breaches of Riverina Water's code of conduct or information about the consideration of a matter under Riverina Water's Administrative Procedures for the Code Of Conduct
- › violates an order made by a court
- › breaches copyright
- › advertises, endorses or solicits commercial products or business,
- › constitutes spam
- › would be in breach of the rules of the social media platform

Removal or 'hiding' of content

4.6 Where a person uploads content onto a social media platform that, in the reasonable opinion of the moderator, is of a kind specified under clause 4.5, the moderator may remove or 'hide' that content.

4.7 Prior to removing or 'hiding' the content, the moderator must make a record of it (for example, a screenshot).

4.8 If the moderator removes or 'hides' the content under clause 4.6, they must, where practicable, notify the person who uploaded the content that it has been removed and the reason(s) for its removal and their rights of review.

4.9 A person may request a review of a decision by a moderator to remove or 'hide' content under clause 4.6. The request must be made in writing to the Chief Executive Officer and state the grounds on which the request is being made.

4.10 Where a review request is made under clause 4.9, the review is to be undertaken by the Social Media Coordinator or a member of staff nominated by the Chief Executive Officer who is suitably qualified and who was not involved in the decision to remove or 'hide' the content.

Blocking or banning

4.11 If a person uploads content that is removed or 'hidden' under clause 4.6 of this policy on multiple occasions, that person may be blocked or banned from the social media platform (or all social media platforms).

4.12 A person may only be blocked or banned from a Riverina Water social media platform with the approval of the Social Media Coordinator. This clause does not apply to blocking or banning a person from a Board Member's social media platform.

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4.13 Prior to blocking or banning a person from a social media platform, the person must, where practicable, be advised of the intention to block or ban them from the platform/all platforms and be given a chance to respond. Any submission made by the person must be considered prior to a determination being made to block or ban them.

4.14 The duration of the block or ban is to be determined by the Social Media Coordinator.

4.15 Where a determination is made to block or ban a person from a social media platform/all social media platforms, the person must, where practicable, be notified in writing of the decision and the reasons for it. The written notice must also advise the person which social media platforms they are blocked or banned from and the duration of the block or ban and inform them of their rights of review.

4.16 Despite clauses 4.11 to 4.15, where a person uploads content of a kind referred to under clause 4.5, and the moderator is reasonably satisfied that the person's further engagement on the social media platform poses a risk to health and safety or another substantive risk (such as the uploading of defamatory content), an interim block or ban from the platform/all platforms may be imposed on the person immediately.

4.17 A person who is blocked or banned from the platform/all platforms under clause 4.16 must, where practicable, be given a chance to respond to the interim block or ban being imposed. Any submission made by the person must be considered when determining whether the block or ban is to be removed or retained under clauses 4.11 to 4.15.

4.18 A person may request a review of a decision to block or ban then from a social media platform. The request must be made to the Chief Executive Officer and state the grounds on which the request is being made.

4.19 Where a review request is made under clause 4.18, the review is to be undertaken by the Chief Executive Officer, or a member of staff nominated by the Chief Executive Officer who is suitably qualified and who was not involved in the decision to block or ban the person. Where the decision to block or ban the person was made by the Chief Executive Officer, the review must be undertaken by another senior and suitably qualified member of staff who was not involved in the decision.

4.20 Where a person that is the subject of a block or ban continues to engage on a social media platform(s) using an alternative social media account, profile, avatar, etc., a

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moderator may block or ban the person from the platform(s) immediately. In these circumstances, clauses 4.11 to 4.19 do not apply.

5 Use of social media during emergencies

5.1 During emergencies, such as natural disasters or public health incidents, the Social Media Coordinator will be responsible for the management of content on the Riverina Water's social media platforms.

5.2 To ensure consistent messaging both during and after an emergency, authorised users and Riverina Water officials must not upload content onto Riverina Water's or their own social media platforms which contradicts advice issued by the lead agency (e.g. NSW SES, RFS) coordinating the emergency response, or agencies supporting recovery efforts.

6 Records management and privacy requirements

Records management

6.1 Social media content created, sent and received by Riverina Water officials on Riverina Water's social media platforms is a Riverina Water record and may constitute open access information or be subject to an information access application made under the Government Information (Public Access) Act 2009.

6.2 Riverina Water officials must follow all records management principles, procedures, and responsibilities outlined in Riverina Water's procedures and operating standards.

Privacy considerations and requirements

6.3 Social media communications are in the public domain. Riverina Water officials should exercise caution about what personal information, if any, they upload onto social media.

6.4 The Privacy and Personal Information Protection Act 1998 applies to the use of social media platforms by Riverina Water and Board Members. To mitigate potential privacy risks, Riverina Water officials will:

- › advise people not to provide personal information on social media platforms
- › inform people if any personal information they may provide on social media platforms is to be used for official purposes
- › moderate comments to ensure they do not contain any personal information

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- › advise people to contact Riverina Water or councillors through alternative channels if they have personal information they do not want to disclose in a public forum.

6.5 Riverina Water officials must ensure they comply with the Health Records and Information Privacy Act 2002 when engaging on and/or moderating social media platforms. In fulfilling their obligations, Riverina Water officials should refer to any guidance issued by the Information and Privacy Commission of NSW, such as, but not limited to, the Health Privacy Principles.

7 Private use of social media

What constitutes 'private' use?

7.1 For the purposes of this policy, a Riverina Water official's social media engagement will be considered 'private use' when the content they upload:

- › is not associated with, or does not refer to, Riverina Water, any other Riverina Water officials, contractors, related entities or any other person or organisation providing services to or on behalf of Riverina Water in their official or professional capacities, and
- › is not related to or does not contain information acquired by virtue of their employment or role as a Riverina Water official.

7.2 If a Riverina Water official chooses to identify themselves as a Riverina Water official, either directly or indirectly (such as in their user profile), then they will not be deemed to be acting in their private capacity for the purposes of this policy.

8 Concerns or complaints

8.1 Complaints about the administration of Riverina Water's social media platforms or conduct of Riverina Water officials should be made in accordance with Riverina Water's Complaints Management Policy and Code of Conduct.

8.2 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 Chief Executive Officer.

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Definitions

TERM	DEFINITION
Authorised user	Members of Riverina Water staff who are authorised by the Chief Executive Officer or Social Media Coordinator to upload content and engage on Riverina Water's social media platforms on Riverina Water's behalf
Riverina Water official	Board members, members of staff and delegates of Riverina Water (including members of committees that are delegates of Riverina Water);
Minor	For the purposes of this policy, is a person under the age of 18 years
Personal information	Information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion
Social Media Coordinator	Is Riverina Water's Social Media Coordinator appointed under clause 1.5 of this policy
Social media	online platforms and applications - such as but not limited to social networking sites, wikis, blogs, microblogs, video and audio sharing sites, and message boards - that allow people to easily publish, share and discuss content. Examples of social media platforms include, but are not limited to Facebook, Twitter, Snapchat, LinkedIn, YouTube, Instagram, Flickr and Wikipedia

Policy number

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Responsible area	Corporate Services
Approved by	
Approval date	
Legislation or related strategy	<p>Local Government Act 1993 (NSW)</p> <p>Model Code of Conduct for Local Councils in NSW (2020)</p> <p>State Records Act 1998 (NSW)</p> <p>Government Information (Public Access) Act 2009 (NSW) (GIPA Act)</p> <p>Privacy and Personal Information Protection Act 1998 (NSW) (PIIP Act)</p> <p>Health Records and Information Privacy Act 2002 (NSW) (HRIP Act)</p> <p>Work Health and Safety Act 2011 (NSW)</p>
Documents associated with this policy	<p>Community Engagement Strategy</p> <p>Code of Conduct Policy</p> <p>Privacy Policy</p> <p>Social Media Usage Internal Policy</p> <p>Complaints Handling Policy</p> <p>Media Policy</p>
Policy history	Policy introduced February 2026

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Policy Review	Every 4 years (2030 or before depending on new Board)
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END OF POLICY STATEMENT

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**Author: Customer and Communications Team
Leader**

**Version 1.0
Last revised date N/A
Next scheduled review: February 2030**

R12 Assets and Infrastructure Naming Policy

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary The Assets and Infrastructure Naming Policy was created in 2020 to formalise the principles and processes by which Riverina Water names identified infrastructure or assets in recognition of a person, place, event or similar. The policy is due for review.

RECOMMENDATION that Council:

- a) Note there were no submissions made during the public exhibition period; and
- b) Adopt the Assets and Infrastructure Naming Policy

Report

The Asset and Infrastructure Naming Policy was developed in 2020 to facilitate the process by which Riverina Water may recognise a person, place, event or similar through naming an asset or infrastructure in its honour.

The policy was developed in response to the Board expressing a desire to name the Riverina Water Meeting Room.

The policy sets out the considerations, process and types of assets or infrastructure involved.

The draft policy was placed on public exhibition from 27 February to 31 March 2026 and no submissions were received.

› **R12.1 Asset Infrastructure Naming Policy** [↓](#)

Strategic Alignment

Our Operations
Proactively manage risks and opportunities

Financial Implications

Not applicable.

Workforce Implications

Not applicable.

Risk Considerations

Reputation	
Low	Riverina Water has a low appetite for risks that may adversely affect its reputation. Riverina Water will seek to ensure transparent and clear communication, recognising diversity, to ensure the community remains informed.

Risk Alignment

The policy manages reputation risk by creating a structured process and criteria.



Asset & Infrastructure Naming policy

Purpose

To formalise the principles and processes by which Riverina Water names identified infrastructure or assets in recognition of a person, place, event or similar.

Policy Statement

Riverina Water recognises names are an important navigation and reference tool for the community, as well as being part of a community's identity.

Generally, Riverina Water's assets and infrastructure are not given a specific name outside of their function and/or location. From time to time, Riverina Water shall identify assets or infrastructure that could be given a unique or special name.

This policy will provide the standards and conditions for naming these identified assets and infrastructure within the supply area.

Scope

The Executive will identify assets or infrastructure not generally accessible by the public to be considered for naming.

Members of the public may submit a request for an asset or infrastructure to be named, which will be considered by the Board or Executive depending on the criteria above.

In selecting appropriate names, Riverina Water will endeavour to honour and observe local history of the relevant geographic area or infrastructure/asset, including consideration for names recognising the Wiradyuri People.

Naming is generally reserved for new assets and infrastructure only. Exceptions to this will be determined by the Board.

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Naming criteria

In general terms, naming should be unique and use spelling and style of contemporary Australian English or Wiradyuri language. Names should be easily identifiable to enable clear communication in times of emergency.

A name shall wherever possible be:

- relevant to local history, flora, fauna, culture, landscape and physical characteristics or relevant to the organisation's history and purpose
- short and simple
- easy to pronounce, spell and write, with exception to those in the Wiradyuri language
- in accordance with community standards and expectations
- complementary with existing names and adjoining assets
- not easily confused with or duplicating names within the region
- considerate of any potential risk to reputation

In addition, if personal names are used:

- the person commemorated should have contributed significantly to Riverina Water and/or to the wider community
- the person commemorated should preferably be recognised in memoriam
- the naming should be supported by the community

Process for naming assets and infrastructure

Names for identified assets or infrastructure not generally accessible by the public will be determined by the Executive.

Proposed names in Wiradyuri language must include consultation with appropriate local stakeholder groups.

Names for identified publicly accessible assets and infrastructure will be determined by the Board following public exhibition of the proposed name for a minimum of 28 days.

Submissions from members of the community will be considered by the Board and further community engagement will be undertaken as required.

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Policy Implementation

Riverina Water will keep a record of possible names suggested by the community that meet the criteria, to be considered for future naming opportunities.

Riverina Water will identify opportunities for naming new assets and infrastructure.

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	1.27
Responsible area	CEO
Approved by	Riverina Water Board – Res 26/XXX
Approval date	XX XXXX XXXX
Legislation or related strategy	
Documents associated with this policy	
Policy history	<p>First adopted 26 August 2020</p> <p>Reviewed February 2023</p> <p>Reviewed February 2026</p>
Review Schedule	This policy is to be reviewed every once a Board term – next review Feb 2030

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

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END OF POLICY STATEMENT

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Last revised date February 2026
Next scheduled review February 2030

R13 Media Policy

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary The Media Policy has been redeveloped line with the best practice model from the Office of Local Government.

RECOMMENDATION that Council:

- a) Note there were no submissions made during the public exhibition period; and
- b) Adopt the Media Policy

Report

Since the last review of the Media Policy, the Office of Local Government has released a Model Media Policy. With the current Media Policy due for review, it was redeveloped to reflect the best practice model.

The Media Policy provides a framework to ensure that media engagement by Riverina Water officials, including staff and Board Members, is accurate and professional and enhances the organisation's reputation.

The draft policy was placed on public exhibition from 27 February to 31 March 2026 and no submissions were received.

› R13.1 Media Policy [↓](#)

Strategic Alignment

Our Operations
Proactively manage risks and opportunities

Financial Implications

Not applicable.

Workforce Implications

The role of the Media Coordinator represents existing roles and responsibilities of relevant staff.

Risk Considerations

Reputation	
Low	Riverina Water has a low appetite for risks that may adversely affect its reputation. Riverina Water will seek to ensure transparent and clear

	communication, recognising diversity, to ensure the community remains informed.
--	---

Risk Alignment

Implementing the Media Policy will reflect best practice and mitigate reputation risk.



Media Policy

Purpose

The purpose of this policy is to outline the responsibilities of Riverina Water officials regarding interactions with the media.

Policy Statement

Communicating with the community via the media is an important part of achieving Riverina Water's broader objectives and commitment to transparency.

This policy provides a clear framework for facilitating media enquiries and the process for authorising Riverina Water officials to represent Riverina Water by making public comment.

Media agencies are an important partner in reaching customers and the community, and this policy is designed to facilitate that process in an efficient manner.

Scope

This policy applies to board members, staff, Riverina Water committee members and contractors of Riverina Water.

Principles

Riverina Water is committed to upholding and promoting the following principles of media engagement:

- Openness: We will ensure that we promote an open exchange of information between Riverina Water and the media.
- Consistency: We will ensure consistency by all Board Members and staff when communicating with the media.
- Accuracy: The information we share with the media will be a source of truth for Riverina Water and community and we will prioritise the need to correct inaccuracies when they occur.
- Timeliness: We will ensure that we respond to media enquiries in a timely manner.

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Any comment to a journalist or member of a media organisation is to be consistent with Riverina Water's Code of Conduct and accurately reflect the values and decisions of Riverina Water.

Only an authorised spokesperson may be interviewed by the media or provide approved responses.

Policy Implementation

1 Appointment and role of the Media Coordinator

1.1 The Customer and Communications Team Leader is the Media Coordinator of Riverina Water. The Chief Executive Officer may appoint additional Media Coordinators.

1.2 The Media Coordinator's role is to:

- be the lead point of contact for all media enquiries, requests for interviews, requests to film or photograph Riverina Water staff, facilities or events for news and current affairs purposes
- be responsible for preparing all media statements prior to their release
- liaise with relevant staff members within the organisation where appropriate.
- ensure that media statements are approved by Chief Executive Officer or delegate prior to their release
- maintain a record of all media enquiries and responses
- ensure that media organisations and their representatives are treated professionally, equally and without bias
- ensure that media enquiries are dealt with promptly
- provide guidance to Board Members approached by the media for comment to avoid communication of misinformation, and
- ensure that all media releases are published on Riverina Water's website

Spokespersons

1.3 The Chairperson, Chief Executive Officer and two Directors are Riverina Water's authorised spokespersons

1.4 Other staff and representatives may be authorised by the Chief Executive Officer and/or relevant Director as a spokesperson to comment in the media on behalf of Riverina Water.

