



Meeting of Riverina Water County Council

The meeting will be held in the Pat Brassil AM Meeting Room,
91 Hammond Ave, Wagga Wagga at 10:00am on Thursday
26 June 2025.

Meeting Agenda

Live Streaming of Council Meetings

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

Acknowledgement of Country

Livestreaming of Meeting

Apologies

Declaration of pecuniary and non-pecuniary interests

Confirmation of Minutes

Minutes of Board Meeting 24 April 2025

Minutes of Extraordinary Board Meeting 13 May 2025

Correspondence

Open Reports

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R1 List of Investments

Organisational Area Corporate Services

Author Natasha Harris, Manager Finance & Sourcing

Summary This report details the status of Riverina Water's investment portfolio for the months of April 2025 and May 2025.

RECOMMENDATION that the Board receive and note the report detailing external investments for the months of April 2025 and May 2025.

Report

In accordance with the provisions of Clause 212 of the Local Government (General) Regulation 2021, reported are the details of Riverina Water's external investment portfolio as of April 2025 and May 2025.

- › R1.1 April 2025 Investment Report [↓](#) 
- › R1.2 May 2025 Investment Report [↓](#) 

Strategic Alignment

Our Business

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

Financial Implications

Not applicable.

Workforce Implications

Not applicable.

Risk Considerations

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

Monthly Investment Report as at 30/04/2025

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value
Term Deposits							
AMP Bank	29/01/2025	365	29/01/2026	BBB+	4.95	2.905%	\$1,000,000.00
Australian Military Bank	11/02/2025	731	12/02/2027	BBB+	4.71	2.905%	\$1,000,000.00
Bank of Us	12/06/2024	365	12/06/2025	BBB+	5.27	2.905%	\$1,000,000.00
Bank of Us	18/06/2024	457	18/09/2025	BBB+	5.21	4.357%	\$1,500,000.00
Bank of Us	26/06/2024	530	8/12/2025	BBB+	5.27	2.905%	\$1,000,000.00
Bank of Us	26/06/2024	719	15/06/2026	BBB+	5.20	2.905%	\$1,000,000.00
BankVic	28/05/2024	370	2/06/2025	BBB+	5.29	2.905%	\$1,000,000.00
BankVic	26/06/2024	376	7/07/2025	BBB+	5.34	2.905%	\$1,000,000.00
BankVic	26/07/2024	444	13/10/2025	BBB+	5.30	2.905%	\$1,000,000.00
BankVic	26/07/2024	507	15/12/2025	BBB+	5.30	2.905%	\$1,000,000.00
ING	15/01/2024	490	19/05/2025	A	5.18	2.905%	\$1,000,000.00
ING	25/03/2024	476	14/07/2025	A	5.11	2.905%	\$1,000,000.00
ING	25/03/2024	504	11/08/2025	A	5.09	2.905%	\$1,000,000.00
ING	10/07/2024	474	27/10/2025	A	5.35	2.905%	\$1,000,000.00
ING	10/07/2024	579	9/02/2026	A	5.31	2.905%	\$1,000,000.00
ING	10/07/2024	642	13/04/2026	A	5.29	2.905%	\$1,000,000.00
ING	10/07/2024	761	10/08/2026	A	5.25	2.905%	\$1,000,000.00
MyState	21/05/2024	366	22/05/2025	A	5.25	2.905%	\$1,000,000.00
National Australia Bank	26/07/2024	367	28/07/2025	AA-	5.30	2.905%	\$1,000,000.00
National Australia Bank	10/07/2024	397	11/08/2025	AA-	5.40	2.905%	\$1,000,000.00
State Bank of India (Sydney)	26/03/2025	350	11/03/2026	BBB	5.00	2.905%	\$1,000,000.00
State Bank of India (Sydney)	26/03/2025	364	25/03/2026	BBB	5.00	2.905%	\$1,000,000.00
State Bank of India (Sydney)	29/04/2025	440	13/07/2026	BBB	4.70	2.905%	\$1,000,000.00
State Bank of India (Sydney)	17/04/2025	508	7/09/2026	BBB	4.70	2.905%	\$1,000,000.00
State Bank of India (Sydney)	3/04/2025	551	6/10/2026	BBB	4.70	2.905%	\$1,000,000.00
State Bank of India (Sydney)	29/04/2025	559	9/11/2026	BBB	4.65	2.905%	\$1,000,000.00
Suncorp	9/01/2025	312	17/11/2025	AA-	4.94	2.905%	\$1,000,000.00
Suncorp	15/01/2025	700	16/12/2026	AA-	4.80	2.905%	\$1,000,000.00
Westpac	30/04/2024	366	1/05/2025	AA-	5.34	2.905%	\$1,000,000.00
Westpac	7/02/2024	495	16/06/2025	AA-	5.00	2.905%	\$1,000,000.00
Westpac	11/02/2025	366	12/02/2026	AA-	4.75	2.905%	\$1,000,000.00
Westpac	9/01/2025	641	12/10/2026	AA-	4.73	2.905%	\$1,000,000.00
94.41%							\$32,500,000.00

Cash Deposit Account				
National Australia Bank	AA-	2.75	5.594%	\$1,925,830.30
			5.59%	\$1,925,830.30
TOTAL INVESTMENTS			100.00%	\$34,425,830.30
Cash at Bank	AA-	0.00		\$664,679.51
TOTAL FUNDS				\$35,090,509.81

CERTIFICATE

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


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

Restricted Funds	Description	Value
Internally Restricted	Employee Leave Entitlements (50% of ELE)	\$2,139,796.31
	Plant Replacement	\$2,353,208.91
	Sales Fluctuation	\$3,000,000.00
	Water Licences	\$669,385.20
		\$8,162,390.42
Unrestricted Funds		\$26,928,119.39
TOTAL FUNDS		\$35,090,509.81

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

Report

The investment portfolio increased by \$2,195,816.91 for the month. The increase was due to receipts from customers being higher than payments to suppliers and staff in April. This resulted in increased funds in cash and investments.

Portfolio Performance

For the month of April, the portfolio (excluding cash) provided a return of +0.43% (actual) or +5.30% p.a. (annualised), outperforming the benchmark Ausbond Bank Bill Index return of +0.35% (actual) or +4.38% p.a. (annualised).

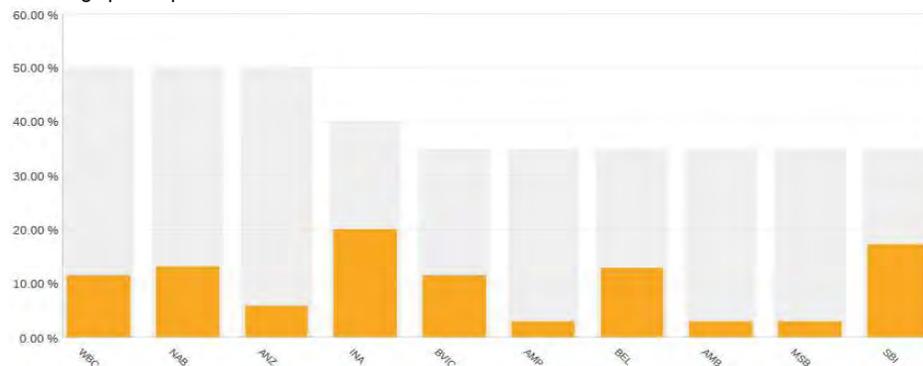
The portfolio's performance is ahead of benchmark again over all time periods out to 12 months.

As maturities occur, Council continues to increase the average duration of the investment portfolio to increase revenue, targeting high yielding deposits with tenors between 1 and 2 years. This provides some income protection against a lower rate environment in coming years.

Interest received in the period totalled \$123,236.11, with \$1,506,379.85 received and accrued for the year to date.

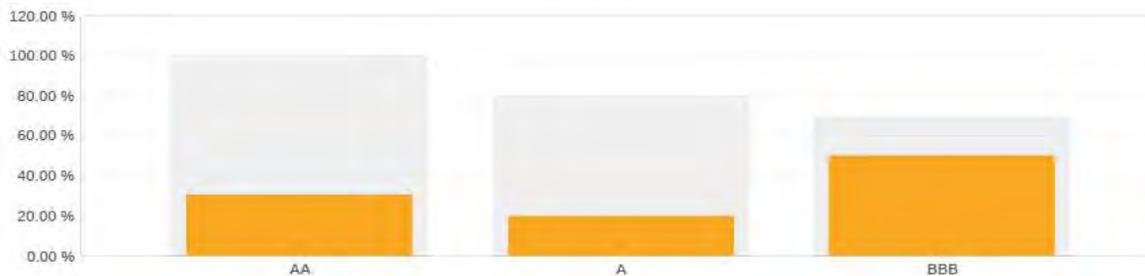
Counterparty Compliance

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



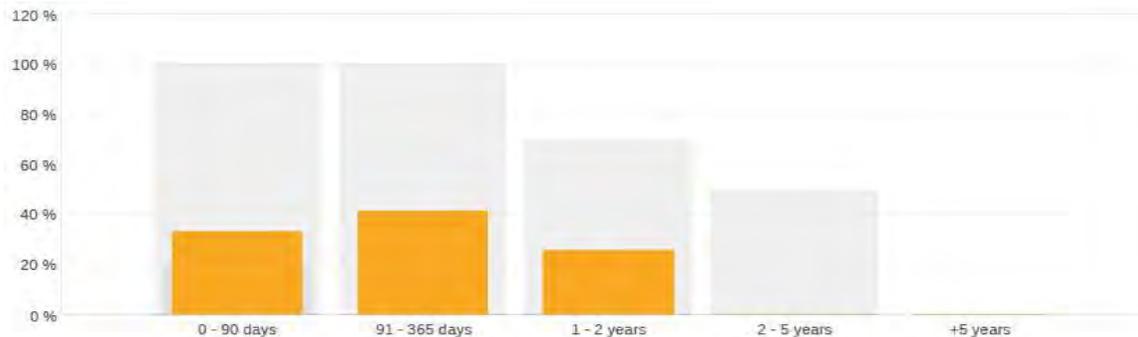
Credit Quality Compliance

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



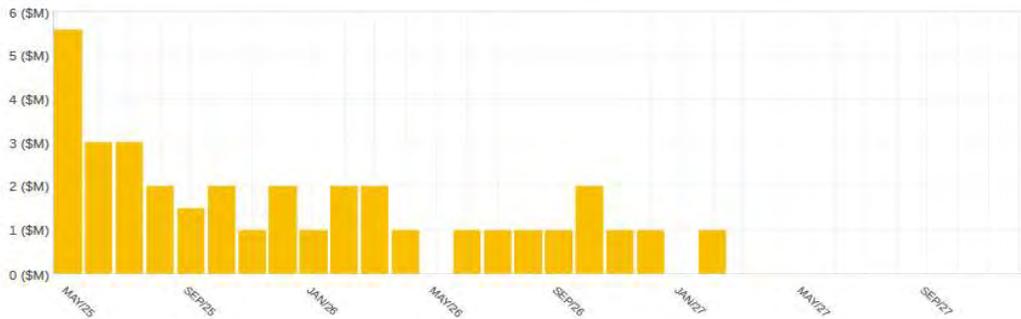
Term to Maturity

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



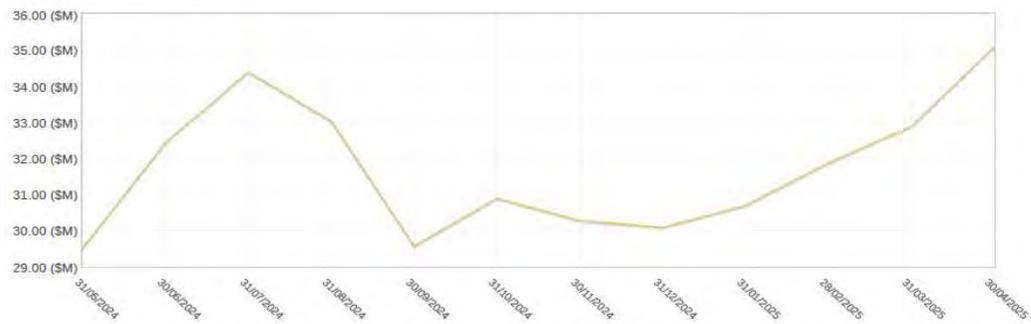
Maturity Cashflow

When investments will mature over time



Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



Monthly Investment Report as at 31/05/2025

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value
Term Deposits							
AMP Bank	29/01/2025	365	29/01/2026	BBB+	4.95	2.835%	\$1,000,000.00
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94.96%							\$33,500,000.00

Cash Deposit Account				
National Australia Bank	AA-	2.75	5.044%	\$1,779,384.26
			5.04%	\$1,779,384.26
TOTAL INVESTMENTS			100.00%	\$35,279,384.26
Cash at Bank	AA-	0.00		\$1,070,686.65
TOTAL FUNDS				\$36,350,070.91

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Unrestricted Funds		\$27,888,521.08
TOTAL FUNDS		\$36,350,070.91

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Report

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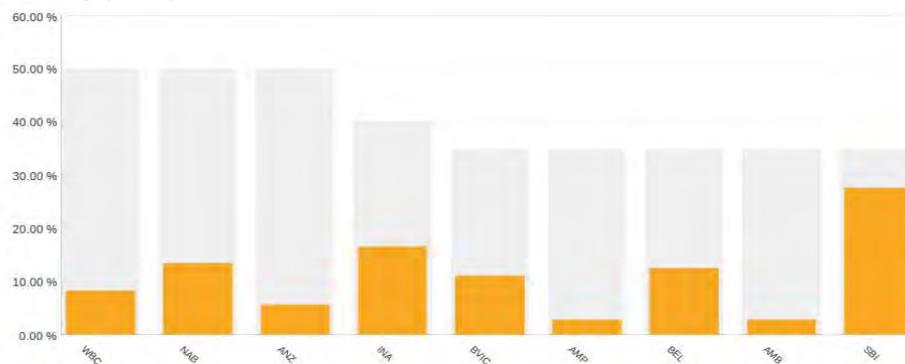
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As maturities occur, Council continues to increase the average duration of the investment portfolio to increase revenue, targeting high yielding deposits with tenors between 1 and 2 years. This provides some income protection against a lower rate environment in coming years.

Interest received in the period totalled \$73,941.91, with \$1,546,486.55 received and accrued for the year to date.

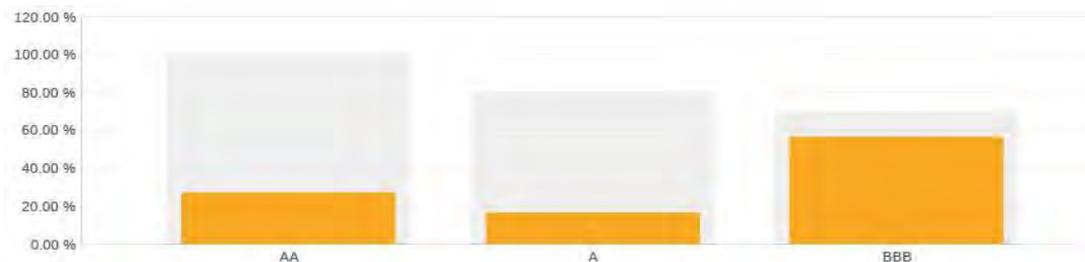
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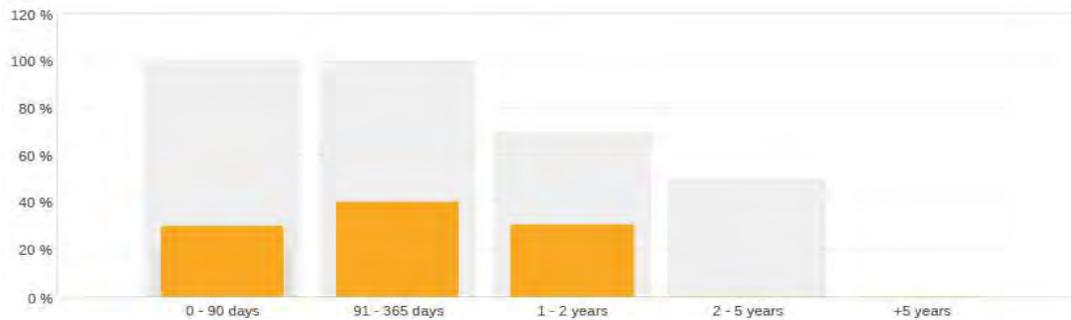
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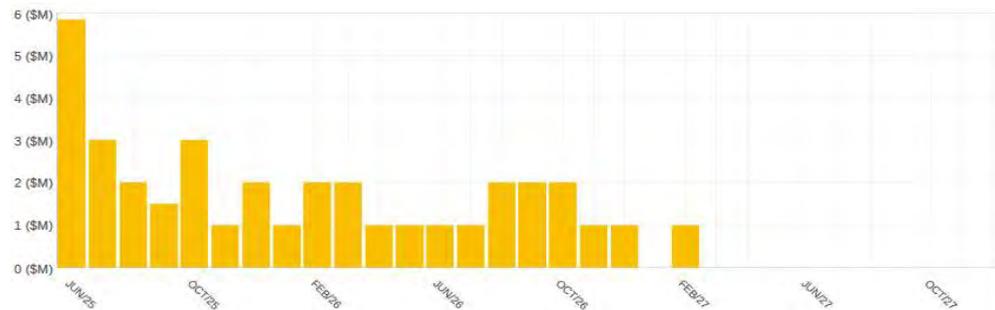
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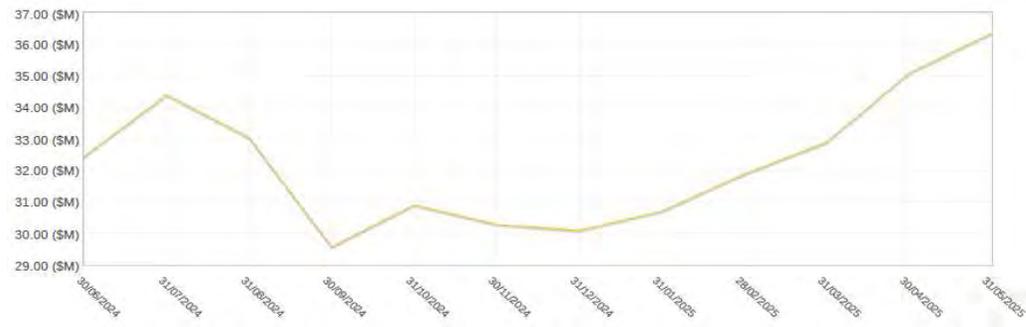
Maturity Cashflow

When investments will mature over time



Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



R2 Fluoridation Policy

Organisational Area Corporate Services

Author Wendy Reichelt, Governance & Corporate Planning Officer

Summary The Fluoridation Policy is required to be reviewed by the Board every 2 years. The last review was in February 2023, so it is now presented to the Board for review and adoption.

RECOMMENDATION that Council review and adopt Fluoridation Policy 2.05 noting there have been no material changes made since the last policy review.

Report

The Fluoridation Policy (Policy 2.05) was last reviewed in February 2023 and, with a two-year review cycle, is now due for review.

The purpose of this policy is to ensure Riverina Water's continued compliance with NSW Health legislation regarding the fluoridation of existing water supply systems, and to support the safe and effective management and operation of our fluoridation processes. No material changes have been made to the policy since its last review.

There is no legislative requirement in NSW for fluoridation policies to be placed on public exhibition. However, it has been common practice to engage the community when introducing fluoridation to new areas or making significant changes to existing programs, to support transparency and public understanding. This policy was publicly exhibited during its last review in February 2023.

Given there are no material changes, the policy will not be placed on public exhibition at this time. However, in line with our modified public exhibition guidelines, we will ensure that updated information is made available to customers and the community via our website.

› R2.1 Fluoridation Policy 2.05 [↓](#) 

Strategic Alignment

Our Business

Improve our operations to future proof our business

Financial Implications

Costs are included in the relevant year operational budgets.

Workforce Implications

Training is provided to staff as outlined in this policy.

Risk Considerations

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



Fluoridation Policy

Purpose

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

Policy Statement

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.

Scope

Supported by NSW Health and endorsed by Council Resolution #69/316 (25th June 1969), Riverina Water is committed to continuing its fluoridation programme noting that such programme is limited to the following integrated 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

The specific water treatment plants approved and regulated by NSW Health to add fluoride to the above-mentioned drinking water supply systems are listed below, and comprise of Riverina Water's integrated water supply network:

- 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

Definitions

DWMS – Drinking Water Management System

Page 1 of 4

Author: Manager Operations

Version 3.0

EDRMS # 63109

Last revised date 26/05/2025

Next scheduled review April 2027



1. Principles

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

- 1.1 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.
- 1.2 Adhere to the NSW Code of Practice for Fluoridation of Public Water Supplies.
- 1.3 Ensure the safety of the public and staff with respect to the management, operation and maintenance of fluoridation processes and equipment.
- 1.4 Maintain an appropriate contingency planning and incident response capability.
- 1.5 Ensure that staff 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.

2. Policy Implementation

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

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

Page 2 of 4

Author: Manager Operations

Version 3.0

EDRMS # 63109

Last revised date 26/05/2025

Next scheduled review April 2027



3. Non Compliance

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

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

4. 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)
- Further background reading:
<https://www.health.nsw.gov.au/environment/water/documents/fluoridation-questions-and-answers-nsw.pdf>

Policy number 2.05

Responsible area Engineering

Approved by

Page 3 of 4

Author: Manager Operations

Version 3.0

EDRMS # 63109

Last revised date 26/05/2025

Next scheduled review April 2027



Approval date

Legislation or related strategy	<p>Fluoridation of Public Water Supplies Act 1957</p> <p>Fluoridation of Public Water Supplies Regulation 2017</p> <p>NSW Code of Practice for Fluoridation of Public Water Supplies</p> <p>NSW Public Health Act 2010</p> <p>NSW Public Health Regulation 2012</p> <p>Riverina Water Drinking Water Management System (DWMS)</p>
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Documents associated with this policy	Riverina Water Drinking Water Management System (DWMS)
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Policy history	<p>Riverina Water Board – Res 23/037 27 Apr 2023</p> <p>Riverina Water Board – Res 20/127 16 Dec 2020</p> <p>Council Resolution #69/316, 25th June 1969 – previously known as Policy 2.5</p>
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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

Page 4 of 4

Author: Manager Operations

EDRMS # 63109

Version 3.0

Last revised date 26/05/2025

Next scheduled review April 2027

R3 Business Activity Strategic Plan, DPOP and Long Term Financial Plan

Organisational Area Corporate Services

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Summary This report summarises the submissions received during the public exhibition period for the Business Activity Strategic Plan, the Delivery Program and Operational Plan, and the Long Term Financial Plan. It includes management responses to the key issues raised in those submissions and recommends the adoption of all three plans.

RECOMMENDATION that Council:

- a) Notes the submissions received on the Business Activity Strategic Plan, Long-Term Financial Plan, and Delivery Program and Operational Plan 2025/26–2028/29, along with the management responses
- b) Adopt the Business Activity Strategic Plan, *Leading into 2035*
- c) Adopt the Long-Term Financial Plan 2025/26-2034/35
- d) Adopt the Delivery Program and Operational Plan 2025/26-2028/29

Report

The draft *Business Activity Strategic Plan – Leading into 2035*, the *2025/26–2028/29 Delivery Program and 2025/26 Operational Plan (DPOP)*, and the *Long-Term Financial Plan* were presented to the Board at its meeting on 24 April 2025. Following this, the documents were placed on public exhibition for a period of 28 days, closing on 30 May 2025, with public submissions invited throughout this period.

An extensive submission was received from one member of the public. The submission covered a broad range of topics including net zero targets, environmental management, and sustainability, and was accompanied by a comprehensive list of references.

Management has reviewed the submission and responded to matters that are directly relevant to the exhibited plans. These responses are provided in the table below.

Plan	Summary of the Submission	Management response
<i>Leading into 2035</i>	The plan appears to prioritise a commitment to net zero over core responsibilities such as water safety, public health and affordability.	The strategic plan is established on four key pillars: Our People; Our Operations; Our Sustainability and Our Community. Water safety, public health and affordability remain our highest priorities as mandated under regulatory and legislative frameworks.

	<p>The Plan lacks a detailed, independent, peer reviewed environmental framework for the integration of renewable energy infrastructure.</p>	<p>Our commitment to Net Zero is not ideological but a strategic, evidence-based response to long term environmental, operational and financial risk.</p> <p>The integration of renewable energy infrastructure is a key component of our strategic plan, which is developed in line with regulatory requirements. Environmental and risk considerations are already embedded in our planning processes. We maintain that our current approach is appropriate and compliant, and we will continue to align with all relevant legislative and strategic obligations.</p>
LTFP	<p>Indicated non-agreement to increased water charges due to a stated Riverina Water commitment to a net zero agenda and perceived practices resulting in "toxic contamination".</p>	<p>Objection noted</p>
DPOP	<p>Riverina Water develop a fit-for-purpose incident management response framework regarding all industrialised renewables and their use. (e.g. solar and lithium batteries).</p> <p>The Plan does not mention pollution incident response plans or emergency protocols. Risk registers and incident response plans must include "renewable" hazards.</p>	<p>As outlined in the Operational Plan, Riverina Water is currently undertaking a thorough review of the Incident response management framework. In a commitment to continuous improvement, recent recommendations from an Emergency Management Internal Audit will be incorporated into revised plans. Riverina Water will continue to make risk-informed decisions, manage risks and be prepared for all incidents or disruptive events in line with our frameworks and exposures.</p> <p>A fit for purpose incident response management framework incorporating Business Continuity Management (BCM) and Emergency Management is a core component of our governance framework and is embedded within our Enterprise Risk Management Framework. Riverina</p>

	<p>A course correction in how the Net Zero agenda and renewables are considered, assessed and managed is urgently required. Riverina Water must review and realign net zero initiatives</p> <p>Riverina Water should adopt a more transparent, citizen focussed, participatory planning process with trustworthy independent expert oversight, especially for infrastructure impacting vulnerable populations</p>	<p>Water has a Pollution Incident Response Management Plan (PIRMP) as required by the Protection of the Environment Operations Act 1997.</p> <p>All risks, existing and emerging, are captured in a register and regularly reviewed through a structured process. Under the Local Government Act 1993 (NSW), Riverina Water must demonstrate and attest to, adherence to the Guidelines for Risk Management and Internal Audit. These frameworks are regularly and robustly examined by independent parties to ensure currency, compliance and to provide confidence to the community.</p> <p>We are currently determining the best course of action based on regulatory requirements, community expectations, and the available technology to support our net zero targets. We acknowledge the need to regularly review and realign our approach to ensure it remains effective, responsible and aligned with broader sustainability goals.</p> <p>Riverina Water acknowledges the importance of transparent, inclusive planning, particularly for infrastructure that may impact vulnerable populations. Under the Integrated Planning and Reporting (IP&R) Framework, councils in NSW are required to base their strategic planning on community aspirations over a 10-year horizon, not just internal priorities. This framework is a regulatory requirement and includes independent oversight, supporting more community-driven outcomes. We welcome opportunities to continue strengthening transparency and engagement where appropriate.</p>
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	<p>Riverina Water must abide by the updated Australian Drinking Water Guidelines & Commonwealth PFAS ban from 1 July 2025</p> <p>There is a seeming contradiction in claiming to proactively monitor and manage PFAS and planning to instal PFOS coated solar panels</p>	<p>Riverina Water has an obligation to comply with the Public Health Act 2010, which requires all drinking water suppliers to implement a Quality Assurance Program to ensure the safe supply of drinking water. In doing so, we align with the Australian Drinking Water Guidelines (ADWG, 2011) developed by the National Health and Medical Research Council (NHMRC) and adopted by all states and territories, including NSW.</p> <p>The ADWG provides nationally consistent guidance on the minimum requirements for safe and reliable drinking water. We apply a risk-based approach to water quality management in line with these guidelines, including targeted PFAS monitoring where appropriate.</p> <p>We are aware of the Commonwealth Government's upcoming ban on PFAS-containing products, effective 1 July 2025, and will ensure any infrastructure procurement and operational practices comply with this legislation. Additionally, we note that the NHMRC is currently undertaking an independent review of the health-based guideline values for PFAS. However, as final values and implementation timeframes have not yet been confirmed, we will continue to monitor developments and incorporate any changes into our water quality management practices once formally adopted.</p> <p>We acknowledge the concern around a potential contradiction between our commitment to managing PFAS risks and the potential use of PFOS-coated solar panels.</p> <p>Any infrastructure decisions, including solar panel procurement, will be made</p>
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		<p>with full consideration of PFAS-related risks and in alignment with our commitment to safe, sustainable practices. This matter will be carefully assessed as part of the project planning and our broader risk management framework.</p> <p>Under the Australian Drinking Water Guidelines (ADWG), we apply a risk-based approach to source water monitoring, with PFAS testing focused on areas near known high-risk industries since 2017. PFAS are synthetic and not naturally occurring, so monitoring is guided by contamination likelihood and previous results. Given PFAS are used in many everyday products, potential sources of contamination are widespread. This highlights the importance of inter-agency coordination in both investigating sources and managing risks. Identifying the source not only informs potential treatment options for water utilities but also supports broader environmental and public health strategies.</p>
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Notwithstanding the submission received, management is of the view that no amendments are required to the *Business Activity Strategic Plan – Leading into 2035*, the *Long-Term Financial Plan*, or the *DPOP 2025/26–2028/29*.

However, it is noted that Lockhart Shire Council has recently released its updated Community Strategic Plan. As a result, minor updates have been made to pages 17–18 of *Leading into 2035* to reflect the revised strategic direction of that Council.

The *Business Activity Strategic Plan – Leading into 2035*, *Long-Term Financial Plan*, and *DPOP 2025/26–2028/29* are now presented to the Board for adoption.

- › R3.1 Leading into 2035 [↓](#) 
- › R3.2 Long Term Financial Plan [↓](#) 
- › R3.3 DPOP 2025 final.pdf [↓](#) 

Strategic Alignment

Our Business

Improve our operations to future proof our business

Financial Implications

Financial implications have been considered in the development of our strategic and corporate plans. The DPOP includes the approved budget, which is actively managed and reported to the Board on a quarterly basis.

The anticipated operating result for the 2025-26 financial year is a surplus of \$644,601

Pricing scenarios and associated financial implications were discussed by the Board during their consideration of the Operational Plan at the February 2025 Budget workshop.

Workforce Implications

Workforce implications are taken into account in the development of our strategies and corporate plans. The Workforce Management Plan contains the strategies which will help Riverina Water to deliver its commitments in the DPOP and *Leading into 2035*.

Risk Considerations

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



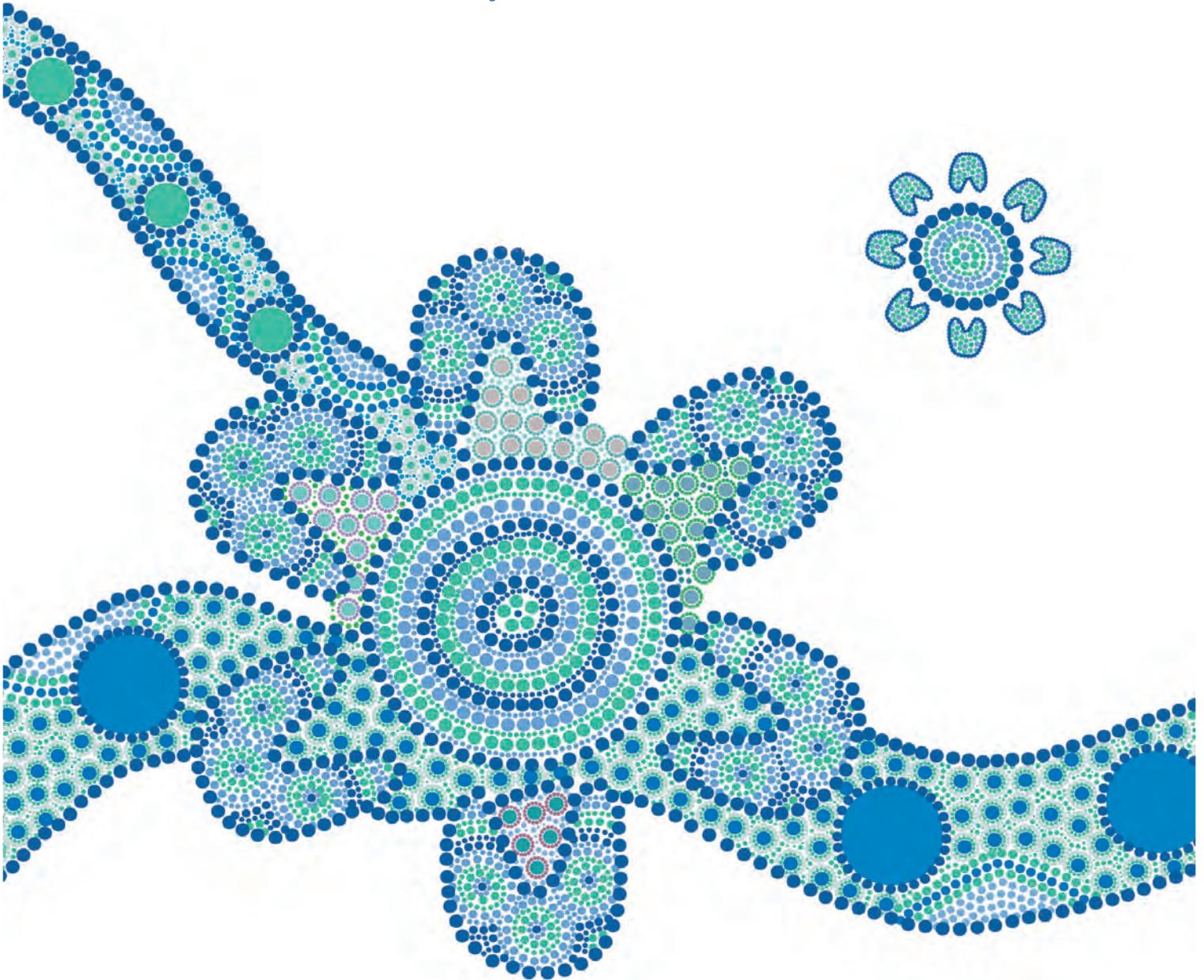
Leading into 2035 Riverina Water business activity strategic plan



Acknowledgement of Country

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

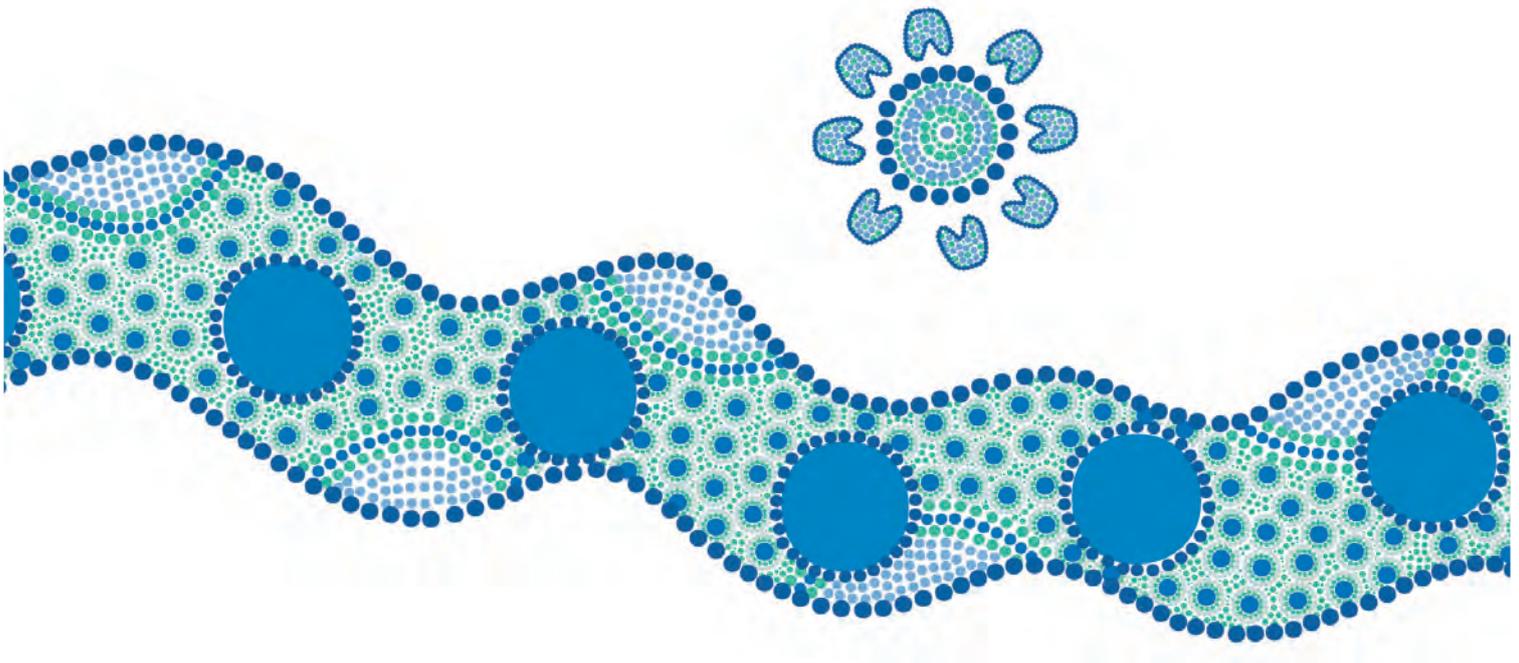
We recognise the deep cultural connection Wiradyuri and First Nations communities have with the lands and waters of this region.



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

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Leading into 2035

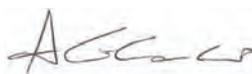
Welcome to *Leading into 2035*

Our business activity strategic plan helps set the priorities and direction for Riverina Water for the next 10 years and beyond. This is our plan to deliver on our mission to provide safe reliable water to our community at the lowest sustainable cost. *Leading into 2035* has been informed by customer feedback and survey results, our integrated water cycle management plan (IWCM) and associated plans, the priorities of our community captured in the Community Strategic Plans of our four constituent Councils and state, regional and local strategies and plans.

Our Vision for Riverina Water is to provide passionate and professional leadership in the water industry and this strategic plan also sets the way for us to get there. Key strategies have been identified under four focus areas or pillars and outlines the measures we will use to know if we have delivered on these strategies. The strategies will be actioned through our four-year Delivery Programs and our one-year Operational Plans,



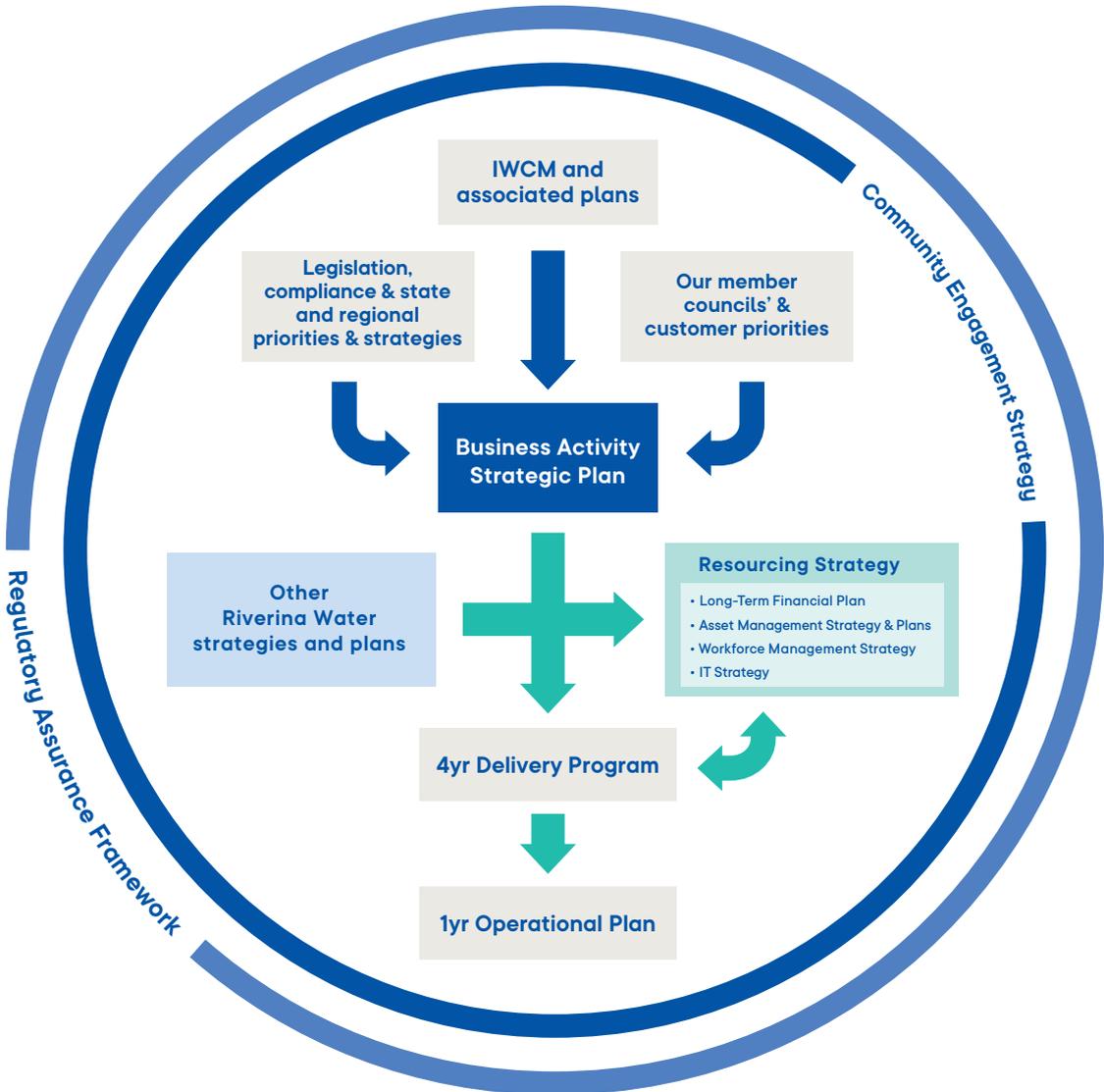
**Councillor Tim Koschel,
JP, GAICD
Chairperson**



**Andrew Crakanthorp,
GAICD
Chief Executive Officer**

The Riverina Water planning framework

The Regulatory assurance framework for local water utilities creates a framework for assurance of our strategic planning along with the Office of Local Government's Integrated Planning & Reporting framework (IP&R). Community engagement is assured through our community engagement strategy and through the community representation by our Board members.



Who we are

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



Our supply network

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



Our water supply network includes:

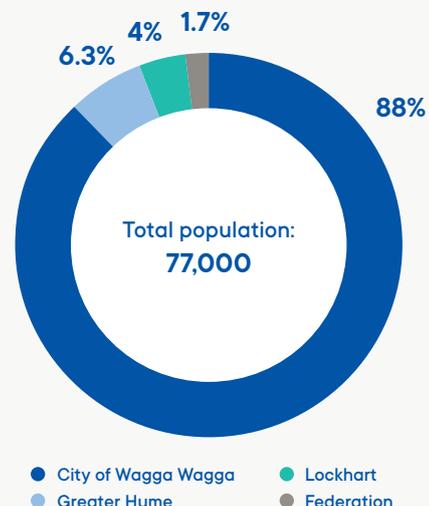
- > More than 80 reservoirs
- > More than 1800 kilometres of water mains
- > 16 water treatment plants

Our customers

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



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



Our organisation

We have been Riverina Water since 1997 and have grown to a team of 116 (June 2024). Our executive leadership consists of the CEO, Director of Corporate Services and Director of Engineering.

We have an annual income of \$38.8m (2024) expenses in 2024 of \$32.2mil (including employee costs of \$12.2m) and total assets of \$433.3m (2024).

Our governance oversight

The Riverina Water Board is made up of 1 councillor from Federation, 2 councillors from Greater Hume, 1 councillor from Lockhart and 4 councillors from Wagga Wagga City councils. The Board has a responsibility under Chapter 9 of the Act to participate in the development of the documents of the *IP&R framework* and to ensure as far as possible that Riverina Water acts in accordance with the principles set out in Chapter 3 of the Act and the plans, programs, strategies and policies of Riverina Water.

The Department of Planning and Environment (DPE)

regulates, provides advice and support under the *NSW Local Government Act 1993 (the Act)* and the *NSW Water Management Act 2000*. DPE oversees the *Regulatory and assurance framework for local water utilities*.

The Office of Local Government (OLG) administers the *Local Government Act 1993* and oversees the IP&R framework. OLG also oversees our governance, financial management and reporting under the Act.

Other NSW Government regulatory agencies that require reporting or accountability from us, including NSW Health, the NSW Environment Protection Authority (EPA) and the Independent Pricing and Regulatory Tribunal of NSW.



Riverina Water Board December 2024

L-R (back row) Clr Patrick Bourke (Federation) Clr Dallas Tout (Wagga Wagga City); Clr Brian Liston (Greater Hume)

L-R (front row) Clr Lea Parker (Greater Hume); Clr Jenny McKinnon (Wagga Wagga City); Clr Tim Koschel (Wagga Wagga City, Board Chair); Clr Gail Driscoll (Lockhart, Board Deputy Chair); Clr Allana Condron (Wagga Wagga City); Clr Georgie Davies (Wagga Wagga City)



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

We value the contributions and abilities of all our people and engage with each other, our customers, and community members with professionalism and integrity.



Connection

We have a friendly, inclusive and positive work environment where we nurture each other to grow and celebrate our success.



Safety

We foster a work environment that is both physically and emotionally safe for our staff, customers and community.



Cooperation

We communicate with our staff and customers to understand their views and interests to identify opportunities to improve and enhance our positive impact.

Social Justice principles

The decisions we make, and the actions we take, are guided by social justice principles. In our planning we also seek to ensure we take into account social, economic, environment and governance considerations.

Equity

There should be fairness in decision making, prioritizing and allocation of resources. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.



Access

Everyone should have fair access to services, resources and opportunities to maintain and improve their quality of life.



Participation

Everyone should have the opportunity to genuinely participate in decisions which affect their lives.



Rights

Equal rights should be established and promoted with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.



Leading into 2035

Riverina Water's business activity strategic plan (BASP)
2024/2025 - 2034/2035



Reading our plan

The pillars

The 10-year strategic focus for *Leading into 2035* is established around four pillars: Our People, Our Operations, Our Sustainability and Our Community. We have a strategic objective for each pillar showing where we want to be by 2035.

Challenges and opportunities

We have considered reports and plans, feedback from our community and the context we operate in now and into the future to identify some of the challenges and opportunities that face us. A comprehensive analysis of risks and opportunities is captured and mitigated in our enterprise risk register.

Our challenges and opportunities have helped inform our key strategies.

Our key strategies

Each pillar has key strategies that will help us achieve our objectives. The strategies describe what success would look like in 2035.

Our measures of success

We have identified measures of success for each of our key strategies. Our measures will tell us if we have moved towards achieving our objectives. These measures are high level and provide a roll-up of information and data collected across our business.

Supporting strategies and plans

We have identified corporate plans and strategies that align with our pillars. \$Capex relates to our capital expenditure budget, and \$Opex relates to our operational expenditure budget.

