



# **Meeting of Riverina Water County Council**

The meeting will be held at Greater Hume Shire Council 40  
Balfour Street Culcairn at 9:30am on Thursday 27 April 2023

# Meeting Agenda

## Live Streaming of Council Meetings

Riverina Water advises that Council meetings are live streamed on Council's website [www.riverinawater.nsw.gov.au](http://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

## Livestreaming of Meeting

## Apologies

## Declaration of pecuniary and non-pecuniary interests

## Confirmation of Minutes

### Minutes of Board Meeting 23 February 2023

## Correspondence

## Open Reports

R1	List of Investments .....	4
R2	March 2023 Quarterly Budget Review Statement .....	13
R3	Fluoridation Policy .....	30
R4	Deferred Payments for Rural Extensions Policy.....	35
R5	Draft Customer Service Charter.....	39
R6	Draft Complaints Management Policy .....	44
R7	Draft Unreasonable Complainant Conduct Policy .....	61
R8	Draft Customer & Community Engagement Strategy 2023/24-2025/26.....	68
R9	Operational Plan 2023/24 and revised Delivery Program 2022/23 - 2025/26 .....	89
R10	Lost Time Injury Statistics July 2022 - March 2023.....	164
R11	Membership of the Australian Local Government Women's Association .....	166

R12	Local Government New South Wales - 2023 Water Management Conference .....	170
R13	LGNSW Rural & Regional Summit.....	172
R14	Invitation to re-join REROC .....	181
R15	Works Report covering February 2023.....	186
R16	Works Report covering March 2023 .....	197
R17	Report on Sindhuli Nepal Project Team Visit .....	208
R18	Council Resolution Sheet.....	211

## Questions and Statements

### Confidential Reports

CONF-1	Confidential Minutes of Audit, Risk and Improvement Committee held on 16 February 2023 .....	214
CONF-2	Meter Reading Matter .....	215
CONF-3	Enterprise Resource Planning Contract Update .....	216

# R1 List of Investments

## Organisational Area Corporate Services

**Author** Natasha Harris, Manager Finance & Sourcing

**Summary** This report details the status of Riverina Water's investment portfolio for the months of February 2023 and March 2023.

**RECOMMENDATION** that Council receive and note the report detailing external investments for the months of February 2023 and March 2023.

### Report

In accordance with the provisions of Clause 19(3) of the Local Government (Financial Management) Regulation 1993, reported are the details of Council's external investment portfolio as of February 2023 and March 2023.

- › **R1.1**      **February 2023 Investment Report** [↓](#) 
- › **R1.2**      **March 2023 Investment Report** [↓](#) 

### Financial Implications

Not applicable.

### Risk Considerations

<b>Financial</b>	
Avoid	Council will endeavour to ensure that its financial sustainability is protected at all times and avoid proposals that may impact negatively.

**Monthly Investment Report as at 28/02/2023**

Investment	Inception Date	Term (Days)	Maturity Date	S&P Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value	Market Value
<b>Term Deposits</b>								
ING	23/06/2022	730	22/06/2024	A-2	4.40	7.524%	\$2,000,000.00	\$2,000,000.00
Westpac	19/08/2022	364	18/08/2023	A-1+	3.96	11.286%	\$3,000,000.00	\$3,000,000.00
Australian Unity Bank	7/07/2022	732	8/07/2024	A-2	4.24	7.524%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	25/07/2022	731	25/07/2024	A-2	4.34	9.405%	\$2,500,000.00	\$2,500,000.00
BOQ	25/07/2022	365	25/07/2023	A-2	4.07	9.405%	\$2,500,000.00	\$2,500,000.00
AMP	29/09/2022	732	30/09/2024	A-2	4.95	7.524%	\$2,000,000.00	\$2,000,000.00
National Australia Bank	23/09/2021	733	26/09/2023	A-1+	0.63	5.643%	\$1,500,000.00	\$1,500,000.00
AMP	14/09/2021	730	14/09/2023	A-2	0.75	3.762%	\$1,000,000.00	\$1,000,000.00
BOQ	6/05/2021	732	8/05/2023	A-2	0.49	9.405%	\$2,500,000.00	\$2,500,000.00
BOQ	21/06/2022	365	21/06/2023	A-2	4.10	5.643%	\$1,500,000.00	\$1,500,000.00
National Australia Bank	8/06/2021	730	8/06/2023	A-1+	0.60	7.524%	\$2,000,000.00	\$2,000,000.00
National Australia Bank	8/06/2021	1099	11/06/2024	A-1+	0.75	9.405%	\$2,500,000.00	\$2,500,000.00
National Australia Bank	2/03/2022	364	1/03/2023	A-1+	0.90	5.643%	\$1,500,000.00	\$1,500,000.00
						<b>99.70%</b>	<b>\$26,500,000.00</b>	<b>\$26,500,000.00</b>
<b>Cash Deposit Account</b>								
National Australia Bank				A-1+	0.17	0.305%	\$81,007.36	\$81,007.36
						<b>0.30%</b>	<b>\$81,007.36</b>	<b>\$81,007.36</b>
<b>TOTAL INVESTMENTS</b>						<b>100.00%</b>	<b>\$26,581,007.36</b>	<b>\$26,581,007.36</b>
Cash at Bank				A-1+	1.09			\$557,370.51
<b>TOTAL FUNDS</b>								<b>\$27,138,377.87</b>

**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 2005 and Council's Investments Policy number POL 1.23.


**N Harris****MANAGER FINANCE & SOURCING****Application of Investment Funds**

Restricted Funds	Description	Value
Internally Restricted	Employee Leave Entitlements (50% of ELE)	\$2,277,547.08
	Plant Replacement	\$2,557,428.86
	Sales Fluctuation	\$3,000,000.00
	Water Treatment Plant	\$228,250.00
	Water Licences	\$669,385.20
Unrestricted Funds		\$18,405,766.73
<b>TOTAL FUNDS</b>		<b>\$27,138,377.87</b>

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

**Report**

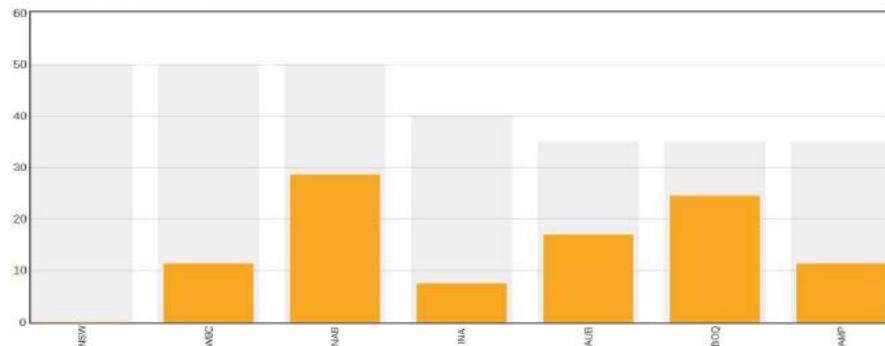
The investment portfolio decreased by \$402,432.28 for the month. The decrease was due to income in February being lower than expenditure.

**Portfolio Performance**

For the month of February, the portfolio (excluding cash) provided a return of +0.22% (actual), marginally underperforming the benchmark Ausbond Bank Bill Index return by +0.24% (actual). The relative 'underperformance' has been due to the unexpected aggressive rate hikes undertaken by the RBA. Whilst this 'underperformance' may continue in the short-term, this is anticipated to be temporary.

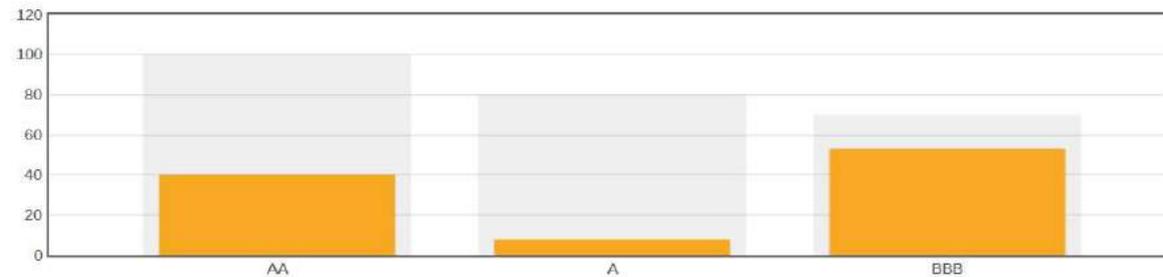
**Counterparty Compliance**

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



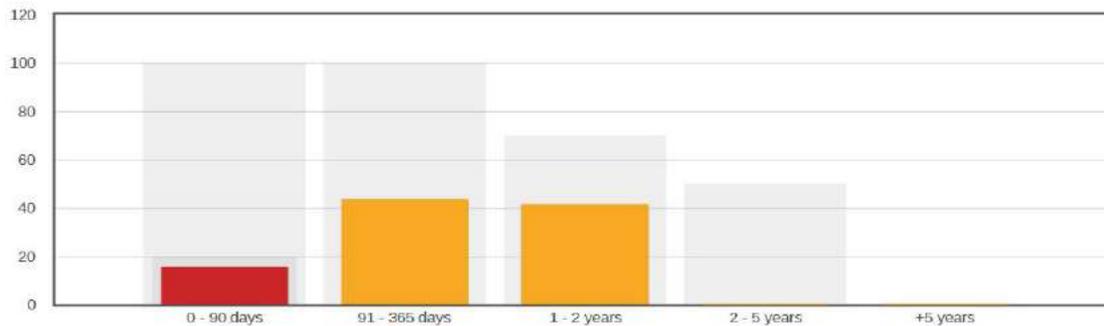
**Credit Quality Compliance**

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



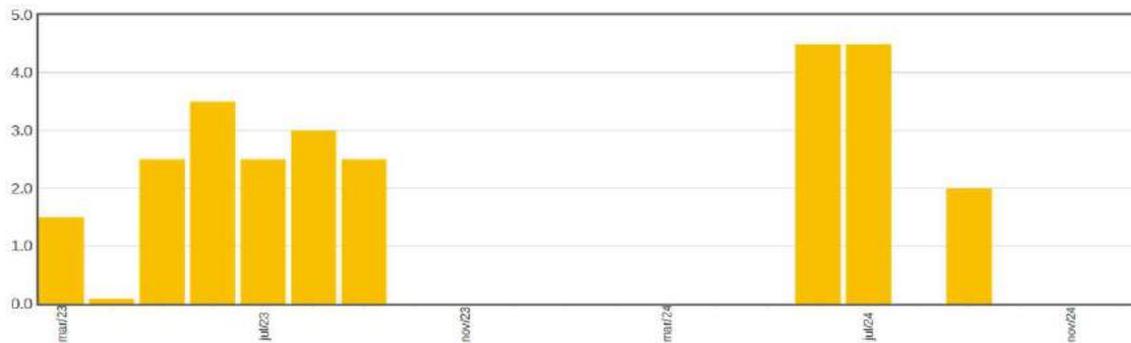
**Term to Maturity**

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



**Maturity Cashflow**

When investments will mature over time



**Monthly Investment Report as at 31/03/2023**

Investment	Inception Date	Term (Days)	Maturity Date	S&P Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value	Market Value
<b>Term Deposits</b>								
ING	23/06/2022	730	22/06/2024	A-2	4.40	7.610%	\$2,000,000.00	\$2,000,000.00
Westpac	19/08/2022	364	18/08/2023	A-1+	3.96	11.415%	\$3,000,000.00	\$3,000,000.00
Australian Unity Bank	7/07/2022	732	8/07/2024	A-2	4.24	7.610%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	25/07/2022	731	25/07/2024	A-2	4.34	9.512%	\$2,500,000.00	\$2,500,000.00
BOQ	25/07/2022	365	25/07/2023	A-2	4.07	9.512%	\$2,500,000.00	\$2,500,000.00
AMP	29/09/2022	732	30/09/2024	A-2	4.95	7.610%	\$2,000,000.00	\$2,000,000.00
National Australia Bank	23/09/2021	733	26/09/2023	A-1+	0.63	5.707%	\$1,500,000.00	\$1,500,000.00
AMP	14/09/2021	730	14/09/2023	A-2	0.75	3.805%	\$1,000,000.00	\$1,000,000.00
BOQ	6/05/2021	732	8/05/2023	A-2	0.49	9.512%	\$2,500,000.00	\$2,500,000.00
BOQ	21/06/2022	365	21/06/2023	A-2	4.10	5.707%	\$1,500,000.00	\$1,500,000.00
National Australia Bank	8/06/2021	730	8/06/2023	A-1+	0.60	7.610%	\$2,000,000.00	\$2,000,000.00
National Australia Bank	8/06/2021	1099	11/06/2024	A-1+	0.75	9.512%	\$2,500,000.00	\$2,500,000.00
						<b>95.12%</b>	<b>\$25,000,000.00</b>	<b>\$25,000,000.00</b>
<b>Cash Deposit Account</b>								
National Australia Bank				A-1+	2.70	4.878%	\$1,282,160.53	\$1,282,160.53
						<b>4.88%</b>	<b>\$1,282,160.53</b>	<b>\$1,282,160.53</b>
<b>TOTAL INVESTMENTS</b>						<b>100.00%</b>	<b>\$26,282,160.53</b>	<b>\$26,282,160.53</b>
Cash at Bank				A-1+	1.09			\$1,241,199.19
<b>TOTAL FUNDS</b>								<b>\$27,523,359.72</b>

**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 2005 and Council's Investments Policy number POL 1.23.


**N Harris****MANAGER FINANCE & SOURCING****Application of Investment Funds**

Restricted Funds	Description	Value
Internally Restricted	Employee Leave Entitlements (50% of ELE)	\$2,277,547.08
	Plant Replacement	\$2,600,273.68
	Sales Fluctuation	\$3,000,000.00
	Water Treatment Plant	\$228,250.00
	Water Licences	\$669,385.20
		\$8,775,455.96
Unrestricted Funds		\$18,747,903.76
<b>TOTAL FUNDS</b>		<b>\$27,523,359.72</b>

\* 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**

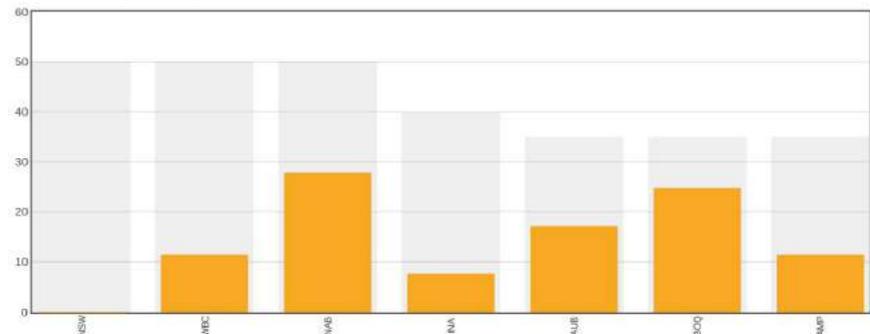
The investment portfolio increased by \$384,981.85 for the month. The increase was due to income in March being higher than expenditure.

**Portfolio Performance**

For the month of March, the portfolio (excluding cash) provided a return of +0.25% (actual), marginally underperforming the benchmark Ausbond Bank Bill Index return by +0.28% (actual). The relative 'underperformance' has been due to the unexpected aggressive rate hikes undertaken by the RBA. Whilst this 'underperformance' may continue in the short-term, this is anticipated to be temporary.

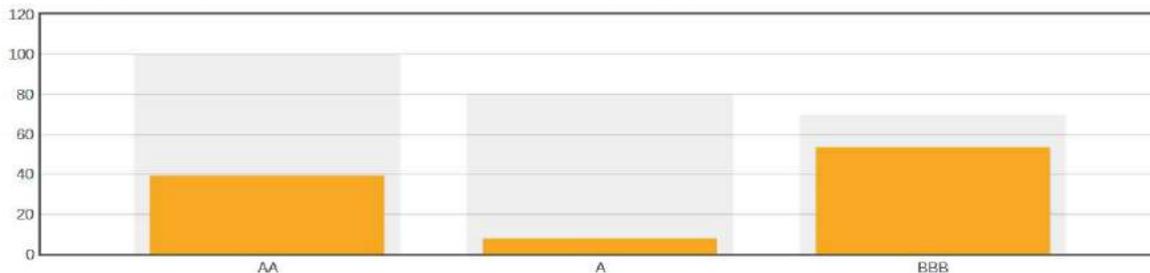
**Counterparty Compliance**

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



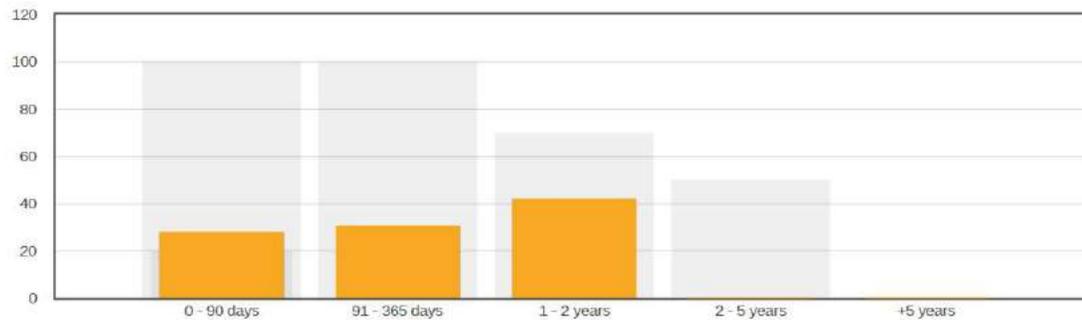
**Credit Quality Compliance**

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



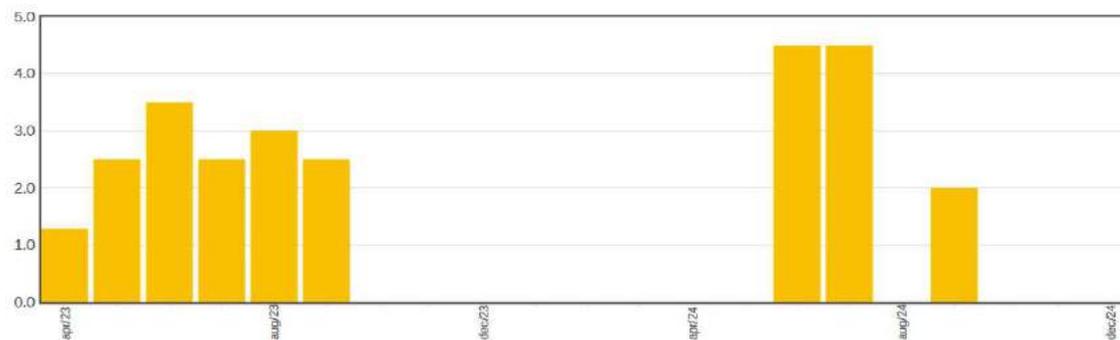
**Term to Maturity**

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



**Maturity Cashflow**

When investments will mature over time



## R2 March 2023 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 2005, for the purpose of periodically reviewing and revising estimates of income and expenditure.

**RECOMMENDATION** that the Quarterly Budget Review for the period ended 31 March 2023 be received and adopted.

### Report

The Quarterly Review of Riverina Water's budget for the period ending 31 March 2023 is submitted for examination by the Board.

### Operating Budget

The anticipated Operating Result for 2022/23 is a surplus of \$1,732,000. The Operating Result was originally budgeted for a surplus of \$5,953,000. The proposed March quarterly review operational adjustments relate to:

- (\$4,000,000) - Water Usage - Reduction in water sales forecast.
- \$71,466 - Insurance claims unanticipated revenue - Claim proceeds for stormwater damage to Hammond Avenue site.
- \$39,270 - Insurance rebates unanticipated revenue - Workers' compensation rebate incentive from StateCover Mutual.
- \$245,000 - Interest on investments - increase due to improving interest rates on investments.
- (\$100,000) - Capital Grants - Reduce to align to value of claims to be received in 22/23 financial year.
- \$383,000 - Employee termination payments (to be partly funded from the Employee Leave Reserve as part of the end of year transfers).
- \$11,593 - Bring forward 2023/24 budget for purchase on new gas detectors.
- (\$900,000) - Loan interest payments - reduce interest expense budget as interest for solar loan was budgeted, this project has been deferred to later years.

- \$18,182 - Insurance excess unanticipated expense - Stormwater damage to Hammond Avenue site.
- \$20,000 – Board members superannuation.
- \$15,000 - Internal Audit Fees – an increase in the number of Committee Members as well as an increase in the sitting fees and including ARIC member superannuation.
- \$350,000 - Access charges - Increase to align to current connections.

**Capital Budget**

Also included is a quarterly review for Capital Works projects. The original capital expenditure budget for 2022/23 was \$22,777,000. The proposed March quarterly review adjustments result in a decrease of \$2,903,635. The proposed capital expenditure for 2022/23 totals \$19,873,527.

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

› **R2.1**      **March 2023 Quarterly Budget Review** [↓](#) 

**Financial Implications**

The recommendation decreases Council's anticipated net cashflow for 2022/23 by \$859,000.

**Risk Considerations**

<b>Financial</b>	
Avoid	Council will endeavour to ensure that its financial sustainability is protected at all times and avoid proposals that may impact negatively.

<b>Table of Contents</b>	<b>page</b>
1. Responsible Accounting Officer's Statement	1
2. Income & Expenses Budget Review Statements	2
3. Capital Budget Review Statement	4
4. Cash & Investments Budget Review Statement	6
5. Key Performance Indicator (KPI) Budget Review Statement	8
a. Council specific KPI's	
6. Contracts & Other Expenses Budget Review Statement	10
7. Additional Statements	
- Balance Sheet	12
- Capital Expenditure Review	13

Riverina Water County Council

**Quarterly Budget Review Statement**  
for the period 01/01/23 to 31/03/23

**Report by Responsible Accounting Officer**

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for Riverina Water County Council for the quarter ended 31/03/23 indicates that Council's projected financial position at 30/6/23 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:** 19/04/2023

Mrs Natasha Harris  
Responsible Accounting Officer

Riverina Water County Council

**Quarterly Budget Review Statement**

for the period 01/01/23 to 31/03/23

**Income & Expenses Budget Review Statement**

Budget review for the quarter ended 31 March 2023

(\$000's)	Original Budget 2022/23	Approved Changes			Revised Budget 2022/23	Variations for this Mar Qtr	Notes	Projected Year End Result	22/23	21/22
		Other than by QBRS	Sept QBRS	Dec QBRS					Actual YTD figures	Actual YTD figures
<b>Income</b>										
Rates and Annual Charges	5,214	-	-	-	5,214	350		5,564	4,160	4,123
User Charges and Fees	24,541	-	-	-	24,541	(4,000)		20,541	13,448	14,199
Interest and Investment Revenues	200	-	-	-	200	245		445	332	227
Other Revenues	339	-	-	-	339	111		450	389	751
Grants & Contributions - Operating	225	-	-	-	225	-		225	13	6
Grants & Contributions - Capital	3,150	-	-	-	3,150	(100)		3,050	2,002	4,352
<b>Total Income from Continuing Operations</b>	<b>33,669</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33,669</b>	<b>(3,394)</b>		<b>30,275</b>	<b>20,344</b>	<b>23,658</b>
<b>Expenses</b>										
Employee Costs	10,530	-	(45)	-	10,485	383		10,868	7,757	6,884
Borrowing Costs	1,031	-	-	-	1,031	(900)		131	93	155
Materials & Contracts	8,348	-	90	23	8,461	65		8,526	5,267	4,220
Depreciation	7,580	-	-	1,211	8,791			8,791	6,515	6,363
Other Expenses	227	-	-	-	227			227	163	133
<b>Total Expenses from Continuing Operations</b>	<b>27,716</b>	<b>-</b>	<b>45</b>	<b>1,234</b>	<b>28,995</b>	<b>(452)</b>		<b>28,543</b>	<b>19,795</b>	<b>17,755</b>
<b>Net Operating Result from Continuing Operations</b>	<b>5,953</b>	<b>-</b>	<b>(45)</b>	<b>(1,234)</b>	<b>4,674</b>	<b>(2,942)</b>		<b>1,732</b>	<b>549</b>	<b>5,903</b>
<b>Net Operating Result from All Operations</b>	<b>5,953</b>	<b>-</b>	<b>(45)</b>	<b>(1,234)</b>	<b>4,674</b>	<b>(2,942)</b>		<b>1,732</b>	<b>549</b>	<b>5,903</b>
<b>Net Operating Result before Capital Items</b>	<b>2,803</b>	<b>-</b>	<b>(45)</b>	<b>(1,234)</b>	<b>1,524</b>	<b>(2,842)</b>		<b>(1,318)</b>	<b>(1,453)</b>	<b>1,551</b>

**Income & Expenses Budget Review Statement**  
**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

<b>Notes</b>	<b>Details</b>
1	(\$4,000,000) - Water Usage - Reduction in water sales forecast.
2	\$71,466 - Insurance claims unanticipated revenue - Claim proceeds for stormwater damage to Hammond Avenue site.
3	\$39,270 - Insurance rebates unanticipated revenue - Workers compensation rebate incentive from StateCover Mutual.
4	\$245,000 - Interest on investments - increase due to rising interest rates.
5	(\$100,000) - Capital Grants - Reduce to align to value of claims to be received in 22/23 financial year.
6	\$383,000 - Employee termination payments.
7	\$11,593 - Bring forward 23/24 budget for purchase on new gas detectors.
8	(\$900,000) - Loan interest payments - reduce interest expense budget as interest for solar loan was budgeted, this project has been deferred to later years.
9	\$18,182 - Insurance excess unanticipated expense - Stormwater damage to Hammond Avenue site.
10	\$20,000 - Councillor Superannuation.
11	\$15,000 - Internal Audit Fees - ARIC member superannuation.
12	\$350,000 - Access charges - Increase to align to current connections.

Riverina Water County Council

**Quarterly Budget Review Statement**

for the period 01/01/23 to 31/03/23

**Capital Budget Review Statement**

Budget review for the quarter ended 31 March 2023

(\$000's)	Original Budget 2022/23	Approved Changes					Revised Budget 2022/23	Variations for this Mar Qtr	Notes	Projected Year End Result	22/23	21/22
		Carry Forwards	2021/22 Revotes	Other than QBRS	Sept QBRS	Dec QBRS					Actual YTD figures	Actual YTD figures
<b>Capital Expenditure</b>												
Land & Buildings	1,159	584	617	-	-	-	2,360	(34)		2,326	885	2,240
Plant & Equipment	7,741	456	177	-	-	-	8,374			8,374	539	1,934
Intangibles	350	1,337	114	-	-	-	1,801			1,801	314	2,634
Water Infrastructure	11,831	293	3,764	150	85	(5,881)	10,242	(2,870)		7,372	5,523	5,937
Loan Repayments (Principal)	-	-	-	-	-	-	-			-	1,449	1,377
<b>Total Capital Expenditure</b>	<b>21,081</b>	<b>2,670</b>	<b>4,672</b>	<b>150</b>	<b>85</b>	<b>(5,881)</b>	<b>22,777</b>	<b>(2,904)</b>		<b>19,873</b>	<b>8,710</b>	<b>14,122</b>
<b>Capital Funding</b>												
Rates & Other Untied Funding	21,081	2,670	4,672	150	85	(5,881)	22,777	(2,904)		19,873	8,710	14,122
<b>Total Capital Funding</b>	<b>21,081</b>	<b>2,670</b>	<b>4,672</b>	<b>150</b>	<b>85</b>	<b>(5,881)</b>	<b>22,777</b>	<b>(2,904)</b>		<b>19,873</b>	<b>8,710</b>	<b>14,122</b>
<b>Net Capital Funding - Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>

**Capital Budget Review Statement**  
**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

**Notes Details**

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

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Riverina Water County Council

**Quarterly Budget Review Statement**

for the period 01/01/23 to 31/03/23

**Cash & Investments Budget Review Statement**

Budget review for the quarter ended 31 March 2023

(\$000's)	Original Budget 2022/23	Approved Changes				Revised Budget 2022/23	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sept QBRS	Dec QBRS					
<b>Externally Restricted <sup>(1)</sup></b>										
Loan Funds - LIRS	-	-	-	-	-	-		-	-	
<b>Total Externally Restricted</b>	-	-	-	-	-	-		-	-	
(1) Funds that must be spent for a specific purpose										
<b>Internally Restricted <sup>(2)</sup></b>										
Employee Leave Entitlements *	2,278	-	-	-	-	2,278	-	2,278	2,278	
Plant Replacement	2,110	-	-	-	-	2,110	-	2,110	2,600	
Water Treatment Plant	228	-	-	-	-	228	-	228	228	
Revenue from Water Licences	669	-	-	-	-	669	-	669	669	
Sales Fluctuation	3,000	-	-	-	-	3,000	-	3,000	3,000	
<b>Total Internally Restricted</b>	<b>8,285</b>	-	-	-	-	<b>8,285</b>	-	<b>8,285</b>	<b>8,775</b>	
(2) Funds that Council has earmarked for a specific purpose										
<b>Unrestricted</b> (ie. available after the above Restrictions)	17,764	-	-	-	5,857	23,621	(859)	1	22,762	18,748
<b>Total Cash &amp; Investments</b>	<b>26,049</b>	-	-	-	-	<b>26,049</b>	<b>(859)</b>		<b>31,047</b>	<b>27,523</b>

\* ELE Reserve is currently funded at 50%

**Cash & Investments Budget Review Statement**

**Investments**

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

**Cash**

The Cash at Bank figure included in the Cash & Investment Statement totals \$27,523,360

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.  
The date of completion of this bank reconciliation is 31/03/23.