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Board Members

1.5 As a member of the governing body and as a representative of the community, Board Members are free to express their personal views to the media.

1.6 When engaging with the media, Board Members:

- must not purport to speak for Riverina Water unless authorised to do so.
- must clarify when speaking to the media that they are expressing their personal views as an individual Board Member and that they are not speaking for Riverina Water (unless authorised to do so)
- must uphold and accurately represent the policies and decisions of Riverina Water
- must not disclose Riverina Water information unless authorised to do so, and
- must seek information and guidance from the Chief Executive Officer where appropriate before providing comment to the media to ensure they have the most up-to-date and relevant information and have considered reputational or other risks.

1.7 In the interests of promoting a positive, safe and harmonious organisational culture, Board Members should endeavour to resolve personal differences privately and must not prosecute them publicly through the media.

1.8 Where Board Members (including the Chairperson) become aware of potential issues that could result in media interest, they should provide this information to the Chief Executive Officer

Riverina Water Staff

1.9 Riverina Water staff must not speak to the media about matters relating to Riverina Water unless authorised to do so.

1.10 If Riverina Water staff receive a media enquiry or they are invited to comment to the media on a matter relating to Riverina Water, they must refer the enquiry to the Media Coordinator.

1.11 Riverina Water staff are free to express their personal views to the media on matters that do not relate to Riverina Water, but in doing so, must not make comments that reflect badly on Riverina Water or that bring Riverina Water into disrepute.

1.12 If authorised to speak to the media, Riverina Water staff:

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- must uphold and accurately represent the policies and decisions of Riverina Water
- must not disclose Riverina Water information unless authorised to do so by the Chief Executive Officer or Media Coordinator, and
- must seek information and guidance from the Media Coordinator where appropriate before providing comment to the media to ensure they have the most up-to-date and relevant information and have considered reputational or other risks

1.13 Where Riverina Water staff become aware of potential issues that could result in media interest, they should provide this information to the Media Coordinator.

2 Tone

2.1 All media engagement by Riverina Water officials must be conducted in a professional, timely and respectful manner.

3 Induction and training

3.1 Riverina Water must provide training to Riverina Water officials who engage or are authorised to engage with the media.

3.2 Media engagement training will be provided to Board Members as part of their induction or refresher training or as part of their ongoing professional development program.

Board Members' questions about media engagement

4.1 Board Members must direct any questions about their obligations under this policy to the Chief Executive Officer.

5 Standards of conduct when engaging with the media

5.1 Riverina Water officials must comply with Riverina Water's code of conduct when engaging with the media in an official capacity or in connection with their role as a Riverina Water official.

5.2 Riverina Water officials must not share information or make comments to the media through either direct or indirect mechanisms that:

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- are defamatory, offensive, humiliating, threatening, or intimidating to other Riverina Water officials or members of the public
- contains profane language or is sexual in nature
- constitutes harassment and/or bullying within the meaning of the Code of Conduct or is unlawfully discriminatory
- is contrary to their duties under the Work Health and Safety Act 2011 and their responsibilities under any policies or procedures adopted by Riverina Water to ensure workplace health and safety
- contains content about Riverina Water, Riverina Water officials or members of the public that is misleading or deceptive
- divulges confidential Riverina Water information
- breaches the privacy of other Riverina Water officials or members of the public
- contains allegations of suspected breaches of Riverina Water's code of conduct or information about the consideration of a matter under the Procedures for the Administration of the Code of Conduct
- could be perceived to be an official comment on behalf of Riverina Water where they have not been authorised to make such comment
- commits Riverina Water to any action
- violates an order made by a court
- breaches copyright
- advertises, endorses, or solicits commercial products or business.

6 Use of media during emergencies

6.1 During emergencies, such as natural disasters or public health incidents, the Media Coordinator will be responsible for coordinating media releases and statements on behalf of Riverina Water.

6.2 Board Members, Riverina Water staff and other Riverina Water officials must not provide comment or information to the media that is inconsistent with official advice issued by Riverina Water and any other agency coordinating the emergency response.

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7 Media engagement in the lead up to elections

7.1 This policy does not prevent Board Members who are candidates at a council or any other election from providing comment to the media in their capacity as candidates at the election.

7.2 Any media comment provided by a Board Member who is a candidate at a council or another election must not be provided in an advertisement, newspaper column, or a radio or television broadcast paid for by Riverina Water or produced by Riverina Water or with Riverina Water resources.

8 Records management requirements

8.1 Media content created and received by Riverina Water officials (including Board Members) acting in their official capacity is a Riverina Water record and may be subject to information access applications made under the Government Information (Public Access) Act 2009. These records must also be managed in accordance with the requirements of the State Records Act 1998 and Riverina Water's approved records management policies and practices.

9 Breaches

9.1 Any deviations by Board Members to this policy may be deemed to constitute a breach of the Code of Conduct and appropriate action will be taken.

9.2 Any deviations by staff to this policy are subject to disciplinary action.

Definitions

TERM	DEFINITION
RIVERINA WATER OFFICIAL/COUNCIL OFFICIAL	Board members, staff, Riverina Water committee members and contractors of Riverina Water

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MEDIA COORDINATOR	The Customer and Communications Team Leader, or other staff appointed by the CEO, responsible for administration and coordination of media activities
MEDIA	Print, broadcast and online media used for communicating information to the public, including, but not limited to, newspapers, magazines, internet publishers, radio, and television broadcasters.
AUTHORISED SPOKESPERSON	Riverina Water officials who are permitted to make comment to a journalist or media organisation as per this policy.
MEDIA ENQUIRY	Any request for comment or information by the media
PERSONAL INFORMATION	Information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion
SOCIAL MEDIA	Online platforms and applications, such as but not limited to social networking sites, wikis, blogs, microblogs, video and audio sharing sites, and message boards, that allow people to easily publish, share and discuss content. Examples of social media platforms include, but are not limited to Facebook, Twitter, Snapchat, LinkedIn, Yammer, YouTube, Instagram, Flickr and Wikipedia

Policy number	Policy 1.29
Responsible area	Corporate Services
Approved by	Riverina Water Board Res 26/XXX
Approval date	XX XXXX 2026

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Legislation or related strategy	Defamation Act 2005 Copyright Act 1968 Local Government Act 1993 Government Information (Public Access) Act 2009
Documents associated with this policy	Customer and Community Engagement Strategy Code of Conduct Policy 1.01 Privacy Policy 1.20 Social Media Policy Social Media Usage Internal Policy 4.11
Policy history	Approved by Riverina Water Board February 2021 Resolution number 21/01 Approved by Riverina Water Board February 2022 Resolution number 22/015
Policy Review	Once every Board term, every 4 years.

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

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R14 Draft Debt Management and Hardship Policy

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary The Debt Management and Hardship Policy is due for review and is presented to the Board to be placed on public exhibition.

RECOMMENDATION that Council:

- a) Endorse the draft Debt Management and Hardship Policy and place it on public exhibition until 31 May 2026, and invite public submissions on the draft policy during that time; and
- b) Receive a further report following the public exhibition and submission period:
 - i. Addressing any submissions made in respect of the proposed policy
 - ii. Proposing adoption of the policy unless there are any recommended amendments deemed to be substantial and requiring a further public exhibition period.

Report

Riverina Water relies on timely payment of water accounts to maintain reliable water services for the community. The Debt Management and Hardship Policy establishes a fair and proportionate approach to recovering overdue accounts, while supporting customers experiencing financial hardship.

The policy undertook an extensive review in 2022 to align with the Office of Local Government's Debt Management and Hardship Guidelines. As part of this review, the separate Water Billing Hardship Policy was rescinded and incorporated into the new combined policy.

The Debt Management and Hardship Policy is now due for review, with the proposed changes aiming to formalise and mature Riverina Water's overall approach, such as:

- A focus on earlier engagement with customers
- Building in clearer safeguards around hardship and vulnerability
- Providing more flexibility to work with customers to get better outcomes
- Ensuring there is flexibility to modernise other practices as opportunities arise, such as new digital services

Due to the nature of the changes in wording, both the current and draft policy are attached.

- › R14.1 **Debt Management and Hardship Policy DRAFT** [↓](#)
- › R14.2 **Debt Management and Hardship Policy CURRENT** [↓](#)

Strategic Alignment

Our Community

Understand and respond to our customer needs and expectations

Financial Implications

Not applicable.

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

Riverina Water requires a structured and reasonable approach to recover outstanding debts owed in line with NSW Government guidelines and legislation.



Debt Management and Hardship Policy

Purpose

Riverina Water relies on timely payment of water accounts to maintain reliable water services for the community. This policy establishes a fair and proportionate approach to recovering overdue accounts while supporting customers experiencing financial hardship.

Policy Statement

Riverina Water will seek to recover outstanding debts owed when reasonable efforts to support customers or sundry debtors to meet their obligations for payment have been exhausted.

Riverina Water will consider individual cases of genuine financial hardship and is committed to engaging with its customers to limit the unreasonable use of legal action in recovering arrears.

Restriction or disconnection of water supply will only occur after reasonable attempts have been made to contact the customer and offer appropriate assistance.

Riverina Water will adopt a fair, flexible and respectful approach to customers experiencing financial hardship or vulnerability.

Scope

This policy applies to all parties that owe monies to Riverina Water, including but not limited to water account holders, consumers, and sundry debtors.

Different recovery processes within this policy may apply depending on the nature of the debt.



Definitions

Term	Meaning
External Debt Recovery Agent	An agency and/or law firm engaged by Riverina Water to recover amounts that are overdue.
Hardship	Difficulty in paying an account due to a change in circumstances (for example; loss of income, illness, loss from an accident, natural disaster or emergency).
Overdue bill/account	An account that has an amount that is unpaid after the due date specified on the issued bill.
Sundry Debtor	An account raised for goods or services provided separate to Council's potable water supply.
Water Flow Restriction "Restriction"	Water flow restriction involves reducing the maximum water supply to the property at the water meter, by inserting a flow restriction device. A small amount of water is supplied for health and hygiene purposes. Permitted under regulation 144 of the Local Government (General) Regulation 2005
Water Disconnection	Disconnection involves stopping the supply of water to the property by removing or locking the meter or disconnecting the service from the main so that supply is no longer available. Permitted under regulation 144 of the Local Government (General) Regulation 2005
Vulnerability	Circumstances that may impact a customer's ability to manage their account or engage with Riverina Water, including but not limited to family violence, mental health challenges, elder abuse, cultural or language barriers, disability, or other personal circumstances.

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Next scheduled review: June 2026



Application of Policy

- 1.1 Riverina Water is committed to:
- Issuing accurate and timely bills
 - Always treating customers fairly and with courtesy
 - Providing options to ensure customers maintain access to essential water services for health and hygiene
 - Ensuring customers have access to payment assistance and other support options
 - Making reasonable attempts to contact customers prior to escalation of enforcement action
- 1.2 Customers are required to:
- Pay their bills promptly within their account terms
 - Notify Riverina Water if they are unable to pay before the due date
 - Agree and commit to a suitable payment plan, or other payment assistance
 - Provide notification if their financial situation changes

2. Payment and debt management of water accounts

- 2.1 Riverina Water issues water bills to property owners, unless it has previously been arranged in writing that accounts should be directed to managing agents or tenants.
- 2.2 Under the Local Government Act 1993, water charges remain the responsibility of the property owner, even where billing arrangements are directed to tenants or managing agents.
- 2.3 Payment of water accounts is due four weeks from the date of account issue.
- 2.4 A water flow restrictor may be installed where an account remains unpaid four weeks after the due date and reasonable attempts to contact the customer have been made.
- 2.5 Interest will be charged on water accounts at the current maximum rate set by the NSW Office of Local Government.
- 2.6 Riverina Water will make reasonable attempts to contact customers in arrears and offer payment assistance prior to progressing to restriction or legal action..
- 2.7 When a water account is overdue and the customer has not made contact, Riverina Water will adhere to the following debt management process:

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- If an account has not been paid by the due date, issue a final reminder notice via post or email
- Riverina Water may also attempt to contact the customer by phone or email where details are available.
- If the account remains unpaid, a restriction notice is issued at the property
- Following this, water supply will be restricted and a notice of left at the property. A restrictor removal fee will be applied to the account in line with Riverina Water's Fees and Charges.
- Restriction will generally not occur where the customer is actively engaging with Riverina Water regarding payment or hardship assistance.
- Riverina Water may refer overdue accounts to an external debt recovery agent where reasonable internal recovery efforts have not resulted in payment or engagement from the customer.

2.8

Once a water flow restrictor is installed, it will generally only be removed upon payment of the outstanding amount, including applicable fees, in full. on approval of the Customer and Communications Team Leader or Director Corporate Services where:

- The customer enters into an approved payment arrangement and adheres to the payment instalments; or
- Financial hardship assistance has been approved.

The restrictor removal fee will apply in accordance with Riverina Water's Fees & Charges, but may be waived where financial hardship is demonstrated.

2.9 Riverina Water will not restrict water supply where it is known that the resident is a registered kidney dialysis patient or has another medical condition requiring continuous access to unrestricted water supply.

2.10 Disconnection from the water supply network is at Riverina Water's discretion as a last resort and will only occur where other reasonable measures have been exhausted. It may be used in situations including, but not limited to, meter tampering, or unauthorised removal or damage to a restrictor. Vacant properties with unpaid accounts may be disconnected and left notice of disconnection following the same process above in lieu of restriction.



- 2.11 If the account remains unpaid, Riverina Water reserves the right to commence legal action. Riverina Water will recover legal costs and expenses incurred in the process of debt recovery where it is legally able to do so.
- 2.12 Riverina Water will not instigate legal action against any person who has evidenced genuine financial hardship and who is willing to enter into and comply with an affordable, approved payment arrangement.

3. Payment arrangements

- 3.1 Customers can contact Riverina Water for payment assistance options; including a payment arrangement or a payment extension.
- 3.2 Payment arrangements should be reasonable, affordable for the customer, and designed to progressively reduce the outstanding balance..
- 3.3 If a customer fails to meet the terms of an agreed payment plan, Riverina Water may cancel the arrangement and proceed with other debt management options.
- 3.4 Riverina Water, at its discretion, may withdraw or require changes to the arrangement.
- 3.5 Riverina Water will not instigate legal action against any person who is complying with an affordable, approved payment arrangement.
- 3.6 Where a payment arrangement is broken, Riverina Water will make reasonable attempts to re-engage with the customer before progressing enforcement action.

4. Hardship

- 4.1 Riverina Water recognises that any debt management procedures need to consider individual cases of genuine financial hardship.
- 4.2 Riverina Water recognises that hardship can arise from a temporary change in circumstances such as loss of income, illness, loss from an accident, natural disaster or emergency, family violence or financial impact due to externalities. Long term hardship can arise from the above or can relate to the challenge of managing living costs with a low or fixed income such as a pension.
- 4.3



Riverina Water will not instigate legal action against any person who is currently experiencing evidenced genuine financial hardship and who is actively engaging with Riverina Water..

- 4.4 As part of an application for payment relief under financial hardship, the customer must confirm the nature of the hardship and the estimated time the hardship will be experienced.

Riverina Water will take a proportionate approach to evidence requirements, which may include self-declaration, statutory declaration, referral from a recognised support service, or other reasonable documentation.