Our strategic objectives and measures





Our people

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

Challenges and opportunities

- › Increased requirements for digital literacy and skills training
- › Having the right people at the right time to efficiently and effectively deliver services
- › Ageing workforce – 24% of workforce over 55 – posing a significant risk to corporate knowledge and ongoing succession planning
- › Opportunity to build leadership capability and accountability
- › Opportunity to build on our safety and wellbeing
- › Risk of complacency – “she’ll be right, it won’t happen here”

		Our measures of success
	1.1 Build high performing teams	We take personal responsibility, understand what is needed to succeed and effectively work together to achieve outstanding results. <ul style="list-style-type: none"> › Leadership development › Team engagement › Achievement of business plans
	1.2 Ensure workforce capability	We attract diverse talent and develop a skilled workforce to be able to meet our business and customer needs. <ul style="list-style-type: none"> › HR analytics › Training › Outcomes of Workforce Management Plan
	1.3 Foster unity of belonging and purpose	We have an inclusive workplace where every person at Riverina Water feels they are part of one team working together to achieve our goals. <ul style="list-style-type: none"> › Employee engagement trends upwards › Staff surveys indicate psychological safety › People management practices, policies and procedures
	1.4 Partner with our people to ensure they go home safe and well	We consult, train and empower our people to undertake their work safely. Together we strive for an injury and illness free workplace. <ul style="list-style-type: none"> › Work related illness and injuries trend downwards › Staff surveys indicate staff feel safe at work › Policies and procedures are current and applied

Supporting strategies and plans

Workforce Management Plan; WHS strategic plan; Disability Inclusion Action Plan (DIAP); \$ Opex



Our operations

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

Challenges and opportunities

- › Opportunities to leverage new systems and technology for improvement to processes, decision making and governance
- › Embedding our project management methodology for improved outcomes
- › Maturing our enterprise risk management approach
- › Competing priorities for finite resources

		Our measures of success
	2.1 Develop and maintain robust information and management systems	We conduct our business using secure and agile systems that enable us to do our jobs well, inform decision making and help us achieve our goals. <ul style="list-style-type: none"> › Systems availability, security and usage › Information management and reporting
	2.2 Assure ongoing service delivery	We operate and maintain fit for purpose assets to ensure ongoing water supply and water quality to our current and future customers in line with our regulatory requirements and agreed service levels. <ul style="list-style-type: none"> › Achievement of capital works program › Quality assurance of projects › Progression to alignment with RAF outcomes › Financial statements and management of budgets
	2.3 Proactively manage risks and opportunities	We encourage a positive risk culture to manage risks and to pursue innovation and continuous improvement across Riverina Water. <ul style="list-style-type: none"> › Improved organisational risk management › Business improvements implemented › Progression to alignment with RAF outcomes
	2.4 Provide effective leadership and governance	We show effective leadership to our people and community, ensuring that our activities and operations are conducted in accordance with our values and good governance. <ul style="list-style-type: none"> › Audit outcomes › Involvement in industry forums and stakeholder groups › Staff and customer surveys › Progression to alignment with RAF outcomes

Supporting strategies and plans

IWCM; asset management plans; IT strategic plans; Developer Services Plan; enterprise risk management plans; internal and external workplans; Demand Management Plan; \$Opex; \$ Capex



Our sustainability

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

Challenges and opportunities

- › More extreme weather events and changing weather patterns affecting water availability, quality and sales
- › PFAS contamination of our water sources
- › Working in collaboration with our councils for the timely development of infrastructure to meet regional growth
- › Balancing increasing operational costs with the affordability of our fees and charges for our customers
- › Opportunity to continue to improve our sustainability and reduce our operational footprint

		Our measures of success
	3.1 Responsibly manage our impact on the natural environment	We operate with an understanding of our natural resource responsibilities and seek to minimise our impact on the environment. <ul style="list-style-type: none"> › Emissions trend downward › Actions taken to mitigate environmental impacts › Environmental regulatory compliance
	3.2 Strategically manage our assets and finances	We plan our finances and enhance and integrate our asset management to remain sustainable. <ul style="list-style-type: none"> › Financial sustainability › Financial planning (LTFP) › Delivery of capital works program › Asset management planning
	3.3 Successfully deliver integrated strategies and plans	We do not plan in isolation. Our strategies and plans are informed, considered and well-executed. <ul style="list-style-type: none"> › Quality assurance in project delivery › Plans and strategies evidence integration › Network growth to meet demands
	3.4 Plan for and respond to changes in the internal and external context	We are a resilient organisation that anticipates change and can positively respond to internal and external challenges. <ul style="list-style-type: none"> › System security, downtime and availability › Service level exceptions › Currency of medium to long term service planning › Progression to alignment with RAF outcomes

Supporting strategies and plans

Net zero road map; Long Term Financial Plan (LTFP); Asset management plans; Developer Services Plan; IT strategic plan; Workforce Management Plan; Business Continuity Plan and emergency response plans; Pollution Incident Response Plan (PIRMP); Drought Management Plan; \$ Opex; \$ Capex



Our community

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

Challenges and opportunities

- › Changing customer expectations to be able to access information 24/7
- › Opportunity to deliver community engagement initiatives and positively contribute to our communities
- › Increase understanding of water supply and usage in our communities
- › Affordability for our customers

		Our measures of success
	4.1 Build stronger relationships with our diverse communities	We engage openly, listen actively, and collaborate meaningfully with our diverse community to foster trust, mutual understanding and long-lasting connections. <ul style="list-style-type: none"> › Community engagement trends upwards › Customer survey shows high levels of customer satisfaction
	4.2 Understand and respond to our customer needs and expectations	We actively seek feedback, anticipate customer needs and deliver responsive services that enhance satisfaction and build trust. <ul style="list-style-type: none"> › Customer survey shows high levels of customer satisfaction › Community engagement trends upwards › Customer feedback management reporting › Progression to alignment with RAF outcomes
	4.3 Actively support and contribute to our community	We champion initiatives that enrich our community and demonstrate our commitment to making a positive impact. <ul style="list-style-type: none"> › Grants & donations to the community › Riverina Water participation in community life and events
	4.4 Improve water literacy in our community	We help our customers and community to understand where their water comes from and manage their water usage. <ul style="list-style-type: none"> › Website and social media interactions › Water usage per household trends downwards

Supporting strategies and plans

Reconciliation Action Plan (RAP); Community Engagement Strategy; Demand Management Plan; \$ Opex

Our customer priorities align with our key strategies and our mission to provide our community with safe, reliable water at the lowest sustainable cost.

Each year Riverina Water is required to undertake a customer survey. The 2024 survey included some additional questions, including ratings on overall trust, value and reputation and rating the importance of different services.

When it came to business priorities the most important priority for customers was water supply reliability closely followed by water quality. Other priorities rated over 4 out of 5 were efficient and reliable customer service, water affordability and incentives for water savings efforts.

These priorities are taken into account in the *Leading into 2035* strategies.

<p>Water supply reliability</p> <p>Water quality</p>		<p>2.2 Assure ongoing service delivery</p>	<p>We operate and maintain our assets to ensure ongoing water supply and water quality to our current and future customers in line with our regulatory requirements and agreed service levels.</p>
<p>Efficient and reliable customer service</p>		<p>4.2 Understand and respond to our customer needs and expectations</p>	<p>We actively seek feedback, anticipate customer needs and deliver responsive services that enhance satisfaction and build trust.</p>
<p>Water affordability</p>		<p>4.2 Understand and respond to our customer needs and expectations</p>	<p>We actively seek feedback, anticipate customer needs and deliver responsive services that enhance satisfaction and build trust.</p>
<p>Incentives for water saving efforts</p>		<p>4.4 Improve water literacy in our community</p>	<p>We help our customers and community to understand where their water comes from and manage their water usage.</p>

Our member councils' Community Strategic Plans (CSPs) align to our key strategies

	Priorities		Riverina Water strategies
Federation (Future Federation 2040)	Service our community with resilient and reliable utility and digital communication infrastructure.		2.2 Assure ongoing service delivery
	Embrace and support people of all ages.		4.2 Understand and respond to our customer needs and expectations
			4.3 Actively support and contribute to our community
	Value, protect and enhance our natural environment.		3.1 Responsibly manage our impact on the natural environment
Greater Hume	Work towards improving sewerage and water infrastructure, particularly in smaller villages to support growth.		2.2 Assure ongoing service delivery
	Advocate for climate resilience through water conservation, renewable energy projects, and responsible land use.		3.1 Responsibly manage our impact on the natural environment
			4.4 Improve water literacy in our community
Support volunteer and sporting groups to strengthen community spirit and inclusive participation.		4.3 Actively support and contribute to our community	

Lockhart Shire Council	Support and grow diverse industries and thriving local businesses.		2.2 Assure ongoing service delivery
	Protect and enhance our natural, yet changing, natural environment.		3.1 Minimise our impact on the natural environment
	Plan, develop and maintain our infrastructure and facilities.		2.2 Assure ongoing service delivery
Wagga Wagga City (Wagga Wagga 2050)	Wagga Wagga has a real focus on enabling infrastructure to catalyse and underpin growth.		2.2 Assure ongoing service delivery
			3.3 Successfully deliver integrated strategies and plans
			3.4 Plan for and respond to changes in the internal and external context
	We plan for future generations with a focus on sustainability. We protect the environment and embrace best practice as we move towards net zero emissions for the community and Council.		3.1 Minimise our impact on the natural environment
			3.4 Plan for and respond to changes in the internal and external context

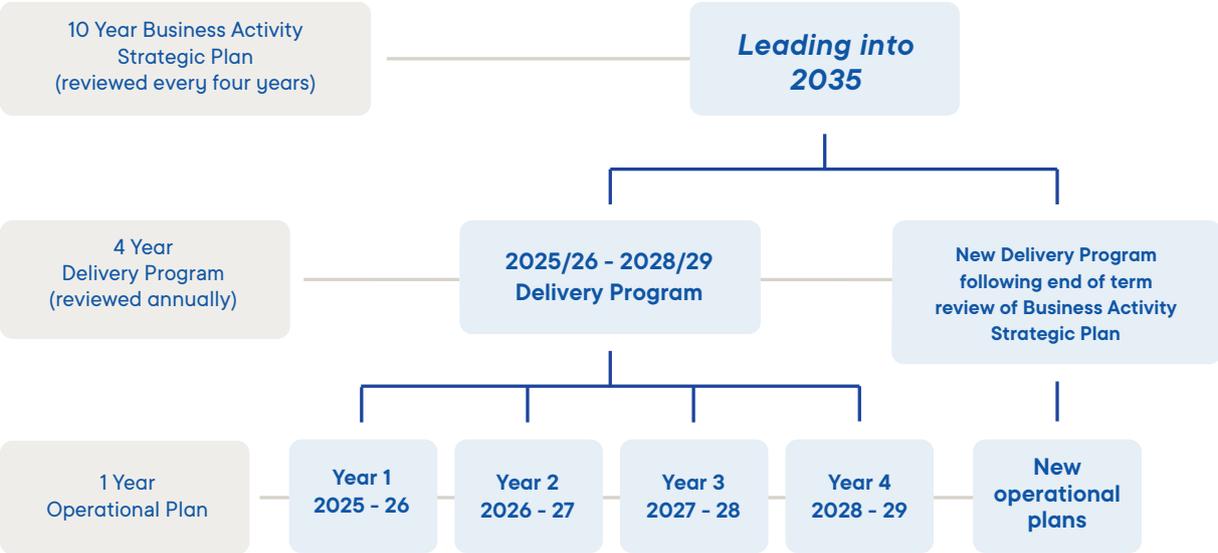
Delivering our plan

We will deliver *Leading into 2035* through our 4-year Delivery Program and annual Operational Plan. At Riverina Water we combine these into one document referred to as our DPOP (Delivery Program & Operational Plan).

The Delivery Program (DP) identifies the principal activities we undertake to perform all our functions. It outlines our service levels for customers and our four-year strategies to contribute to *Leading into 2035* outcomes. The DP includes our 4-year financial estimates for these activities. Progress of the DP is reported to the Board every six months and achievements are reported in our Annual Report.

The Operational Plan (OP) details the activities and actions to be undertaken in each year of the Delivery Program. The OP includes a detailed annual budget. A budget report is provided to the Board every quarter as well as the 6- monthly performance report.

The DPOP is reviewed each year, when a new Operational Plan and budget is developed. It is normally expected there will only be minor changes made to the Delivery Program. A review of the business activity strategic plan (*Leading into 2035*) is made in Year 4 in line with the appointment of a new Board. This ensures our strategic plan continues to have a 10-year horizon and reflects priorities of the Board and the community. A new 4-year Delivery Program is developed following that review and a new Operational Plan for each year of that Program.



Resourcing our plan

Our resourcing strategy for *Leading into 2035* is made up of four parts:

- › Long-Term Financial Plan (LTFP)
- › Workforce management strategy
- › Asset management planning
- › IT strategic plan

Long Term Financial Plan

The Long Term Financial Plan (the LTFP) is a 10-year financial plan that is used to inform decision-making during the preparation of the business activity strategic plan and the subsequent development of the DPOP. The purpose of the LTFP is to promote the financial sustainability of Riverina Water and includes considerations to ensure the adequate funding of infrastructure maintenance and renewal and the progressive elimination of operating deficits. The LTFP is read alongside the Capex budget.

Workforce Management Strategy

The workforce management strategy looks at our human resourcing requirements to ensure that we have the right people resources to deliver on our strategies. Actions in the workforce management strategy are shown in the

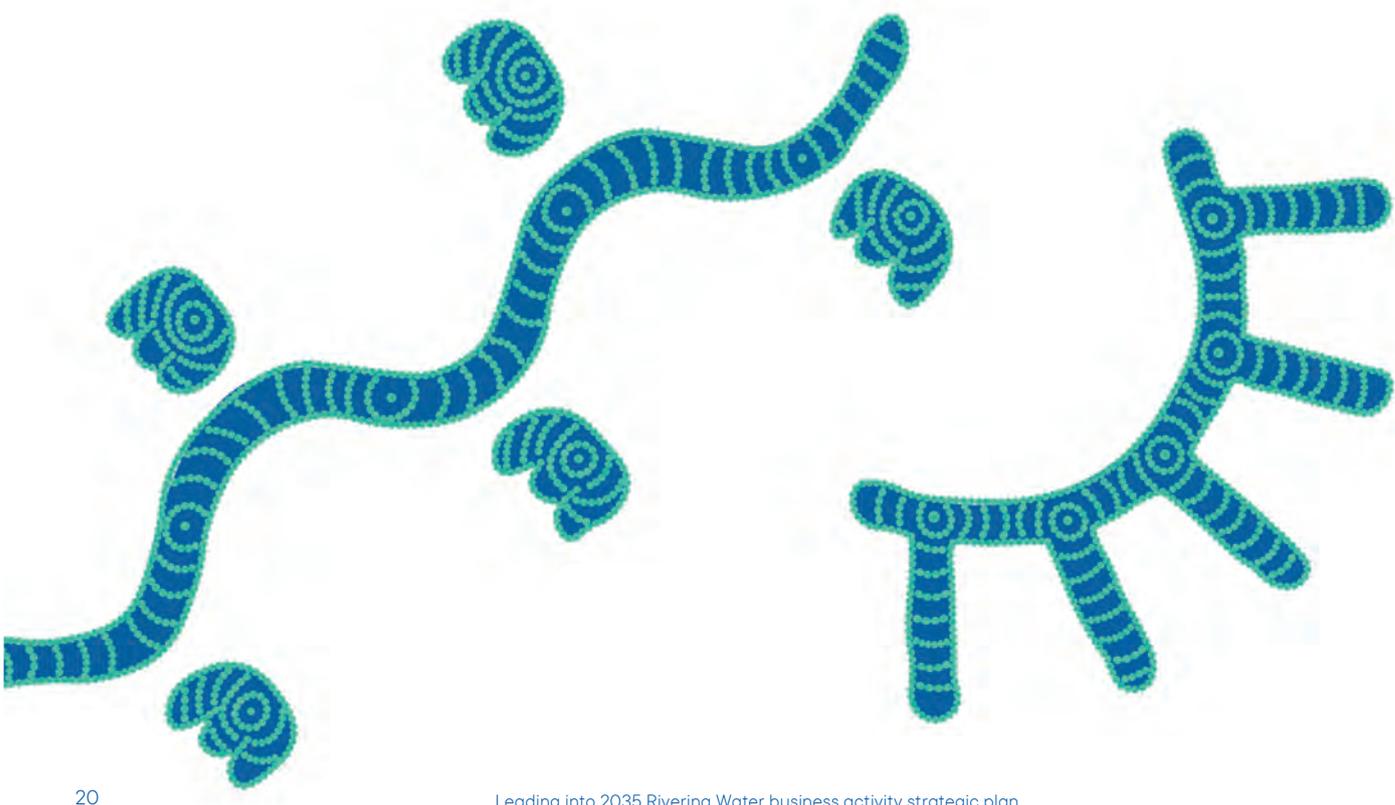
Delivery Program and Operational Plan. Associated costs are reflected in the LTFP and DPOP budgets.

Asset Management Plan/s

Asset management planning consists of an adopted Asset Management Policy, an Asset Management Strategy and Asset Management Plan to cover all our assets. The Asset Management Plan has a 20-30 year horizon and is reviewed every four years or sooner if required. A Developer Services Plan (DSP) supports the strategy and asset management plan to provide a source of funding for infrastructure required for new urban development. This is reviewed every four years or sooner if required.

IT Strategy

The overarching strategy for IT links the Digital, Data and IoT strategies. It focuses on the management and strategic objectives of IT services and business support and guides the overall strategic direction in relation to IT at Riverina Water.



The Regulatory Assurance Framework

As a water utility we are required to show how we meet the expectations and outcomes within the regulatory assurance framework (RAF) as well as the Integrated Planning & Reporting (IP&R) requirements of Office of

Local Government (OLG). We show below where the Regulatory Assurance Framework outcomes link into the pillars of *Leading into 2035*.

Element	Outcomes	Leading into 2035
1. Understanding service needs	Our customers' needs, values and preferences are understood and taken into account in our planning.	Our Community
	The current and future demands placed on our water supply are understood and taken into account in our planning.	Our Operations Our Sustainability
	We consider the priorities and evidence of other related state or regional strategic planning.	Our Sustainability
2. Understanding water security	We consider access to current and potential water sources.	Our Operations Our Sustainability
	We address current and future risks around continuity and reliability of access to water supply sources.	Our Operations Our Sustainability
3. Understanding water quality	We address current and future water quality risks in our supply systems.	Our Operations Our Sustainability
	We meet relevant regulatory standards including drinking water quality management.	Our Operations Our Sustainability
4. Understanding environmental impacts	Relevant regulatory standards, such as licence requirements set by the environmental regulator are met.	Our Operations Our Sustainability
5. Understanding system capacity, capability and efficiency	We understand the capacity and capability of our systems to deliver water (and the future capacity and capability needs).	Our Operations Our Sustainability
6. Understanding other key risks and challenges	We identify and manage other key risks in our systems now and into the future.	Our Operations Our Sustainability
	We meet regulatory standards.	Our Operations
	We consider climate risks in our management and planning.	Our Sustainability
	We effectively manage drought.	Our Sustainability
	We prepare for incidents, emergencies and extreme events so that continuity of service is assured.	Our Operations Our Sustainability

7. Understanding solutions to deliver services	We analyse our service delivery and manage identified risks.	Our Operations
	We manage assets over their life cycle to ensure service levels are met.	Our Operations
	We have identified and evaluated side options for water supply.	Our Operations Our Sustainability
	We consider resilience management during extreme events.	Our Operations Our Sustainability
8. Understanding resourcing needs	We evidence understanding of what resourcing is needed to deliver services and manage risks.	Our People Our Operations Our Sustainability
	We evidence understanding of the life cycle costs to manage assets.	Our People Our Operations Our Sustainability
	We evidence understanding of the technical and operational skills needed to deliver services and manage risks.	Our People
	We have effective workforce planning.	Our People Our Sustainability
9. Understanding revenue sources	We have sufficient revenue sources available to fund the delivery of services.	Our Operations Our Sustainability
	We understand the ability and willingness of our customers to pay for services.	Our Community Our Operations Our Sustainability
10. Make and implement sound strategic decisions	We set service levels and efficient revenue requirements for providing services over an adequate forward plan period that captures asset lifecycles.	Our Community Our Operations Our Sustainability
	We engage our customers in decision making so they can make informed choices between service levels, risks and costs.	Our Community Our Operations Our Sustainability
	We ensure our long-term financial sustainability without having to introduce substantial revenue or expenditure adjustments.	Our Sustainability
	We monitor and report on the meeting of our service levels.	Our Operations Our Community
11. Implement sound pricing and prudent financial management	We achieve equitable and affordable pricing and intergenerational equity.	Our Operations Our Sustainability
	We set a long-term stable price path.	Our Sustainability
12. Promote integrated water cycle management	We support our customers to increase water literacy and support water efficiency methods.	Our Community

Our corporate planning, review and reporting timeframes

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

The planning context



Water Services Association of Australia (WSAA) Strategy 2030

Water sector commitments

- › **Water sector equity, diversity and inclusion**
The water sector is committed to growing a diverse and inclusive workplace culture, which is reflective of the communities where we work and live
- › **Water sector health and safety leadership**
The health, safety and wellbeing of our people, communities and workplaces are critical. We strive to be free from harm and injury, both physical and psychological
- › **Water sector climate change**
The water sector is uniquely positioned to mitigate our impact on our climate, respond and adapt to the impacts of a changing climate on the delivery of our services, and improve the resilience of our communities and the environment in adapting to a changing climate

Water sector priorities

- › Water security – achieve equitable access to safe and secure water services
- › Customer value – deliver long-term financially sustainable and affordable services to customers
- › Resilient and Regenerative future – embrace resilience through circular design, safeguarding the wellbeing of future generations in our cities and towns
- › First Nations – reduce disparity of First Nations peoples' access to services and increase engagement with First Nations peoples
- › People & Capability – as a sector of choice, ensure our people and organisations are ready now and for the future

NSW 2021 (10 yr plan) – objectives that align with what we do

- › **Rebuild the economy:** restore economic growth
- › **Return quality services:** provide the best health, transport, education, policing, justice and family services, with a focus on the customer
- › **Renovate infrastructure:** build the infrastructure that makes a difference to both our economy and people's lives
- › **Strengthen our local environment and communities:** improve people's lives by protecting natural environments and building a strong sense of community
- › **Restore accountability to government:** talk honestly with the community, return planning powers to the community and give people a say on decisions that affect them

State and regional water plans and priorities

NSW State Water Strategy Towards 2050 – objectives that align with what we do

Priority 1

Build community confidence and capacity through engagement, transparency and accountability

Priority 2

Recognise First Nations/Aboriginal People's rights and values and increase access to and ownership of water for culture and economic purposes

Priority 3

Improve river, floodplain and aquifer ecosystem health and system connectivity

Priority 4

Increase resilient to changes in water availability (variability and climate change)

Priority 5

Support economic growth and resilient industries within a capped system

Priority 6

Support resilient, prosperous and liveable cities and towns

Priority 7

Enable a future focused, capable and innovative water sector

Riverina Murray Regional Plan 2041 – objectives that align to what we do

1. Environment

Objective 1

Protect, connect and enhance biodiversity throughout the region

2. Communities and Place

Objective 4

Support Aboriginal aspirations through land use planning

Objective 7

Provide for appropriate rural residential development

Objective 9

Plan for resilient places that respect local character

Objective 11

Plan for integrated and resilient utility infrastructure

3. Economy

Objective 12

Strategically plan for rural industries

Objective 13

Support the transition to net zero by 2050

Objective 14

Protecting and promoting industrial and manufacturing land

Objective 16

Support the visitor economy

Murrumbidgee regional water strategy – objectives that align with what we do

Priority 1

Continue to improve water management

Priority 2

Improve river and catchment health

Priority 3

Support sustainable economies and communities

Priority 4

Sustainable water management in the upper Murrumbidgee catchment





Riverina Water Long Term Financial Plan 2025/26 - 2034/35



Disclaimer

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

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Or by visiting our office at 91 Hammond Avenue Wagga Wagga

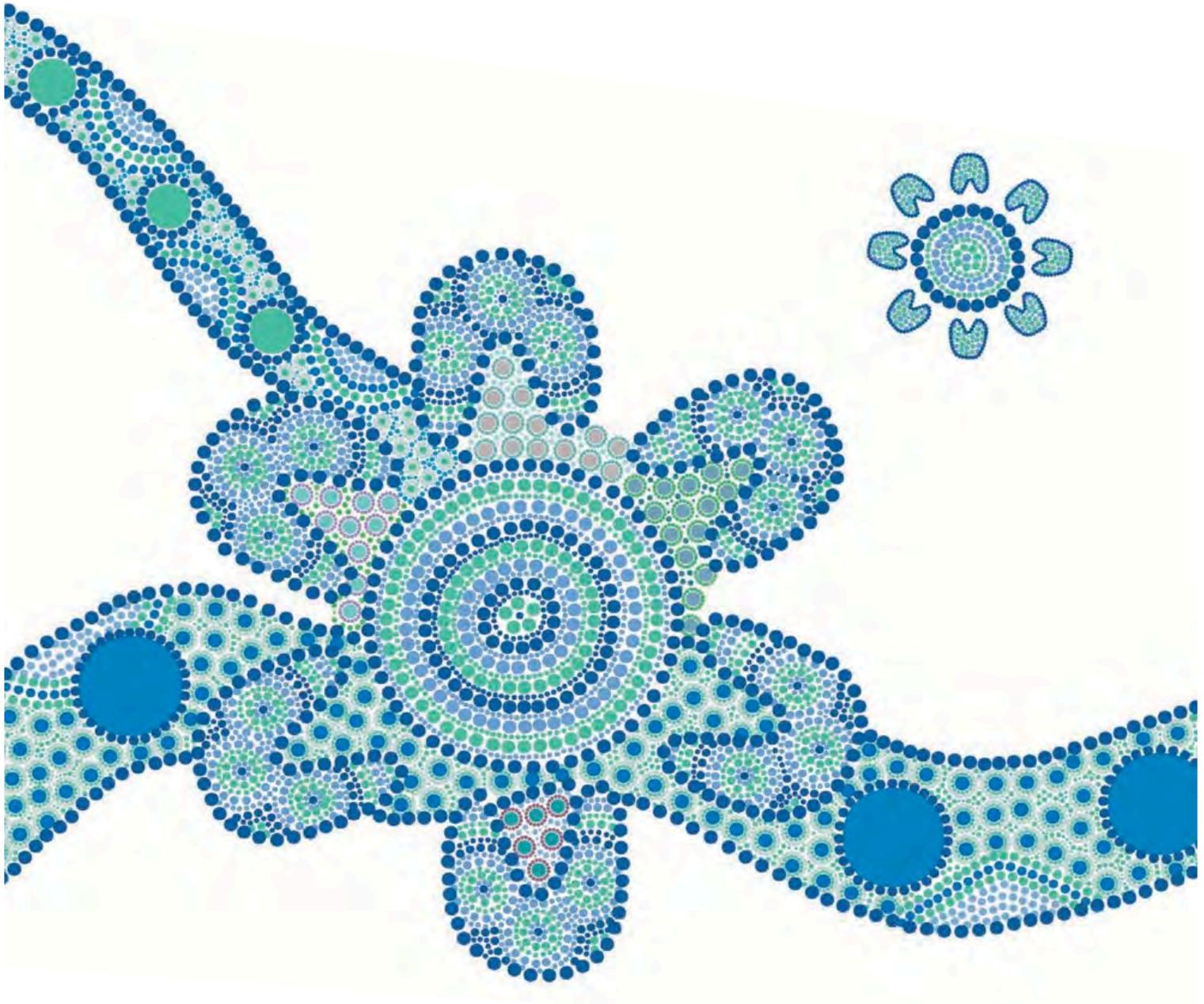
Version	Purpose and description
0.1	Long Term Financial Plan 2025/26 – 2034/35 Draft 24 April 2025
1.0	Long Term Financial Plan 2025/26 – 2034/35 Adopted 26 June 2025

All images: Riverina Water County Council

Acknowledgement of Country

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

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



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

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Who we are

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



Our supply network

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



Our water supply network includes:

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

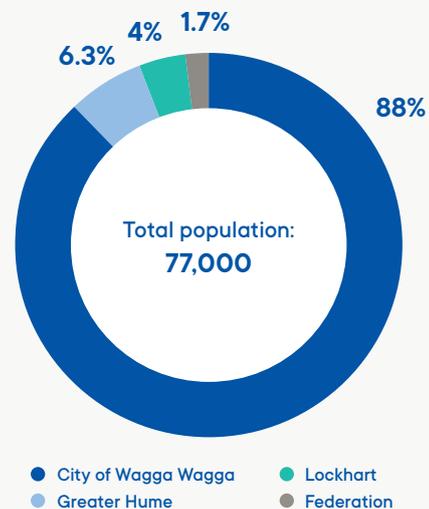
Our customers

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



Our customers are diverse and range from households, to farmers, business, industry and other institutions such as

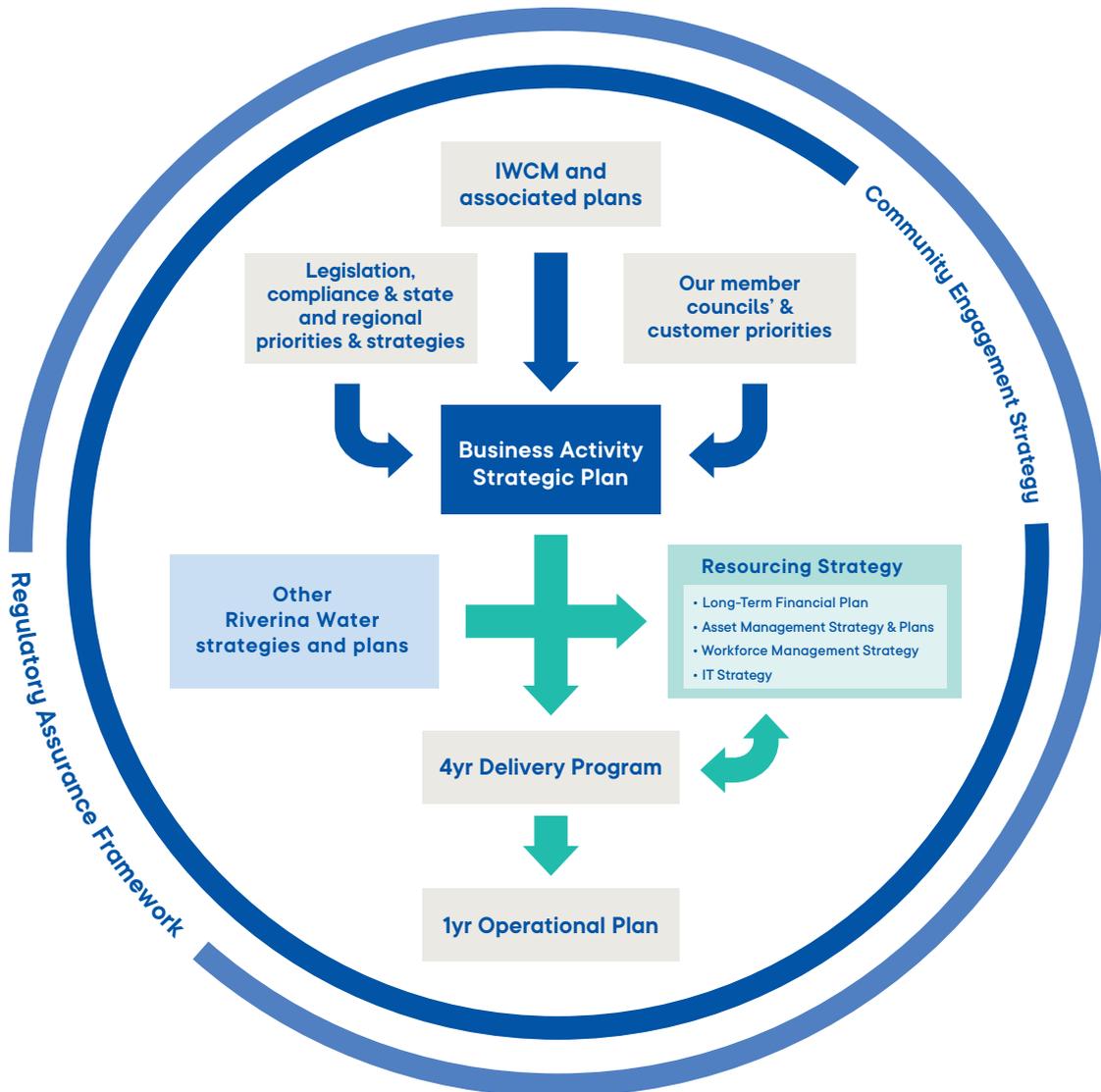
hospitals, aged care facilities and education institutions such as Charles Sturt University.



Our planning context

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

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



About the Long Term Financial Plan

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

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

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

Our planning assumptions

- 10% increase to water consumption charges, and to other fees and charges in FY25/26
- 2% per annum growth in connections
- 4% increase in employee benefits and oncosts for FY25/26 to FY 27/28 for Award changes, and 2% thereafter
- **Scenario 1 (budget scenario):** Average water sales forecast at 13,976 ML
- **Scenario 2:** Below average water sales forecast at 12,195 ML
- **Scenario 3:** Above average water sales forecast at 15,185 ML

Sensitivity Analysis

Scenario 1 (budget scenario) – Average water sales 13,976 ML

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

Interest Rates

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

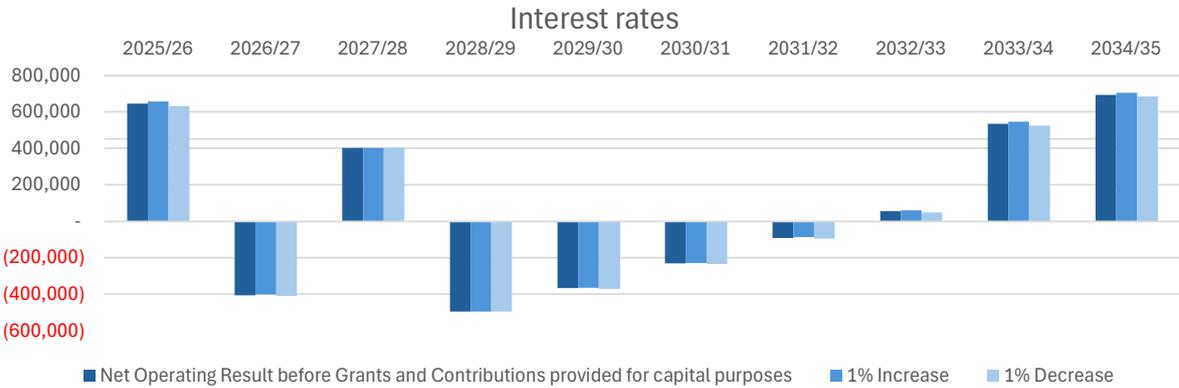


Figure 1: Interest Rates

Employee Costs

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

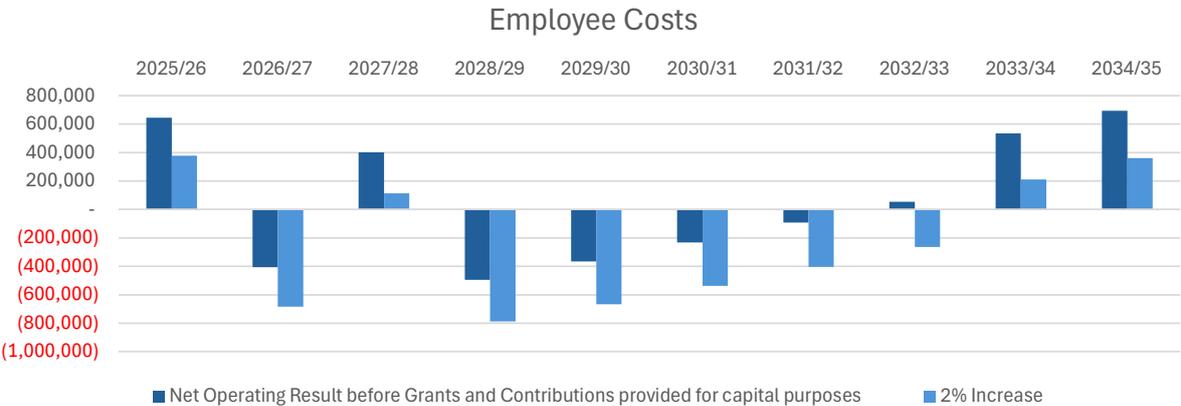


Figure 2: Employee Costs

Performance Measures

Scenario 1 (budget scenario) – Average water sales 13,976 ML

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Operating Performance Ratio	-3.34%	1.78%	-1.10%	1.08%	-1.30%	-0.95%	-0.59%	-0.23%	0.13%	1.27%	1.61%
Measure: Whether Council has sufficient revenue (excluding capital) to cover expenditure requirements (including depreciation). Office of Local Government Benchmark >= 0.00%											
Own Source Operating Revenue Ratio	94.47%	92.21%	92.23%	92.25%	92.38%	92.51%	92.64%	92.78%	92.90%	93.08%	93.20%
Measure: Council's reliance on external funding sources such as operating grants and contributions to fund operations. Office of Local Government Benchmark >= 60.00%											
Unrestricted Current Ratio	5.31	5.06	4.40	2.94	2.51	2.12	1.77	1.47	1.09	0.87	0.77
Measure: Council's ability to meet short term financial obligations such as payroll, leave and expenditure requirements. Office of Local Government Benchmark >= 1.50											
Debt Service Cover Ratio	33.16	11.86	4.26	3.57	3.64	3.71	3.79	3.91	4.12	4.31	4.39
Measure: Percentage of the Council's total revenue used to service debt including interest and principal loan repayments. Office of Local Government Benchmark >= 2.00											
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	12.21%	11.98%	11.87%	11.87%	11.87%	11.87%	11.87%	11.87%	11.87%	11.87%	11.87%
Measure: Assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts. Office of Local Government Benchmark <= 10.00% (Regional)											
Cash Expense Cover Ratio	0.84	0.91	0.82	0.83	0.80	0.79	0.78	0.70	0.00	0.00	0.00
Measure: Indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow. Office of Local Government Benchmark >= 3.00 months											

Scenario 1 (budget scenario) - Average water sales 13,976 ML

Income statement

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	5,960,773	6,584,587	6,723,307	6,864,801	7,009,125	7,156,336	7,306,491	7,459,648	7,615,869	7,775,215	7,937,747
User Charges & Fees	26,279,896	27,603,891	28,155,769	28,718,684	29,292,858	29,878,515	30,475,885	31,085,203	31,706,707	32,340,641	32,987,254
Other Revenues	532,269	491,881	494,884	497,948	501,072	504,260	507,511	510,827	514,209	517,659	521,178
Grants & Contributions provided for Operating Purposes	34,900	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Grants & Contributions provided for Capital Purposes	2,000,000	3,039,138	3,071,180	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703
Interest & Investment Revenue	1,960,000	1,571,000	1,388,560	1,152,773	1,115,806	1,117,525	1,119,279	1,121,067	1,122,892	1,456,752	1,458,651
Total Income from Continuing Operations	36,767,838	39,315,497	39,858,700	40,362,909	41,047,564	41,785,338	42,537,868	43,305,448	44,088,380	45,218,970	46,033,532
Expenses from Continuing Operations											
Employee Benefits & On-Costs	11,031,911	13,324,607	13,857,591	14,411,895	14,700,766	14,995,437	15,296,024	15,602,646	15,915,426	16,234,486	16,559,954
Borrowing Costs	98,589	363,983	968,270	1,235,038	1,118,025	997,644	870,604	738,426	600,415	459,615	310,372
Materials & Contracts	15,061,686	12,584,669	12,844,292	11,518,951	11,757,824	12,001,773	12,250,908	12,505,344	12,765,199	13,030,592	13,301,646
Depreciation & Amortisation	9,470,000	9,092,500	9,256,165	9,422,776	10,592,386	10,783,049	10,977,144	11,174,732	11,375,878	11,580,643	11,789,095
Other Expenses	266,000	266,000	267,000	268,020	269,060	270,122	271,204	272,308	273,434	274,583	275,755
Total Expenses from Continuing Operations	35,928,186	35,631,759	37,193,319	36,856,680	38,438,062	39,048,024	39,665,884	40,293,457	40,930,352	41,579,920	42,236,822
Operating Result from Continuing Operations	839,652	3,683,739	2,665,382	3,506,230	2,609,503	2,737,314	2,871,984	3,011,991	3,158,028	3,639,050	3,796,710
Net Operating Result for the Year	839,652	3,683,739	2,665,382	3,506,230	2,609,503	2,737,314	2,871,984	3,011,991	3,158,028	3,639,050	3,796,710
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,160,348)	644,601	(405,798)	402,527	(494,200)	(366,389)	(231,718)	(91,712)	54,325	535,348	693,008

Scenario 1 (budget scenario) – Average water sales 13,976 ML

Balance sheet

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,845,080	-	-	-
Investments	16,418,356	15,784,274	12,590,442	9,959,565	7,212,617	4,612,768	2,162,656	-	-	-	-
Receivables	5,246,103	5,550,639	5,576,367	5,619,987	5,660,448	5,705,998	5,756,606	5,812,852	5,889,593	5,996,707	6,105,964
Inventories	4,807,792	4,017,111	4,099,985	3,676,927	3,753,177	3,831,047	3,910,572	3,991,790	4,074,738	4,159,453	4,245,975
Total Current Assets	28,472,250	27,352,025	24,266,793	21,256,478	18,626,242	16,149,813	13,829,835	11,649,723	9,964,331	10,156,160	10,351,939
Non-Current Assets											
Investments	6,294,824	6,051,716	4,827,196	3,818,513	2,765,329	1,768,543	829,166	-	-	-	-
Infrastructure, Property, Plant & Equipment	390,555,469	399,552,593	416,296,428	427,873,652	432,281,266	436,498,217	440,521,074	444,346,341	447,970,464	451,389,820	454,600,725
Intangible Assets	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000
Total Non-Current Assets	405,768,293	414,522,309	430,041,624	440,610,165	443,964,595	447,184,760	450,268,239	453,264,341	456,888,464	460,307,820	463,518,725
TOTAL ASSETS	434,240,544	441,874,334	454,308,417	461,866,644	462,590,838	463,334,573	464,098,074	464,914,064	466,852,795	470,463,981	473,870,664
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	1,010,484	3,349,730	5,472,548
Payables	4,076,835	4,114,303	4,221,409	4,133,564	4,215,106	4,298,318	4,383,235	4,469,892	4,558,327	4,648,576	4,740,677
Borrowings	154,943	154,943	154,943	1,966,851	2,076,790	2,193,401	2,282,659	2,318,216	2,457,359	2,604,946	2,167,228
Employee benefit provisions	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000
Total Current Liabilities	8,510,778	8,548,245	8,655,352	10,379,415	10,570,896	10,770,718	10,944,893	11,067,108	12,305,171	14,882,252	16,659,453
Non-Current Liabilities											
Borrowings	1,550,114	5,462,698	15,124,293	17,452,227	15,375,437	13,182,036	10,899,377	8,581,161	6,123,802	3,518,856	1,351,628
Total Non-Current Liabilities	1,550,114	5,462,698	15,124,293	17,452,227	15,375,437	13,182,036	10,899,377	8,581,161	6,123,802	3,518,856	1,351,628
TOTAL LIABILITIES	10,060,892	14,010,943	23,779,645	27,831,642	25,946,333	23,952,754	21,844,270	19,648,269	18,428,973	18,401,108	18,011,081
Net Assets	424,179,652	427,863,391	430,528,772	434,035,002	436,644,505	439,381,819	442,253,803	445,265,794	448,423,822	452,062,872	455,859,583
EQUITY											
Retained Earnings	165,222,652	168,906,391	171,571,772	175,078,002	177,687,505	180,424,819	183,296,803	186,308,794	189,466,822	193,105,872	196,902,583
Revaluation Reserves	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	424,179,652	427,863,391	430,528,772	434,035,002	436,644,505	439,381,819	442,253,803	445,265,794	448,423,822	452,062,872	455,859,583
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	424,179,652	427,863,391	430,528,772	434,035,002	436,644,505	439,381,819	442,253,803	445,265,794	448,423,822	452,062,872	455,859,583

Scenario 1 (budget scenario) – Average water sales 13,976 ML

Cash flow statement

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	5,753,588	6,600,685	6,726,887	6,868,453	7,012,850	7,160,135	7,310,365	7,463,601	7,619,901	7,779,327	7,941,941
User Charges & Fees	26,185,539	27,464,319	28,097,591	28,659,343	29,232,330	29,816,777	30,412,912	31,020,970	31,641,190	32,273,814	32,919,090
Investment & Interest Revenue Received	2,377,761	1,555,264	1,458,408	1,206,628	1,172,362	1,170,932	1,169,606	1,167,776	1,151,165	1,456,752	1,458,651
Grants & Contributions	2,088,236	2,993,497	3,093,981	3,126,471	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703
Other	1,959,089	498,132	478,551	481,289	484,212	487,062	489,969	492,934	495,959	499,043	502,190
Payments:											
Employee Benefits & On-Costs	(11,223,798)	(13,204,831)	(13,834,556)	(14,387,938)	(14,688,270)	(14,982,690)	(15,283,020)	(15,589,381)	(15,901,894)	(16,220,682)	(16,545,873)
Materials & Contracts	(16,628,319)	(11,961,759)	(12,909,514)	(11,185,590)	(11,817,825)	(12,063,048)	(12,313,486)	(12,569,254)	(12,830,470)	(13,097,254)	(13,369,730)
Borrowing Costs	(98,589)	(363,983)	(968,270)	(1,235,038)	(1,118,025)	(997,644)	(870,604)	(738,426)	(600,415)	(459,615)	(310,372)
Other	(416,915)	(281,474)	(223,027)	(313,018)	(239,617)	(240,071)	(240,534)	(241,005)	(241,485)	(241,974)	(242,472)
Net Cash provided (or used in) Operating Activities	9,996,592	13,299,850	11,920,052	13,220,599	13,166,719	13,480,155	13,803,911	14,135,918	14,462,652	15,118,113	15,482,128
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	7,286,820	877,190	4,418,353	3,639,559	3,800,132	3,596,635	3,389,490	2,991,821	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(17,578,469)	(18,089,624)	(26,000,000)	(21,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
Net Cash provided (or used in) Investing Activities	(10,291,649)	(17,212,434)	(21,581,647)	(17,360,441)	(11,199,868)	(11,403,365)	(11,610,510)	(12,008,179)	(15,000,000)	(15,000,000)	(15,000,000)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	4,400,000	11,000,000	6,000,000	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(154,943)	(487,416)	(1,338,405)	(1,860,158)	(1,966,851)	(2,076,790)	(2,193,401)	(2,282,659)	(2,318,216)	(2,457,359)	(2,604,946)
Net Cash Flow provided (used in) Financing Activities	(154,943)	3,912,584	9,661,595	4,139,842	(1,966,851)	(2,076,790)	(2,193,401)	(2,282,659)	(2,318,216)	(2,457,359)	(2,604,946)
Net Increase/(Decrease) in Cash & Cash Equivalents	(450,000)	0	-	(0)	0	(0)	-	(154,920)	(2,855,564)	(2,339,246)	(2,122,818)
plus: Cash & Cash Equivalents - beginning of year	2,450,000	2,000,000	1,845,080	(1,010,484)	(3,349,730)						
Cash & Cash Equivalents - end of the year	2,000,000	1,845,080	(1,010,484)	(3,349,730)	(5,472,548)						
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,845,080	(1,010,484)	(3,349,730)	(5,472,548)
Investments - end of the year	22,713,180	21,835,991	17,417,638	13,778,078	9,977,947	6,381,311	2,991,821	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	24,713,180	23,835,991	19,417,638	15,778,078	11,977,947	8,381,311	4,991,821	1,845,080	(1,010,484)	(3,349,730)	(5,472,548)
Representing:											
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	7,704,000	7,704,001	7,704,001	7,704,002	7,704,002	7,704,003	7,704,003	7,704,004	7,704,004	7,704,005	7,704,005
- Unrestricted	17,009,180	16,131,990	11,713,636	8,074,076	4,273,944	677,308	(2,712,182)	(5,858,924)	(8,714,488)	(11,053,735)	(13,176,553)
	24,713,180	23,835,991	19,417,638	15,778,078	11,977,947	8,381,311	4,991,821	1,845,080	(1,010,484)	(3,349,730)	(5,472,548)