**Reconciliation Status**

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

**\$ 000's**

Cash at Bank (as per bank statements)		1,218
Investments on Hand		26,282
less: Unpresented Cheques	(Timing Difference)	(1)
add: Undeposited Funds	(Timing Difference)	24

**Reconciled Cash at Bank & Investments**

27,523

**Balance as per Review Statement:**

27,523

Difference:

-

**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

**Notes Details**

- |   |   |
|---|---|
| 1 | Reduction in anticipated cash predominately due to lower than anticipated water sales, partially offset by deferral of capital works expenditure. |
|---|---|

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

Budget review for the quarter ended 31 March 2023

(\$000's)	Current Projection		Original Budget 22/23	Actuals Prior Periods	
	Amounts	Indicator		21/22	20/21
	22/23	22/23			

NSW Local Government Industry Key Performance Indicators (OLG):

**1. Current Ratio (Liquidity)**

Current Assets	26790				
Current Liabilities	7176	3.7 %	3.5 %	4.0 %	3.4 %

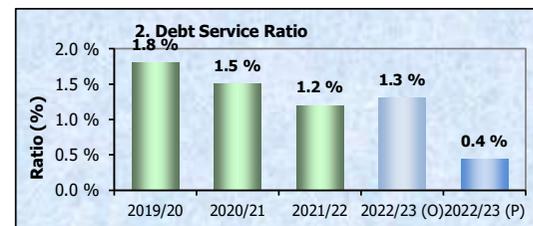
This measures Council's ability to pay existing liabilities in the next 12 months. (target >1.5)



**2. Debt Service Ratio**

Debt Service Cost	131				
Income from Continuing Operations	30274.736	0.4 %	1.3 %	1.2 %	1.5 %

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



**3. Rates & Annual Charges Coverage Ratio**

Rates & Annual Charges	5564				
Income from Continuing Operations	30274.736	18.38	15.35	19.20	15.39

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



Riverina Water County Council

**Quarterly Budget Review Statement**  
for the period 01/01/23 to 31/03/23

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

Budget review for the quarter ended 31 March 2023

(\$000's)	Current Projection		Original Budget 22/23	Actuals Prior Periods	
	Amounts	Indicator		21/22	20/21
	22/23	22/23			

NSW Local Government Industry Key Performance Indicators (OLG):

**4. Capital Replacement Ratio**

Infrastructure, Property, Plant & Equipment	19873.439	2.26	3.21	1.58	3.61
Depreciation	8791				

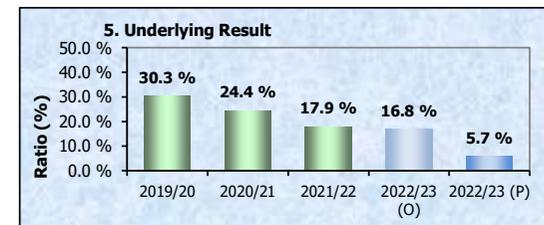
Comparison of the rate of spending on IPP&E with consumption of assets. This is a long-term indicator, as capital expenditure can be deferred in the short term if insufficient funds are available from operations and and borrowing is not an option. (target > 1.5)



**5. Underlying Result**

Net Result	1731.961	5.7%	16.8 %	17.9 %	24.4 %
Total Revenue	30274.736				

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





**Consultancy & Legal Expenses Budget Review Statement**

Consultancy & Legal Expenses Overview

<b>Expense</b>	<b>YTD Expenditure (Actual Dollars)</b>	<b>Budgeted (Y/N)</b>
Consultancies	24,337	Y
Legal Fees	2,664	Y

**Definition of a consultant:**

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

**Comments**

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

**Details**

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**Riverina Water County Council  
Balance Sheet**

	<b>Projected 2022/23 \$</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
Cash & Cash Equivalents	22,762
Receivables	4,096
Inventories	3,064
<b>Total Current Assets</b>	<b>29,922</b>
<b>Non-Current Assets</b>	
Infrastructure, Property, Plant & Equipment	349,690
Intangible Assets	10,890
<b>Total Non-Current Assets</b>	<b>360,580</b>
<b>TOTAL ASSETS</b>	<b>390,502</b>
<b>LIABILITIES</b>	
<b>Current Liabilities</b>	
Payables	2,510
Borrowings	111
Provisions	4,555
<b>Total Current Liabilities</b>	<b>7,176</b>
<b>Non-Current Liabilities</b>	
Borrowings	1,823
<b>Total Non-Current Liabilities</b>	<b>1,823</b>
<b>TOTAL LIABILITIES</b>	<b>8,999</b>
<b>Net Assets</b>	<b>381,503</b>
<b>EQUITY</b>	
Retained Earnings	164,157
Revaluation Reserves	217,346
Other Reserves	-
Council Equity Interest	381,503
Minority Equity Interest	-
<b>Total Equity</b>	<b>381,503</b>

31 MARCH 2023 CAPEX QUARTERLY BUDGET REVIEW

Description	Current Budget \$	Commitment \$	Actual \$	Budget Remaining \$	31/03/2023 QBR \$	Revised Budget \$	Revised Remaining \$	Comments
<b>MANAGEMENT</b>								
<b>LAND &amp; BUILDINGS FOR ADMIN. DEPOTS AND WORKSHOPS</b>								
Administration Office	1,091	0	4,814	-3,723	0	1,091	-3,723	
Depot Buildings	1,928,774	187,696	778,721	962,357	0	1,928,774	962,357	
Access, Parking and Landscaping	330,019	34,185	101,025	194,809	20,926	350,945	215,735	Levee protection stage 2 Hammond Ave - Urban - Overspent due to work to seal concrete levee block wall \$20,926.
Asset Demolition	100,000	0	0	100,000	-55,000	45,000	45,000	Millswood (Abandoned) Reservoir#2 - Project to be undertaken at same time as Bomen 1 and Red Hill 1 (\$45,000). Bomen No.1 Steel (Abandoned) Reservoir - Project to be undertaken at same time as Millswood and Red Hill 1, expenditure on electrical infrastructure, consultant, project management in 2022/23 (\$45,000).
<b>SUB-TOTAL LAND &amp; BUILDINGS FOR ADMIN, DEPOTS &amp; WORKSHOPS</b>	<b>2,359,884</b>	<b>221,881</b>	<b>884,561</b>	<b>1,253,442</b>	<b>-34,074</b>	<b>2,325,810</b>	<b>1,219,368</b>	
<b>PLANT &amp; EQUIPMENT</b>								
IT Equipment	431,815	3,291	70,032	358,492	0	431,815	358,492	
Office Furniture & Equipment	0	3,594	0	-3,594	0	0	-3,594	
Working Plant & Vehicle Purchases	1,625,978	357,713	252,947	1,015,317	0	1,625,978	1,015,317	
Plant Tools & Equipment	70,000	0	34,254	35,746	0	70,000	35,746	
Telemetry & Control Systems Upgrade	241,493	11,301	103,141	127,051	0	241,493	127,051	
Radio Communications Upgrade/Replacements/Improvements	0	123	111	-234	0	0	-234	
Energy Efficiency & Cost Minimisation	1,065,377	457,901	78,362	529,114	0	1,065,377	529,114	
<b>SUB-TOTAL PLANT &amp; EQUIPMENT</b>	<b>3,434,663</b>	<b>833,923</b>	<b>538,848</b>	<b>2,061,893</b>	<b>0</b>	<b>3,434,663</b>	<b>2,061,893</b>	
<b>INTANGIBLES</b>								
Software	1,800,941	1,460,297	313,892	26,752	0	1,800,941	26,752	
Water Licences	0	0	0	0	0	0	0	
<b>SUB-TOTAL INTANGIBLES</b>	<b>1,800,941</b>	<b>1,460,297</b>	<b>313,892</b>	<b>26,752</b>	<b>0</b>	<b>1,800,941</b>	<b>26,752</b>	
<b>TOTAL MANAGEMENT</b>	<b>7,595,488</b>	<b>2,516,101</b>	<b>1,737,301</b>	<b>3,342,087</b>	<b>-34,074</b>	<b>7,561,414</b>	<b>3,308,013</b>	
<b>SOURCES</b>								
Bores-renew/refresh/decommission	161,344	0	16,206	145,138	0	161,344	145,138	
<b>TOTAL SOURCES</b>	<b>161,344</b>	<b>0</b>	<b>16,206</b>	<b>145,138</b>	<b>0</b>	<b>161,344</b>	<b>145,138</b>	
<b>TREATMENT PLANTS</b>								
Aeration Tower Replacements	46,739	1,730	49,935	-4,926	0	46,739	-4,926	
Aeration Tower Covers	508,209	0	60,083	448,126	-350,000	158,209	98,126	North Wagga Shade Cloth Replacement - Additional \$350k for construction will be required in 2023/24 financial year, not current year (\$350,000)
Specific Treatment Plant Improvements	1,830,000	0	76,422	1,753,578	-1,680,000	150,000	73,578	Urana CWS - Project duplication (\$1,430,000). Tarcutta WTP levee protection - Feasibility and options analysis to be conducted 2022/23 to re-evaluate options (\$250,000).
Treatment Plant refurbishments	5,694,265	1,841,401	1,898,600	1,954,264	-728,896	4,965,369	1,225,368	Roads - Revised cost to completion estimates for Hammond Avenue site to complete relocation of water mains, soft spot remediation, carparks, subsurface drainage, and concreting \$400,000. Repurpose Waterworks Building - project duplication (\$30,000). Urana WTP replacement - Non-Urban - Design works still in progress, defer budget to 2023/24 (\$850,000). Woomargama WTP - Adjust for reduction in forecast expenditure in 2022/23 (\$148,896). Relining of Thickener (old clarifier 3) - Reduce budget to cover inspections, COI and methodology for selective tender (\$120,000).
<b>TOTAL TREATMENT PLANTS</b>	<b>8,079,213</b>	<b>1,843,131</b>	<b>2,085,040</b>	<b>4,151,042</b>	<b>-2,758,896</b>	<b>5,320,317</b>	<b>1,392,146</b>	
<b>PUMPING STATIONS</b>								
Pump Stations Renewal/Refresh/Upgrade	150,000	1,909	28,923	119,168	0	150,000	119,168	
Pump & Motor Maintenance / Replacements	0	0	0	0	0	0	0	
<b>TOTAL PUMPING STATIONS</b>	<b>150,000</b>	<b>1,909</b>	<b>28,923</b>	<b>119,168</b>	<b>0</b>	<b>150,000</b>	<b>119,168</b>	
<b>RESERVOIRS</b>								
General Improvements	145,000	420	153,673	-9,093	85,000	230,000	75,907	Bellevue Res - Additional scope to remove old platform, add new ladders and hatch, cover crane costs, other site works \$85,000.
New/Replacement Reservoirs	545,451	63,652	31,702	450,096	0	545,451	450,096	
Reservoirs - Refresh	277,993	40,908	124,651	112,434	0	277,993	112,434	
Reservoirs - Upgrade Ladders and Access	180,000	0	882	179,118	0	180,000	179,118	
Reservoir Hatches Magflows	20,000	0	0	20,000	0	20,000	20,000	

Description	Current Budget	Commitment	Actual	Budget Remaining	31/03/2023 QBR	Revised Budget	Revised Remaining	Comments
	\$	\$	\$	\$	\$	\$	\$	
Asset demolition	14,718	1,818	4,626	8,274	18,400	33,118	26,674	Red Hill Steel (Abandoned) Reservoir - Electrical infrastructure requiring removal before demolition \$18,400.
<b>TOTAL RESERVOIRS</b>	<b>1,183,162</b>	<b>106,798</b>	<b>315,535</b>	<b>760,829</b>	<b>103,400</b>	<b>1,286,562</b>	<b>864,229</b>	
<b>MAINS, SERVICES &amp; METERS</b>								
<b>MAINS</b>								
System Improvements	1,508,404	202,647	760,192	545,565	132,635	1,641,039	678,200	Coedong Lane, 230m 100mm DI-CL - Additional costs carried over from prior year \$7,468. Koorringal Rd, Christian College - Additional costs carried over from prior year \$14,092. Freer Street - Cost to complete exceeding original budget \$217,872. Salmon Street, 260m 100mm DI-CL - Cost to complete exceeding original budget \$43,203. Garwood Street - Work completed in conjunction with subdivision on separate project, budget not required (\$150,000).
Reticulation for Developers (including other extensions)	885,000	15,000	990,018	-120,018	397,884	1,282,884	277,866	Reticulation for Developers - Urban - subdivision for completion in current year \$397,884
Renew Reticulation Mains	950,000	0	315,083	634,917	-399,678	550,322	235,239	Renew Reticulation Mains - Non-Urban - budget not required (\$77,000). Renew Reticulation Mains - Urban - budget not required (\$105,000). Athol St 100mm DI-CL - Reinstatement costs not completed in previous year \$41,190. Cochrane St 200mm oPVC - project completed under budget (\$58,868). Thorne Street 200mm DI-CL - Budget to be reassigned to 2023/24 when work will be completed (\$200,000).
Renew Trunk Mains	843,489	49,399	459,318	334,771	-194,402	649,087	140,369	Renew Rail Crossings - Budget note required in 2022/23 (\$25,000). Urana - Corowa (Oaklands) - 280m of mains to complete when ground dries, cannot complete until 2023/24 (\$169,402).
<b>SUB-TOTAL MAINS</b>	<b>4,186,893</b>	<b>267,046</b>	<b>2,524,612</b>	<b>1,395,235</b>	<b>-63,561</b>	<b>4,123,332</b>	<b>1,331,674</b>	
<b>SERVICES</b>								
Service Connections, new including Meters	550,000	4,500	312,690	232,810	-100,000	450,000	132,810	Service Connections, new - Urban - budget not required (\$100,000).
Renew Services	339,000	9,000	115,194	214,806	-150,000	189,000	64,806	Renew Services - budget not required (\$150,000).
<b>SUB-TOTAL SERVICES</b>	<b>889,000</b>	<b>13,500</b>	<b>427,885</b>	<b>447,615</b>	<b>-250,000</b>	<b>639,000</b>	<b>197,615</b>	
<b>METERS</b>								
Water meters replacement	209,268	1,680	122,480	85,108	0	209,268	85,108	
Remote metering	247,794	105,750	1,575	140,469	0	247,794	140,469	
Water Filling Stations New	75,000	0	1,808	73,192	99,496	174,496	172,688	WFS - Non-Urban - additional work undertaken by electricians \$99,496.
<b>SUB-TOTAL METERS</b>	<b>532,062</b>	<b>107,430</b>	<b>125,863</b>	<b>298,769</b>	<b>99,496</b>	<b>631,558</b>	<b>398,265</b>	
<b>TOTAL MAINS, SERVICES &amp; METERS</b>	<b>5,607,955</b>	<b>387,976</b>	<b>3,078,360</b>	<b>2,141,619</b>	<b>-214,065</b>	<b>5,393,890</b>	<b>1,927,554</b>	
<b>TOTALS</b>	<b>22,777,162</b>	<b>4,855,916</b>	<b>7,261,364</b>	<b>10,659,883</b>	<b>-2,903,635</b>	<b>19,873,527</b>	<b>7,756,248</b>	

## R3 Fluoridation Policy

**Organisational Area** Corporate Services

**Author** Wendy Reichelt, Governance & Records Officer

**Summary** Policy 2.05 Fluoridation is presented to the Board for adoption

**RECOMMENDATION** that Council adopt Policy 2.05 Fluoridation noting there were no submissions received from the public exhibition period.

### Report

The draft Fluoridation Policy was presented to the February 2023 board meeting and was subsequently placed on public exhibition. The policy was advertised through the local media as well as on Riverina Water's website. There were no submissions made.

The purpose of the Policy 2.05 Fluoridation is to ensure Riverina Water's compliance with NSW Health's legislation regarding the fluoridation of existing water supply systems and to ensure the safe and effective management and operation of Riverina Water's fluoridation processes.

Given that there were no submissions regarding Policy 2.05 Fluoridation it is now presented to the Board for adoption.

› **R3.1** [Policy 2.05 Fluoridation.docx](#)  

### Financial Implications

Not applicable.

### Risk Considerations

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



## Fluoridation Policy

### Purpose

To ensure compliance with NSW Health's legislation regarding the fluoridating of existing water supply systems outlined below.

To ensure the safe and effective management and operation of Riverina Water's fluoridation processes.

### Policy Statement

Supported by NSW Health and endorsed by Council Resolution #69/316 (25<sup>th</sup> June 1969), Riverina Water is committed to continuing its fluoridation programme noting that such programme is limited to the following drinking water supply systems:

- Wagga Wagga including Ladysmith system
- North Wagga and associated rural systems
- Southern Trunk Main and associated rural systems
- Western Trunk Main and associated rural systems

Specific water treatment plants approved and regulated by NSW Health to add fluoride to the above-mentioned drinking water supply systems are:

- Wagga Filtration (River) Water Treatment Plant
- East Wagga Aeration (Bore) Water Treatment Plant
- West Wagga Aeration (Bore) Water Treatment Plant
- North Wagga Aeration (Bore) Water Treatment Plant
- Bulgary Aeration (Bore) Water Treatment Plant
- Urana Filtration (River) Water Treatment Plant
- Gardiners Crossing/Walla Walla (Bore) Water Treatment Plant

### Scope

Riverina Water County Council (Riverina Water) is committed to continue its current fluoridation obligations and requirements under the Fluoridation of Public Water Supplies Act 1957, the NSW Code of Practice for Fluoridation of Public Water Supplies, and as directed by NSW Health.

#### Data and document control

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Page 1 of 4

**Author:** Jason Ip, Manager Operations

**Version 2.0**

**Last revised date 2/02/2023**

**EDRMS # 63109**

**Next scheduled review Feb 2025**

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## Definitions

DWMS – Drinking Water Management System

## Principles

To achieve this commitment, and in partnership with NSW Health and other relevant agencies, Riverina Water will:

- Retain regular monitoring of the quality of drinking water and effective reporting mechanisms to provide relevant and timely information and promote confidence in the water supply and its management to consumers, public and to NSW Health.
- Adhere to the NSW Code of Practice for Fluoridation of Public Water Supplies
- Ensure the safety of the public and employees with respect to the management, operation and maintenance of fluoridation processes and equipment
- Maintain an appropriate contingency planning and incident response capability
- Ensure that employees and contractors involved in the fluoridation of drinking water are appropriately trained and understand their responsibility for ensuring safety to the public, customers and the workplace.

## Policy Implementation

Consistent with Riverina Water's Drinking Water Management System (DWMS), Riverina Water will implement this Policy by:

- Maintaining Council's Drinking Water Quality Management System (DWMS).
- Implementing appropriate operations and management procedures for water supply.
- Reporting on the supply of fluoridated drinking water to NSW Health and NSW Department of Planning Industry and Environment
- Actively engaging with key stakeholders (customers and regulators) and with industry peak organisations (e.g. NSW Water Directorate)
- Ensuring relevancy and currency of appropriate fluoridation training to staff
- Promoting awareness of staff responsibilities and accountabilities with regards to water quality
- Actively seeking capital costs from NSW Health for replacements and upgrading existing fluoridation facilities

### Data and document control

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Page 2 of 4

**Author: Jason Ip, Manager Operations**

**Version 2.0**

**Last revised date 2/02/2023**

**EDRMS # 63109**

**Next scheduled review Feb 2025**

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## Non Compliance

Non-compliance with Acts, Regulations and Standards, Guidelines and Procedures associated with Riverina Water's fluoridation program may lead to:

- 1) NSW Health's direct intervention into Riverina Water's management and water supply operations
- 2) Compromising safety to Riverina Water's customers and its staff
- 3) a breach under the Code of Conduct and as such, any suspected or known non-compliance will be reported to the CEO.

## References

- Fluoridation of Public Water Supplies Act 1957:  
<https://www.legislation.nsw.gov.au/#/view/act/1957/58>
- Fluoridation of Public Water Supplies Regulation 2017:  
<https://www.legislation.nsw.gov.au/#/view/regulation/2017/419>
- NSW Code of Practice for Fluoridation of Public Water Supplies:  
<https://www.health.nsw.gov.au/environment/water/Documents/code-of-practice.pdf>
- Riverina Water County Council's Resolution 69/316 (previously known as Southern Riverina County Council)

<b>Policy number</b>	<b>2.05</b>
Responsible area	Engineering
Approved by	
Approval date	
Legislation or related strategy	Fluoridation of Public Water Supplies Act 1957

### Data and document control

Page 3 of 4

**Author: Jason Ip, Manager Operations**

**EDRMS # 63109**

**Version 2.0**

**Last revised date 2/02/2023**

**Next scheduled review Feb 2025**



Fluoridation of Public Water Supplies Regulation 2017

NSW Code of Practice for Fluoridation of Public Water Supplies

NSW Public Health Act 2010

NSW Public Health Regulation 2012

Riverina Water Drinking Water Management System (DWMS)

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Documents associated with this policy

Riverina Water Drinking Water Management System (DWMS)

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Policy history

Riverina Water Board – Res 20/127 16 Dec 2020

Council Resolution #69/316, 25<sup>th</sup> June 1969 – previously known as Policy 2.5

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This Policy and associated management plans will be reviewed every 2 years, or in response to changes in legislation, guidelines or as management information dictates.

## END OF POLICY STATEMENT

### Data and document control

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Page 4 of 4

**Author:** Jason Ip, Manager Operations

**Version** 2.0

**Last revised date** 2/02/2023

**EDRMS #** 63109

**Next scheduled review** Feb 2025

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# R4 Deferred Payments for Rural Extensions Policy

**Organisational Area** Corporate Services

**Author** Wendy Reichelt, Governance & Records Officer

**Summary** Policy 4.04 Deferred Payments for Rural Extensions has been placed on public exhibition and is now presented to the Board for adoption.

**RECOMMENDATION** that Council adopt Deferred Payments for Rural Extensions Policy 4.04 noting there were no submissions received during the public exhibition period.

## Report

The reviewed Deferred Payments for Rural Extensions Policy 4.04 was presented to the February 2023 Board meeting before being placed on public exhibition for comment. As requested at the February meeting, advertising of this policy included local press, Riverina Water website and the Rural Weekly. No public comment was received.

Policy 4.04 Deferred Payments for Rural Extensions is now presented to the Board for adoption.

› **R4.1** [Deferred Payments for Rural Extensions.docx](#)  

## Financial Implications

Financial implications have been considered in the development of the policy and will not negatively impact on Council's financial position.

## Risk Considerations

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



## Deferred Payments for Rural Extensions

### Purpose

The intent of this policy is to establish the parameters for deferred payment arrangements for landowner contributions for rural mains extensions.

### Policy Objectives

The objective of this Policy is to:

- Provide clear guidance to Riverina Water staff in making arrangements with landowners to facilitate time payment arrangements for their costs in paying for rural mains extensions.
- Provide information to members of the public about what arrangements can be made for deferred payment for rural mains extensions.
- Ensure that a consistent approach is made for deferred payment arrangements at low cost.
- Ensure that rural consumers are assisted in access to an affordable potable water supply.

### Scope

This policy is applicable to landowner contributions for rural mains extensions only.

### Definitions

<b>Rural Mains Extension</b>	Rural non-urban extension and connection to lots over 20 hectares.
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## Policy

Applications for rural mains extensions are to be made formally in writing. All offers made by Riverina Water for deferred payments will be on the same basis in accordance with this policy.

A provision is to be included in the acceptance letter from the landowner, agreeing to Riverina Water applying the applicable local government interest rate to outstanding amounts, in the case of default.

The policy allows for costs up to \$50,000 to be spread over five annual payments. The first payment is to be made prior to work commencing, meaning that the series is over 48 months.

For any extension costing over \$50,000, the applicant can still benefit under the policy by paying the value above \$50,000 up front, prior to work commencing.

Rural non-urban extensions and connections to lots over 20 hectares may pay the costs under a deferred payment scheme which recognises the long distances involved. The specific terms are that:

- The components of cost that qualify for deferred payments include the extension costs and development servicing charge (headworks), but not the service connection fee.
- Payments up to the value of \$50,000 are due in five equal instalments at 0, 12, 24, 36 and 48 months. Payment towards these instalments can be arranged to be made weekly, fortnightly, monthly, annually or any other frequency that is convenient for the applicant.
- Payments over the value of \$50,000 to be paid with the balance above \$50,000 paid at 0 months and the remainder over 48 months as above.
- 0 months is immediately prior to the commencement of construction
- Interest will be charged on overdue amounts at the current maximum rate set by the NSW Office of Local Government.

Page 2 of 3

Author: DoE

Version 3  
 Last revised date Feb 2023  
 Next scheduled review Feb 2027



- Recovery of any unpaid amounts will be in accordance with Section 695 of the Local Government Act 1993, which may include referral to an external debt recovery agency.

<b>Policy number</b>	POL 4.04
Responsible area	Chief Executive Officer
Approved by	
Approval date	
Legislation or related strategy	Not Applicable.
Documents associated with this policy	Nil
Policy history	Approval – 10/110 – June 2010 Name Change from 1.14 – 22 November 2013 Revision 1 – 15/153 – 28 October 2015 Revision 2 – 20/009 – 26 Feb 2020
Review schedule	4 Years

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

Page 3 of 3

**Author: DoE**

**Version 3**  
**Last revised date Feb 2023**  
**Next scheduled review Feb 2027**

## R5 Draft Customer Service Charter

**Organisational Area** Corporate Services

**Author** Josh Lang, Customer and Communications Team Leader

**Summary** Riverina Water identified a need to implement a Customer Service Charter to set out the organisation's promise to its customers.

**RECOMMENDATION** that Council:

- a) Note that the Draft Customer Service Charter will be placed on public exhibition from 28 April 2023 to 26 May 2023 to invite public submissions on the draft document
- b) Note that a further report will be provided to the June 2023 meeting advising the outcome of the exhibition period and requesting endorsement of the charter by the Board

### Report

Riverina Water identified in the Delivery Program 2022/23-2025/26 and Operational Plan 2022/23 that it a Customer Service Charter should be implemented.

The Customer Service Charter sets the organisation's commitment to its customers to deliver professional, reliable and consistent customer service.

The development of the charter is related to the review of the Complaints Management Policy and development of the Unreasonable Complainant Conduct Policy; which are also presented to this meeting to be placed on public exhibition.

When adopted, the charter will be readily available and communicated to customers in various formats.

› **R5.1** **Draft Customer Charter 2023** [↓](#) 

### Financial Implications

Not applicable.

### Risk Considerations

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



## Customer Service Charter

Riverina Water puts our customers and the community at the heart of everything we do.

The Customer Service Charter is our commitment to provide efficient and consistent service to you; and be fair and honest in our dealings with you.

### Our commitment

We aim to give all customers a great experience every time they interact with us by being:

- › Courteous
- › Helpful
- › Respectful
- › Responsive
- › Honest, and
- › Efficient

While we aim to provide the best outcome for our customers, Riverina Water makes decisions that are consistent, fair and in line with our policies and relevant legislation that may result in decisions you may not agree with. When providing outcomes to you, we seek to do this in a way that is empathetic and understanding of your circumstances.

### Customer service standards

We value our customers' time and are committed to offering a choice of how to interact with us.

#### **When interacting with us, our people will:**

- › Attempt to resolve your enquiry at the first point of contact
- › Be supported by systems and processes to best serve you
- › Record necessary information in our official recordkeeping systems
- › Be professional, helpful and knowledgeable
- › Keep you informed regarding your enquiry
- › Be sensitive to any language or other communication
- › Maintain our commitment to protecting your personal information



**If you call us, we will aim to:**

- › Answer calls promptly from 8.30am to 4.30pm each business day
- › Resolve your enquiry the first time, where possible, or:
  - forward your enquiry to a specialist staff member who can
  - take a clear message for the matter to be followed up
- › Return calls within one business day
- › Provide a 24-hour phone service for urgent, after-hours calls

**If you contact us in writing via post, email or online form, we will aim to:**

- › Acknowledge correspondence or provide an interim reply (with approximate date of completion) within a reasonable timeframe
- › Respond in writing, or by phone where appropriate, and record the response in our recordkeeping systems
- › Keep you updated on our progress if a response cannot be made in a timely manner

**If you visit our administration office, we will aim to:**

- › Attend to you at the customer service counter within five minutes
- › Make specialist staff available by phone or in person, either on request (making a mutually convenient appointment) or by prior arrangement

**If you visit our websites or social media profiles, we will aim to:**

- › Provide clear and relevant information that is easily understandable
- › Provide accessible content and services, or provide them upon request
- › Respond to any social media enquiries the same or next business day

**If you see us working in our supply area, we will aim to:**

- › Put your safety and that of our staff at the forefront of our interactions
- › Endeavour to resolve any enquiries related to the work we are doing or provide details of an alternate contact who can help

## Help us to help you

**We request that you:**

- › Treat our staff with courtesy and respect
- › Respect the rights of other customers
- › Provide accurate and complete details relating to your enquiry



- › Work with us to solve problems
- › Provide us with feedback to help us improve our services to you
- › Respect community property

## Complaints, compliments, and feedback

While we strive to do our best for the community, we understand that there will be times when we may not meet your expectations. We value our customers' input on how we can do better, and your voice is important to us.

If you are dissatisfied with a service, process, or staff member of Riverina Water, complaints can be made via the following methods:

- › **In person:** At our administration office at 91 Hammond Avenue during normal business hours
- › **Phone:** (02) 6922 0608
- › **Mail:** PO Box 456, Wagga Wagga NSW 2650
- › **Online:** Via the form on our website – [rwcc.nsw.gov.au](http://rwcc.nsw.gov.au)
- › **Email:** [admin@rwcc.nsw.gov.au](mailto:admin@rwcc.nsw.gov.au)

It may be necessary to request that a complaint be provided in writing to ensure accuracy and additional information to assist with a timely review and response.

All complaints are managed under Riverina Water's Complaints Handling Policy.

We also want to hear about your positive experiences with our staff or services so we can keep doing more of what you like and acknowledge our team members for good work.

## Privacy and personal information

Riverina Water is committed to protecting the privacy of our customers, business contacts, Board members, employees, contractors and volunteers.

Riverina Water maintains strict control over the use and disclosure of personal information in line with our Privacy Management Plan, privacy policy and document management guidelines.

Document name	Customer Service Charter
Responsible area	Corporate Services



Approved by	Council resolution number
Approval date	TBD
Associated documents	Complaints Management Policy Privacy Policy Privacy Management Plan Code of Conduct Integrated Water Cycle Management Plan (service levels)
Policy history	Customer Charter 2016 Customer Charter 2012
Review schedule	Every four years (once per Board term)

## R6 Draft Complaints Management Policy

**Organisational Area** Corporate Services

**Author** Josh Lang, Customer and Communications Team Leader

**Summary** The Complaints Management Policy has been reviewed to ensure Riverina is suitably managing complaints in a clear and effective manner.

**RECOMMENDATION** that Council:

- a) Note that the Draft Complaints Management Policy will be placed on public exhibition from 28 April 2023 to 26 May 2023 to invite public submissions on the draft document
- b) Note that a further report will be provided to the June 2023 meeting advising the outcome of the exhibition period and requesting endorsement of the draft policy by the Board

### Report

As part of the review of all Riverina Water policies, the Complaints Management Policy has been updated to reflect current best practices and advice from the NSW Ombudsman.

Due to the change in policy format and other improvements, both the existing policy (dated 2016) and the new draft are attached for comparison.

The purpose of the draft Complaints Management Policy is:

- › To improve Riverina Water's operations through responding positively to complaints.
- › To facilitate the resolution of that complaint in accordance with Riverina Water's statutory powers and responsibilities.
- › To allow audit, monitoring and analysis to take place on complaints related data.
- › To develop community confidence and trust that Riverina Water is responsive and caring.

Along with general revisions and updates, the unreasonable complainant section has been reduced as it has been developed into a separate draft strategy as per the NSW Ombudsman's best practice guidelines. This draft policy is also presented to the April 2023 meeting.

- › **R6.1** **DRAFT POL 1.5 Complaints Management Policy** [↓](#) 
- › **R6.2** **2016 Complaints Management Policy** [↓](#) 

**Financial Implications**

Not applicable.

**Risk Considerations**

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



# Complaints Management Policy

## Purpose

- › To improve Riverina Water's operations through responding positively to complaints.
- › To facilitate the resolution of that complaint in accordance with Riverina Water's statutory powers and responsibilities.
- › To allow audit, monitoring and analysis to take place on complaints related data.
- › To develop community confidence and trust that Riverina Water is responsive and caring.

## Policy Statement

Riverina Water provides democratic government through its services and facilities for the benefit of our customers. Customers have the right to expect satisfactory standards of work and good conduct in service delivery.

The performance of Riverina Water, at times, may not be to the satisfaction of customers or other external stakeholders. In those circumstances, Riverina Water is committed to ensuring the opportunity is available to express dissatisfaction through an effective complaints management system and that any complaint received through the system is dealt with courteously, investigated fully and acted on within an appropriate time.

## Scope

This policy covers the following types of complaint:

- › Complaints of a general nature,
- › Complaints of corrupt conduct, maladministration, or misuse of Riverina Water resources,
- › Competitive neutrality complaints,
- › Complaints that cannot be resolved through normal Riverina Water procedures and where the customer expresses a clear desire and intention to lodge a formal complaint.
- › Unreasonable complainant conduct.

The policy does not cover:

- › Service requests,
- › Requests for information or explanation of policies or procedures or decisions of Council,
- › Reports of damaged or faulty infrastructure,
- › Reports of hazards,
- › Reports concerning neighbours or neighbouring properties,



- › Appeals against Council decisions, policies, or procedures, unless recorded as complaints about Council's decision-making process,
- › Complaints under the Code of Conduct which are subject to a separate process,
- › Privacy complaints which are subject to separate processes.

## Definitions

**Complaint** A complaint is any dissatisfaction expressed by an interested party about specific decisions, procedures, charges, staff, agents, or quality of service. The complainant defines the complaint.

**Formal Complaint** This relates to complaints that cannot be resolved through normal Council procedures and where the customer expresses a clear desire and intention to lodge a complaint in writing. Formal complaints are referred to the CEO for investigation following the Guidelines for Managing Complaints.

**Competitive Neutrality Complaint** This is a complaint that Council has not met its obligations under the National Competition Policy and has not abided by the spirit of competitive neutrality in the conduct of a Council business. Competitive neutrality complaints are referred to the CEO for investigation following the Guidelines for Managing Complaints.

**Complaint Under Code of Conduct** These complaints relate to breaches of the Code of Conduct. Code of Conduct complaints are made in writing to the CEO and are dealt with by processes set out in the Guidelines for Dealing with Complaints under the Code of Conduct.

**Protected Disclosure** This is a complaint made under the Protected Disclosures Act. It covers disclosures relating to corrupt conduct, maladministration or serious and substantial waste of public money.

The investigation of protected disclosures follows the Guidelines for Managing Complaints but is subject to additional requirements relating to confidentiality and protection from retribution which are set out in the Protected Disclosure Internal Reporting System.

**Privacy Complaint** This is a complaint made under the Privacy and Personal Information Protection Act, 1998. It covers complaints concerning breaches of the Act by Riverina Water. The investigation of Privacy complaints is set out in the Privacy Policy.



## Principles

Riverina Water will:

- › Deal with complaints promptly in accordance with its Complaints Management Policy,
- › Seek to resolve complaints at the time they are made,
- › Publicise its complaints management processes,
- › Ensure members of the public dissatisfied with Council's conduct are aware of their right to lodge complaints,
- › Acknowledge complaints within seven working days including advice about the action taken to resolve the complaint,
- › Advise complainants of their right to complain to the Ombudsman, the ICAC or the Office of Local Government
- › Deal with protected disclosures in accordance with its Protected Disclosures Policy,
- › Ensure that only the people directly involved in the complaint, or in sorting it out, will have access to information about the complaint,
- › Record complaints to monitor trends and allow improvement in processes to reduce further complaints

## Lodging a complaint

Complaints can be made via the following methods.

- › **In person:** At our administration office at 91 Hammond Avenue during normal business hours
- › **Phone:** (02) 6922 0608
- › **Mail:** PO Box 456, Wagga Wagga NSW 2650
- › **Online:** Via the form on our website – [rwcc.nsw.gov.au](http://rwcc.nsw.gov.au)
- › **Email:** [admin@rwcc.nsw.gov.au](mailto:admin@rwcc.nsw.gov.au)

It may be necessary to request that a complaint be provided in writing to ensure accuracy and additional information to assist with a timely review and response.

## Complaints made to staff

The complaint handling process for employees is broken down into three levels:

### Level One – First Line Complaint Handling

- › All first line staff are responsible for receiving, recording, and ensuring the resolution of all straightforward, minor complaints as speedily as possible. They have the authority to resolve problems on the spot (within their approved delegation).
- › First line staff may refer complaints to their supervisor.
- › Complainants receive a response within five business days, and are advised if this is not possible or any other update



### Level Two – Internal Review or Investigation

- › Where the customer is still dissatisfied and/or depending on the nature of the complaint, the matter will be referred to the appropriate Director or directly to the CEO, who will review the complaint and report back to the complainant.
- › Riverina Water aims to resolve these complaints within 14 business days. If resolution cannot be reached within this time, complainants will be kept informed, provided with the name of who is responsible for resolving the complaint and given an estimated timeframe

### Level Three – Independent Review

In all cases, if a complaint cannot be resolved within Riverina Water, the complainant is offered one of the following alternatives:

- › An alternative dispute resolution procedure such as mediation;
- › Referral to an external agency such as the Independent Commission Against Corruption, the NSW Ombudsman, or the Deputy Secretary of the NSW Office of Local Government.
- › Appeal procedures or other legal remedies.