- 4.5 The Customer and Communications Team Leader will determine the appropriate payment relief that can be offered to a customer in proven financial hardship; and escalate to the Director Corporate Services or Chief Executive Officer as required in line with delegations.
- 4.6 If the customer continues to experience hardship after the period agreed to in the original application, a new application must be made. In such circumstances Riverina Water may require up to date personal financial information to confirm the ratepayer's continuing hardship.
- 4.7 Riverina Water, at its discretion, may reasonably withdraw any hardship concession.
- 4.8 Riverina Water may provide the following assistance to customers experiencing hardship:
- Extended payment arrangements
 - Suspension and/or write off of interest during an approved hardship period
 - Referral to independent financial counselling services

5. Support services

Riverina Water will refer customers facing financial hardship to the following:

- Moneysmart.gov.au: <https://moneysmart.gov.au/managing-debt>
- Legal Aid NSW: <https://www.legalaid.nsw.gov.au/get-legal-help/find-a-service>
- Community legal centres NSW: <https://www.clcnsw.org.au/find-legal-help>

Where appropriate and with customer consent, Riverina Water may facilitate referral to local financial counselling or community support services.

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6. Sundry debtors

- 6.1 Payment of sundry debtor accounts is due two weeks from the date of invoice issue.
- 6.2 If an invoice has not been paid by the due date:
- A reminder is sent within 7 days of the due date passing
 - If the account remains unpaid, a final reminder notice is sent
 - If the account remains unpaid, Riverina Water reserves the right to suspend credit account and associated services and/or commence legal action, which may result in further charges being added to the customer's account

7. Making a complaint

If customers believe that a bill is incorrect, they should contact Riverina Water in the first instance.

Riverina Water will work with customers in line with its adopted Complaints Management Policy, including internal escalation as required.

Customers who remain dissatisfied with an outcome or if the dispute is unresolved may contact the NSW Ombudsman.

Policy number	Policy 4.03
Responsible area	Corporate Services
Approved by	Riverina Water Board Res 22/135
Approval date	24 August 2022
Legislation or related strategy	Local Government Act 1993 Local Government (General) Regulation 2021 Water Management Act 2000 Water Management (General) Regulation 2018

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Documents associated with
this policy

Office of Local Government Debt Management
and Hardship Guidelines 2018

Undetected Water Leaks Assistance Policy

Complaints Management Policy

Policy history

First adopted 20 July 2014

Reviewed 18 March 2015

Reviewed 22 June 2016

Reviewed 22 June 2022, consolidating the
previous Debt Recovery Policy and Water Billing
Hardship Policy

Policy details may change prior to review date due to legislative or other changes, therefore
this document is uncontrolled when printed. This policy will be revised following the
commencement of a new Board.

END OF POLICY STATEMENT

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Next scheduled review: June 2026



Debt Management and Hardship Policy

Purpose

The Debt Management and Hardship Policy sets out the reasonable approach that Riverina Water will follow in response to overdue accounts and to recover outstanding payments; and how Riverina Water can support customers that are having difficulty paying their account.

As a local water utility, Riverina Water relies on payment of water accounts to ensure continuous service to the community; and that it is in the community interest to recover arrears and related interest, costs and expenses.

Policy Statement

Riverina Water will seek to recover outstanding debts owed when reasonable efforts to support customers or sundry debtors to meet their obligations for payment have been exhausted.

Riverina Water will consider individual cases of genuine financial hardship and is committed to engaging with its customers to limit the unreasonable use of legal action in recovering arrears.

Scope

This policy applies to all parties that owe monies to Riverina Water, including but not limited to water account holders, consumers, and sundry debtors.

Definitions

Term	Meaning
External Debt Recovery Agent	An agency and/or law firm engaged by Riverina Water to recover amounts that are overdue.

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Hardship	Difficulty in paying an account due to a change in circumstances (for example; loss of income, illness, loss from an accident, natural disaster or emergency, family violence).
Overdue bill/account	An account that has an amount that is unpaid after the due date specified on the issued bill.
Sundry Debtor	An account raised for goods or services provided separate to Council's potable water supply.
Water Flow Restriction "Restriction"	Water flow restriction involves reducing the maximum water supply to the property at the water meter, by inserting a flow restriction device. A small amount of water is supplied for health and hygiene purposes. Permitted under regulation 144 of the Local Government (General) Regulation 2005
Water Disconnection "Disconnection"	Disconnection involves stopping the supply of water to the property by removing or locking the meter or disconnecting the service from the main so that supply is no longer available. Permitted under regulation 144 of the Local Government (General) Regulation 2005

Application of Policy

- 1.1 Riverina Water is committed to:
- Issuing accurate and timely bills
 - Always treating customers fairly and with courtesy
 - Providing options to ensure customers maintain access to essential water services for health and hygiene
 - Ensuring customers have access to payment assistance and other support options
- 1.2 Customers are required to:
- Pay their bills promptly within their account terms
 - Notify Riverina Water if they are unable to pay before the due date

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- Agree and commit to a suitable payment plan, or other payment assistance
- Provide notification if their financial situation changes

2. Payment and debt management of water accounts

- 2.1 Riverina Water issues water bills to property owners, unless it has previously been arranged in writing that accounts should be directed to managing agents or tenants.
- 2.2 Payment of water accounts is due four weeks from the date of account issue.
- 2.3 Customers should be aware that a water flow restrictor may be installed anytime from when an account is four weeks overdue.
- 2.4 Interest will be charged on water accounts at the current maximum rate set by the NSW Office of Local Government.
- 2.5 Riverina Water will engage with its customers in arrears to obtain payment to satisfy their account and prevent avoidable escalation of the debt recovery processes and the use of legal action.
- 2.6 When a water account is overdue and the customer has not made contact, Riverina Water will adhere to the following debt management process:
- If an account has not been paid by the due date, issue a final reminder notice
 - If the account remains unpaid, a restriction notice is issued at the property
 - Following this, water supply will be restricted and a notice of left at the property. A restrictor removal fee will be applied to the account in line with Riverina Water's Fees and Charges.
 - Riverina Water may provide its external debt recovery agent with details of outstanding accounts at any time
- 2.7 Once a water flow restrictor is installed, payment must be received in full before it is removed. This amount includes the fee payable for the removal of the restrictor as per Riverina Water's Fees & Charges.
- 2.8 Riverina Water will not restrict water supply where it is known that the resident is a registered kidney dialysis patient or has another medical condition requiring continuous access to unrestricted water supply.
- 2.9 Disconnection from the water supply network is at Riverina Water's discretion as a last resort. It may be used in situations including, but not limited to, meter tampering, or unauthorised removal or damage to a restrictor. Vacant properties with unpaid

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accounts may be disconnected and left notice of disconnection following the same process above in lieu of restriction.

- 2.10 If the account remains unpaid, Riverina Water reserves the right to commence legal action. Riverina Water will recover legal costs and expenses incurred in the process of debt recovery where it is legally able to do so.
- 2.11 Riverina Water will not instigate legal action against any person who has evidenced genuine financial hardship and who is willing to enter into and comply with an affordable, approved payment arrangement.

3. Payment arrangements

- 3.1 Customers can contact Riverina Water for payment assistance options; including a payment arrangement or a payment extension.
- 3.2 Payment arrangements will be entered into based on its affordability for the customer and if the arrangement can suitably service the debt.
- 3.3 If a customer fails to meet the terms of an agreed payment plan, Riverina Water may cancel the arrangement and proceed with other debt management options.
- 3.4 Riverina Water, at its discretion, may withdraw or require changes to the arrangement.
- 3.5 Riverina Water will not instigate legal action against any person who is complying with an affordable, approved payment arrangement.

4. Hardship

- 4.1 Riverina Water recognises that any debt management procedures need to consider individual cases of genuine financial hardship.
- 4.2 Riverina Water recognises that hardship can arise from a temporary change in circumstances such as loss of income, illness, loss from an accident, natural disaster or emergency, family violence or financial impact due to externalities. Long term hardship can arise from the above or can relate to the challenge of managing living costs with a low or fixed income such as a pension.
- 4.3 Riverina Water is committed to engaging with its customers to limit the unreasonable use of legal action in recovering arrears. Riverina Water will not instigate legal action against any person who is currently experiencing evidenced genuine financial hardship.

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- 4.4 As part of any application for payment relief under financial hardship the customer must confirm the nature of the hardship and the estimated time the hardship will be experienced. Evidence confirming the ratepayer's hardship status must accompany the application.
- 4.5 The Director Corporate Services will determine the appropriate payment relief that can be offered to a customer in proven financial hardship.
- 4.6 If the customer continues to experience hardship after the period agreed to in the original application, a new application must be made. In such circumstances Riverina Water may require up to date personal financial information to confirm the ratepayer's continuing hardship.
- 4.7 Riverina Water, at its discretion, may withdraw any hardship concession.

5. Support services

Riverina Water will refer customers facing financial hardship to the following:

- Moneysmart.gov.au: <https://moneysmart.gov.au/managing-debt>
- Legal Aid NSW: <https://www.legalaid.nsw.gov.au/get-legal-help/find-a-service>
- Community legal centres NSW: <https://www.clcsw.org.au/find-legal-help>

6. Sundry debtors

- 6.1 Payment of sundry debtor accounts is due two weeks from the date of invoice issue.
- 6.2 If an invoice has not been paid by the due date:
- A statement is sent at the end of the month
 - If the account remains unpaid, a final reminder notice is sent
 - If the account remains unpaid, Riverina Water reserves the right to suspend credit account and associated services and/or commence legal action, which may result in further charges being added to the customer's account

7. Making a complaint

If customers believe that a bill is incorrect or there is an unresolved dispute with Riverina Water about a bill, they should contact Riverina Water in the first instance. If a customer feels that Riverina Water hasn't adequately responded, matters can be escalated to the Office of Local Government or the Ombudsman.

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Last revised date 22/06/2022

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Policy number	Policy 4.03
Responsible area	Corporate Services
Approved by	Riverina Water Board Res 22/135
Approval date	24 August 2022
Legislation or related strategy	Local Government Act 1993 Local Government (General) Regulation 2021 Water Management Act 2000 Water Management (General) Regulation 2018
Documents associated with this policy	Office of Local Government Debt Management and Hardship Guidelines 2018 Undetected Water Leaks Assistance Policy
Policy history	First adopted 20 July 2014 Reviewed 18 March 2015 Reviewed 22 June 2016 Reviewed 22 June 2022, consolidating the previous Debt Recovery Policy and Water Billing Hardship Policy

Policy details may change prior to review date due to legislative or other changes, therefore this document is uncontrolled when printed. This policy will be revised following the commencement of a new Board.

END OF POLICY STATEMENT

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Last revised date 22/06/2022

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R15 Chief Executive Officer Financial Delegation Amendment

Organisational Area Corporate Services

Author Catherine Smith, Procurement Coordinator

Summary It is proposed to increase the Chief Executive Officer's (CEO) financial delegation to \$500,000 for procurements made through Local Government Procurement (LGP) contracts, enabling more timely purchasing decisions in response to market conditions. This change will reduce delays associated with Board meeting cycles while maintaining transparency through regular reporting to the Board.

RECOMMENDATION that, in accordance with *Section 381(1) Local Government Act 1993*, Council ratify and approve the delegations as set out in the Delegations of Authority Instrument to the Chief Executive Officer (CEO) (as attached to this report).

Report

Noting the Board's meeting schedule, on occasion, procurement activities are delayed while awaiting the next scheduled Board meeting, which can result in suppliers being unable to hold pricing for extended periods, sometimes exceeding four weeks.

To address this, it is proposed to increase the CEO's financial delegation to \$500,000 for procurement undertaken via Local Government Procurement (LGP) Contracts only.

Under Section 55(3)(a) of the *Local Government Act 1993*, Local Government Procurement (LGP) is a prescribed organisation. This enables councils to procure goods and services through LGP-established contracts without the need to conduct a separate tender process, as LGP has already undertaken a compliant tendering process. Suppliers engaged through LGP contracts are therefore pre-qualified and vetted. This proposed delegation does not apply to procurements requiring a separate tender process.

Riverina Water's preferred procurement approach is to utilise LGP Contracts wherever possible, as this provides both efficiency and financial benefits, including annual rebates based on spend. Recent examples include the procurement of backhoe loaders, as well as pipes and fittings for the solar plant project (subject to a separate report to this meeting).

Given current market volatility, particularly in relation to PVC products and oil-based inputs, timely procurement decisions are critical. Allowing the CEO to approve purchases under LGP Contracts up to the proposed limit will support better commercial (and financially sustainable) outcomes by enabling the Riverina Water to act promptly and secure favourable pricing, rather than risking delays associated with Board meeting cycles.

To maintain transparency and oversight, it is further proposed that the Procurement Coordinator provide a report to the Board on a bi-monthly basis, detailing any purchases made under LGP Contracts and approved by the CEO under this delegation.

› **R15.1 CEO Delegation Amendment PROPOSED April 2026** [↓](#)

Strategic Alignment

Our Operations
Assure ongoing service delivery

Financial Implications

Not applicable.

Workforce Implications

Not applicable.

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

The proposed delegation supports timely procurement while maintaining appropriate oversight. Limiting its use to LGP contracts and providing regular reporting to the Board helps manage financial and compliance risks.

Delegations



Revised 23/04/2026

Chief Executive Officer

On 31 October 2024 the Riverina Water County Council ('Riverina Water') resolved that:

1. All previous delegations of Functions the subject of this instrument be revoked.
2. The person who from time to time holds the position of Chief Executive Officer of Riverina Water (CEO) being at the date of this instrument, be delegated authority under section 377 of the Local Government Act 1993, to exercise and/or perform on behalf of Riverina Water the Riverina Water Functions under all legislation in force and as amended from time to time:
 - a. Subject to any condition or limitation on a Function specified in Schedule 1; and
 - b. Excluding those Functions:
 - i. That are expressly prohibited from delegation as listed under Section 377 of the Local Government Act 1993;
 - ii. Which are expressly required by legislation to be exercised by a resolution of the Council.
3. The CEO be sub-delegated authority to exercise and/or perform on behalf of Riverina Water the Functions delegated to Riverina Water under, and in accordance with, the instrument of delegation to Riverina Water set out in Schedule 2, excluding those functions which pursuant to the terms of the delegation to Riverina Water may not be sub-delegated.
4. The CEO be delegated any function which is taken to be conferred or imposed on Riverina Water pursuant to section 381 of the Local Government Act 1993.
5. In the absence of the CEO that a person/persons appointed to act as CEO by resolution of Riverina Water on 27 Jun 2024 assume all functions, delegations and sub-delegations of the CEO for the period only of the absence of the CEO unless otherwise resolved by Riverina Water.
6. These delegations and authorities are subject to, and are to be exercised in accordance with:
 - a. The requirements of the relevant legislation;
 - b. Any conditions or limitations set out in Schedule 1 and Schedule 3; and
 - c. Any resolution or policy, procedure or budget adopted from time to time by Riverina Water.
7. These delegations and authorities are effective from the date of the resolution of Riverina Water and remain in force until amended or revoked by a resolution of the Council.
8. In this delegation;

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- 'Functions' means powers, authorities, duties and functions and anything ancillary or related to the exercise or performance thereof.
- 'Legislation' means legislation enacted by the Parliament of New South Wales and the parliament of the Commonwealth of Australia, including an Act, regulation made under an Act, by-law, rule or ordinance.
- 'LG Act' means the *Local Government Act 1993* as amended.