Scenario 2 – Below average water sales 12,195 ML

Income statement

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	5,960,773	6,584,587	6,723,307	6,864,801	7,009,125	7,156,336	7,306,491	7,459,648	7,615,869	7,775,215	7,937,747
User Charges & Fees	26,279,896	24,458,641	24,947,614	25,446,366	25,955,093	26,473,995	27,003,275	27,543,141	28,093,803	28,655,480	29,228,389
Other Revenues	532,269	491,881	494,884	497,948	501,072	504,260	507,511	510,827	514,209	517,659	521,178
Grants & Contributions provided for Operating Purposes	34,900	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Grants & Contributions provided for Capital Purposes	2,000,000	3,039,138	3,071,180	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703
Interest & Investment Revenue	1,960,000	1,571,000	374,940	203,243	130,318	122,677	456,431	458,219	460,044	129,904	131,803
Total Income from Continuing Operations	36,767,838	36,170,247	35,636,925	36,141,061	36,724,312	37,385,971	38,402,410	39,100,538	39,812,628	40,206,961	40,947,820
Expenses from Continuing Operations											
Employee Benefits & On-Costs	11,031,911	13,324,607	13,857,591	14,411,895	14,700,766	14,995,437	15,296,024	15,602,646	15,915,426	16,234,486	16,559,954
Borrowing Costs	98,589	363,983	968,270	1,235,038	1,118,025	997,644	870,604	738,426	600,415	459,615	310,372
Materials & Contracts	15,061,686	12,584,669	12,844,292	11,518,951	11,757,824	12,001,773	12,250,908	12,505,344	12,765,199	13,030,592	13,301,646
Depreciation & Amortisation	9,470,000	9,092,500	9,256,165	10,422,776	10,610,386	10,801,373	10,995,798	11,193,722	11,395,209	11,600,323	11,809,129
Other Expenses	266,000	266,000	267,000	268,020	269,060	270,122	271,204	272,308	273,434	274,583	275,755
Total Expenses from Continuing Operations	35,928,186	35,631,759	37,193,319	37,856,680	38,456,062	39,066,348	39,684,537	40,312,447	40,949,684	41,599,599	42,256,856
Operating Result from Continuing Operations	839,652	538,489	(1,556,393)	(1,715,618)	(1,731,750)	(1,680,378)	(1,282,128)	(1,211,909)	(1,137,055)	(1,392,639)	(1,309,036)
Net Operating Result for the Year	839,652	538,489	(1,556,393)	(1,715,618)	(1,731,750)	(1,680,378)	(1,282,128)	(1,211,909)	(1,137,055)	(1,392,639)	(1,309,036)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,160,348)	(2,500,649)	(4,627,573)	(4,819,321)	(4,835,453)	(4,784,080)	(4,385,830)	(4,315,612)	(4,240,758)	(4,496,341)	(4,412,739)

Scenario 2 – Below average water sales 12,195 ML

Balance sheet

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	2,000,000	2,000,000	2,000,000	2,000,000	-	-	-	-	-	-	-
Investments	16,418,356	13,838,165	7,638,981	2,006,998	-	-	-	-	-	-	-
Receivables	5,246,103	5,097,640	5,059,200	5,032,708	5,050,638	5,140,973	5,233,115	5,327,100	5,422,964	5,520,746	5,620,483
Inventories	4,807,792	4,017,111	4,099,985	3,676,927	3,753,177	3,831,047	3,910,572	3,991,790	4,074,738	4,159,453	4,245,975
Total Current Assets	28,472,250	24,952,916	18,798,166	12,716,632	8,803,815	8,972,020	9,143,688	9,318,890	9,497,702	9,680,199	9,866,458
Non-Current Assets											
Investments	6,294,824	5,305,575	2,928,798	769,486	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	390,555,469	399,552,593	416,296,428	426,873,652	431,263,266	435,461,893	439,466,096	443,272,374	446,877,165	450,276,842	453,467,714
Intangible Assets	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000
Total Non-Current Assets	405,768,293	413,776,168	428,143,226	436,561,138	440,181,266	444,379,893	448,384,096	452,190,374	455,795,165	459,194,842	462,385,714
TOTAL ASSETS	434,240,544	438,729,084	446,941,392	449,277,771	448,985,081	453,351,913	457,527,783	461,509,264	465,292,867	468,875,041	472,252,172
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	3,324,370	11,365,158	18,931,639	26,321,029	33,471,469	40,813,392	48,012,403
Payables	4,076,835	4,114,303	4,221,409	4,133,564	4,215,106	4,298,318	4,383,235	4,469,892	4,558,327	4,648,576	4,740,677
Borrowings	154,943	154,943	154,943	1,966,851	2,076,790	2,193,401	2,282,659	2,318,216	2,457,359	2,604,946	2,167,228
Employee benefit provisions	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000
Total Current Liabilities	8,510,778	8,548,245	8,655,352	10,379,415	13,895,266	22,135,876	29,876,532	37,388,138	44,766,155	52,345,914	59,199,308
Non-Current Liabilities											
Borrowings	1,550,114	5,462,698	15,124,293	17,452,227	15,375,437	13,182,036	10,899,377	8,581,161	6,123,802	3,518,856	1,351,628
Total Non-Current Liabilities	1,550,114	5,462,698	15,124,293	17,452,227	15,375,437	13,182,036	10,899,377	8,581,161	6,123,802	3,518,856	1,351,628
TOTAL LIABILITIES	10,060,892	14,010,943	23,779,645	27,831,642	29,270,703	35,317,912	40,775,909	45,969,299	50,889,957	55,864,770	60,550,936
Net Assets	424,179,652	424,718,141	423,161,747	421,446,129	419,714,379	418,034,001	416,751,874	415,539,965	414,402,910	413,010,271	411,701,235
EQUITY											
Retained Earnings	165,222,652	165,761,141	164,204,747	162,489,129	160,757,379	159,077,001	157,794,874	156,582,965	155,445,910	154,053,271	152,744,235
Revaluation Reserves	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	424,179,652	424,718,141	423,161,747	421,446,129	419,714,379	418,034,001	416,751,874	415,539,965	414,402,910	413,010,271	411,701,235
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	424,179,652	424,718,141	423,161,747	421,446,129	419,714,379	418,034,001	416,751,874	415,539,965	414,402,910	413,010,271	411,701,235

Scenario 2 – Below average water sales 12,195 ML

Cash flow statement

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	5,753,588	6,600,685	6,726,887	6,868,453	7,012,850	7,160,135	7,310,365	7,463,601	7,619,901	7,779,327	7,941,941
User Charges & Fees	26,185,539	24,650,633	24,896,068	25,393,789	25,901,465	26,419,294	26,947,480	27,486,229	28,035,754	28,596,269	29,167,995
Investment & Interest Revenue Received	2,377,761	1,602,034	500,830	318,924	200,951	122,677	456,431	458,219	460,044	129,904	131,803
Grants & Contributions	2,088,236	2,993,497	3,093,981	3,126,471	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703
Other	1,959,089	572,797	480,045	482,812	485,765	488,647	491,585	494,583	497,640	500,759	503,940
Payments:											
Employee Benefits & On-Costs	(11,223,798)	(13,204,831)	(13,834,556)	(14,387,938)	(14,688,270)	(14,982,690)	(15,283,020)	(15,589,381)	(15,901,894)	(16,220,682)	(16,545,873)
Materials & Contracts	(16,628,319)	(11,961,759)	(12,909,514)	(11,185,590)	(11,817,825)	(12,063,048)	(12,313,486)	(12,569,254)	(12,830,470)	(13,097,254)	(13,369,730)
Borrowing Costs	(98,589)	(363,983)	(968,270)	(1,235,038)	(1,118,025)	(997,644)	(870,604)	(738,426)	(600,415)	(459,615)	(310,372)
Other	(416,915)	(281,474)	(223,027)	(313,018)	(239,617)	(240,071)	(240,534)	(241,005)	(241,485)	(241,974)	(242,472)
Net Cash provided (or used in) Operating Activities	9,996,592	10,607,600	7,762,444	9,068,863	8,865,997	9,036,002	9,626,920	9,893,268	10,167,777	10,115,436	10,405,934
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	7,286,820	3,569,441	8,575,961	7,791,295	2,776,484	-	-	-	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(17,578,469)	(18,089,624)	(26,000,000)	(21,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
Net Cash provided (or used in) Investing Activities	(10,291,649)	(14,520,183)	(17,424,039)	(13,208,705)	(12,223,516)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	4,400,000	11,000,000	6,000,000	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(154,943)	(487,416)	(1,338,405)	(1,860,158)	(1,966,851)	(2,076,790)	(2,193,401)	(2,282,659)	(2,318,216)	(2,457,359)	(2,604,946)
Net Cash Flow provided (used in) Financing Activities	(154,943)	3,912,584	9,661,595	4,139,842	(1,966,851)	(2,076,790)	(2,193,401)	(2,282,659)	(2,318,216)	(2,457,359)	(2,604,946)
Net Increase/(Decrease) in Cash & Cash Equivalents	(450,000)	0	-	(0)	(5,324,370)	(8,040,788)	(7,566,481)	(7,389,390)	(7,150,439)	(7,341,923)	(7,199,012)
plus: Cash & Cash Equivalents - beginning of year	2,450,000	2,000,000	2,000,000	2,000,000	2,000,000	(3,324,370)	(11,365,158)	(18,931,639)	(26,321,029)	(33,471,469)	(40,813,392)
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	(3,324,370)	(11,365,158)	(18,931,639)	(26,321,029)	(33,471,469)	(40,813,392)	(48,012,403)
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Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	(3,324,370)	(11,365,158)	(18,931,639)	(26,321,029)	(33,471,469)	(40,813,392)	(48,012,403)
Investments - end of the year	22,713,180	19,143,740	10,567,779	2,776,484	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	24,713,180	21,143,740	12,567,779	4,776,484	(3,324,370)	(11,365,158)	(18,931,639)	(26,321,029)	(33,471,469)	(40,813,392)	(48,012,403)
Representing:											
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	7,704,000	7,704,001	7,704,001	7,704,002	7,704,002	7,704,003	7,704,003	7,704,004	7,704,004	7,704,005	7,704,005
- Unrestricted	17,009,180	13,439,739	4,863,778	(2,927,518)	(11,028,372)	(19,069,161)	(26,635,642)	(34,025,033)	(41,175,473)	(48,517,396)	(55,716,409)
	24,713,180	21,143,740	12,567,779	4,776,484	(3,324,370)	(11,365,158)	(18,931,639)	(26,321,029)	(33,471,469)	(40,813,392)	(48,012,403)

Scenario 3 – Above average water sales 15,185 ML Income statement

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	5,960,773	6,584,587	6,723,307	6,864,801	7,009,125	7,156,336	7,306,491	7,459,648	7,615,869	7,775,215	7,937,747
User Charges & Fees	26,279,896	29,739,686	30,334,280	30,940,765	31,559,381	32,190,368	32,833,976	33,490,455	34,160,064	34,843,065	35,539,727
Other Revenues	532,269	491,881	494,884	497,948	501,072	504,260	507,511	510,827	514,209	517,659	521,178
Grants & Contributions provided for Operating Purposes	34,900	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Grants & Contributions provided for Capital Purposes	2,000,000	3,039,138	3,071,180	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703	3,103,703
Interest & Investment Revenue	1,960,000	1,571,000	1,388,560	1,152,773	1,115,806	1,117,525	1,119,279	1,121,067	1,122,892	1,456,752	1,458,651
Total Income from Continuing Operations	36,767,838	41,451,292	42,037,211	42,584,991	43,314,087	44,097,192	44,895,958	45,710,700	46,541,737	47,721,394	48,586,005
Expenses from Continuing Operations											
Employee Benefits & On-Costs	11,031,911	13,324,607	13,857,591	14,411,895	14,700,766	14,995,437	15,296,024	15,602,646	15,915,426	16,234,486	16,559,954
Borrowing Costs	98,589	363,983	968,270	1,235,038	1,118,025	997,644	870,604	738,426	600,415	459,615	310,372
Materials & Contracts	15,061,686	12,584,669	12,844,292	11,518,951	11,757,824	12,001,773	12,250,908	12,505,344	12,765,199	13,030,592	13,301,646
Depreciation & Amortisation	9,470,000	9,092,500	9,256,165	9,422,776	10,592,386	10,783,049	10,977,144	11,174,732	11,375,878	11,580,643	11,789,095
Other Expenses	266,000	266,000	267,000	268,020	269,060	270,122	271,204	272,308	273,434	274,583	275,755
Total Expenses from Continuing Operations	35,928,186	35,631,759	37,193,319	36,856,680	38,438,062	39,048,024	39,665,884	40,293,457	40,930,352	41,579,920	42,236,822
Operating Result from Continuing Operations	839,652	5,819,534	4,843,893	5,728,311	4,876,025	5,049,167	5,230,075	5,417,243	5,611,385	6,141,475	6,349,183
Net Operating Result for the Year	839,652	5,819,534	4,843,893	5,728,311	4,876,025	5,049,167	5,230,075	5,417,243	5,611,385	6,141,475	6,349,183
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,160,348)	2,780,396	1,772,713	2,624,608	1,772,323	1,945,464	2,126,372	2,313,540	2,507,682	3,037,772	3,245,480

Scenario 3 – Above average water sales 15,185 ML

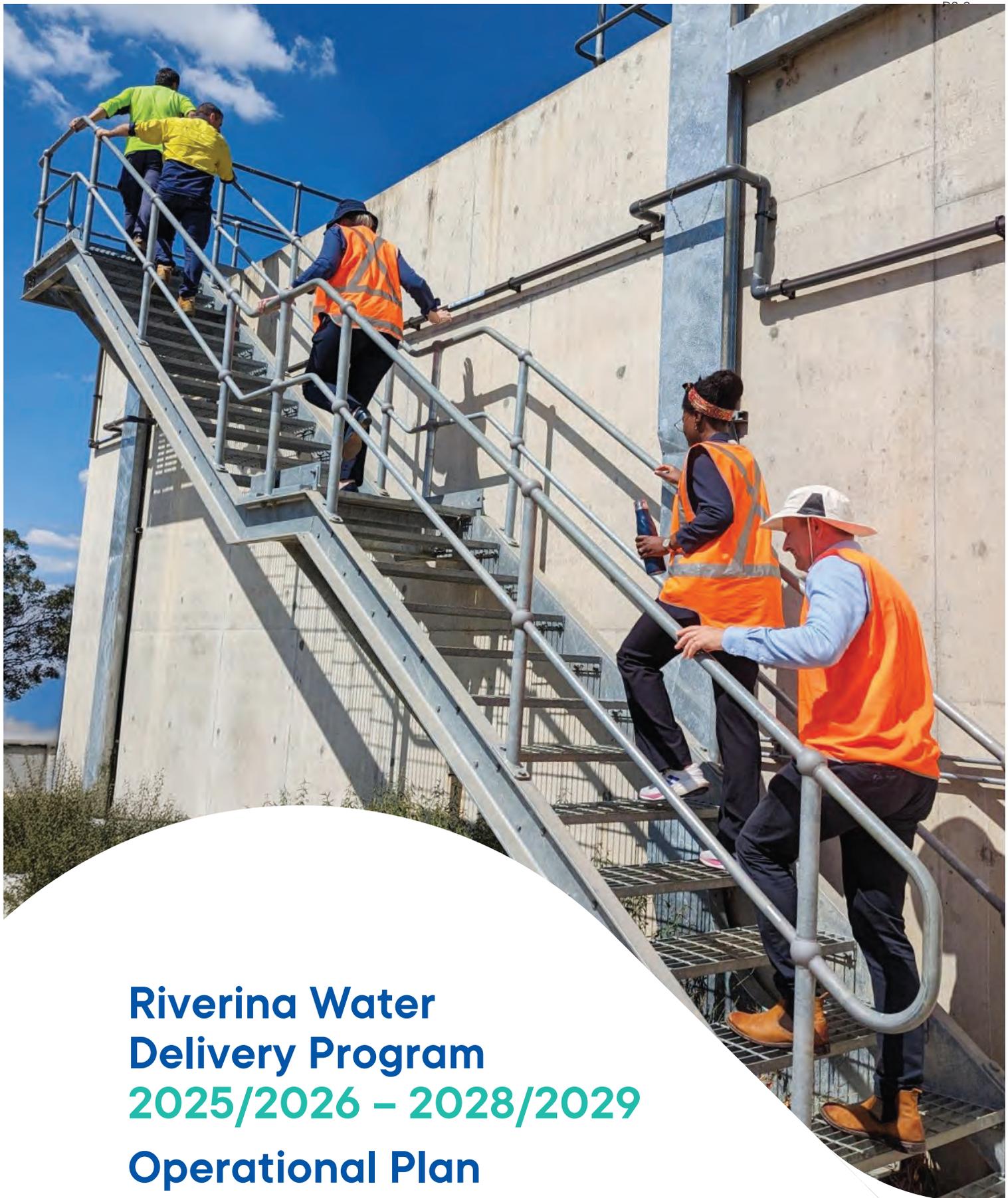
Balance sheet

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	2,000,000	2,950,994	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,154,382	2,571,282
Investments	16,418,356	16,418,356	15,462,606	14,410,379	13,273,699	12,316,323	11,541,532	10,975,719	10,664,599	10,664,599	10,664,599
Receivables	5,246,103	5,858,250	5,917,315	5,999,110	6,078,447	6,163,651	6,254,707	6,352,210	6,457,147	6,573,057	6,695,068
Inventories	4,807,792	4,017,111	4,099,985	3,676,927	3,753,177	3,831,047	3,910,572	3,991,790	4,074,738	4,159,453	4,245,975
Total Current Assets	28,472,250	29,244,712	27,479,907	26,086,416	25,105,323	24,311,020	23,706,811	23,319,719	23,196,484	23,551,492	24,176,925
Non-Current Assets											
Investments	6,294,824	6,294,824	5,928,388	5,524,963	5,089,158	4,722,098	4,425,042	4,208,109	4,088,825	4,088,825	4,088,825
Infrastructure, Property, Plant & Equipment	390,555,469	399,552,593	416,296,428	427,873,652	432,281,266	436,498,217	440,521,074	444,346,341	447,970,464	451,389,820	454,600,725
Intangible Assets	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000	8,918,000
Total Non-Current Assets	405,768,293	414,765,417	431,142,817	442,316,615	446,288,424	450,138,315	453,864,116	457,472,450	460,977,288	464,396,645	467,607,550
TOTAL ASSETS	434,240,544	444,010,129	458,622,723	468,403,031	471,393,747	474,449,336	477,570,927	480,792,169	484,173,773	487,948,137	491,784,475
LIABILITIES											
Current Liabilities											
Payables	4,076,835	4,114,303	4,221,409	4,133,564	4,215,106	4,298,318	4,383,235	4,469,892	4,558,327	4,648,576	4,740,677
Borrowings	154,943	154,943	154,943	1,966,851	2,076,790	2,193,401	2,282,659	2,318,216	2,457,359	2,604,946	2,167,228
Employee benefit provisions	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000	4,279,000
Total Current Liabilities	8,510,778	8,548,245	8,655,352	10,379,415	10,570,896	10,770,718	10,944,893	11,067,108	11,294,687	11,532,522	11,186,905
Non-Current Liabilities											
Borrowings	1,550,114	5,462,698	15,124,293	17,452,227	15,375,437	13,182,036	10,899,377	8,581,161	6,123,802	3,518,856	1,351,628
Total Non-Current Liabilities	1,550,114	5,462,698	15,124,293	17,452,227	15,375,437	13,182,036	10,899,377	8,581,161	6,123,802	3,518,856	1,351,628
TOTAL LIABILITIES	10,060,892	14,010,943	23,779,645	27,831,642	25,946,333	23,952,754	21,844,270	19,648,269	17,418,489	15,051,378	12,538,533
Net Assets	424,179,652	429,999,186	434,843,078	440,571,389	445,447,414	450,496,582	455,726,656	461,143,899	466,755,284	472,896,759	479,245,942
EQUITY											
Retained Earnings	165,222,652	171,042,186	175,886,078	181,614,389	186,490,414	191,539,582	196,769,656	202,186,899	207,798,284	213,939,759	220,288,942
Revaluation Reserves	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000	258,957,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	424,179,652	429,999,186	434,843,078	440,571,389	445,447,414	450,496,582	455,726,656	461,143,899	466,755,284	472,896,759	479,245,942
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	424,179,652	429,999,186	434,843,078	440,571,389	445,447,414	450,496,582	455,726,656	461,143,899	466,755,284	472,896,759	479,245,942

Scenario 3 – Above average water sales 15,185 ML

Cash flow statement

	Prior Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	5,753,588	6,600,685	6,726,887	6,868,453	7,012,850	7,160,135	7,310,365	7,463,601	7,619,901	7,779,327	7,941,941
User Charges & Fees	26,185,539	29,374,964	30,271,599	30,876,831	31,494,168	32,123,851	32,766,128	33,421,251	34,089,476	34,771,065	35,466,287
Investment & Interest Revenue Received	2,377,761	1,523,504	1,430,587	1,174,081	1,139,226	1,137,132	1,135,130	1,132,611	1,129,181	1,454,294	1,452,360
Grants & Contributions	2,088,236	2,993,497	3,093,981	3,126,471	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703	3,128,703
Other	1,959,089	447,431	477,537	480,255	483,157	485,986	488,871	491,814	494,817	497,879	501,002
Payments:											
Employee Benefits & On-Costs	(11,223,798)	(13,204,831)	(13,834,556)	(14,387,938)	(14,688,270)	(14,982,690)	(15,283,020)	(15,589,381)	(15,901,894)	(16,220,682)	(16,545,873)
Materials & Contracts	(16,628,319)	(11,961,759)	(12,909,514)	(11,185,590)	(11,817,825)	(12,063,048)	(12,313,486)	(12,569,254)	(12,830,470)	(13,097,254)	(13,369,730)
Borrowing Costs	(98,589)	(363,983)	(968,270)	(1,235,038)	(1,118,025)	(997,644)	(870,604)	(738,426)	(600,415)	(459,615)	(310,372)
Other	(416,915)	(281,474)	(223,027)	(313,018)	(239,617)	(240,071)	(240,534)	(241,005)	(241,485)	(241,974)	(242,472)
Net Cash provided (or used in) Operating Activities	9,996,592	15,128,034	14,065,225	15,404,506	15,394,366	15,752,354	16,121,554	16,499,913	16,887,812	17,611,741	18,021,846
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	7,286,820	-	1,322,185	1,455,653	1,572,485	1,324,437	1,071,847	782,746	430,404	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(17,578,469)	(18,089,624)	(26,000,000)	(21,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)	(15,000,000)
Net Cash provided (or used in) Investing Activities	(10,291,649)	(18,089,624)	(24,677,815)	(19,544,347)	(13,427,515)	(13,675,563)	(13,928,153)	(14,217,254)	(14,569,596)	(15,000,000)	(15,000,000)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	4,400,000	11,000,000	6,000,000	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(154,943)	(487,416)	(1,338,405)	(1,860,158)	(1,966,851)	(2,076,790)	(2,193,401)	(2,282,659)	(2,318,216)	(2,457,359)	(2,604,946)
Net Cash Flow provided (used in) Financing Activities	(154,943)	3,912,584	9,661,595	4,139,842	(1,966,851)	(2,076,790)	(2,193,401)	(2,282,659)	(2,318,216)	(2,457,359)	(2,604,946)
Net Increase/(Decrease) in Cash & Cash Equivalents	(450,000)	950,994	(950,994)	-	-	-	(0)	-	-	154,382	416,901
plus: Cash & Cash Equivalents - beginning of year	2,450,000	2,000,000	2,950,994	2,000,000	2,154,382						
Cash & Cash Equivalents - end of the year	2,000,000	2,950,994	2,000,000	2,154,382	2,571,282						
Cash & Cash Equivalents - end of the year	2,000,000	2,950,994	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,154,382	2,571,282
Investments - end of the year	22,713,180	22,713,180	21,390,995	19,935,342	18,362,857	17,038,421	15,966,574	15,183,828	14,753,424	14,753,424	14,753,424
Cash, Cash Equivalents & Investments - end of the year	24,713,180	25,664,175	23,390,995	21,935,342	20,362,857	19,038,421	17,966,574	17,183,828	16,753,424	16,907,806	17,324,707
Representing:											
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictitons	7,704,000	7,704,001	7,704,001	7,704,002	7,704,002	7,704,003	7,704,003	7,704,004	7,704,004	7,704,005	7,704,005
- Unrestricted	17,009,180	17,960,174	15,686,993	14,231,340	12,658,855	11,334,418	10,262,570	9,479,824	9,049,420	9,203,802	9,620,702
	24,713,180	25,664,175	23,390,995	21,935,342	20,362,857	19,038,421	17,966,574	17,183,828	16,753,424	16,907,806	17,324,707



Riverina Water Delivery Program 2025/2026 – 2028/2029

Operational Plan 2025/2026



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

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By email admin@rwcc.nsw.gov.au

Or by visiting our office at 91 Hammond Avenue Wagga Wagga

Version Purpose and description

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

All Images: Riverina Water County Council

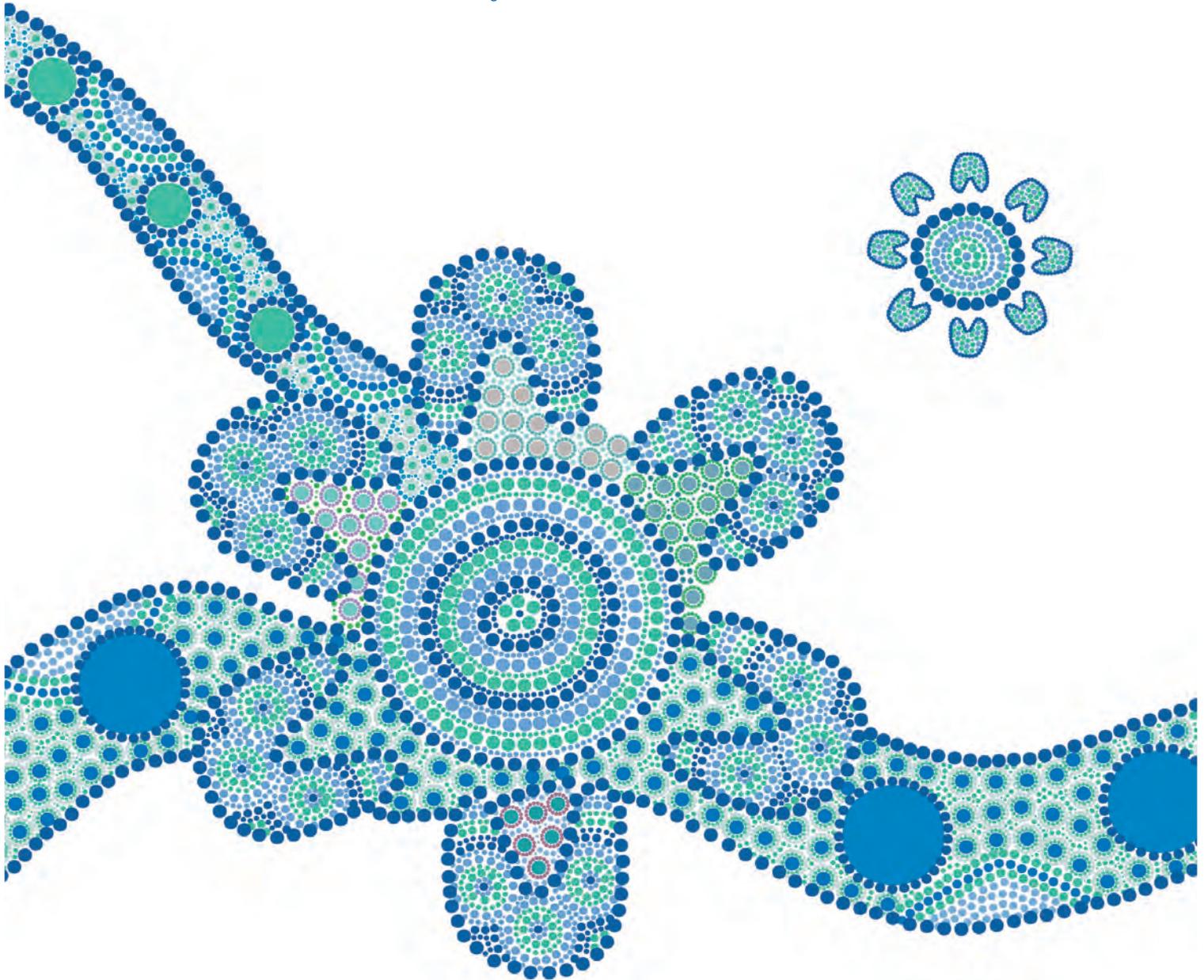
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Acknowledgement of Country

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

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



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

Foreword

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

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

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

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

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

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

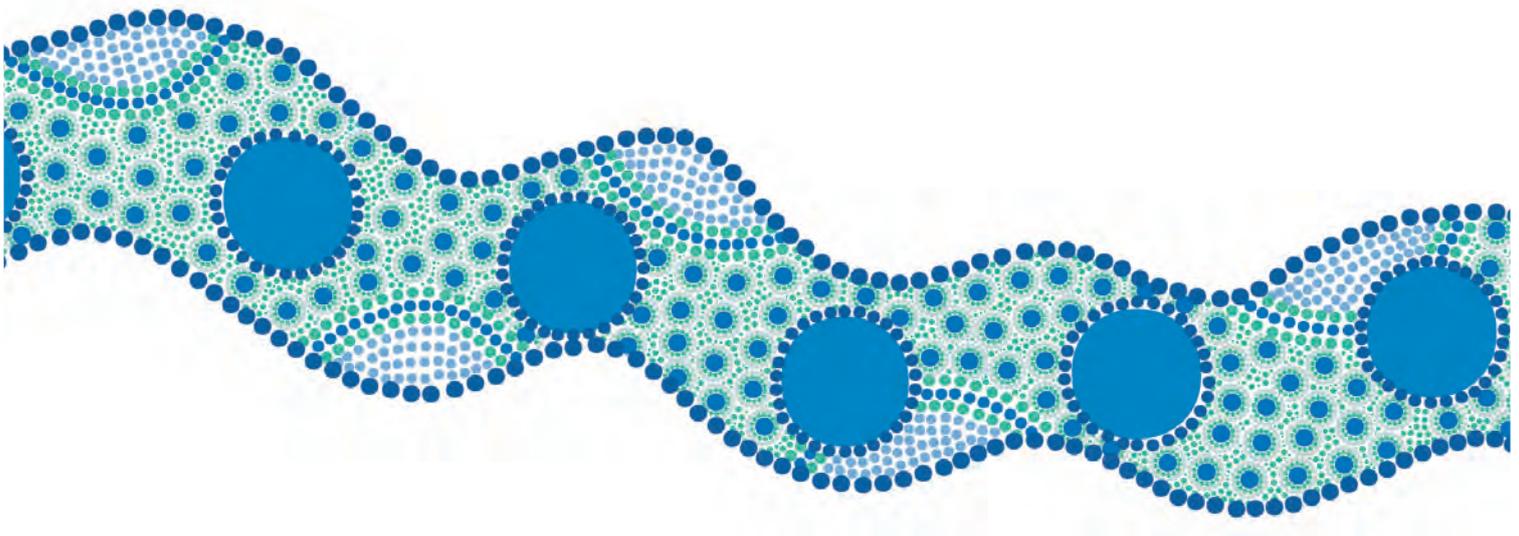
We look forward to providing regular updates to the Board and our community on how we are going and commend the 2025/2026 - 2028/2029 Delivery Program and Operational Plan 2025 - 2026 to you.



Tim Koschel
Board chair

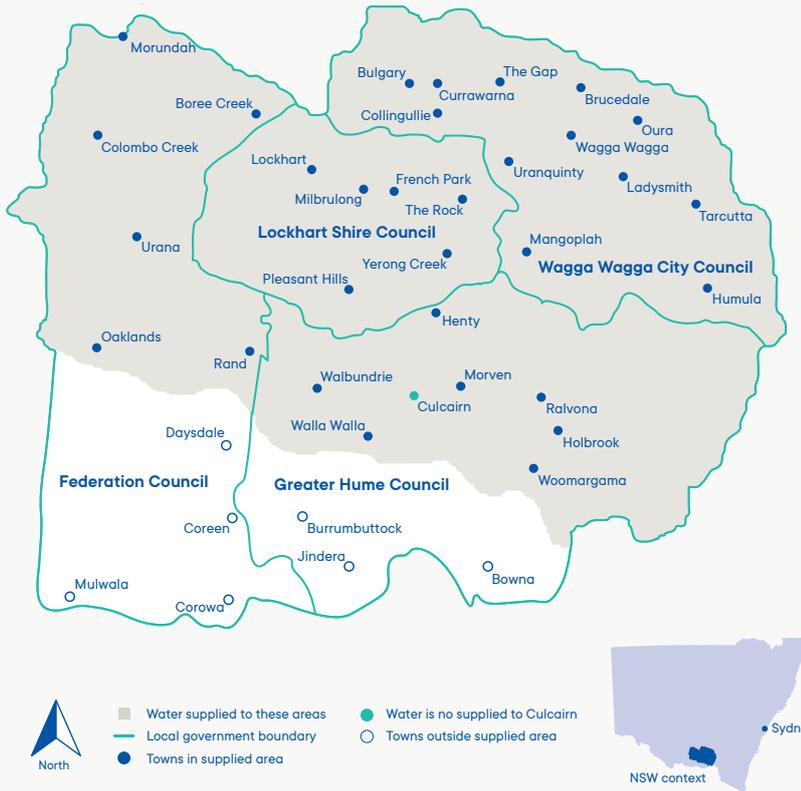


Andrew Crakanthorp
Chief Executive Officer



Who we are

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



Our supply network

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



Our water supply network includes:

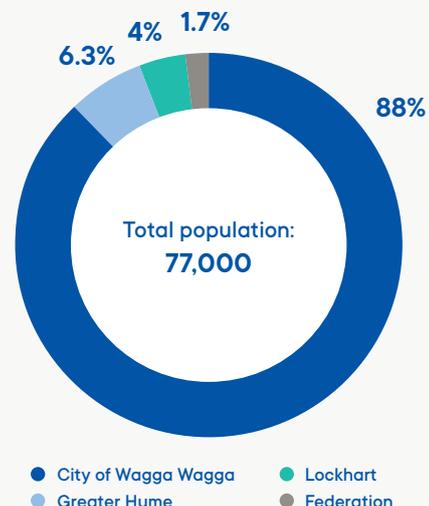
- > More than 80 reservoirs
- > More than 1800 kilometres of water mains
- > 16 water treatment plants

Our customers

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



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



Our board



Clr Tim Koschel
Wagga Wagga City
Elected to Board in 2016
Re-elected as Chairperson
Oct 2024



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



Clr Pat Bourke
Federation
Elected to Board in 2017



Clr Allana Condron
Wagga Wagga City
Elected to Board in 2024



Clr Georgie Davies
Wagga Wagga City
Elected to Board in 2022



Clr Brian Liston
Greater Hume
Elected to Board Oct 2024



Clr Jenny McKinnon
Wagga Wagga City
Elected to Board in 2022



Clr Lea Parker
Greater Hume
Elected to Board Oct 2024



Clr Dallas Tout
Wagga Wagga City
Elected to Board in 2023

Our vision

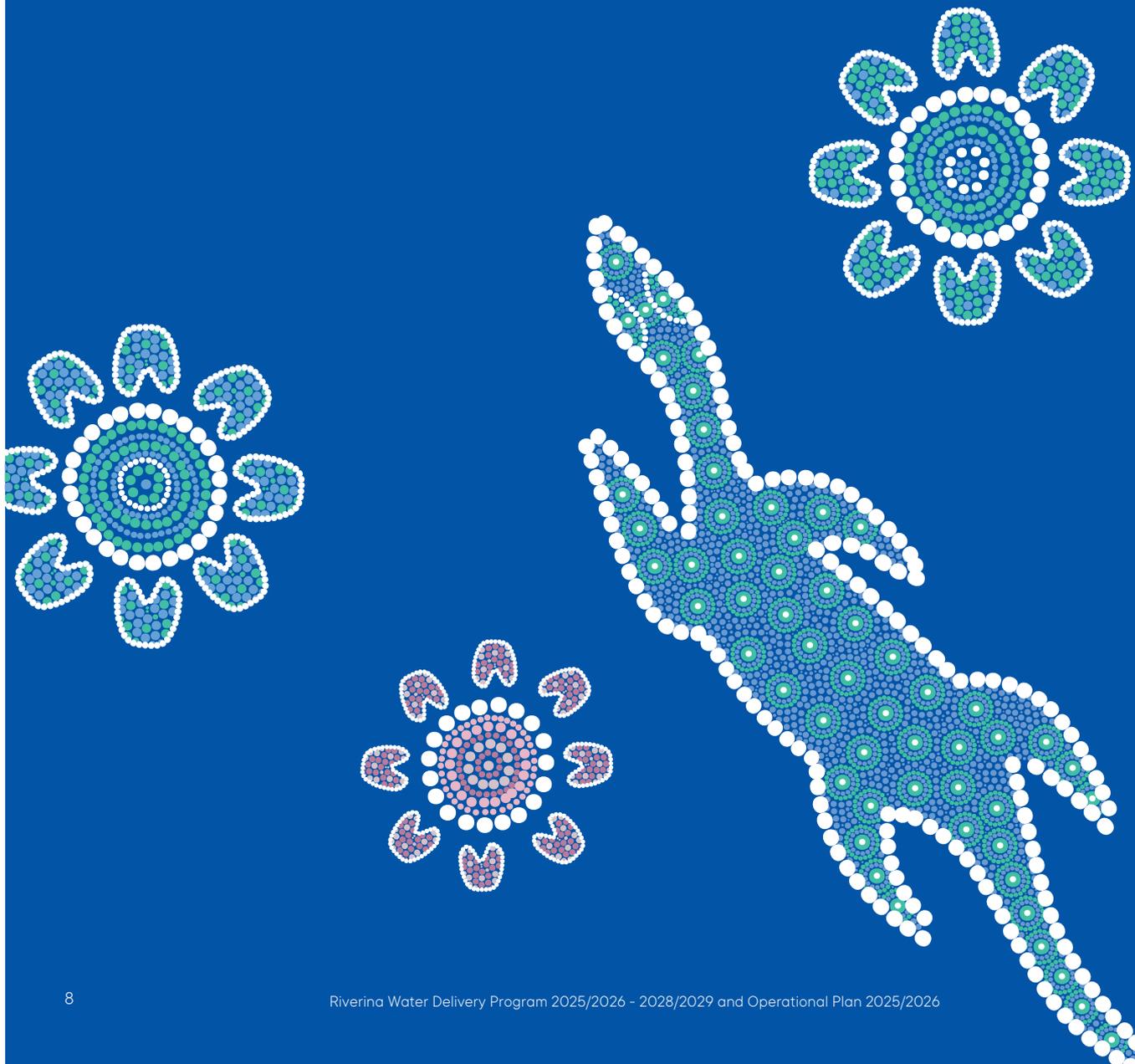
Provide passionate and professional leadership in the water industry.

Our mission

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

Our values

Respect, Connection, Safety, Cooperation.



Our organisation

Our executive team



Andrew Crakanthorp
Chief Executive Officer
Appointed 2018

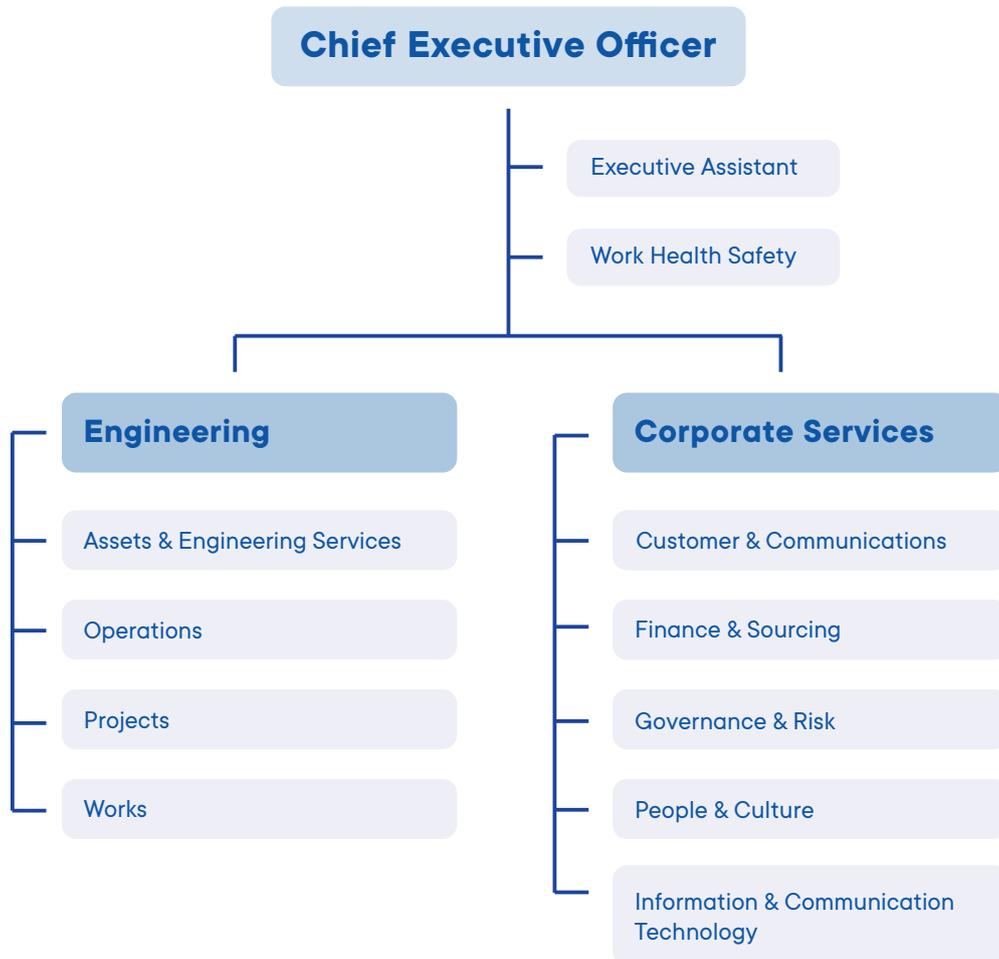


Emily Tonacia
Director Corporate Services
Appointed 2021



Troy van Berkel
Director Engineering
Appointed 2023

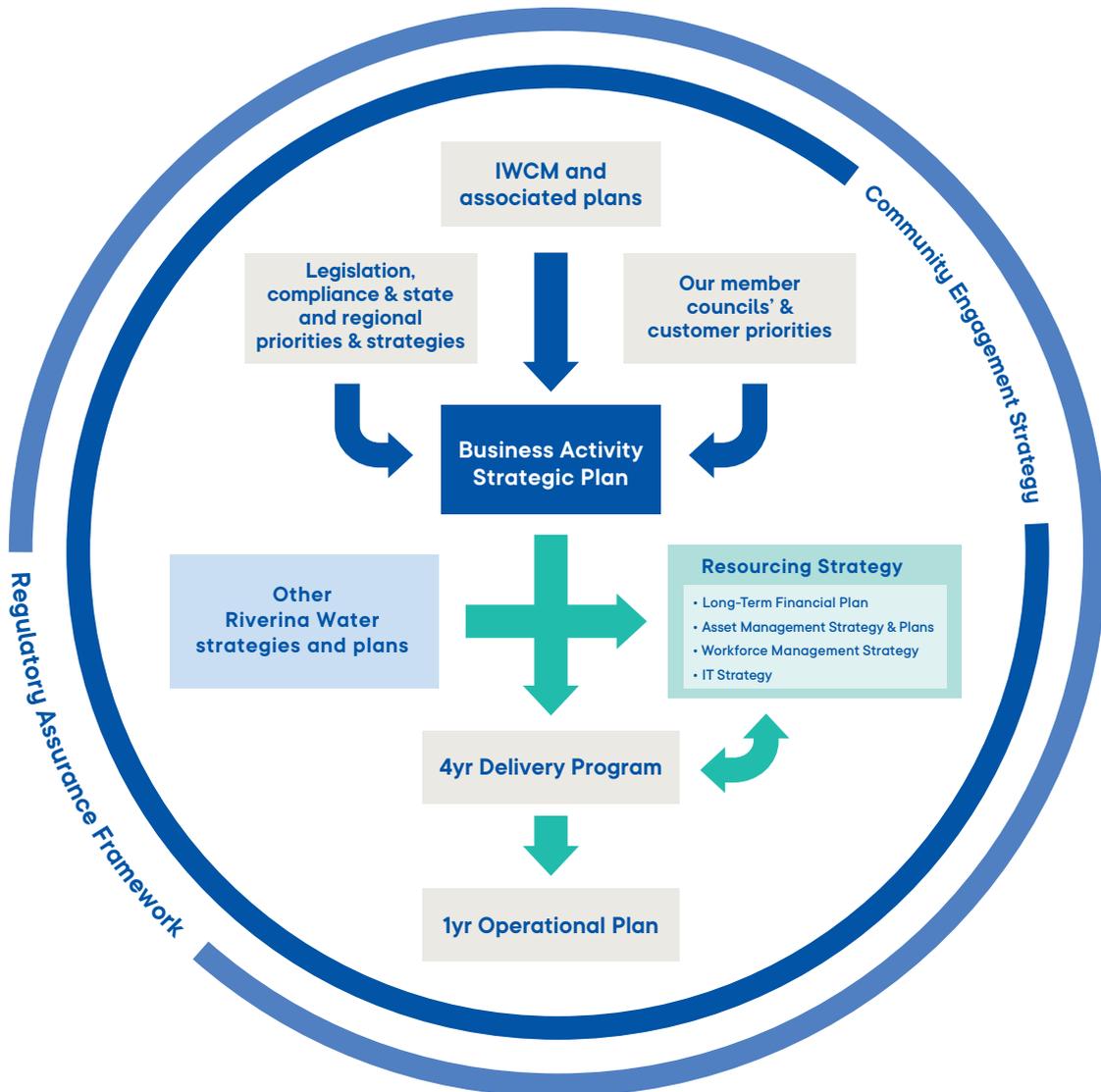
Currently there are 125 staff working for Riverina Water (1 July 2025)



Our planning context

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

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



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

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

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

Where are we now?

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

Key challenges and opportunities

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



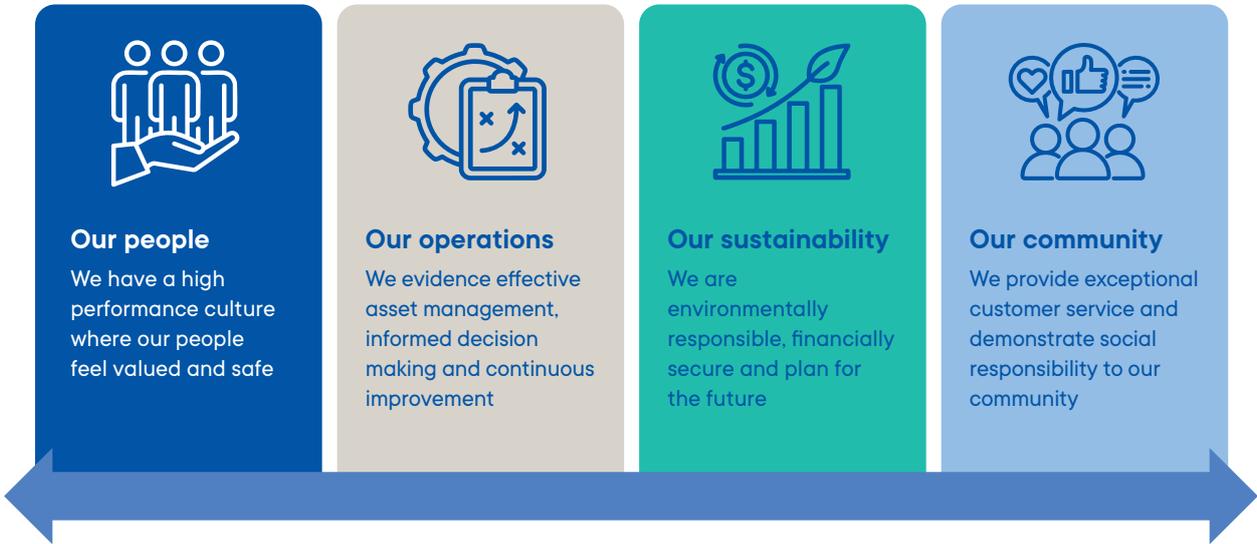
Riverina Water Delivery Program 2025/2026 – 2028/2029

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

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

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

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



What’s in the Delivery Program

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

Each of the strategies in the DP has a key performance indicator or indicators, which will be a compilation from the operational plans that support the DP. Targets are provided where appropriate.

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

The Delivery Program is supported by the Workforce management plan and the IT strategic plan and informed by the Asset management plan.