### **Complaints made to Board Members**

Complaints are sometimes made directly to Board Members rather than to staff. In order for the above processes to be followed, Board Members are requested to:

- › Ask the complainant whether they have previously made the complaint to Riverina Water staff. If not, provide the methods of lodging a complaint set out in this policy
- › Or log details of the complaint and refer it to the CEO and follow the appropriate levels of action in accordance with this policy

A report back to the respective Board Member will be made regarding action taken on the complaint.

### **Complaints concerning corrupt conduct**

These complaints should be referred to the CEO or if the complaint relates to the CEO the complaint is referred to the Chairperson and dealt with in accordance with the Guidelines for Managing Complaints. All complaints relating to allegations of corrupt conduct are to be immediately referred to ICAC in accordance with the published procedure.

### **Complaints concerning competitive neutrality**

In the event of a competitive neutrality complaint being received, the following procedures will be followed:



- › Competitive complaints must be submitted in writing,
- › The CEO will acknowledge receipt of the letter within seven days and will provide details of how it is proposed to handle the complaint,
- › The CEO will investigate the complaint, obtain any advice that is necessary and provide a full response within 21 days.

### **Anonymous complaints**

It is difficult to resolve complaints of this nature without the ability to thoroughly investigate that matter, gather evidence and seek additional information.

Anonymous complaints will be reviewed to the extent that it is possible without being able to consult with the complainant.

### **Resolving complaints**

An important part of complaint management is ensuring that if a complaint is found to be correct then some form of restitution is made to the complainant. Making restitution is a way of acknowledging that a wrong has been done and that it is regretted.

Depending on the complaint, an investigation may lead to one or more of a range of possible outcomes, including:

- › an explanation;
- › an apology;
- › mediation;
- › a change in decision, procedure or practice;
- › a correction of misleading records;
- › financial compensation, including a refund of a fee;
- › the remission of a penalty.

### **Difficult Complainants**

Most complainants act reasonably and responsibly in their interactions with us, even when they are experiencing high levels of distress, frustration, and anger about their complaint. However, in a very small number of cases complainants display inappropriate and unacceptable behaviour including:

- unreasonable persistence
- unreasonable demands
- unreasonable lack of cooperation
- unreasonable arguments
- unreasonable behaviours



In such cases, Riverina Water will manage unreasonable complainant conduct in accordance with its Unreasonable Complainant Contact Policy.

### **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.



## Complaints Management Policy 1.5

Responsible area	Customer and Communications
Approved by	
Approval date	
Legislation or related strategy	Local Government Act 1993 Independent Commission Against Corruption Act 198 Ombudsman Act 1974
Documents associated with this policy	Code of Conduct Guidelines for dealing with Code of Conduct Complaints (DLG) Protected Disclosures Policy Practice Note No 9 - Complaints Management in Councils (DLG) Unreasonable Complainant Contact Policy Customer Service Charter Privacy Policy
Policy history	First adopted 24 October 2012 Reviewed 15 Oct 2014 Reviewed 26 Oct 2016 Reviewed February 2023
Review schedule	Once every Board term

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

Version X.X

Last revised date XX/XX/XXXX

Page 7 of 7

Next scheduled review XX/XXXX



## POLICY REGISTER

### COMPLAINTS MANAGEMENT POLICY

<b>POLICY REFERENCE NUMBER:</b>		POL 1.5	
<b>Original publication date</b>		24 October 2012	
<b>Revision number</b>	<b>Issue Date</b>	<b>Approved</b>	<b>Approval date</b>
0	24 Oct 2012	Res:12/145	24 Oct 2012
Name Changed from 5.19 on 22/11/13			
1	15 Oct 2014	Res: 14/128	15 Oct 2014
2	26 Oct 2016	Res: 16/184	26 Oct 2016
<p>This document is to be reviewed once every Council term.          Next review date: <b>October 2020</b></p>			
<b>RESPONSIBLE OFFICER</b>		General Manager	

## PART 1: INTRODUCTION

Riverina Water County Council provides democratic government through its services and facilities for the benefit of our customers. Customers have the right to expect satisfactory standards of work and good conduct in service delivery.

The performance of the Council, at times, may not be to the satisfaction of customers or other external stakeholders. In those circumstances the Council is committed to ensuring the opportunity is available to express dissatisfaction through an effective complaints management system and that any complaint received through the system is dealt with courteously, investigated fully and acted on within an appropriate time period.

### 1.1 Policy Objectives

- To improve Council's operations through responding positively to complaints.
- To facilitate the resolution of that complaint in accordance with the Council's statutory powers and responsibilities.
- To allow audit, monitoring and analysis to take place on complaints related data.
- To develop community confidence and trust that Council is responsive and caring.

### 1.2 Scope of Policy

This policy covers the following types of complaint:

- Complaints of a general nature,
- Complaints of corrupt conduct, maladministration or misuse of Council resources,
- Competitive neutrality complaints,
- Complaints that cannot be resolved through normal Council procedures and where the customer expresses a clear desire and intention to lodge a formal complaint.
- Unreasonable complainant conduct.

The policy does not cover:

- Service requests,
- Requests for information or explanation of policies or procedures of decisions of Council,
- Reports of damaged or faulty infrastructure,

- Reports of hazards,
- Reports concerning neighbours or neighbouring properties,
- Appeals against Council decisions, policies or procedures, unless recorded as complaints about Council’s decision-making process,
- Complaints under the *Code of Conduct* which are subject to a separate process,
- Privacy complaints which are subject to separate processes.

**1.3 Definitions**

<b>Complaint</b>	A complaint is any dissatisfaction expressed by an interested party about specific Council decisions, procedures, charges, staff, agents, or quality of service. The complainant defines the complaint.
<b>Formal Complaint</b>	This relates to complaints that cannot be resolved through normal Council procedures and where the customer expresses a clear desire and intention to lodge a complaint in writing.  Formal complaints are referred to the General Manager for investigation following the <i>Guidelines for Managing Complaints</i> .
<b>Competitive Neutrality Complaint</b>	This is a complaint that Council has not met its obligations under the National Competition Policy and has not abided by the spirit of competitive neutrality in the conduct of a Council business.  Competitive neutrality complaints are referred to the General Manager for investigation following the <i>Guidelines for Managing Complaints</i> .
<b>Complaint under the Code of Conduct</b>	These complaints relate to breaches of the Code of Conduct.  Code of Conduct complaints are made in writing to the General Manager and are dealt with by processes set out in the <i>Guidelines for Dealing with Complaints under the Code of Conduct</i> .

<p><b><i>Protected Disclosure</i></b></p>	<p>This is a complaint made under the Protected Disclosures Act. It covers disclosures relating to corrupt conduct, maladministration or serious and substantial waste of public money.</p> <p>The investigation of protected disclosures follows the <i>Guidelines for Managing Complaints</i> but is subject to additional requirements relating to confidentiality and protection from retribution which are set out in the <i>Protected Disclosure Internal Reporting System</i>.</p>
<p><b><i>Privacy Complaint</i></b></p>	<p>This is a complaint made under the Privacy and Personal Information Protection Act, 1998. It covers complaints concerning breaches of the Act by Council.</p> <p>The investigation of Privacy complaints is set out in Council's Privacy Policy.</p>

## 1.4 Related Documents

- Council's Code of Conduct
- Guidelines for dealing with Code of Conduct Complaints (DLG)
- Protected Disclosures Policy (PoI 1.11)
- Practice Note No 9 - Complaints Management in Councils (DLG)
- Unreasonable Complainant Conduct - Practice Manual 2009 - NSW Ombudsman

## PART 2: POLICY CONTENT

### 2.1 General Provisions

Council will:

- Deal with complaints promptly in accordance with its *Complaints Management Policy*,
- Seek to resolve complaints at the time they are made,
- Publicise its complaints management processes,
- Ensure members of the public dissatisfied with Council's conduct are aware of their right to lodge complaints,

- Acknowledge complaints within seven working days including advice about the action taken to resolve the complaint,
- Advise complainants of their right to complain to the Ombudsman, the ICAC or the Department of Local Government
- Deal with protected disclosures in accordance with its *Protected Disclosures Policy*,
- Ensure that only the people directly involved in the complaint, or in sorting it out, will have access to information about the complaint,
- Report in its annual report on the outcome of complaints, using this information to identify and rectify deficiencies in Council services.

## 2.2 Specific Provisions

### 2.2.1 Complaints of a General Nature

These complaints may range from simple matters involving rudeness by employees or delays in responding to water service interruptions through to serious matters concerning breaches of Council policies or procedures.

### 2.2.2 Complaints Made to Council Staff

The complaint handling process for Council employees is broken down into three levels:

#### Level One – First Line Complaint Handling

- All first line staff are responsible for receiving, registering and ensuring the resolution of all straightforward, minor complaints as speedily as possible. They have the authority to resolve problems on the spot.
- First line staff may refer complaints to their supervisor or department manager if they are unsure who should attend the problem.
- In the case of more serious complaints, first line staff shall direct the complaint to the General Manager.

#### Level Two – Internal Review or Investigation

- Where the customer is still dissatisfied the General Manager will review the complaint and report back to the complainant.

### Level Three – Independent Review

In all cases, if a complaint cannot be resolved within Council, the complainant is offered one of the following alternatives:

- An alternative dispute resolution procedure such as mediation;
- Referral to an external agency such as the Independent Commission Against Corruption, the NSW Ombudsman or the Director-General of the NSW Office of Local Government.
- Appeal procedures or other legal remedies.

### **2.2.3 Complaints Made to Councillors**

Complaints are sometimes made directly to Councillors rather than to Council staff. In order for the above processes to be followed, Councillors are requested to:

- Ask the complainant whether they have previously made the complaint to Council staff. If not, please ask them to contact Council's Customer Services staff so that relevant details can be logged,
- Log the complaint on a Request Form and refer it to the General Manager.

A report will be made to the respective Councillor regarding action taken on the complaint.

### **2.2.4 Complaints Concerning Corrupt Conduct**

These complaints should be referred to the General Manager or if the complaint relates to the General Manager the complaint is referred to the Chairman and dealt with in accordance with the *Guidelines for Managing Complaints*. All complaints relating to allegations of corrupt conduct are to be immediately referred to ICAC in accordance with the published procedure.

### **2.2.5 Complaints Concerning Competitive Neutrality**

In the event of a competitive neutrality complaint being received, the following procedures will be followed:

- Competitive complaints must be submitted in writing,
- The General Manager will acknowledge receipt of the letter within seven (7) days and will provide details of how it is proposed to handle the complaint,
- The General Manager will investigate the complaint, obtain any advice that is necessary and provide a full response within twenty-one (21) days.

## 2.2.6 Making Restitution

An important part of Complaint Management is ensuring that if a complaint is found to be correct then some form of restitution is made to the complainant. Making restitution is a way of acknowledging that a wrong has been done and that it is regretted.

There are various ways of making restitution:

### Apologising

The most common form of restitution is making an apology. Often this is sufficient to resolve the complaint. Different forms of apology include a verbal apology, a written apology or a published apology. The type used depends on the situation and the nature of the complaint.

### Making Good

There will be occasions where Council will agree to or be directed to make good any damage that it has caused to another party. Council will need to consult its insurer before taking such an action.

### Compensation

Separate from any cost involved in making good, Council may agree to or be directed to make a payment of money to a complainant for pain, suffering, embarrassment or loss of income caused by Council's negligent action.

## 2.3 Difficult Complainants

There may be occasions where the complainant's actions or motivations are unacceptable. We recognise that staff have rights that must be respected when dealing with aggressive or vexatious complainants.

Many complainants are angry and aggrieved, sometimes with good cause. Most behave in legitimate ways. A very small minority make complaints that are vexatious, in that they persist unreasonably with their complaints, or make complaints in order to make it difficult for the Council rather than genuinely to resolve a grievance. This may involve making serial complaints about different matters, or continuing to raise the same or similar matters over and over again. Unreasonable complainants should be dealt with in accordance with the NSW Ombudsman's Practice Manual '*Unreasonable Complainant Conduct*'.

### **Definition of a Vexatious Complainant**

Complainants (and/or anyone acting on their behalf) may be deemed to be habitual or vexatious where previous or current contact with them demonstrates that they meet two or more of the following criteria:

- Complaints made maliciously to damage a persons' career or reputation
- Complainants threaten or take violent action against themselves, staff or property
- Complaints made without evidence to cause annoyance

- Complainants persistently changing the substance of a complaint or continually raise new issues or seek to prolong contact by continually raising further concerns or questions upon receipt of a response or whilst the complaint is being addressed. (Care must be taken not to disregard new issues which are significantly different from the original complaint as they need to be addressed as separate complaints)
- Complainants are repeatedly unwilling to accept documented evidence given as being factual or deny receipt of an adequate response in spite of correspondence specifically answering their questions, or do not accept that facts can sometimes be difficult to verify when a long period of time has elapsed
- Complainants persist in pursuing a complaint, despite reasonable efforts of the Council to help them specify their concerns, and/or where the concerns identified are not within the realm of the Council to investigate
- Complainants regularly focus on a trivial matter to an extent which is out of proportion to its significance and continue to focus on this point.
- It is recognised that determining what is a trivial matter can be subjective and careful judgement will be used in applying this criteria
- Complainants who display aggressive or abusive behaviour such as abusive language (oral or written), threats, sexual remarks, rudeness, or have threatened or used physical violence towards staff at any time
- Complainants who have excessive contact with the Council and place unreasonable demands on staff. For the purposes of determining an excessive number, a contact may be in person, by telephone, letter, e-mail or fax. Discretion will be used in determining the precise number of excessive contacts applicable under this section, using judgement based on the specific circumstances of each individual case
- Complainants are known to have recorded meetings or face to face/telephone conversations without the prior knowledge and consent of other parties involved
- Complainants make unreasonable demands on the customer/complainant relationships and fail to accept that these may be unreasonable, for example, insisting on responses to complaints or enquiries being provided more urgently than is reasonable or with the Council's Complaints Procedure or normal recognised practice

# R7 Draft Unreasonable Complainant Conduct Policy

**Organisational Area** Corporate Services

**Author** Josh Lang, Customer and Communications Team Leader

**Summary** This policy has been created in conjunction with the review of the Complaints Management Policy and best-practice model by the NSW Ombudsman

**RECOMMENDATION** that Council:

- a) Note that the Draft Unreasonable Complainant Conduct Policy will be placed on public exhibition from 28 April 2023 to 26 May 2023 to invite public submissions on the draft document
- b) Note that a further report will be provided to the June 2023 meeting advising the outcome of the exhibition period and requesting endorsement of the draft policy by the Board

## Report

This policy sets out Riverina Water's approach to conduct and communication by customers that is considered unreasonable or unacceptable; and is intended to provide a consistent approach to manage these complainants.

These matters are currently addressed in the Complaints Management Policy. Since the last review of this policy, the NSW Ombudsman has released a Model Unreasonable Complainant Conduct Policy.

As such as new separate policy has been created in line with this model.

› **R7.1 Draft Unreasonable Complainant Conduct Policy** [↓](#) 

## Financial Implications

Not applicable.

## Risk Considerations

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





# Unreasonable Complainant Conduct Policy

## Purpose

This policy sets out Riverina Water's approach to conduct and communication by customers that is considered unreasonable or unacceptable; and is intended to provide a consistent approach to manage these complainants.

## Policy Statement

The performance of Riverina Water, at times, may not be to the satisfaction of customers or other external stakeholders. In those circumstances, Riverina Water is committed to ensuring the opportunity is available to express dissatisfaction through an effective complaints management system and that any complaint received through the system is dealt with courteously, investigated fully and acted on within an appropriate time period.

However, when complainants behave unreasonably their conduct can significantly affect the successful conduct of Riverina Water's work by directly impacting the wellbeing of staff and using disproportionate resourcing, which impacts service delivery for other members of our community.

## Scope

The principles set out in this policy only apply to Riverina Water's dealings with customers who are deemed to meet the criteria of an unreasonable complainant.

## Definitions

Unreasonable complainants are individuals or groups who behave in ways that are inappropriate and unacceptable, despite Riverina Water's best efforts to assist them.

Unreasonable conduct by a complainant is any behaviour by a current or former complainant which, because of its nature or frequency, raises substantial health, safety, resource or equity issues for Riverina Water, its staff and other customers and complainants or the complainant themselves. It can be defined by five categories of conduct:

- › Unreasonable persistence: continued, incessant and unrelenting conduct by a complainant that has a disproportionate and unreasonable impact on our organisation, staff, services, time, or resources.
- › Unreasonable demands: demands expressly made by a complainant that have a disproportionate and unreasonable impact on our organisation, staff, services, time, or resources.



- › Unreasonable lack of cooperation: when a complainant is unwilling or unable to cooperate with us, our staff, or our complaints process – resulting in a disproportionate and unreasonable use of our services, time, or resources.
- › Unreasonable arguments: any arguments that are not based on any reason or logic, that are incomprehensible, false, or inflammatory, trivial, or delirious, and that disproportionately and unreasonably impact upon our organisation, staff, services, time, or resources.
- › Unreasonable behaviours: conduct that is unreasonable in all circumstances (regardless of how stressed, angry, or frustrated a complainant is) because it unreasonably compromises the health, safety and security of our staff, other service users or the complainant themselves.

## Principles

Riverina Water will assess, respond, and manage unreasonable complainant conduct in guidance with the NSW Ombudsman Model Policy and Unreasonable Complainant Conduct (UCC) Manual.

Riverina Water may implement the following methods as required to manage unreasonable complainant conduct:

- › Changing or restricting a complainant's access to services, including;
  - Who they have contact with
  - What they can raise with Riverina Water
  - When they can have contact
  - How they can make contact
- › Limiting the complainant to a sole contact point
- › Limiting when and how a complainant can contact Riverina Water
- › Limiting face-to-face interviews to secure areas
- › In extreme or rare circumstances, completely terminate contact with a complainant
- › Alternate dispute resolution strategies

When using the restrictions provided in this section, Riverina Water recognises that discretion will need to be used to adapt them to suit a complainant's personal circumstances such as level of competency, literacy skills, and cultural background. In this regard, Riverina Water also recognises that more than one strategy may be needed in individual cases to ensure their appropriateness and efficacy.

Unreasonable complainants are entitled to one request to appeal a decision to change/restrict their access to Riverina Water. The review of the appeal will be undertaken by staff independent of the original decision. If a complainant continues to be dissatisfied after the appeal process,



they will be advised to seek an external review from an oversight agency such as the Ombudsman.

### **Policy Implementation**

All Riverina Water representatives are responsible for familiarising themselves with this policy.

Staff should know how to access and be familiar with the NSW Ombudsman's model policy and manual available via its website or in the related documents section of this policy.

Staff are responsible for reporting UCC incidents they experience or witness to their supervisor as soon as possible.

In consultation with the Customer and Communications Team Leader, the relevant manager will determine if this policy applies to the complainant.

Any strategies that change or restrict a complainant's access to Riverina Water must be considered by the relevant Director in consultation with the Customer and Communications Team Leader.

### **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. (Add any non-compliance information for outside the organisation as applicable)



<b>Policy number</b>	<b>Insert policy number here</b>
Responsible area	Customer and Communications
Approved by	TBD
Approval date	TBD
Legislation or related strategy	Local Government Act 1993 Independent Commission Against Corruption Act 1988 Ombudsman Act 1974
Documents associated with this policy	Code of Conduct Guidelines for dealing with Code of Conduct Complaints (DLG) Protected Disclosures Policy Practice Note No 9 - Complaints Management in Councils (DLG) Complaints Management Policy Customer Service Charter Privacy Policy NSW Ombudsman Unreasonable Complainant Conduct Model Policy
Policy history	TBD
Review schedule	Once every Board term

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**

## R8 Draft Customer & Community Engagement Strategy 2023/24-2025/26

### Organisational Area Corporate Services

**Author** Josh Lang, Customer and Communications Team Leader

**Summary** Following recent workshops with the Board, the new Customer & Community Engagement Strategy has been developed.

### RECOMMENDATION that Council:

- a) Note that the Draft Customer & Community Engagement Strategy 2023/24-2025/26 will be placed on public exhibition from 28 April 2023 to 26 May 2023 to invite public submissions on the draft document.
- b) Note that a further report will be provided to the June 2023 meeting advising the outcome of the exhibition period and requesting endorsement of the draft strategy by the Board.

### Report

Riverina Water's endorsed its first Community Engagement Strategy in 2019 and was primarily focused on initiatives and outcomes, all of which have been achieved.

The development of the new strategy was put on hold to allow for the delayed local government elections and the required review of Community Grants Program.

Two workshops with the Board (December 2022 and February 2023) have been held to assist in the development of the new strategy and complete the review of the grants program.

Following this, the Draft Customer & Community Engagement Strategy 2023/24-2025/26 is presented to the Board to be placed on public exhibition.

The draft strategy looks beyond the minimum requirements set out in the Integrated Planning and Reporting Framework, noting this are more aimed at general purpose councils, to define objectives related to Riverina Water's customers and community as a whole.

The strategic aim of the draft strategy is:

*We enable our community and customers to thrive by building strong relationships, increasing water literacy, and supporting them in meaningful ways.*

The draft document is divided into four strategic objectives – Engage, Enrich, Educate, and Experience.

In 2023-24, there will be more than \$400,000 invested in new and continuing initiatives for Riverina Water's customers and the community; including:

- › A Community Grants Program with a minimum \$100,000 funding pool
- › Continuation of the Tap2Go program, installing permanent water stations across the four constituent council areas
- › Donations and sponsorships
- › Development of educational resource kit and customer information packs
- › Implementation of new customer and billing software
- › Ongoing community partnerships with a reach beyond the supply area
- › Important new corporate documents such as the development of Disability Inclusion Action Plan and Reconciliation Action Plan
- › Ongoing community partnerships with a reach beyond the supply area

Along with standard public exhibition advertising, the draft strategy will be communicated to previous grant and donation recipients or other local community organisations that Riverina Water has been involved with. As always, constituent councils and Board members are asked to share information on public exhibition to their local networks.

#### › R8.1 **Draft Customer and Community Engagement Strategy** [↓](#)

#### **Financial Implications**

Initiatives and programs are included in the 2023-24 Operational Plan. During the development of the Operational Plan each year, Riverina Water will set out detailed objectives and initiatives in line with the strategic objectives.

#### **Risk Considerations**

<b>Community Partnerships</b>	
Accept	When considering options for community partnerships or external party relationships, Council may choose to accept risks to maximise potential benefits to Council and the community.



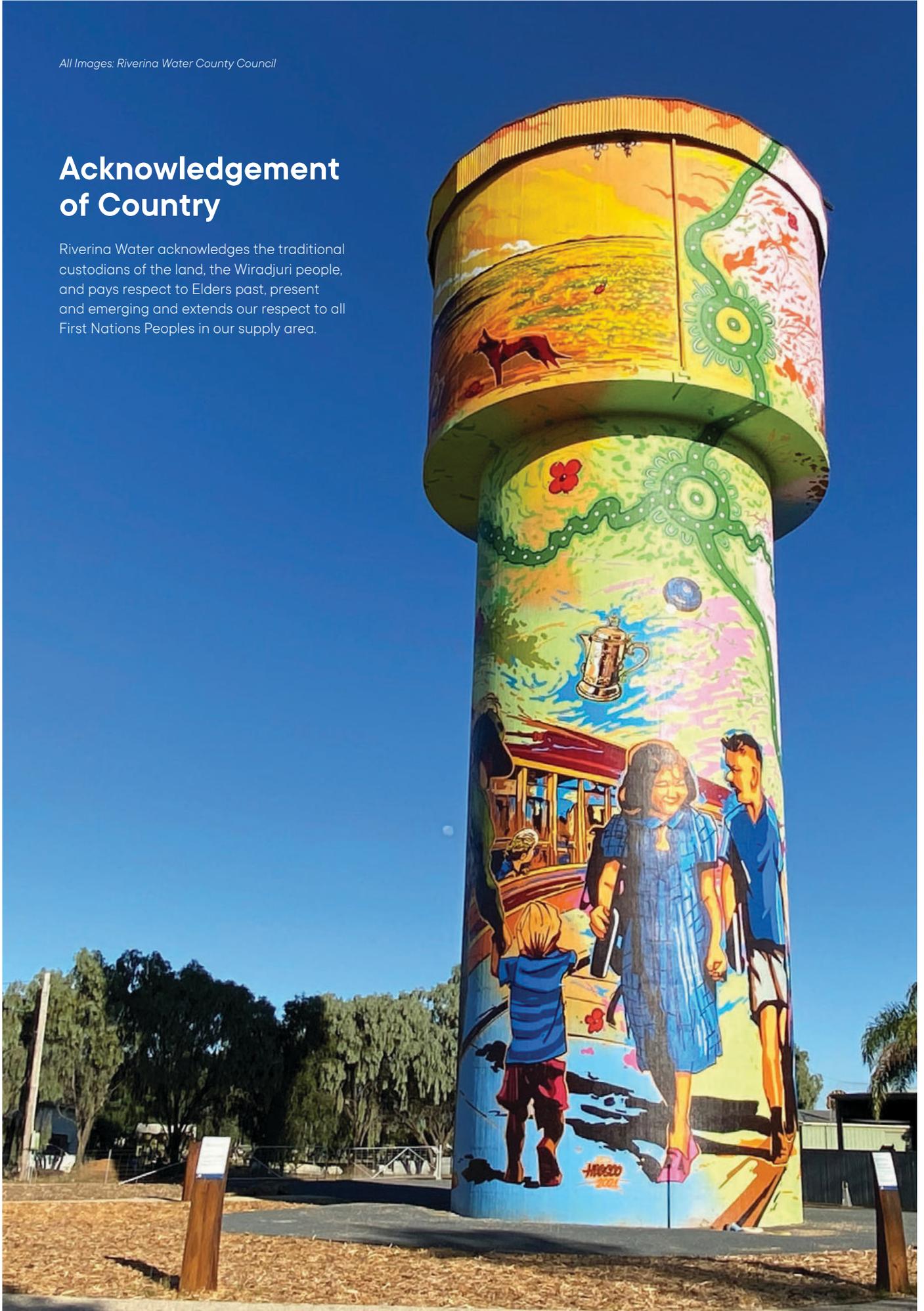
# Customer & Community Engagement Strategy 2023/2024 - 2025/2026



All Images: Riverina Water County Council

# Acknowledgement of Country

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



# Table of contents

<b>Introduction</b>	<b>4</b>
About this strategy	5
<b>Our customers and community</b>	<b>8</b>
Our supply area and network	8
Customer Profile	9
Community engagement target groups	11
How we connect	11
<b>Strategic approach</b>	<b>13</b>
Strategic aim	13
Strategic objective: Engage	15
Strategic objective: Enrich	15
Strategic objective: Educate	16
Strategic objective: Experience	16
<b>Reporting</b>	<b>17</b>

# Introduction

**Water is the backbone of the southern Riverina. It helps our communities grow and thrive. It's an essential resource which underpins everything we do from drinking to cooking and cleaning through to recreation, heating, cooling and the running of business, industry and agriculture – which not only feeds the Riverina but Australia.**

Our mission is to provide our community with safe and reliable drinking water at the lowest sustainable cost.

Our formation in 1997 is built on a long and proud history dating back more than 80 years. As single purpose county council we provide safe and reliable drinking water to more than 77,000 people across four local government areas.

We understand that our community and customers are our most important asset. Our first Community Engagement Strategy was adopted in 2019 and we are now taking the next step on our journey of fostering proactive communication, engagement and partnerships with our customers and community.

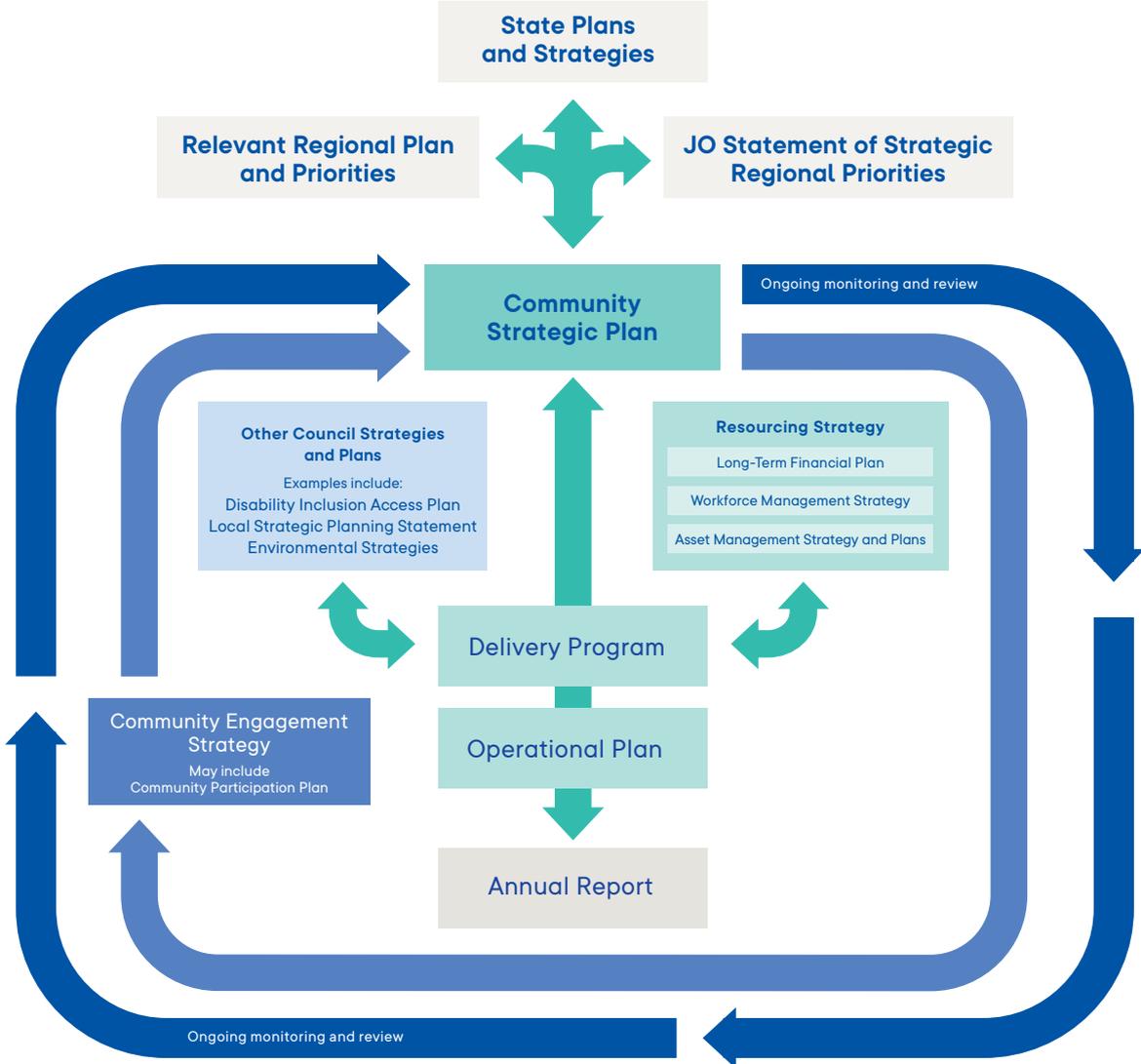


**Andrew Crakanthorp**  
Chief Executive Officer



**Councillor Tim Koschel**  
Chairperson

# About this strategy



## Riverina Water must comply with the NSW local government Integrated Planning and Reporting Framework.

To meet these obligations, we have developed a Business Activity Strategic Plan (BASP) that outlines:

- › our strategic priorities for the next 10 years, and
- › the strategies we will adopt to achieve these priorities.

As a council responsible for water supply, Riverina Water must also comply with the requirements of the NSW Government’s Best-Practice Management of Water Supply and Sewerage Guidelines (2007).

The IP&R Framework is underpinned by strong community engagement. Engagement with residents as well as business, state agencies and non-government organisations is essential to creating plans that will truly represent the aspirations and needs of the local community.

A Community Engagement Strategy as a minimum must:

- › be based on the social justice principles of access, equity, participation and rights.
- › identify relevant stakeholder groups in the community.
- › outline the methods that the council will use to engage each of these groups.

Riverina Water utilises this strategy as an opportunity to look beyond the legislative requirements and define strategic objectives related to our customers and community as a whole.

## Social justice principles

This strategy is based on the guiding principles of social justice:

Equity	Access	Participation	Rights
<p>There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need.</p> <p>The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.</p>	<p>Everyone should have fair access to services, resources, and opportunities to improve their quality of life.</p>	<p>Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.</p>	<p>Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural, and religious backgrounds to participate in community life.</p>



# Our customers and community

## Our supply area and network

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

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

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

Our water supply network includes:

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



# Customer profile

**More than 77,000 people rely on Riverina Water to provide safe drinking water every day.**  
We have more than 33,000 properties connected directly to our water supply network.