Schedule 1: Limitations

Part A – Limitations applicable to specific statutory Function (if any)	
<i>Environmental Planning and Assessment Act 1979</i>	All functions delegated to Riverina Water under Local Planning Panels Direction – Development Applications dated 23 February 2018 and Local Planning Panels Direction – Planning Proposals dated 27 September 2018 and any subsequent Direction.
<i>Local Government Act 1993, s377(1)(i)</i>	<p>Authority to accept tenders where the proposed contract is not for services currently provided by members of staff of Riverina Water with a total contract value (incl GST) of up to \$250,000.</p> <p>This function cannot be sub-delegated by the Chief Executive Officer.</p> <p>The Chief Executive Officer must report to the Board at each meeting outlining all tenders accepted since the last meeting.</p>
Part B – General Limitations	
<i>Asset Disposal</i>	<p>Asset Disposal</p> <p>Authority to approve the disposal of assets that are surplus to Riverina Water requirements up to the value of \$250,000 (incl GST) in accordance with Riverina Water's Asset Disposal Public Policy.</p> <p>Only the Chief Executive Officer has delegated authority to approve disposal of assets for a nil cost. This function cannot be sub-delegated by the Chief Executive Officer.</p> <p>Approval must not be given without consideration of a recommendation from the Director of the relevant business area.</p> <p>This authorisation does not apply to the sale of Riverina Water owned land, where only the Board has delegated authority to approve.</p>

<i>Debt Write Off</i>	<p>Debt write off</p> <p>Authority to write off debts up to the value of \$5,000 (incl GST) without a resolution of the Board in accordance with clause 213(2) of the Local Government Regulation 2021</p>
<i>Rates and Charges Write Off</i>	<p>Rates and charges write off</p> <p>Authority to write off rates and charges up to the value of \$5,000 without a resolution of the Board in the case of debt management, financial hardship or eligible undetected leak rebate in accordance with clause 131 (1) of the Local Government (General) Regulation 2021 and Board Resolution 24/061.</p> <p>The Chief Executive Officer must report to the Board six monthly on the rates and charges write offs related to debt management, financial hardship in addition to the summary of the undetected leak rebates.</p>
<i>Procurement</i>	<p>Procurement Exemption</p> <p>Authority to approve purchases with fewer than the required quotes called for in the Purchasing Procedure up to \$250,000 (incl GST).</p> <p>Authority to approve purchases made via Local Government Procurement (LGP) Contracts up to \$500,000 (incl GST)</p>

Pursuant to a resolution of Council at its meeting on 23 April 2026, resolution number / .

.....

.....

CHAIRPERSON

DEPUTY CHAIRPERSON

Date:

Date:

Chief Executive Officer's acknowledgment of Delegations of Authority

I, Andrew Crakanthorp, currently employed by Riverina Water in the position of Chief Executive Officer, do hereby acknowledge that I have read and understood this Instrument of Delegation and that I will perform these delegations and authorities in accordance with this Instrument of Delegation and my position description.

.....

Andrew Crakanthorp

CHIEF EXECUTIVE OFFICER

Date:

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R16 Lost Time Injury Statistics July 2025 to March 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 and compares data with the previous three financial years.

RECOMMENDATION that the Board receive and note the statistics report for Lost Time Injuries (LTIs) for the period June 2025 to March 2026, noting that the data is accurate as of 9th April 2026.

Report

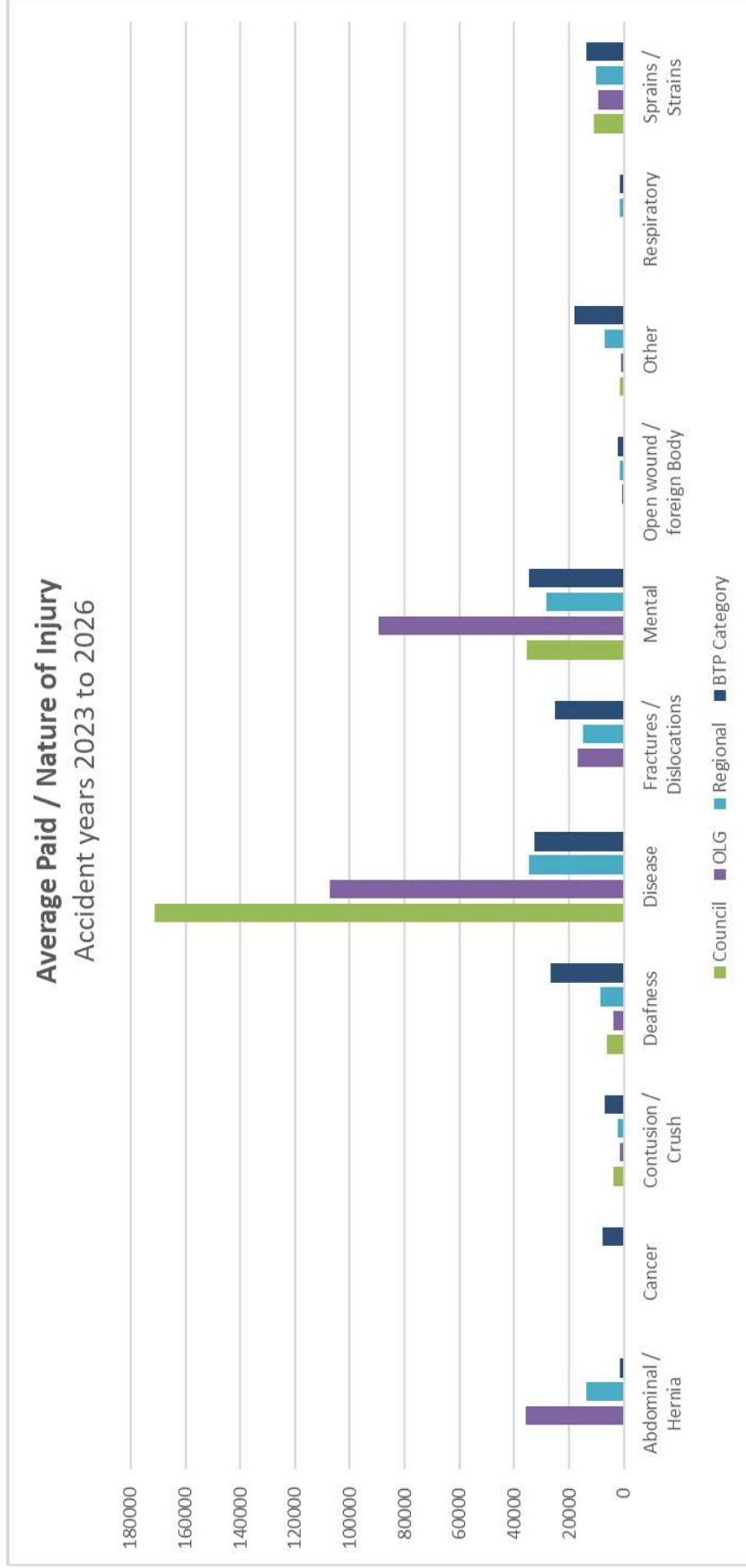
Workers Compensation Statistics	22/23	23/24	24/25	25/26
Claims lodged	10	7	7	13
Premium Impacting Claims	5	2	2	4
Claims currently open	1	0	1	9
Lost Time Days (LTD's)	359	120	45	129

Open Claims – Premium Impacting		
Date of Injury	Claim Status	Lost Time Days (Days off work)
28/01/2026	OPEN	4
31/01/2026	OPEN	5
18/08/2025	OPEN	107
Open Claims Total LTD's		116

Riverina Water's claims performance directly influences our annual premium. Claim costs are included in the premium calculation for a rolling three-year period prior to each policy renewal. Once a claim's costs fall outside this three-year window, they no longer contribute to the claim's performance adjustment applied to our premium. Hence why the open 22/23 claim, is no longer reported in our 'Open Claims – Premium Impacting' data table.

Combined Comparison

The below comparison report compares Riverina Waters performance with the Office of Local Government group they belong to; the Regional group of Council's they belong to and other Councils in the same Base Tariff Premium category.



Strategic Alignment

Our People

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

Financial Implications

Our insurer, StateCover Mutual have provided a 2026/2027 premium projection based on the following:

- Councils 2025/2026 estimated wages increased by 6%
- Cost of claims as at 31/03/2026

Resulting in a total premium projection of \$345,984.01 including GST. This is an increase from the 2025/2026 premium, which was \$265,589.83.

Please note, this is a projection and should be used as a guide only. The premium is subject to change upon receipt of Councils updated wages and claims costs as at 30/06/2026 along with approval from the State Insurance Regulatory Authority on StateCover's 2026/27 pricing proposal.

Workforce Implications

An additional 'Work Health & Safety Officer' position has been submitted for Board consideration. This additional role will focus on facilitating effective recovery and return to work outcomes across Council operations whilst also promoting early intervention and initiatives for injury prevention.

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.

R17 Review of Organisation Structure

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary Following a workshop in November 2025, this report presents an amended organisation structure to the Board for consideration, discussion, and approval.

RECOMMENDATION that Council:

- a) Endorse the organisation structure outlined in the report, noting changes to the Chief Executive Office and Corporate Services Directorate; and
- b) Note the financial implications of the proposed organisation structure have been included in the 2026/27 Operational Plan.

Report

Background

The Chief Executive Office and Corporate Services directorate has experienced evolving organisational priorities, alongside recent staff movements and adjustments to roles and responsibilities. These developments highlighted opportunities and challenges within the existing structure, particularly around functional alignment, capacity, and accountability. This led to a workshop with the Board in November 2025 to discuss and propose potential changes to the organisation structure.

The purpose of this report is now to present the revised structure for the Board's consideration and to seek formal endorsement of the proposed changes. The review and resulting structure aim to ensure alignment with Riverina Water's strategic objectives and enhance the efficiency and effectiveness of key organisational functions.

Drivers for Change

The proposed changes to the organisational structure were driven by several key factors:

Strategic and Functional Alignment: The expanding prioritisation of initiatives across Work Health and Safety, Emergency Management, Risk Management, People and Culture, Organisational Strategy and Reporting, and Records Management has highlighted the need for a clearer and more aligned organisation structure. Previously, some functional misalignment had developed due to smaller teams and individual roles carrying a broad range of responsibilities. The revised structure enables better grouping of related functions within larger teams, supporting clearer accountability, improved coordination, and more effective delivery of these key organisational priorities.

Capacity and Capability: Current resourcing has proven insufficient in some core functions, which has at times limited the organisation's ability to support an increasing range of strategic, operational, and compliance requirements. The expanding scope of responsibilities across several corporate areas has placed additional demands on existing roles, highlighting the need to strengthen capacity

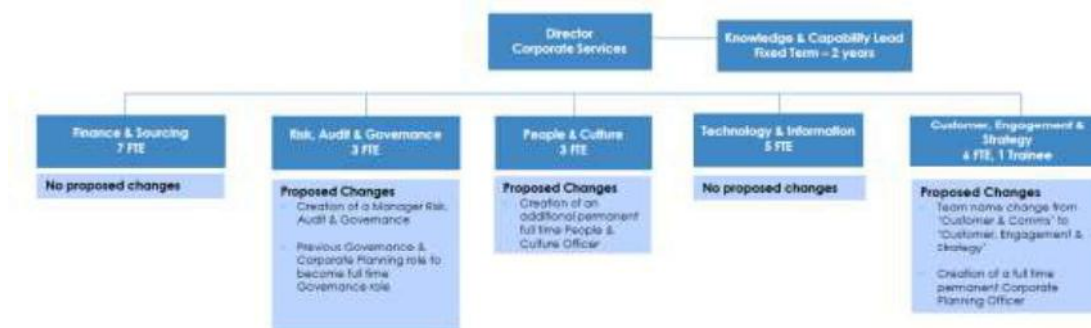
Opportunity for Optimisation: Recent staff movements present a timely chance to realign with minimal operational disruption and provide improved opportunities for career progression for existing staff, based on merit-based recruitment principles.

Proposed Structure Changes

The proposed changes to the Chief Executives Office are outlined below:



The proposed changes within each functional area of Corporate Services are outlined below:



The proposed changes result in an additional 4 positions (1 CEO, 3 Corporate Services) to the existing organisational structure.

Attached are two slides from the November workshop for ease of reading.

› **R17.1 Proposed CEO and Corporate Services Structures** [↓](#)

Strategic Alignment

- Our People
- Build high performing teams

Financial Implications

The proposed organisational structure changes are expected to result in an overall increase in operating expenditure of approximately \$575,000 per annum. This reflects the remuneration associated with the creation of new positions, as well as adjustments to existing roles resulting from changes in responsibilities and position evaluations under the revised structure. The financial implications of these changes have been incorporated into the Draft 2026/27 Operational Plan and forward financial planning.

Workforce Implications

The structure changes outlined in the body of the report are intended to strengthen organisational capacity, improve functional alignment, and ensure key functions are appropriately supported.

Where roles are impacted, changes will be managed in accordance with Riverina Water's policies and relevant frameworks, including consultation with our teams and Unions.

The revised structure supports workforce sustainability and long-term capability development which is in line with Riverina Water's Strategic Workforce Plan.

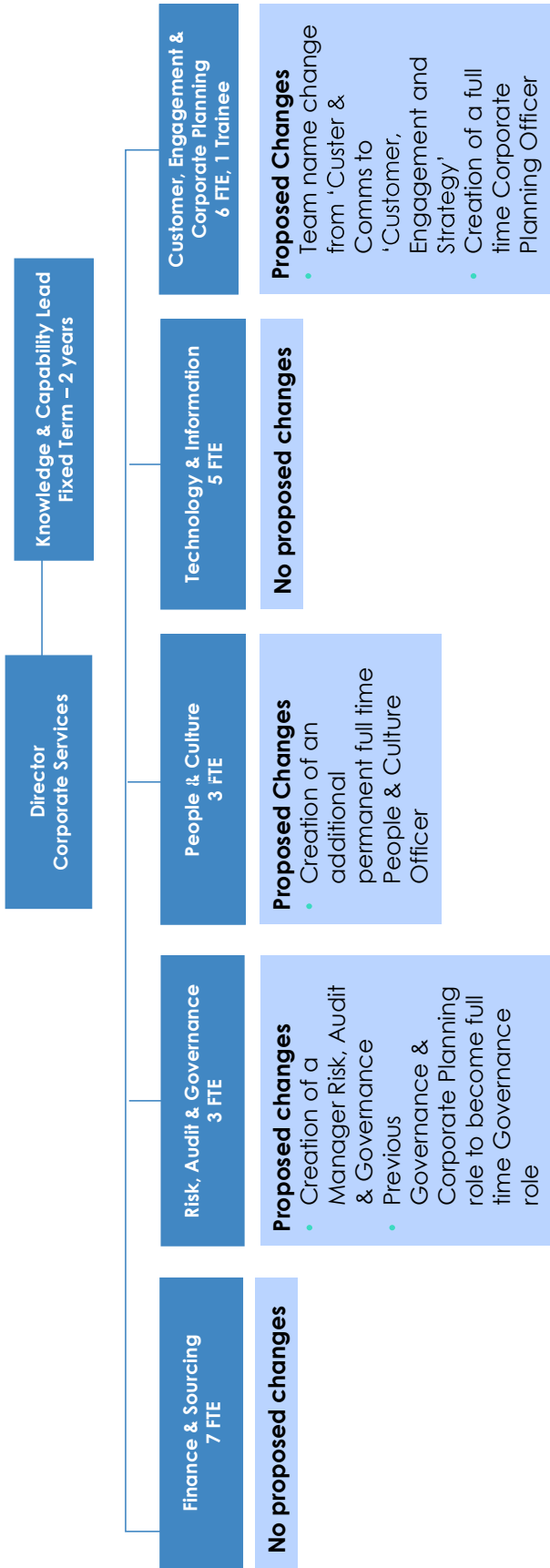
Risk Considerations

People - Workforce planning	
High	Riverina Water has a high appetite for the attraction and retention of staff, workforce flexibility, innovation, and future workforce planning.