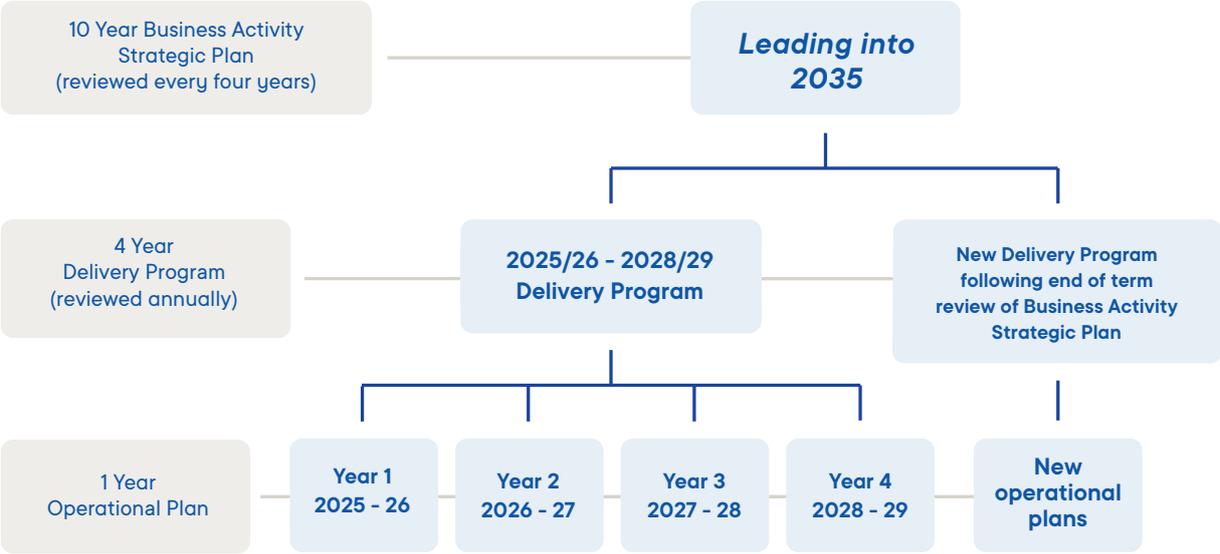
Resourcing the Delivery Program

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

How we will achieve the Delivery Program

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

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



Reporting and review

Riverina Water reviews the Delivery Program each year and reports on progress every six months through the DPOP report to the Board. The review of the Delivery Program is made prior to the development of the coming year’s Operational Plan to ensure strategies are progressing and still contributing to the strategic objectives contained within *Leading into 2035*.

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

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

How to read the DPOP

Delivery Program



1.1 Build high performing teams ← 10 year strategic objective

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

What this means

The area undertaking or reporting on the action

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

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

Operational Plan

Reporting to the Board*

2025 - 2026 Action	Measure	Service area	Reporting Qtr
Operational Plan action	How we will determine the successful achievement of the action. Target if set relates to date; number; frequency etc	The area undertaking or reporting on the action	

*Reporting to the Board

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

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

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

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

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

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

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

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



Our people

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

 **1.1 Build high performing teams**

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

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

 **1.2 Ensure workforce capability**

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

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



1.3 Foster unity of belonging and purpose

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

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



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

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

Strategy	Service area	Indicator	
1.4.1	Demonstrate due diligence and duty of care through a systems-based approach to protect our people from harm and to strengthen our WHS culture	WHS	↑ WHS Management internal audit findings improve from "partially effective" to "effective"
1.4.2	Empower staff to take ownership of safety at Riverina Water	WHS Executive	↓ Reduction in time lapse between notification and resolution of incidents
1.4.3	Achieve strong safety leadership by embedding safety as a core value in our workplace culture	WHS Executive	↑ Increase in positive safety behaviour reporting Target: 25% p/a
1.4.4	Prioritise employee wellbeing and support	People & Culture Executive	↑ Staff survey results for employee wellbeing



Our operations

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



2.1 Develop and maintain robust information and management systems

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

Strategy	Service area	Indicator
<p>2.1.1 Enhance the integration and capabilities of our asset systems to empower asset owners with the tools and data needed for informed decision making</p>	Assets	✓ 90% of work captured in the asset management system resulting in improved efficiency and reduced reactive repairs
<p>2.1.2 Develop and commence implementation of Data Strategy, Digital Strategy and IoT Strategy</p>	ICT	✓ Data Strategy, Digital Strategy and IoT Strategy adopted and implementation ongoing
<p>2.1.3 Strengthen security by advancing Essential 8 maturity levels to enhance the protection of organisational systems</p>	ICT	↑ Essential 8 maturity levels Target: 70% maturity
<p>2.1.4 Strengthen ICT security culture through awareness, behaviour and continuous improvement</p>	ICT	↑ Improvement in ICT security awareness and practice evidenced in reports and campaigns



2.2 Assure ongoing service delivery

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

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



2.3 Proactively manage risks and opportunities

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

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



2.4 Provide effective leadership and governance

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

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



Our sustainability

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



3.1 Responsibly manage our impact on the natural environment

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

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



3.2 Strategically manage our assets and finances

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

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



3.3 Successfully deliver integrated strategies and plans

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

Strategy	Service area	Indicator
3.3.1 Develop and adopt water supply infrastructure master plans with a clear roadmap for delivery, considering resources, priorities and constraints, including Western, Southern and Northern trunk strategies	Engineering	✓ Adopted infrastructure master plans
3.3.2 Provide clear direction and accountability through integrated planning and reporting	Executive Governance & Corporate Planning	✓ Plans and reports evidence integration
3.3.3 Establish a standardised project management framework	Engineering	✓ Project management frameworks established and integrated into planning and delivery



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

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

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



Our community

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



4.1 Build stronger relationships with our diverse communities

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

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



4.2 Understand and respond to our customer needs and expectations

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

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



4.3 Actively support and contribute to our community

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

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



4.4 Improve water literacy in our community

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

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



Our corporate planning, review and reporting timeframes

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



Delivery Program budget summary

Budgeted financial statements

Income statement	Last year	Current year	Projected years		
	2024/2025 \$	2025/2026 \$	2026/2027 \$	2027/2028 \$	2028/2029 \$
Income from continuing operations					
Revenue					
Rates and annual charges	5,960,773	6,584,587	6,723,307	6,864,801	7,009,125
User charges and fees	26,279,896	27,603,891	28,155,769	28,718,684	29,292,858
Interest and investment revenue	1,960,000	1,571,000	1,388,560	1,152,773	1,115,806
Other revenues	532,269	491,881	494,884	497,948	501,072
Grants and contributions provided for operating purposes	34,900	25,000	25,000	25,000	25,000
Grants and contributions provided for capital purposes	2,000,000	3,039,138	3,071,180	3,103,703	3,103,703
Total income from continuing operations	36,767,838	39,315,497	39,858,700	40,362,909	41,047,564
Expenses from continuing operations					
Employee benefits and on-costs	11,031,911	13,324,607	13,857,591	14,411,895	14,700,766
Borrowing costs	98,589	363,983	968,270	1,235,038	1,118,025
Materials and contracts	15,061,686	12,584,669	12,844,292	11,518,951	11,757,824
Depreciation and amortisation	9,470,000	9,092,500	9,256,165	9,422,776	10,592,386
Other expenses	266,000	266,000	267,000	268,020	269,060
Total expenses from continuing operations	35,928,186	35,631,759	37,193,319	36,856,680	38,438,062
Operating result from continuing operations	839,652	3,683,739	2,665,382	3,506,230	2,609,503
Net operating result for the year	839,652	3,683,739	2,665,382	3,506,230	2,609,503
Net operating result before grants and contributions provided for capital purposes	(1,160,348)	644,601	(405,798)	402,527	(494,200)

Budgeted financial statements

Balance sheet	Current year		Projected years	
	2025/2026 \$	2026/2027 \$	2027/2028 \$	2028/2029 \$
Assets				
Current assets				
Cash and cash equivalents	23,835,991	19,417,638	15,778,078	11,977,947
Receivables	5,550,639	5,576,367	5,619,987	5,660,448
Inventories	4,017,111	4,099,985	3,676,927	3,753,177
Total current assets	33,403,741	29,093,989	25,074,992	21,391,572
Non-current assets				
Infrastructure, property, plant and equipment includes intangibles (water licences)	408,470,593	425,214,428	436,791,652	441,199,266
Total non-current assets	408,470,593	425,214,428	436,791,652	441,199,266
Total assets	441,874,334	454,308,417	461,866,644	462,590,838
Liabilities				
Current liabilities				
Payables	4,114,303	4,221,409	4,133,564	4,215,106
Borrowings	154,943	154,943	1,966,851	2,076,790
Provisions	4,279,000	4,279,000	4,279,000	4,279,000
Total current liabilities	8,548,245	8,655,352	10,379,415	10,570,896
Non-current liabilities				
Borrowings	5,462,698	15,124,293	17,452,227	15,375,437
Total Non-current liabilities	5,462,698	15,124,293	17,452,227	15,375,437
Total liabilities	14,010,943	23,779,645	27,831,642	25,946,333
Net assets	427,863,391	430,528,772	434,035,002	436,644,505
Equity				
Retained earnings	168,906,391	171,571,772	175,078,002	177,687,505
Revaluation reserves	258,957,000	258,957,000	258,957,000	258,957,000
Council equity interest	427,863,391	430,528,772	434,035,002	436,644,505
Total equity	427,863,391	430,528,772	434,035,002	436,644,505

Capital works plan

Description	Last year	Current year	Projected years		
	2024/2025 \$	2025/2026 \$	2026/2027 \$	2027/2028 \$	2028/2029 \$
Capital Works Expenditure	17,578,469	18,089,624	26,000,000	21,000,000	15,000,000





Riverina Water Operational Plan 2025/2026

Foreword

This Operational Plan describes the actions we will undertake in the 2025 - 2026 financial year to contribute to the Delivery Program 2025/2026 – 2028/2029 and to our objectives in our 10-year business activity strategic plan, *Leading into 2035*.

During 2025 - 2026 we will continue our leadership development initiatives and foster opportunities for cross functional collaboration on our journey to building high performing teams at Riverina Water. To ensure our workforce capability we will be establishing and integrating essential capabilities and knowledge and to help foster a sense of belonging and purpose for our people, we will be looking at creating employment and work experience opportunities for individuals facing employment barriers.

One of our shared values is safety and we will be continuing to partner with our people to ensure they go home safe and well. During 2025 - 2026 we will be embedding our new BeSafe software for notifications of incidents and near misses, as well as developing and implementing a safety leadership program and continuing the rollout of the WELL program.

There will be a big focus on our cyber security and the development of our ICT strategies. We will be looking to implement focused preventative maintenance programs for our assets and, through the implementation of the new project management framework we will be looking to improve on the delivery of our capital works plan.

Our capital works budget for 2025 - 2026 is over \$18m and includes commencement of the construction of the solar pilot plant. Key projects include commencing construction of the new Store and Depot at The Rock; construction of a new access road and reservoir at Oura; finalising internal road works at the Hammond Avenue site in Wagga; continuing to invest heavily in digitising our telemetry network; awarding the first contracts to commence construction of the solar plant in Koorngal Avenue, Wagga; and upgrade works at the Humula Water Treatment Plant

We will continue to monitor any presence of PFAS in our water supply and we will be working with key agencies and stakeholders to ensure that any impact on the safety and reliability of our drinking water is managed and maintained.

We will be looking to build stronger relationships with our diverse communities through the rolling out of Year 1 actions in our Customer & Community Engagement Strategy. Initiatives include the implementation of our current Reconciliation Action Plan. We will also be developing an education program on water usage and the role of Riverina Water.

The Operational Plan will be resourced through an annual budget reflecting income and operational and capital expenditure planned for during 2025 - 2026. We rely on a number of factors when modelling our budget and continue to seek to provide quality drinking water at the lowest sustainable cost.

We look forward to 2025 - 2026 and will be providing six-monthly reports to the Board and our community on how we are tracking.



Andrew Crakanthorp
Chief Executive Officer

About the Operational Plan

The Operational Plan 2025 - 2026 (OP) is management’s action plan for Year 1 of the 2025/2026 - 2028/2029 Delivery Program (DP). An operational plan is prepared each year identifying projects, programs or activities to help Riverina Water to deliver on the strategies within the DP for that year.

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

Achieving the Operational Plan

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

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

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

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

Reporting and review

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

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

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

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





Our people

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

1.1 Build high performing teams

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

DP 1.1.1 Foster cross-functional collaboration

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.1.1.1	Create approach and opportunities for cross functional collaboration	Opportunities are offered Target: 2p/a	Executive	Qtr 2 Qtr 4

DP 1.1.2 Strengthen leadership, culture and engagement

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.1.2.1	Launch leadership development initiatives	Riverina Water leaders have had exposure to the leadership development initiatives Target: 100%	People & Culture	Qtr 2 Qtr 4
1.1.2.2	Implement staff survey action plans	Yr 1 identified actions are implemented Target: 30 June 2026	People & Culture	Qtr 4

DP 1.1.3 Establish a structured succession and resourcing framework

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.1.3.1	Develop approach to organisational knowledge management, including retention and transfer	Approach is developed and approved Target: 30 June 2026	Knowledge & Capability Lead	Qtr 4



1.2 Ensure workforce capability

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

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.2.1.1	Leverage IT Service Desk data to identify IT skill gaps and training needs	Reduction in identified skill gaps Target: 20% reduction	ICT	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.2.2.1	Develop a clear Employee Value Proposition (EVP)	EVP developed EVP included in recruitment and onboarding	Executive People & Culture	Qtr 4

DP 1.2.3 Establish and integrate essential capabilities and knowledge

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.2.3.1	Deliver the annual staff training plan	Identified annual training plan delivered Target: 75%	People & Culture	Qtr 4
1.2.3.2	Progress the OCR (job evaluation) project	Project is delivered as per plan	People & Culture	Qtr 4



1.3 Foster unity of belonging and purpose

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

DP 1.3.1 Ensure inclusive and equitable policies, systems and workplaces

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.3.1.1	Implement Year 1 actions from the Disability Inclusion Action Plan (DIAP)	2025 - 2026 identified actions implemented Target: 100%	Executive People & Culture	Qtr 4
1.3.1.2	Review and enhance staffing policies and operational standards	Relevant policies and standards reviewed and approved	People & Culture	Qtr 4

DP 1.3.2 Expand employment pathways to support diverse career progression

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.3.2.1	Create employment and work experience opportunities for individuals facing employment barriers	One new opportunity created	People & Culture	Qtr 4



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

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

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.4.1.1	Implement Year 1 of the Work Health & Safety Management System Improvement Program	WHS policy, framework and planning procedure embedded and functional Policies and procedures review project 50% completed Target: 30 June 2026	WHS	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.4.2.1	Embed the everyday use of <i>BeSafe</i> for notification and investigation of incidents and near misses	System reports Lessons learned and safety alerts Target: 2x lessons learned per department	WHS	Qtr 2 Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.4.3.1	Develop and implement a safety leadership program	Safety leadership program implemented Target: 30 June 2026	Executive	Qtr 2 Qtr 4

DP 1.4.4 Prioritise employee wellbeing and support

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
1.4.4.1	Continue rollout of the WELL program	Wellbeing initiatives delivered Target: 6	Executive	Qtr 2 Qtr 4



Our operations

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



2.1 Develop and maintain robust information and management systems

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

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.1.1.1	Migrate quality assured pipe break data to new platforms for asset renewal planning	Relevant historic pipe break data is integrated into asset system Target: 100% relevant data migrated	Assets	Qtr 4
2.1.1.2	Develop and implement enhanced quality assurance processes for GIS data capture	Structured process documented and implemented Target: 30 June 2026	Assets	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.1.2.1	Develop Digital Strategy	Adoption of Digital Strategy Target: 30 June 2026	ICT	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.1.3.1	Establish a cybersecurity framework that aligns with the Essential 8 guidelines	Completion of assessment and creation of roadmap Target: 30 June 2026	ICT	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.1.4.1	Roll out cyber awareness training campaign to all staff	All staff members complete the awareness training as required. Target: 100%	ICT	Qtr 4



2.2 Assure ongoing service delivery

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

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.2.1.1	Develop a proactive maintenance schedule for critical assets leveraging staff knowledge based on system risk assessments	Preventative maintenance programs implemented for high-risk critical assets Target: 50%	Operations Works Assets	Qtr 4

DP 2.2.2 Enhance effectiveness and efficiency in the delivery of services

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.2.2.1	Establish approach to service reviews	Service review approach developed and approved Target: 31 March 2026	Governance & Corporate Planning	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.2.3.1	Establish a water quality improvement working group and implement Year 1 priority actions	Yr 1 water quality improvement program actions implemented Target: 30 June 2026	Operations	Qtr 4
2.2.3.2	Update drinking water management plan	Brief developed and consultant engaged to undertake the work	Operations	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.2.4.1	Prioritise the capital works program using the enterprise risk framework	Projects in the immediate capital plan are assessed and ranked based on risk criteria and supported by a project charter Target: 100% of projects	Projects	Qtr 2 Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.2.5.1	Review and refine development application processes to establish clear service levels and criteria for inclusion in capital planning	Service levels and processes are documented	Assets	Qtr 4

DP 2.2.6 Align ICT service delivery with Information Technology Information Library (ITIL) Principles

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.2.6.1	Review and align relevant ICT procedures with ITIL practices and principles	Roadmap to alignment developed	ICT	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
	No action this year			N/A


2.3 Proactively manage risks and opportunities

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

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.3.1.1	Commence a system-based risk assessment (summer readiness) identifying controls, gaps and proposed actions	System based risk assessment is completed for two systems	Engineering	Qtr 2 Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.3.2.1	Implement Year 1 actions from forward plan to increase strategic risk management	Completion of scheduled team risk workshops Target: 12 Risk Steering Committee established and functioning as per developed Terms of Reference	Risk & Insurance	Qtr 4
2.3.2.2	Commence process for the implementation of risk management software	Consultant engaged to undertake work Target: 31 March 2026	Risk & Insurance	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.3.1.1	Commence organisational business case development by undertaking smart metering trial	Digital meter trial progressing	Assets	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.3.4.1	Work with key agencies to implement actions to mitigate PFAS risks	Any identified risks are mitigated as per appropriate treatment plan	Executive	Qtr 2 Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.3.5.1	Complete annual insurance renewal	Annual insurance renewals completed in line with risks to Riverina Water at a reasonable cost	Risk & Insurance	Qtr 4



2.4 Provide responsible leadership and governance

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

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.4.1.1	Identify and address potential non-compliance issues across all levels of the organisation	Compliance reports completed as required Target: 0 non-compliance	Governance & Corporate Planning	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.4.2.1	Establish a clear and efficient process for approving, publishing, reviewing and communicating IT policies, guidelines and procedures	Process reviewed and required modifications made Target: 30 June 2026	ICT	Qtr 4
2.4.2.2	Review policy framework and support procedures to ensure these remain fit for purpose	Framework reviewed and required modifications made	Governance & Corporate Planning	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.4.3.1	Establish an ICT Steering Committee	Committee is established with a clear and agreed charter Target: 31 March 2026	ICT	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
2.4.4.1	Conduct regular meetings with our constituent councils on Riverina Water service delivery matters	Monthly and quarterly meetings held with Wagga Wagga City Council Meetings held with three rural councils as needed	Executive	Qtr 2 Qtr 4



Our sustainability

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



3.1 Responsibly manage our impact on the natural environment

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

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.1.1.1	Commence construction of the Solar Pilot Plant	Stage 1 started – HV microgrid started	Engineering	Qtr 2
3.3.1.12	Review and realign net zero initiatives to strategic objectives	Determination on way forward for Riverina Water to achieve net zero	Executive	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.1.2.1	Continue protection and restoration projects in capital works program	Completion of projects as per project plan	Projects	Qtr 4



3.2 Strategically manage our assets and finances

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

DP 3.2.1 Inform business decisions by strong financial data and governance

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.2.1.1	Increase information and controls around budget management	Variance between projected and actual financial outcomes at year end Target: <30%	Finance & Sourcing	Qtr 4
3.2.1.2	Embed and streamline finance service delivery and business processes	Business processes are reviewed and improvements implemented Target: 2 x processes	Finance & Sourcing	Qtr 4

DP 3.2.2 Ensure robust financial planning that enables Riverina Water to achieve its stated objectives in the medium to long term				
	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.2.2.1	Implement a financing strategy which clearly informs decision making for funding of major capital works with consideration to current and future users (intergenerational equity), risk and operational requirements	Financing strategy is endorsed Target: 30 June 2026	Finance & Sourcing	Qtr 4
3.2.2.2	Develop long term financial plan scenarios to model financial projections on a range of future service levels to improve decision making for the future	Long term financial plan scenarios are endorsed following public exhibition Target: 30 June 2026	Finance & Sourcing	Qtr 4
3.2.2.3	Review and update developer service charges to reflect infrastructure requirements for 30 yr growth model	Revised Developer Service Plan is adopted Target: 30 June 2026	Assets	Qtr 4
DP 3.2.3 Strategically manage financial assets				
	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.2.3.1	Make investment decisions in line with policy objectives as opportunities arise	Monthly investment reports are presented to the Board in accordance with legislative requirements Target: 6 x Board reports	Finance & Sourcing	Qtr 4
3.2.3.2	Ensure investment policy risk and return objectives are appropriate to meet organisational requirements	Endorsement of Investment Policy by Board Target: 30 June 2026	Finance & Sourcing	Qtr 4
DP 3.2.4 Optimise our infrastructure through improved asset life cycle management				
	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.2.4.1	Develop road map to improve asset management practices based on established target asset management maturity level	Asset management improvement plan developed Target: 30 June 2026	Assets	Qtr 4
3.2.4.2	Conduct an assessment of current ICT assets to identify areas where consolidation can be achieved	Assessment is completed Target: 31 March 2026	ICT	Qtr 4



3.3 Successfully deliver integrated strategies and plans

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

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.3.1.1	Develop an approach to master planning that will provide a detailed roadmap for delivering infrastructure based on resources, priorities and constraints	Approach to master planning is adopted by Manex Target: 31 Dec 2025	Engineering	Qtr 2

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.3.2.1	Continue development of organisational performance reporting	Performance dashboards developed and reviewed by management	Governance & Corporate Planning	Qtr 4
3.3.2.2	Commence implementation of outcomes of Regulatory Assurance review	Identified actions for Yr 1 are delivered Target: 30 June 2026	Executive	Qtr 4

DP 3.3.3 Establish a standardised project management framework

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.3.3.1	Commence rollout of Procore in line with adopted project plan	Procore project management module implemented as per project plan	Engineering	Qtr 4
3.3.3.2	Establish and implement a standardised project management framework for ICT	Project management framework for ICT is implemented	ICT	Qtr 4



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

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

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.4.1.1	Develop water entitlement strategy	Water entitlement strategy adopted Target: 30 June 2026	Executive	Qtr 4

DP 3.4.2 Achieve organisational resilience through adequate incident management response planning

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.4.2.1	Develop a fit-for-purpose incident management response framework including the development and review of allocated sub-plans	Reviewed Business Continuity Plan endorsed Emergency management framework endorsed	Risk & Insurance	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.4.3.1	Develop a fit-for-purpose sustainable procurement roadmap and commence first year actions	Yr 1 actions implemented Target: 30 June 2026	Finance & Sourcing	Qtr 2 Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
3.4.3.1	Finalise drought management plan	Drought management plan is endorsed Target: 31 Dec 2025	Operations	Qtr 2



Our community

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



4.1 Build stronger relationships with our diverse communities

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

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.1.1.1	Implement current Reconciliation Action Plan	All action items in the Reflect RAP 2024/2025 are completed Target: 31 Dec 2025	Customer & Community	Qtr 2
4.1.1.2	Commence development of the next Reconciliation Action Plan, meaningfully engaging First Nations people to ensure innovative opportunities for reconciliation	Draft RAP is developed in line with Reconciliation Australia requirements Target: 30 June 2026	Customer & Community	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.1.2.1	Invest in brand awareness initiatives, marketing, and information sharing	Annual marketing campaign developed and implemented Target: 30 June 2026	Customer & Community	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.1.3.1	Offer community consultation via the stakeholder engagement matrix	All identified opportunities for public participation are offered to relevant stakeholders	Customer & Community	Qtr 4



4.2 Understand and respond to our customer needs and expectations

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

DP 4.2.1 Enhance customer experience through digital and technology uplift

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.2.1.1	Complete rollout of customer service portal	New users registered for customer portal Target: 5,000 new users	Customer & Community	Qtr 2
4.2.1.2	Review information architecture of website	Content and structure action plan developed, and implementation commenced Target: 30 June 2026	Customer & Community	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.2.2.1	Complete annual customer survey	Customer survey participation Target: 1,000 community members	Customer & Community	Qtr 4
4.2.2.2	Develop levels of service (LoS) document	LoS document approved Target: 30 June 2026	Customer & Community	Qtr 4

DP 4.2.3 Support the financial wellbeing of our customers

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.2.3.1	Undertake review of our current debt management and hardship policy and processes	Relevant policies are adopted by Board	Customer & Community	Qtr 4



4.3 Actively support and contribute to our community

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

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.3.1.1	Provide funding opportunities that support community projects and initiatives	Available funding is fully expended	Customer & Community	Qtr 4
4.3.1.2	Seek opportunities to be involved in initiatives that contribute to our industry that potentially extend broader than our local community	Membership of Water Aid and participation in other initiatives or offerings Target: >1	Executive	Qtr 4



4.4 Improve water literacy in our community

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

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.4.1.1	Review approach to demand management in line with the NSW water efficiency framework	Customer initiatives to support demand management are developed, scoped and endorsed by the Board	Customer & Community	Qtr 4

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

	2025 - 2026 Action	Measure	Service area	Reporting Qtr
4.4.2.1	Implement education program and offering	Schools utilise education material or participate in education opportunity Target: 5 x schools	Customer & Community	Qtr 4

Our service level promises

We will have a focus on the review of our services and agreed service levels over this delivery program.

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

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

Pressure and flow

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

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

Diameter of service pipe (mm)

20	25	32	40	50
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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 11kl/day. In such situations, or where part of the land being serviced has elevations higher than the head available, approval may be granted for a private balance tank and pressure system to be installed at the owner’s cost.

Direct pumping from Riverina Water mains is not permitted.

Consumption restrictions

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

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

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

Interruptions to supply

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

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

Water for firefighting purposes

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

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

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

Potable water supply

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

Response time

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

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

1 hour (during working hours)

2 hours (after working hours)

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

3 hours (during working hours)

4 hours (after working hours)

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

One working day

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

Within 2 weeks

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

Management of drinking water quality

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

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

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

4. Review, evaluation and auditing

- a. Evaluating and audit
- b. Continual improvement

Catastrophe

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

Customer complaints and enquiries of a general nature

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

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

Special customers

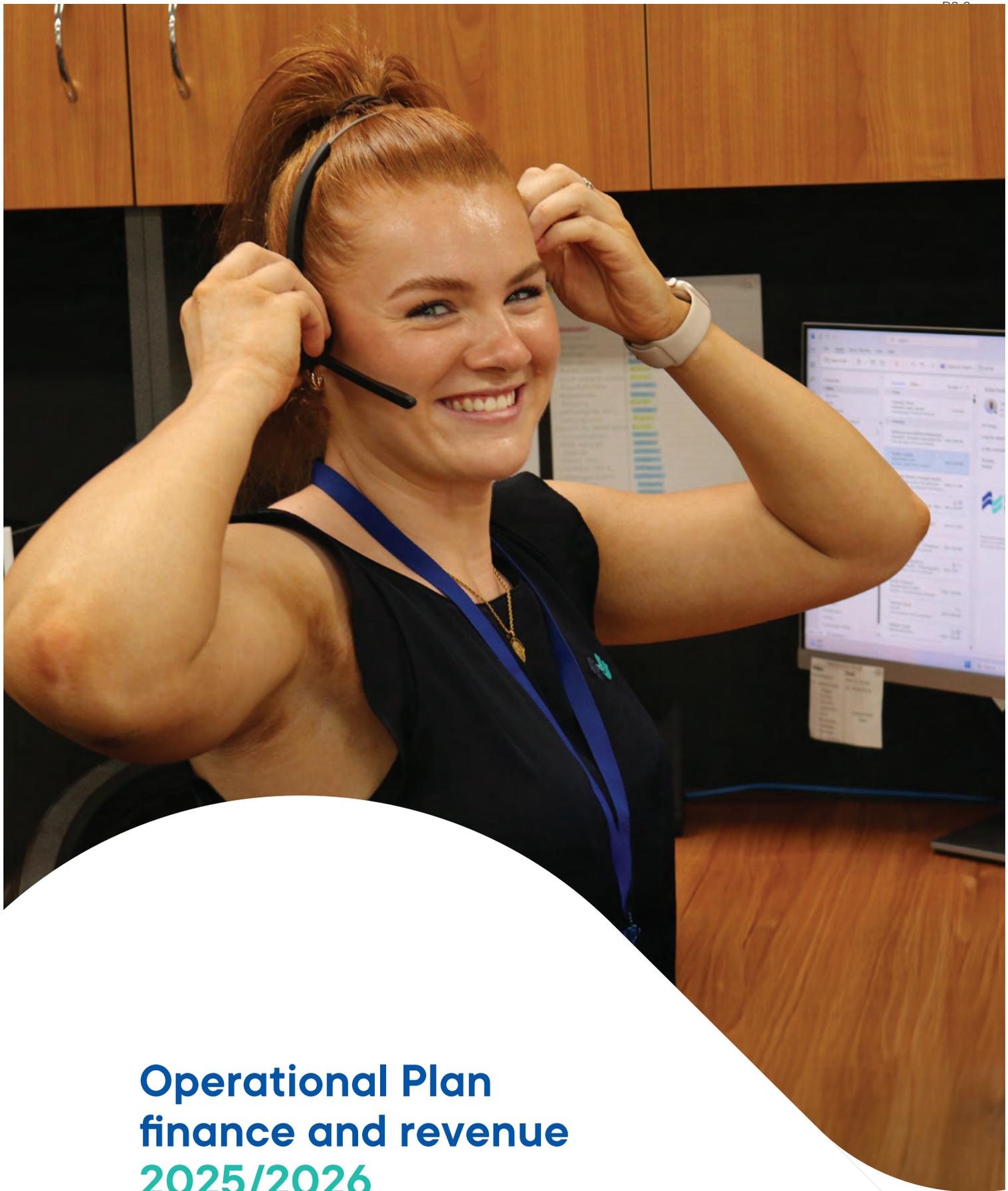
Certain customers may have special needs by virtue of specific health, commercial or industrial circumstances. Specific levels of service and associated charges may be negotiated with these customers.

Customer relations

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

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

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



Operational Plan
finance and revenue
2025/2026

Budgeted financial statements

Income statement	Last year 2024/2025 \$	Current year 2025/2026 \$
Income from continuing operations		
Revenue		
Rates & annual charges	5,960,773	6,584,587
User charges & fees	26,279,896	27,603,891
Interest & investment revenue	1,960,000	1,571,000
Other revenues	532,269	491,881
Grants & contributions provided for operating purposes	34,900	25,000
Grants & contributions provided for capital purposes	2,000,000	3,039,138
Total income from continuing operations	36,767,838	39,315,497
Expenses from continuing operations		
Employee benefits & on-costs	11,031,911	13,324,607
Borrowing costs	98,589	363,983
Materials & contracts	15,061,686	12,584,669
Depreciation & amortisation	9,470,000	9,092,500
Other expenses	266,000	266,000
Total expenses from continuing operations	35,928,186	35,631,759
Operating result from continuing operations	839,652	3,683,739
Net operating result for the year	839,652	3,683,739
Net operating result before grants and contributions provided for capital purposes	(1,160,348)	644,601

Budgeted financial statements

Balance sheet	Current year 2025/2026 \$
Assets	
Current assets	
Cash & cash equivalents	23,835,991
Receivables	5,550,639
Inventories	4,017,111
Total current assets	33,403,741
Non-current assets	
Infrastructure, property, plant and equipment includes intangibles (water licences)	408,470,593
Total non-current assets	408,470,593
Total assets	441,874,334
Liabilities	
Current liabilities	
Payables	4,114,303
Borrowings	154,943
Provisions	4,279,000
Total current liabilities	8,548,245
Non-current liabilities	
Borrowings	5,462,698
Total non-current liabilities	5,462,698
Total liabilities	14,010,943
Net assets	427,863,391
Equity	
Retained earnings	168,906,391
Revaluation reserves	258,957,000
Council equity interest	427,863,391
Total equity	427,863,391

Capital works plan

Description	Current year 2025/2024 \$
Management	
Land and buildings for admin, depots and workshops	4,990,324
Plant and equipment (incl. solar installation)	6,672,500
Intangibles	-
Minor capital works budget	150,000
Total management	11,812,824
Sources	110,000
Total sources	110,000
Treatment plants	361,800
Total treatment plants	361,800
Pumping stations	225,000
Total pumping stations	225,000
Reservoirs	1,425,000
Total reservoirs	1,425,000
Mains, services and meters	
Mains	2,615,000
Sub-total mains	2,615,000
Services	880,000
Sub-total services	880,000
Meters	660,000
Sub-total meters	660,000
Total mains, services and meters	4,155,000
Totals	18,089,624

Recommended development servicing charges

Urban (residential) development servicing charge

Urban - including township and village - single residential lots	Tax	2024/2025			2025/2026		
		Cost per lot (based on lot size)			Cost per lot (based on lot size)		
		<450m ²	450-2000m ²	>2000m ²	<450m ²	450-2000m ²	>2000m ²
Lots where developers have prepaid the fees appropriate at time of development		Nil - (note only applies for a single residence on the lot)			Nil - (note only applies for a single residence on the lot)		
Lots (not prepaid) existing prior to 01/01/1994 and 2nd or subsequent services (only where availability fees are being paid)	N	1st Service - Nil - (note only applies for a single residence on the lot) 2nd and subsequent service based on \$4,348 per E.T.			1st Service - Nil - (note only applies for a single residence on the lot) 2nd and subsequent service based on \$4,348 per E.T.		
Lots (not prepaid) created since 01/01/1994	N	\$4,874	\$4,874	\$5,850	\$4,992	\$4,992	\$5,992
Urban - including township & village - multiple residential units		Price for multiple units			Price for multiple units		
Lots where developers have prepaid the fees		Nil - provided correct charges have been prepaid			Nil - provided correct charges have been prepaid		
Lots (not prepaid) existing prior to 01/01/1994	N	Fee applicable for newly created lots less \$4,874			Fee applicable for newly created lots less \$4,992		
Lots (not prepaid) created since 01/01/1994							
Multi-residential lots (medium density 1-2 storey)		Developer charge per dwelling			Developer charge per dwelling		
Dual occupancy - 1 Bedroom							
Dual occupancy - 2 Bedrooms	N	\$4,874 if lot size > 450m ² per dwelling			\$4,992 if lot size > 450m ² per dwelling		
Dual occupancy - 3 or more Bedrooms							
Duplex - 1 Bedroom							
Duplex - 2 Bedrooms		Units priced, as below, if lot size <450m ² per dwelling			Units priced, as below, if lot size <450m ² per dwelling		
Duplex - 3 or more Bedrooms							
Units - 1 Bedroom	N	\$1,950			\$1,997		
Units - 2 Bedrooms	N	\$2,924			\$2,995		
Units - 3 or more Bedrooms	N	\$3,899			\$3,993		

Multi-residential lots (high density >2 storey)		Developer charge per dwelling	Developer charge per dwelling
Multi storey apartments - 1 Bedroom	N	\$1,608	\$1,647
Multi storey apartments - 2 Bedrooms	N	\$2,437	\$2,496
Multi storey apartments - 3 or more Bedrooms	N	\$3,266	\$3,345

NOTE: The minimum Developer Servicing Charge per Lot is \$4,992

Urban - additional costs (to be read in conjunction with the DSP)			
Lots which require significant supply mains in advance of sequential development	N	An amount calculated to recoup the cost of the supply main	An amount calculated to recoup the cost of the supply main

Rural development servicing charge

Rural location	Tax	2024/2025 Price per service connection \$					2025/2026 Price per service connection \$				
		20mm	25mm	*32mm	*40mm	*50mm	20mm	25mm	*32mm	*40mm	*50mm
Rural pipelines **	N	5,850	5,850	9,583	14,976	23,399	5,992	5,992	9,815	15,338	23,965

Additional costs

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

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

Commercial or industrial development servicing charges

Service size	Tax	2024/2025 \$					2025/2026 \$				
		<80 mm	80 mm	100mm (min 4 E.T.)	150 mm	200 mm	<80 mm	80 mm	100mm (min 4 E.T.)	150 mm	200 mm
Minimum charge	N	4,874	12,481	19,496	43,872	77,997	4,992	12,783	19,968	44,934	79,885

Recommended service connection fees

Urban service connection

Urban - including township and village - single residential/commercial/industrial developments	Tax	2024/2025					2025/2026				
		Price per service connection for single unit \$					Price per service connection for single unit \$				
		20mm	25mm	*32mm	*40mm	*50mm	20mm	25mm	*32mm	*40mm	*50mm
Lots where developers have prepaid the fees appropriate at time of Development	N	NIL	604	1,203	2,005	2,674	NIL	664	1,323	2,206	2,941
All other lots including 2nd or subsequent services	N	1,523	2,127	2,726	3,528	4,197	1,675	2,340	2,999	3,881	4,617

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

Urban - including township and village - multiple residential units	Tax	Price for multiple units \$						Price for multiple units \$					
		1 unit	2 units	3 units	4 units	5 units	Extra units	1 unit	2 units	3 units	4 units	5 units	Extra units
Lots where developers have prepaid the fees		No additional Service Connection Charge provided correct fees as per the following line have been paid						No additional Service Connection Charge provided correct fees as per the following line have been paid					
All other lots including 2nd or subsequent services	N	1,523	1,827	2,131	2,435	2,739	304	1,675	2,009	2,344	2,678	3,013	334

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

Urban - additional costs

a) Where Baylis Street pavers need to be disturbed	N	As per WWCC charges	As per WWCC charges
--	---	---------------------	---------------------

b) Where the service requires a rail crossing and approval from the Railway Authorities	N	The fees and charges that rail authority imposes	The fees and charges that rail authority imposes
c) Where the service connection generates other similar extraordinary costs	N	A fee assessed on a similar basis	A fee assessed on a similar basis
Road underboring	N	\$142.00 per metre	\$156 per metre

Rural service connection

Rural location	Tax	2024/2025 Price per service connection \$					2025/2026 Price per service connection \$				
		20mm	25mm	*32mm	*40mm	*50mm	20mm	25mm	*32mm	*40mm	*50mm
Rural pipelines **	N	1,738	2,385	2,929	3,751	4,453	1,912	2,624	3,222	4,126	4,898

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

Refer to Engineering staff regarding availability and costing for these schemes

Refer to Engineering staff regarding availability and costing for these schemes

Some rural spur lines incur additional costs.
Refer to Engineering or Customer Services Officer.

Additional costs

Where the service requires a rail crossing and approval from the Railway Authorities

N

The fees and charges that rail authority imposes

The fees and charges that rail authority imposes

Where the service connection generates other similar extraordinary costs

N

A fee assessed on a similar basis

A fee assessed on a similar basis

Road underboring

N

\$142 per metre

\$156 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 2025/2026

Availability charge per property, residential, strata unit or customer		2024/2025 \$	2025/2026 \$
Domestic	Tax	Per quarter	Per quarter
Built upon or connected property	N	45	49.50
Each additional dwelling erected on each parcel of property	N	45	49.50
Vacant land not connected (within 225 metres or adjacent to a main) - urban only	N	22.50	24.75
Commercial/Industrial			
Built upon or connected property	N	50	55
Non-metered connected premises	N	95	104.50
Each additional strata unit	N	50	55
Other			
Government Departments, including police stations, court houses, schools, staff housing, public offices, etc	N	50	55
Churches and similar "non-rateable" property	N	Usage charge only	Usage charge only
Additional fee for separate fire service connected	N	50	55

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

Usage charges for 2025/2026

Water Tariffs \$ per kilolitre	Tax	2024/2025	2025/2026
General tariff			
All users (except as detailed below)	N		
First 125 kls per quarter		1.61	1.77
Balance per kilolitre per quarter		2.41	2.65
Strata title units and flats			
First 125 kls per quarter per unit	N	1.61	1.77
Balance per kilolitre per quarter		2.41	2.65
(For Strata complexes and Flats where units are not individually metered the total metered consumption will be evenly apportioned between units)			
Industrial tariffs for processing & manufacturing industries as well as livestock marketing centres with consistent year round usage connected since 01/07/2009			
First 41 kls per month	N	1.61	1.77
Balance above 42 kls per month		2.41	2.65
Balance above 3,000 kls per month		2.41	2.65
Applicable to large scale processing & manufacturing industries as well as livestock marketing centres with consistent year round usage and specifically approved by Council			
First 3,000 kls per month	N	1.61	1.77
Balance above 3,000 kls per month		1.61	1.77
Commercial tariff			
All users (except as detailed below)	N		
First 125 kls per quarter/41 kls per month		1.61	1.77
Balance per kilolitre per quarter		2.41	2.65
Community facilities			
Hospitals, Schools / TAFE / University	N	1.61	1.77
Parks and Gardens, Council Swimming Pools			
Non-Potable water			
First 125 kls per quarter	N	0.79	0.87
Balance per kilolitre per quarter		1.19	1.31
Metered supply to standpipe agents or constituent Councils	N	2.25	2.48

Supply from fixed standpipe and water filling stations (Minimum charge \$10.00 when via an Agent)	N	3.45	3.80
Bulk supply Application of this tariff will be at the discretion of the Council	N	1.61	1.77
Primary producers tariff Applicable to all rural services along Council's trunk mains	N	1.61	1.77
Rebates			
Eligible pensioner		\$30 per quarter	
Kidney dialysis machine users		20kl per quarter	

Sundry fees and charges for 2025/2026

Sundry fees and charges	Tax	2024/2025	2025/2026
Search/enquiry certificate fee - s603 (as for property transfer)	N	\$100	\$100
Fee for providing information in writing, including Special meter reading	N	\$85.50	\$94.00
Formal GIPA access application	N	\$33.00	\$30.00
Formal GIPA processing fee	N	\$71 per hour	\$78 per hour
Reconnection fee - requires new service fee	N	Appropriate connection fee	Appropriate connection fee
Reconnection fee - new service not required	N	\$190.50 + cost of meter if required	\$209.50 + cost of meter if required
Remove flow restricting device	N	\$190.50	\$209.50
Meter repairs - s636 LG Act	Y	\$122.50 per hour	\$135 per hour
Meter test deposit	N	\$82.50	\$91.00
Test fees for backflow prevention devices			
Rpz devices	N	\$129	\$142
Other devices	N	\$101	\$111
Leak detection (minimum 1 hour)	Y	\$122.50 per hour	\$135 per hour
Water main locating involving potting or excavation	N	\$122.50 per hour	\$135 per hour
Dishonoured payments fee	N		
Interest on overdue accounts	N	10.5% per annum	10.5% per annum
Written quotation fee	Y	\$93.50	\$103.00
Service call	Y	\$122.50 per hour	\$135 per hour
Plumbing permit including standard inspections	N	\$122.50	\$135.00
Additional plumbing inspection due to non- compliance	N	\$201	\$221
Non-compliance with water restrictions	N	\$283.50	\$312.00
Water filling station access	N	\$304	\$335

Replacement water filling station key	Y	\$62	\$68
Pressure and flow analysis application fee	N	\$198	\$218
Clearing of shrubs and small bushes	Y	\$122.50 per hour	\$135 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	\$12	\$13
Copy of financial data on properties	Y	\$11	\$12
Copy of 603 certificate administration	Y	\$12	\$13
Fee for reallocation of electronic payment	Y	\$11	\$12

Glossary

- › **Annual Report**
Report on Riverina Water's implementation of the Delivery Program and Operational Plan, as well as information prescribed by the Regulation.
- › **Asset/s**
Things owned by Riverina Water that have current or future economic value. Riverina Water's main water supply assets include: water source works including water supply bores; treatment plants; reservoirs; pumping stations; water mains; land and buildings; plant and equipment; IT
- › **Asset management planning**
Includes an asset management policy, an asset management strategy and asset management plan for each class of assets. The strategy and plans are minimum of 10 years.
- › **BASP**
Business Activity Strategic Plan *Leading into 2035*. 10-year plan identifying the main priorities for Riverina Water, objectives and strategies for achieving those objectives.
- › **BeSafe**
Work health & safety management and reporting system
- › **Board**
Governing body of Riverina Water. Made up of councillors from Greater Hume Council, Federation Council, Lockhart Shire and Wagga Wagga City Council
- › **Capex**
Capital expenditure budget
- › **Constituent council**
Member council of Riverina Water – Greater Hume Council, Federation, Lockhart Shire and Wagga Wagga City Council
- › **DIAP**
Disability Inclusion Action Plan. A document that set our Riverina Water's strategy for identifying and addressing practice which might result in discrimination against people with disability.
- › **DP**
Delivery Program. 4-year plan. Identifies principal activities or strategies to deliver the BASP. Reviewed every year as part of the development of the Operational Plan. Includes 4- year budget forecasts.
- › **IoT**
Internet of Things
- › **IP&R**
Integrated planning and reporting
- › **ICT**
Information and Communication Technology
- › **ITIL principles**
Information Technology Infrastructure Library - IT service delivery management methodology
- › **IT/OT**
Integration of information technology and operational technology
- › **IWCM**
Integrated Water Cycle Management. 30-year strategic plan.
- › **LTFP**
Long term financial plan. Minimum of 10 years. Reviewed annually as part of the development of the Operational Plan.
- › **Manex**
Management executive group
- › **Measure**
The way achievement of an action is assessed. Also referred to as a success indicator.
- › **Net zero**
Target to negate the amount of greenhouse gases produced by Riverina Water
- › **OCR project**
Job evaluation system/PD review project
- › **OP**
Operational Plan. 1 year plan detailing the activities and actions to achieve the Delivery Program. Includes annual budget.
- › **PFAS**
Per-and Polyfluoroalkyl substances
- › **RAF**
Regulatory assurance framework
- › **RAP**
Reconciliation Action Plan. A formal plan setting out how Riverina Water is committed to contributing to reconciliation with Aboriginal and Torres Strait Islander peoples.
- › **Service area**
Organisational area, also known as a department or section
- › **Strategy**
Strategy is a plan showing longer-term goals and how they are to be achieved (eg workforce strategy, asset management strategy)
- › **Workforce management plan**
4-year plan to address the human resourcing requirements of the Delivery Program



R4 Determination of fees for Board members, chairperson and ARIC members and chairperson

Organisational Area Corporate Services

Author Wendy Reichelt, Governance & Corporate Planning Officer

Summary The Local Government Remuneration Tribunal has determined a 3% increase in fees for Board members from 1 July 2025. In line with previous practice, this report recommends increasing board member and chairpersons' fees for both the Board and the Audit, Risk & Improvement Committee (ARIC) members.

RECOMMENDATION that Council:

- a) Approve a 3% increase in Board member and chairperson fees for the 2025/26 financial year in line with the determination made by the Local Government Remuneration Tribunal
- b) Confirm that the methodology for annual increase in ARIC member and chairperson fees will follow that of the Board (that is, 100% of any increase as determined by the Local Government Remuneration Tribunal)
- c) Approve a 3% increase in ARIC member and chairperson fees for the 2025/26 financial year in line with the determination made by the Local Government Remuneration Tribunal

Report

The Local Government Remuneration Tribunal (the Tribunal) has handed down its Determination on the fees payable to councillors and mayors for 2025-26 (or in Riverina Water's case, board members and chairperson).

The Tribunal has granted a 3.0% increase in the fees payable to councillors and mayors. The increase will take effect on and from 1 July 2025, with the determined amounts for County Councils to be as follows:

County Councils Councillor/Member Annual Fee (\$) effective 1 July 2025

Category	Minimum	Maximum
Water	\$2,090	\$11,620
Other	\$2,090	\$6,930

County Councils Mayor/Chairperson Additional Fee* (\$) effective 1 July 2025

Category	Minimum	Maximum
Water	\$4,490	\$19,080
Other	\$4,490	\$12,670

* This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2))

The Riverina Water Board at its February 2018 meeting resolved that board members and chairperson's annual fees be set at 100% of the maximum allowable, as determined annually by the Tribunal (Res 18/11).

Accordingly, the annual fees for the Riverina Water board members for 2025/26 will be \$11,620 per member, and for the board chair \$30,700 (\$11,620 plus \$19,080).

Audit, Risk & Improvement Committee

A review of the ARIC fees has been conducted by management including the methodology that will be used to determine annual increase in ARIC fees. This was a commitment by management made in its June 2024 report to the Board on the determination of fees for the 2024-25 financial year.