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



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



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

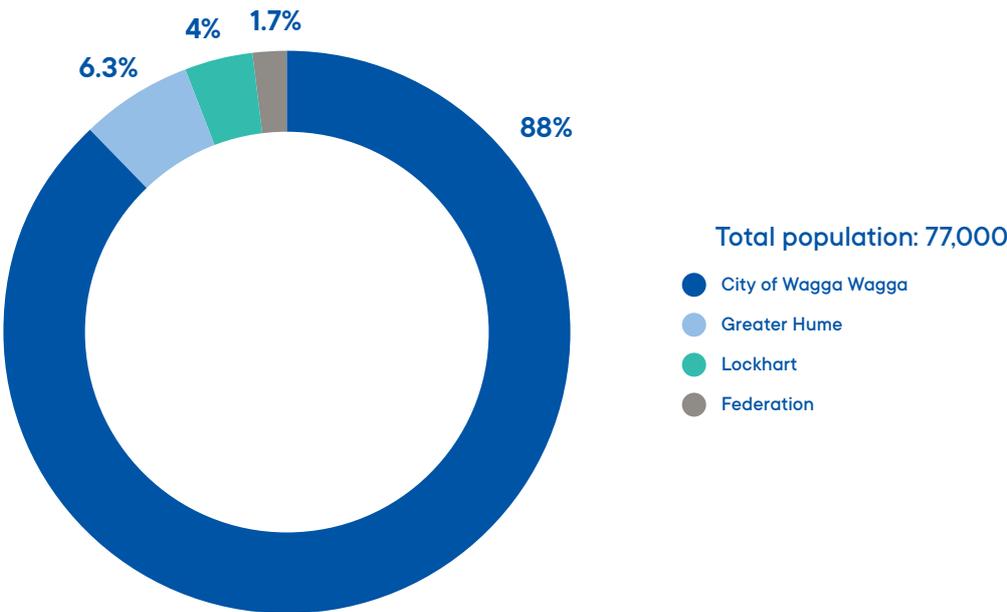
- > Wagga Wagga City Council
- > Federation Council
- > Greater Hume Council
- > Lockhart Shire Council



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



## Serviced population by Local Government Area



## Communities provided with reticulated services

Water supply system	Communities
<b>Major supply systems</b>	
Wagga Wagga	Wagga Wagga, Bellevue/Glenoak, Gregadoo, Forest Hill, and Ladysmith
Southern Trunk	San Isidore, Kapooka, Uranquinty, The Rock, Mangoplah, Milbrulong, Yerong Creek, Henty, Pleasant Hills, Morven and Walla Walla (Note: Culcairn township is supplied by Greater Hume Shire Council)
North Wagga	North Wagga, Bomen, Estella, Charles Sturt University, Cartwrights Hill, Boorooma, The Gap, Euberta, Tooyal, Currawarna and Brucedale
West Wagga	Bulgary, Lockhart, Boree Creek, Urana, Coorabin and Oaklands
<b>Independent systems</b>	
Collingullie	Collingullie
Holbrook	Holbrook
Humula	Humula
Morundah	Morundah
Oura	Oura
Tarcutta	Tarcutta
Walbundrie-Rand	Walbundrie-Rand
Woomargama	Woomargama

# Community engagement target groups

- > Direct customers
- > Indirect customers
- > Community groups
- > Ratepayer and resident associations
- > Business and industry
- > Constituent councils
- > Wiradjuri and First Nations people
- > People from culturally and linguistically diverse backgrounds (CALD)
- > People of all abilities
- > Villages and rural communities
- > Government stakeholders

# How we connect

## Communication and engagement methods



### Community Engagement

- > 1:1 meeting(s)
- > Community meeting(s)
- > Stakeholder workshop(s)
- > Drop-in session(s)
- > Survey/feedback form(s)



### Mail

- > Quarterly newsletter (post)
- > Letterbox drop(s)
- > Addressed letter(s)



### Digital

- > Riverina Website
- > Social media
- > Quarterly newsletter (email)



### Marketing

- > Print advertising
- > Broadcast media advertising
- > Digital and social media advertising
- > Merchandise and branding collateral
- > Sponsorship
- > Promotion and other marketing opportunities



### Traditional media

- > Media release
- > Media opportunity or interview



# Strategic approach

## Strategic aim

---

We enable our community and customers to thrive by building strong relationships, increasing water literacy, and supporting them in meaningful ways.

Our Community Engagement Strategy is built on four strategic objectives:

- › Engage
- › Enrich
- › Educate
- › Experience

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



## International Association of Public Participation (IAP2)

IAP2 is a global best practice model for public participation in decision-making. Riverina Water refers to its framework when creating engagement opportunities or plans; in particular the IAP2 Public Participation Spectrum:

Increasing level of public impact 					
	Inform	Consult	Involve	Collaborate	Empower
<b>Goal</b>	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>Promise to the public</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>Style</b>	"Here's what's happening"	"Here are some options, what do you think?"	"Here's a problem, what ideas do you have?"	"Let's work together to solve this problem"	"You care about this issue and are leading an initiative, how can we support you?"
<b>Example tools</b>	<ul style="list-style-type: none"> <li>› Fact sheets</li> <li>› Websites</li> <li>› Open houses</li> <li>› Publishing social media</li> <li>› Newsletters</li> <li>› Email distribution</li> </ul>	<ul style="list-style-type: none"> <li>› Public comment</li> <li>› Focus groups</li> <li>› Surveys</li> <li>› Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>› Workshops</li> <li>› Deliberate polling</li> </ul>	<ul style="list-style-type: none"> <li>› Citizen advisory committees</li> <li>› Consensus-building</li> <li>› Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>› Citizen juries</li> <li>› Ballots</li> <li>› Delegated decisions</li> </ul>

## Strategic objective: Engage

Our community and customers are involved in decision-making, and our engagement is planned, proactive and meaningful leading to trusted relationships.



### Targeted outcomes

- › To increase customer understanding and perceived value of Riverina Water's products and services
- › To increase awareness of Riverina Water and the role Riverina Water plays in the community
- › To generate positive associations with the Riverina Water brand and product service offering
- › To build stronger relationships to enable informed and inclusive decision making

### Agreed actions

- › Invest in communications, marketing (including sponsorships), and brand awareness, and associated technologies
- › Respectfully engage with our First Nations Community
- › Continue to grow how we drive engagement with customers and our diverse community to have input on the services we provide

## Strategic objective: Enrich

We enrich our community by providing meaningful support, providing opportunities to grow and demonstrating social responsibility.



### Targeted outcomes

- › Investment is made in our community that supports the enhancement of the social, cultural, and environmental life of our community
- › Increase employee satisfaction and strengthen our network by participating in programs and initiatives that have impact broader than our local community

### Agreed actions

- › Provide funding opportunities including but not limited to a grants program that supports community projects and initiatives
- › Seek opportunities to be involved in initiatives that extend broader than our local community
- › Invest in our community through the services we provide outside of ordinary operations
- › Continue to fund the supply of drinking water stations in public space
- › Continue to grow how we drive engagement with customers and our diverse community to have input on the services we provide

## Strategic objective: Educate

Our communities and customers are educated on everything to do with Riverina Water.



### Targeted outcomes

- › Our community has a greater understanding of the value of water and where it comes from
- › Our customers and community are able to find the relevant information that correctly informs them about Riverina Water and what we do
- › Our community recognises water as a valuable resource

### Agreed actions

- › We provide our community with opportunities to interact with us in an accessible and convenient way
- › We provide clear, accessible and relevant educational information to our customers and the community
- › Help the community better manage its water usage through demand management initiatives

## Strategic objective: Experience

Riverina Water is committed to working together as one team, to provide a great customer experience.



### Targeted outcomes

- › Customer experience is improved via our service offerings
- › We gain a greater understanding of our customers and their needs
- › Continue to build and foster a culture of customer centricity

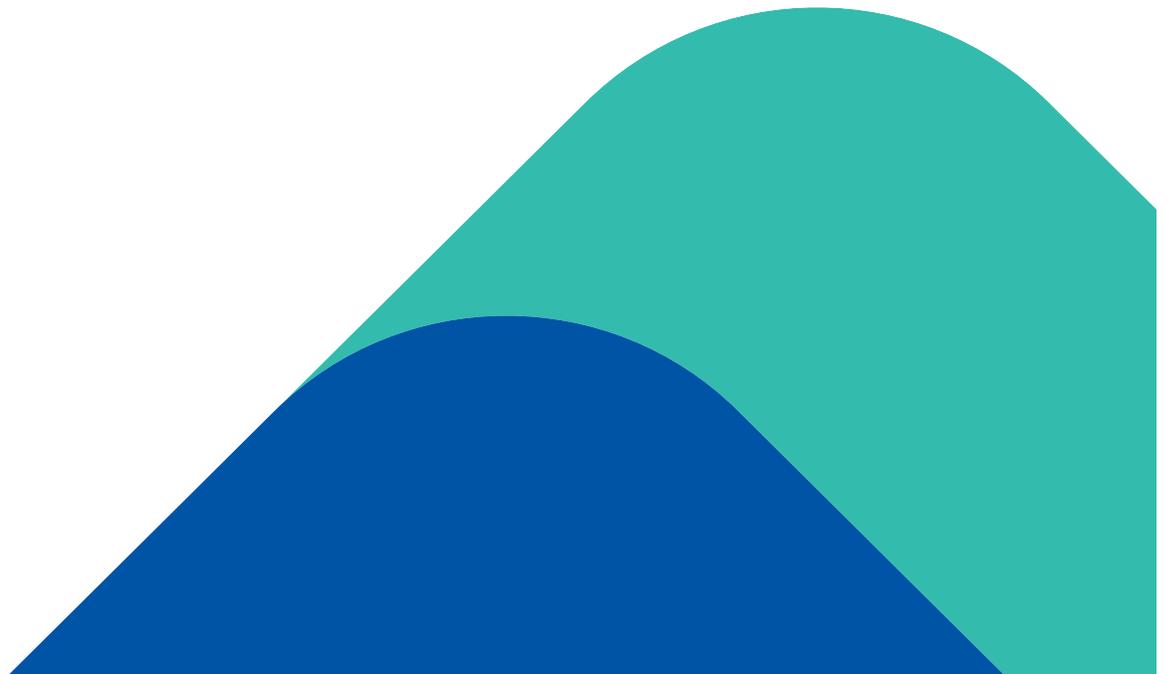
### Agreed actions

- › Identify and implement key service enhancement, including digital products, that improve customer experiences across channels
- › Develop an enhanced understanding of our customers through data, insights and analytics

# Reporting

Actions in this strategy are integrated in the yearly Operational Plan. We provide reports to the Board and community on our progress and performance every six months and in the Annual Report.

As we develop and adopt the new Operational Plan each year, we will review existing actions and assess the requirement for any new projects or initiatives that align with the strategic objectives set out in this strategy.



## Directory

### Headquarters

91 Hammond Avenue Wagga Wagga

### Postal address

PO Box 456 Wagga Wagga 2650

### E-mail

admin@rwcc.nsw.gov.au

### Web

www.rwcc.nsw.gov.au

### Telephone

(02) 6922 0608 (all hours)

### Office hours

8.30am to 4.30pm  
Monday to Friday

### Bank

National Australia Bank Ltd

### External auditors

NSW Audit Office

### Internal auditors

National Audits Group

### Emergency

Wagga Wagga

**(02) 6922 0608 (all hours)**

The Rock

**(02) 6922 0608 (all hours)**

Lockhart

**(02) 6922 0608 (all hours)**

Uranquinty

**(02) 6922 0608 (all hours)**

Urana/Oaklands

**(02) 6922 0608 (all hours)**

Culcairn/Holbrook/Walla Walla

**(02) 6922 0608 (all hours)**

## Customer information – payment facilities



### Telephone

Australia Post  
Telephone Billpay



### Billpay

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



### Credit cards

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



### To pay by the internet

[www.postbillpay.com.au](http://www.postbillpay.com.au)

(Access to this option is also available via Council's Internet site listed above).



### Bpay

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



### Mail

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



### In person

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



## R9 Operational Plan 2023/24 and revised Delivery Program 2022/23 - 2025/26

### Organisational Area Corporate Services

**Author** Emily Tonacia, Director Corporate Services

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

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

### Report

The draft Operational Plan 2023/24 is submitted for the Board's consideration.

A workshop to assist in the development of the budget was held in February 2023. At this workshop several options were considered regarding pricing for 2023/24 and future years.

The consensus at the workshop was to increase consumption charges by 3% and apply a \$20 increase to all availability charges. The resulting total increase for the average residential customer is approximately an additional \$34 per year, or 65c per week.

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

The proposed Operating Result for 2023/24 is forecast to be a surplus of \$3.2m. Water sales have been calculated utilising trends from previous years' consumption and predicted weather patterns and have been budgeted at 14,172 megalitres.

The proposed pricing increase is vital in ensuring the continued delivery of Council's capital works program of over the next four years which has been proposed at \$78.9m. Of this total amount, \$21m is attributable to the Solar Pilot Plant project. To assist in the funding of this significant project, a proposed loan of \$21m, directly related to the Solar Pilot Plant project has been included for 2024/25.

In following the Integrated Planning and Reporting (IP&R) Guidelines it is noted that the Delivery Program 2022/23 – 2025/26 is a standalone document for the term of the Board. However, due to previous practice it has been combined with the Operational Plan.

In line with the development of the 2023/24 Operation Plan, the remaining three years of the Delivery Program (2023/24 – 2025/26) were also reviewed. As a result of this review, minor changes have been made through the refinement of wording and key performance indicators. These changes would not ordinarily constitute additional public exhibition, however, as both plans are a combined document revised Delivery Program 2022/23 – 2025/26 will be placed on public exhibition as part of the 2023/24 Operational Plan public exhibition period.

› **R9.1 Delivery Program and Operational Plan 2023-2024 - 2025-2026** [↓](#) 

**Financial Implications**

As outlined in the body of the report.

**Risk Considerations**

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



**Riverina Water**  
**Delivery Program**  
**2022/2023 – 2025/2026**

Year 2

**Riverina Water**  
**Operational Plan**  
**2023/2024**



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.riverinawater.nsw.gov.au](http://www.riverinawater.nsw.gov.au)

You can contact us:

By phone (02) 6922 0608

By email [admin@rwcc.nsw.gov.au](mailto:admin@rwcc.nsw.gov.au)

Or by visiting our office at 91 Hammond Avenue Wagga Wagga

**Version Purpose and description**

- 0.1 Draft Delivery Program 2022/2023 – 2025/2026 and Operational Plan 2022/2023 – 27 April 2022
- 1.0 Endorsed by Riverina Water Board – 22 June 2022
- 2.0 Draft Delivery Program 2022/2023 – 2025/2026 Yr 2 and Operational Plan 2023/2024 – 27 April 2023  
To be endorsed by Riverina Water Board – 22 June 2023

# Table of contents

Acknowledgment of Country	5	2.3 Deliver business value through digitisation with a focus on accessible and accurate information, integrated and secure services that promote agile operations	20
About us	5	2.4 Adopt emerging technology that increases our efficiency	20
Area of supply	6	2.5 Improve strategic planning and accountability	21
Our board	7	2.6 Take actions that deliver responsible financial management and ensure long term sustainability	21
Our management	7	2.7 Improve our operations to future proof our business	22
<b>Delivery Program 2022/2023 - 2025/2056</b>	<b>9</b>	2.8 Collaborate and share our knowledge with other organisations	22
About the Delivery Program	10	<b>Objective 3 - Our community</b>	<b>23</b>
Our strategic priorities	10	3.1 Actively support and participate in our community	24
The planning context	11	3.2 Create stronger connections with our diverse community to help deliver positive impact	24
Achieving the Delivery Program	12	3.3 Continue to develop positive relationships with our First Nations community	25
Reporting and review	12	3.4 Provide exceptional customer service by tailoring and improving our systems, processes and service offers	25
<b>Objective 1 - Our people</b>	<b>13</b>	3.5 Understand and prepare to serve our customers of the future	26
1.1 Attract, retain and develop our people	14	3.6 Share our knowledge and expertise to make a positive change in our global community	26
1.2 Foster diversity, inclusion, respect and gender equality at all levels of our organisation	14	Our service level promises	27
1.3 Create an engaging, positive, collaborative and innovative workplace culture	15		
1.4 Build upon our strong history of safety and wellbeing	15		
1.5 Invest in and evolve our HR systems, processes and frameworks	16		
<b>Objective 2 - Our business</b>	<b>17</b>		
2.1 Optimise our network and infrastructure	18		
2.2 Enhance and integrate our asset management system	19		

<b>Budget summary</b>	<b>29</b>	2.5 Improve strategic planning and accountability	50
<b>Operational Plan 2023/2024</b>	<b>35</b>	2.6 Take actions that deliver responsible financial management and ensure long term sustainability	51
Foreward	36	2.7 Improve our operations to future proof our business	51
About the Operational Plan	37	2.8 Collaborate and share our knowledge with other organisations	52
Where are we now?	37		
Achieving the Operational Plan	38		
Reporting and review	38		
<b>Objective 1 - Our people</b>	<b>39</b>	<b>Objective 3 - Our community</b>	<b>53</b>
1.1 Attract, retain and develop our people	39	3.1 Actively support and participate in our community	54
1.2 Foster diversity, inclusion, respect and gender equality at all levels of our organisation	40	3.2 Create stronger connections with our diverse community to help deliver positive impact	55
1.3 Create an engaging, positive, collaborative and innovative workplace culture	40	3.3 Continue to develop positive relationships with our First Nations community	55
1.4 Build upon our strong history of safety and wellbeing	41	3.4 Provide exceptional customer service by understanding our customers and tailoring and improving our systems, processes and service offerings to their needs	55
1.5 Invest in and evolve our HR systems, processes and frameworks	42	3.5 Understand and prepare to serve our customers of the future	56
<b>Objective 2 - Our business</b>	<b>43</b>	3.6 Share our knowledge and expertise to make a positive change in our global community	56
2.1 Optimise our network and infrastructure	44		
2.2 Enhance and integrate our asset management system	46	<b>Finance and revenue</b>	<b>57</b>
2.3 Deliver business value through digitisation with a focus on accessible and accurate information, integrated and secure services that promote agile operations	48	<b>Budget summary</b>	<b>67</b>
2.4 Adopt emerging technology that increases our efficiency	49	<b>Glossary</b>	<b>71</b>

## Acknowledgment of Country

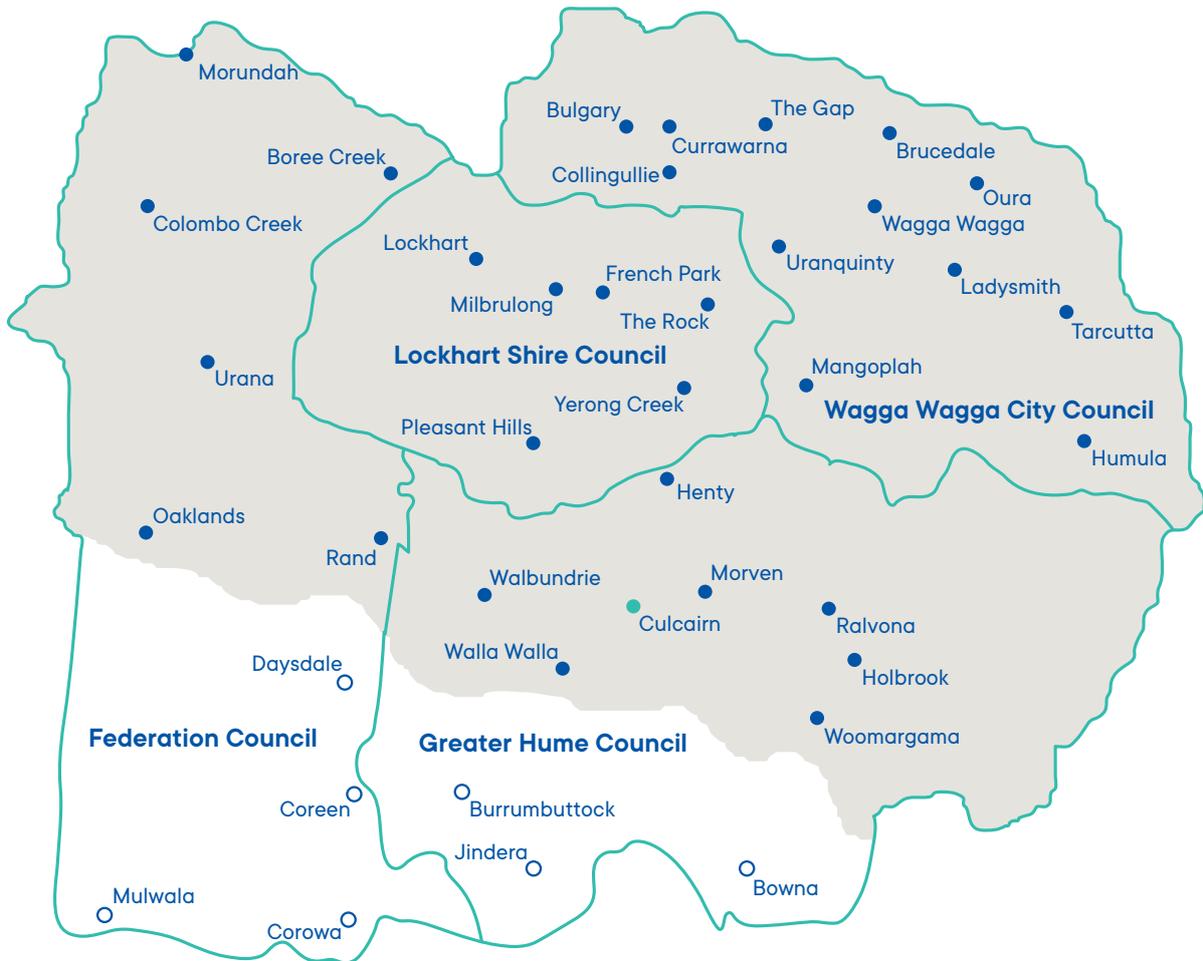
Riverina Water acknowledges the traditional custodians of the land, the Wiradjuri people, and pays respect to Elders past, present and emerging and extends our respect to all First Nations Peoples in our supply area.

## About us

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

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

# Area of supply



## Our Board



**Councillor Tim Koschel**  
Wagga Wagga City Council  
Chairperson



**Councillor Doug Meyer OAM**  
Greater Hume Council  
Deputy Chairperson



**Councillor Pat Bourke**  
Federation Council



**Councillor Georgie Davies**  
Wagga Wagga City Council



**Councillor Gail Driscoll**  
Lockhart Shire Council



**Councillor Dan Hayes**  
Wagga Wagga City Council



**Councillor Michael Henderson**  
Wagga Wagga City Council



**Councillor Jennifer McKinnon**  
Wagga Wagga City Council



**Councillor Tony Quinn**  
Greater Hume Council

## Our Management



**Andrew Crakanthorp**  
Chief Executive Officer



**Troy van Berkel**  
Director Engineering



**Emily Tonacia**  
Director Corporate Services

## **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, honesty and integrity.





# Riverina Water Delivery Program 2022/2023 – 2025/2026

(Reviewed Feb 2023)

# About the Delivery Program

The Delivery Program 2022/2023 – 2025/2026 is a statement of commitment from Riverina Water to our stakeholders about what we will deliver during the board term to achieve the strategic objectives established in our Business Activity Strategic Plan (BASP). The Delivery Program allows the board to determine what is achievable over the next 4 years, what the priorities are, and how programs will be scheduled.

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

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

## Our strategic priorities

**Our people**

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



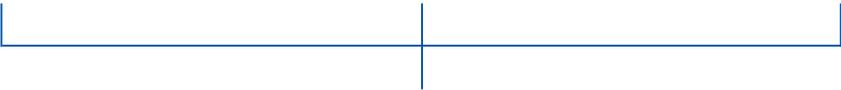
**Our business**

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



**Our community**

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

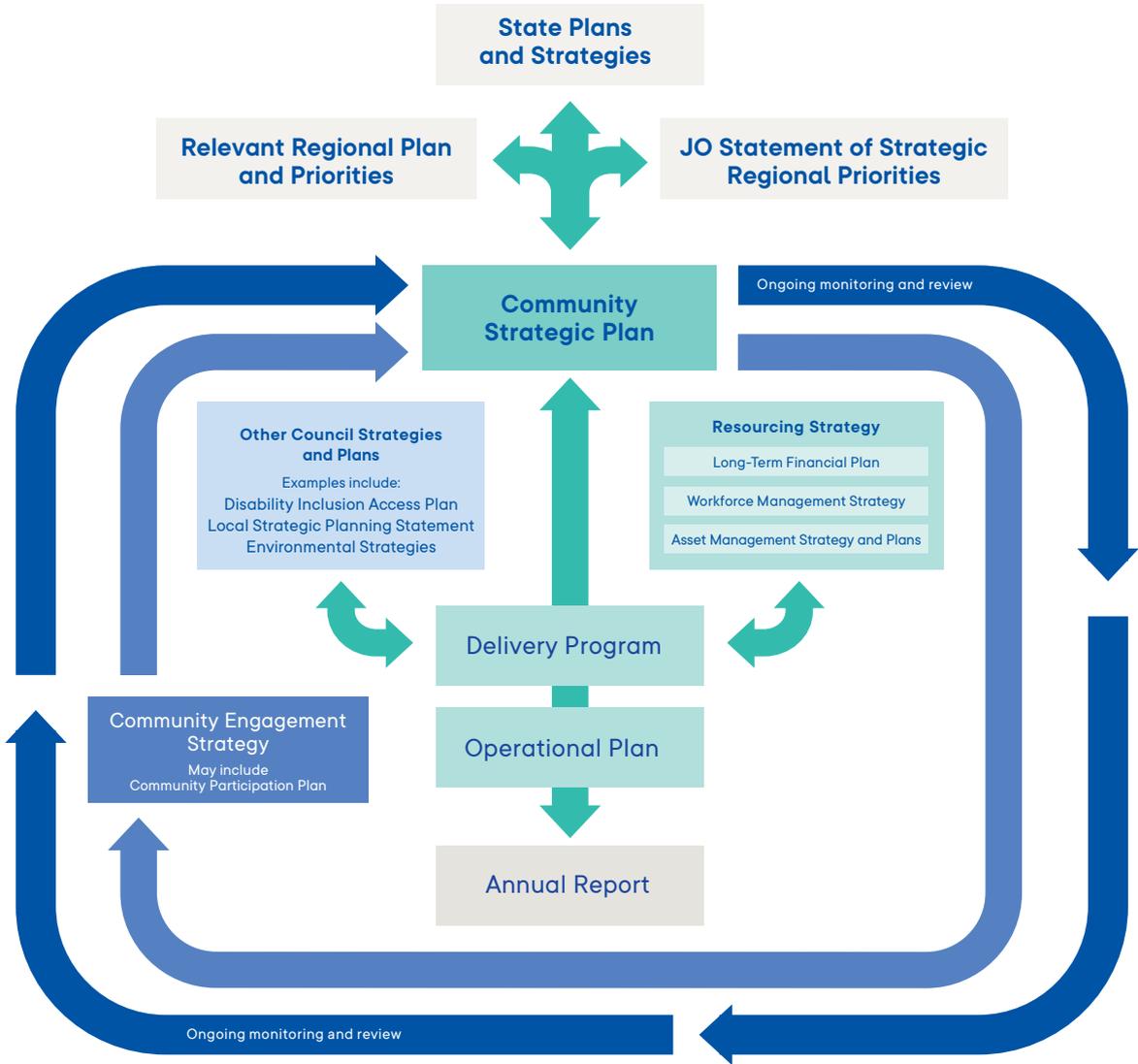



**Our focus areas**

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

# The planning context

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



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



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

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

Importantly the Delivery Program also allows Riverina Water to demonstrate how its "business as usual" (BAU) activities help achieve the BASP objectives.

## Achieving the Delivery Program

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

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

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

## Reporting and review

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

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

# Delivery Program

## 2022/2023 – 2025/2026

(Reviewed Feb 2023)

### 1. Our people

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

**Strategies**

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



Our People		1.1 Attract, retain and develop our people					
Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26	
1.1.1	Develop and implement workforce strategies to ensure capacity, capability and readiness for future organisational requirements	Workforce Management Plan 2023/2026 is reviewed and implemented	Corporate Services	●	●	●	●
1.1.2	Continue to develop leadership skills across our organisation	Leadership development program is endorsed by Senior Executive and implemented	Corporate Services		●	●	●
1.1.3	Gear recruitment and onboarding practices towards attracting talent and inducting them into our good organisational culture	Recruitment processes and supporting HR policies are reviewed	Corporate Services			●	
1.1.4	Proactively engage in initiatives that make Riverina Water an employer of choice	Applications for advertised Riverina Water positions produce strong candidate fields	Corporate Services	●		●	
Our People		1.2 Foster diversity, inclusion, respect and gender equality at all levels of the organisation					
Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26	
1.2.1	Establish programs and systems that enhance and support our commitment to diversity, equity and inclusion	Programs and systems are developed and implemented	Corporate Services	●	●	●	
1.2.2	Embed our organisational values into people practices and culture to support a quality employee experience	Organisational values are updated and embedded within the organisation	CEO	●	●		

Our People		1.3 Create an engaging, positive, collaborative and innovative workplace culture					
Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26	
1.3.1	Collaborate with our staff and ensure strong employee engagement and communication across the organisation	Internal staff engagement strategies are reviewed and updated	Corporate Services	●	●	●	●
1.3.2	Prepare our people to embrace change based on the organisational and community needs	Change management strategies are developed and implemented	Corporate Services			●	
1.3.3	Create a value based reward system that rewards outstanding performance and fosters adequate feedback	Values based reward system is developed and implemented	Corporate Services	●			
1.3.4	Strengthen mechanisms to capture staff ideas and implement innovative and transformative business solutions	Staff engagement is embedded in project planning and employee participation is encouraged	CEO			●	
Our People		1.4 Build upon our strong history of safety and wellbeing					
Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26	
1.4.1	Prioritise employee mental health, physical health and overall wellbeing	Wellbeing program is implemented and staff survey results show improved wellbeing	Corporate Services		●		
1.4.2	Maintain a strong safety culture across the organisation	Safety obligations are well understood and adhered to	CEO	●	●		
1.4.3	Develop and monitor WHS metrics	WHS metrics are developed, monitored regularly and modifications are made where required based on insights	CEO		●	●	●

Our People		1.5 Invest in and evolve our HR systems, processes and frameworks					
Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26	
1.5.1	Implement and evolve fit for purpose systems, processes and frameworks	HR management framework and action plan are developed and implemented	Corporate Services	●	●	●	
1.5.2	Develop and implement knowledge management processes to improve efficiency and enable informed decisions	Knowledge management framework is developed and implemented	Corporate Services		●	●	

## 2. Our business

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

### Strategies

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



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

Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
2.1.1 Supply water to all viable urban areas, villages and rural land within the Riverina Water supply area	Reticulated water supply is available where practical and economically recoverable	Engineering	●	●	●	●
2.1.2 Ensure our water supply system is capable of meeting current and future levels of service	Levels of service are met	Engineering	●	●	●	●
2.1.3 Manage water quality to ensure supply is in accordance with 2011 Australian Drinking Water Guidelines	Water quality remains within Australian Drinking Water Guidelines	Engineering	●	●	●	●
2.1.4 Monitor and manage the risks posed by PFAS in the Lachlan Aquifer in collaboration with DPIE Water	Risks associated with PFAS are managed	Engineering	●	●	●	●
2.1.5 Build, operate, monitor and maintain assets at least lifecycle cost, whilst meeting agreed levels of service	Operational costs are minimised without adversely affecting performance	Engineering Corporate Services	●	●	●	●
2.1.6 Undertake a number of demand management strategies to mitigate overall consumption and peak demand pressures on the system	Demand pressures are managed without adversely affecting water supply	Engineering	●		●	●

**Our Business 2.2 Enhance and integrate our asset management system and practices**

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

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

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

**Our Business 2.4 Adopt emerging technology that increases our efficiency**

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

**Our Business 2.5 Improve strategic planning and accountability**

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

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

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

**Our Business 2.7 Improve our operations to future proof our business**

	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
2.7.1	Investigate sustainable and ethical procurement practices	Procurement at Riverina Water is undertaken both ethically and sustainably	Corporate Services	●		●	●
2.7.2	Adopt circular economy practices in the planning and delivery of assets, products and services	Circular economy practices are embedded	CEO			●	●
2.7.3	Update our water cycle and environmental management plans	Plans approved by DPIE Water	Engineering	●			
2.7.4	Protect and restore sites to eliminate and prevent degradation	No soil loss or siltation and vegetation is restored	Engineering	●	●	●	●

**Our Business 2.8 Collaborate and share our knowledge with other organisations**

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

### 3. Our community

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

**Strategies**

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



*Image: Jack of Hearts*

### Our Community 3.1 Actively support and participate in our community

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

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

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

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

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

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

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

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

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

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

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

## Our service level promises

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

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

### Pressure and flow

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

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

#### Diameter of service pipe (mm)

20	25	32	40	50
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#### Minimum flow rate (litres per minute)

20	35	60	90	160
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Trickle feed option is on an economic basis case by case.

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

Direct pumping from Council water mains is not permitted.

### Consumption restrictions in droughts

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

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

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

### Interruptions to supply

#### Planned

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

#### Unplanned

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

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

### Water for fire-fighting

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

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

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

### Potable water supply

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

### Response time

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

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

1 hour (during working hours)

2 hours (after working hours)

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

3 hours (during working hours)

4 hours (after working hours)

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

One working day.