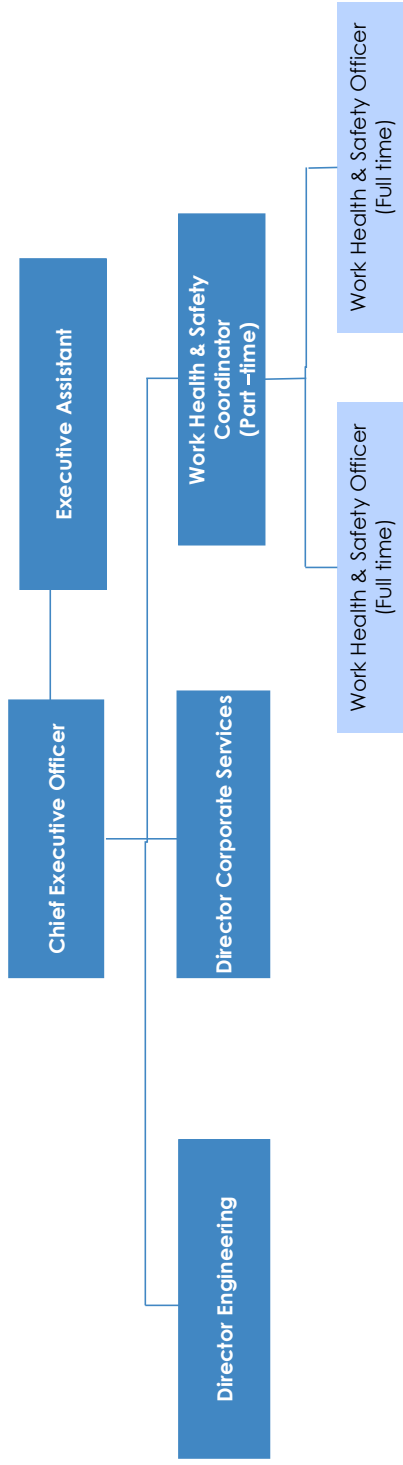
Risk Alignment

The proposed organisational structure supports improved management of organisational risks by strengthening oversight, accountability, and capacity across key functions, in particular safety, risk management, audit and governance.

Corporate Services Proposed Structure



Chief Executives Office Proposed Structure



R18 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.

› **R18.1 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

Reporting back to the Board on the progress of previous decisions of the Board is an important governance practice that builds trust between the Board and management and ensures that the decisions of the Board are implemented in a timely manner.

OUTSTANDING ACTIONS REPORT

Printed: Thursday, 9 April 2026
1:06:14 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

Meeting	Date	Officer	Title	Target
Board Meeting 26/02/2026	26/02/2026	Harris, Natasha	New Borrowing - Plumpton Road (WWCC Works)	12/03/2026

Resolution

26/030

RESOLVED:

On the Motion of Councillors L Parker and B Liston

That Council;

- a) Resolve to borrow \$3,000,000 over a 10-year fixed term as outlined in the body of the report to fund the Plumpton Road Watermain Replacement Project; and
- b) Authorise management to complete all documentation required to establish the loan facility based on the most competitive offer available at the time of execution, including affixing the common seal of Riverina Water (if required).

CARRIED

Notes For Action

09 Apr 2026 12:56pm Vincent, Melissa

OUTSTANDING ACTIONS REPORT

Printed: Thursday, 9 April 2026
1:06:14 PM

Meeting	Date	Officer	Title	Target
The loan was drawn down in early April and the funds have been invested in the short term				

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

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

Meeting	Date	Officer	Title	Target
Board Meeting 26/02/2026	26/02/2026	Vidler, Greg	Tender RFT2025/26 - Oura Reservoir Replacement - Design & Construct Concrete Reservoir	12/03/2026
Resolution				

26/032 RESOLVED:
On the Motion of Councillors B Liston and G Davies

That the Board:

- a) Accepts the Tender Submission from Hornick Constructions Pty Ltd under a lump sum contract for the amount specified in the report in accordance with Specification W341.
- b) Authorise the Chief Executive Officer to enter into a Contract for the Oura Reservoir Replacement - Design & Construct Concrete Reservoir project.

CARRIED

Notes For Action

09 Apr 2026 12:57pm Vincent, Melissa

The contract was signed and the contractor commenced on site on 9 April 2026. Households in proximity to the project have been provided with information relating to the project.

Meeting	Date	Officer	Title	Target
Board Meeting 26/02/2026	26/02/2026	Ip, Jason	Temporary Lease - 1 Gigalitre High Security Murrumbidgee River Regulated Water Entitlement	12/03/2026
Resolution				

26/034 RESOLVED:
On the Motion of Councillors G Davies and P Bourke

That Council:

- a) Consider approve releasing Riverina Water's 1,000 ML High Security (Murrumbidgee River) License (WAL 16171) onto the temporary water market for the remaining water year ending 30 June 2026
- b) accept the recommended lease proposal from water brokers presented during the meeting.
- c) Delegate authority to the Chief Executive Officer to enter into a lease with the successful bidder

CARRIED

Notes For Action

09 Apr 2026 12:58pm Vincent, Melissa

The trade was completed in late February and the funds of \$410,000 received at that time.

R19 Works Report covering February 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 February 2026.

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

Report

This report provides an overview of water usage, connections, maintenance and water quality matters from the 1 to 28 February 2026.

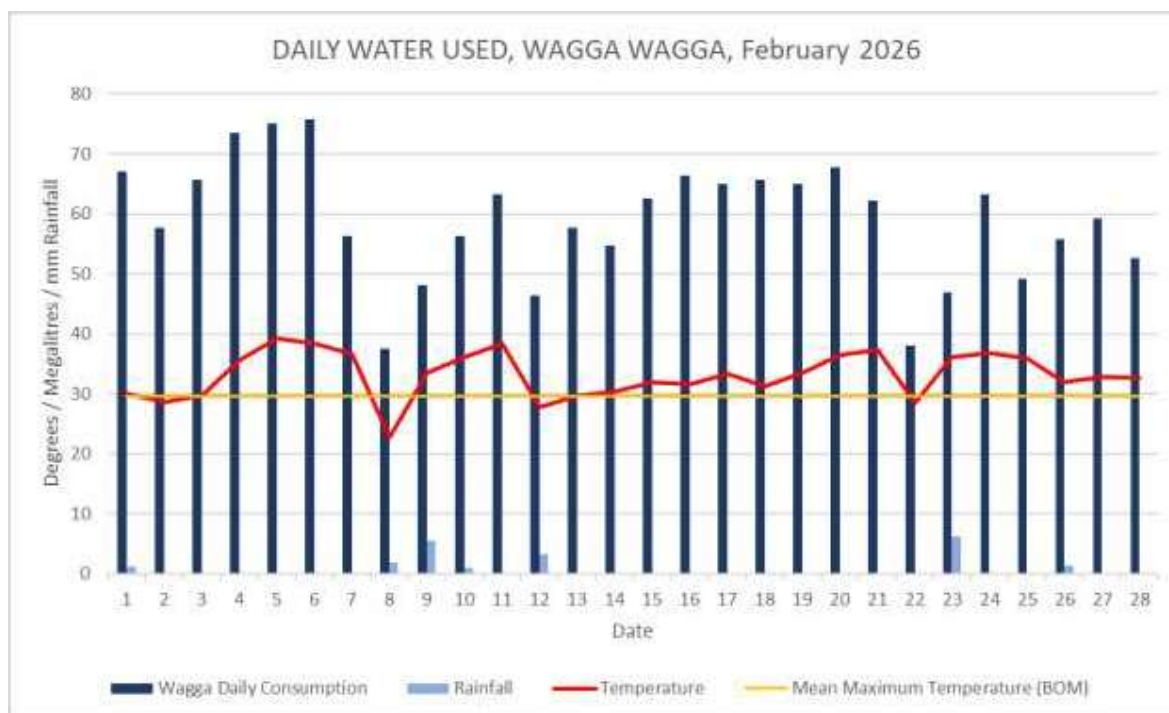
Water Sourced and Used

WATER SOURCED - Megalitres [ML]		February		
		2024	2025	2026
	Rainfall [mm]	16.4	63.8	20.8
	Wet Days	6	9	9
Surface Water Sources				
Murrumbidgee Regulated River Water		Sub-Total:	810.5	937.0
	Wagga Wagga - Murrumbidgee River	809.1	933.1	781.4
	Morundah - Yanco Creek	1.41	1.27	0.00
	Urana - Colombo Creek	0.0	2.7	1.5
Groundwater Sources		Sub-Total:	1,191.2	834.3
Wagga Wagga Alluvial Groundwater				
	East Wagga Wagga	312.0	120.7	281.9
	West Wagga Wagga	379.9	246.6	594.1
	North Wagga Wagga	327.2	304.7	345.4
	Oura	7.5	5.7	7.0
Mid Murrumbidgee Zone 3 Alluvial Groundwater				
	Collingullie	9.6	11.0	8.7
	Bulgary	72.2	68.7	54.7
Billabong Creek Alluvial Groundwater				
	Walla Walla (near Culcairn)	33.4	27.4	33.7
	Ralvona	31.0	31.3	35.9
	Walbundrie	5.9	6.6	6.8
Gundagai Alluvial Groundwater (Tarcutta)				
		6.1	5.4	8.4
Lachlan Fold Belt MDB Groundwater				
	Woomargama	1.9	1.9	2.4
	Humula	0.7	0.7	1.0
Goldenfields Water (bulk supply)				
		3.9	3.6	7.6
Surface and Groundwater - TOTAL:		2,001.7	1,771.3	2,170.6

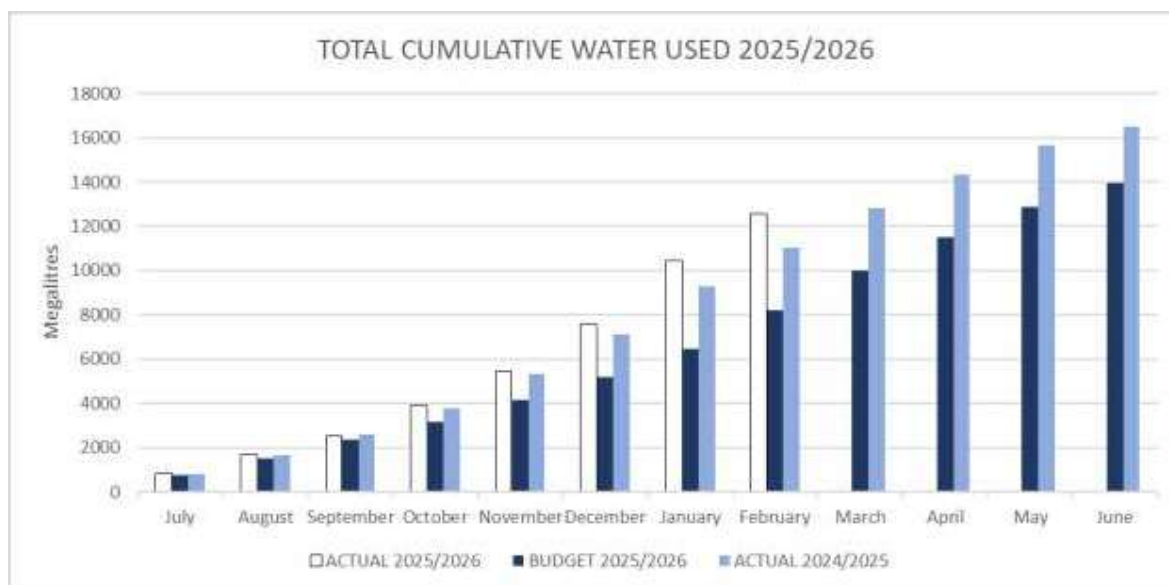
WATER SUPPLIED - Megalitres [ML]			February		
			2024	2025	2026
Greater Wagga Wagga	Wagga Wagga System	Sub-Total	1,290.6	1,092.6	1,351.8
	Wagga Low Level		189.0	159.2	167.2
	Wagga High Level		945.3	747.4	932.3
	Bellevue/Glenoak Level		144.9	120.6	155.0
	Ladysmith		11.5	8.8	12.2
	Gregadoo			56.6	85.0
	North Wagga System	Sub-Total	368.0	322.3	381.7
	North Wagga/Bomen		101.9	84.2	93.8
	East Bomen		28.9	29.0	32.4
	Estella		171.9	159.0	195.1
	Rural - Bruceedale		37.8	29.5	34.1
	Rural - The Gap/Tooyal			12.0	14.6
	Rural - Currawarna/Cottee		27.5	8.5	11.9
	GREATER WAGGA WAGGA - TOTAL			1,658.6	1,414.9
Rural	Southern Trunk System	Sub-Total	193.9	177.7	216.3
	(Southern Trunk- Rural Connections)			74.3	71.2
	San Isadore			10.5	14.6
	Kapooka			17.9	25.1
	Uranquinty			17.7	23.5
	The Rock			11.6	12.0
	Mangoplah			2.4	3.0
	Yerong Creek			2.8	3.7
	Pleasant Hills			13.8	16.8
	Milbrulong			0.6	0.7
	Henty			18.0	24.1
	Morven			6.3	10.1
	Walla Walla			10.4	11.5
	Transferred to Western Trunk			-8.6	-17.0
	Western Trunk System	Sub-Total	89.0	88.1	73.8
	(Western Trunk - Rural Connections)			39.0	35.9
	Lockhart			20.8	18.4
	Boree Creek			2.9	2.9
	Urana			9.0	8.0
	Oaklands			7.8	7.5
	Morundah*				1.1
	Transferred from Southern Trunk			8.6	17.0
	Independent Villages	Sub-Total	63.4	62.8	68.6
	Collingullie		9.0	10.0	7.9
	Humula		0.7	0.7	1.0
	Morundah*		1.4	1.2	
	Oura		7.5	5.7	7.0
Woomargama		1.9	1.9	2.4	
Tarcutta		6.1	5.4	7.6	
Holbrook		31.0	31.5	36.1	
Walbundrie-Rand		5.9	6.5	6.8	
RURAL - TOTAL			346.2	328.7	358.7
GREATER WAGGA WAGGA & RURAL - TOTAL			2,004.8	1,743.6	2,092.2

* Morundah became a western trunk sub-system effective January 2026.