Previous practice has been for Audit Risk & Improvement Committee (ARIC) fees to be increased in line with the determination for board members and chair each year. (A one-off increase was approved in April 2022 to bring the Riverina Water ARIC fees up to a level that was considered more market competitive.)

In its review management felt that this methodology appears consistent with other councils in setting their ARIC member and chairperson fees. It is considered that this is a fair and transparent approach. Riverina Water ARIC fees remain competitive for ARIC membership.

It is therefore recommended that the annual increase in fees for ARIC members and chair continues to be set at 100% of the maximum allowable for County Councils as determined annually by the Remuneration Tribunal.

Accordingly, the fees for ARIC members will increase by 3% to \$779.61 per meeting (\$3,898.05 per annum based on 5 meetings per year). For the chair, the fee will increase to \$1,045.65 per meeting (\$5,228.25 per annum based on 5 meetings per year).

Reasonable travel expenses will be paid with travel by vehicle paid per km as determined by the Taxation Office. Reasonable accommodation expenses will be paid as determined by the CEO.

Strategic Alignment

Our Business

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

Financial Implications

The recommended increase in fees is accommodated in the 2025-26 Operational Plan budget.

Workforce Implications

Not applicable.

Risk Considerations

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

R5 Procurement Policy

Organisational Area Corporate Services

Author Wendy Reichelt, Governance & Corporate Planning Officer and Catherine Smith, Procurement Coordinator

Summary The Procurement Policy is required to be reviewed by the Board every two years. The last review was in February 2023, so it is now presented to the Board for review and adoption.

RECOMMENDATION that Council adopt the Procurement Policy 4.20.

Report

The *Procurement Policy 4.20* was last reviewed in February 2023 and is now due for review, in line with its two-year review cycle.

The purpose of the Procurement Policy is to outline the purchasing standards of Riverina Water and to provide clear guidance to staff involved in procurement. The Policy ensures compliance with the *Local Government Act 1993* as it relates to tendering and promotes consistent, transparent, and accountable purchasing practices.

› R5.1 Procurement Policy [↓](#) 

Strategic Alignment

Our Business

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

Financial Implications

All procurement activities are included in operational and capital budgets.

Workforce Implications

The review of the Procurement Policy provides an opportunity to reinforce procurement roles and responsibilities across the organisation. It also ensures staff have access to current guidance aligned with legislative and organisational requirements. Procurement training is provided to all staff who have purchasing delegations.

Risk Considerations

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



Procurement Policy

Purpose

This policy has been written to standardise and co-ordinate purchasing practices and procedures at Riverina Water and to provide guidance to buyers.

Policy Statement

The following principles should be observed when purchasing goods and services for Riverina Water:

- Compliance with the Local Government Act 1993 and relevant Regulations;
- Ethical behaviour and fair dealing;
- Value for money;
- Open and effective competition; and
- Business needs being met.

Scope

This policy applies to all Riverina Water officials authorised to purchase goods and services on behalf of Riverina Water.

Riverina Water officials are not to commit the organisation to the purchase of goods and services other than in accordance with this policy, their delegations, and approved budget. As a rule, purchase orders are required to be raised prior to purchase of goods and services unless in the case of an emergency.

Goods and services purchased as part of a tender can be obtained on issue of a letter of acceptance. Purchase orders must follow, to record committal of costs.

Riverina Water is required to call tenders for goods or services with an estimated value exceeding the NSW Office of Local Government tender limit of \$250,000 (including GST).

This policy does not apply to goods and services purchased:

- In an emergency
- By contractors or subcontractors of Riverina Water.



Legislative Context

The procurement of goods and services by Riverina Water must be in accordance with the provisions of Section 55 of the Local Government Act 1993 and the Local Government (General) Regulation 2021.

Definitions

Compliance	Adherence to relevant governance requirements.
Riverina Water official	Staff, board members, contractors, volunteers
Emergency	A serious, unexpected, and often dangerous situation requiring immediate action
GST	Goods and Services Tax.
Modern Slavery	Modern Slavery occurs when individuals are exploited through coercion, threats or deception and deprived of their freedom. Examples include human trafficking, forced labour, debt bondage and child labour.
Preferred supplier	A supplier appointed as a result of a market appraisal or prequalification assessment.
Procurement	The end-to-end process from identification of a requirement to the disposal of the acquisition at the end of its useful life (in the case of goods) or the completion of obligations (in the case of services).
Prescribed Organisation	An organisation prescribed in the Local Government Act (NSW) 1993 under Section 55 (3) (a)
Standing Offer	A standing offer is an offer from a potential supplier to provide goods and/or services at pre-arranged prices, under set terms and conditions, when and if required.
Tender	As defined in the Local Government Act. May take the form of open or selective tenders.
The Crown	An entity referred to in the Local Government Act (NSW) 1993 under Section 55 (3) (b)
Written quote	A written submission from a supplier that specifies the cost of supplying goods or services which may include a record of a published price from a supplier's website or catalogue.



Principles

1. General Provisions

All goods and services are to be purchased using the appropriate purchase order except in the following circumstances:

- Insurances
- Fees imposed under an Act of Parliament
- Corporate credit card purchases
- Fuel card purchases
- Electricity

If it is impractical to issue the appropriate purchase order due to an emergency situation prior to the event, a confirmation order should be issued as soon as practical after the event.

2. Specific Provisions

The following specific provisions apply under this policy.

2.1 Corporate Credit Cards

May be used in accordance with Riverina Water's Corporate Credit Card Policy.

3. Levels of Ordering

3.1 Prescribed Agency or State Government contract

Staff are encouraged to seek quotations from suppliers on Prescribed Agency or State Government panel contracts as they are pre-qualified (having been through a tendering process). Staff must always demonstrate they are obtaining value for money for Riverina Water and follow the purchasing thresholds listed in this policy.

3.2 All other Purchasing Requirements

Taking into consideration Section 4 – Cumulative Spend, In all other situations the following limitations apply:

Value of Expenditure	Riverina Water Requirements
0 - < \$2,000	At least 1 quotation (written or verbal)
\$2,001 - < \$10,000	Minimum 1 written quote
\$10,001 - < \$20,000	Minimum 2 written quotes
\$20,001 - < \$100,000	Minimum 3 written quotes



\$100,001 - <\$249,999	A competitive process managed by the Procurement Coordinator inviting at least 3 submissions must be undertaken, via Vendor Panel or public advertising. A detailed specification must be completed prior to advertising and a weighted assessment method must be conducted and documented for <u>all</u> procurements in this range.
\$250,000 and over	Prescribed agency purchase or Tender managed by the Procurement Coordinator in accordance with the Local Government Act 1993 (Section 55) and the Local Government (Tendering) Regulation (2021). Chief Executive to approve method of Tendering and approval must be sought prior to going out to Tender.

All purchases are to be approved by those Riverina Water officers who have delegated financial authority by the CEO and are subject to the following:

- a) The purchase shall be within that employee's responsible area and within budgeted amounts. If a purchase is outside of the employee's usual responsible area, or is of an out of the ordinary, one-off nature – the relevant manager must authorise the purchase (order);
- b) Prices/rates being considered reasonable;
- c) Prices/rates being consistent with comparable, usual or standard market or professional industry scale prices or rates for such goods, services, consultancies etc.;
- d) Under no circumstances are orders to be split so that the total value of the order falls under the amount of the individual's delegated authority level; and
- e) All prices are GST Inclusive

The financial delegations of Riverina Water staff are specified in the Procurement Procedure.

4. Cumulative Spend

The likely total cumulative value of a procurement activity, or a category of activity for which there are several suppliers providing similar goods, services or works, must be considered during the planning phase of a procurement. Cumulative spend will be calculated over the financial year, or two (2) or more financial years where supply arrangements are ongoing.



Riverina Water should, wherever practical, leverage this cumulative spend, rather than treating each discrete arrangement as a separate procurement, to achieve greater value for money. Riverina Water must proactively identify opportunities for aggregation.

5. Exemptions to the Requirement to Seek Tenders or Quotations

5.1 Tender Exemption

Section 55(3) of the NSW Local Government Act 1993 specifies the exemptions to the requirement to seek tenders. These are exemptions to tendering only. Riverina Water staff are still required to follow the purchasing requirements listed above to demonstrate obtaining value for money. Quotations can be sought from the organisations referenced in Section 55(3)(a) and (b) and staff are encouraged to use them as they negate the need for a full tendering process due to contractors being pre-qualified (i.e. having already been through a tendering process).

5.2 Quotation Exemptions

In exceptional circumstances where the required quotations in line with policy cannot be obtained, for example, there is not any viable alternative products, suppliers, or service providers, or it is in Riverina Water's best interests to continue using such a supplier of contractor for ongoing or related services, a Quotation Exemption Form must be completed.

6. Modern Slavery

Riverina Water is committed to ensuring its operations and supply chains do not cause, involve, or contribute to modern slavery; and its suppliers, relevant stakeholders, and others with whom we do business respect and share our commitment regarding minimising the risk of modern slavery.

7. Standing Offer Arrangement | Preferred Supplier Arrangement | Pre-Qualified Suppliers

Riverina Water may establish a standing offer arrangement, a preferred supplier arrangement or use pre-qualified suppliers following a tender process if:

- the supply of goods or services is needed in large volumes or frequently.
- it can obtain better value for money by aggregating demand for the goods or services needed; and
- the requirement for the goods or services can be stated in terms that would be well understood in the industry concerned.
- it would be costly to prepare and evaluate invitations each time the goods or services are needed; or



- the capability or financial capacity of the supplier is critical to Riverina Water's operations; or
- there are significant security considerations; or
- compliance with defined standards is a pre-condition of offer to contract; or
- the ability of local business to supply the goods or services required by Riverina Water needs to be encouraged.

8. Purchasing Arrangements Durations

It is recommended that Riverina Water only enter purchasing arrangement for a period of two years or less to ensure regular review and value for money.

Riverina Water may enter a purchasing arrangement for longer than two years only if it is satisfied that better value will be achieved by entering a longer arrangement.

9. Contractor Performance

Contractor performance shall be monitored and documented at regular intervals throughout the delivery of a project.

10. Business Ethics

Riverina Water expects all its officials and Riverina Water suppliers to abide by its Statement of Business Ethics.

11. Insurance

Various levels of insurance are required to be held both during the delivery of a project and for a period after completion. Staff shall ensure a risk-based process is used to determine the insurance requirements for each tender or quotation whilst planning for a procurement.

12. Policy Implementation

This policy will be implemented immediately upon adoption. A copy will be available on Riverina Water's website and provided to all staff.

There are no specific reporting requirements for this policy.

13. Non-Compliance

Riverina Water policies are mandatory. Any departure from this policy is to be documented and approved by the CEO. A policy review may be conducted out of the review cycle at the request of the CEO.

Should a departure of policy occur that has not been approved and documented, notification should be made to the CEO and Governance as a breach of the Code of Conduct 3.1 (b) that



states "You must not conduct yourself in a manner that is contrary to statutory requirements or the council's administrative requirements or policies".



Policy number 4.20

Responsible area Finance & Sourcing

Approved by

Approval date

Legislation or related strategy

- Work Health & Safety Act 2011
- Work Health & Safety Regulation 2011
- Local Government Act, 1993
- Local Government (General) Regulation 2021
- OLG Tendering Guidelines to NSW Local Government
- Modern Slavery Act 2018 (NSW)
- Modern Slavery Act 2018 (Cth)

Documents associated with this policy

- Statement of Business Ethics
- Code of Conduct
- Schedule of Delegations
- Corporate Credit Card Policy
- Quotation Exemption Form

Policy history

- Original: 24/08/2011 11/94
- Revision 0: 23/04/2014 14/68
- Revision 1: 22/6/2016 16/86
- Revision 2: 21/08/2019 19/111
- Revision 3: 23/02/2023 23/015

Review schedule Every 2 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

R6 Modern Slavery Policy

Organisational Area Corporate Services

Author Wendy Reichelt, Governance & Corporate Planning Officer and Catherine Smith, Procurement Coordinator

Summary This report presents the new Modern Slavery Policy 1.33 for review and adoption.

RECOMMENDATION that Council adopt Modern Slavery Policy 1.33.

Report

The *Modern Slavery Amendment Act 2021 (NSW)* commenced on 1 January 2022. As a result, additional requirements were incorporated into the *Local Government Act 1993 (NSW)*, taking effect from 1 July 2022. These include:

- Section 438ZE:
A council must take reasonable steps to ensure that goods and services procured by and for the council are not the product of modern slavery, as defined by the *Modern Slavery Act 2018 (NSW)*.
- Section 428(4):
A council's annual report must include:
 - (c) A statement of action taken in response to any issue raised by the NSW Anti-slavery Commissioner during the year concerning council operations and identified by the Commissioner as significant.
 - (d) A statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery.

In December 2023, the NSW Anti-slavery Commissioner released the *Guidance on Reasonable Steps (GRS)*, which took effect on 1 January 2024. The GRS outlines the key principles and expectations to guide councils in managing modern slavery risks within their operations and supply chains. It provides a framework for meeting due diligence and reporting requirements under the legislation.

One of the identified actions under the GRS is the development of a *Modern Slavery Policy*. Riverina Water's Procurement Coordinator has developed this policy to formalise the organisation's stance on modern slavery and to clearly outline expectations of our suppliers. The policy is attached for the Board's consideration and adoption.

› R6.1 Modern Slavery Policy 1.33 [↓](#) 

Strategic Alignment

Our Business

Improve strategic planning and accountability

Financial Implications

Not applicable.

Workforce Implications

Not applicable.

Risk Considerations

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



Modern Slavery

Purpose

The purpose of this policy is to:

- Outline Riverina Water's **commitment** to ensuring:
 - its operations and supply chains do not cause, involve, or contribute to modern slavery; and
 - its suppliers, relevant stakeholders, and others with whom we do business respect and share our commitment regarding minimising the risk of modern slavery.
- Ensure Riverina Water is compliant with its obligations under the Modern Slavery Act; and
- Ensure that Riverina Water employees are aware of Riverina Water's requirements in relation to Modern Slavery.

Scope

This Policy applies to all staff, board members, committee members, contractors, consultants and volunteers working for and with Riverina Water or on its behalf in any capacity.

Definitions

Act	The Modern Slavery Act 2018 (NSW)
Modern Slavery	<p>As defined by the Modern Slavery Act, including the following types of exploitation:</p> <ul style="list-style-type: none"> • Trafficking in people – the recruitment, harbouring and movement of persons for the purposes of exploitation through modern slavery. This includes sexual exploitation, forced labour or services and slavery and practices similar to slavery. • Slavery – when a person exercises power of ownership over another. • Servitude – a situation where an individual's freedom is significantly restricted, for example they are not free to stop working or to leave their place of work. • Forced labour – where violence or other methods (for example accumulation or debt, retention of identity papers) are used to coerce victims to work. • Forced marriage – where an individual is forced or deceived into marrying. • Debt bondage – where a victim's services are pledged as security for a debt and the debt is excessive, the length and



	<p>nature of services are not defined, or the value of the services is not applied against the debt.</p> <ul style="list-style-type: none"> • Deceptive recruiting for labour or services – where a victim is deceived about the conditions in which they will be working. • The worst forms of child labour - situations where children are subjected to slavery or similar practices, or engaged in hazardous work which could harm their health and safety.
Riverina Water Officials	Includes all staff, board members or committee members working for and with Riverina Water or on its behalf in any capacity
Code of Conduct	Riverina Water Code of Conduct Policy 1.01
Supplier	Any entity supplying goods and or services to Riverina Water

Policy statement of commitment

Modern Slavery is a human rights violation and a serious crime. Riverina Water is committed to respecting and protecting human rights and identifying, managing and minimising Modern Slavery risks within its supply chains.

Riverina Water will strive for collaborative action and continuous improvement in its approach to Modern Slavery and will continue to work with key stakeholders and Suppliers to review and improve its practices and procedures in this area on a regular basis.

Supply Chain

Riverina Water will engage with its Suppliers to identify, manage and minimise risks and instances of modern slavery in their supply chains and business operations.

Specifically, Riverina Water will:

1. identify modern slavery risks in its supply chain, including the extent of those risks and take action to manage or minimise them;
2. engage with Suppliers to understand their commitment to minimising the risk of modern slavery in their own supply chains and operations;
3. include modern slavery considerations in its procurement processes as guided by legislation and best practice;
4. ensure Riverina Water's standard contracts contain clauses requiring Suppliers to take reasonable steps to identify, assess and address Modern Slavery risks within their operations and supply chains and comply with Modern Slavery laws;



5. engage with key stakeholders to leverage influence and encourage positive and permanent change where Modern Slavery risks are identified that are outside of Riverina Water's direct control;
6. implement an internal reporting process to enable Riverina Water officials to raise concerns about any potential or suspected instances of Modern Slavery in Riverina Water's supply chain; and
7. ensure Modern Slavery reporting obligations are met.

Policy Implementation

Training and capacity building

Riverina Water will ensure that relevant employees have the knowledge, tools and capacity to comply with Riverina Water's obligations to reduce risks of Modern Slavery.

Reporting

Riverina Water will comply with its reporting obligations under the Modern Slavery Act 2018 (NSW) as updated from time to time.

Non Compliance

Riverina Water will not seek to benefit from suppliers that may be dishonest, unethical or unsafe. If there is evidence that a supplier supports this type of behaviour, or is in breach of the Modern Slavery requirements, Riverina Water will discontinue dealing with them.

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



Policy number	1.33
Responsible area	Finance and Sourcing
Approved by	Riverina Water Board
Approval date	
Consultation	Manex 28 May 2025
Legislation or related strategy	Modern Slavery Act 2018 (NSW) Modern Slavery Act 2018 (Cth)
Documents associated with this polic	Procurement Policy 4.20 Procurement Guidelines
Policy history	NEW
Review schedule	Every 4 years unless required earlier by NSW Modern Slavery Commissioner

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

R7 Draft Assistance for Undetected Leak Policy

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary The draft policy has been on public exhibition, with no submissions received. The report recommends adoption of the revised policy, which sets out a standardised process for calculating undetected leak rebates.

RECOMMENDATION that Council:

- a) Note there were no submissions made during the public exhibition period
- b) Adopt the Assistance for Undetected Leak Policy

Report

The revised draft Assistance for Undetected Leaks Policy was placed on public exhibition from 25 April to 30 May. During this time, no submissions were received.

The policy is now presented to the Board for adoption.

Summary of policy changes

This is first review of the policy since it was created in 2023. The policy aims to:

- Provide clarity for customers and staff on the types of assistance that can be provided
- Provide a clear process for application and eligibility requirements for an undetected leak rebate
- Provides consideration for exceptional circumstances for cases that don't align with the standardised approach
- Aligns Riverina Water's approach with best practice in the water industry by using the following calculation:

Size of leak	Type of support
Less than 200kl	Customer charged at same time last year, or if not possible or appropriate, a suitable estimated amount.

Greater than 200kl Provide a 50% rebate on the consumption, less the average usage over the previous 5 quarters. Total rebate will not exceed \$2000. A suitable estimated amount may be used if previous consumption is not appropriate.

› R7.1 Assistance for Undetected Leak Policy [↓](#) 

Strategic Alignment

Our Community

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

Financial Implications

Any rebates represent forgone revenue.

Workforce Implications

Not applicable.

Risk Considerations

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



Assistance for Undetected Water Leaks Policy

4.19

Purpose

Provide a consistent and clear approach to how Riverina Water can financially support customers who have been impacted by undetected leaks.

Policy Statement

Riverina Water is not responsible for plumbing beyond the water meter. However, where possible, Council tries to support those customers who may have been impacted by an undetected leak at their property.

Undetected leaks are typically discovered due to an unexplained increase in usage in the next quarterly billing cycle. This policy details the process and criteria to be eligible for assistance with a water account.

The objectives of this policy are to:

- Maintain a consistent outcome for all Riverina Water customers
- Provide members of the public with the criteria that must be met when applying for assistance following an undetected leak

Scope

This policy is relevant to all Riverina Water County Council customers who own a residential or commercial property within our supply area.

Definitions

- **Undetected Leak:** An undetected leak is where there is no ongoing visible sign of water loss, and both the fault and/or loss could not have been reasonably identified prior to Riverina Water issuing you an account.
- **Licensed Plumber:** Any individual wishing to perform any type of commercial, industrial or residential draining, plumbing, or gas fitting work in New South Wales must

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possess a plumbing licence issued by New South Wales Fair Trading. NSW plumbing licences are limited to water, sanitary and sewerage plumbing only.

- Similar consumption: Comparing a customer's water consumption with previous quarters and/or the same period in previous years.
- Assistance: A reduction in an eligible customer's bill when it is recalculated following an undetected water leak.

Principles

Applications for assistance following an undetected leak are to be submitted via the undetected leak assistance form on Riverina Water's website or by requesting a hard copy from Riverina Water.

Applicants will only be considered if the undetected leak assistance form is completed in full, all required information is enclosed and the request meets the eligibility criteria.

To be eligible for assistance, applications must meet and address all the criteria as outlined on the undetected leak assistance form.

Riverina Water customers are required to provide evidence from a licensed plumber once the leak has been repaired (copy of tax invoice will suffice).

Riverina Water will not accept applications for assistance when the high consumption is caused due to a leak that can be reasonably be discovered, is a known issue or due to faulty plumbing fixtures.

Further information on eligibility and ineligibility is as follows:

Applications must meet the following criteria:

- The fault must be repaired by a licensed plumber
- The application for assistance must be submitted within 30 days of the due date shown on your bill
- No previous assistance for an undetected leak has been granted to the owner/s of the property within the last three years

Applications may be denied in instances where:

- Water is found seeping, spraying, pooling, bubbling, running, flowing, gushing etc.
- There is dampness on the surface, in walls or floors

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- There is additional or unusual growth of grass or vegetation
- The loss of water was the result of faulty plumbing fixtures (eg taps, toilet cisterns, hot water services, cattle troughs, sprinkler or irrigation systems)
- The property is connected via a non-standard water service
- The leak is due to a known or recurring issue
- The fault was repaired by someone other than a licensed plumber

Consideration may be given to applicants with exceptional circumstances.

Types of assistance

Riverina Water provides two types of standard assistance depending on the size of the undetected leak. This is typically referring to the meter read and subsequent bill.

Eligible leak size	Assistance provided
Less than 200kl	Customer charged at same time last year, or if not possible or appropriate, a suitable estimated amount.
Greater than 200kl	Provide a 50% rebate on the consumption, less the average usage over the previous 5 quarters. Total rebate will not exceed \$2000. A suitable estimated amount may be used if previous consumption is not appropriate.

In cases where there has been substantial water loss between the time of the meter reading or a customer has identified the leak outside of the billing cycle, applications should include an image of the water meter so this usage can be factored into any rebate.

From time to time, extremely high water bills or genuinely exceptional circumstances may arise, in which case the matter may be referred to the Chief Executive Officer and/or the Board to determine reasonable support beyond the scope of the above.

Assessment

Applications will be assessed within 10 business days; excluding those that may have exceptional circumstances or are awaiting further information, in which instance customers will be advised regularly of any update.

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Customers who are dissatisfied with an assessment may provide, in writing via email or letter, further information for consideration. Reviews will be completed by the Director Corporate Services, and/or the Chief Executive Officer as required. The outcome of any review is final.

Reporting

Riverina Water will report the total amount of assistance provided to customers to the Board at the conclusion of each financial year.

Non-Compliance

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

Customers found to be dishonest in an application for an undetected leak may have future applications denied.

Policy number	4.19
Responsible area	Corporate Services
Approved by	Riverina Water Board – Res 22/048
Approval date	26 June 2025
Legislation or related strategy	N/A
Documents associated with this policy	Adopted Fees & Charges
Policy history	First Adopted April 2022

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END OF POLICY STATEMENT

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R8 2024/25 Customer Satisfaction Survey

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary Riverina Water conducted its Customer Satisfaction Survey throughout May and early June 2025, with all water quality and customer service indicators again returning high satisfaction scores.

RECOMMENDATION that Council:

- a) Receive and note the report; and
- b) Acknowledge and thank staff for their ongoing good work as reflected in the consistent results of the community satisfaction survey results year-on-year.

Report

Each year, Riverina Water is required to undertake a customer survey. Since 2022, Riverina Water has undertaken the survey using internal resources instead of an external consultant.

Riverina Water again promoted the survey with a "Win your water for a year" competition for eligible submissions of up to \$800 total of new water charges for the 2025-26 financial year.

Along with encouraging participation, this initiative delivers updated contact information to allow staff to engage with customers when needed for a range of reasons, such as suspected leaks, account issues etc.

The survey has consistently measured satisfaction levels with both water quality and customer service. In 2024, the survey included new questions to measure trust, reputation and affordability. This year, additional questions were asked to assess baseline knowledge of how water is supplied and awareness of the grants program.

Survey participation in 2025 was 1105, doubling last year's participation of 526. The average participation over the past four years is 724.

It is important to note participation in the survey is open and not weighted against the supply area's demographic profile. Based on the previous externally provided survey, 500 respondents are considered a representative sample.

Survey results summary

Riverina Water has historically enjoyed strong levels of satisfaction in its annual customer surveys, and 2025 proved no different.

All Customer Service and Water Quality indicators returned weighted averages of either very high (>4.5 out of 5) or high (>3.75) levels of satisfaction.

It should be noted that the average score of all indicators was above 4 out of 5, which has been a consistent result for Riverina Water.

More detailed results and response trends are attached to this report. While the overall responses indicate high levels of satisfaction, staff will analyse low score areas and any individual responses of concern.

Participation

- › There was an increase in survey respondents outside of the Wagga Wagga LGA
- › There was a slight increase in respondents in the age bracket 35-49 years
- › The typical survey respondent could be described as a female homeowner in their 50s living in a two-person household.

Customer Service

Those customers who had had contact with Riverina Water in the past 12 months were asked to rate their experience across nine indicators.

- › The rating over overall customer service was very high (4.56/5).
- › All individual customer service indicators were rated very high (above 4.5), except for "information is easy to find on the website" (4.27).

The responses were all on trend with previous years and in line with Riverina Water's historically strong levels of customer satisfaction.

Of those who had contact with Riverina Water recently:

- › Almost 80% of enquiries were resolved the same day
- › 96% were resolved within a week

The typical customer contacted via phone for an account enquiry.

Most customers would prefer future contact via a digital method (e.g. email, website), which demonstrates an opportunity for the take up of Riverina Water's customer portal.

Water Quality

Satisfaction with the quality of water again remained high and is consistent year-on-year.

- › Water supply reliability had the highest level of satisfaction, as it did in the previous three years of the survey.
- › It had a weighted average of 4.57 out of 5 with 69.11% of respondents rating it 5 out of 5.
- › All water quality attributes were again rated higher in the high satisfaction band (>3.75 out of 5)
- › The overall average level of satisfaction with water was 4.2 out of 5.

Priorities and perceptions

In 2024, new questions were asked regarding customer priorities and their perceptions of value and trust. These questions were to align with Integrated Planning and Reporting changes to ensure Riverina Water has a robust picture of what is important to its community.

Participants were asked to rate out of 5 the following indicators. As this is a newer response, both the current and previous year results are below.

Indicator	2024 result	2025 result
Overall trust	4.3	4.21
Satisfaction with service provider	4.3	4.26
Reputation in the community	4.2	4.15
Affordability and value	3.8	3.67

Overall, the results are on par between the two years, noting, too, that there were significantly more respondents in 2025 than 2024.

The largest change was in affordability, which could be attributed to several factors such as continued cost of living pressures and the public exhibition and media coverage regarding the proposed increase to fees and charges.

Regarding priority areas, results were again consistent overall, with priority areas marrying with high or very high levels of satisfaction as per earlier in this report:

Priority	2024 result	2025 result
Water supply reliability	4.79	4.74
Water affordability	4.34	4.48
Efficient and reliable customer service	4.49	4.42
Water quality	4.67	4.72
Incentives for water saving efforts	4.00	4.04
Community grants, sponsorships and donations	3.69	3.43
Water education programs	3.58	3.60

The largest change was increased importance around affordability and a decrease in prioritising community funding initiative. This could likely be interpreted as customer's preferring direct benefit to the individual due to ongoing cost of living pressures. There is an opportunity for Riverina Water to consider rebates and support for water saving efforts. Investigating these types of initiatives is an existing action for the organisation.

Respondents were also asked if they had awareness of Riverina Water's Enriching Communities or previous Community Grants programs.

- › 32.5% of respondents were aware of the program
- › When previously asked in 2021, 24.4% of respondents were aware of the program

As per recent Board workshops on the program, this indicates the importance of grassroots promotion of these funding opportunities by constituent councils.

Water literacy

Participants were also asked to self-assess their water literacy to gather some baseline data for future education initiatives.

- › 42.67% of customers said they had some or a general idea of where their water comes from
- › 13.55% believed they knew a lot
- › 25.68% said they knew a little, but not many details
- › The remainder, 18.1%, had no understanding

Following this, they were asked to briefly, in their own words, state where their water comes from. An example of a short response indicating a good understanding would be "Our drinking water comes from bores or the Murrumbidgee River. Riverina Water treats it to ensure it's safe to drink before distributing it through a network reservoirs and water mains".

In analysing these free text responses:

- › About 5% represented a good understanding, versus the 13.55% who self-assessed this level of knowledge
- › About half of respondents (51%) had minor details e.g. stating the river, or bores.
- › 43.7% of respondents provide answers that suggested they had no or very minimal knowledge of their water supply

› R8.1 Survey results [↓](#) 

Strategic Alignment

Our Community

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

Financial Implications

The delivery of the survey in-house has reduced the cost of this annual requirement. Outside of marketing costs, up to \$800 in water bill credit is awarded to the competition winner.

Workforce Implications

Not Applicable.

Risk Considerations

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

2025 Customer Satisfaction Survey

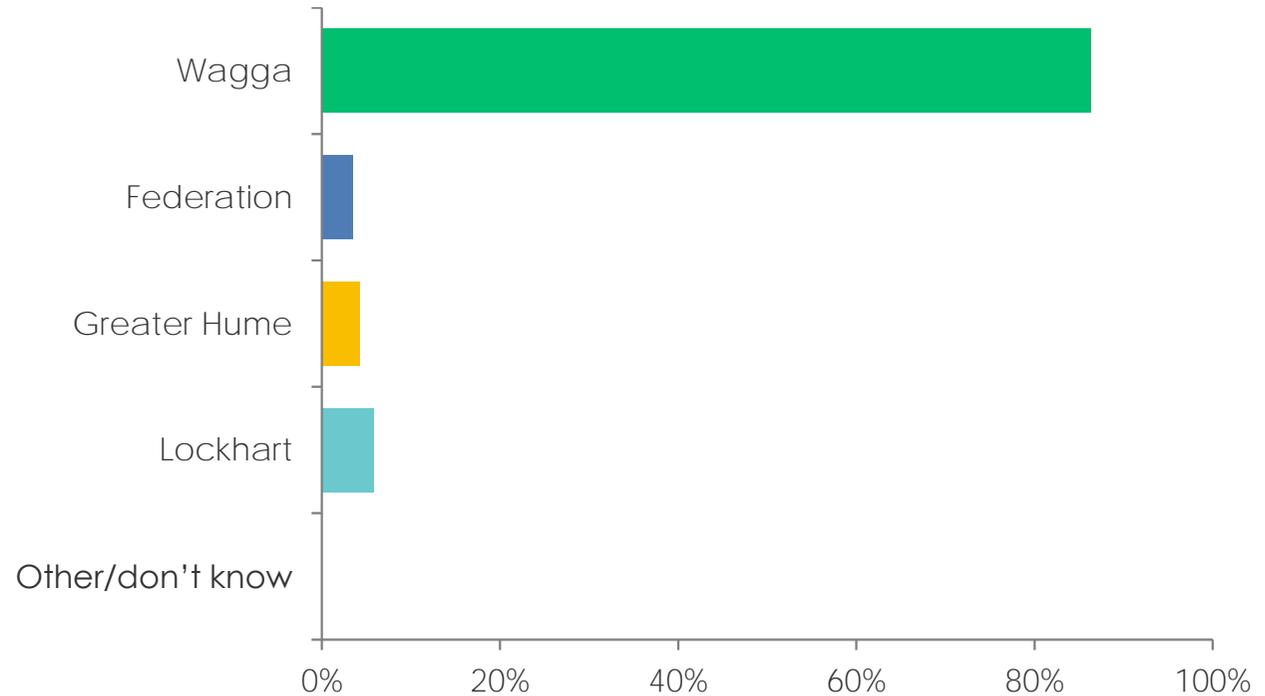
May-June 2025 | Summary of Results

Survey participation

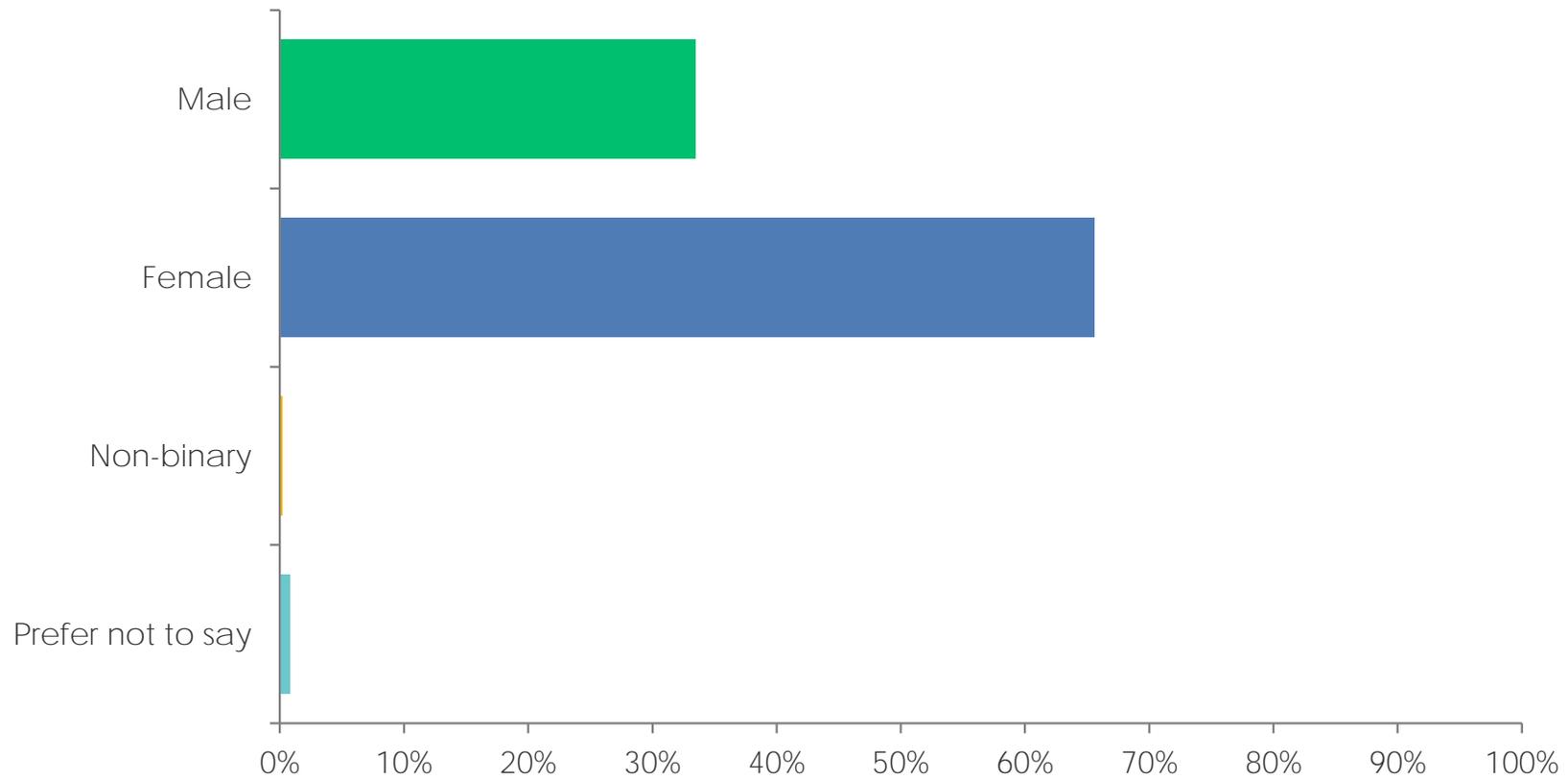
1105 survey respondents

LGA breakdown

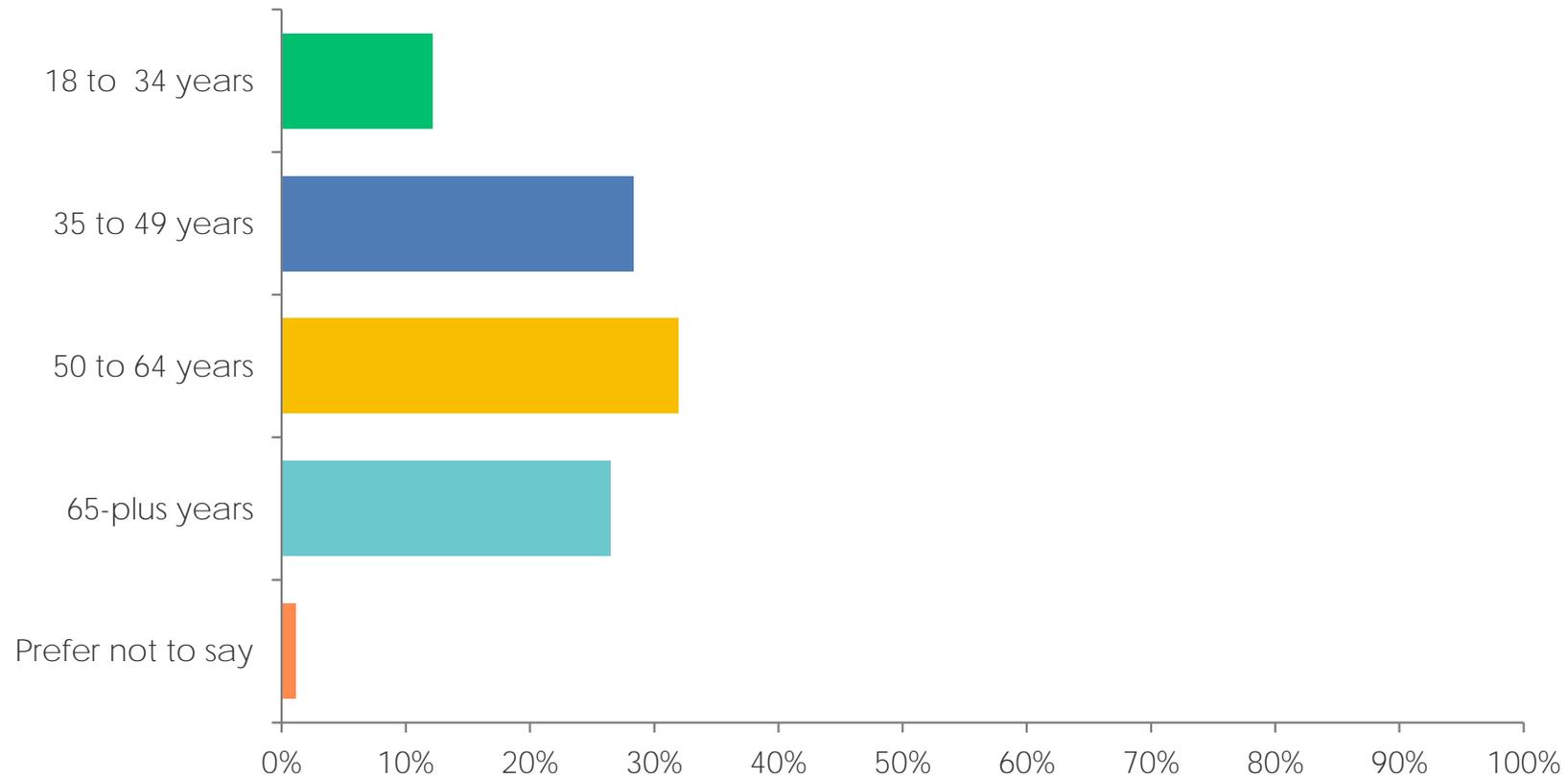
- › Wagga: 86.33%
- › Greater Hume: 4.25%
- › Lockhart: 5.88%
- › Federation: 3.53%



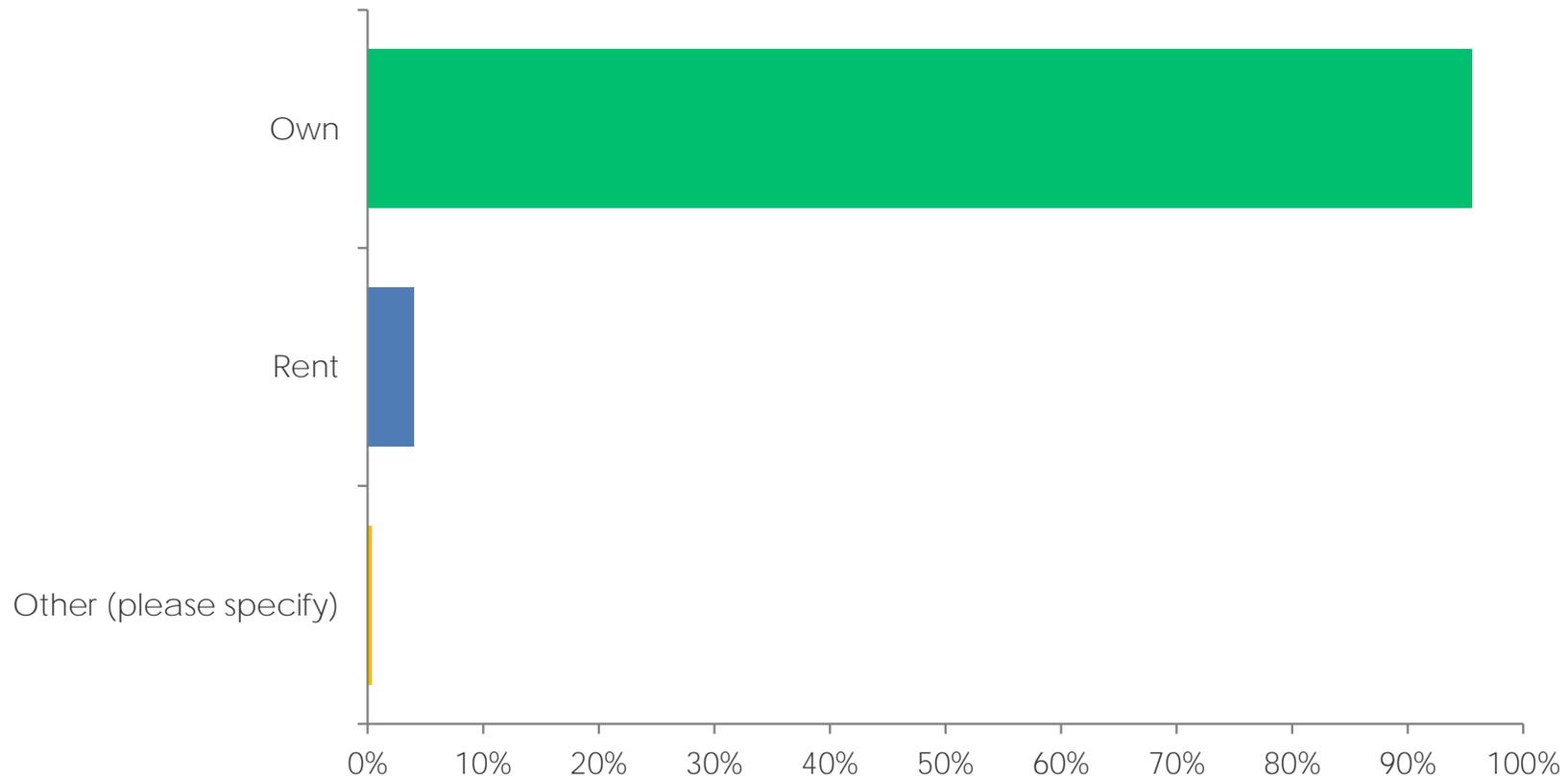
Survey participation - gender



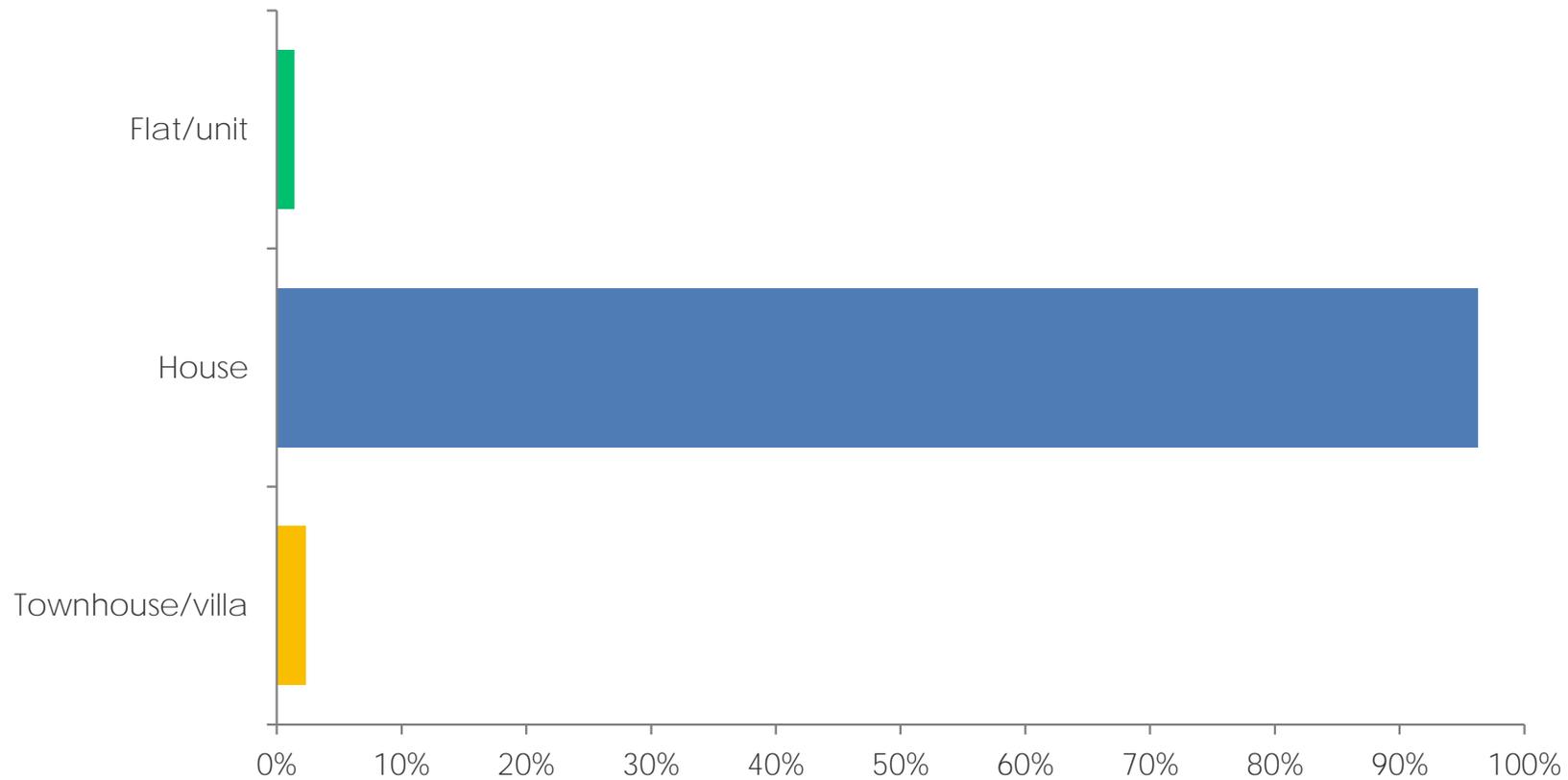
Survey participation - age



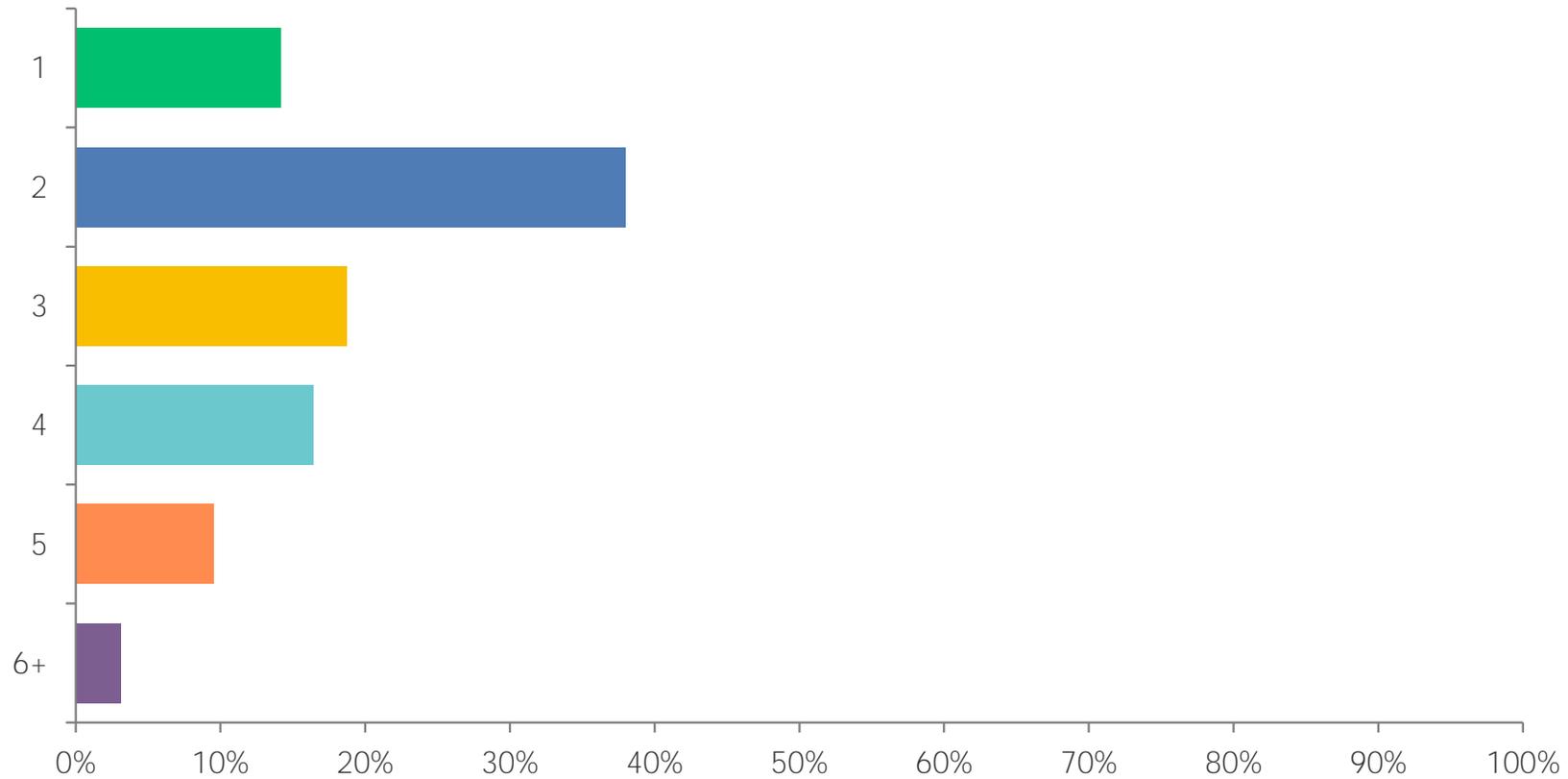
Survey participation - dwellings



Survey participation - dwellings



Survey participation – household size



Customer perceptions and priorities

Perception indicator	2024 result	2025 result
Overall trust	4.3	4.21
Satisfaction with service provider	4.3	4.26
Reputation in the community	4.2	4.15
Affordability and value	3.8	3.67