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

Within 2 weeks.

### Catastrophe

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

### Customer complaints and enquiries of general nature

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

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

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

### Special customers

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

### Customer relations

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

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

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

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

### Management of drinking water quality

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

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

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

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

# Budget summary



## Capital works plan

Description	2022/2023 \$	Current year		Projected years	
		2023/2024 \$	2024/2025 \$	2025/2026 \$	2026/2027 \$
<b>Management</b>					
Land and buildings for admin, depots and workshops	2,359,884	1,070,000	4,572,072	2,960,000	730,000
Plant and equipment (incl. Solar installation)	3,434,663	2,884,547	1,562,993	5,534,000	12,364,000
Intangibles	1,800,941	1,350,000	-	-	-
<b>Total management</b>	<b>7,595,488</b>	<b>5,304,547</b>	<b>6,135,065</b>	<b>8,494,000</b>	<b>13,094,000</b>
<b>Sources</b>					
Sources	161,344	57,500	142,500	162,500	105,000
<b>Total sources</b>	<b>161,344</b>	<b>57,500</b>	<b>142,500</b>	<b>162,500</b>	<b>105,000</b>
<b>Treatment plants</b>					
Treatment plants	8,079,213	2,542,900	2,296,200	1,891,800	787,500
<b>Total treatment plants</b>	<b>8,079,213</b>	<b>2,542,900</b>	<b>2,296,200</b>	<b>1,891,800</b>	<b>787,500</b>
<b>Pumping stations</b>					
Pumping stations	150,000	190,000	2,125,700	1,025,000	-
<b>Total pumping stations</b>	<b>150,000</b>	<b>190,000</b>	<b>2,125,700</b>	<b>1,025,000</b>	<b>-</b>
<b>Reservoirs</b>					
Reservoirs	1,183,162	715,000	1,960,000	340,000	1,400,000
<b>Total reservoirs</b>	<b>1,183,162</b>	<b>715,000</b>	<b>1,960,000</b>	<b>340,000</b>	<b>1,400,000</b>
<b>Mains, services and meters</b>					
Mains	4,186,893	3,895,000	5,385,000	5,230,000	4,845,000
<b>Sub-total mains</b>	<b>4,186,893</b>	<b>3,895,000</b>	<b>5,385,000</b>	<b>5,230,000</b>	<b>4,845,000</b>
Services	889,000	1,040,000	1,040,000	880,000	880,000
<b>Sub-total services</b>	<b>889,000</b>	<b>1,040,000</b>	<b>1,040,000</b>	<b>880,000</b>	<b>880,000</b>

Meters	532,062	775,000	425,000	2,900,000	2,900,000
<b>Sub-total meters</b>	<b>532,062</b>	<b>775,000</b>	<b>425,000</b>	<b>2,900,000</b>	<b>2,900,000</b>
<b>Total mains, services and meters</b>	<b>5,607,955</b>	<b>5,710,000</b>	<b>6,850,000</b>	<b>9,010,000</b>	<b>8,625,000</b>
<b>Totals</b>	<b>22,777,162</b>	<b>14,519,947</b>	<b>19,509,465</b>	<b>20,923,300</b>	<b>24,011,500</b>

## Budgeted financial statements

Income statement	Current year			Projected years	
	2022/2023 \$'000	2023/2024 \$'000	2024/2025 \$'000	2025/2026 \$'000	2026/2027 \$'000
<b>Income from continuing operations</b>					
<b>Revenue:</b>					
Rates and annual charges	5,425	6,514	6,650	6,790	6,931
User charges and fees	24,541	25,095	25,597	26,109	26,630
Interest and investment revenue	200	332	279	460	276
Other revenues	339	290	296	301	308
Grants and contributions provided for operating purposes	15	15	15	15	15
Grants and contributions provided for capital purposes	3,150	2,000	2,030	2,060	2,092
<b>Total income from continuing operations</b>	<b>33,670</b>	<b>34,246</b>	<b>34,867</b>	<b>35,735</b>	<b>36,252</b>
<b>Expenses from continuing operations</b>					
Employee benefits and on-costs	10,485	11,580	11,811	12,048	12,289
Borrowing costs	1,031	104	961	884	799
Materials and contracts	8,462	10,407	10,616	10,828	11,044
Depreciation and amortisation	8,791	8,700	8,856	9,016	9,178
Other expenses	227	255	256	257	258
<b>Total expenses from continuing operations</b>	<b>28,996</b>	<b>31,046</b>	<b>32,500</b>	<b>33,033</b>	<b>33,568</b>
<b>Operating result from continuing operations</b>	<b>4,674</b>	<b>3,200</b>	<b>2,367</b>	<b>2,702</b>	<b>2,684</b>
<b>Net operating result for the year</b>	<b>4,674</b>	<b>3,200</b>	<b>2,367</b>	<b>2,702</b>	<b>2,684</b>
<b>Net operating result before grants and contributions provided for capital purposes</b>	<b>1,523</b>	<b>1,200</b>	<b>336</b>	<b>643</b>	<b>593</b>

## Budgeted financial statements

Balance sheet	Current year		Projected years		
	2022/2023 \$'000	2023/2024 \$'000	2024/2025 \$'000	2025/2026 \$'000	2026/2027 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	19,886	16,794	27,762	16,941	3,116
Receivables	4,069	4,155	4,339	4,318	4,272
Inventories	3,064	3,768	3,844	3,921	3,999
<b>Total current assets</b>	<b>27,019</b>	<b>24,717</b>	<b>35,945</b>	<b>25,180</b>	<b>11,387</b>
<b>Non-current assets</b>					
Infrastructure, property, plant and equipment	363,483	369,303	379,956	391,863	406,696
<b>Total non-current assets</b>	<b>363,483</b>	<b>369,303</b>	<b>379,956</b>	<b>391,863</b>	<b>406,696</b>
<b>Total assets</b>	<b>390,502</b>	<b>394,020</b>	<b>415,901</b>	<b>417,043</b>	<b>418,083</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Bank overdraft	-	-	-	-	-
Payables	2,510	2,940	2,997	3,055	3,115
Borrowings	111	117	1,620	1,704	1,820
Provisions	4,555	4,555	4,555	4,555	4,555
<b>Total current liabilities</b>	<b>7,176</b>	<b>7,612</b>	<b>9,172</b>	<b>9,314</b>	<b>9,490</b>
<b>Non-current liabilities</b>					
Borrowings	1,823	1,706	19,660	17,956	16,136
<b>Total Non-current liabilities</b>	<b>1,823</b>	<b>1,706</b>	<b>19,660</b>	<b>17,956</b>	<b>16,136</b>
<b>Total liabilities</b>	<b>8,999</b>	<b>9,318</b>	<b>28,832</b>	<b>27,270</b>	<b>25,626</b>
<b>Net assets</b>	<b>381,503</b>	<b>384,702</b>	<b>387,069</b>	<b>389,773</b>	<b>392,457</b>

<b>Equity</b>					
Retained earnings	164,157	167,356	169,724	172,427	175,112
Revaluation reserves	217,346	217,346	217,345	217,346	217,345
Council equity interest	381,503	384,702	387,069	389,773	392,457
<b>Total equity</b>	<b>381,503</b>	<b>384,702</b>	<b>387,069</b>	<b>389,773</b>	<b>392,457</b>



# Riverina Water Operational Plan 2023/2024

# Foreward

On behalf of Riverina Water, I am pleased to present our Operational Plan for 2023/2024.

This Operational Plan describes the actions we will undertake during the 2023-24 financial year towards meeting the Year 2 commitments of the Delivery Program 2022/2023 – 2025/2026.

This Operational Plan will be resourced through the annual budget.

The Strategic Planning documents for Riverina Water are based around three important pillars.

› **Our people**

One of our key focus areas for 2023/2024 will be on implementing our newly adopted Workforce Plan which identifies the key challenges for Riverina Water and has created an action plan to address those challenges.

› **Our Business**

We will be implementing our new financial and asset management software which experienced some implementation delays during 2022/2023. The new software will provide Riverina Water with a state of the art technology platform that enhances the services we provide to our customers.

Also scheduled for 2023/2024 will be a focus on improved data management and integration of our systems, ongoing maturity of our enterprise risk management approach and further work on implementing our Net Zero policy.

Our capital works program will see a number of key projects commencing as well as some pro-active maintenance for our infrastructure.

› **Our Community**

We will be developing educational resource kits, facilitating tours and open days and developing customer metrics and regularly monitoring analytics to continuously improve our customer experience.

We look forward to continuing to deliver quality services to our communities across the region during 2023/2024 and providing six monthly reports on how we are tracking.



**Andrew Crakanthorp**  
Chief Executive Officer

## About the Operational Plan

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

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

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

## Where are we now?

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

Strategic pillar	Key challenges and opportunities
<b>1. Our people</b>	<ul style="list-style-type: none"> <li>› Relatively high turnover of staff in last two years has seen the loss of some corporate knowledge.</li> <li>› Having attraction and retention strategies to ensure we have the right staff at the right time.</li> <li>› Change in staff leading to change in culture, and how best to understand and manage that.</li> <li>› Opportunity to build on our existing safety culture by better utilisation of Vault.</li> </ul>
<b>2. Our business</b>	<ul style="list-style-type: none"> <li>› Changing weather patterns are seeing wetter and cooler summers affecting water sales compounded by increases in operating costs.</li> <li>› Opportunities for simplifying and streamlining organisational processes and governance.</li> <li>› Opportunity to implement new finance and asset management system.</li> <li>› Supply chain issues are impacting on some of our major capital works projects including a new pipeline between Boree Creek and Morundah.</li> </ul>
<b>3. Our community</b>	<ul style="list-style-type: none"> <li>› Relatively low community awareness of Riverina Water and what it does.</li> <li>› Opportunity to deliver community engagement initiatives and positively contribute to our communities.</li> <li>› Changing ways that customers prefer to do business.</li> <li>› Opportunity to strengthen our relationship with our First Nations community.</li> </ul>

## Achieving the Operational Plan (OP)

Actions in the OP are allocated to directorate or department level depending on the action.

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

Not every DP strategy is included in the Operational Plan. The DP will indicate the year of delivery, so that if it is not to be actioned in a particular year, that strategy will not be included in the OP. However, if an action in the Operational Plan is not achieved in that year, a decision may be made to roll that into the following year, and the DP will be adjusted accordingly.

## Reporting and Review

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

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

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

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

# 1. Our people

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



## Our People 1.1 Attract, retain and develop our people

Action	Measure	Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
<b>DP1.1.1</b>	<b>Develop and implement workforce strategies to ensure capacity, capability and readiness for future organisational requirements</b>							
1.1.1.1	Implement actions and outcomes from first year of Workforce Plan	Actions and outcomes are implemented as per action plan	Strategy	People & Culture	●	●	●	●
1.1.1.2	Equip staff with relevant annual training plan	Training is delivered as per plan	BAU	People & Culture	●	●	●	●
1.1.1.3	Undertake review of hourly working week arrangements	Review is presented to LGEA, USU & ETU Unions	Strategy	People & Culture		●	●	

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP1.1.2</b>	<b>Continue to develop leadership skills across our organisation</b>							
1.1.2.1	Develop Supervisors Handbook	Supervisors handbook is rolled out to supervisors in the organisation	BAU	People & Culture				●
1.1.2.2	Implement leadership capability framework	Leadership capability framework is implemented with leaders in the organisation	Strategy	People & Culture				●

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

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP1.2.1</b>	<b>Establish programs and systems that enhance and support our commitment to diversity, equity and inclusion</b>							
1.2.1.2	Review the EEO and develop supporting EEO policy	EEO policy and supporting plan adopted by the Board	Strategy	People & Culture				●
<b>DP1.2.2</b>	<b>Embed our organisational values into people practices and culture to support a quality employee experience</b>							
1.2.2.1	Commence embedding of new organisational values	Organisational values are promoted and understood by staff	Strategy	CEO	●	●	●	●

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

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP1.3.1</b>	<b>Collaborate with our staff and ensure strong employee engagement and communication across the organisation</b>							
1.3.1.1	Implement the internal communications strategy	Internal communication activities are delivered in line with strategy	Strategy	Customer & Comms	●	●	●	●
1.3.1.2	Undertake staff survey and develop action plan from results	Staff survey is completed and action plan adopted	BAU	People & Culture		●		

1.3.13	Introduce collaborative organisation-wide training sessions and activities	12 organisation-wide training sessions are conducted	BAU	People & Culture	●	●	●	●
1.3.14	Implement reward and recognition program	Reward and recognition system is endorsed	BAU	People & Culture				●

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

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP1.4.1</b>	<b>Prioritise employee mental health, physical health and overall wellbeing</b>							
1.4.1.1	Continue implementation of WELL program including psychosocial wellbeing	Monthly actions and initiatives are implemented in line with WELL calendar/ action register	BAU	People & Culture	●	●	●	●
<b>DP1.4.2</b>	<b>Maintain a strong safety culture across the organisation</b>							
1.4.2.1	Conduct annual Safety Breakfast	Event is held and positive feedback received	BAU	WHS		●		
1.4.2.2	Develop and implement a WHS communication plan that incorporates regular toolbox meetings and newsletters	Plan developed and implemented	BAU	WHS			●	
<b>DP1.4.3</b>	<b>Develop and monitor WHS metrics</b>							
1.4.3.1	Use current systems to begin to develop meaningful metrics for WHS	Metrics are developed and evaluated	Strategy	WHS			●	
1.4.3.2	Conduct annual analysis and comparison of workers compensation claims	Annual report presented to Manex, WHS Committee and ARIC	BAU	WHS		●		

Our People		1.5 Invest in and evolve our HR systems, processes and frameworks						
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP1.5.1</b>	<b>Implement and evolve fit for purpose systems, processes and frameworks</b>							
15.1.1	Continue to implement Staff Annual Review Process (SARP)	Actions are delivered in line with agreed implementation plan	Strategy	People & Culture	●	●	●	●
15.1.2	Commence implementation of HRIS system in line with FLOW Project plan	Project plan milestones are completed on time	Strategy	People & Culture			●	●
15.1.3	Review HR audit findings and develop forward plan for best practice, governance, policies and procedures	Audit report that includes management responses and action dates is endorsed by ARIC	Strategy	People & Culture		●		
15.1.4	Review staff induction booklet and onboarding and offboarding procedures	New onboarding/ offboarding processes are adopted.	BAU	People & Culture			●	
15.1.5	Implement outcomes from review of skills system	Outcomes are implemented in line with action plan	Strategy	People & Culture				●
<b>DP1.5.2</b>	<b>Develop and implement knowledge management processes to improve efficiency and enable informed decisions</b>							
15.2.1	Develop strategy and action plan to address knowledge management and business process gaps across the organisation	Strategy and action plan are endorsed by MANEX	Strategy	Director Corporate Services				●

## 2. Our business

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



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

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP2.1.1</b>	<b>Supply water to all viable urban areas, villages and rural land within the Riverina Water supply area</b>							
2.1.1.1	Install water supply mains and services infrastructure to service new developments as required	Completion of works to enable water supply to new developments	BAU	Works	●	●	●	●
2.1.1.2	Replace existing WTP at Morundah with pipeline from Boree Creek	Construction of pipeline 50% or more complete Control system designed and implemented	Strategy	Works Projects	●	●	●	●
2.1.1.3	Complete detailed design for Urana WTP replacement	Detailed design completed	Strategy	Projects	●	●	●	●
2.1.1.4	Upgrade telemetry and radio communications	Current analog sites are transferred to the digital system	BAU	Operations	●	●	●	●
2.1.1.5	Undertake electrical and control switchboard improvements at Ralvona to ensure compliance with Australian Standards	Switchboards meet current Australian Standards.	BAU	Operations			●	
2.1.1.6	Upgrade water treatment facility at Woomargama	Staged completion of the new water treatment plant	BAU	Operations	●	●	●	●
2.1.1.7	Continue program of maintenance and installation of bulk water filling stations to enable access for water carters and contractors	Water filling station activities completed in line with Capex budget	BAU	Works	●	●	●	●

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP2.1.2</b>	<b>Ensure our water supply system is capable of meeting current and future levels of service</b>							
2.1.2.1	Undertake water main renewals, upgrades and system improvements to maintain or improve levels of service	Completion of projects in line with Capex program and budget	BAU	Works	●	●	●	●
2.1.2.2	Monitor network performance and investigate supply complaints	Engineering reports capture customer complaints and response in line with adopted levels of service	BAU	Works Operations	●	●	●	●
2.1.2.3	Purchase additional water licences to ensure ability to meet future demands	Additional water licence secured	Strategy	Operations				●
2.1.2.4	Conduct minor refurbishment and upgrades of pump stations (like-for-like replacements)	Upgrades completed in line with capital budget	BAU	Operations	●	●	●	●
2.1.2.5	Evaluate options to make repairs at Rand Reservoir 1	Completed options report including budget	BAU	Projects	●	●	●	●
2.1.2.6	Acquire land and easements for the Rock Reservoir and access track	Land acquired	BAU	Projects	●	●		
<b>DP2.1.3</b>	<b>Manage water quality to ensure supply is in accordance with 2011 Australian Drinking Water Guidelines</b>							
2.1.3.1	Replace North Wagga WTP shade cover	Construction of new shade structure completed	BAU	Projects	●	●	●	
2.1.3.2	Upgrade/replace online and remote monitoring equipment at WTPs	Equipment replaced as per program	BAU	Operations	●	●	●	●
2.1.3.3	Upgrade/ replace laboratory equipment at WTPs	Equipment replaced as per program	BAU	Operations		●		

Action	Measure	Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
<b>DP2.1.4</b>	<b>Monitor and manage the risks posed by PFAS in the Lachlan Aquifer in collaboration with DPIE Water</b>							
2.1.4.1	Continue to collaborate with state agencies (NSW EPA, NSW DPIE and NSW Health) that regulate/ manage natural resources contaminated by PFAS	One meeting per year held with all relevant parties	BAU	Operations	●	●	●	●
<b>DP2.1.5</b>	<b>Build, operate, monitor and maintain assets at least lifecycle cost, whilst meeting agreed levels of service</b>							
2.1.5.1	Deliver the adopted fleet replacement program	Replacement vehicles ordered	BAU	Projects	●	●	●	●
2.1.5.2	Continue programmed development of Hammond Avenue site	All programmed works for 2023/2024 completed	BAU	Projects	●	●	●	●
2.1.5.3	Undertake programmed construction at The Rock depot	Construction of stage 1	BAU	Projects	●	●	●	●

## Our Business 2.2 Enhance and integrate our asset management system

Action	Measure	Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
<b>DP2.2.1</b>	<b>Implement central asset management system in ERP solution (FLOW)</b>						
2.2.1.1	Implement asset management module in FLOW	Asset Management module 'live' in FLOW	Strategy	Assets		●	●
<b>DP2.2.2</b>	<b>Develop condition and criticality ratings for all asset classes in the central asset management system</b>						
2.2.2.1	Input current condition and criticality ratings for pipe assets	Current condition ratings for pipes input into asset management system in FLOW	BAU	Assets Works	●	●	●
2.2.2.2	Input current condition and criticality ratings for above ground infrastructure assets	Current condition ratings for above ground infrastructure input into asset management system in FLOW	BAU	Assets Operations Projects	●	●	●

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP2.2.3</b>	<b>Integrate central asset management system with financial information</b>							
2.2.3.1	Develop strong financial management of assets through the integration of financial and asset systems	Integration of finance data into asset systems is completed	Strategy	Finance & Sourcing	●	●	●	●
<b>DP2.2.4</b>	<b>Implement Esri GIS system</b>							
2.2.4.1	Implement ESRI GIS system and integrate with associated corporate systems	ESRI GIS system implementation and integration complete and 'live'	Strategy	Works	●	●	●	
<b>DP2.2.5</b>	<b>Identify, assess and appropriately manage risks associated with assets</b>							
2.2.5.1	Provide safe access, secure enclosure and surveillance cameras at reservoirs	Design of reservoir access upgrade	BAU	Projects	●	●	●	●
2.2.5.2	Continue the asset demolition programme to remove decommissioned and abandoned assets/facilities	Programmed items/assets demolished	BAU	Projects			●	●
2.2.5.3	Conduct analysis of customer complaint data to map trends in recurring asset issues.	Data analysis successfully incorporated into Engineering reports	BAU	Operations	●	●	●	●
<b>DP2.2.6</b>	<b>Develop and input asset maintenance schedules for major assets</b>							
2.2.6.1	Develop and input asset maintenance schedules for assets within asset management system	Asset maintenance schedules in asset management system	Strategy	Assets	●	●	●	●

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

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP2.3.1</b>	<b>Ensure secure and accurate data that is actionable and enables intelligent decision making</b>							
2.3.1.1	Develop a data strategy and data management framework	Strategy and roadmap endorsed by MANEX	Strategy	ICT	●	●	●	
2.3.1.2	Review Business Intelligence and Analytics approach and capability	Demonstratable improvement in data-driven decision making	Strategy	ICT			●	●
2.3.1.3	Commence data acquisition pilot	Demonstratable business improvement in data-driven decision making	Strategy	ICT				●
<b>DP2.3.2</b>	<b>Ensure seamless and intelligent systems and processes that enable us to do our job well</b>							
2.3.2.1	Implement and integrate FLOW finance modules	Project plan milestones are completed on time	BAU	Finance & Sourcing	●	●	●	●
2.3.2.2	Plan and commence digital capture of all paper-based records	50% of all paper-based records are captured digitally	BAU	Director Corporate Services				●
2.3.2.3	Undertake a review of Vault and prepare forward action plan	Increased adoption, improved quality of reporting	BAU	ICT		●	●	
2.3.2.4	Modernise communication technology including meeting rooms, call centre and PABX	Improved customer and internal user experience, reduced complexity, reduced administration	BAU	ICT	●	●		
<b>DP2.3.3</b>	<b>Strengthen mechanisms to capture staff ideas and implement innovative or transformative business solutions</b>							
2.3.3.1	Commence conceptualisation of innovation at Riverina Water	Concepts for supporting organisational innovation are presented to MANEX with a preferred concept/way forward determined	Strategy	Director Corporate Services				●

	Action	Measure	Responsibility		Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP2.3.4</b>	<b>Ensure Riverina Water structures provide clear direction, transparency and accountability</b>							
2.3.4.1	Review and align IT/OT	Improved operational efficiency, stability and security across project and operational activities	Strategy	ICT	●	●	●	●
2.3.4.2	Develop and rollout an ICT services catalogue	Adoption of ICT service catalogue, improved delivery of services	Strategy	ICT	●	●	●	●

#### Our Business 2.4 Adopt emerging technology that increases our efficiency

	Action	Measure	Responsibility		Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP2.4.1</b>	<b>Implement our Net Zero policy</b>							
2.4.1.1	Solar Pilot plant - Finalise design and approvals including connection to grid and flood study	Design completed and documents submitted for approval	Strategy	Projects	●	●	●	●
2.4.1.2	Solar Pilot plant - Undertake sitework and procurement of equipment	Sitework completed and orders placed for equipment	Strategy	Projects	●	●	●	●
2.4.1.3	Design Solar Pilot plant control system	Solar Pilot plant control system design completed	Strategy	Projects	●	●	●	●
2.4.1.4	Create renewable energy program	Program is endorsed	Strategy	Projects	●	●	●	●
2.4.1.5	Continue to explore opportunities to transition to electric vehicles	Electric vehicle replacement options are assessed as they arise	Strategy	Projects	●	●	●	●

**Our Business 2.5 Improve strategic planning and accountability**

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP2.5.1</b>	<b>Develop accountability tools in line with our mission and vision</b>							
2.5.11	Undertake a review of all organisational reporting (both internal and external) and develop forward plan for corporate system integration, alignment and streamlining	Review is completed and forward plan is adopted by MANEX	BAU	Governance Risk & Corporate Performance			●	
<b>DP2.5.2</b>	<b>Deliver, monitor and review plans, frameworks and policies in line with regulatory and governance requirements</b>							
2.5.2.1	Develop and deliver internal audit action plan in line with new risk management audit guidelines	Risk management audit guidelines are fully implemented	BAU	Governance Risk & Corporate Performance	●	●	●	●
2.5.2.2	Review registers to ensure that data is current and meets regulatory and governance requirements	All registers are current and meet regulatory and governance requirements	BAU	Governance Risk & Corporate Performance		●		
<b>DP2.5.3</b>	<b>Continue to mature enterprise risk management, culture and frameworks to ensure compliance and business continuity</b>							
2.5.3.1	Review existing organisational risk management approach and develop a forward action plan	Forward action plan is developed and endorsed by MANEX	BAU	Governance Risk & Corporate Performance	●	●	●	●
2.5.3.2	Conduct review of ICT Disaster Recovery Planning	Review is conducted	Strategy	ICT				●
2.5.3.3	Adopt mobile device management to increase security and administrative oversight	Demonstrated increase in security posture on mobile devices	BAU	ICT				●

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

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP2.6.1</b>	<b>Implement and review sound financial processes and practices</b>							
2.6.1.1	Undertake regular financial management/ budget meetings	12 management meetings are undertaken for the year	BAU	Finance & Sourcing	●	●	●	●
2.6.1.2	Centre-led procurement framework is developed	Policies, processes, systems and other documents are endorsed by MANEX	Strategy	Finance & Sourcing	●	●	●	●
<b>DP2.6.2</b>	<b>Ensure sufficient funds are available for long term operational requirements</b>							
2.6.2.1	Undertake annual long term financial planning review	Long term financial plan is updated and placed on public exhibition	Strategy	Finance & Sourcing			●	
<b>DP2.6.3</b>	<b>Drive smart business decisions through proactive development and delivery of financial metrics and business insights</b>							
2.6.3.1	Commence the development of advanced financial reporting post FLOW implementation	1 x new financial management report is developed	BAU	Finance & Sourcing				●

**Our Business 2.7 Improve our operations to future proof our business**

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP2.7.2</b>	<b>Adopt circular economy practices in the planning and delivery of assets, products and services</b>							
2.7.2.1	Attend relevant industry sessions regarding circular economy	Sessions attended and report provided to Manex	BAU	CEO		●	●	●
2.7.2.2	Review policies to consider how circular economy principles can be incorporated	Relevant policies are reviewed	BAU	Director Corporate Services			●	●

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP2.7.4</b>	<b>Protect and restore sites to eliminate and prevent degradation</b>							
2.7.4.1	Undertake river and creek banks stabilisation program	Planned stages completed	BAU	Projects	●	●	●	●
2.7.4.2	Undertake training for relevant staff in protection and restoration of work sites	Training completed by relevant staff	BAU	Works Projects Operations	●	●	●	●

### Our Business 2.8 Collaborate and share our knowledge with other organisations

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP2.8.1</b>	<b>Contribute to relevant industry benchmarks for operational excellence</b>							
2.8.1.1	Participate in and nominate for industry awards	Submission of nominations	BAU	CEO	●	●	●	●
2.8.1.2	Share information with the GM working group for Rous County, Central Tablelands County and Goldenfields County Councils	Meaningful actions and learnings from the meetings are provided to Manex	BAU	CEO	●	●	●	●
<b>DP2.8.2</b>	<b>Create opportunities for Riverina Water to collaborate with other industry experts</b>							
2.8.2.1	Attend industry forums and conferences and deliver papers on recent successes	Present to at least one industry event each financial year	BAU	CEO	●	●	●	●

### 3. Our community

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



**Our Community 3.1 Actively support and participate in our community**

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP3.1.1</b>	<b>Provide and support education opportunities for youth, tertiary and the wider community</b>							
3.1.1.1	Commence development of educational resource kit, framework and material	Educational resource kit, framework and material is endorsed	Strategy	Customer & Community				●
3.1.1.2	Facilitate tours and open days	1 x open day is delivered to general public	BAU	Customer & Community				●
<b>DP3.1.2</b>	<b>Strengthen opportunities to collaborate with constituent councils JOs and industry</b>							
3.1.2.1	Attend forums of business chambers in supply area	Attendance at two events each financial year	BAU	CEO	●	●	●	●
<b>DP3.1.3</b>	<b>Provide access to tap water in community spaces in the Riverina Water supply area</b>							
3.1.3.1	Continue program of installing Tap2Go refill stations in constituent councils	Tap2Go refill stations are installed as per constituent council request	BAU	Customer & Community	●	●	●	●
<b>DP3.1.4</b>	<b>Investigate and implement ways we can invest in our community to achieve desired outcomes</b>							
3.1.4.1	Develop water efficiency program in line with endorsed Drought Contingency and Emergency Response (DC&ER) Plan	Water efficiency program is endorsed	Strategy	Customer & Community				●
3.1.4.2	Develop and roll out new customer packs	Customer packs are released to public	Strategy	Customer & Community				●
3.1.4.3	Deliver agreed community grants program	100% of community grants are awarded	Strategy	Customer & Community	●	●	●	●
3.1.4.4	Continue to enrich our community via endorsed community partnerships	100% of community partnerships budget is expended	Strategy	Customer & Community	●	●	●	●
3.1.4.5	Continue to enrich our community via the delivery of donations and sponsorships	100% of donation and sponsorship budget is expended	BAU	Customer & Community	●	●	●	●

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

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP3.2.1</b>	<b>Drive strong community engagement through an endorsed strategy</b>							
3.2.1.1	Develop and implement a brand awareness campaign	Brand awareness campaign is endorsed by Board	Strategy	Customer & Community				●
<b>DP3.2.2</b>	<b>Improve our understanding and strengthen our connection with our diverse community</b>							
3.2.2.1	Develop a Disability Action Plan	DIAP is endorsed by Board	BAU	Customer & Community				●

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

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP3.3.1</b>	<b>Develop and implement adequate strategies, frameworks and education systems to support Council's commitment to strengthening our relationship with our First Nations community</b>							
3.3.1.1	Develop a Reconciliation Action Plan	RAP adopted by the Board	BAU	CEO		●		

### Our Community 3.4 Provide exceptional customer service by understanding our customers and tailoring and improving our systems, process and service offering to their needs

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>DP3.4.1</b>	<b>Develop and capture data regularly in regards to our customers to help us understand them, their needs and expectations</b>							
3.4.1.1	Conduct annual Customer Survey	Annual customer survey is undertaken and results reported to June board meeting	BAU	Customer & Community				●
3.4.1.2	Customer journey mapping is undertaken	Journey maps for all customer contact are created	Strategy	Customer & Community				●
3.4.1.3	Develop customer metrics, capture data and regularly monitor analytics to continuously improve our customer experience	1 x new customer metric report is created	Strategy	Customer & Community				●

Action	Measure	Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
<b>DP3.4.2</b>	<b>Ensure we have the best systems, processes and frameworks that reflect our commitment to our customer centricity</b>							
3.4.2.1	Continue implementation of customer and billing modules in FLOW in line with project plan	Project plan milestones are completed on time	BAU	Customer & Community	●	●	●	●
<b>DP3.4.3</b>	<b>Support customers with sustainable pricing models that meet levels of service and both operational and infrastructure requirements</b>							
3.4.3.1	Undertake annual pricing review	New pricing structure is adopted for following financial year	BAU	Finance & Sourcing		●		

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

Action	Measure	Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
<b>DP3.5.1</b>	<b>Collaborate with constituent councils to support supply area growth</b>							
3.5.1.1	Meet with staff of constituent councils as requested and actively participate in planning activities	Staff attend strategic planning session/s as conducted by the four constituent Councils	BAU	CEO	●	●	●	●

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

Action	Measure	Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
<b>DP3.6.1</b>	<b>Provide ongoing support and participation in altruistic and/or knowledge-sharing programs and initiatives</b>							
3.6.1.1	Renew membership of WaterAid and continue relationship with DFAT in Vietnam and annual visit to Nepal	Renewed membership and reports to Manex and /or the Board	Strategy	CEO	●	●	●	●

# Finance and revenue



## Recommended development servicing charges

### Urban (residential) development servicing charge

Urban - including township and village - single residential lots	Tax	Cost per lot (based on lot size)		
		<450m2	450 - 2000m2	>2000m2
Lots where developers have prepaid the fees appropriate at time of development		Nil - (note only applies for a single residence on the lot)		
Lots (not prepaid) existing prior to 01/01/1994 and 2nd or subsequent services (only where availability fees are being paid)	N	1st Service - Nil - (note only applies for a single residence on the lot) 2nd and subsequent service based on \$4,678 per E.T.		
Lots (not prepaid) created since 01/01/1994	N	\$4,678	\$4,678	\$5,614
Urban - including township and village - multiple residential units		Price for multiple units		
Lots where developers have prepaid the fees		Nil - provided correct charges have been prepaid		
Lots (not prepaid) existing prior to 01/01/1994	N	Fee applicable for newly created lots less \$4,678		
Lots (not prepaid) created since 01/01/1994				
Multi-residential lots (medium density 1-2 storey)		Developer charge per dwelling		
Dual occupancy - 1 Bedroom				
Dual occupancy - 2 Bedrooms	N	\$4,678 if lot size > 450m2 per dwelling		
Dual occupancy - 3 or more Bedrooms				
Duplex - 1 Bedroom				
Duplex - 2 Bedrooms		Units priced, as below, if lot size <450m2 per dwelling		
Duplex - 3 or more Bedrooms				
Units - 1 Bedroom	N	\$1,871		
Units - 2 Bedrooms	N	\$2,806		
Units - 3 or more Bedrooms	N	\$3,742		
Multi-residential lots (high density >2 storey)		Developer charge per dwelling		
Multi storey apartments - 1 Bedroom	N	\$1,543		
Multi storey apartments - 2 Bedrooms	N	\$2,339		
Multi storey apartments - 3 or more Bedrooms	N	\$3,134		
NOTE: The minimum Developer Servicing Charge per Lot is \$4,678				
Urban - additional costs (to be read in conjunction with the DSP)				
Lots which require significant supply mains in advance of sequential development	N	An amount calculated to recoup the cost of the supply main		

### Rural development servicing charge

Rural location	Tax	Price per service connection				
		20mm	25mm	*32mm	*40mm	*50mm
Rural pipelines **	N	\$5,614	\$5,614	\$9,197	\$14,372	\$22,456

#### Additional costs

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

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

### Commercial or industrial development servicing charges

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

## Recommended service connection fees

### Urban service connection

Urban - including township and village - single residential/commercial/ industrial developments	Tax	Price per service connection for single unit				
		20mm	25mm	*32mm	*40mm	*50mm
Lots where developers have prepaid the fees appropriate at time of Development	N	NIL	\$586	\$1,168	\$1,946	\$2,596

All other lots including 2nd or subsequent services	N	\$1,479	\$2,065	\$2,647	\$3,425	\$4,075
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\* 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					
		1 unit	2 units	3 units	4 units	5 units	Extra units
Lots where developers have prepaid the fees		No additional Service Connection Charge provided correct fees as per the following line have been paid					

All other lots including 2nd or subsequent services	N	\$1,479	\$1,774	\$2,069	\$2,364	\$2,659	\$295
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These prices apply to multi-unit residential developments provided for by water connection(s) at any one time, and include the cost of bulk and individual meters. In the case of individual metering of strata units, the owner is responsible for internal plumbing required.