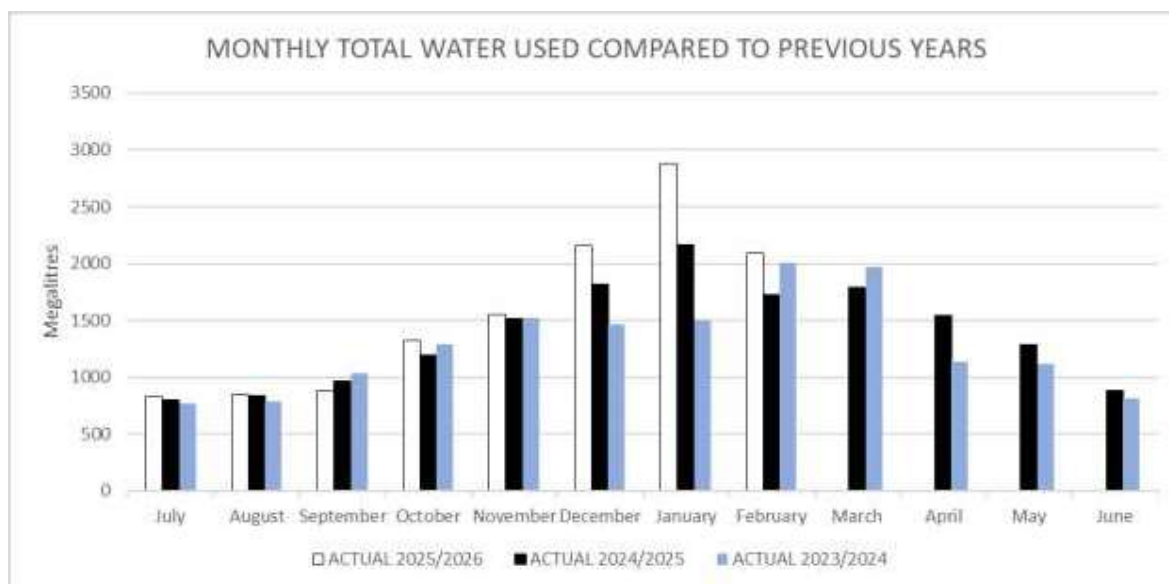
Graph 1



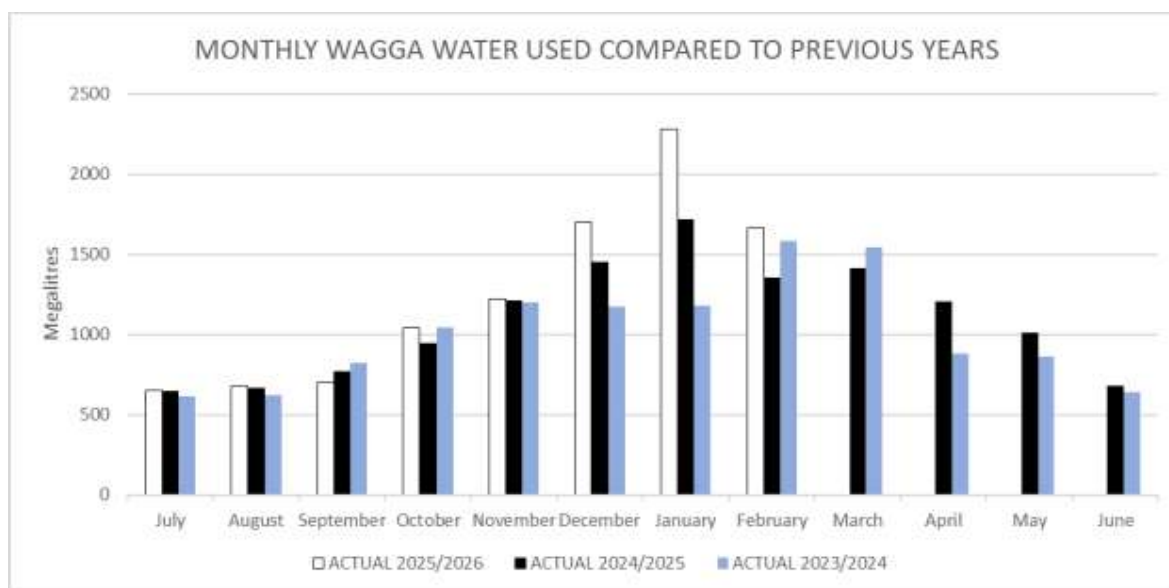
Graph 2



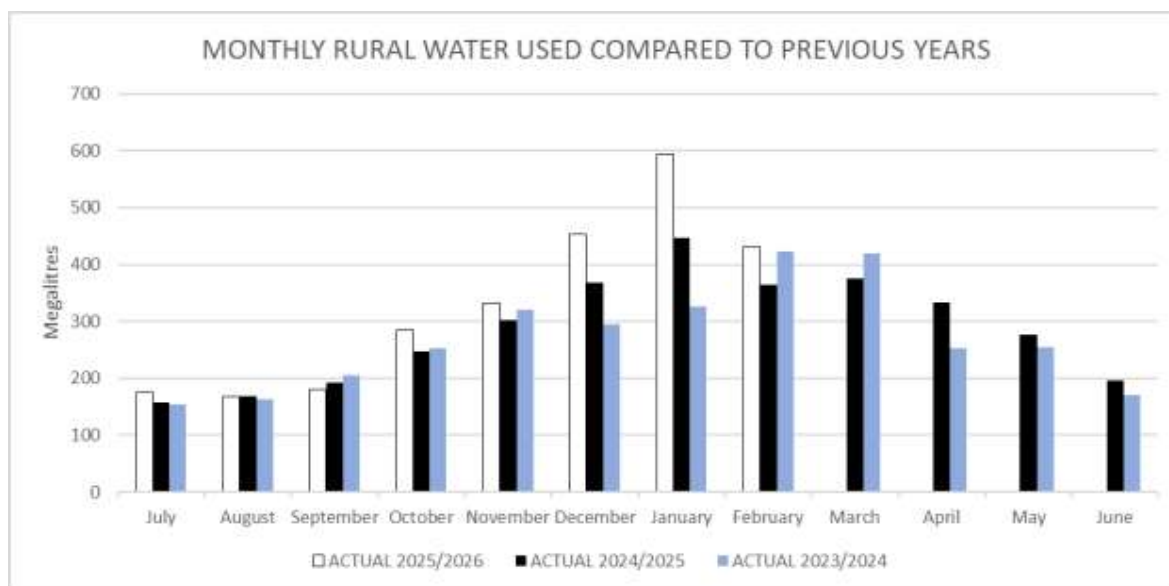
Graph 3



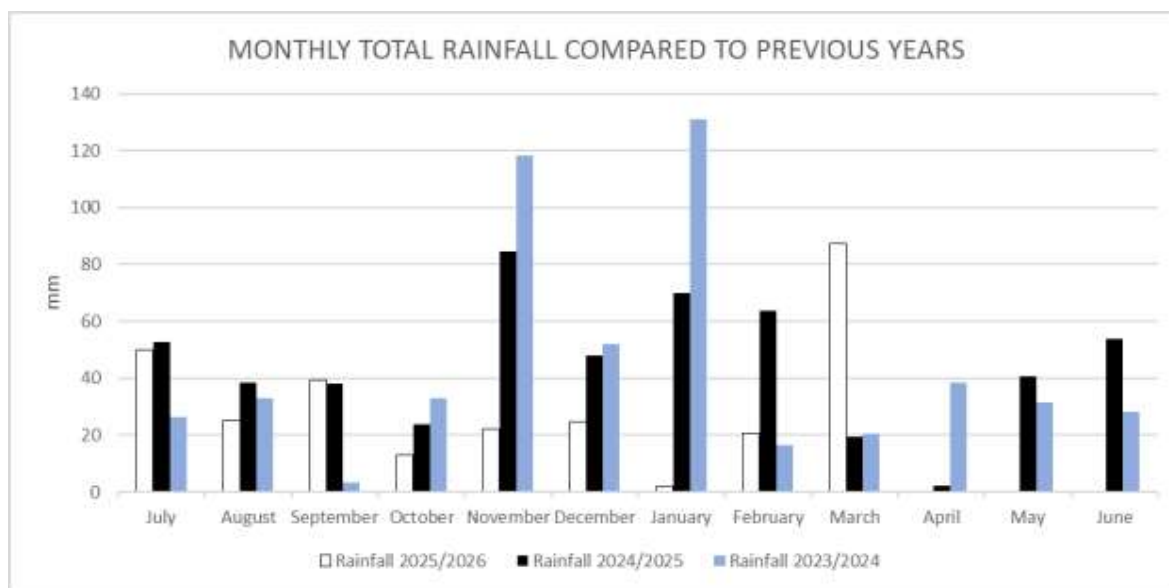
Graph 4



Graph 5



Graph 6



Repairs, Meters, Locations and Complaints

Suburb	WATERHAMMER	DISCONNECT	LOCATE	METERMODIFY	HYDMAINT	WATERODOUR	WATERDIRTY	PRESSURE	METERCOCKFAIL	METERLEAK	WATERLEAK	Grand Total
ASHMONT				1	1				3	3	5	13
BIDGEEMIA											2	2
BOOROOMA								1	1		1	3
BOREE CREEK											1	1
BOREE CREEK TO URANA									1			1
BOURKELANDS					1				1	2	2	6
BRUCEDALE							1				4	5
COLLINGULLIE									1		3	4
CURRAWARNA											1	1
EAST WAGGA WAGGA		2							1		1	4
ESTELLA			1					1				2
FOREST HILL					1				1	5	9	16
GLENFIELD PARK				1		2	1		3		3	10
GOBBAGOMBALIN								1	2	2		5
GUMLY GUMLY											2	2
HENTY									2			2
HENTY TO HOLBROOK								2				2
HOLBROOK									2	2	7	11
HUMULA											1	1
KAPOOKA								1				1
KOORINGAL	1						1	2	5	1	1	11
LADYSMITH				1					1		1	3
LAKE ALBERT								2	3	5	7	17
LLOYD										1		1
LOCKHART								1			4	5
MANGOPLAH TO THE ROCK								1			1	2
MORVEN										1	1	2
MOUNT AUSTIN					1			1	4	8	4	18
NORTH WAGGA WAGGA			1									1
OSBORNE											1	1
OURA							1			2		3
PLEASANT HILLS											2	2
PRIVATE LINE (JACK)								1				1
SAN ISIDORE						5			1	2	1	9
Suburb Not Recorded									2	1	1	4
TARCUTTA								4		1	1	6
TATTON									2	1	1	4
THE ROCK											1	1
TOLLAND							1	3		6	3	13
TURVEY PARK							4	5	3	1	1	14
URANA TO OAKLANDS								1				1
URANQUINTY											1	1
WAGGA WAGGA					1		1	5	6	4	17	34
WALLA WALLA										1	2	3
YERONG CREEK								1				1
Grand Total	1	2	2	3	5	7	10	33	45	49	93	250

New Connections

Count of #		Resp.					
Activity	Suburb	ASSETS	MAINT	NEWSERVICE	RURALGANG	WORKS	Grand Total
MTRINST	BOOROOMA				1		1
	ESTELLA	2			4		6
	FOREST HILL				1		1
	GOBBAGOMBALIN				20		20
	GUMLY GUMLY				2		2
	LAKE ALBERT				5	3	8
	LLOYD				2		2
	LOCKHART					1	1
	THE ROCK					2	2
	TURVEY PARK				1		1
	WAGGA WAGGA		1		1		2
Grand Total			2	1	37	2	46

Water System Repairs

Activity	Date	Suburb	AssetType	Problem	Count of #
MAINRPR	1/02/2026	BOURKELANDS	Water Main	EXCESSWEAR	1
		WAGGA WAGGA	Water Hydrant	EXCESSWEAR	1
	2/02/2026	LOCKHART	Water Main	ROUNDSPLIT	1
		URANA	Water Main	JOINTLEAK	1
	4/02/2026	COLLINGULLIE	Water Main	ROUNDSPLIT	1
		HENTY	Water Main	ROUNDSPLIT	1
		HUMULA	Water Main	TREEROOTS	1
	5/02/2026	THE ROCK	Water Main	ROUNDSPLIT	1
	6/02/2026	THE ROCK	Water Main	ROUNDSPLIT	1
	7/02/2026	LAKE ALBERT	Water Main	EXCESSWEAR	1
		URANA	Water Main	ROUNDSPLIT	1
	8/02/2026	ASHMONT	Water Main	GROUNDMOVE	1
	9/02/2026	THE ROCK	Water Main	ROUNDSPLIT	1
		MANGOPLAH TO THE ROCK	Water Main	ROUNDSPLIT	1
	10/02/2026	FOREST HILL	Water Main	GROUNDMOVE	1
		WAGGA WAGGA	Water Main	GROUNDMOVE	1
	11/02/2026	BIDGEEMIA	Water Main	ROUNDSPLIT	1
		PLEASANT HILLS	Water Main	ROUNDSPLIT	1
		WAGGA WAGGA	Water Main	JOINTLEAK	1
	12/02/2026	URANGELINE	Water Main	ROUNDSPLIT	2
	13/02/2026	ASHMONT	Water Main	JOINTLEAK	1
		BRUCEDALE	Water Main	JOINTLEAK	1
		GLENFIELD PARK	Water Main	GROUNDMOVE	1
	14/02/2026	BRUCEDALE	Water Main	ROUNDSPLIT	1
		HENTY TO CULCAIRN	Water Main	LONGSPLIT	1
	15/02/2026	BRUCEDALE	Water Main	ROUNDSPLIT	1
	16/02/2026	LAKE ALBERT	Water Main	LONGSPLIT	1
		THE ROCK	Water Main	ROUNDSPLIT	1
	17/02/2026	HOLBROOK	Water Main	LONGSPLIT	1
		WAGGA WAGGA	Water Main	VIBRATION	1
		WOOMARGAMA	Water Main	ROUNDSPLIT	1
	18/02/2026	BRUCEDALE	Water Main	EXCESSWEAR	1
		FOREST HILL	Water Main	GROUNDMOVE	1
		LAKE ALBERT	Water Main	GROUNDMOVE	1
		WALBUNDRIE TO RAND	Water Main	ROUNDSPLIT	1
	19/02/2026	BIDGEEMIA	Water Main	ROUNDSPLIT	1
		TURVEY PARK	Water Main	LONGSPLIT	1
	20/02/2026	COLLINGULLIE	Water Main	CORROSION	1
		LAKE ALBERT	Water Main	GROUNDMOVE	1
		OSBORNE	Water Main	ROUNDSPLIT	1
		PLEASANT HILLS	Water Main	ROUNDSPLIT	1
		TURVEY PARK	Water Main	GROUNDMOVE	1
	23/02/2026	WALLA WALLA	Water Main	NOFAULT	1
		COLLINGULLIE	Water Main	ROUNDSPLIT	1
		LAKE ALBERT	Water Main	GROUNDMOVE	1
		THE ROCK	Water Main	ROUNDSPLIT	1
		WALLA WALLA	Water Main	LONGSPLIT	1
	24/02/2026	LAKE ALBERT	Water Main	GROUNDMOVE	1
	25/02/2026	PLEASANT HILLS	Water Main	ROUNDSPLIT	1
	26/02/2026	FOREST HILL	Water Main	CORROSION	1
		WAGGA WAGGA	Water Main	LONGSPLIT	1
	27/02/2026	LADYSMITH	Water Main	GROUNDMOVE	1
	28/02/2026	EAST WAGGA WAGGA	Water Main	GROUNDMOVE	1
		MOORONG	Water Main	EXCESSWEAR	1
	Grand Total				

Water Quality Complaints

Types	Date	Suburb	Action Taken	Count of SR#
WATERODOUR	11/02/2026	GLENFIELD PARK	Called Amber 9:10am 12/2/26 and left message	1
		GLENFIELD PARK	AM and NS attended complainant's residence; plastic tap covering removed (later replaced) and sample was taken. The results were; Colour fine, taste ok, slight chlorine odour. EC360, pH 7.74, TDS 173, Temp 21.5, Turbidity 0.58 NTU, Cl Free 1.27, Cl Total 1.38. All results were within ADWG, no issue was seen at the time.	1
	12/02/2026	SAN ISIDORE	12/2/26 On phone with Thomas for approx. 25mins. WQ team went to check water quality at supply to residence. All within ADWG. Free chlorine 1.21mg/L, Total chlorine 1.34mg/L, pH 7.7, Turbidity 0.6NTU.	1
		SAN ISIDORE	A Martin attended residence at 07:30 on the 23/02/26, customer wasn't present outside at the time. Water colour - Nil Water Taste - Nil EC - 342 Odour - Nil pH - 7.55 Temp - 23.5 Turbidity - 1.10 Chlorine Free - 0.95 Chlorine Total - 0.99 Parameters are within ADWG standards, no issues identified. A Martin left residence at 07:45.	1
		SAN ISIDORE	Notified Thomas that all results are within ADWG and that the manager from Works would contact regarding his questions about the mains at the front of his house	1
		SAN ISIDORE	Returned call to Thomas for about 25mins. He is still concerned about "over dosing from bags of chlorine on Sundays" Again explained the it was continual dosing with chlorine gas. Although WQ will go and check WQ next Monday. He says he is in a lot of pain from his eyes and the doctors said the water caused the damage. He is concerned with the main out the front of his place and wants it replaced. Wants to know what mains is made of and a plan of where the main is. Said the water caused his wife's hair to fall out 38 years ago Reiterated that the water quality meets ADWG	1
		SAN ISIDORE	Thomas requested information regarding PFAS email from customer service. left message 3pm Thomas returned call and had conversation for approx. 30mins. Concerns include: bubbles in water PFAS, concerned with PFAS. Explained PFAS within ADWG and the bubbles are usually caused by air, but certainly not from PFAS mains not replaced out the front of his place. Chlorine residual doubled at the end of the line. Explained that chlorine residual dissipates over time and doesn't increase at the end of a line water?? making him see dead people at night Concerns with extra dosing from bags of chlorine on Sunday nights. Explained that dosing is continual by gas from West Wagga Explained that water met ADWG and was safe to drink. Said I'd talk to people and get back to him. Notified Beth and Jas	1
WATERDIRTY	3/02/2026	KOORINGAL	Flushed at meter until clear. Left note with owner suggesting to replace their gal pipes	1
	4/02/2026	OURA	Flushed at meter and house	1
	5/02/2026	BRUCEDALE	Flushed at meter. Spoke with owner	1
		TURVEY PARK	Flushed at meter and replaced broken meter	1
	6/02/2026	TURVEY PARK	Flushed at meter	1
	11/02/2026	GLENFIELD PARK	Flushed meter	1
		TURVEY PARK	Changed meter broken filter	1
	20/02/2026	TURVEY PARK	Flushed at meter. Copper both sides. Some gal further in on owners side	1
	23/02/2026	TOLLAND	Flushed main	1
	27/02/2026	WAGGA WAGGA	Flushed at meter and changed meter had no filter	1
Grand Total				17