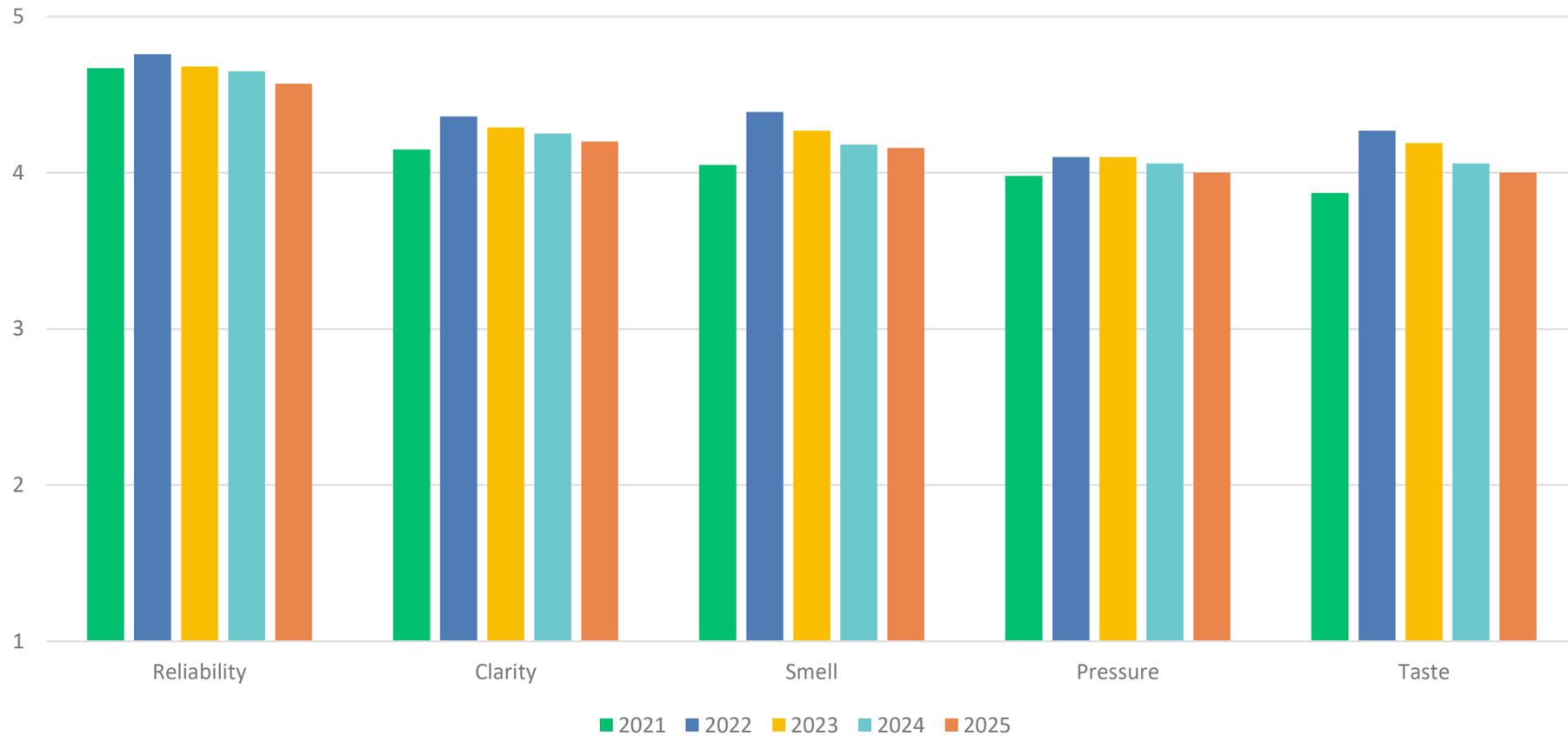
Priority area	2024 result	2025 result
Water supply reliability	4.79	4.74
Water affordability	4.34	4.48
Efficient and reliable customer service	4.49	4.42
Water quality	4.67	4.72
Incentives for water saving efforts	4.00	4.04
Community grants, sponsorships and donations	3.69	3.43
Water education programs	3.58	3.60

Awareness of community grants programs
 2025 result: 32.5%
 2021 result: 24.4%

Satisfaction with Water Quality

	1 VERY DISSATISFIED	2	3	4	5 VERY SATISFIED	TOTAL	WEIGHTED AVERAGE
Water taste	4.18% 40	5.33% 51	19.02% 182	28.84% 276	42.63% 408	957	4.00
Water smell	2.40% 23	4.18% 40	15.99% 153	30.20% 289	47.23% 452	957	4.16
Water clarity	1.68% 16	3.98% 38	14.03% 134	33.51% 320	46.81% 447	955	4.20
Water pressure	5.13% 49	6.69% 64	16.42% 157	26.99% 258	44.77% 428	956	4.00
Water supply reliability	0.63% 6	1.26% 12	7.96% 76	21.05% 201	69.11% 660	955	4.57

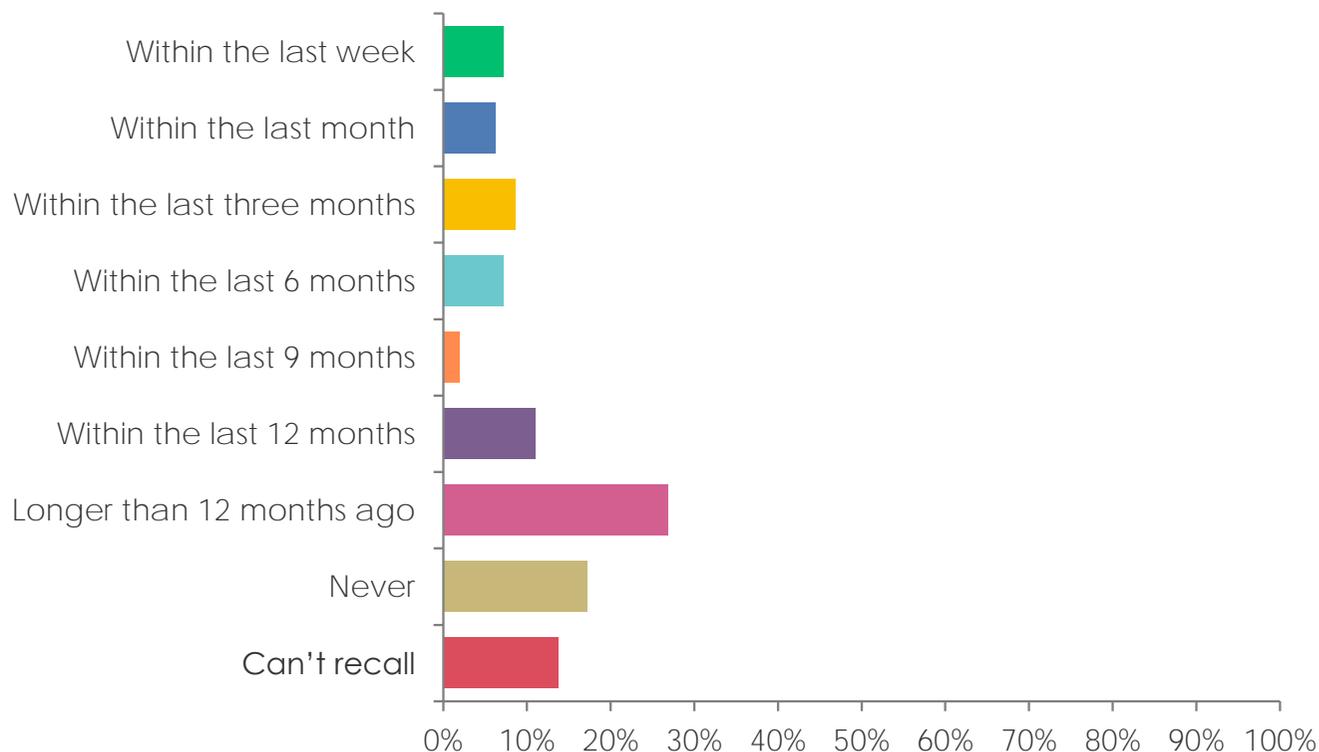
Satisfaction with Water Quality trends



Last contact with Riverina Water

Respondents who contacted Riverina Water within the past 12 months (403 people) were asked additional questions on how they contacted us, the reason and when their request was responded to.

They were then asked to rate Riverina Water's Customer Service based on 9 indicators.



Contact with Riverina Water - methods

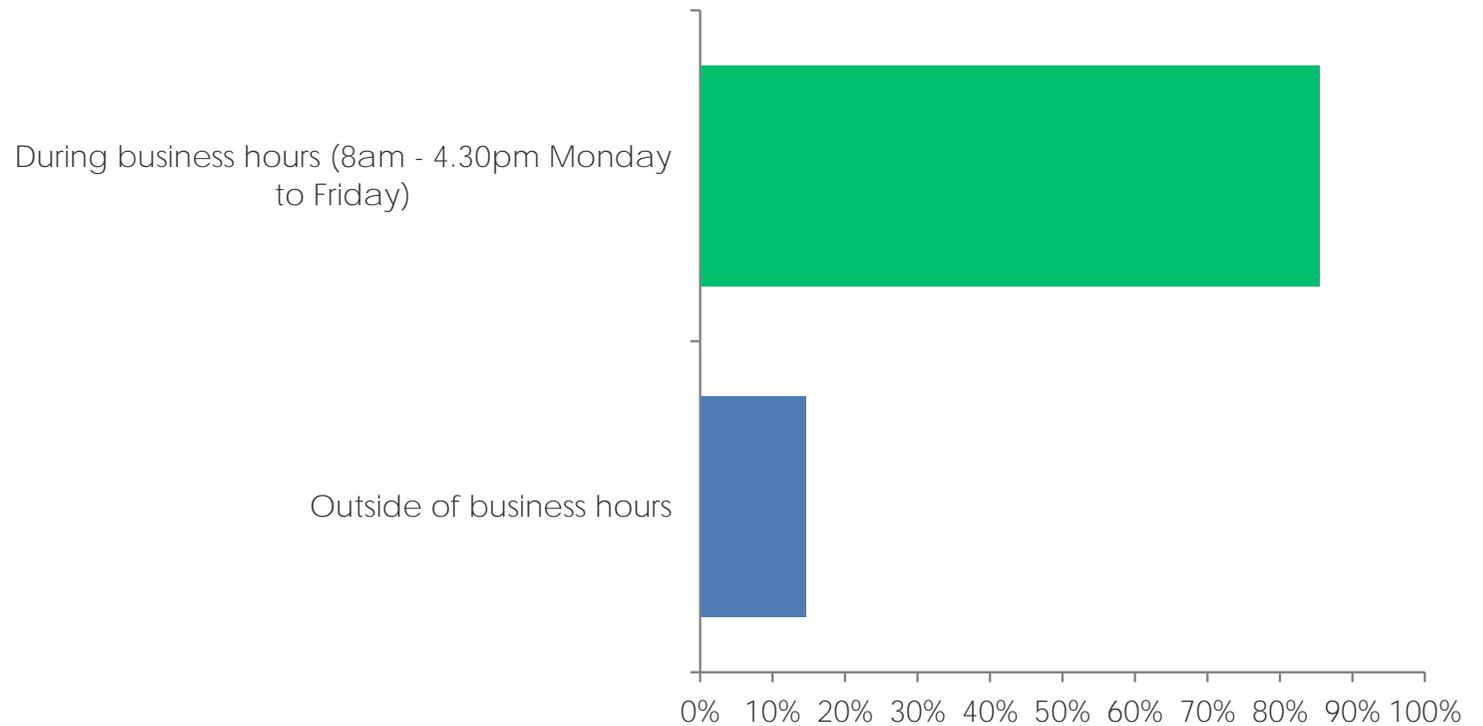
ANSWER CHOICES	RESPONSES	
Telephone	72.31%	282
Riverina Water website	4.62%	18
Email	14.36%	56
Social Media	0.00%	0
Letter	1.28%	5
Visited Riverina Water office	7.44%	29
TOTAL		390

Contact with Riverina Water - purpose

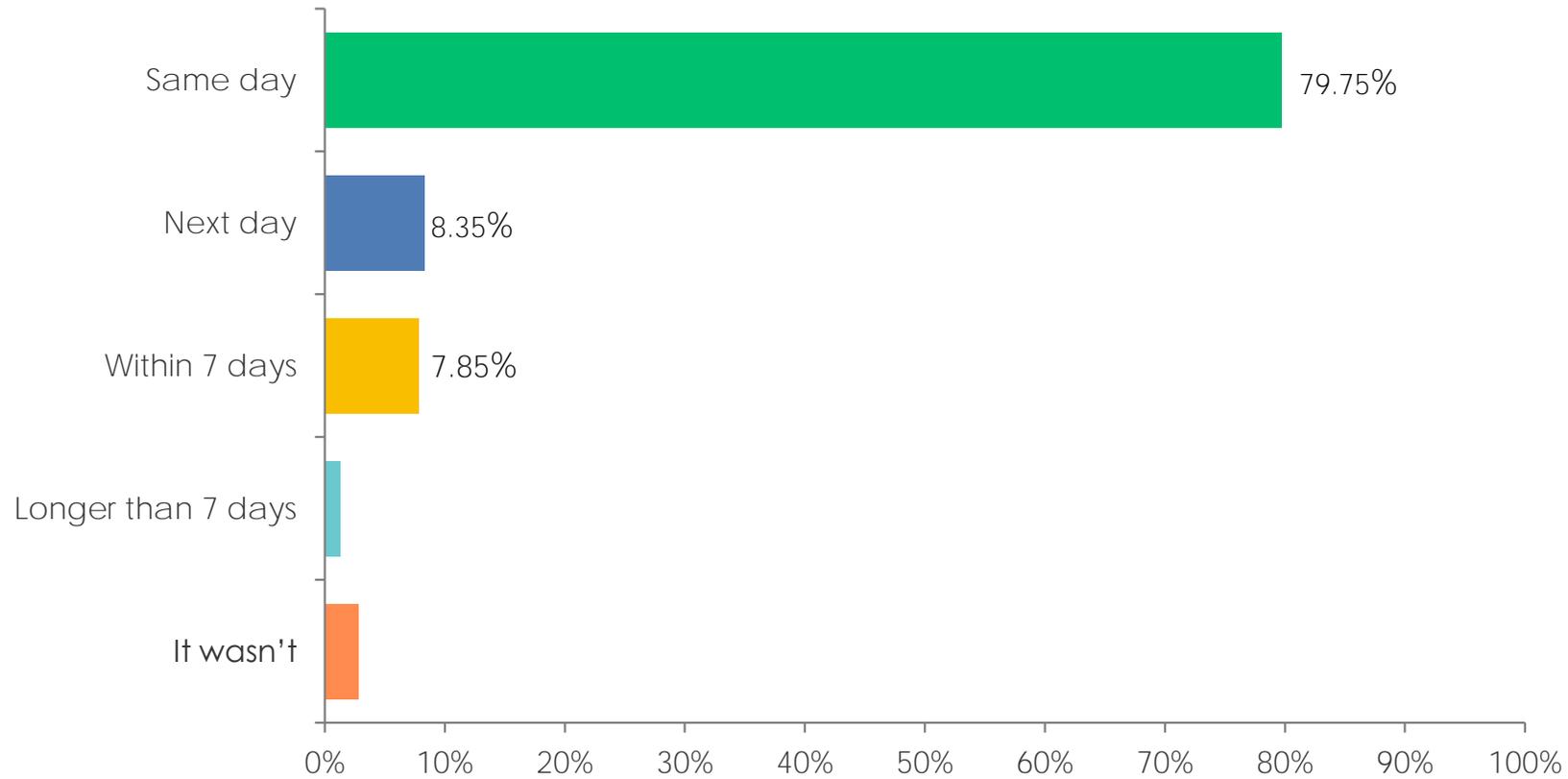
ANSWER CHOICES	RESPONSES	
Account enquiry	48.03%	171
Payment of account	14.61%	52
Connection of water supply	5.06%	18
Pressure / flow interruption	5.06%	18
Report a broken pipe	14.04%	50
Leaking meter / meter tap	8.99%	32
Water quality	2.81%	10
Education resources or fact finding	1.40%	5
TOTAL		356

Contact with Riverina Water - when

Of respondents who made enquiries 85.5% were received during business hours and 14.5% after hours.



Contact with Riverina Water – response time



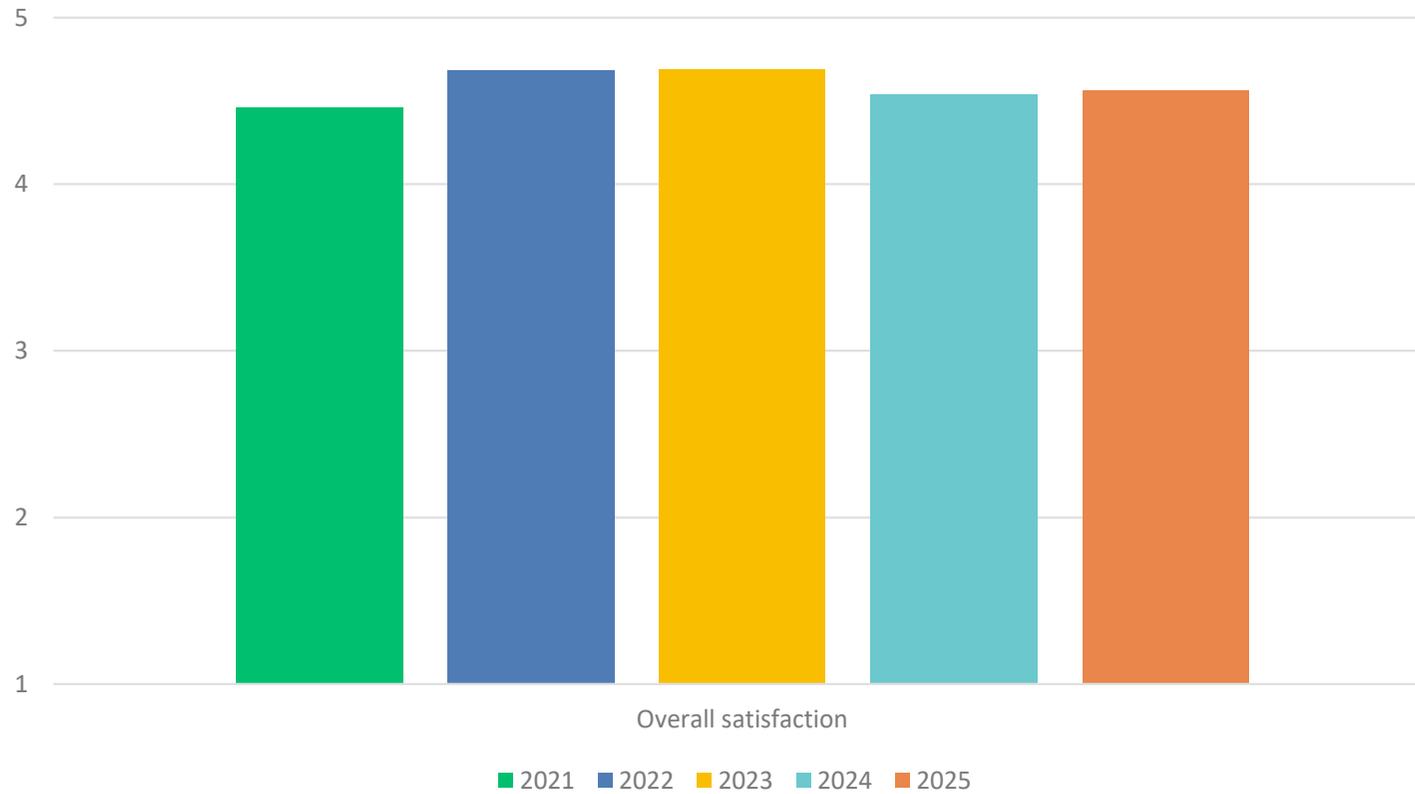
Satisfaction with Customer Service

	1 VERY DISSATISFIED	2	3	4	5 VERY SATISFIED	CAN'T SAY	TOTAL	WEIGHTED AVERAGE
The ability to meet your needs on the first contact.	2.48% 10	2.73% 11	4.47% 18	11.17% 45	75.68% 305	3.47% 14	403	4.60
Handling your transaction accurately	2.99% 12	1.00% 4	5.72% 23	12.94% 52	73.88% 297	3.48% 14	402	4.59
Ease of doing business here	2.49% 10	1.74% 7	6.97% 28	11.94% 48	74.63% 300	2.24% 9	402	4.58
Contact was dealt with quickly	2.98% 12	2.23% 9	4.71% 19	13.15% 53	74.19% 299	2.73% 11	403	4.58

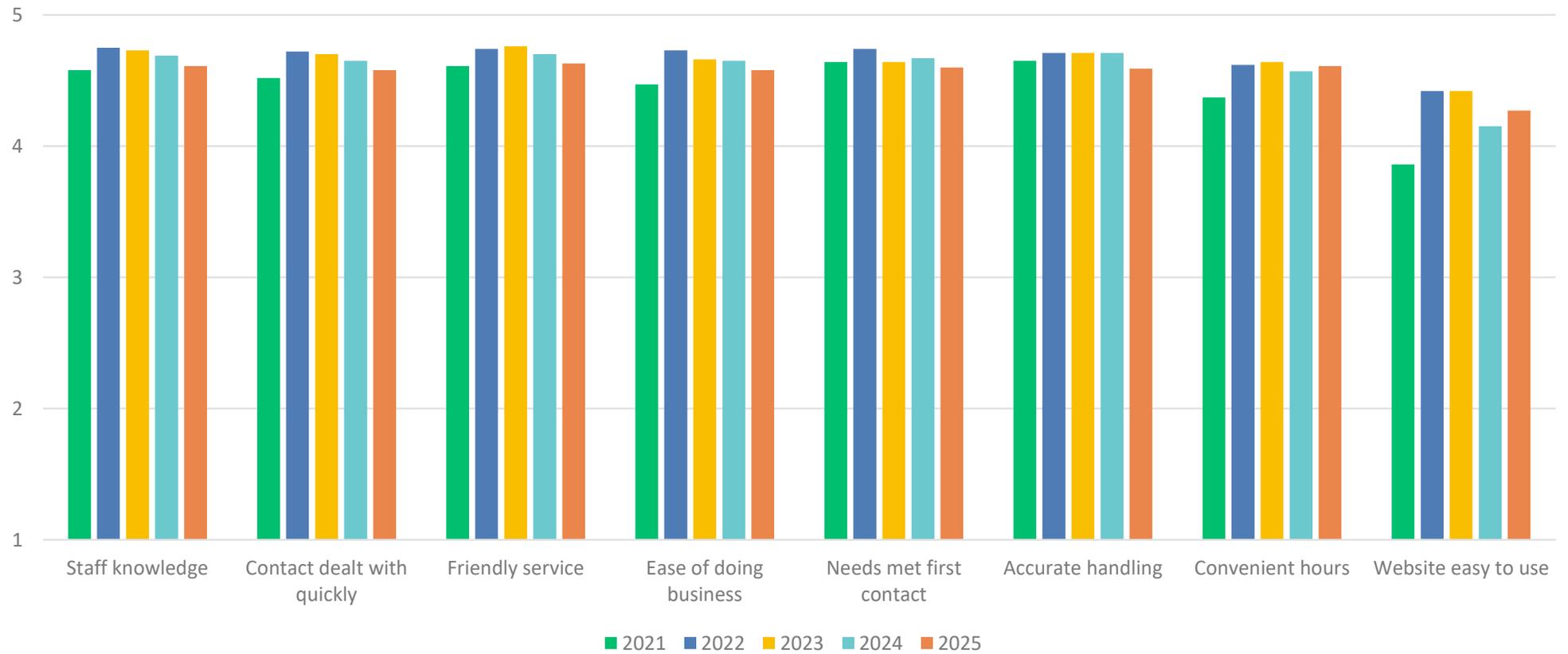
Satisfaction with Customer Service

	1 VERY DISSATISFIED	2	3	4	5 VERY SATISFIED	CAN'T SAY	TOTAL	WEIGHTED AVERAGE
Knowledge & skill of staff	2.98% 12	1.49% 6	3.72% 15	13.40% 54	74.19% 299	4.22% 17	403	4.61
Friendly and caring service	2.99% 12	1.25% 5	4.24% 17	11.22% 45	76.06% 305	4.24% 17	401	4.63
Convenient hours of operation	1.25% 5	1.00% 4	5.25% 21	19.25% 77	69.25% 277	4.00% 16	400	4.61
Information is easy to find on the website	2.49% 10	2.24% 9	12.97% 52	17.21% 69	46.88% 188	18.20% 73	401	4.27
Overall satisfaction with service	2.50% 10	1.00% 4	5.50% 22	19.00% 76	69.75% 279	2.25% 9	400	4.56

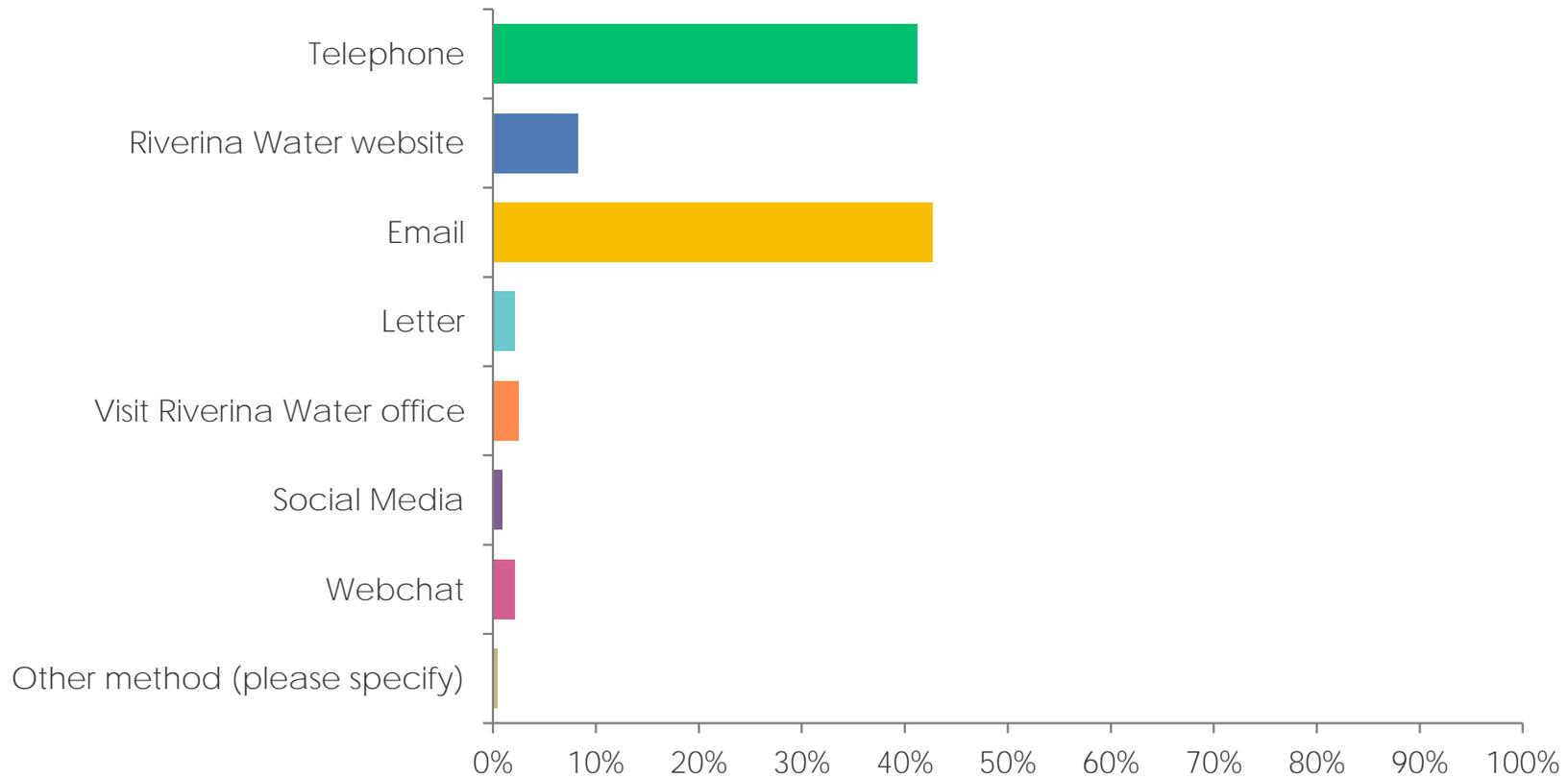
Overall customer service satisfaction trend



Satisfaction with Customer Service trends



Preferred future contact method



Water literacy

Participants were asked to self-assess their knowledge of where their drinking water comes from.

Following this, they were asked to shortly in their own words describe where their water comes from.

In analysing the free text responses, only about 5% had a good understanding. Over 50% of respondents had only minor details, for example, stating “the river” or “bores”.

The remainder of respondents had very little, incorrect or no knowledge of their water supply.

ANSWER CHOICES	RESPONSES	
A lot; I understand where the water comes from and what Riverina Water does	13.55%	134
Some; I have a general idea, but not the full picture	42.67%	422
Not much; I know a little, but not many details	25.68%	254
Nothing at all; I've never really thought about it	16.99%	168
None	1.11%	11
TOTAL		989

Free text feedback summary

- 40 respondents took the opportunity to provide positive feedback or a compliment
- 169 residents provided a comment, general feedback, suggestions or ideas, or an individual issue. There was no consistent theme. Broadly, they could be collated as:
 - o Water supply and quality
 - o Affordability, billing and concessions
 - o Communication re: outages
 - o Environmental or health queries
 - o Water conservation or education

R9 Donations and Sponsorships 2024-25 summary report

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary An annual summary of donations and sponsorships is provided to the Board.

RECOMMENDATION that the Board receive and note the report.

Report

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

As part of the Donations and Sponsorships Policy, an annual summary is reported to the Board.

For 2024/25 at the time of writing this report, \$87,895.45 had been awarded to 31 recipients. There is an amount of \$17,104.55 remaining.

Despite the remaining budget, donations and sponsorships have grown on average. For comparison Riverina Water awarded \$64,945 and \$77,470.82 in 2023/24 and 2022/23 respectively. A review of the overarching policy also led to an increase in the budget for donations and sponsorships, which is now \$105,000.

Please note that as these donations and sponsorships have been previously awarded and endorsed, this report is information only.

Recipient	Description	Type	LGA	Amount
Amie St Clair Trust	Charity fundraiser events	Sponsorship	Wagga	\$3,000
Wagga Wagga Country Club	Women's Pro-Am	Sponsorship	Wagga	\$1,850
The Rock District Meals on Wheels	Annual charity golf day	Donation	Lockhart	\$450
Rotary Club of South Wagga	Nepal building donation as approved by the Board	Donation	Wagga	\$1,000

Rotary Club of South Wagga	Annual golf day	Sponsorship	Wagga	\$1,300
Henty Show Society	Annual show	Sponsorship	Greater Hume	\$3,000
Mawang Gaway	Murun-dhu (I Live, I Breathe) Community Event	Sponsorship	Wagga	\$5,000
Holbrook Business and Community Development Group	Festival by the Sub	Sponsorship	Greater Hume	\$5,000
Kensington Productions	Movie production	Sponsorship	Wagga	\$5,000
The Rock Triathlon	Annual triathlon	Donation	Lockhart	\$500
SoAct	Riverina Water Ten x Ten PlayFest	Sponsorship	Wagga	\$2,200
Koorungal Rotary Club	Annual Science and Engineering Challenge	Sponsorship	Wagga	\$3,500
Urana Campdraft	Annual event	Donation	Federation	\$1,000
Henty Bowling Club	Invitation triples	Donation	Greater Hume	\$300
Spirit of the Land Lockhart	2024 Festival	Donation	Lockhart	\$2,500
Ronald McDonald House	20 nights' accommodation for families of patients	Donation	Wagga	\$3,500
Riverina Football Trust	Afghan women's soccer team visit to Wagga	Sponsorship	Wagga	\$2,750
Country Hope	Charity golf day	Donation	Wagga	\$2,500
Wollundry Rotary	Gears and Beers Festival	Sponsorship	Wagga	\$2,500
Basketball NSW	NAIDOC Deadly 3x3 Basketball Gala Day	Donation	Wagga	\$2,727.27
Fishing for Kyan	Annual event	Donation	Wagga	\$1,000

Southern Sports Academy	Indigenous Talent Program - Talent ID Day	Sponsorship	Wagga	\$3,000
Committee for Wagga	Business Breakfast	Sponsorship	Wagga	\$4,545.45
Wagga NAIDOC Committee	2024 NAIDOC Ball	Sponsorship	Wagga	\$1,000
St Vincent de Paul	Winter sleepout appeal	Donation	Wagga	\$2,500
Riverina Conservatorium of Music	Christmas with the Con	Donation	Wagga	\$2,500
Kurrajong Waratah	Hildasid Farm	Donation	Wagga	\$2,000
Specialist Medical Resources Foundation	Carols by Candlelight	Donation	Wagga	\$2,272.73
CSU	Annual scholarship	Donation	Wagga	\$4,000
City of Wagga Wagga	Fusion festival – water bar	Sponsorship	Wagga	\$2,000
WaterAid membership	Silver 2024/25 membership	Sponsorship	Wagga	\$11,000
			Total	\$87,895.45

Strategic Alignment

Our Community

Actively support and participate in our community

Financial Implications

The donations and sponsorships are funded annually within the 24/25 Operational Plan.

Workforce Implications

Not applicable.

Risk Considerations

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

R10 Customer and Community Engagement Strategy 2025/26-2028/29

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary Riverina Water is required to review its Community Engagement Strategy to align with the new term of the Board. The strategy has been placed on exhibition and is now presented for adoption.

RECOMMENDATION that Council:

- a) Note there was one submission made during the public exhibition period
- b) Adopt the Customer and Community Engagement Strategy 2025/26-2028/29

Report

Following local government elections, councils are required to review their Community Engagement Strategy.

A draft Customer and Community Engagement Strategy 2025/26-2028/29 was presented to the 24 April Board Meeting and placed on public exhibition from 25 April to 30 May 2025.

One late submission was received during the public exhibition period. The submission centred around the main themes, with response as follows:

Summary of the Submission	Management response
Does not support Net Zero, renewable energy and similar initiatives and potential risks involved	Riverina Water is committed to a strategic, evidence-based response to long-term environmental, operational, and financial risks. Integrating emissions reduction supports system resilience, cost efficiency, and regulatory compliance, all while ensuring the continued delivery of safe, reliable, and affordable services.
Lack of support Reconciliation Action Plan and inclusion	Riverina Water is committed to reconciliation, inclusion and cultural safety, which has been embedded in plans, strategies and policies to date.

Notwithstanding these submissions, management is of the view that there is no amendment required to the document.

Background

The Office of Local Government provides a guide of the mandatory and best practice inclusions, many of which are targeted at general purpose councils and to compliment the development of a Community Strategic Plan.

Being a county council, Riverina Water's approach to this document has been to broaden the focus as a Customer and Community Engagement Strategy to better capture our unique organisation and the services we provide. In doing so, the mandatory standards are met and appropriate best practices included.

The draft Customer and Community Engagement Strategy 2025/26-2028/29 is a review of the current document, with minor changes to reflect the draft 2025/2028 Business Activity Strategic Plan and draft Delivery Program and other improvements.

The Communications and Community Engagement Strategy is built on four focus areas – Engage, Enrich, Educate, Experience – with the overall strategic outcome of “We provide exceptional customer service and demonstrate social responsibility to our community”.

During the development of the Operational Plan each year, detailed objectives and initiatives are set out, with progress reported back to the board via six monthly reports.

› R10.1 Customer and Community Engagement Strategy 2025/26-2028/29 [↓](#) 

Strategic Alignment

Our Community

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

Financial Implications

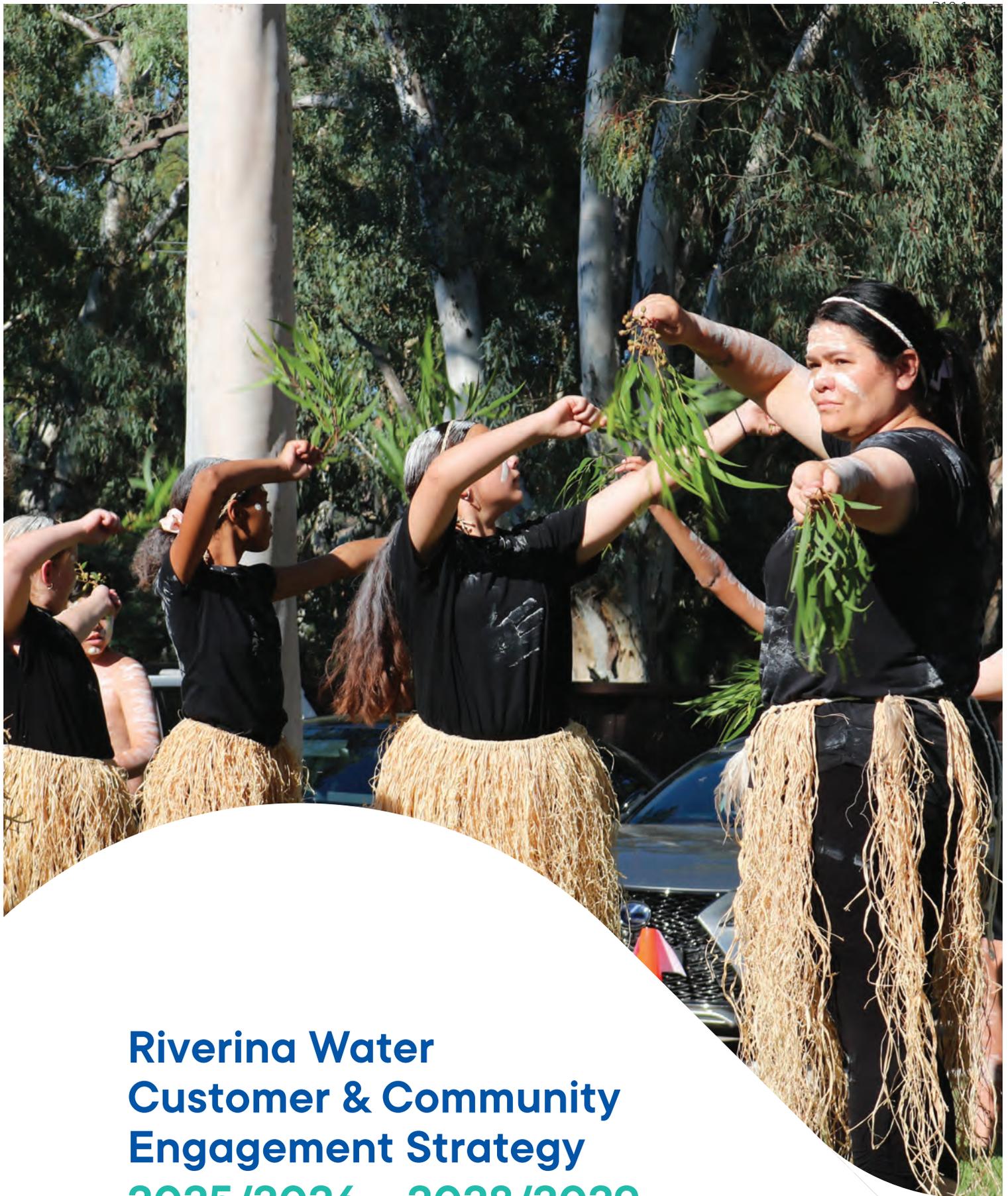
Not applicable.

Workforce Implications

Not applicable.

Risk Considerations

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



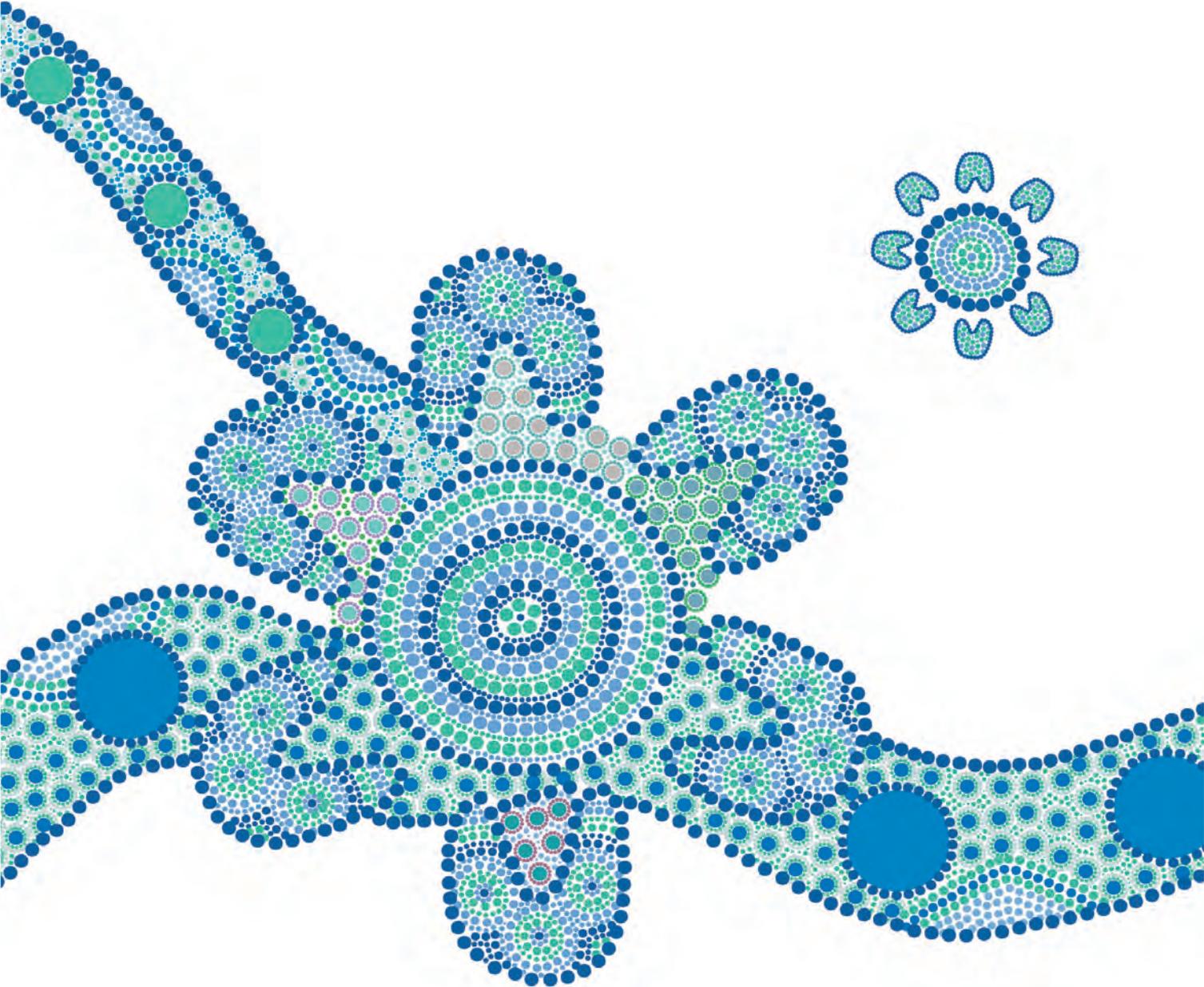
Riverina Water Customer & Community Engagement Strategy 2025/2026 – 2028/2029



Acknowledgement of Country

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

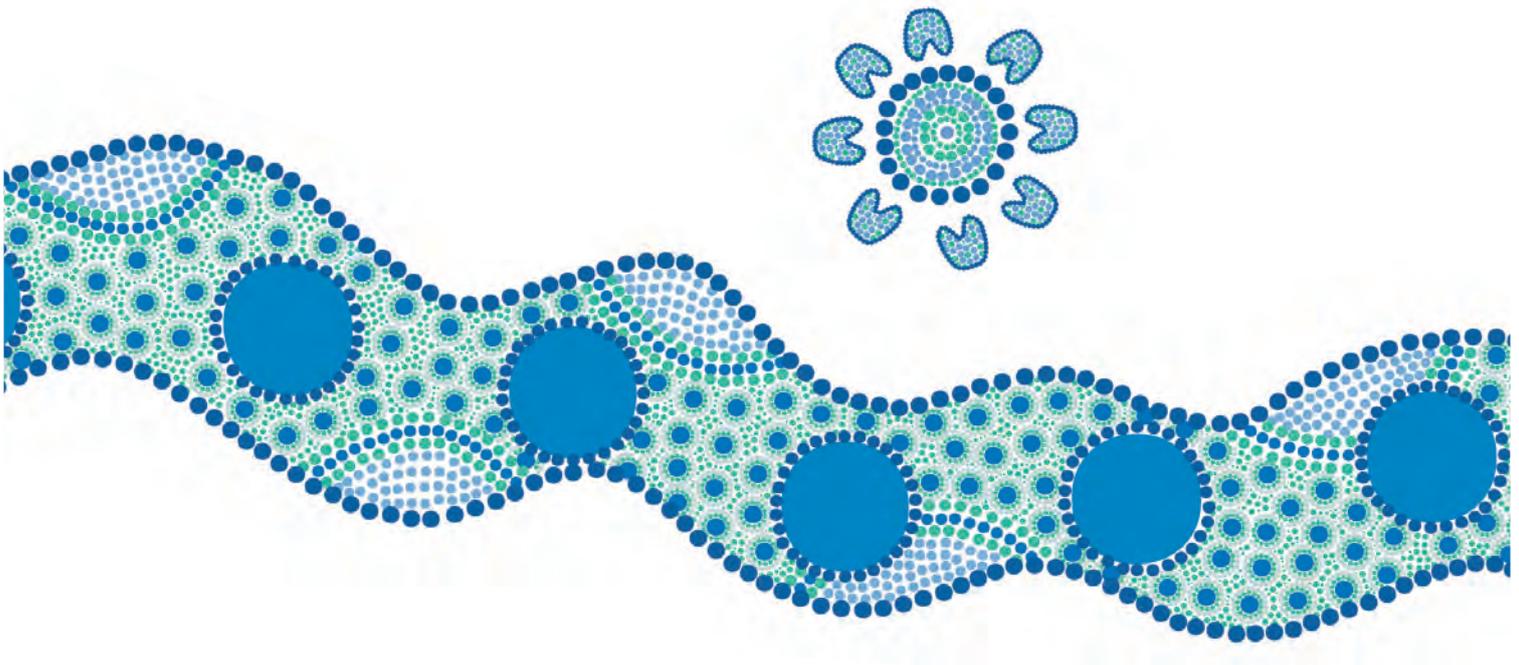
We recognise the deep cultural connection Wiradyuri and First Nations communities have with the lands and waters of this region.