### Urban - additional costs

a) Where Baylis Street pavers need to be disturbed	N	As per WWCC charges
b) Where the service requires a rail crossing and approval from the Railway Authorities	N	The fees and charges that rail authority imposes
c) Where the service connection generates other similar extraordinary costs	N	A fee assessed on a similar basis
Road underboring	N	\$138 per metre

## Rural service connection

Rural location	Tax	Price per service connection				
		20mm	25mm	*32mm	*40mm	*50mm
<b>Rural pipelines **</b>	N	\$1,687	\$2,316	\$2,844	\$3,642	\$4,323
<b>Walbundrie to Rand Pipeline Urangeline/Bidgeemia Rural Scheme and other rural schemes</b>		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.						
<b>Additional costs</b>						
Where the service requires a rail crossing and approval from the Railway Authorities	N	The fees and charges that rail authority imposes				
Where the service connection generates other similar extraordinary costs	N	A fee assessed on a similar basis				
Road underboring	N	\$138 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 2023/2024

### Availability charge per property, residential, strata unit or customer

<b>Domestic</b>	<b>Tax</b>	<b>Per quarter</b>
Built upon or connected property	N	\$45
Each additional dwelling erected on each parcel of property	N	\$45
Vacant land not connected (within 225 metres or adjacent to a main) - urban only	N	\$22.50
<b>Commercial/Industrial</b>		
Built upon or connected property	N	\$65
Non-metered connected premises	N	\$110
Each additional strata unit	N	\$65
<b>Other</b>		
Government Departments, including police stations, court houses, schools, staff housing, public offices, etc	N	\$65
Churches and similar "non-rateable" property	N	Usage charge only
Additional fee for separate fire service connected	N	\$65

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

## Usage charges for 2023/2024

Water Tariffs \$ per kilolitre	Tax	2022/2023	2023/2024
<b>General tariff</b>			
All users (except as detailed below)	N		
First 125 kls per quarter		1.51	1.56
Balance per kilolitre per quarter		2.27	2.34
<b>Strata title units and flats</b>			
First 125 kls per quarter per unit	N	1.51	1.56
Balance per kilolitre per quarter		2.27	2.34
(For Strata complexes and Flats where units are not individually metered the total metered consumption will be evenly apportioned between units).			
<b>Industrial tariffs</b> for processing and manufacturing industries as well as livestock marketing centres with consistent year round usage connected since 01/07/2009.			
First 41 kls per month	N	1.51	1.56
Balance above 42 kls per month		2.27	2.34
Balance above 3,000 kls per month		2.27	2.34
Applicable to large scale processing and manufacturing industries as well as livestock marketing centres with consistent year round usage and specifically approved by Council.			
First 3,000 kls per month	N	1.51	1.56
Balance above 3,000 kls per month		1.51	1.56
<b>Commercial tariff</b>			
All users (except as detailed below)	N		
First 125 kls per quarter/41 kls per month		1.51	1.56
Balance per kilolitre per quarter		2.27	2.34
<b>Community facilities</b>			
Hospitals, Schools / TAFE / University	N	1.51	1.56
Parks and Gardens, Council Swimming Pools			
<b>Non-Potable Water</b>			
First 125 kls per quarter	N	0.75	0.77
Balance per kilolitre per quarter		1.13	1.16
<b>Metered supply to standpipe</b> agents or constituent Councils	N	2.12	2.18

<b>Supply from fixed standpipe and water filling stations</b> (Minimum charge \$10.00 when via an Agent)	N	3.35	3.40
<b>Bulk supply</b> Application of this tariff will be at the discretion of the Council	N	1.51	1.56
<b>Primary producers tariff</b> Applicable to all rural services along Council's trunk mains	N	1.51	1.56
<b>Rebates</b>			
Eligible pensioner		\$30 per quarter	
Kidney dialysis machine users		20 kls per quarter	

## Sundry fees and charges

Sundry fees and charges	Tax	2022/2023	2023/2024
Search/Enquiry Certificate Fee - s603 (as for property transfer)	N	\$90	Maximum Amount Allowable
Fee for providing information in writing, including Special meter reading	N	\$81	\$83
Formal GIPA Access Application	N	\$32	\$32
Formal GIPA Processing Fee	N	\$67 per hour	\$69 per hour
Reconnection Fee - requires new service fee	N	Appropriate connection fee	Appropriate connection fee
Reconnection Fee - new service not required	N	\$180 + cost of meter if required	\$185 + cost of meter if required
Remove flow restricting device	N	\$180	\$185
Meter Repairs - s636 LG Act	Y	\$116 per hour	\$119 per hour
Meter test deposit	N	\$78	\$80
Test fees for backflow prevention devices			
Rpz devices	N	\$121	\$125
Other devices	N	\$95	\$98
Leak detection ( minimum 1 hour)	Y	\$116 per hour	\$119 per hour
Water main locating involving potting or excavation	N	\$116 per hour	\$119 per hour
Dishonoured payments fee	N	Relevant bank fee incurred	Relevant bank fee incurred
Interest on overdue accounts	N	6%	Maximum % allowable
Written quotation fee	Y	\$88	\$91
Service call	Y	\$116 per hour	\$119 per hour
Plumbing permit including standard inspections	N	\$116	\$119
Additional plumbing inspection due to non-compliance	N	\$189	\$195
Non-compliance with water restrictions	N	\$267	\$275
Water filling station access	N	\$295	\$295

Replacement water filling station key	Y	\$60	\$60
Pressure and flow analysis application fee	N	\$186	\$192
Clearing of shrubs and small bushes	Y	\$116 per hour	\$119 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	\$11	\$11.50
Copy of financial data on properties	Y	\$10	\$10.50
Copy of 603 certificate administration	Y	\$11	\$11.50
Fee for reallocation of electronic payment	Y	\$10	\$10.50

## Capital works plan

Description	Current year
	2023/2024 \$'000
<b>Management</b>	
Land and buildings for admin, depots and workshops	1,070,000
Plant and equipment (incl. Solar installation)	2,884,547
Intangibles	1,350,000
<b>Total management</b>	<b>5,304,547</b>
Sources	
	57,500
<b>Total sources</b>	<b>57,500</b>
Treatment plants	
	2,542,900
<b>Total treatment plants</b>	<b>2,542,900</b>
Pumping stations	
	190,000
<b>Total pumping stations</b>	<b>190,000</b>
Reservoirs	
	715,000
<b>Total reservoirs</b>	<b>715,000</b>
<b>Mains, services and meters</b>	
Mains	
	3,895,000
<b>Sub-total mains</b>	<b>3,895,000</b>
Services	
	1,040,000
<b>Sub-total services</b>	<b>1,040,000</b>
Meters	
	775,000
<b>Sub-total meters</b>	<b>775,000</b>
<b>Total mains, services and meters</b>	<b>5,710,000</b>
<b>Totals</b>	<b>14,519,947</b>

## Budgeted financial statements

Income statement	Current year 2023/2024 \$'000
<b>Income from continuing operations</b>	
<b>Revenue:</b>	
Rates and annual charges	6,514
User charges and fees	25,095
Interest and investment revenue	332
Other revenues	290
Grants and contributions provided for operating purposes	15
Grants and contributions provided for capital purposes	2,000
<b>Total income from continuing operations</b>	<b>34,246</b>
<b>Expenses from continuing operations</b>	
Employee benefits and on-costs	11,580
Borrowing costs	104
Materials and contracts	10,407
Depreciation and amortisation	8,700
Other expenses	255
<b>Total expenses from continuing operations</b>	<b>31,046</b>
<b>Operating result from continuing operations</b>	<b>3,200</b>
<b>Net operating result for the year</b>	<b>3,200</b>
<b>Net operating result before grants and contributions provided for capital purposes</b>	<b>1,200</b>

## Budgeted financial statements

Balance sheet	Current year 2023/2024 \$'000
<b>Assets</b>	
<b>Current assets</b>	
Cash and cash equivalents	16,794
Receivables	4,155
Inventories	3,768
<b>Total current assets</b>	<b>24,717</b>
<b>Non-current assets</b>	
Infrastructure, property, plant and equipment	369,303
<b>Total non-current assets</b>	<b>369,303</b>
<b>Total assets</b>	<b>394,020</b>
<b>Liabilities</b>	
<b>Current liabilities</b>	
Bank overdraft	-
Payables	2,940
Borrowings	117
Provisions	4,555
<b>Total current liabilities</b>	<b>7,612</b>
<b>Non-current liabilities</b>	
Borrowings	1,706
<b>Total Non-current liabilities</b>	<b>1,706</b>
<b>Total liabilities</b>	<b>9,318</b>
<b>Net assets</b>	<b>384,702</b>

<b>Equity</b>	
Retained earnings	167,356
Revaluation reserves	217,346
Council equity interest	384,702
<b>Total equity</b>	<b>384,702</b>

## Glossary

- › **Annual Report**  
Report on the council's implementation of the Delivery Program and Operational Plan, as well as information prescribed by the Regulation.
- › **Asset/s**  
Things owned by Riverina Water that have current or future economic value. Riverina Water's main water supply assets include: water source works including water supply bores; treatment plants; reservoirs; pumping stations; water mains; land and buildings; plant and equipment.
- › **Asset Management planning**  
Includes an asset management policy, an asset management strategy and asset management plan for each class of assets. The strategy and plans are minimum of 10 years.
- › **BASP**  
Business Activity Strategic Plan. 10- year plan identifying the main priorities for Riverina Water, strategic objectives and strategies for achieving those objectives.
- › **BAU**  
Business as Usual. Ongoing activities – core business.
- › **Board**  
Governing body of Riverina Water. Made up of councillors from Greater Hume Council, Federation Council, Lockhart Shire and Wagga Wagga City Council.
- › **Capex**  
Capital expenditure budget
- › **Constituent council**  
Member council of Riverina Water – Greater Hume Council, Federation, Lockhart and Wagga Wagga City Council.
- › **DIAP**  
Disability Action Plan. A document that sets out Riverina Water's strategy for identifying and addressing practice which might result in discrimination against people with disability.
- › **DP**  
Delivery Program. 4-year plan. Identifies principal activities and strategies to deliver the BASP. Reviewed every year as part of the development of the Operational Plan. Includes 4- year budget forecasts.
- › **DPIE**  
Department of Primary Industries and Energy
- › **EEO**  
Equal Employment Opportunity
- › **FLOW**  
Working name for our new enterprise finance and asset software.
- › **IP&R**  
Integrated planning and reporting
- › **ICT**  
Information and Communication Technology
- › **IT/OT**  
Integration of information technology and operational technology
- › **IWCM**  
Integrated Water Cycle Management. 30-year strategic plan.
- › **Journey map/s**  
A research-based way of visualising how customers experience our services and revealing areas for improvement.
- › **LTFP**  
Long term financial plan. Minimum of 10 years. Reviewed annually as part of the development of the Operational Plan.
- › **Manex**  
Management executive group
- › **Measure**  
The way achievement of an action is assessed. Also referred to as a success indicator.
- › **Net Zero roadmap**  
Includes an action plan, milestones and pathway for communication to enable Riverina Water to meet its Net Zero emissions targets.
- › **OP**  
Operational Plan. 1 year plan detailing the activities and actions to achieve the Delivery Program. Includes annual budget.
- › **Opex**  
Operational expenditure budget
- › **PFAS**  
Per-and Polyfluoroalkyl substances
- › **RAP**  
Reconciliation Action Plan. A formal plan setting out how Riverina Water is committed to contributing to reconciliation with Aboriginal and Torres Strait Islander peoples.

- › **Regulation**  
Local Government Regulations 2021
- › **Strategy**  
Strategy refers to an adopted plan showing longer-term goals and how they are to be achieved (eg workforce, asset management, financial management). In the Operational Plan actions marked as strategy relate to an adopted plan, roadmap or policy.
- › **Tap2Go**  
Riverina Water refill stations that enable people to easily access potable water for water bottles etc (ie public bubbler).
- › **Telemetry**  
Automatic measurement and wireless transmission of data from remote sources.
- › **WELL program**  
Staff wellbeing program
- › **Workforce Management Plan**  
4-year plan to address the human resourcing requirements of the Delivery Program.
- › **WTP**  
Water treatment plant



## R10 Lost Time Injury Statistics July 2022 - March 2023

**Organisational Area** Chief Executive Officer

**Author** Joe Mansour, WHS officer

**Summary** This report presents information on Lost Time Injury statistics for the July/March period of the 2022/2023 financial year.

**RECOMMENDATION** that Council receive and note the statistics report for lost time injuries for the period July 2022 to March 2023.

### Report

Date of Injury	Claim Status	Return to Work Date	Lost Time Injury (Days off work)	No of Days Lost (Premium impacting)
16/10/2022	OPEN	28/8/2022	44	44
1/03/2023	OPEN	17/03/2023	11	11
15/03/2023	OPEN	*Currently unfit for work duties	15	15
<b>Total</b>			<b>70</b>	<b>70</b>

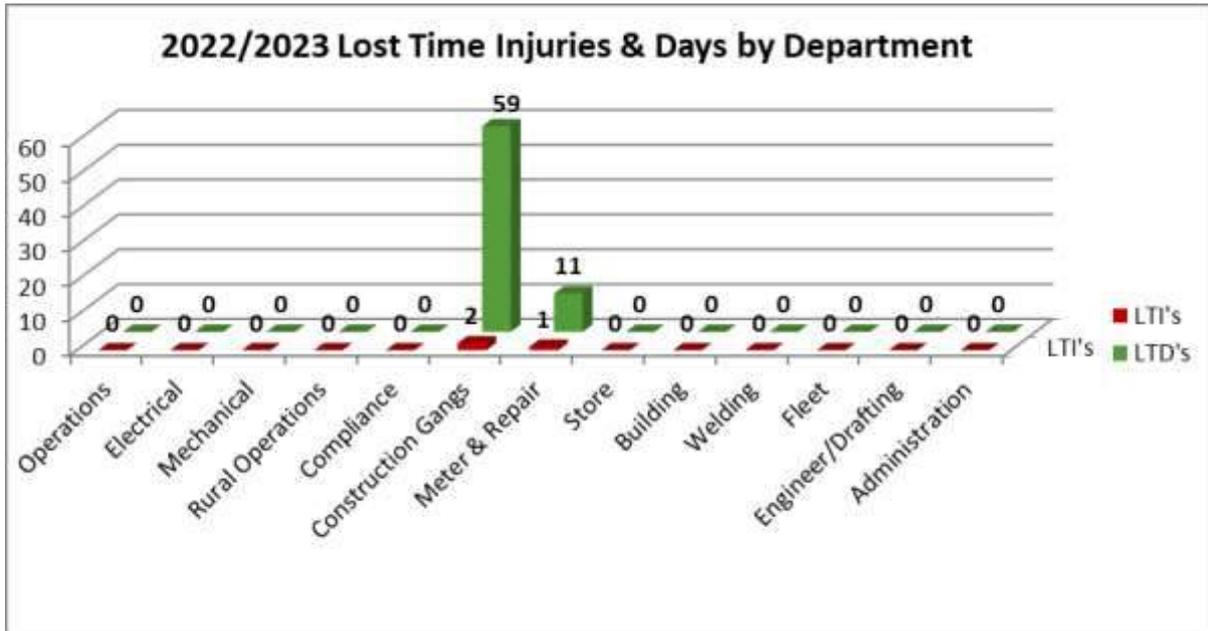
\*This worker is currently certified as unfit for any work duties until reviewed on 11 April 2023.

### Other WHS Statistics for the financial year:

Lost Time Days (LTD's) - **70**.

No of Current/Open Workers Compensation Claims – **Four claims, one legacy claim and three open claims**.

Total No of Workers Compensation Claims lodged this financial year – **Seven claims**.



**Financial Implications**

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

**Risk Considerations**

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

# R11 Membership of the Australian Local Government Women's Association

**Organisational Area** Chief Executive Officer

**Author** Melissa Vincent, Executive Assistant

**Summary** The Australian Local Governments Women's Association is an organisation to supports women's participation in local government. The Association offers members networking opportunities, mentoring structures.

**RECOMMENDATION** that Council:

- a) Note the report.
- b) Apply to become a Council member of the Australian Local Government Women's Association
- c) Evaluate the benefits gained from the membership in 12 months' time to determine if membership renewal is to be undertaken.

## Report

At its February 2023 meeting, the Board enquired if Riverina Water was a member of the Australian Local Government Women's Association (ALWGA) and was advised that Riverina Water is not a member. This report outlines who the Australian Local Government Women's Association is and the costs of becoming a member.

ALGWA was created in October 1951, with the inaugural meeting being held in Canberra. Attendees at this inaugural meeting included representatives from women's organisations throughout Australia, some of whom were from local government. At the meeting it was agreed to form an organisation to support women's participation in local government and it was also agreed that the association be politically neutral.

The current National Board membership consists of one delegate from each State or Territory Branch, plus anyone elected to fulfil a position on the Board.

## Aims

The aims of ALGWA are to:

- Assist in furthering women's knowledge and understanding of the functions of local government.
- Encourage women to participate in local government.
- Encourage women to make a career in local government.

- Protect the interests and rights of women in local government.
- Act in relation to any subject or activity affecting local government and local government legislation.
- Act in an advisory capacity to intending women candidates for local government elections.

### State Branches

ALGWA is incorporated in Victoria with the National Board representing the Association at the national level. ALGWA comprises membership branches in all States and Territories who are Incorporated Associations and operate independent to the National Association.

Branches offer their members networking opportunities, mentoring structures and hold their meetings at various locations across the state.

### Success

The measure of success for the ALGWA was to encourage women to join their local Council. When initially formed in 1951, only 54 women has been elected nationally. By the end of 1974, 877 women had been elected nationally.

### Benefits

Benefits of ALGWA membership for councils and individual members include:

- Discounts for any ALGWA NSW Forums and Courses and Conferences
- Eligibility of councils to apply to host ALGWA Conferences
- Mentoring of Councillors and Staff members through personal contact with ALGWA NSW Executive members
- Eligibility of Councils to host the annual ALGWA NSW Conference
- Eligibility for the Marjorie Propsting Scholarship
- Eligibility to vote at the ALGWA AGM
- Eligibility to stand for election on the ALGWA NSW Executive Committee

### How to join

Membership of ALGWA is open to anyone interested in supporting women's participation in Local Government including elected Councillors, Council Employees, former Mayors and Councillors, individual Councils and Shires and intending candidates for Local Government elections.

**Full Membership \$80** – Full membership is available to all women either elected to, employed in or interested in Local Government and all women involved in any authority or organisation associated with Local Government.

**Associate Membership \$40** – Associate membership is available to all others not listed above who have interest in furthering women's representation in Local Government.

### **Council Membership \$275**

› R11.1 **ALGWA NSW Membership Form** [↓](#) 

Information sourced from <https://www.algwa.org.au/>

### **Financial Implications**

The cost of a Council Membership is \$275 for 12 months and the cost of the membership can be funded from the adopted 2022/23 budget.

### **Risk Considerations**

<b>Reputation</b>	
Averse	Council is averse to taking risks that may adversely impact its reputation.



**AUSTRALIAN LOCAL  
GOVERNMENT WOMEN'S  
ASSOCIATION  
NEW SOUTH WALES BRANCH**

# MEMBERSHIP DETAILS

Membership from: 1st January to 31st December  
Membership of ALGWA NSW is tax deductible

Please select the type of Membership you are applying for - prices include GST:

- Full Membership \$80** – Full membership is available to ALL WOMEN either elected to, employed in or interested in Local Government and all women involved in any authority or organisation associated with Local Government.
- Associate Membership \$40** – Associate membership is available to all others not listed above who have interest in furthering women's representation in Local Government.
- Council Membership \$275**

Please fill out the below details for a **Full or Associate Membership**:

Name	<input type="text"/>		
Postal Address	<input type="text"/>	Postcode	<input type="text"/>
Email	<input type="text"/>		
Phone	<input type="text"/>	Mobile	<input type="text"/>

Please fill out the below details for a **Council Membership**:

Council Name	<input type="text"/>		
Council Postal Address	<input type="text"/>	Postcode	<input type="text"/>
Position with Council	<input type="text"/>		
Email	<input type="text"/>		
Phone	<input type="text"/>	Mobile	<input type="text"/>

#### Privacy Requirements

The Executive advise that due to privacy laws, we are required to have your authorisation to be able to release any information pertaining to your membership details. We would ask that you authorise ALGWA NSW Executive to release contact details to other ALGWA members, other organisations or persons for matters pertaining to the association's interests by signing below.

I authorise ALGWA NSW to release my contact details to other ALGWA members, other organisations or persons for matters pertaining to the association's interests.

Signature	<input type="text"/>	Date	<input type="text"/>
-----------	----------------------	------	----------------------

You are welcome to join ALGWA at any time, however, standing for election to ALGWA Executive positions and voting rights at the AGM at the annual ALGWA NSW Conferences are only open to financial members.

To be a financial member at the annual ALGWA NSW Conference, fees must be paid by December 31 in the previous year.

Please email this form to: [treasurer@algwa.org.au](mailto:treasurer@algwa.org.au)

# R12 Local Government New South Wales - 2023 Water Management Conference

**Organisational Area** Chief Executive Officer

**Author** Andrew Crakanthorp, Chief Executive Officer

**Summary** Arrangements have been put in place for representatives from Riverina Water to attend the 2023 Water Management Conference and this report provides the conference program and an update on those arrangements. The conference will be held in Parkes on 26-28 June 2023.

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**RECOMMENDATION** that Council receive and note the report.

## Report

The Board considered this matter at its meeting in February this year and resolved as follows:

That

- a) Riverina Water be represented at the Local Government New South Wales 2023 Water Management Conference
- b) The Deputy Chairman or his nominee attend as a voting delegate
- c) Nominations of other Board Members to attend be called
- d) The Chief Executive Officer and Manager Operations or their nominees attend as observers

The following Board Members have been registered for the conference and accommodation booked. Councillors Driscoll, Quinn, Meyer OAM, and Henderson. The CEO and Manager Operation – Jason Ip – are also attending.

Travel arrangements are yet to be finalised however Jason Ip is traveling to Parkes on Sunday 25 June as he has meeting of the NSW Water Directorate on Monday 26 June.

Representatives will drive to Parkes on the afternoon of Monday 26 June 2023 and return at the conclusion of conference on the afternoon of Wednesday 28 June. The trip is close to 300 kilometres and should take around three and half hours.

The current [Program](#) is linked to this report.

Riverina Water's constituent Councils usually attend as the conference considers sewerage related matters as well as potable water matters.

The conference is of benefit to Riverina Water as a way of keeping abreast of challenges and initiatives in the management of water, as well as an opportunity to network with other councils. The conference presents the most current and relevant information from a local government perspective on water policy and regulation, water utility management, water security and quality and service delivery.

The 2022 conference was held in Narrabri in February with Cr Koschel and the CEO attending as Council's delegates.

### **Financial Implications**

Attendance at the annual Water Management Conference is accounted for in the current Operational Plan.

### **Risk Considerations**

<b>Environmental Influences</b>	
Avoid	Council will avoid risks that negatively impact the environment. Council will ensure that successful delivery is achievable without negative environmental impacts.

## R13 LGNSW Rural & Regional Summit

### Organisational Area Chief Executive Officer

**Author** Andrew Crakanthorp, Chief Executive Officer

**Summary** The Chairperson and I attended the abovementioned Summit in February and this report provides a summary of the key matters discussed.

**RECOMMENDATION** that Council receive and note the report.

### Report

The conference was very well attended – approximately 400 delegates and there was a wide range of speakers. Attached to this report is a document from LGNSW titled “Key Learnings”. The speakers are listed below together with their key messages. In preparing the report below, I have used notes taken by Mayor Dallas Tout and amended them to suit matters of interest to Riverina Water

#### The Hon Wendy Tuckerman, MP Minister for Local Government (representing the Premier)

- Three Priorities
  - Councillor conduct – review closes in February.
  - Ensure that OLG is properly resourced.
  - Increasing collaboration between State Government and Local Government
- The Minister is also keen to ensure financial viability to the Local Government sector.
- Emergency Services Levy – Acknowledges that it is an ongoing concern for councils ... government has been supporting LG in waiving any increases in ESL
- Rate pegging continues to be an issue. Government working with IPART to assess any changes to rate peg system. Delivered later this year
- Intergovernmental agreement – between government and LGNSW. Signed again in 2019. Supports delivery of Premier’s priorities. Expires 25 March 2023. Looking to work with LGNSW to reassess.

#### The Hon Jenny Aitchison, MP (representing Chris Minns)

- General comments re pork barrelling by government over last several years.
- Addressing the housing crisis ... priority applicants risen by 12% in one year
- Only 10% of predicted social housing over last seven years have been built.

#### Housing Crisis Panel

- Tony Davies CEO Social Futures

- Focussing on Northern NSW
- Struggling to fill jobs as housing is unaffordable
- Need geographic social housing targets.
- Need a long term funding pipeline so can be a continuous build of consistent projects.
- Mark Degotardi CEO Community HIA
  - 54,000 houses in NSW across a number of providers
  - 200,000 people across the State are in desperate need for social housing
  - Market solutions alone will not resolve the situation. Will need to be broad-based approach
  - Possible solution suggestions
    - Real plan that has concrete targets and actions. With an actual strategy and targets.
    - Commit to a mature conversation about the types of communities we wish to see across the State.
    - A serious commitment from NSW government in relation to long term funding not just telling all to be more efficient or innovative.
- Alex Wendler CEO Landcom
  - Owned by NSW government to achieve social and economic outcomes
  - To increase supply of housing, finding new ways to achieve more affordable housing
  - Address housing needs in regions
  - Doing it environmentally and socially sustainable
  - Met with 22 councils since October 2022
- Troy Green PSM GM Tweed Shire Council
  - Frustration with land banking and developers holding onto them
  - Also a majority of readily zoned land does not have needed infrastructure to be ready for development whether that be sewerage, roads etc

The Hon. Kristy McBain Federal Minister for Local Government

- Issues such as housing and recovery and financial sustainability
- Rolled out \$2.4b in NBN, moving from satellite to fixed wireless.
- 180,000 funding places across the country, focussing on VET sector and investing in it
- Prioritising skills shortages by investing in VET and Universities

- FAG – NSW share this year is around \$900m.
- \$200m per year for resilience fund to prepare for natural disasters.
- Roads & Infrastructure – committed extra funds to LRCI programme.
- Also committed to working in housing space including a National Housing Accord and working with ALGA
- Working re doctors and nurses in regional areas. Programme of wiping HECS debts for practitioners who work in the regional space.
- Keen to discuss getting Local Government back at the table in cabinet ....

#### The Hon Greg Warren, MP – Shadow Minister Local Government

- The Opposition is committed in attempting to review and renew local government sector
- Number of rate variations reflects a sector that needs structural reform.
- Blanket policies across all LGA's is not the answer. Have a system whereby nuances between different areas can be managed and customised as required.
- Will focus on code of conduct being resolved and show reform in the area
- Wants to resolve the red fleet issue of accounting for assets
- Question re pensioner rebates – will form part of the review of structure and finances into LG when in government
- Question re Code of Conduct – agreed that ineffective. Committed to review and accountability being held to account for stakeholders in Local Government

#### Rural Health, Mental Health & Resilience Panel

#### The Hon Bronnie Taylor MLC Minister for Women, Regional Health and Mental Health

- General conversation in relation to attracting medical professionals to rural and regional areas.

#### The Hon. Ryan Park, MP Shadow Minister for Health and Mental Health

- Biggest challenge is staffing and resourcing existing infrastructure.
- Will be holding a summit bringing together all in sector to recruit and retain medical professionals.
- Is aware of local government involvement in operating health services in certain areas across the State.
- Assistance from the federal government is required to resolve issues.
- 1200 additional nurses and midwives across the State
- 500 additional ambulance and paramedics staff across the State
- \$100m committed to double funding for women's health funding across the State.
- Additional funding for Kids Help Line

#### The Hon Dr Joe McGirr, MP Member for Wagga Wagga

- Creation of a rural health department is a high focus on his agenda.
- A standalone rural health department that runs from and is run by regional areas
- Government has established a division of rural health but not a separate department.
- Workforce - friendly inclusive workplace, pathways in employment, sense of belonging in community
- Advocate – is listened to and have input from regional areas
- Act to Maintain – would stand up to and stop any reduction in services in regional areas
- Work with Fed Government – commented that instead of having two ministers needing to meet why can the bureaucracy's meet and discuss solutions and making things work

#### Richard Colbran CEO NSW Rural Doctors Network

- Talked about community at the centre, access, accountability and value who and what you have

#### The Hon Sam Farraway, MP Minister for Regional Transport & Roads

- \$1B in new funding if re-elected to government
- \$400m road/rail network improvements in efficiency (not clarified if part of above \$1b)
- New rail program funding coming to support intermodals
- Needs matching funds from federal government in regards to betterment for roads to increase the funding pool even more
- For every \$1 in betterment funding it will save \$10 in recovery/maintenance of roads
- In relation to a question about the reclassification the Minister stated that it was stated in 2019 that it would be an 8 year exercise, it is fully budgeted and will take time. 500 applications from 78 councils

#### The Hon Jenny Aitchison, MP Shadow Regional Transport & Roads

- General comments but main point was in regard to the fact that no mention was made by the Minister at all about the long term issue in regard to reclassification of regional roads.

#### Joanna Quilty CEO NSW Council of Social Service

- Issues with everyday living expenses, medication, bills, food etc always increasing.
- Young people in regional areas impacted heavily in the current environment.
- There is a desperate need for large investment in social infrastructure.

#### Rebecca Reardon Vice President NSW Farmers

- Want certainty in how they can use their land.
- 3<sup>rd</sup> largest contributor to NSW economy behind coal and metals

- Big contributor but not as visibly prominent as others
- Councils across the start need to work even more with farmers groups into the future.
- Land use planning and conservation zones are current hot topics in this space.
- Biosecurity is a huge issue for all and all stakeholders need to do what they should and act responsibility. The amount of lost production due to lack of biosecurity measure is calculated to be around \$1.8b annually.

Danica Leys CEO CWA of NSW

- CWA turned 100 in 2022.
- There have been many issues that CWA have initiated and advocated for over the 100 years but sadly a major issue right now is one that was one of the catalysts of the CWA 100 years ago. Rural health!
- In addition, the continuation of the closure and removal of bank branches is still ongoing.

It is questionable as to the value that Riverina Water derived from attending the conference. The timing of the event meant that most of the speakers were focussed on the upcoming State election. Any decision to attend such future Summits should be made based on the quality of the program.

› **R13.1 LGNSW Rural & Regional Summit Key Learnings** [↓](#) 

**Financial Implications**

The cost of attending the Summit was met from the adopted budget

**Risk Considerations**

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

**Melissa Vincent**

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**Subject:** FW: LGNSW Rural and Regional Summit | Key Learnings

**From:** LGNSW Events Team <[events@lgnsw.org.au](mailto:events@lgnsw.org.au)>  
**Sent:** Monday, February 27, 2023 2:27 PM  
**To:** Andrew Crakanthorp <[acrankanthorp@rwcc.nsw.gov.au](mailto:acrankanthorp@rwcc.nsw.gov.au)>  
**Subject:** LGNSW Rural and Regional Summit | Key Learnings

**This message is from an external sender, please be mindful of the content/links.**



## LGNSW Rural & Regional Summit | Key learnings

Dear Mr Crakanthorp,

Thank you to all who attended the Local Government NSW Rural and Regional Summit last week.

It was so heartening to me that so many mayors, councillors and senior council staff were able to attend and hear from our speakers and panellists on their ideas for achieving better outcomes for our rural and regional communities.