New water mains laid – New and Replacement

Summary	WO#	Asset Type	Width	Type	Sum of Meters
Fernleigh Rd, Bluett St to Heath St	9141	Water Main	100	DICL	18
Mitchell Rd, Kyemba Ave to Inglewood	10168	Water Main	100	OPVC	25
Blamey St, Macleay to Mitchelmore	9140	Water Main	100	DICL	11
		Water Main	100	OPVC	120
lot 11 Namoi street Boree Creek 2652 (sction 3 dp 758142) 100mm Main extension x 100m from Lachlan St to western corner for new connection	11467	Water Main	100	OPVC	24
Brunlea Park - Stage 3 Subdivision 924m of 100mm oPVC DICL	4797	Water Main	100	DICL	33
		Water Main	200	DICL	49.5
Rudd St , Heydon to Hodson St, Turvey Park	9135	Water Main	100	DICL	204
Silverwood to Angel St mains connection	10342	Water Main	100	OPVC	258
Grand Total					742.5

Major Repairs / Overhauls

Facility	Work done
Wagga Wagga WTP	Lamella Scraper System and Chain Maintenance

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	132
Estella Farrer Road	214
Forest Hill Elizabeth Avenue	802
Glenfield Red Hill Road	231
Henty Olympic Way	56
Holbrook Millswood Road	43
Lake Albert Plumpton Road	380
Lockhart Napier Road	233
Ralvona	7
Tarcutta	139
The Rock	43
Urana Federation Way	67
Walla Walla	35
Woomargama Murray St	15
Yerong Creek Finlayson Street	20

Fleet Disposals

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

Fleet Acquisitions

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

Strategic Alignment

Our 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

R20 Works Report covering March 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 March 2026.

RECOMMENDATION that the Works Report covering March 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 of March 2026.

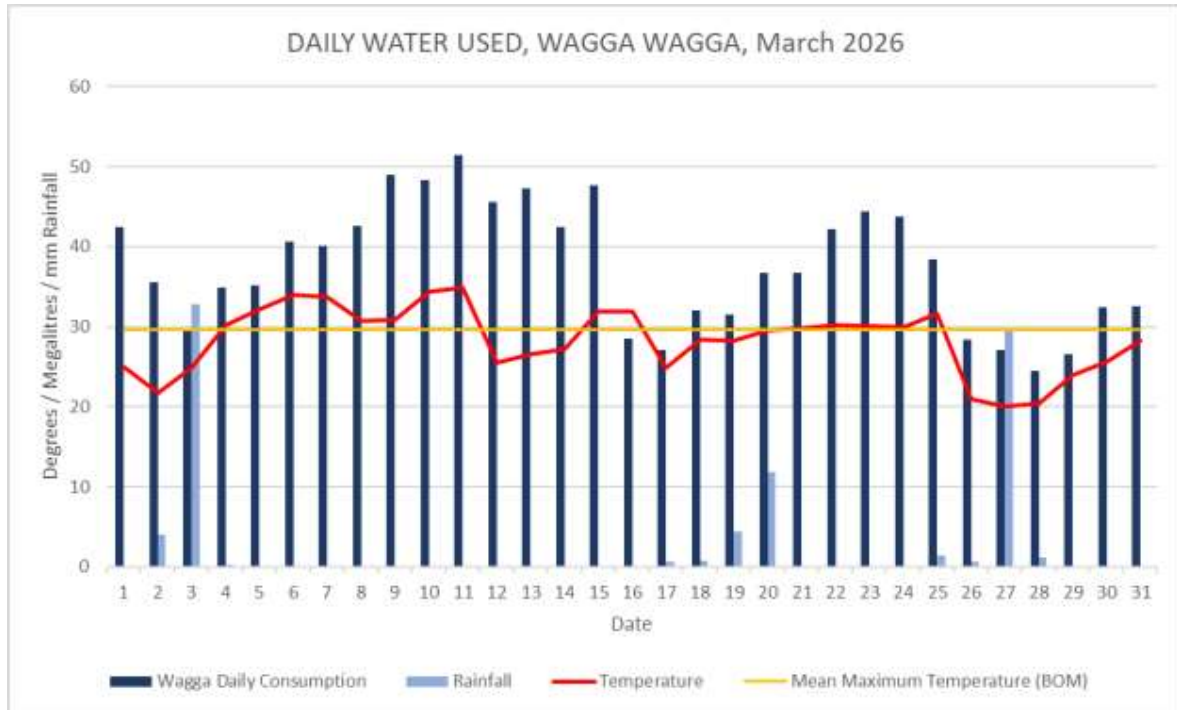
Water Sourced and Used

WATER SOURCED - Megalitres [ML]		March		
		2024	2025	2026
Rainfall [mm]		20.6	19.6	87.4
Wet Days		2	7	11
Surface Water Sources				
Murrumbidgee Regulated River Water				
	Sub-Total	890.7	943.0	196.4
	Wagga Wagga - Murrumbidgee River	888.8	941.3	196.4
	Morundah - Yanco Creek	1.99	0.89	0.00
	Urana - Colombo Creek	0.0	0.8	0.0
Groundwater Sources				
	Sub-Total	1,091.3	910.5	1,320.5
Wagga Wagga Alluvial Groundwater				
	East Wagga Wagga	264.6	133.8	360.5
	West Wagga Wagga	327.9	288.5	543.6
	North Wagga Wagga	329.6	336.0	308.3
	Oura	6.6	7.3	5.5
Mid Murrumbidgee Zone 3 Alluvial Groundwater				
	Collingullie	10.4	9.7	5.9
	Bulgary	71.7	59.3	43.4
Billabong Creek Alluvial Groundwater				
	Walla Walla (near Culcairn)	32.9	27.3	12.6
	Ralvona	28.4	30.3	21.8
	Walbundrie	6.3	5.2	4.7
Gundagai Alluvial Groundwater (Tarcutta)				
		7.3	5.6	6.4
Lachlan Fold Belt MDB Groundwater				
	Woomargama	1.7	2.1	1.1
	Humula	0.8	0.8	0.5
Goldenfields Water (bulk supply)				
		3.4	4.5	6.3
Surface and Groundwater - TOTAL		1,982.0	1,853.5	1,516.9

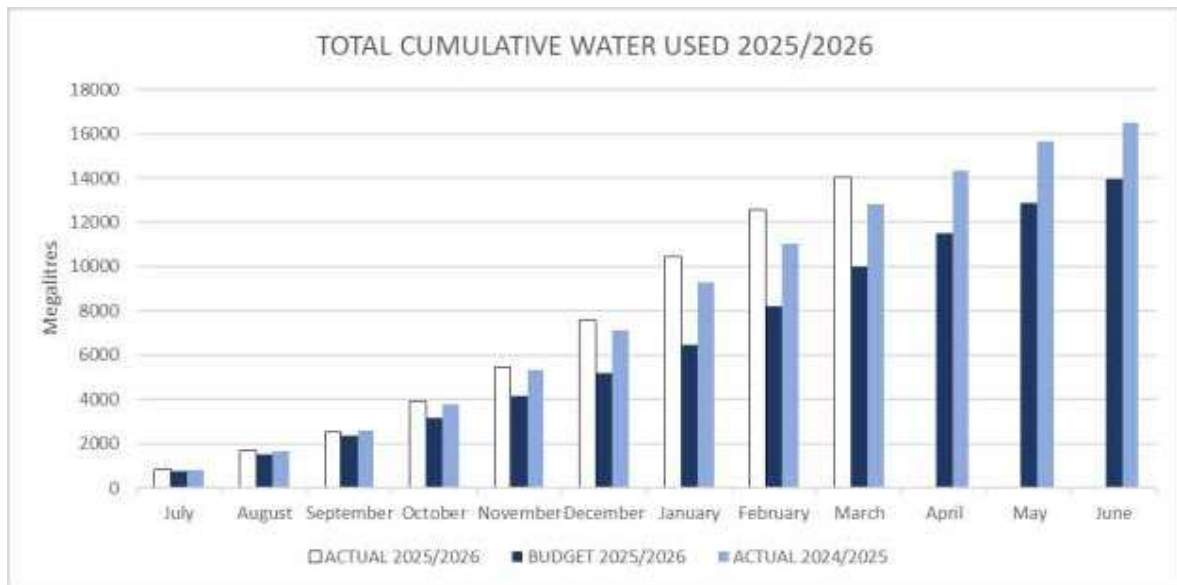
WATER SUPPLIED - Megalitres [ML]			March		
			2024	2025	2026
Greater Wagga Wagga	Wagga Wagga System	Sub-Total	1,242.1	1,141.9	919.6
	Wagga Low Level		148.8	150.8	128.9
	Wagga High Level		915.7	783.3	623.9
	Bellevue/Glenoak Level		165.4	137.0	104.6
	Ladysmith		12.1	9.1	7.4
	Gregadoo			61.7	54.8
	North Wagga System	Sub-Total	382.8	333.1	308.7
	North Wagga/Bomen		77.9	77.3	87.2
	East Bomen		31.2	28.3	29.0
	Estella		206.2	172.6	145.8
	Rural - Bruceedale		39.5	32.4	25.0
	Rural - The Gap/Tooyal			12.8	11.3
	Rural - Currawarna/Cottee		28.2	9.7	10.5
	GREATER WAGGA WAGGA - TOTAL			1,624.9	1,475.0
Rural	Southern Trunk System	Sub-Total	194.8	192.5	128.9
	(Southern Trunk- Rural Connections)			96.1	29.1
	San Isadore			12.6	8.6
	Kapooka			17.4	20.6
	Uranquinty			19.6	13.3
	The Rock			11.5	7.2
	Mangoplah			2.9	1.8
	Yerong Creek			3.1	2.0
	Pleasant Hills			14.5	11.7
	Milbrulong			0.5	0.3
	Henty			16.9	23.1
	Morven			7.1	5.9
	Walla Walla			8.9	5.3
	Transferred to Western Trunk			-18.6	-13.4
	Western Trunk System	Sub-Total	82.7	98.1	56.7
	(Western Trunk - Rural Connections)			45.3	32.7
	Lockhart			19.4	11.6
	Boree Creek			2.5	1.7
	Urana			5.9	4.5
	Oaklands			6.4	5.3
	Morundah*				0.9
	Transferred from Southern Trunk			18.6	13.4
	Independent Villages	Sub-Total	62.7	61.5	44.8
	Collingullie		9.7	9.0	5.4
	Humula		0.8	0.8	0.5
	Morundah*		1.9	0.9	
	Oura		6.6	7.3	5.5
Woomargama		1.7	2.1	1.1	
Tarcutta		7.2	5.5	5.8	
Holbrook		28.5	30.4	21.8	
Walbundrie-Rand		6.3	5.5	4.7	
RURAL - TOTAL			340.2	352.1	230.4
GREATER WAGGA WAGGA & RURAL - TOTAL			1,965.1	1,827.2	1,458.7

* Morundah became a western trunk sub-system effective January 2026.