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

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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 a 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. Since then, we have:

- › Adopted our first Reconciliation Action Plan
- › Redeveloped our website
- › Offered improved services online
- › Began development of our Disability Inclusion Action Plan
- › Supported our community with almost \$1.7M in grants for grassroots projects
- › Provided donations and sponsorships to community groups and events
- › Participated in events and initiatives, such the as Fusion Multicultural Street Festival
- › Provided temporary water at community events
- › Installed permanent bubbler and drink bottle filling stations throughout the supply area

- › Adapted our processes and policies to meet the changing needs of our customers, such as rebates for undetected leaks
- › Asked for your feedback through annual surveys and implemented your experiences into our services

We are now taking the next step on our journey of fostering proactive communication, engagement and partnerships with our customers and community.

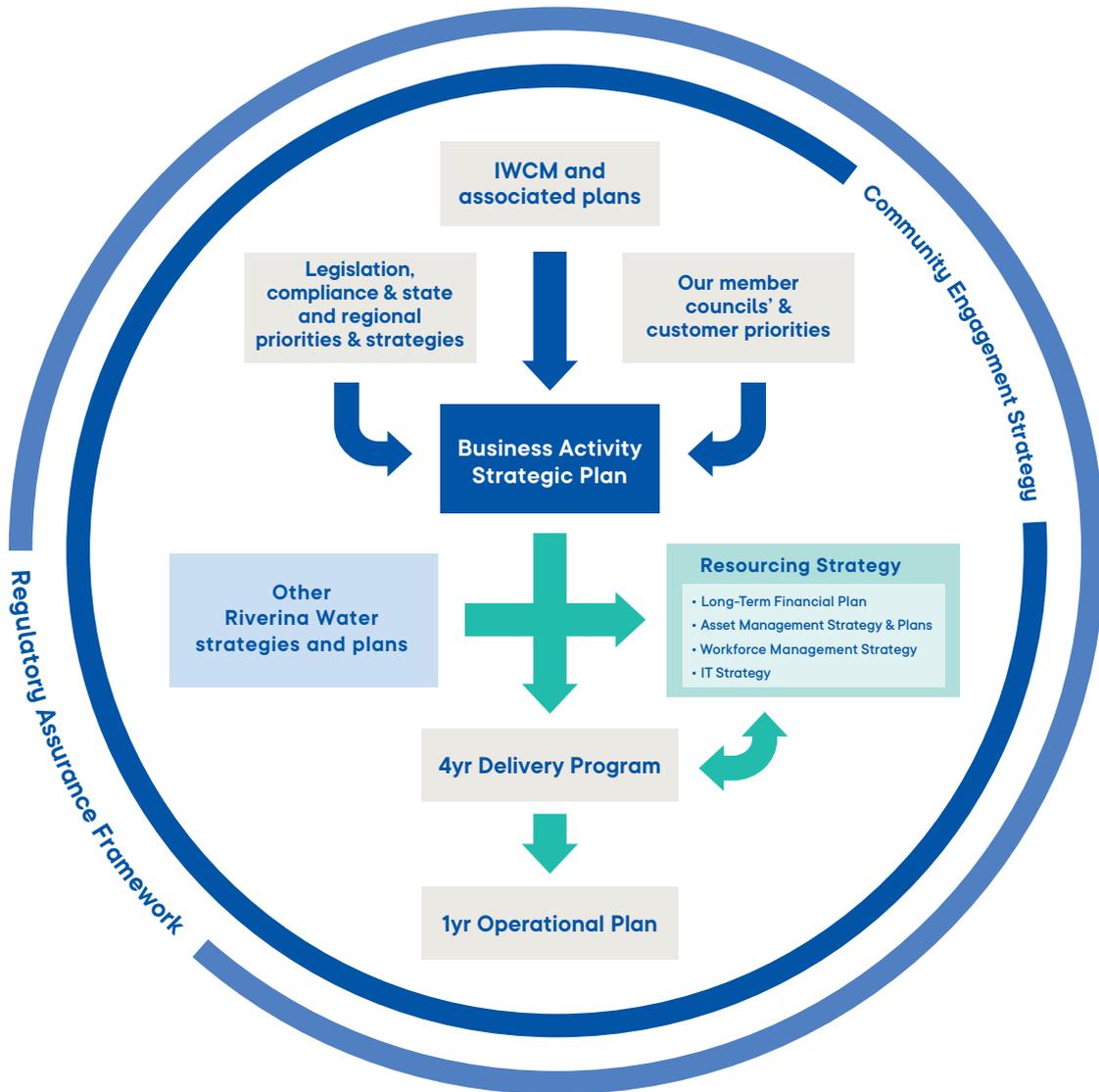


Councillor Tim Koschel, JP, GAICD
Chairperson



Andrew Crakanthorp, GAICD
Chief Executive Officer

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

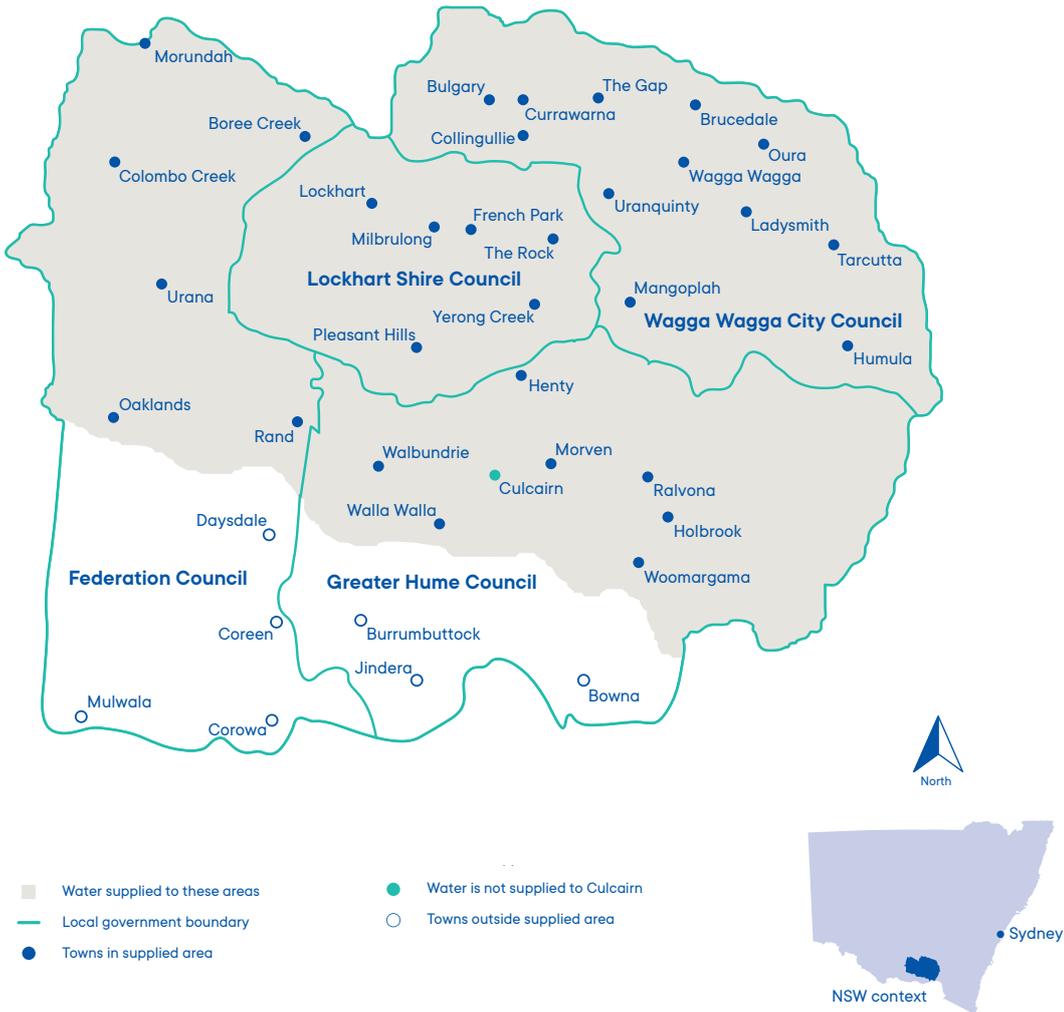
Our supply area stretches over more than 15,000 square kilometres of NSW's Riverina region; providing safe and reliable drinking water to the local government areas of Wagga Wagga, Lockhart and parts of Greater Hume and Federation Councils.

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 34,000 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:

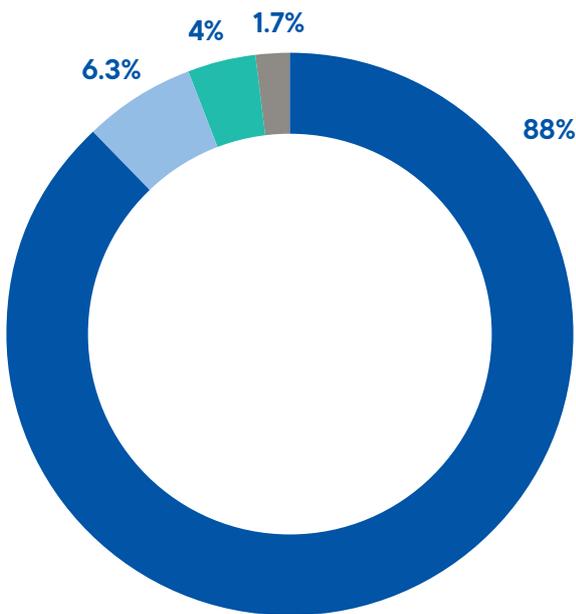
- > Wagga Wagga City Council
- > Federation Council
- > Greater Hume Council
- > Lockhart Shire Council



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.



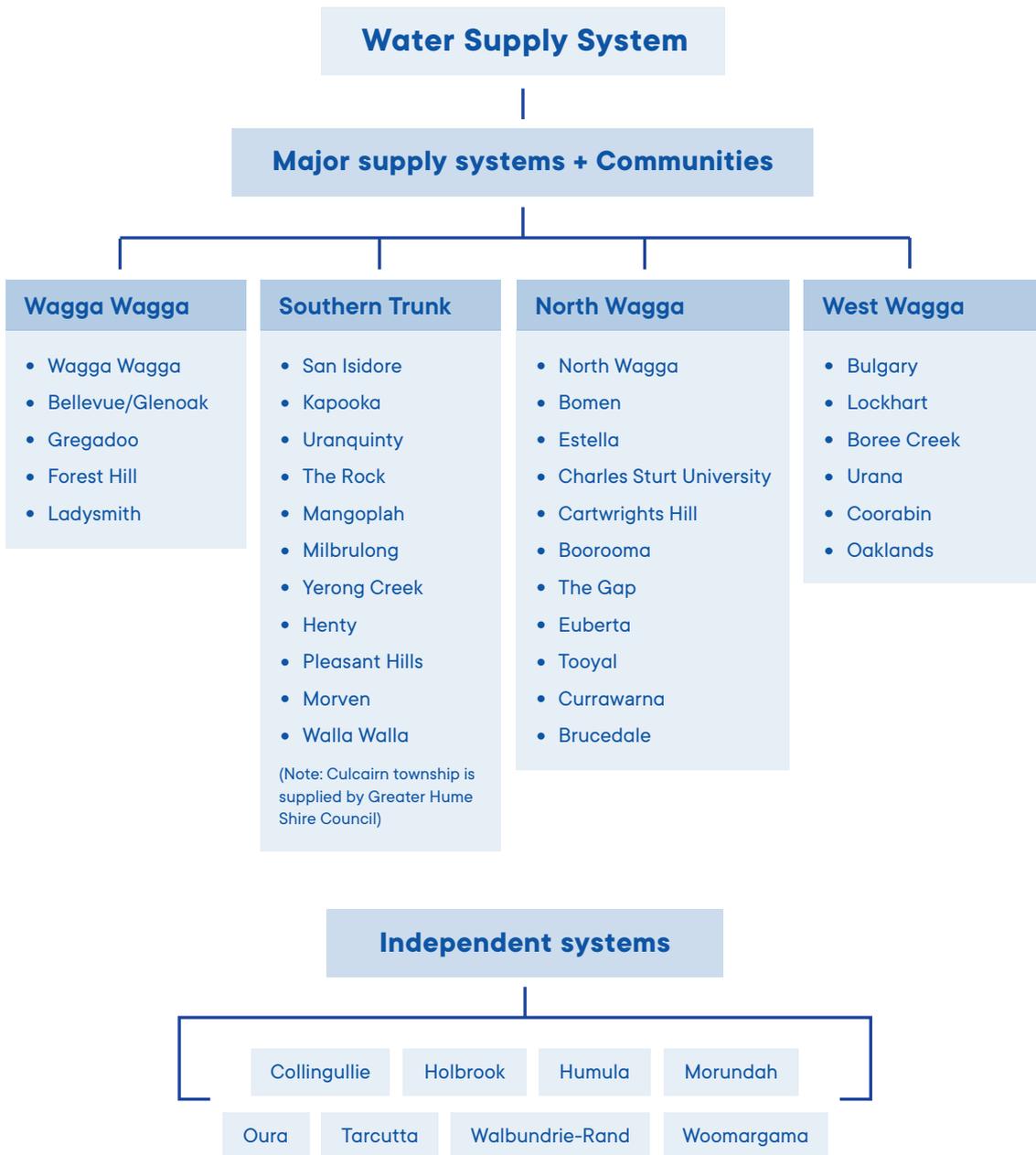
Serviced population by Local Government Area



Total population: 77,000

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

Communities provided with reticulated services



Stakeholder groups and how we connect

Whether we're engaging on a significant project or keeping you informed, we are committed to genuine two-way conversation.

We'll consider the following methods when we connect with you or are designing a consultation. We'll select or add methods that work best for the project and our stakeholders.



Stakeholder Engagement Matrix

Stakeholder Group	Engagement methods				
	Community Engagement	Digital	Traditional Media	Mail	Marketing
Direct Customers	Surveys, drop-in sessions, workshops	Website portal, social media Q&A, email newsletter	Media releases on service updates	Quarterly newsletters, direct mail	Digital/ social ads, merchandise
Indirect Customers	Community meetings, feedback sessions	Social media, website educational content	Media interviews on water issues	Letterbox drops	Promotions, sponsorship
Community Groups	Stakeholder workshops, 1:1 meetings	Email updates, website resources	Media features on local partnerships	Newsletters, addressed letters	Sponsorship, event branding
Ratepayer & Resident Associations	Stakeholder meetings, workshops	Website reports, social media updates	Media releases on local projects	Addressed letters, newsletters	Print advertising
Business & Industry	Business roundtables, stakeholder engagement	Website industry updates, LinkedIn	Media opportunities for infrastructure projects	Direct mail to business owners	Sponsorship, digital ads
Constituent Councils	1:1 meetings, strategic workshops	Website council portal, email reports	Media releases on joint initiatives	Addressed letters to councils	Co-branded campaigns
Wiradyuri & First Nations People	On-Country meetings, cultural advisory groups	Website section on cultural water stories	Media features on Indigenous water management	Targeted engagement mail	Co-designed branding collateral
CALD Communities	Community meetings, multilingual surveys	Translated digital content, social media campaigns		Translated newsletters	Cultural sponsorships, multilingual ads
People of All Abilities	Accessible community workshops	Website with accessibility features, captioned social videos	Inclusive media campaigns	Plain English letters	Inclusive promotional materials
Villages & Rural Communities	Drop-in sessions, local workshops	Website rural updates, social media Q&A	Local radio and regional media	Letterbox drops, addressed letters	Regional event sponsorship
Government Stakeholders	Strategic meetings, formal consultations	Website policy updates, government newsletters	Media releases on policy initiatives	Official correspondence	Targeted industry marketing

Strategic approach

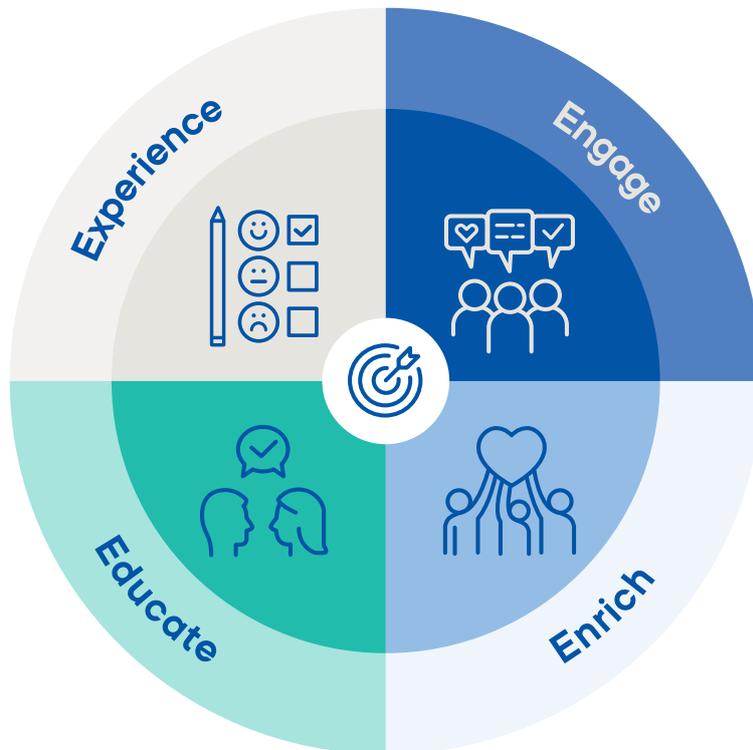
Strategic outcome

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

Our Community Engagement Strategy is built on four focus areas:

- › 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
Goal	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.
Promise to the public	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.
Style	"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?"
Example tools	<ul style="list-style-type: none"> › Fact sheets › Websites › Open houses › Publishing social media › Newsletters › Email distribution 	<ul style="list-style-type: none"> › Public comment › Focus groups › Surveys › Public meetings 	<ul style="list-style-type: none"> › Workshops › Deliberate polling 	<ul style="list-style-type: none"> › Citizen advisory committees › Consensus-building › Participatory decision-making 	<ul style="list-style-type: none"> › Citizen juries › Ballots › Delegated decisions



Focus area:
Engage

Build stronger relationships with our diverse community.

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



Targeted outcomes

- › Respectfully engage with our First Nations Community and their heritage
- › Increase the awareness, understanding, and perceived value of the role Riverina Water plays in the community
- › Build stronger relationships to enable informed and inclusive decision making



Focus area: Enrich

Actively support and contribute to our community.

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



Targeted outcomes

- › Invest in our community and support the enhancement of the social, cultural and environmental life of our community


Focus area:
Educate

We help our customers and community to understand.

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



Targeted outcomes

- › Provide accessible and relevant educational information and opportunities to our customers and the community
- › Continue to drive responsible water usage


Focus area:
Experience

Understand and respond to our customer needs and expectations.

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



Targeted outcomes

- › Enhance customer experience through digital and technology uplift
- › Develop an enhanced understanding of customers and their expectations through data, insights, and analytics to help inform our service offering
- › Support the financial wellbeing of our customers

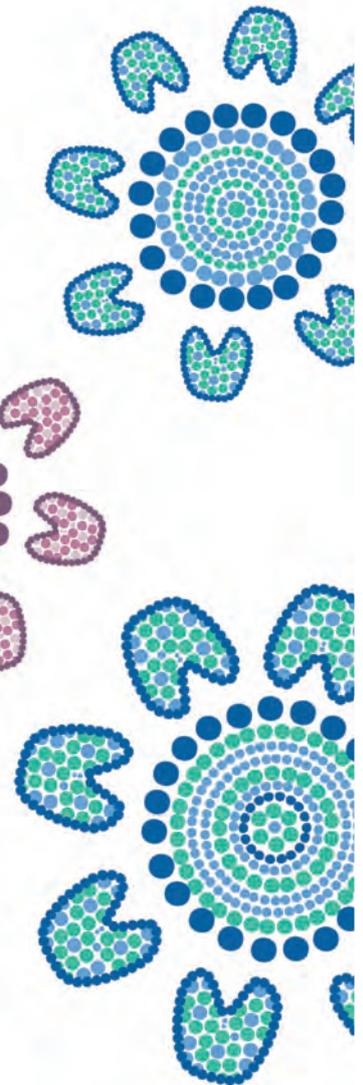
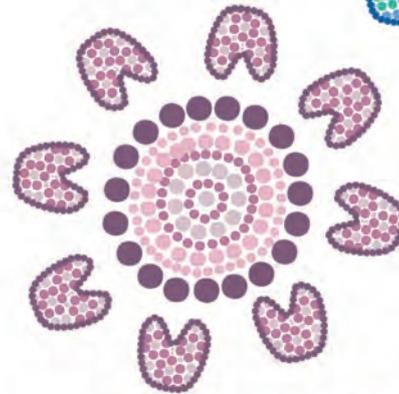
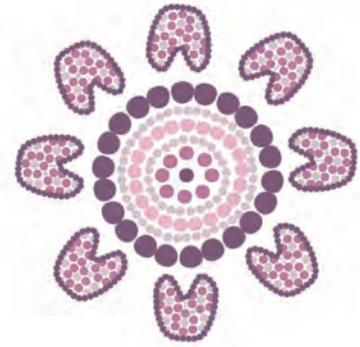
Reporting

This strategy aligns with the long-term goals of our Business Activity Strategic Plan, the four-year objectives of the Delivery Program and year-on-year actions in the Operational Plans.

We provide reports to the Board and community on our progress and performance every six months and in the Annual Report, along with interim reports on key initiatives such as donations, financial rebates and more.

Each year, Riverina Water undertakes a customer survey to assess its services, what's important to our community and more. This is used to assess progress and understand new opportunities.

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.





R11 Riverina Water Workforce Strategic Plan 2025/26 - 2028/29

Organisational Area Corporate Services

Author Emily Tonacia, Director Corporate Services

Summary In line with the NSW Local Government Act 1993 and Riverina Water's obligations under the Integrated Planning and Reporting (IP&R) Framework, the updated Workforce Strategic Plan 2025/26 – 2028/29 is presented below for endorsement. The Plan outlines our strategic workforce priorities to ensure we have the capability, capacity, and culture to meet operational needs and community expectations over the next four years, and supports the Delivery Program and Business Activity Strategic Plan.

RECOMMENDATION that Council adopt the *Riverina Water Workforce Strategic Plan 2025/26 – 2028/29* as part of Riverina Water's Integrated Planning and Reporting framework.

Report

In accordance with the NSW Local Government Act 1993 and Riverina Water's obligations under the Integrated Planning and Reporting (IP&R) Framework, councils must maintain a current Workforce Management Strategy. This requirement ensures councils are positioned to meet current and future service delivery obligations through a capable, sustainable, and well-supported workforce.

The proposed Workforce Strategic Plan supports the delivery of Riverina Water's 4-year Delivery Program and 10-year Business Activity Strategic Plan.

Following the development of our first workforce management strategy in 2023, the attached *Workforce Strategic Plan 2025/2026 – 2028/2029* sets out our strategic people priorities over the next four years, focused on ensuring that we have the right capability, capacity and culture to meet community expectations and operational needs.

The plan was developed through extensive engagement with staff and leadership teams, as well as analysis of current workforce data, legislative requirements, and external labour market trends. It outlines three key strategic objectives:

Right People at the Right Time

Focused on strengthening talent acquisition, workforce planning, and succession strategies to address current gaps and forecasted needs.

Investment in Our People

Prioritising the development of leadership, technical capability, digital confidence, and wellbeing, with a strong emphasis on culture and engagement.

Diversity, Equity and Inclusion

Aiming to build a more inclusive and representative workforce through policy enhancements, targeted employment pathways, and cultural awareness.

Each pillar is supported by four-year strategies and one-year actions that will be embedded within the annual Operational Plan.

- › R11.1 Riverina Water Workforce Strategic Plan 2025/26 - 2028/29 [↓](#) 

Strategic Alignment

Our People

Create an engaging, positive, collaborative and innovative workplace culture

Financial Implications

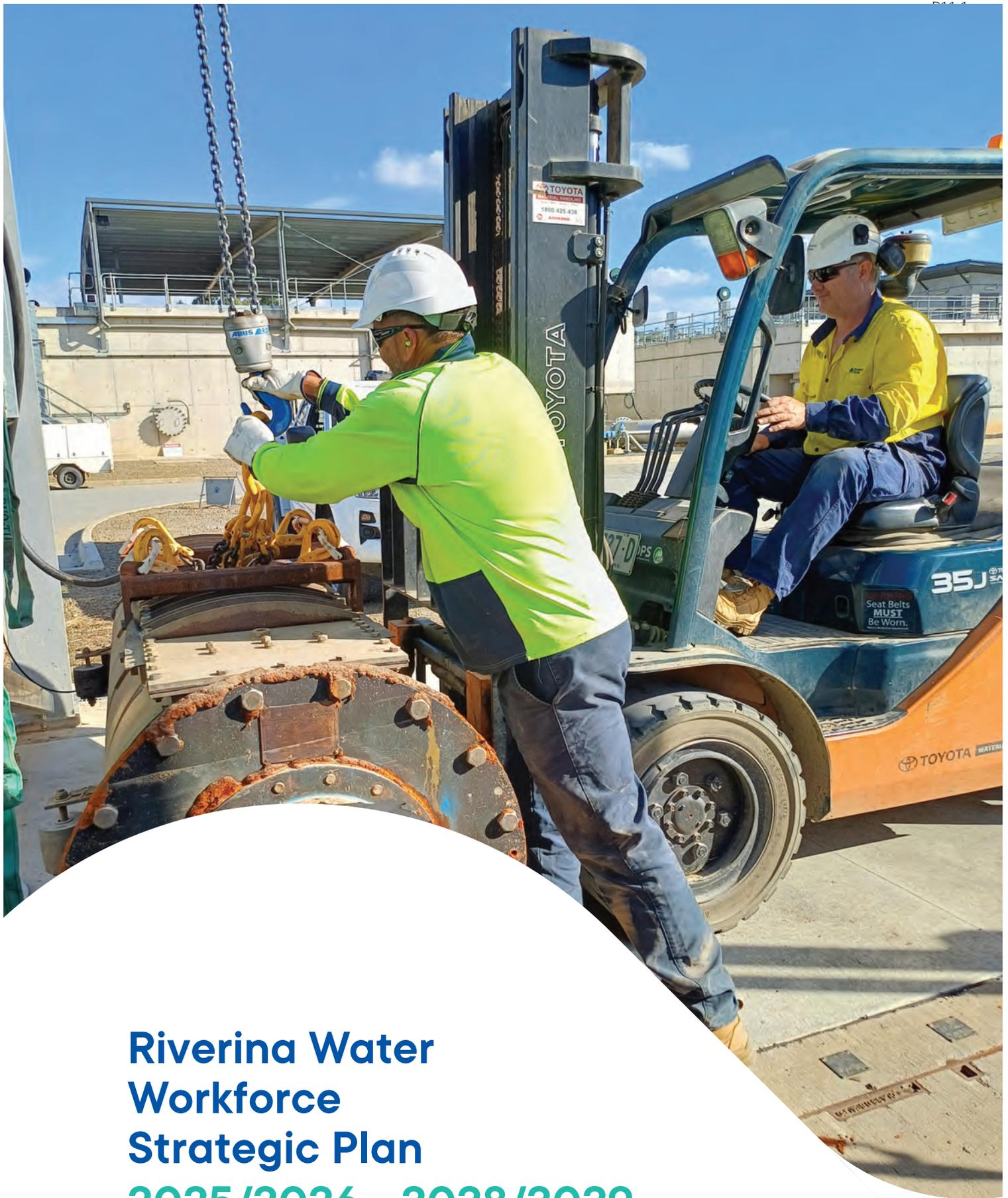
All costs associated with the implementation of the Workforce Strategic Plan have been considered as part of the development of the Delivery Program and specific budgets will be included within the relevant Operational Plan.

Workforce Implications

Not applicable.

Risk Considerations

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



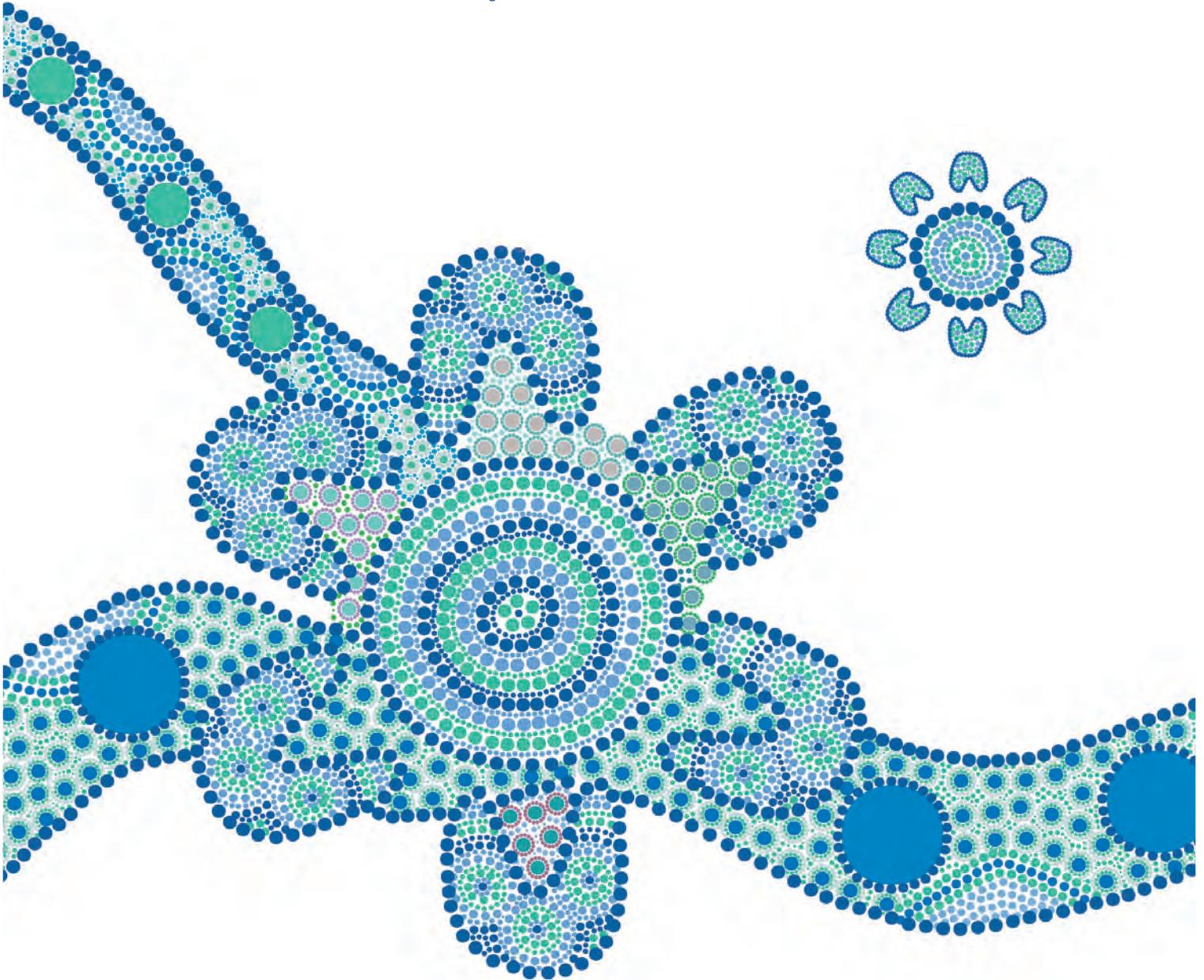
Riverina Water Workforce Strategic Plan 2025/2026 - 2028/2029



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

Our vision

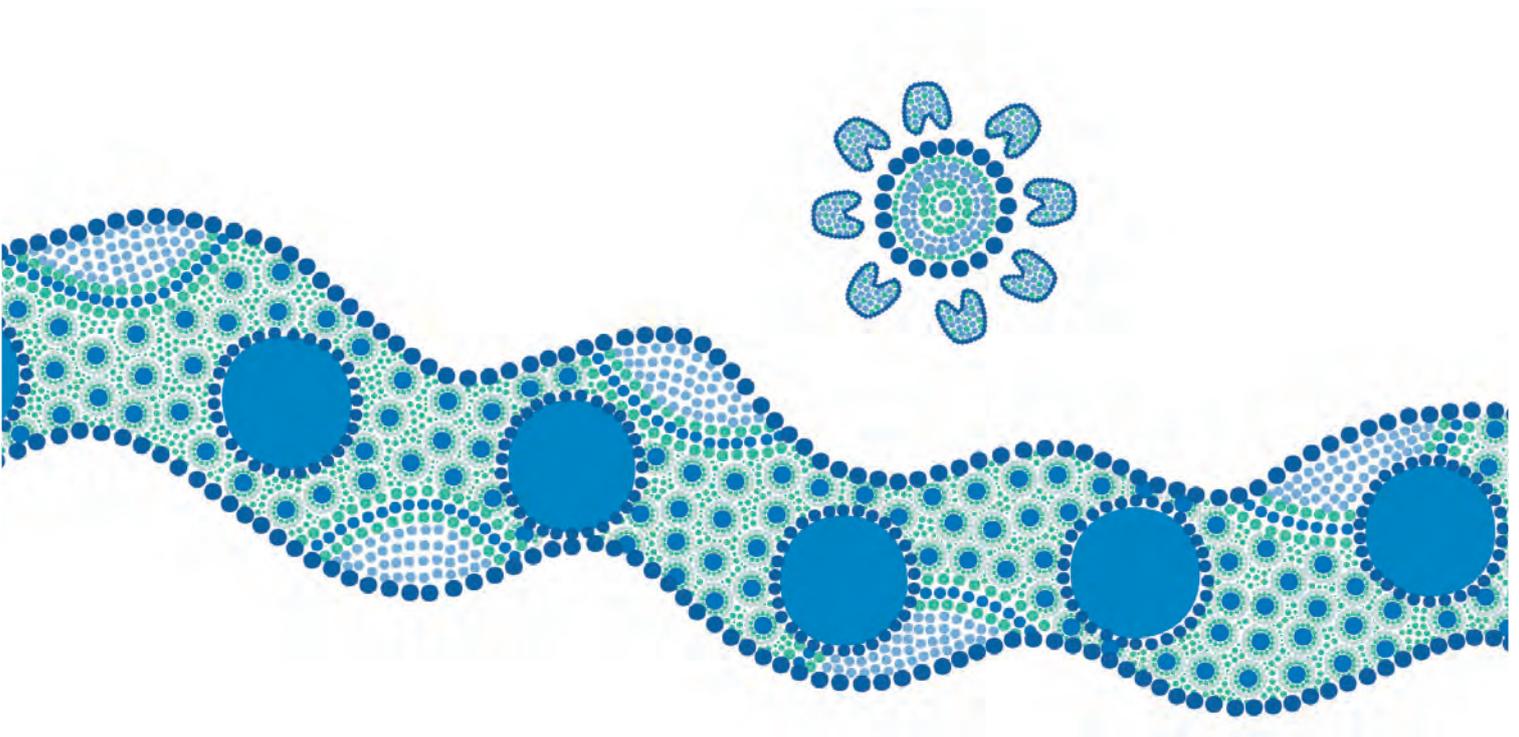
Provide passionate and professional leadership in the water industry.

Our mission

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

Our values

Respect, Connection, Safety, Cooperation.



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Executive summary

Riverina Water is focused on building a capable, inclusive, and future-ready workforce that can continue to deliver high-quality services to our customers and community. This Workforce Plan outlines our commitment to ensuring the right people are in the right roles at the right time, investing meaningfully in our people’s development, and reinforcing diversity, equity, and inclusion across our organisation.

As we look ahead, we recognise the changing workforce landscape – from skills shortages and increased competition for talent, to evolving employee expectations and the impacts of technology. This plan sets out how we will meet these challenges head-on through proactive planning, smart investment, and a commitment to a workplace culture where every individual can thrive.

Over the next four years, our focus will centre on three strategic priorities:

- 1. Right People at the Right Time**
We will strengthen workforce planning practices, including succession, resource, and talent acquisition strategies to ensure we have the capability and capacity to meet operational and strategic needs.
- 2. Investment in Our People**
We will support the growth of our people by embedding a framework for technical training, leadership development, and system capability. We will also continue to prioritise wellbeing and engagement initiatives that empower our workforce to perform at their best.
- 3. Diversity, Equity and Inclusion**
We will foster a workplace that reflects the diversity of the communities we serve. Through inclusive policies, targeted pathways, and a culture of respect, we will create opportunities for all individuals to contribute and succeed.

This Workforce Plan has been developed in consultation with teams across the organisation, drawing on data insights, workforce trends, and internal feedback. It aligns with Riverina Water’s strategic direction and will evolve as our organisation and operating environment continue to grow.

By focusing on the people who power our organisation, we are investing in a strong, skilled and sustainable future for Riverina Water.



Andrew Crakanthorp
Chief Executive Officer



Emily Tonacia
Director Corporate Services



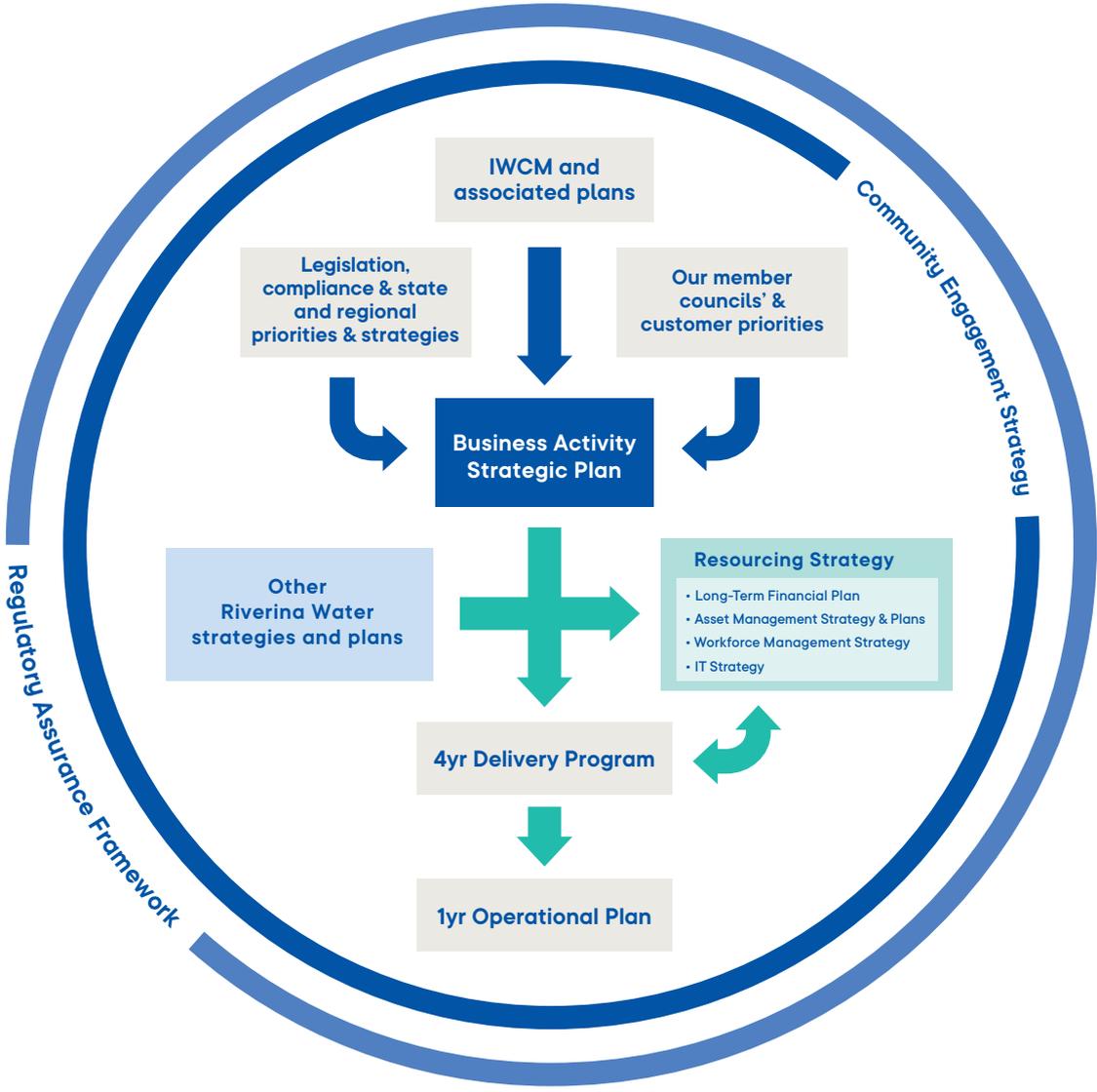
Troy van Berkel
Director Engineering

How our Workforce Strategic Plan came together

We applied a comprehensive and robust methodology to develop our Workforce Strategic Plan. The methodology and activities (*which includes a series of workshops, conversation with Riverina Water's Leaders and employees, and group exercises*) within each phase are detailed as follows:

1. **Analysis and alignment:**
An analysis of the current workforce was carried out against organisational direction by:
 - › Conducting some internal (using SWOT analysis and internal data sources such as workforce snapshot: headcount, age, diversity, length of service, employee cost, leave liability etc) & environmental scanning and activities (using PESTLE analysis - External trends that may impact the workforce analysis (*Refer to Figure 1 in Appendix*).
2. **Compare and identify:**
We identified workforce needs and gaps by:
 - › Forecasting of future needs by identifying the future workforce needs (skills, capabilities, and occupation) required to enable us to deliver on our strategic objectives and CapEx projects.
 - › Conducting a Gap Analysis - we identified the gaps that are most critical to our strategic goals, the gaps between our current workforce and workload demand, and the gaps that have an effect on Riverina Water's performance and mission.
 - › Workforce Segmentation and Critical Position Identification: we segmented positions in Riverina Water across four categories - strategic, core, support and emerging (*Refer to Figure 2 in Appendix*) and identified our critical positions.
3. **Strategy development:**
We developed business-aligned priorities through an iterative, collaborative and robust process. The development of the strategies occurred with consideration of our critical areas in terms of risk, budgets, and service delivery requirements.
4. **Implementation:**
The timing and implementation plan is as detailed in this document. Implementation will require both financial investment and leadership commitment.
5. **Monitor and evaluate:**
We intend to monitor and evaluate the effectiveness and success of the strategies and will report annually against a set of measures as set out in the operational plan. We will also ensure flexibility to any changes that may occur that may result in re-prioritisation to ensure that we continue to meet business needs.

Background: Legislative framework





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 ten (10) years, and
- › the strategies we will adopt to achieve these priorities

The IP&R Framework is underpinned by a Resourcing Strategy that shows how all Councils across New South Wales will resource its strategic priorities. The Workforce Strategic Plan is a part of the Resourcing Strategy and clearly articulates how Riverina Water aims to continue to perform its function to the community by ensuring a workforce that is high-performing and highly skilled to deliver to the community. These requirements are designed to ensure Riverina Water is able to meet the current and future service and operational needs; as well as ensuring that it is appropriately resourced to handle the changes and challenges that will need to be faced over the four (4) years of the Delivery Program, and more generally throughout the life of our Strategic Business Plan and Integrated Water Cycle Management (IWCM) Plan (30-year horizon). As a council responsible for water supply, Riverina Water must also comply with the requirements of the NSW Government’s Regulatory and Assurance Framework for Local Water Utilities.

The development of an effective workforce strategy will enable Riverina Water to focus on the medium and long term and also provide a framework for dealing with immediate challenges in a consistent way.

A Workforce Strategic Plan as a minimum must:

- › address the human resourcing requirement of the Council’s Delivery Program
- › be reflected in the Delivery Program and Operational Plan (‘DP/OP’) and the costs associated with the delivery must be reflected in the long-term financial plan

Riverina Water utilises this strategy as an opportunity to look beyond the legislative requirements and define strategic objectives related to our people. This workforce strategy aims to provide Riverina Water with the workforce best able to inform and deliver strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

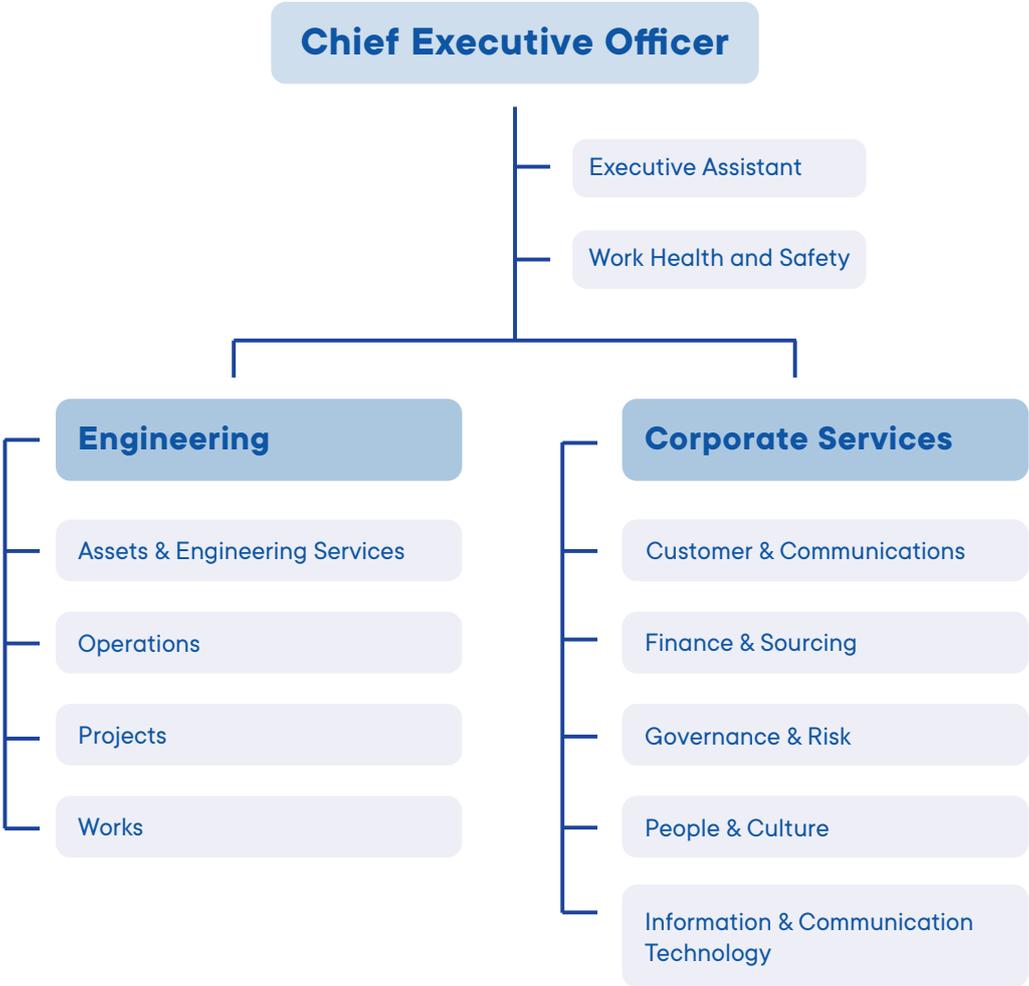
The benefits of ensuring a diverse workforce include better local representation, improved communication and a better understanding of the issues affecting local communities, as well as maximising the pool of workers from which to address the issues facing Riverina Water.