We all know that a lack of affordable housing in our regions is harming our communities and it was terrific to hear the local initiatives Mayor Phyllis Miller from Forbes Shire and Mayor Kylie King from AlburyCity are rolling out for their communities.

Innovation is important, as our housing panel noted, yet innovation alone is not the cure-all and we continue to call for all parties contesting the coming NSW Election to commit to building 5,000 additional units of social housing each year for 10 years, right across NSW.

Turning to rural and regional health, while there have been positive steps in the right direction the shocking disparities in access and outcomes remain. I was pleased to hear during the summit the re-commitment from Labor to all 44 recommendations of the rural and regional health inquiry, with the Coalition agreeing to 41.

In terms of our roads and transport infrastructure and its severe damage from flooding and torrential rains, we have now seen more than \$1.5 billion in announcements from the NSW Government since the declaration of our Statewide Roads Emergency last year. As noted at the Conference, the Opposition roads announcements are yet to be announced and we will keep an eye out for these. Yet as we heard on Monday, there remains an infrastructure backlog of more than \$2 billion, which is expected to rise.

As a sector, it is critical that the next NSW Government works with councils in genuine partnership and I was pleased to receive a commitment from Greg Warren that NSW Labor will sign an Intergovernmental Agreement with LGNSW should Labor form government. I have yet to hear a response from the Coalition on a future Intergovernmental Agreement but I am hopeful we will soon receive this commitment.

And of course, the major issue for councils – underlying everything we do – are the threats to our financial sustainability. The rate peg methodology is broken. The Emergency Services Levy (ESL) is soaring and must be removed from councils, and in the interim, it's critical that rebates of the ESL increases continue. Cost shifting remains a serious and growing concern. And of course, the Red Fleet issue is desperately calling out for a sensible resolution.

At the Summit, Minister Tuckerman recognised these challenges: that the Emergency Services Levy and rate peg methodology are real issues. From the Opposition, Jenny

Aitchison committed to new and fairer grant guidelines to prevent politicisation of natural disaster relief funding, and Greg Warren committed to a review of the funding model for local government, as well as the changes needed for the red fleet.

Despite these commitments, financial sustainability is where we still need to see far more from all sides of politics.

Strong councils are key to thriving, sustainable and resilient communities right across NSW. With just over one month to go until the election, LGNSW will continue to work with all of you in calling for a better deal for our councils and communities and will continue to seek further commitments from all parties and candidates in response to the [LGNSW 2023 State Election priorities](#).

 If you attended the LGNSW Rural and Regional Summit, don't forget to tell us your thoughts on the event by taking our [post-event survey](#). The survey will remain open until Friday 10 March.

 Check out the highlights from the summit. [View the photo gallery >](#)

Thank you for your support and we look forward to seeing you again soon!

Yours sincerely,  
**Cr Darriea Turley AM**  
**President LGNSW**

**Questions?**

Feel free to send us an enquiry regarding any details for this event.

[Contact us today](#)

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## R14 Invitation to re-join REROC

**Organisational Area** Chief Executive Officer

**Author** Andrew Crakanthorp, Chief Executive Officer

**Summary** Riverina Water has been invited to consider re-joining the Riverina Eastern Regional Organisation of Councils (REROC). This report provides information to allow the Board to make an informed decision on the invitation.

**RECOMMENDATION** that Council

- a) Receive and note the report.
- b) Defer consideration of the request to the June meeting of Riverina Water to allow sufficient time to:
  - i. Learn of the NSW Government's policy on Joint Organisations.
  - ii. Learn of the response provided by Wagga Wagga City Council
  - iii. Consider the transition plan for the incoming CEO of REROC and RivJO

### Report

Attached to this report is the letter from the Chairperson of REROC, Councillor Rick Firman OAM. This report will not reproduce the benefits promoted in the letter but will address the matters identified in the letter.

Below is a timeline of events involving Riverina Water and REROC and the Riverina Joint Organisation (RivJO).

- May 2018 – RivJO proclaimed and commenced operation in July 2018. REROC continues its activities in parallel to RivJO.
- June 2020 - the Boards of both organisations resolved that the preferred way forward was the creation of a new regional organisation structured as a company limited by guarantee.
- June 2020 – Riverina Water resolves to “reaffirm its associate membership to the Riverina Joint Organisation (RivJO) and support its ongoing existence”. In effect, that decision did not provide support for a “new regional organisation under the structure of a company limited by guarantee”.
- August 2020 – Riverina Water resolves to discontinue its membership of REROC at the conclusion of the 2020/21 Financial Year.
- August 2022 – Riverina Water resolves to provide its support to the offer by Wagga Wagga City Council to maintain the RivJO at the sole cost of Wagga Wagga City Council.

- October 2022 - The Boards of both organisations resolve that REROC continue to operate on a stand-alone basis and the Riverina JO would go into hiatus. The resolution of the JO Board was not unanimous with Wagga Wagga City Council voting against the decision, while the decision of the REROC Board was unanimous.

Discussions with the General Manager at Goldenfields Water indicate that they will continue to be a member of REROC, given the advantages they perceive as being a member of an organisation with a regional focus. He was also pleased that Goldenfields Water now has voting rights.

The Mayor of Lockhart Shire Council has also contacted the CEO and encouraged Riverina Water to re-join REROC, also referencing the ability to vote as a good reason to re-join.

The views of the incoming Labor Government in relation to the future funding and operation of JO's is unknown at this stage. It should be noted that while in opposition, NSW Labor expressed support for the ongoing operation of JO's noting that ongoing funding for JO's was essential to ensure their effectiveness and success.

Wagga Wagga City Council (WWCC) has also been invited to re-join REROC and at the time of the writing of this report was yet to consider the request at their Council meeting. It is understood that WWCC's offer to maintain RivJO at their cost remains their policy position.

The CEO of REROC and RivJO has advised of her retirement, and it is understood that a succession plan will be considered by the REROC Board at their next meeting.

The matter has been discussed internally and staff at Riverina Water have few reasons to engage with REROC. Having said that, Riverina Water did participate in the aggregated procurement of water chemicals and did so on a fee for service basis. Riverina Water has for the past two financial years, continued to sponsor the program for local high school students known as "Build a Bridge" in the amount of \$2,500 per year. Two staff from Riverina Water are supporting the program this year.

In addition, Riverina Water and Goldenfields Water in late 2022 aggregated their electricity demands and successfully secured four new contracts for energy (two per Council in relation to large sites and small sites)

## › R14.1 Invitation to re-join REROC

### **Financial Implications**

The cost to be a member of REROC in 2020 was \$11,900. The membership fee for REROC for 2023/24 is \$19,000. The value that Riverina Water derives from such membership is questionable from a management perspective.

RivJO will not charge member Council's any fee for 2023/24 and use accumulated funds to meet its minimal operating costs. Riverina Water contributed \$5,000 to be a member of RivJO

for 2022/23. The proposed membership of REROC in 2023/24 is more than the combined membership fees for both organisations.

### **Risk Considerations**

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

# REROC

RIVERINA EASTERN REGIONAL  
ORGANISATION OF COUNCILS

PO Box 646  
Wagga Wagga NSW 2650  
**ph:** (02) 6931 9050  
**fax:** (02) 6931 9040  
**email:** mail@reroc.com.au  
**website:** www.reroc.com.au  
ABN: 91 443 421 423

8 March 2023

Cr Tim Koschel  
Chairman  
Riverina Water County Council  
PO Box 456  
WAGGA WAGGA NSW 2650

Dear Tim,

## **Invitation to re-join the Riverina Eastern Regional Organisation of Councils (REROC)**

I write on behalf of the Board of the Riverina Eastern Regional Organisation of Councils to extend an invitation to Riverina Water County Council to re-join REROC.

As you are aware, the Riverina JO will enter hiatus on 1 July 2023 and at that time, the activities undertaken by the JO in advocacy and lobbying, regional planning and inter-governmental relations will revert to REROC. Essentially the arrangements in relation to regional collaboration for local government in the eastern Riverina will revert to the pre-October 2018 delivery structure.

Our Board believes that it is very important that Local Government in the eastern Riverina has the strongest possible voice. This can only be achieved when we all work together. Advocacy, regional planning and representations must be well informed and the inclusion of Riverina Water's voice, we believe, is significant to delivering robust representation for the Region.

In addition, REROC can provide Riverina Water's staff with professional development opportunities through its Technical Groups and increased buying power through its aggregated procurements' activities. We believe that Riverina Water's staff would welcome the opportunity to attend Technical Group meetings and gain value from the numerous professional development activities that the ROC delivers.

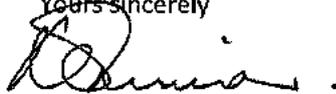
The REROC Board resolved at the February Board meeting to embark on a review of its Constitution. The Constitution has not been reviewed for some considerable time and one of the goals of the review is to provide the member County Councils with voting rights. We know that this is a matter that Riverina Water has expressed strong interest in.

councils working together

In the light of the JO moving into hiatus, the Board also reviewed and approved REROC's 2023-24 budget. The Board has committed to a flat fee membership structure which mirrors the arrangement that was in place for the JO. As a consequence of that decision, each General Purpose Member council will pay \$38,000 membership fee for 2023-24, with the County Councils paying \$19,000. The Board believes the new membership structure reflects REROC's strong commitment to equality of representation and access.

We would welcome the opportunity to discuss our invitation further, which is extended with the genuine belief that the Region will be stronger if we all work together.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Rick Firman', followed by a period.

Cr Rick Firman OAM  
Chairman

# R15 Works Report covering February 2023

## Organisational Area Engineering

**Author** Jason Ip, Acting Director Engineering

**Summary** This report provides an overview of water usage, connections, maintenance and water quality matters from the 1<sup>st</sup> to the 28<sup>th</sup> February 2023

**RECOMMENDATION** that the Works Report covering February 2023 be received and noted.

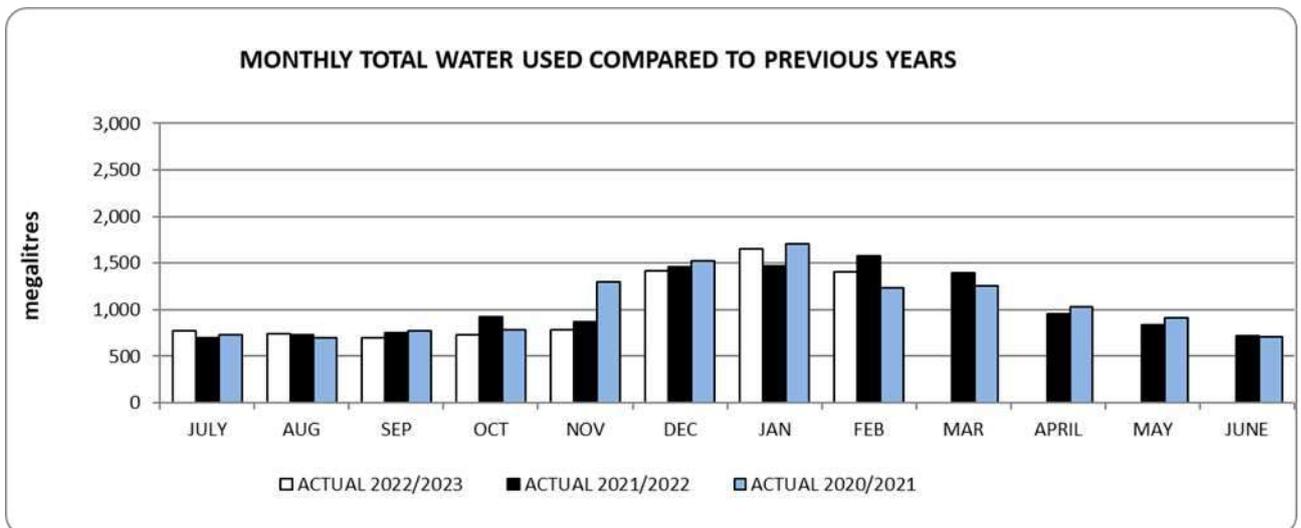
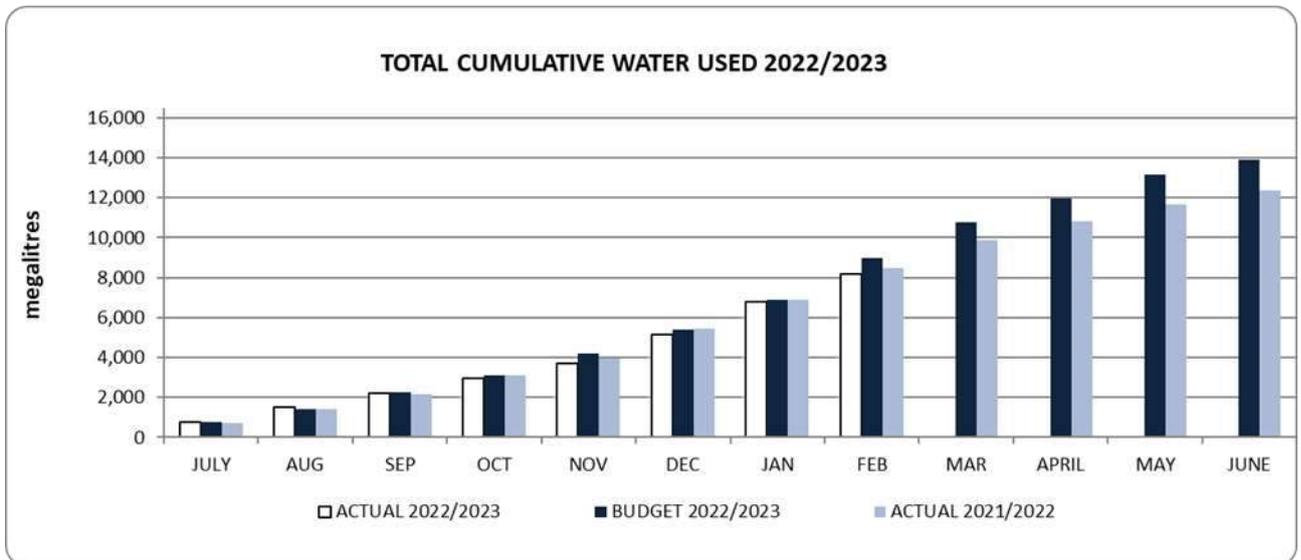
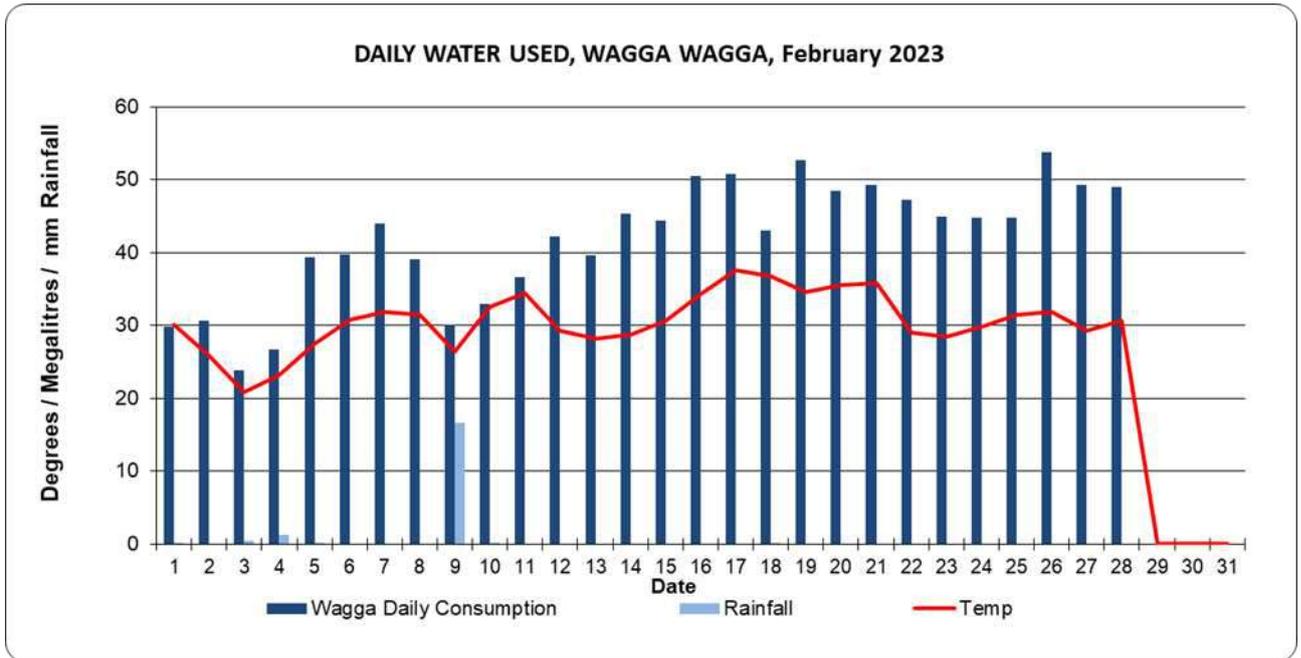
## Report

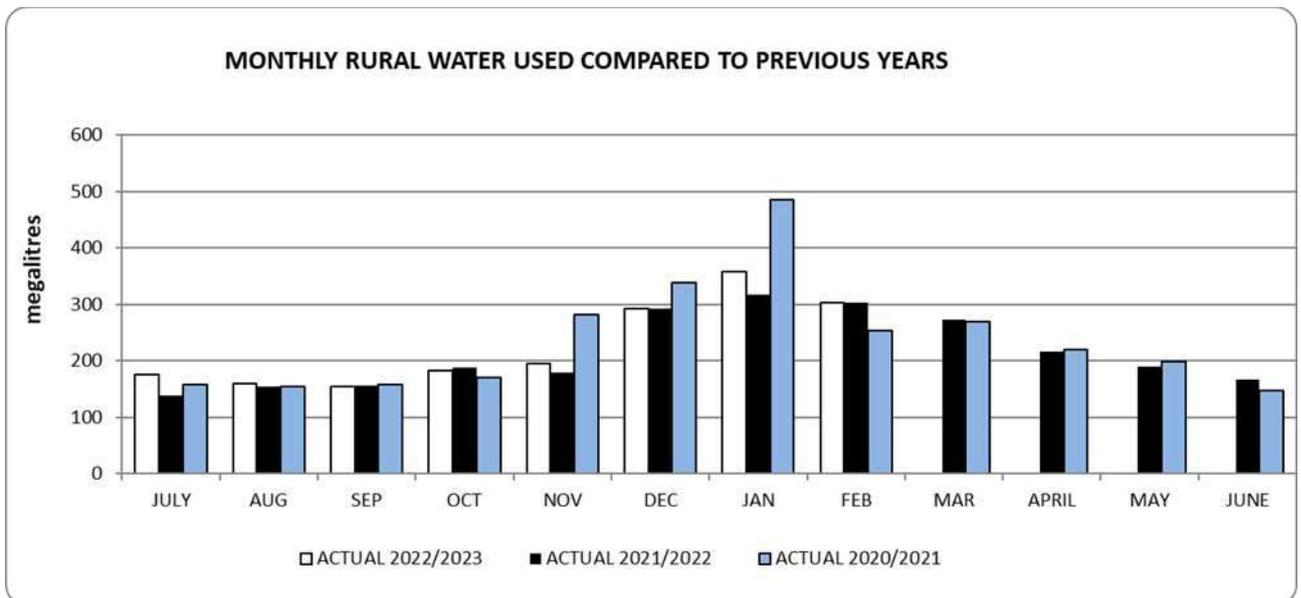
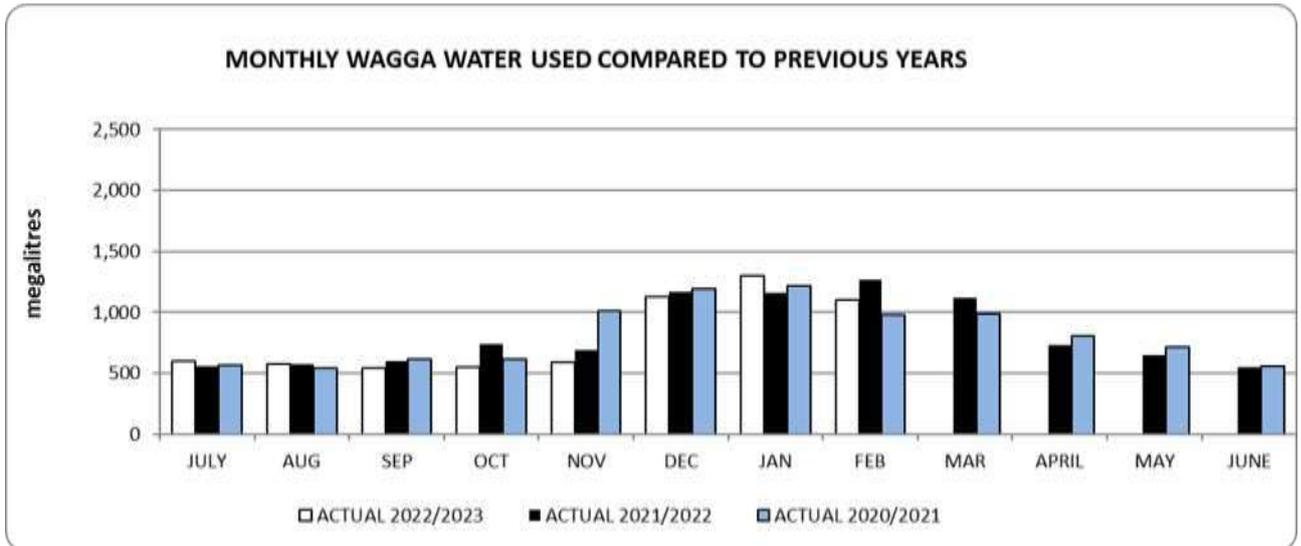
This report provides an overview of water usage, connections, maintenance and water quality matters from 1 – 28 February 2023.

### Water Sourced and Used

	2021	2022	2023
Rainfall	81.7	16.6	19.0
Wet days	5	1	7
<b>Water Sourced February 2023 (MI)</b>			
North Wagga bores	245.54	275.37	107.56
West Wagga bores	450.55	464.16	147.46
East Wagga bores	248.58	290.77	65.13
Murrumbidgee River	198.50	424.42	1,007.12
<b>Sub Total</b>	<b>1,143.17</b>	<b>1,454.72</b>	<b>1,327.27</b>
Bulgary bores	36.60	48.98	41.61
Urana source	16.24	4.36	0.00
Ralvona bores	18.74	23.19	20.50
Walla Walla bores	25.15	17.98	31.99
Goldenfields Water Supply System	1.91	4.65	3.41
<b>Sub Total</b>	<b>98.64</b>	<b>99.16</b>	<b>97.51</b>
Woomargama	0.98	1.41	1.25
Humula	0.47	0.42	0.51
Tarcutta	3.29	4.52	5.60
Oura	3.18	5.50	4.59

	<b>2021</b>	<b>2022</b>	<b>2023</b>
Walbundrie / Rand	3.47	4.17	5.64
Morundah	0.83	1.20	1.25
Collingullie	8.50	8.75	7.41
<b>Sub Total</b>	<b>20.72</b>	<b>25.97</b>	<b>26.25</b>
<b>Totals</b>	<b>1,262.53</b>	<b>1,579.85</b>	<b>1,451.03</b>
<b>Water used February 2023 (MI)</b>			
East Bomen	28.71	29.99	33.55
Estella	114.69	159.33	137.95
North Wagga	74.01	71.78	74.80
Wagga Wagga – low level	148.13	179.10	169.73
Wagga Wagga – high level	555.05	711.25	586.52
Wagga Wagga – Bellevue level	61.74	117.57	96.95
<b>Sub Total</b>	<b>982.33</b>	<b>1,269.02</b>	<b>1,099.50</b>
Ladysmith system	5.28	7.73	6.86
Brucedale scheme	20.25	30.30	34.21
Currawarna scheme	13.28	22.77	20.54
Rural Southern trunk main system	123.4	140.59	155.18
Rural Western trunk main system	52.30	53.76	41.75
<b>Sub Total</b>	<b>214.49</b>	<b>255.15</b>	<b>258.54</b>
Holbrook	18.43	23.27	20.56
Woomargama	0.98	1.41	1.25
Humula	0.47	0.42	0.51
Tarcutta	3.85	4.36	4.53
Oura	3.18	5.50	4.59
Walbundrie / Rand	3.47	4.17	5.64
Morundah	0.76	1.25	1.18
Collingullie	8.00	8.04	6.06
<b>Sub Total</b>	<b>39.14</b>	<b>48.42</b>	<b>44.32</b>
<b>Totals</b>	<b>1,235.96</b>	<b>1,572.59</b>	<b>1,402.36</b>





New Service Connections, Repairs, Meters, Locations and Complaints

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Wagga Wagga	19	3	11	38	6	3				73	11	2
Wagga Wagga		1	3	9	5					22	1	
Forest Hill				2						3		

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
North Wagga	1			2						2		
Estella	1			1						2		
Koorinal	1	1	1			1				6	1	
Turvey Park			4	5						1		
Lake Albert	1		1	3						10	2	
Ashmont	1		1	2						6		
Tolland			1	4	1					5		
Mt Austin				2						6		
Bourkelands				2						2	2	
Tatton		1		1						1		
Glenfield				2							1	
Lloyd	4					1				1	4	
Springvale										2		1
East Wagga				1		1				1		1
Boorooma	1			1						1		
Gobbagombalin	9			1						1		
Gumly Gumly										1		
Brucedale										1		
Currawarna				1	1							
Euberta				2								
Humula				1						1		
Ladysmith					2							
Oura										1		
San Isidore					1							

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Tarcutta										2		
Lockhart				1								
Milbrulong				1						1		
The Rock			1	2		1						
Yerong Creek	1											
Culcairn				1						1		
Henty				1	2	2				1		
Holbrook			1	2								
Woomargama				1						1		
Morundah	1											
Rand				1								
Urana					1							
<b>TOTAL</b>	<b>21</b>	<b>3</b>	<b>13</b>	<b>52</b>	<b>13</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>82</b>	<b>11</b>	<b>2</b>

### Water System Repairs

<b>Wagga Wagga</b>							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
1/2/2023	Wagga Wagga	300 AC	Pipe Failure – long split	No		0	10
1/2/2023	Lake Albert	150 BPVC	Pipe failure – long split	Yes		0	2
2/2/2023	Lake Albert	100 AC	Leaking Collar or joint	No		30	2
3/2/2023	Bourkelands	200 WPVC	T/Band Broken/Leaking	No		34	2

6/8/2023	Wagga Wagga	150 WPVC	Leaking Collar or joint	No		6	2
8/2/2023	Koorinal	150 DICL	T/band Broken/Leaking	No		2	2
14/2/2023	Bomen	100 WPVC	Leaking collar or joint	No		7	0
15/2/2023	Wagga Wagga	200 AC	Pipe failure – long split	No		20	10
20/2/2023	Lake Albert	80 AC	Tree Roots	Yes		0	3

<b>Rural</b>							
<b>Date</b>	<b>Town</b>	<b>Main type</b>	<b>Cause</b>	<b>Live repair</b>	<b>Outage duration time</b>	<b>Customers affected</b>	<b>Water lost (KI)</b>
3/2/2023	Oaklands	100 AC	Pipe Failure – ground movement	No		0	23
3/2/2023	Osbourne	40 PE	Pipe failure – ground movement	Yes		0	14
3/2/2023	Pleasant Hills	80 PVC	Pipe failure – ground movement	Yes		0	8
5/2/2023	Bidgeemia	100 DICL	Leaking collar or joint	No		9	132
7/2/2023	Culcairn	100 AC	Leaking SS Clamp	Yes		0	7
8/2/2023	Bidgeemia	63 PE	Pipe Failure – ground movement	No		5	21
8/2/2023	Walbundrie	63 PE	Pipe Failure – ground movement	Yes		0	23
8/2/2023	The Rock	100 AC	Pipe failure – ground movement	Yes		0	5
10/2/2023	Pleasant Hills	63 PE	Pipe Failure – ground movement	No		0	23
12/2/2023	The Gap	63 PE	Pipe failure – material	No		6	3
13/2/2023	The Rock	40 PE	Pipe Failure – ground movement	No		0	18
13/2/2023	The Gap	100 WPVC	Leaking collar or joint	No		20	5
13/2/2023	Brucedale	100 WPVC	Pipe failure – long split	Yes		0	2
14/2/2023	Pleasant Hills	63 PE	Pipe failure – ground movement	No		0	15

14/2/2023	The Rock	63 PE	Pipe failure – ground movement	Yes		4	18
14/2/2023	Rand	100 AC	T/Band broken/leaking	Yes		9	12
15/2/2023	Brucedale	32 PVC	Leaking collar or joint	No		1	3
15/2/2023	Pleasant Hills	63 PE	Pipe failure – ground movement	Yes		0	24
16/2/2023	Uranquinty	100 BPVC	T/Band broken/leaking	No		8	35
18/2/2023	Bulgary	63 PE	Pipe failure – ground movement	No		10	12
20/2/2023	Pleasant Hills	63 PE	Leaking collar or joint	No		0	30
20/2/2023	Pleasant Hills	63 PE	Leaking collar or joint	No		0	24
20/2/2023	Yerong Creek	100 AC	Pipe failure – ground movement	Yes		0	9
21/2/2023	Henty	150 AC	Pipe failure – ground movement	No		25	167
21/2/2023	Lockhart	63 PE	Pipe failure – ground movement	Yes		0	12
22/2/2023	Pleasant Hills	63 PE	Pipe failure – ground movement	No		3	34
23/2/2023	Bidgeemia	63 PE	Pipe failure – ground movement	Yes		0	6
24/2/2023	The Gap	63 PE	Pipe failure – long split	Yes		0	3

### Water Quality Complaints

Date	Town	Request details	Action Taken
2/2/23	Ladysmith	Dirty water and no pressure last night. Water tastes like dirt. Owner flushed, still dirty.	Flushed all mains in Ladysmith
1/2/23	Ladysmith	Very dirty water	Flushed main in front of Ladysmith Store until clear.
1/2/23	Wagga	Brown water	Flushed
6/2/23	Wagga	Dirty water	Flushed main & service until clear
15/2/23	Turvey Park	Tenant advised of dirty water	Flushed service

17/2/23	Wagga	Owner advised of dirty water. Can't drink or wash.	Flushed service and main. Old gal pipe on their side knocked on the door but no-one home
17/2/23	Wagga	Flushed main until clear	Flushed main until clear
18/2/23	Currawarna	Dirty water	Flushed mains
15/2/23	Wagga	Dirty water	Flushed service
21/2/23	Henty	James phoned from Jindera to advise of dirty water at St Pauls school Henty.	Flushed main
21/2/23	Henty	Tenant advised of dirty water. Possibly to do with break.	Flushed main
22/2/23	Tolland	Discoloured water	Flushed service, problem is old gal pipe on both sides
23/2/23	Wagga	Brown water	Owners side is old gal and will need to be replaced. Have told them to call a plumber
22/2/23	Urana	Water leaving white residue on glasses and pots after washing up.	Water tested at meter - meets ADWG.
25/2/23	San Isidore	Dirty water	Flushed mains

#### New water mains laid

Location	63	100		150		200		300	450
	PE	OPVC	DICL	OPVC	DICL	OPVC	DICL	OPVC	DICL
Lloyd Stage 10				31m	6m		90m		
Jacob Wenke Drive Walla		138m							
Kingsford Smith Drive			30m						

#### Replacement of Existing Mains

Location	50	63	100		150	150	200	300		375
	PE	OPVC	DICL	OPVC	DICL	OPVC	OPVC	DICL	DICL	
nil										

#### Other Construction

Location or Project	Work done
46 Plumpton Road Fire Service	Install F/S 30m x 150 DICL

Major Repairs / Overhauls

<b>Facility</b>	<b>Work done</b>
Morundah WTP	Chlorine Repairs
Urana WTP	Routine Maintenance
Wagga Wagga WTP	High Lift Pump Maintenance
Pleasant Hills Pump Station	High Lift Pump Repairs
Milbrulong Balabce Tank	PRV Repairs
3845 Sturt Hwy Gumly Gumly	Burst Main 6m x 300 OPVC
Oaklands	Meter Exchange of entire Township
Urana	Meter Exchange part of Township

Water Filling Station Activity

<b>Location</b>	<b>Number of fills</b>
Bomen Hereford Street	93
Estella Farrer Road	72
Forest Hill Elizabeth Avenue	139
Glenfield Red Hill Road	208
Henty Olympic Way	25
Holbrook Millswood Road	54
Lake Albert Plumpton Road	266
Lockhart Napier Road	59
Pleasant Hills Manson Street	1
The Rock	38
Urana Federation Way	28
Walla Walla Short St	4
Yerong Creek Finlayson Street	1

Fleet Disposals

Nil

Fleet Acquisitions

Nil

**Financial Implications**

Nil

**Risk Considerations**

<b>Service Delivery</b>	
Avoid	Council will avoid taking on any risks which may compromise water quality.