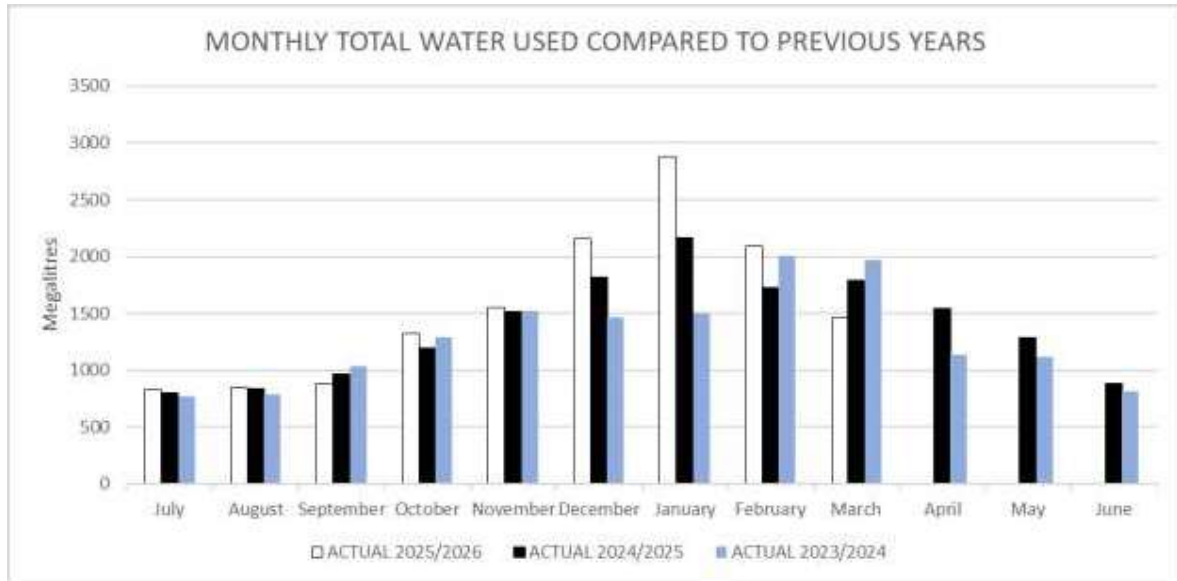
Graph 1



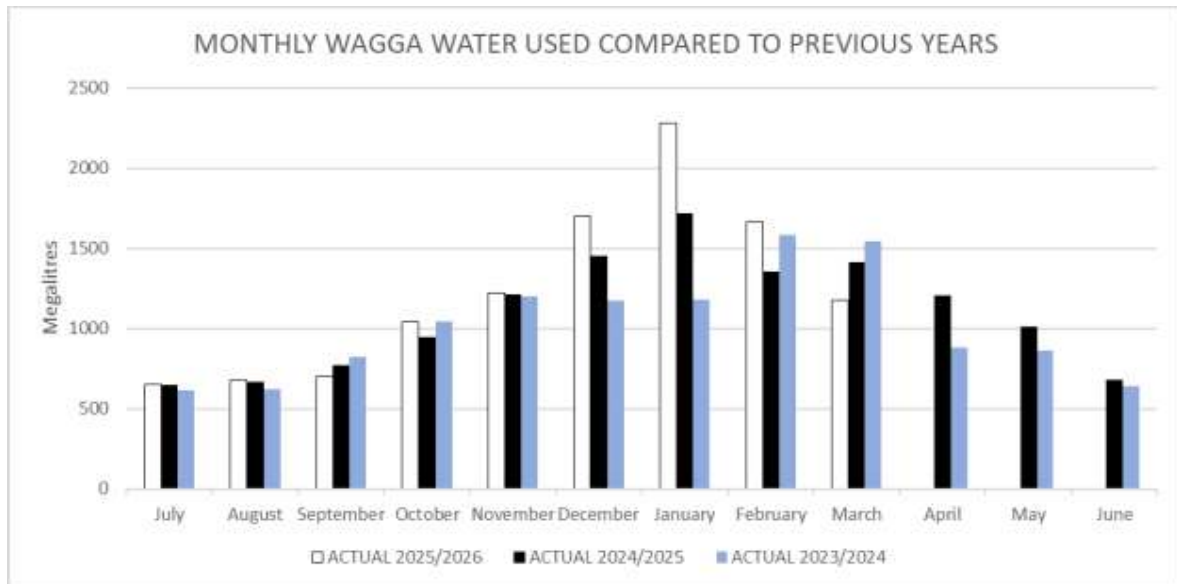
Graph 2



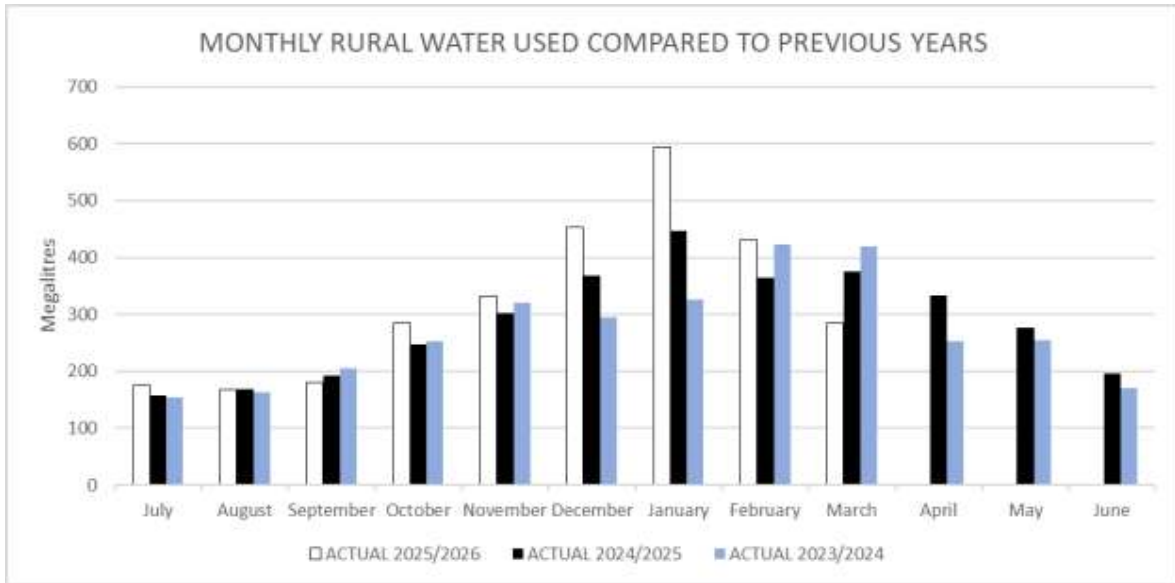
Graph 3



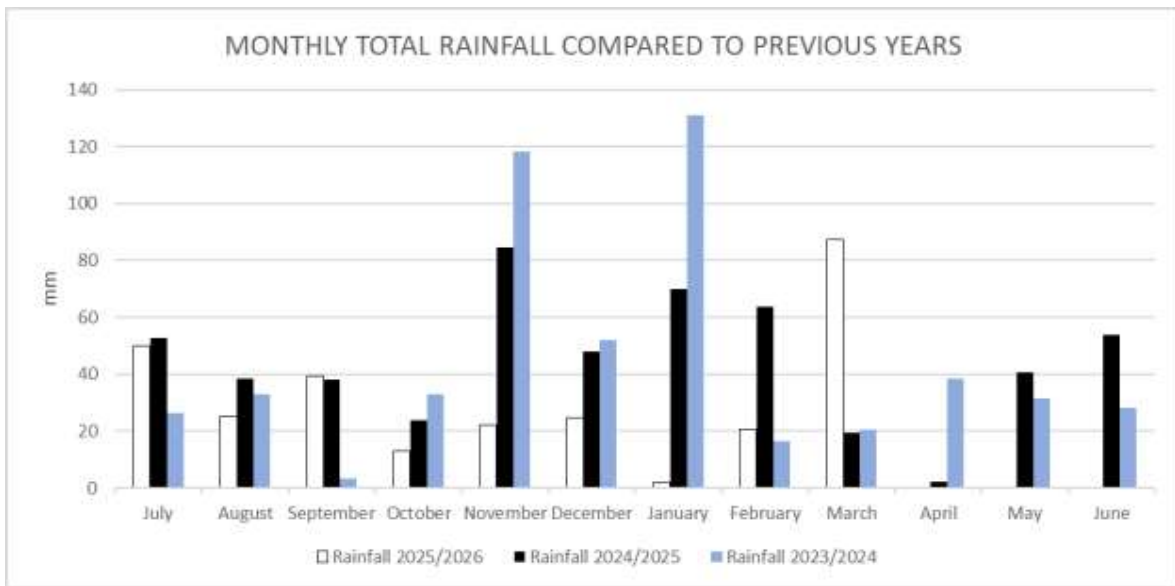
Graph 4



Graph 5



Graph 6



Repairs, Meters, Locations and Complaints

Suburb	METERMODIFY	HYDMAINT	WATERODOUR	LOCATE	WATERDIRTY	PRESSURE	METERCOCKFAIL	WATERLEAK	METERLEAK	Grand Total
ASHMONT	1							1	1	3
BIDGEEMIA								1		1
BOMEN								1		1
BOOROOMA									2	2
BOREE CREEK TO URANA								3		3
BOURKELANDS						1	1	1	1	4
BRUCEDALE							1	2		3
COLLINGULLIE								1		1
CULCAIRN TO WALLA WALLA						1				1
CURRAWARNA							1			1
EAST WAGGA WAGGA				1				1	1	3
ESTELLA						1			2	3
FOREST HILL		1							2	3
GLENFIELD PARK	1				1		1	1	1	5
GOBBAGOMBALIN		1				1		1	2	5
HENTY									1	1
HOLBROOK		1								1
HUMULA									2	2
KOORINGAL	1				1	1	3	2	3	11
LADYSMITH									1	1
LAKE ALBERT				1	2	2	5	3	5	18
LLOYD						1				1
LOCKHART					1			2		3
LOCKHART TO BOREE CREEK								1		1
MOORONG									2	2
MORUNDAH								1		1
MORVEN								2		2
MOUNT AUSTIN			2			1		3	8	14
NORTH WAGGA WAGGA								3		3
OAKLANDS				1						1
OURA								1	1	2
PLEASANT HILLS								1		1
RAND									2	2
SAN ISIDORE								2	1	3
SPRINGVALE									1	1
Suburb Not Recorded					1		1	4	1	7
TATTON									4	4
THE ROCK						1		1		2
TOLLAND			3		2		2	2	3	12
TURVEY PARK					1	1		6		8
URANA									1	1
URANQUINTY									1	1
WAGGA TO THE ROCK								1		1
WAGGA WAGGA		1		2	2	7	4	11	10	37
WALBUNDRIE									1	1
WALLA WALLA									2	2
Grand Total	3	4	5	5	11	18	19	59	62	186

New Connections

Count of #		Resp.			
Activity	Suburb	NEWSERVICE	RURALGANG	WORKS	Grand Total
MTRINST	BOOROOMA	2			2
	EAST WAGGA WAGGA	1			1
	ESTELLA	3			3
	FOREST HILL	4			4
	GOBBAGOMBALIN	32			32
	GUMLY GUMLY	1			1
	HOLBROOK		2	3	5
	LADYSMITH	1			1
	LAKE ALBERT	10		4	14
	LLOYD	10		3	13
	Oaklands		1		1
	SPRINGVALE	1			1
	TURVEY PARK	1			1
	WAGGA WAGGA	1		1	2
	WALLA WALLA		4		4
Grand Total		67	7	11	85

Water System Repairs

Activity	Date	Suburb	AssetType	Problem	Count of #
MAINRPR	2/03/2026	TURVEY PARK	Water Main		1
	3/03/2026	LAKE ALBERT	Water Main	GROUNDMOVE	1
		PLEASANT HILLS	Water Main	ROUNDSPLIT	1
		THE ROCK	Water Main	JOINTLEAK	1
	4/03/2026	BOMEN	Water Main	GROUNDMOVE	1
		EAST WAGGA WAGGA	Water Main	GROUNDMOVE	1
	5/03/2026	WALLA WALLA	Water Main		1
		WALBUNDRIE TO RAND	Water Main	ROUNDSPLIT	1
	6/03/2026	BRUCEDALE	Water Main	EXCESSWEAR	1
		HOLBROOK	Water Main	ROUNDSPLIT	1
	9/03/2026	BOREE CREEK TO URANA	Water Main	ROUNDSPLIT	1
		LAKE ALBERT	Water Main	ROUNDSPLIT	1
	11/03/2026	BRUCEDALE	Water Main	EXCESSWEAR	1
	12/03/2026	BRUCEDALE	Water Main	ROUNDSPLIT	1
	13/03/2026	BIDGEEMIA	Water Main	ROUNDSPLIT	1
		THE ROCK	Water Main	ROUNDSPLIT	1
	17/03/2026	BIDGEEMIA	Water Main	LONGSPLIT	1
		EAST WAGGA WAGGA	Water Main	NOFAULT	1
	18/03/2026	BRUCEDALE	Water Main	EXCESSWEAR	1
		Oaklands	Water Main	LONGSPLIT	1
		WAGGA WAGGA	Water Main	EXCESSWEAR	1
		WAGGA WAGGA	Water Main	GROUNDMOVE	1
	19/03/2026	BIDGEEMIA	Water Main	ROUNDSPLIT	1
	20/03/2026	BRUCEDALE	Water Main	EXCESSWEAR	1
	22/03/2026	MILBRULONG	Water Main		1
	23/03/2026	WAGGA TO THE ROCK	Water Main	ROUNDSPLIT	1
		MANGOPLAH TO THE ROCK	Water Main	ROUNDSPLIT	1
	25/03/2026	BOREE CREEK TO URANA	Water Main	ROUNDSPLIT	1
	27/03/2026	KOORINGAL	Water Main	TREERROOTS	1
		OURA	Water Main	EXCESSWEAR	1
	30/03/2026	BOREE CREEK	Water Main	JOINTLEAK	1
Grand Total					31

Water Quality Complaints

Types	Date	Suburb	Action Taken	Count of SR#
WATERODOUR	6/03/2026	TOLLAND	Attempted contact with Lynn regarding the visit today, there was no answer, so a message was left regarding the results.	1
		TOLLAND	Lynn returned my call, I explained the situation that the water sampled prior to the meter was in good condition and it may potentially be an internal issue.	1
		TOLLAND	Site (27 Mayala Drive) was attended by A Martin at 12:30pm on the 06/03/2026, no-one came out of the residence during sampling. Colour - NilEC - 371.2Odour - NilpH - 7.16Taste - NilTemp - 23.2Turbidity - 0.43Chlorine Free - 1.15Chlorine Total - 1.18All parameters were within the ADWG and nothing of note was identified during sampling. AM left the residence at 12:50.	1
	11/03/2026	MOUNT AUSTIN	A Martin attended 20 Monash Crescent at 2:15pm on the 11/03/2026. Taste - NilOdour - NilColour - NilpH - 7.51Temp - 23.4Turbidity - 0.61Ec - 247.7Chlorine Free - 1.07Chlorine Total - 1.12All parameters were within ADWG guidelines, A Martin met with tenant "Megan" during the sampling, she explained she was showing signs of being unwell until she drank other kinds of water. I showed her what I was testing for and the water that was coming out of the tap near her meter; she agreed that the water coming out of the tap was noticeably better looking than the water coming from the taps inside. She requested that the field results to be supplied to her so she can show her landlords that the internal plumbing of the house requires repairs, her email is m_fernando93@hotmail.com. A Martin left the residence at 2:35pm.	1
		MOUNT AUSTIN	A Martin responded to Megans enquiry with an emailing detailing the water quality results, explaining the results were within the ADWG.	1
WATERDIRTY	2/03/2026	LAKE ALBERT	Flushed meter gal his side	1
	6/03/2026	TOLLAND	0:93 NTU	1
		TOLLAND	Flushed at meter. Clarity tested fine. No noticeable smell or taste. Owner says test inside and have asked Chloe to pass on to water quality	1
	9/03/2026	GLENFIELD PARK	Customers side	1
	10/03/2026	LAKE ALBERT	Flushed at meter. Dirty water issue seems to mainly be customer gal. Messy area to be cleaned up by works crew on site	1
	12/03/2026	LOCKHART	Flushed main and service. Turbidity 4.26. Chl 0.78	1
		TURVEY PARK	Flushed service and mains in area very dirty water	1
	13/03/2026	KOORINGAL	Flushed at meter and back tap	1
	18/03/2026	WAGGA WAGGA	Flushed at bulk meter to units	1
	25/03/2026		Flushed at meter replaced gaskets	1
	26/03/2026	WAGGA WAGGA	Flushed at meter	1
Grand Total				16

New water mains laid – New and Replacement

Summary	WO#	Asset Type	Width	Type	Sum of Meters
Mitchell Rd, Kyemba Ave to Inglewood	10168	Water Main	150	OPVC	120
Rudd St, Heydon to Hodson St, Turvey Park	9135	Water Main	100	DICL	48
1-3 Veneris St, Lockhart Subdivision Plans attached of design	9977	Water Main	100	DICL	22
		Water Main	100	OPVC	324
Lake Albert Manors Stage 3 Subdivision - 27 Lots 536m 100mm oPVC - DICL	5824	Water Main	100	DICL	27.5
Grand Total					541.5

Major Repairs / Overhauls

Facility	Work done
Wagga Wagga WTP	Centrifuge Preventative Maintenance
Wagga Wagga WTP	High Lift Pumps Preventative Maintenance
Oura WTP	Preventative Maintenance

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	31
Estella Farrer Road	89
Forest Hill Elizabeth Avenue	425
Glenfield Red Hill Road	149
Henty Olympic Way	7
Holbrook Millswood Road	11
Lake Albert Plumpton Road	205
Lockhart Napier Road	75
Pleasant Hills Manson St	30
Ralvona	2
Tarcutta	166
The Rock	19
Urana Federation Way	21
Walla Walla	6
Woomargama Murray St	2
Yerong Creek Finlayson Street	12

Fleet Disposals

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

Fleet Acquisitions

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

Strategic Alignment

Our 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 RFQ2026/9 and RFQ2026/10 Pipes and Fittings for Solar Plant

Organisational Area Corporate Services

Author Catherine Smith, Procurement Coordinator; Christopher Moosbrugger, Project Engineer and Greg Vidler, Manager Projects

Summary This report provides a recommendation on the purchase of pipes and fittings for the Solar Pilot Plant project and the Lake Albert Pipeline project.

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

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

CONF-2 Executive Remuneration Procedure

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary This report provides an update on the processes associated with transferring the Director Corporate Services and Director Engineering from Contracts of Employment to the Riverina Water Enterprise Award 2025.

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

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

CONF-3 Mid Year Performance Review - Chief Executive Officer

Organisational Area Chief Executive Officer

Author Chairperson, Chairperson

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

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)