# R16 Works Report covering March 2023

## Organisational Area Engineering

**Author** Jason Ip, Acting Director Engineering

**Summary** This report provides an overview of water usage, connections, maintenance and water quality matters from the 1<sup>st</sup> to the 31<sup>st</sup> March 2023

**RECOMMENDATION** that the Works Report covering March 2023 be received and noted.

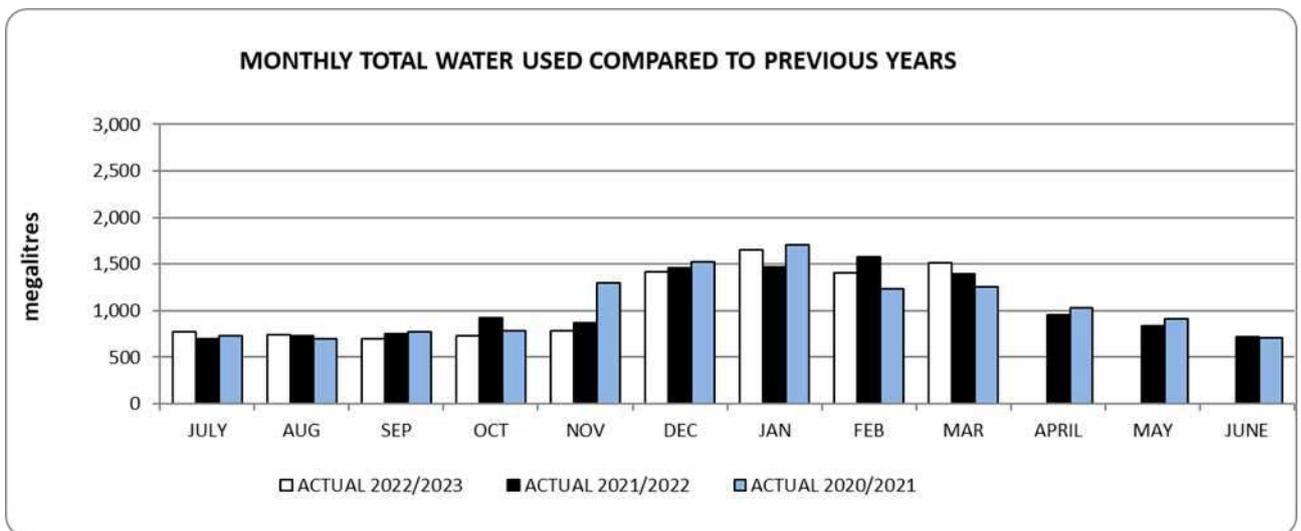
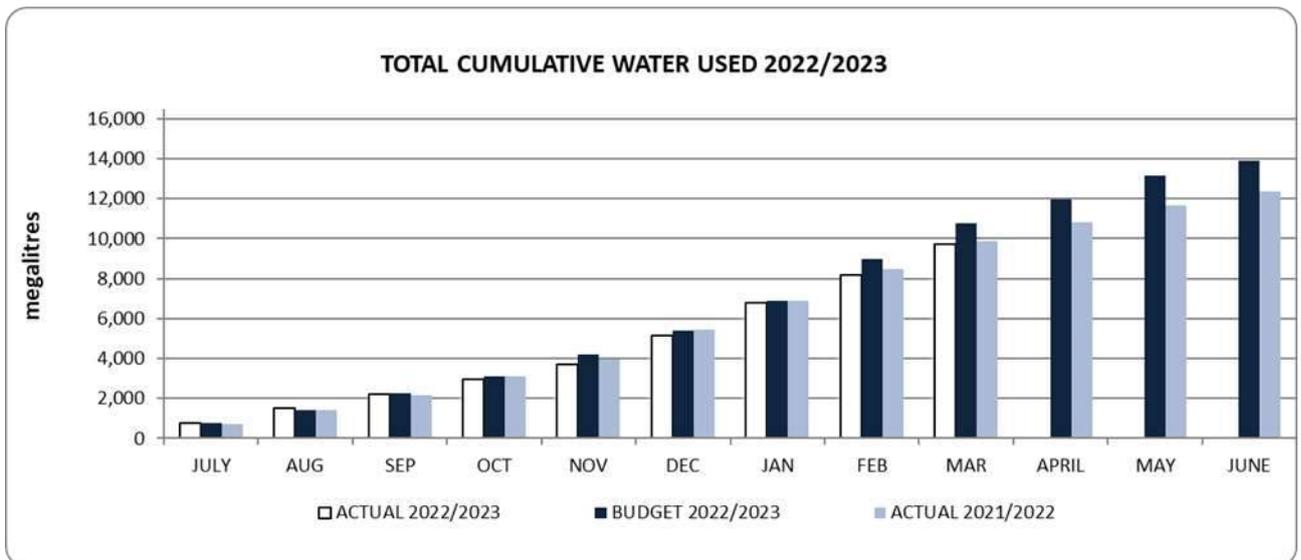
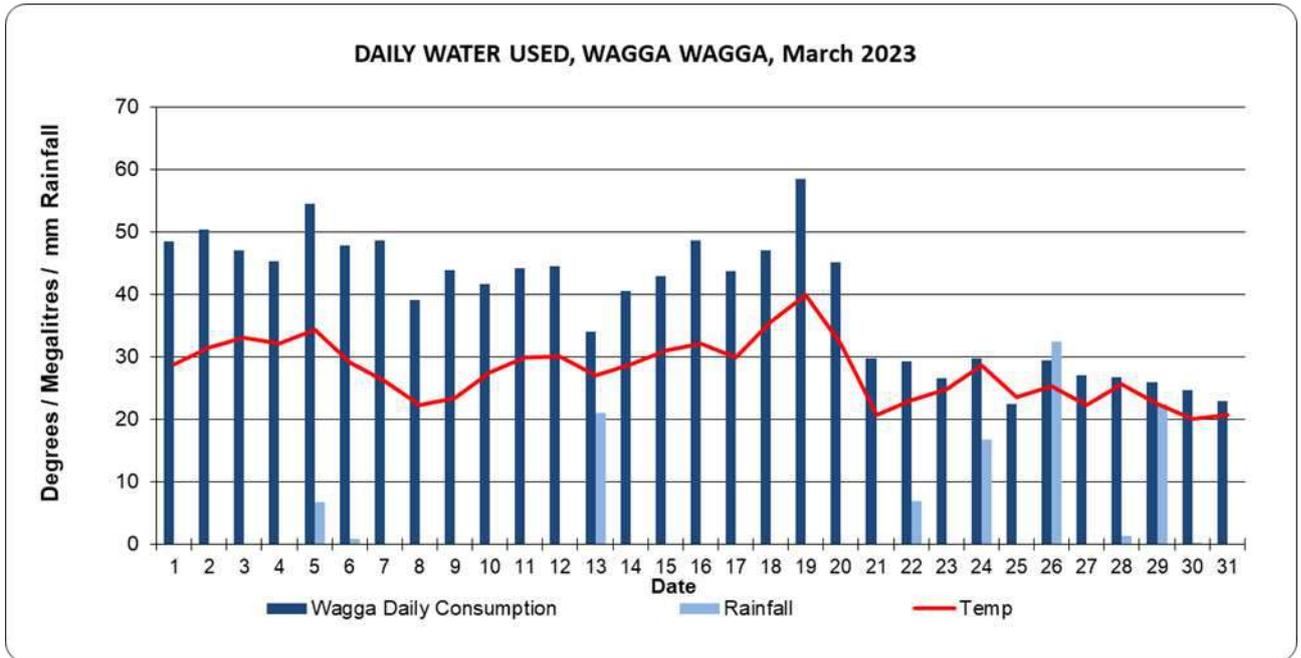
## Report

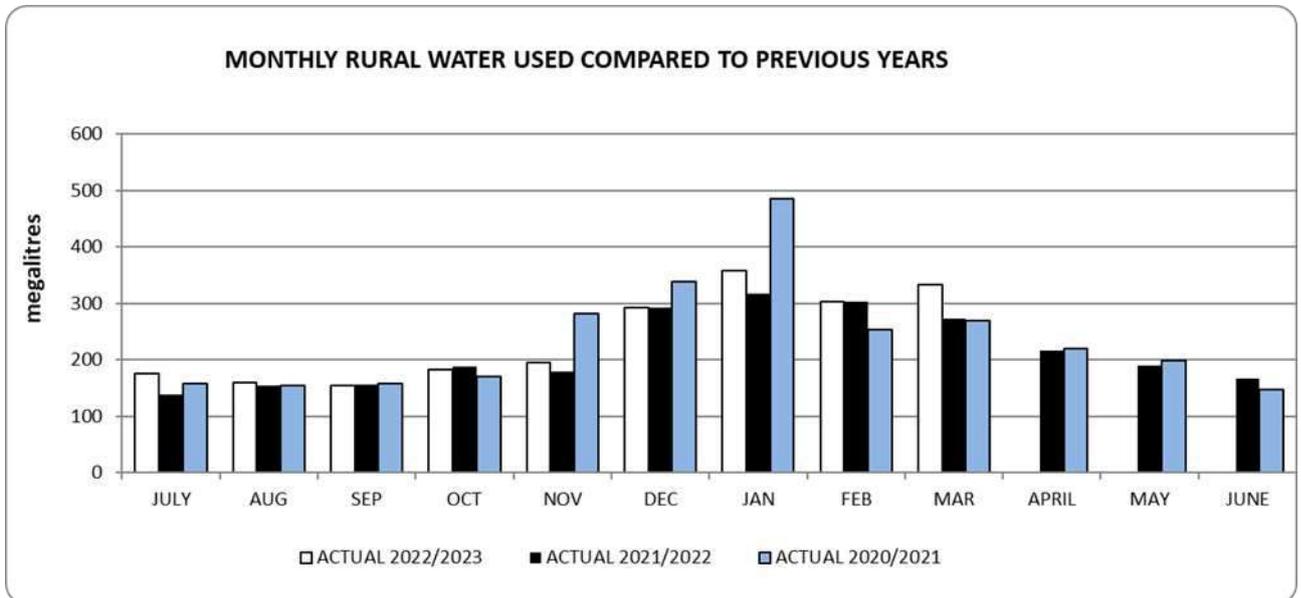
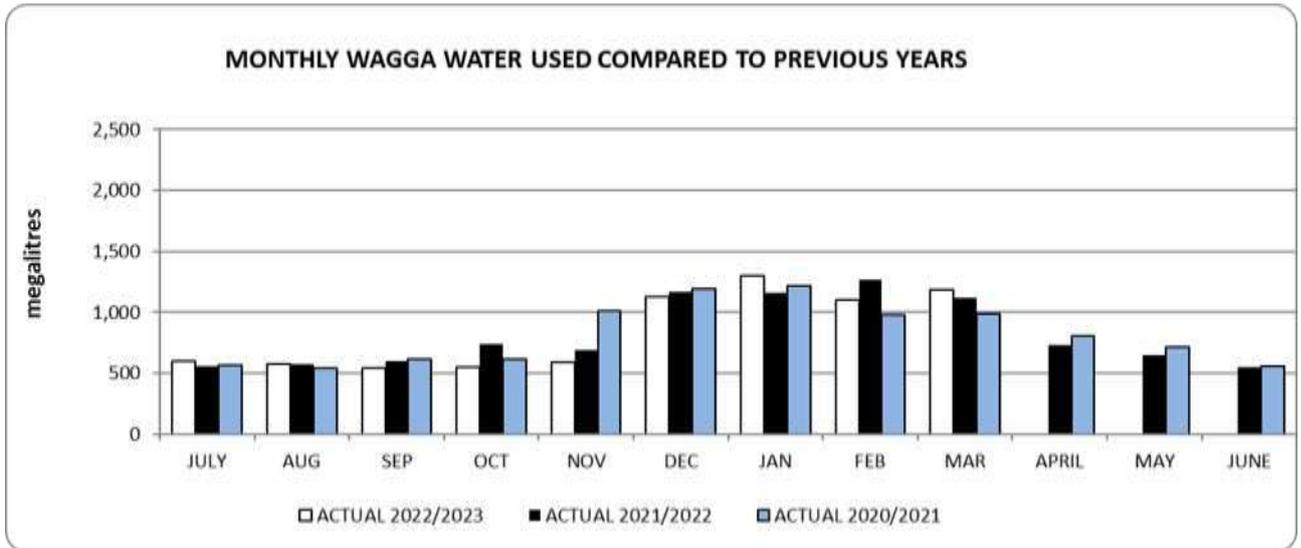
This report provides an overview of water usage, connections, maintenance and water quality matters from 1 – 31 March 2023.

### Water Sourced and Used

	2021	2022	2023
Rainfall	117.2	35.0	85.4
Wet days	8	6	9
<b>Water Sourced March 2023 (MI)</b>			
North Wagga bores	251.86	251.86	0.00
West Wagga bores	342.40	342.40	135.26
East Wagga bores	190.40	190.40	5.67
Murrumbidgee River	388.80	388.80	1,282.92
<b>Sub Total</b>	<b>1,173.46</b>	<b>1,173.46</b>	<b>1,423.85</b>
Bulgary bores	38.76	38.76	50.78
Urana source	8.29	8.29	0.00
Ralvona bores	27.09	27.09	21.44
Walla Walla bores	28.35	28.35	31.11
Goldenfields Water Supply System	2.69	2.69	5.26
<b>Sub Total</b>	<b>105.18</b>	<b>105.18</b>	<b>108.59</b>
Woomargama	1.36	1.36	1.46
Humula	0.49	0.49	0.65
Tarcutta	2.33	2.33	5.22
Oura	3.06	3.06	4.06

	<b>2021</b>	<b>2022</b>	<b>2023</b>
Walbundrie / Rand	4.02	4.02	4.30
Morundah	0.85	0.85	1.13
Collingullie	7.26	7.26	8.02
<b>Sub Total</b>	<b>19.37</b>	<b>19.37</b>	<b>24.84</b>
<b>Totals</b>	<b>1,298.01</b>	<b>1,298.01</b>	<b>1,557.28</b>
<b>Water used March 2023 (MI)</b>			
East Bomen	29.90	29.90	35.78
Estella	105.63	105.63	150.44
North Wagga	84.68	84.68	87.56
Wagga Wagga – low level	144.29	144.29	169.87
Wagga Wagga – high level	540.41	540.41	625.10
Wagga Wagga – Bellevue level	81.05	81.05	111.86
<b>Sub Total</b>	<b>985.96</b>	<b>985.96</b>	<b>1,180.61</b>
Ladysmith system	5.42	5.42	6.91
Brucedale scheme	24.77	24.77	32.64
Currawarna scheme	13.69	13.69	23.75
Rural Southern trunk main system	132.0	131.98	171.89
Rural Western trunk main system	46.84	46.84	51.38
<b>Sub Total</b>	<b>222.70</b>	<b>222.70</b>	<b>286.57</b>
Holbrook	27.10	27.10	21.46
Woomargama	1.36	1.36	1.46
Humula	0.49	0.49	0.65
Tarcutta	3.55	3.55	5.12
Oura	3.06	3.06	4.06
Walbundrie / Rand	4.02	4.02	4.30
Morundah	0.83	0.83	1.12
Collingullie	6.85	6.85	7.68
<b>Sub Total</b>	<b>47.26</b>	<b>47.26</b>	<b>45.85</b>
<b>Totals</b>	<b>1,255.92</b>	<b>1,255.92</b>	<b>1,513.03</b>





New Service Connections, Repairs, Meters, Locations and Complaints

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Wagga Wagga	30	5	6	23	4	9				57	6	1
Wagga Wagga	1	1	2	7	2	1				9	4	1
Forest Hill										3		

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Estella				2		1						
Koorinal				1		2				6		
Turvey Park				2						4		
Lake Albert	3		1	2						9	1	
Ashmont		2		2		1				10		
Tolland				2	1	2				4		
Mt Austin			3	1		1				3		
Bourkelands				1								
Tatton	5			3								
Glenfield	1				1					5		
Lloyd	8									2		
Springvale											1	
East Wagga		1				1				1		
Boorooma										1		
Moorong	1	1										
Gobbagombalin	10											
Gumly Gumly	1											
Ladysmith										1		
San Isidore			1		3					1		
Tarcutta			1	1						3		
Bulgary											1	
Lockhart	1									1		
The Rock					1					3		
Uranquinty				1		1				1		

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Henty			1	2		1					1	
Holbrook										1	1	
Morven			1									
Walbundrie			1								1	
Walla Walla										1		
Boree Creek				1								
<b>TOTAL</b>	<b>31</b>	<b>5</b>	<b>11</b>	<b>28</b>	<b>8</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>69</b>	<b>10</b>	<b>1</b>

### Water System Repairs

<b>Wagga Wagga</b>							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
2/3/2023	Koorinal	100 WPVC	Pipe failure – long split	No		8	5
8/3/2023	Lake Albert	100 AC	Pipe failure – long split	No		20	7
9/3/2023	Wagga Wagga	100 CI	Pipe failure – long split	No		10	7
9/3/2023	East Wagga	150 BPVC	T/band broken/leaking	No		6	3
18/3/2023	Wagga Wagga	100 AC	Pipe failure – round split	Yes		0	3
23/3/2023	Koorinal	100 AC	Pipe failure – long split	No		30	10
23/3/2023	Koorinal	100 AC	Pipe failure – long split	No		30	8
24/3/2023	Koorinal	100 AC	Pipe failure – long split	No		30	9
24/3/2023	Lake Albert	100 AC	Pipe failure – round split	Yes		0	4

<b>Rural</b>							
<b>Date</b>	<b>Town</b>	<b>Main type</b>	<b>Cause</b>	<b>Live repair</b>	<b>Outage duration time</b>	<b>Customers affected</b>	<b>Water lost (KI)</b>
2/3/2023	Osbourne	63 PE	Pipe failure – material	Yes		7	12
3/3/2023	Osbourne	63 PE	Pipe failure (not specified)	Yes		0	0
5/3/2023	Morundah	100 AC	Pipe failure (not specified)	No		0	0
5/3/2023	Pleasant Hills	40 PVC	Leaking collar or joint	No		0	15
6/3/2023	Holbrook	100 AC	Pipe failure – ground movement	Yes		0	3
6/3/2023	Lockhart	100 AC	Pipe failure – ground movement	Yes		0	18
6/3/2023	The Gap	100 WPVC	T/band broken/leaking	Yes		0	2
7/3/2023	Bidgeemia	63 PE	Leaking collar or joint	No		0	23
8/3/2023	Pleasant Hills	63 PE	Pipe failure – ground movement	No		0	32
9/3/2023	Pleasant Hills	63 PE	Pipe failure – ground movement	No		0	23
9/3/2023	Walla Walla	100 AC	Pipe failure – ground movement	Yes		0	6
9/3/2023	Pleasant Hills	63 PE	Pipe failure – ground movement	Yes		0	9
14/3/2023	Pleasant Hills	63 PE	Pipe failure – ground movement	No		0	59
14/3/2023	Boree Creek	200 WPVC	Pipe failure – ground movement	Yes		0	45
14/3/2023	Lockhart	100 AC	Pipe failure – ground movement	Yes		0	12
15/3/2023	The Rock	63 PE	Leaking collar or joint	No		0	23
17/3/2023	Holbrook	250 DICL	Pipe failure – ground movement	Yes		0	12
20/3/2023	Pleasant Hills	63 PE	Pipe failure – ground movement	Yes		0	23

20/3/2023	Bidgeemia	63 PE	Pipe failure – ground movement	Yes		0	8
20/3/2023	The Rock	32 PE	Pipe failure – ground movement	Yes		0	120
21/3/2023	Collingullie	50 PVC	Pipe failure – ground movement	Yes		0	12
21/3/2023	The Rock	63 PE	Pipe failure – ground movement	No		0	4
21/3/2023	The Gap	63 PE	Leaking collar or joint	No		8	5
21/3/2023	Pleasant Hills	63 PE	Pipe failure – ground movement	No		0	0
23/3/2023	Pleasant Hills	63 PE	Pipe failure – ground movement	No		0	23
24/3/2023	Pleasant Hills	63 PE	Pipe failure (not specified)	No		0	0
28/3/2023	The Rock	63 PE	Pipe failure – ground movement	No		0	15

#### Water Quality Complaints

Date	Town	Request details	Action Taken
1/3/23	The Rock	Dirty muddy water	Remove water meter & flush service line
6/3/23	San Isidore	Owner advised of brown water. Smelly with taste.	Pulled water meter off and showed them it's all clean so must be on their side
5/3/23	Glenfield Park	Dirty water	Flushed service and H.Ps around the area
6/3/23	San Isidore	Dirty water	Flushed main until clear
9/3/23	Tolland	Dirty smelly water. Second time reporting, first time was by phone on the 12/02/2023. Water quality is poor, resembles dam water and smells like waste treatment water. Attended Wagga hospital with a sample of water and they agree.	Old gal pipe needs replacing owner side needs to be replaced with copper
9/3/23	San Isidore	Water was turning dark brown and was smelling bad.	Our side to be replaced. Advised owner should also replace their side
22/3/23	Wagga Wagga	Brown smelly water in bathroom	Copper on our side of meter gal on their side and water is rusty internal issue

25/3/23	Koorringal	Owner advised " we have been having on and off brown water for a while now, but our family has been having stomach pains..."	Old gal line on their side needs to be replaced. Water supplied within ADWG, contacted Rachel, she didn't require any further testing.
30/3/23	Wagga Wagga	Dirty brown water coming from cold water tap. Has been happening over the last 2 weeks, maybe longer. Comes clean after running the tap for a considerable amount of time.	The problem is old gal line on their side. Advised them to call a plumber

#### New water mains laid

Location	63	100		150		200		300	450
	PE	OPVC	DICL	OPVC	DICL	OPVC	DICL	OPVC	DICL
RIFL Bomen				1300m	41m				
Harris Road Crossing			48m	18m					
Gurwood St S/D		48m							
RWCC Depot				66m					

#### Replacement of Existing Mains

Location	50	63	100		150	150	200	300		375
	PE	OPVC	DICL	OPVC	DICL	OPVC	OPVC	OPVC	DICL	DICL
Walla Solar Farm			24m							

#### Other Construction

Location or Project	Work done
49 Moorong St Fire Service	Install F/S 6m x100 Dicl
208 Urana St Fire Service	Install F/S 30m x 100 Dicl
52 Crampton St Fire Service	Install F/S 30m x 100 Dicl
70 Pinaroo Drive Fire Service	Install F/S 24m x100 Dicl
14 Copland St Fire Service	Install F/S 6m x 100 Dicl

Major Repairs / Overhauls

<b>Facility</b>	<b>Work done</b>
3 Ellimo PI	Burst Main 6m x 100 Dicl
Bourke St Tolland Hotel Car park	Cut In new 250 S.V and H. P
Collingullie WTP	Routine Maintenance
Wheel of Fortune Road	PRV Repairs
Estella Water Filling Station	Repairs
Glenfield Reservoir	Hypo dosing repairs
Glenoak Reservoir	Hypo dosing repairs
Various Reservoirs	Cathodic Protection Inspections

Water Filling Station Activity

<b>Location</b>	<b>Number of fills</b>
Bomen Hereford Street	62
Estella Farrer Road	103
Forest Hill Elizabeth Avenue	35
Glenfield Red Hill Road	245
Henty Olympic Way	10
Holbrook Millswood Road	35
Lake Albert Plumpton Road	86
Lockhart Napier Road	101
Pleasant Hills Manson Street	9
Ralvona	2
The Rock	38
Urana Federation Way	27
Walla Walla Short St	4
Yerong Creek Finlayson Street	7

Fleet Disposals

Nil

Fleet Acquisitions

Nil

**Financial Implications**

Nil

**Risk Considerations**

<b>Service Delivery</b>	
Avoid	Council will avoid taking on any risks which may compromise water quality.

# R17 Report on Sindhuli Nepal Project Team Visit

**Organisational Area** Engineering

**Author** Jason Ip, Acting Director Engineering

**Summary** Summary of Nepal program visit by Riverina Water staff in February 2023.

**RECOMMENDATION** that the Board:

- a) Note the report;
- b) Acknowledge and thank Virginia Ricardo and Brenton Pitman for participating in the 2023 Nepal volunteer program.

## Report

As noted in the December 2022 report, Riverina Water has partnered with South Wagga Rotary Club on several Sindhuli and Banepa projects in Nepal. The work undertaken on these visits have also worked well with our membership and participation in WaterAid.

The following staff have previously participated in the program to date:

**2018** Bede Spannagle - Janamaitri villages water supply project assisting Kamalamai Municipal Council.

**2019** Rodney Price - Sindhuli Primary School kitchen and clean drinking water project.

**2020** Stephen McIntyre – Sindhuli Institute of Technology nursing facility electrical install.

The program was suspended during COVID and recommenced in 2023 with a team of volunteers going to Sindhuli for 2 weeks to complete a fitout of the nurse's accommodation at the Sindhuli Technical Institute. This year's participants from Riverina Water were Virginia Ricardo and Brenton Pitman.

During this visit, Virginia and Brenton also had the opportunity to meet the two engineering exchange students that Riverina Water and Wagga Wagga City Council will host later in 2023.

Brenton and Virginia have provided the following summary and photos from their visit in February.

“The Nepal experience was amazing and the crew we went with were unreal people. The Nepalese people were excited to have us there and extremely kind and friendly to us. While we were there, we spent most of our time framing, sheeting, painting and wiring up dorm rooms for nursing students at the Sindhuli Community Technical Institute, so that students from remote areas have a place to stay. “



“We also split up one day and went to smaller local schools and handed out backpacks containing shoes, uniforms, pencils and books which the local kids were over the moon to receive.”

“Rotary also handed over sewing machines to local women that they have been training to sew, so that they can make school uniforms and kids clothes as a source of income. “

“The local high school cricket team challenged us to a T-20 match one afternoon, what we didn't realise at the time is that kids are in high school until 23 (years of age) in Nepal... needless to say the match didn't go to well for us Aussies! Still great fun none the less.”



“We were lucky enough to get to do a few tours and learn more about Nepal and its history while we were there but have to admit I was a bit taken back by just how poor a lot of Nepal is. I've travelled a fair bit now but that was the first time I have experienced culture shock. Makes you appreciate how good we have it and highlights the importance of lending a hand to those in need!”

“The trip really was the experience of a lifetime, and they would strongly recommend it to anyone who gets the opportunity in the future.

It really is a great program to be a part of and they are very thankful to Riverina Water for the opportunity.”





**Financial Implications**

Nil

**Risk Considerations**

<b>Community Partnerships</b>	
Accept	When considering options for community partnerships or external party relationships, Council may choose to accept risks to maximise potential benefits to Council and the community.

# 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 Riverina Water be received.

## Report

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

› **R18.1 Council Resolution Sheet** [↓](#) 

## Financial Implications

Nil

## Risk Considerations

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

## OUTSTANDING ACTIONS REPORT

**Printed: Thursday, 13 April 2023  
3:19:07 PM**

Meeting	Date	Officer	Title	Target
Board Meeting 27/04/2022	27/04/2022	Vidler, Greg	Lease of Part of Lot 1 DP742224 to Mawsons	11/05/2022
<b>Resolution</b>				

<b>22/079</b>	<b>RESOLVED:</b> On the Motion of Councillors T Quinn and MH Henderson			
<b>That Council:</b>				
<ul style="list-style-type: none"> <li>a) Delegate authority to the CEO to progress a request to lease approximately 5900m<sup>2</sup> of Lot 1 DP 742224, Forge St, Wagga Wagga; and</li> <li>b) Receive a further report for approval to enter a lease with proposed terms</li> </ul>				
				<b>CARRIED</b>

<b>Notes For Action</b>				
<b>14 Jun 2022 3:46pm Vincent, Melissa</b> Discussions with the potential lessee are continuing				
<b>14 Feb 2023 11:18am Vincent, Melissa</b> Discussions with the potential lessee are continuing albeit more slowly than expected				
<b>13 Apr 2023 3:10pm Reichelt, Wendy</b> Surveys have been completed and the draft lease has been prepared with appropriate terms and responsibilities. It is expected that a report regarding the proposed lease will be presented to the June meeting of the Board.				

Meeting	Date	Officer	Title	Target
Board Meeting 24/08/2022	24/08/2022	Crakanthorp, Andrew	Proposed Riverina Water Reconciliation Action Plan	7/09/2022
<b>Resolution</b>				

<b>22/131</b>	<b>RESOLVED:</b> On the Motion of Councillors D Hayes and J McKinnon			
<b>That Council develop a draft Reconciliation Action Plan for Council's further consideration.</b>				
<b>Cr Quinn requested that his vote against the motion be recorded.</b>				
				<b>CARRIED</b>

<b>Notes For Action</b>				
<b>20 Oct 2022 8:36am Vincent, Melissa</b> The application process has commenced including the payment of the application fee of \$1650				
<b>14 Feb 2023 11:19am Vincent, Melissa</b> This application fee was paid in late 2022 and an internal working group is being created to commence the process as mandated by Reconciliation Australia				

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

<b>22/183</b>	<b>RESOLVED:</b> On the Motion of Councillors D Meyer OAM and T Quinn			
<b>That Council:</b>				
<ul style="list-style-type: none"> <li>(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</li> <li>(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</li> <li>(c) upon acquisition, classify the land as operational land in accordance with the Local Government Act.</li> <li>(d) Delegate authority to the CEO to sign all documents relating to the compulsory acquisition and pay requisite compensation for the land.</li> </ul>				
				<b>CARRIED</b>

<b>Notes For Action</b>				
<b>07 Dec 2022 9:50am Vincent, Melissa</b> The acquisition process continues as planned.				
<b>14 Feb 2023 11:20am Vincent, Melissa</b> The acquisition process continues again more slowly than expected. Council's solicitor has carriage of the process				

## OUTSTANDING ACTIONS REPORT

**Printed: Thursday, 13 April 2023  
3:19:07 PM**

Meeting	Date	Officer	Title	Target
Board Meeting 14/12/2022	14/12/2022	Spannagle, Bede	Update on UGL Cost to Complete Claim	28/12/2022
<b>Resolution</b>				

**22/216**      **RESOLVED:**  
On the Motion of Councillors G Driscoll and T Quinn

**That the Board:**

Authorise the CEO to commence legal action in relation to recovery of the Costs to Complete claim against UGL Engineering Pty Ltd for outstanding work undertaken in relation to the Wagga Wagga Water Treatment Plant contract.

**CARRIED**

### Notes For Action

**14 Feb 2023 11:23am Vincent, Melissa**

The Cost to Complete claim will be lodged with UGL during the week of 13 February 2023

**13 Apr 2023 3:13pm Reichelt, Wendy**

The Cost to Complete was lodged on March 7. UGL have acknowledged receipt and requested 28 days to respond, which Riverina Water agreed to. A verbal update will be provided at the April meeting of the Board.

Meeting	Date	Officer	Title	Target
Board Meeting 23/02/2023	23/02/2023	Vidler, Greg	Raw Water Pump Contract W291	9/03/2023
<b>Resolution</b>				

**23/026**      **RESOLVED:**  
On the Motion of Councillors D Meyer OAM and M Henderson

**That the Board:**

- a) Award contract W291 to Ingeteam Australia Pty Ltd (Indar).
- b) Delegate authority to the Chief Executive Officer to sign the contract with Ingeteam Australia Pty Ltd (Indar) for the supply of three (3) Submersible Motor Type Turbine Pumps (pump sets) for the Raw Water Pumping System at the Wagga Wagga Water Treatment Plant (WTP) as outlined in the body of this report and not exceeding \$650,000 ex GST.
- c) Authorise the affixing of Riverina Water's Common Seal to all relevant documents as required.

**CARRIED**

### Notes For Action

**13 Apr 2023 3:15pm Reichelt, Wendy**

Contract signed and pumps are expected to arrive in 38 weeks.

Meeting	Date	Officer	Title	Target
Board Meeting 23/02/2023	23/02/2023	Reichelt, Wendy	Audit Risk & Improvement Committee membership	9/03/2023
<b>Resolution</b>				

**23/027**      **RESOLVED:**  
On the Motion of Councillors D Hayes and D Meyer OAM

**That Council:**

- a) Appoint Mr Bryce McNair as the Chair of the Audit Risk & Improvement Committee from 1 July 2023 to 30 June 2024
- b) Write to the departing Chair, Mr David Maxwell, thanking him for his time as member and Chair of the Committee
- c) Note that an expression of interest will be advertised for an independent member of the ARIC to ensure the Committee continues to have three independent members from July 2023
- d) Appoint a board member to be a non-voting member of the Audit Risk & Improvement Committee until the end of the current Board term

**CARRIED**

### Notes For Action

**13 Apr 2023 3:16pm Reichelt, Wendy**

Mr McNair has accepted the offer to be Chair of the ARIC. , Mr Maxwell has been thanked for his contribution and will attend the June meeting of the Board., Recruitment for a new member of the ARIC has commenced.

# CONF-1 Confidential Minutes of Audit, Risk and Improvement Committee held on 16 February 2023

**Organisational Area** Corporate Services

**Author** Wendy Reichelt, Governance & Records Officer

**Summary** The minutes of the Audit Risk & Improvement Committee meeting held on the 16 February 2023 are attached for the Board's review and endorsement. A copy of the Committee report from this meeting is also attached for the Board's information.

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.

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## CONF-2 Meter Reading Matter

**Organisational Area** Corporate Services

**Author** Emily Tonacia, Director Corporate Services

**Summary** A report outlining an error in the meter reading process for certain water meters was presented to the February meeting. This report provides the board with an update on the matter.

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)

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# CONF-3 Enterprise Resource Planning Contract Update

**Organisational Area** Corporate Services

**Author** Emily Tonacia, Director Corporate Services

**Summary** This report provides the Board with an update on the FLOW project, including the revised timeline and necessary resourcing and budgetary adjustments required for project completion.

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