Our people

Our organisational structure

The Local Government Act 1993 requires councils to adopt an organisational structure that is appropriate to the needs of each council. Riverina conducted an organisational review in 2021/2022 which involved the creation of a two-director structure. The new directorate

of Corporate Services encompasses the existing Corporate Services (Finance and Customer Service (now Customer & Communications), Human Resources, and Governance & Risk areas of the Council.

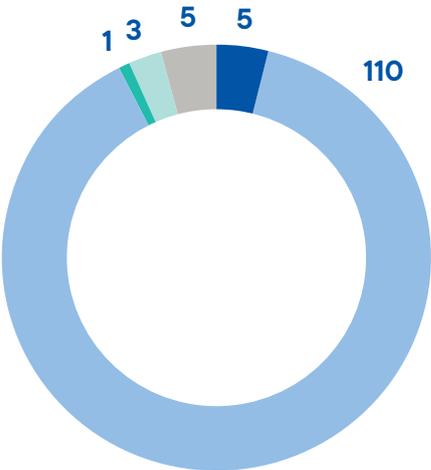


Our workforce demographics

Data available as of 1 June 2025

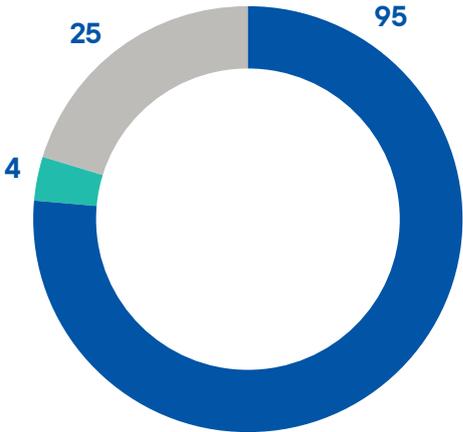
We continuously seek to capture and analyse the key demographic information of our workforce and understand that data is critical in reviewing and evolving our Workforce Strategic Plan. Riverina Water's headcount comprises of 124 employees with the majority being permanent staff.

Headcount



Whole organisation: 124 staff

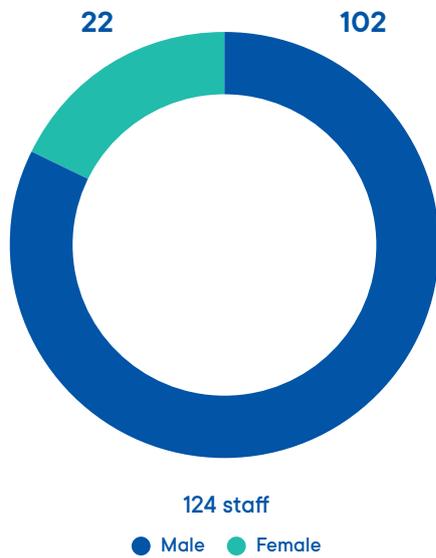
- Fixed-term
- Permanent full-time
- Part-time
- Casuals
- Trainees/Apprentices



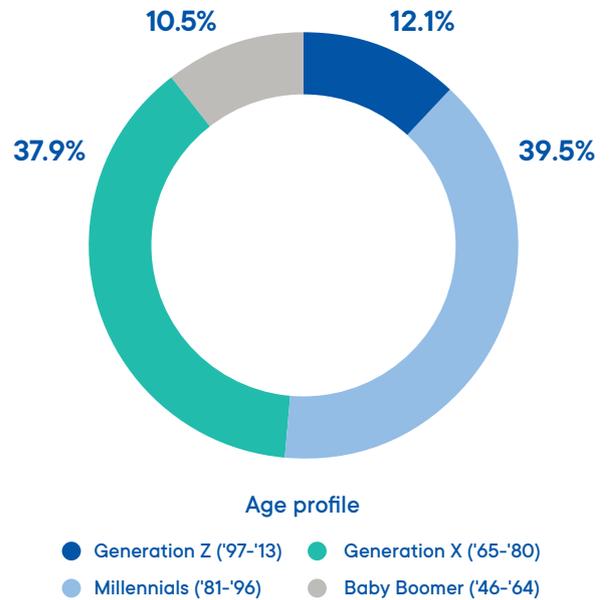
Whole organisation: 124 staff

- Engineering
- CEO Office
- Corporate Services

Gender breakdown



Age profile



Breakdown by division (Headcount)

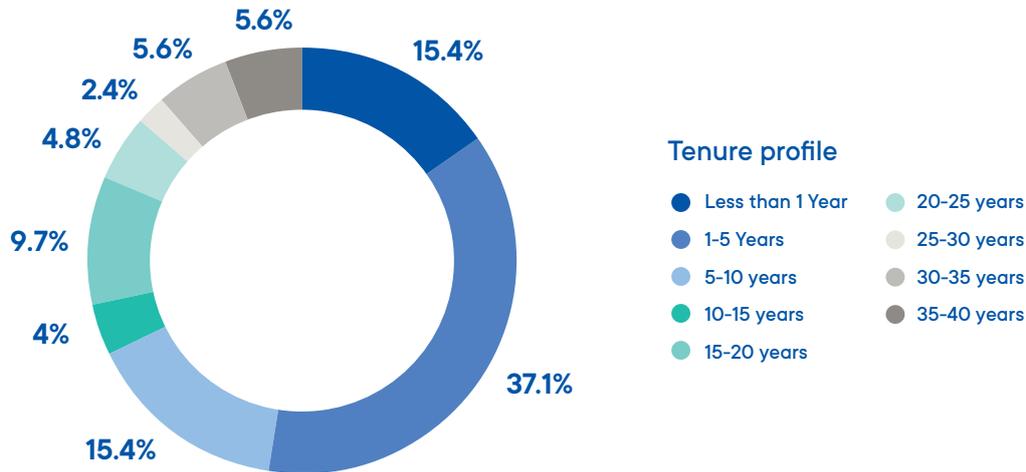
	Male	% of Division	Female	% of Division
CEO Office	2	50%	2	50%
Corporate Office	9	36%	16	64%
Engineering	91	95.8%	4	4.2%

Breakdown by division

	Gen Z	Millennials	Gen X	Baby Boomers
CEO Office	0	2	1	1
Corporate Office	3	12	8	3
Engineering	12	35	38	10

Tenure profile

(1 June 2025) Includes all employees, including casuals



Turnover rate

According to the Local Government NSW HR Metrics Report (2023/2024):

Councils across New South Wales had a median of 15.66% turnover in the 2023/2024 financial year. Turnover reduced 3 points in the industry.

Below is Riverina Water’s turnover for the 2023/2024 Financial Year:

- › Voluntary Turnover - 13.04% (down from 13.16% in 2022/2023)
- › Retirement rate - 1.74% (increased from 0.88% in 2022/2023)
- › Involuntary Turnover - 2.6% (increased from 0 2022/2023)

*Above total turnover rate comprises of resignations and retirements, excluding casuals

*Involuntary turnover comprises of trainees, fixed term appointees and cadets, excludes casuals

Gender and leadership positions

(1 June 2025)

	Count	% ratio	% of total workforce
Female	6	20%	4.8%
Male	24	80%	19.3%

Our workforce challenges

A combination of internal and external analysis has helped identify the most pressing workforce challenges facing Riverina Water over the next four years. These challenges reflect broader trends in the labour market, as well as organisation-specific insights gained through data review and staff engagement.

1. Workforce Supply and Regional Talent Constraints

Attracting and retaining the right people at the right time continues to be a challenge, particularly in specialised or technical roles. Our regional location and limited local talent pool contribute to ongoing difficulty sourcing qualified professionals and operational staff in a competitive employment market.

2. Succession and Workforce Planning Gaps

An ageing workforce and evolving service needs require a more structured approach to workforce and succession planning. While some progress has been made, we face a risk of knowledge and capability loss without a clear and sustainable plan to identify and develop future talent.

3. Knowledge Retention and Process Consistency

Turnover in recent years has highlighted gaps in organisational knowledge management. Inconsistent process documentation and informal knowledge sharing approaches pose risks to operational efficiency and continuity, especially as experienced staff transition or exit the organisation.

4. Skills Gaps in Digital Capability and Systems Use

Our digital transformation, including the introduction of new systems such as Infor CloudSuite, requires a lift in digital confidence and system utilisation across all levels of the workforce. Ensuring staff are equipped to fully adopt and leverage technology is critical to realising value from these investments.

5. Evolving Workforce Expectations and EVP

Employee expectations around flexibility, wellbeing, development, and purpose-driven work are evolving. Our ability to articulate and deliver a compelling Employee Value Proposition (EVP) that appeals to a multi-generational workforce is essential to attracting and retaining talent.

6. Inclusive Practices and Diverse Representation

While Riverina Water is committed to equity and inclusion, our current workforce does not yet reflect the diversity of the broader community. There is an opportunity to strengthen inclusive practices, increase awareness, and create more accessible employment and development pathways for underrepresented groups.



Strategic approach

Our Workforce Strategic Plan is built on three strategic objectives:

- › Right People at the Right Time
- › Investment in Our People
- › Diversity, Equity and Inclusion

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





Pillar:

Right People at the Right Time

Objective:

Ensure we have the right people, with the right skills, in the right roles by prioritising succession planning, resource planning, and talent acquisition.



4-year strategies:

- › Enhance our Employee Value Proposition (EVP)
- › Develop a structured succession and resourcing framework
- › Foster cross-functional collaboration

1-year actions:

- › Develop a clear EVP
- › Implement knowledge management actions from 2024
- › Create opportunities for cross-functional collaboration



Pillar:
Investment in Our People

Objective:

Develop and implement a framework that prioritises wellbeing and support, strengthens leadership and engagement, and elevates workforce capabilities.



4-year strategies:

- › Prioritise employee wellbeing and support
- › Strengthen leadership, culture, and engagement
- › Empower our workforce through technology
- › Establish and integrate essential capabilities and knowledge

1-year actions:

- › Continue rollout of the WELL program
- › Launch leadership development initiatives
- › Implement staff survey action plans
- › Deliver the annual training plan
- › Progress the OCR project



Pillar:
Diversity, Equity and Inclusion

Objective:

Foster a workplace that attracts, develops, and retains a workforce reflective of the diverse community we serve.



4-year strategies:

- › Ensure inclusive and equitable policies, systems, and workplaces
- › Expand employment pathways to support diverse career progression

1-year actions:

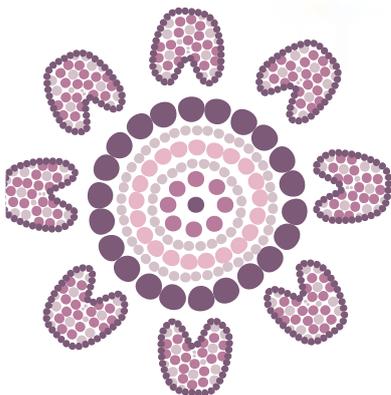
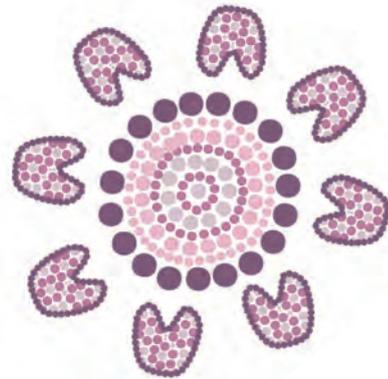
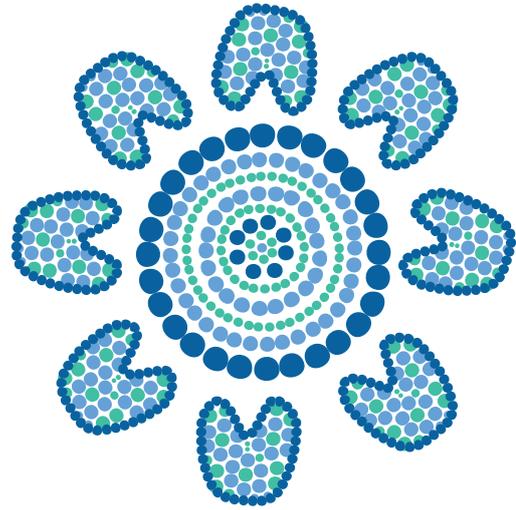
- › Implement the Disability Inclusion Action Plan
- › Review and enhance policies
- › Create employment and work experience opportunities for individuals facing employment barriers

Implementation, monitoring and review

The actions in this strategy will be integrated into the yearly Operational Plan. As we develop and adopt the new Operational Plan each year, we will include the workforce strategies identified in this document in the context of priority, financial implications, and resource availability. Some of the actions identified for these strategies are 'quick wins' while others will take time to ensure they are fit for purpose. We will continue to review existing actions and assess the requirement for any new projects or initiatives that align with the strategic objectives set out in this strategy.

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

We will review this plan annually and progress will be reported internally to our workforce and the board in the annual report. In addition, we will monitor the internal and external environment to identify any changes that may result in the need to modify or re-prioritise our focus.



Appendix

SWOT and PESTLE analysis for Riverina Water

SWOT analysis is a strategic planning and strategic management technique that can help an organisation assess the Strengths, Weaknesses, Opportunities, and Threats of the business. It can support the business strategy and assist with prioritising areas for business growth to achieve organisational goals (Australian Business.gov.au).

PESTLE analysis can help an organisation gain a better understanding of the opportunities and threats they face in the external landscape of business.

As part of the workforce planning session, Riverina conducted a SWOT and PESTLE analysis to help us inform our business opportunities and workplace challenges. Below is a combined summary of the analysis.

<p>Strengths</p>	<ul style="list-style-type: none"> › Riverina Water’s conditions: Wages, family oriented, superannuation (5.5% above Federal Government) › Robust training program › Job security as we are a monopoly › Worklife balance: we offer RDOs › Stable organisation with good reputation and performance › Great core capabilities and diversity of work
<p>Weaknesses</p>	<ul style="list-style-type: none"> › Slow career progression › No support for transition to retirement and no management of knowledge resulting in loss of knowledge › Lack of community profile › Cultural resistance to change › Skills gaps e.g. transition to net zero, technological skills gaps › Lack of diversity and ageing workforce › No rewards for productivity as we are not outcome focused › Silo ways of working and disconnection within departments across the organisation
<p>Opportunities <i>(based on internal and external landscape of the organisation)</i></p>	<ul style="list-style-type: none"> › Promote Riverina Water as a great place to work and rebranding our EVP › Improve how we manage and reward productivity › Embracing new work practices and technologies › Leveraging data and investing in ways to manage knowledge › Upskilling/multiskilling in areas of capability gaps › Addressing cultural norms and increasing collaboration › Improving work processes › Para professional development to support professional skills shortage area
<p>Threats <i>(based on internal and external landscape of the organisation)</i></p>	<ul style="list-style-type: none"> › Low unemployment rate › Labour shortage in regional and the inability to fill vacant positions › Lack of housing › Increase cost of living and general cost › Increase in water quality requirements (legislative requirements) › Willingness of staff to change › Increased operational cost and capital cost due to inflation and legislative requirements

Figure 1: outcome of SWOT and PESTLE (with a focus on Opportunities & Threats relating to external factors) Analysis in Riverina Water.

Workforce segmentation for Riverina Water

Riverina Water identifies that all positions in the organisation are important, however; some positions are more closely aligned to the overall strategy and mission of the organisation.

The workforce segmentation aims to divide the positions in Riverina Water into groups in order to;

- › Have a better understanding of our workforce.

- › Identify positions that are closely aligned with our overall strategy and mission to help us focus and prioritise jobs that have the greatest level of impact and influence to sustain a high-performing workforce and achieve our strategy.
- › Reduce the risks of loss of skills and knowledge.

We segmented our workforce into the below categories.

Strategic	<ul style="list-style-type: none"> › The position plays a vital role in driving and achieving our strategy and mission goals › If this role were to go unfilled, the future success of the organisation may be compromised or put at high-risk › This position changes with time and strategy
Core	<ul style="list-style-type: none"> › This position relates to operational excellence (including meeting legislative or regulatory requirements) › There is considerable risk to goal/strategy achievement if these roles are not filled › This position is called a “never out job” (e.g., always want these jobs filled)
Supporting	<ul style="list-style-type: none"> › This position’s role keeps the internal operation working smoothly › This position supports the business processes that enable the strategic and core roles to deliver the mission
Emerging	<ul style="list-style-type: none"> › Our Apprentice, Trainee and Graduate Program provides a pathway for individuals to commence their career, learn new skills and transition to permanent employment with Riverina Water

Figure 2: Position Segmentation

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

(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.



R12 Work Health & Safety Committee Constitution

Organisational Area	Chief Executive Officer
Author	Melissa Vincent, Executive Assistant
Summary	The Riverina Water Work Health & Safety Committee Constitution has been revised and is presented to the Board for adoption.

RECOMMENDATION that Council adopt the Riverina Water County Council Work Health and Safety Committee Constitution dated April 2025.

Report

The role of the Riverina Water Work Health & Safety Committee is to provide a forum for consultation on the management of health and safety across the whole workforce, not just one workgroup.

The Riverina Water Work Health & Safety Committee have recently reviewed their constitution to ensure it remains current. Changes include the inclusion of wellbeing when discussing health and safety, change to include Deputy Chair being re-elected every 12 months along with the Chair, reducing the length of term of committee membership from 3 years to 2 years and review of the Constitution being changed from every 3 years to every 2 years.

The Committee and Council's Executive Management Team have now endorsed the constitution dated April 2025 and have recommended that it be presented to the Board for adoption.

› R12.1 Work Health and Safety Committee Constitution - April 2025 [↓](#) 

Strategic Alignment

Our People

Build upon our strong history of safety and wellbeing

Financial Implications

Recommendations of the Committee are considered by the Executive Management Team who will consider financial implications at the time of implementing any committee recommendations

Workforce Implications

Nil

Risk Considerations

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



Constitution

Riverina Water County Council Work Health & Safety Committee

1. Aims and function of the committee

According to NSW Work Health & Safety Legislation the role of work health and safety committees (WHSC) is to provide a forum for consultation on the management of health, safety and wellbeing across Riverina Water.

1.1 Work health & safety committees should:

- Facilitate cooperation between the PCBU and the workers in instigating, developing and carrying out measures designed to ensure the health and safety of workers;
- Assist in developing standards, rules and procedures relating to WHS.

1.2 The Riverina Water County Council (Riverina Water) work health and safety committee representatives (WHSRs) functions will include, but are not limited to, the following:

- Consult with the workgroup they represent on work health and safety issues, including the dissemination of minutes and input into the agendas
- Assist in the promotion of a safe working environment and safe systems of work
- Assist with the review of health and safety policies, procedures and WHS management systems for Riverina Water's place of work
- To make recommendations to Riverina Water as it thinks appropriate to ensure the health and safety of all employees, contractors, customers and any visitors.
- To assist with resolving matters of health and safety in the workplace
- Receiving health, safety and wellbeing suggestions, complaints and reports from any employee, contractor or customer of Riverina Water, and consider such at the next regular meeting, unless the matter is such that the Chair considers that a special or emergency meeting is warranted. This will be provided that reasonable attempts have been undertaken to resolve the safety issue within the relevant department prior to bringing it to the committee.
- The WHSC may investigate the circumstances of a workplace incident, or may appoint a working group of its members or one of its members to investigate such circumstances

2. Composition

2.1 The Work Health & Safety Committee (WHSC) comprises ten (10) members.

- Eight (8) employee elected Work Health & Safety Representatives (WHSRs)



- Two (2) management appointed representatives (1 Director, 1 management representative)

2.2 The eight (8) employee representatives are made up from these workgroups:

- Two representatives from Operations (1 electrical/fitting and 1 Water Treatment Plant Operator/Water Quality)
- Two representatives from Works (gangs, compliance, meter readers)
- One representative from Trades (Mechanics/Builders/Welders)
- One representative from the Rural Maintenance
- One representative from Corporate Services
- One representative from Engineering

2.3 In addition to the official members of the WHSC, the WHS Coordinator and WHS Officer and a representative from People & Culture, are required to attend meetings as advisors. Their role will be to give advice, participate in discussions and provide information. This information to include, but not be limited to, injury statistics, legislative requirements or general safety information. The WHS Officer and People & Culture representative will not take part in any voting on committee issues.

3. Elections

3.1 All committee representatives will be appointed as per current NSW Work Health & Safety legislation for a period of three years.

3.2 The employee representatives will elect one of their members to be Chair and convenor and Deputy Chair of the WHSC every 12 months.

3.3 All employee positions will be declared vacant every two years and nominations called to fill those positions. If more than 1 nomination received from a work group, a vote within that workgroup will be undertaken through the CEO.

3.4 In the event of a casual vacancy of an employee representative, the Chair may appoint someone from the same workgroup to fill the vacancy for the balance of the predecessor's term on the committee.

4. Training of Committee members

Riverina Water will provide WHS Representative and Committee training during each term of representation.



5. Meetings

- 5.1 The Chair will convene a meeting of the WHSC at least every two months. Special or emergency meetings can be called at any time the Chair so directs, or at the request of three or more committee members.
- 5.2 Meetings are to be conducted following agreed meeting procedures.
- 5.3 A special or emergency meeting may be accepted to be in lieu of the regular meeting if a majority of the WHSC representatives so agree.
- 5.4 An agenda and any associated documents are to be circulated at least one week prior to the meeting. The agenda must be authorised by the Chair prior to distribution.
- 5.5 Items required for the agenda must be submitted at least 10 working days prior to any scheduled regular meeting.
- 5.6 Anyone other than the WHSC representatives and the WHS Officer and People & Culture representative who wishes to attend a meeting must gain permission from the Chair to do so ahead of that meeting. If permitted to attend, they may be invited to participate in discussions, but cannot take part in any decision making.
- 5.7 A minimum of five WHSC members (minimum of 1 management representative and 4 employee representatives) will be required to form a quorum at any meeting.
- 5.8 A member of the committee may be elected to act as minute taker; or a non-committee member will be permitted to sit in on meetings in the role of minute taker. This person is not to take part in any decision making.

6. Minutes

- 6.1 The minute taker will take and prepare an accurate record of the proceedings of each meeting.
- 6.2 The Chair will table the minutes for confirmation and acceptance at the next meeting.
- 6.3 A copy of the draft minutes will be distributed to all WHSC members within five working days of the meeting, and a copy will be published to the intranet and a copy emailed to staff once reviewed by the committee members. If any member of staff does not have access to the intranet or email, a hard copy should be made available in lunchrooms.
- 6.4 Minutes of previous meetings will be available to any Riverina Water staff member on intranet.



6.5 Minutes of the WHSC are provided to the Riverina Water Audit Risk & Improvement Committee (ARIC) and Riverina Water Board for information.

7. Amendments to the Constitution

Any proposal to amend the constitution may be moved at a convened normal meeting.

8. Constitution Review

The WHSC constitution will be reviewed every two years.



Document Details

Responsible area	CEO - WHS
Approved by	Riverina Water Board –
Approval date	
Legislation or related strategy	Work Health & Safety Act 2011
Documents associated with this policy	WHS Policy 4.3
History	<p>Review (change in representation) – endorsed by Manex 18 July 2023</p> <p>Review – Change Council to Riverina Water throughout document, inclusion of wellbeing in health and safety, updated position titles of WHS staff, change in term length of committee from three years to two years, formatting changes, change to training requirements for committee and minor changes made to distribution of minutes to include Board and placing minutes on intranet.</p> <p>April 2025 – inclusion of wellbeing when discussing health and safety throughout the document, correcting incorrect numbering in clauses; inclusion of WHS Coordinator attending the meeting, change to include Deputy Chair being re-elected every 12 months along with Chair, change to length of term of committee from 3 years to 2 years, change to agenda items being received 10 working days prior to a schedule meeting, review of constitution to be conducted every 2 years instead of 3.</p>
Review schedule	2 years – Feb 2027

R13 Lost Time Injury Statistics July 2024 - June 2025

Organisational Area Chief Executive Officer

Author Gabrielle Calverley, WHS Coordinator

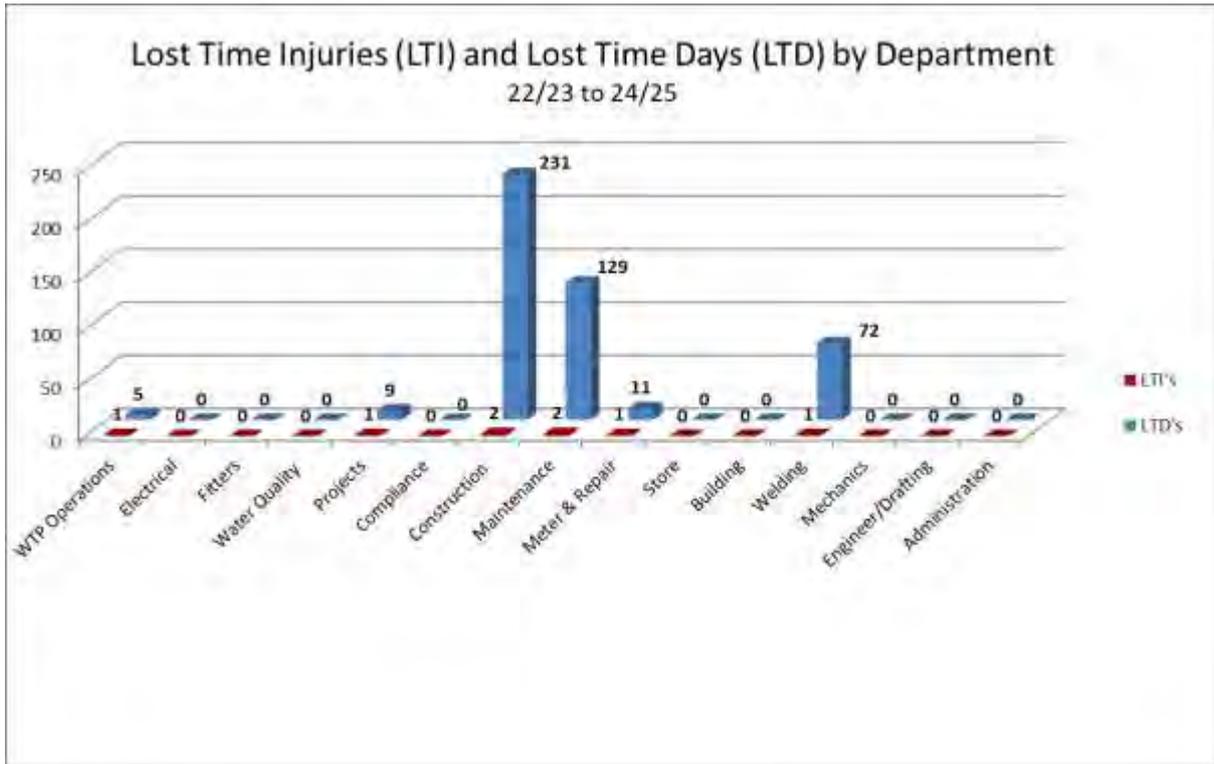
Summary This report presents information on Lost Time Injury statistics for the July 2024 to June 2025 period of the 2024/2025 financial year.

RECOMMENDATION that the Board receive and note the statistics report for Lost Time Injuries (LTIs) for the period July 2024 to June 2025, noting that the data is accurate as at 16th June 2025.

Report

WHS Statistics	22/23	23/24	24/25
Workers Compensation Claims lodged	10	7	7
Premium Impacting Workers Compensation Claims	5	2	1
Workers Compensation Claims currently open	2	2	3
Lost Time Days (LTD's)	327	120	10

Open Claims – Premium Impacting		
Date of Injury	Claim Status	Lost Time Days (Days off work)
07/02/2025	OPEN	10
13/11/2023	OPEN	111
25/05/2023	OPEN	72
16/10/2022	OPEN	221
Open Claims Total LTD's		414



Strategic Alignment

Our People

Build upon our strong history of safety and wellbeing

Financial Implications

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

Workforce Implications

Nil

Risk Considerations

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

R14 Work Health & Safety Policy

Organisational Area Chief Executive Officer

Author Gabrielle Calverley, WHS Coordinator

Summary This report presents the revised Work Health & Safety Policy for adoption

RECOMMENDATION that Council adopt Work Health and Safety Policy 3.04

Report

The Work Health & Safety Policy has been reviewed by management as part of the scheduled review cycle. It has also been reviewed by the Work Health & Safety Committee and is now presented to the Board for review and adoption.

The Work Health & Safety policy outlines Riverina Water's commitment to achieving a consistently high standard of workplace and community health and safety. It outlines our commitment to the prevention of work-related injury and ill health through the provision of safe and healthy work environments, facilities, equipment and systems.

The Policy has been improved and strengthened with the addition of two new clauses which focus on supporting staff through a just and proactive safety culture. As this does not directly affect or relate to the general public, it is not considered necessary to place this policy on public exhibition for comment

› R14.1 Work Health and Safety Policy 3.04 [↓](#) 

Financial Implications

There are no financial implications associated with the adoption the policy.

Risk Considerations

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



WORK HEALTH AND SAFETY POLICY

Policy Statement

Riverina Water is committed to achieving a consistently high standard of workplace and community health and safety. Riverina Water will strive to acquire, sustain and continuously improve on a level of workplace health & safety which it considers to be best practice.

Our Commitment

Riverina Water is committed to the prevention of work-related injury and ill health, through the provision of safe and healthy work environments, facilities, equipment and systems for our workers, volunteers, contractors, visitors and members of the public.

Riverina Water will demonstrate this commitment by:

1. Identifying, eliminating and/or minimising physical and psychological health and safety risks to reduce work related injury and illness
2. Ensuring appropriate resources and processes are available and used to eliminate or minimise risks to safety, especially for higher risk activities
3. Establishing measurable health and safety objectives and targets and regularly reviewing our performance against them
4. Fulfilling all legal requirements and meeting the AS/NZS ISO 45001 Standard for health and safety management systems
5. Ensuring effective processes are followed in the event of a safety-related incident, to record, investigate and implement corrective actions to prevent recurrence or a similar incident
6. Consulting and communicating with workers, their representatives and the public (where relevant) to ensure they are empowered to actively participate in WHS risk management in the workplace and their community
7. Ensuring workers understand their general responsibilities for work health and safety and the specific WHS responsibilities relating to their job descriptions

Page 1 of 2

Author: WHS Coordinator

Version 6

EDRMS # 121 133

Last revised date May 2025

Next scheduled review May 2027



8. Fostering a just culture where staff are supported to report issues, learn from mistakes, and actively shape safer systems through collaboration
9. Our leaders championing a proactive safety culture including setting clear expectations, modelling safe behaviours and actively engaging staff in continuous improvement and learning.

Implementation

This policy will be implemented through the Work Health and Safety Management System.

Policy number	3.04
Responsible area	Chief Executive Officer
Approved by	Riverina Water Board
Legislation or related strategy	Work Health & Safety Act 2011
Policy history	<p>Vers 5 26 Oct 2022 – Res 22/169</p> <p>Vers 4 28 Oct 2020 – Res 20/112</p> <p>Vers 3 22 August 2018 – Res 18/123</p> <p>Vers 2 26 April 2017 – Res 17/60</p> <p>Vers 1 23 April 2014 – Res 14/39</p> <p>Adopted 22 Feb 2012 – Res 12/11</p>
Review Schedule	This policy is to be reviewed every 2 years. Next review due May 2027

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 2 of 2

Author: WHS Coordinator

Version 6

EDRMS # 121 133

Last revised date May 2025

Next scheduled review May 2027

R15 Murray Darling Association 2025 Annual Conference

Organisational Area	Chief Executive Officer
Author	Andrew Crakanthorp, Chief Executive Officer
Summary	The Murray Darling Association 2025 National Conference & AGM is being held in Griffith from 29 September to 2 October 2025.

RECOMMENDATION that

- a) Riverina Water be represented at the Murray Darling Association 2025 National Conference and AGM.
- b) Councillor Driscoll attend the conference as a voting delegate.
- c) A member of staff also attends as a Riverina Water representative.

Report

The Murray Darling Association (MDA) has advised that the 2025 national conference and AGM will be held in Griffith from 29 September to 2 October 2025.

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

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

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

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

The program for the conference is not yet available however a copy of a recent media release provides some further context. The program will be circulated when available.

› R15.1 2025 National Conference Media Release [↓](#) 

Strategic Alignment

Our Business

Collaborate and share our knowledge with other organisations

Financial Implications

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

Workforce Implications

Attendance by staff at the conference has also occurred in past years with the Director Engineering or CEO attending.

Risk Considerations

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

2025 National Conference Media Release

m.lamb@mda.asn.au

www.mda.asn.au

T (03) 5480 3805

ABN: 64 636 490 493

P.O. Box 1268

Echuca VIC 3564

Release Date: 7/04/2025



[FOR IMMEDIATE RELEASE]

GRIFFITH TO HOST 2025 MURRAY DARLING ASSOCIATION NATIONAL CONFERENCE

The Murray Darling Association is excited to announce that its 81st National Conference will be held in Griffith, NSW, from 29th September until 2nd October 2025.

We need to inform ourselves. We need to ensure our views are being heard. This year the National Conference will be focussing on collaboration in our Basin, our communities, and our environment, delving into pressing issue that have been identified by our Members as key points of concern with a risk of impacting Basin communities and industries in the years ahead.

- Cr Shari Blumer, Chair Region 9,
MDA National President

REAL BASIN ISSUES. REAL BASIN DISCUSSIONS.

With the Murray-Darling Basin Plan set to be reviewed, representation of Communities and Community Groups, Councils, and Businesses and Industries is vital in ensuring the socio, economic, and environmental balance in the Murray-Darling Basin.

Speaking to ABC Radio Riverina, Cr Shari Blumer noted that “[while] LGAs in Queensland may be different from LGAs in New South Wales, we have the same issues.” Cr Blumer identified that “...by having a consolidated, principles-based approach, [Basin communities] can speak to Government”

Offering the opportunity for communities, councils, education entities, as well as businesses and industries across multiple days, the Murray Darling Association’s National Conference provides the pivotal platform to engage in discussion with Government and representatives from across the Murray-Darling Basin, to advocate to, and inform, Government policy and to develop the foundations for meaningful collaboration across communities, Government Areas, and States for the betterment of the Basin and its communities.

The Murray Darling Association has engaged State and Federal Water Ministers, their Shadow Minister counterparts, as well as Government Departments, and leaders in Science and Education fields to speak at its National Conference and engage with attendees.

Focussing on Basin Collaboration in our communities and our environment, Speakers will be presenting on topical issues that affect the Murray-Darling Basin water resources and communities.

2025 National Conference Media Release

m.lamb@mda.asn.au
www.mda.asn.au
T (03) 5480 3805
ABN: 64 636 490 493

P.O. Box 1268
Echuca VIC 3564

Release Date: 7/04/2025



JOIN THE CONVERSATION IN GRIFFITH, NSW

The Murray Darling Association invites you to consider attendance to the 81st National Conference, to **collaborate, and be a part of the Basin's water solution** – to join the conversation, inform future policy, and to engage with the scientists, educators, and leaders of our time.

Join us in engaging and networking with Businesses, Industry, Local, State, and Federal Government from across the Basin and tackle the big issues of the Basin!

Engage in discussion and network with State and Federal Government, Departments heads, Agencies, Authorities, Educators, and Basin Leaders!

INFORM FUTURE POLICY!

EARLYBIRD TICKETS AVAILABLE NOW

The 81st National Conference is a ticketed event, with registrations handled through the Murray Darling Association's webpage.

Join us and engage with local, technical, and political leaders to forge a future for councils, catchments, and communities.

Engage with the innovators, scientists, educators, and leaders of our time to tackle the big issues of the Basin, and network with peers and experts over dinner and discuss technical issues with industry and department heads at our Conference exhibition booths.

The Murray Darling Association is a membership-based peak representative organisation representing local government and communities across the Murray-Darling Basin.

Building towards a healthy Murray-Darling Basin, supporting thriving communities, economic development and sustainable productivity, the Murray Darling Association provides effective representation of Local Government and communities at state and federal level in the management of Basin resources by providing information, facilitating debate, and seeking to influence government policy.

COLLABORATE, AND BE A PART OF THE BASIN'S WATER SOLUTION!

To find out more, and to register, go to www.mda.asn.au/events/2025natcon.

To find out more about the Murray Darling Association, go to www.mda.asn.au or follow us on social media.

R16 Local Government NSW - 2025 Water Management Conference

Organisational Area	Chief Executive Officer
Author	Andrew Crakanthorp, Chief Executive Officer
Summary	Arrangements are being put in place for representatives from Riverina Water to attend the Local Government NSW 2025 Water Management Conference. This report provides the conference program and an update on those arrangements. The conference will be held in Albury from 9 to 11 September 2025.

RECOMMENDATION that:

- a) Riverina Water be represented at the Local Government New South Wales 2025 Water Management Conference
- b) The Deputy Chairperson or her 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

Report

The Local Government NSW Water Management Committee has advised that the 2025 Conference will be held in Albury on 9-11 September 2025, hosted by Albury City Council.

The draft Program is [linked](#) to this report. Registration for the conference has opened with early bird registration ending on 30 June 2025 and it is expected registrations will be taken up until a fortnight before the conference.

Chairperson Koschel is unable to attend the conference this year and as such this report seeks a board member to nominate and attend as the voting delegate for Riverina Water. Past protocols would see the Deputy Chairperson, Councillor Driscoll, attend in the absence of the Chairperson. 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 and water utilities. 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 2024 conference was held in Goulburn in July with the CEO, Manager Operations and Operations Engineer attending.

Accommodation has been secured for two registered delegates to attend in addition to the CEO and Manager Operations. This can be increased (or cancelled) should more Board Members express interest in attending or should no Board Members attend.

The purpose of this report is to lock in names for up to a further two elected representatives to attend. Representatives will drive to Albury on the morning of Tuesday 9 September 2025 and return at the conclusion of conference on the afternoon of Thursday 11 September 2025.

Strategic Alignment

Our Business

Collaborate and share our knowledge with other organisations

Financial Implications

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

Workforce Implications

Nil

Risk Considerations

Environmental Influences	
Avoid	Riverina Water will avoid risks that negatively impact the environment. Riverina Water will ensure that successful delivery is achievable without negative environmental impacts.

R17 Local Government NSW Annual Conference

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary The Local Government NSW Annual Conference is being held at Panthers Penrith, Western Sydney Conference Centre, Penrith from Sunday 23 November to Tuesday 25 November 2025 and this report **recommends the appointment of the Chairperson as Council's voting delegate at the conference.**

RECOMMENDATION that Council:

- a) Approve the attendance of the Chairperson and the CEO at the 2025 LGNSW Annual Conference to be held in the Panthers Penrith, Western Sydney Conference Centre, Penrith from Sunday 23 November to Tuesday 25 November 2025
- b) **elect the Chairperson as Council's voting at the Conference**
- c) Nominations be called for other Board Members to attend in late October 2025.

Report

The Local Government NSW (LGNSW) Annual Conference will be held at Panthers Penrith, Western Sydney Conference Centre, Penrith from Sunday 23 November to Tuesday 25 November 2025. The Conference includes the debate and resolution of motions setting the LGNSW advocacy agenda for the ensuing twelve-month period.

Motions for the Conference will close on Thursday 30 September 2025. This business paper contains details of a proposed motion to this year's conference.

The 2024 Conference was held at the Tamworth Regional Entertainment and Conference Centre, Tamworth in November 2024, and Council was represented at that Conference via the attendance of the CEO (observer), together with Chairperson Koschel and Board Member Pat Bourke.

The draft 2025 LGNSW Annual Conference Program is not yet available, however it will be made available in the coming months. The conference usually commences mid afternoon on Sunday 23 November and concludes lunch time on Tuesday 25 November. Travel will likely be via flights to and from Sydney with taxi's used to and from Sydney airport.

Reservations for accommodation for up to four representatives to attend have been made. In accordance with the rules of the Association, Council can nominate one voting delegate to the conference, usually the Chairperson or their delegate.

As is past practice, Council will invite councillors and senior staff from the four constituent Councils to a dinner on the Sunday night.

The Business Paper for the Conference, including motions, will be forwarded to members at least one week prior to the Conference.

Financial Implications

The costs of being represented at the conference will be funded from the travelling expenses budget for 2025/26 and are expected to be \$3000 per attendee

Reputation	
Averse	Riverina Water is averse to taking risks that may adversely impact its reputation.

R18 Submission advocating for inclusion of County Councils in the development assessment process

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary In July 2021 the NSW Government introduced a new online Planning Portal. Unfortunately, County Councils were not involved in any pre-implementation consultations and are still not included within the new Planning Portal system. This report proposes a process to improve the NSW Planning Portal and thus improve overall planning efficiencies.

RECOMMENDATION that Council:

- (a) approve the Chief Executive Officer and/or his delegate to make a submission to the relevant Ministers and State Government Officers seeking regulatory reform for the inclusion of County Councils into the Development Application process.
- (b) Submit a motion to the LGNSW 2025 Annual Conference seeking support for LGNSW to lobby on behalf of its member Councils for the inclusion of County Council's in the Development Application process.

BACKGROUND

In July 2021 the NSW Government introduced a new online Planning Portal. Unfortunately, County Councils were not involved in any pre-implementation consultations and are still not included within the new Planning Portal system.

REPORT

In an attempt to address this patently unworkable situation, in 2023 Goldenfields Water submitted a motion to the LGNSW Annual Conference seeking to have situation changed. The motion failed to gain the support of the conference by a mere two votes. The CEO at Riverina Water has offered to progress the matter via a further motion to the LGNSW Annual Conference in 2025.

There is currently no mechanism in the development assessment process that mandates the referral of development applications to NSW County Councils for consultation and concurrence where a proposed development may impact on the functions of a County Council.

The effect of this is, that development applications are referred to County Councils on a discretionary basis, which is resulting in sub-optimal outcomes and undermining the ability of the county councils to carry out their functions efficiently and effectively.

This has resulted in past subdivision developments being approved and then individual lot owners not able to proceed, as access to water was not possible or financially viable at the time. This poses significant reputational risk to our organisations and places some customers in a position of loss due to inappropriate planning mechanisms being conditioned to control risk.

In 2023 Goldenfields Water Staff sought legal advice as part of the review of the current planning regulations and to seek any opportunities that may exist for outdated regulations to be reformed.

Three options were available for Council to consider and Option 1 – to seek a new State Environmental Planning Policy (SEPP) for County Councils is recommended.

Riverina Water County Council and its fellow County Councils are advocating for a new SEPP that requires development applications to be referred to County Councils for consultation and/or concurrence, in accordance with the consultation and concurrence provisions of the EPA Act and EPA Regulation.

Therefore, staff are seeking approval from the Board to commence this request for reform in updating the planning provisions to incorporate County Councils which appear to have been left behind.

› R18.1 LGNSW Annual Conference - Motion  

Strategic Alignment

Our Business

Improve strategic planning and accountability

Financial Implications

The recommendation does not impact on Council's financial position.

Workforce Implications

Nil

Risk Considerations

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

Riverina Water County Council – November 2025

MOTION FOR LGNSW ANNUAL CONFERENCE 2025

Motion:

That LGNSW advocates that County Councils be recognised as a concurrent ‘Approval Agency’ within the State Environmental Planning Policy (Infrastructure)/(ISEPP) in relation to the services detailed under their individual proclamations.

1. *A new Clause be inserted within the ISEPP recognising County Councils as a concurrent ‘Approval Agency’ with reference to their functions as a Proclaimed Authority under the Local Government Act and in accordance with the relevant provisions regarding consultation and concurrence within the EP&A Act.*
2. *County Councils be recognised as a Public Authority in reference to developments not requiring consent, via the following amendments to the ISEPP:*
 - a. *amend clause 13 within the ISEPP to provide that a reference to a council is a reference to a County Council, where a County Council exercises the relevant functions of the council in respect of the impacts of the proposed development, and*
 - b. *amend clause 16(2) to include County Councils as a public authority that is required to be notified and consulted with in respect of certain development.*
3. *County Councils to be included within the State Planning Portal as a concurrent ‘Approval Agency’ in relation to all responsibilities/services/obligations detailed within their individual Proclamations.*

BACKGROUND

Through an historic approach of seeking efficiencies within amending state planning legislation, County Councils have been neglected and unacknowledged as a Public Authority to be consulted with. As such, there is currently no mechanism in the development assessment process that mandates the referral of development applications to NSW County Councils for consultation and concurrence where the proposed development may impact on the functions of a County Council.

The effect of this, is that development applications, and/or developments not requiring consent are referred to County Councils on a discretionary basis. This has and continues to result in sub-optimal outcomes and undermining the ability of the County Councils to carry out their functions efficiently and effectively.

REPORT

In January 2021 a new NSW Planning Portal was introduced and made mandatory for Local Government Councils by July 2021. Relevant State planning agencies failed to recognise and consult with County Councils as a relevant Public Authority to be included within the development assessment process.

The County’s contacted NSW Planning for discussion around the functions of the portal and how County Council’s will be included into the system for referral and concurrent approvals of developments through their obligations under the Water Management and Local Government Acts and associated regulations.

Riverina Water County Council – November 2025

An 'onboarding' workshop was hosted by Planning on the 10 August 2021 with all four County Councils represented. These discussions provided a significant amount of frustration for the County Council's, noting that there is no mechanism for them to enact their authority and that we were never considered as a stakeholder group in its initial development and roll out.

This initiated a full review of County Council's current legislative requirements under the Local Government Act, EP& A Act, and the Water Management Act. Results have provided a very clear view, that there currently exists an inadequate framework for County Councils to be recognised and to manage the functions of water and sewer to ensure short, medium and long-term planning provisions.

County Council staff have been liaising and working with relevant State Planning Authorities such as DPIE through the Town Water Risk Reduction Program (TWRRP) to include provisions within the relevant legislation and have us included within the Planning Portal as a concurrent approval agency; however, no progress has been made.

R19 Council Resolution Sheet

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

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

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

Report

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

› R19.1 Council Resolution Sheet [↓](#) 

Strategic Alignment

Our Business

Improve strategic planning and accountability

Financial Implications

Nil

Workforce Implications

Nil

Risk Considerations

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

OUTSTANDING ACTIONS REPORT

Printed: Monday, 16 June 2025
8:23:17 AM

Meeting	Date	Officer	Title	Target
Board Meeting 26/10/2022	26/10/2022	Vidler, Greg	The Rock Reservoir Land Acquisition	9/11/2022
Resolution				
22/183	RESOLVED:			
	On the Motion of Councillors D Meyer OAM and T Quinn			
That Council:				
	<ul style="list-style-type: none"> (a) proceed with the compulsory acquisition of the land described as 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991; and (b) make an application to the Minister and the Governor for approval to acquire 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), for the purpose of the construction of the Rock Reservoir and associated access in accordance with Section 186(1) of the Local Government Act 1993 (c) upon acquisition, classify the land as operational land in accordance with the Local Government Act. (d) Delegate authority to the CEO to sign all documents relating to the compulsory acquisition and pay requisite compensation for the land. 			
	CARRIED			
Notes For Action				
07 Dec 2022 9:50am Vincent, Melissa				
The acquisition process continues as planned.				
14 Feb 2023 11:20am Vincent, Melissa				
The acquisition process continues again more slowly than expected. Council's solicitor has carriage of the process				
08 Jun 2023 3:18pm Vincent, Melissa				
The RMS rejected the proposed access which has put the project behind schedule. Revised plans have been completed and it is expected that Riverina Water will gain title to the required land by March 2024.				
19 Jun 2024 4:10pm Vincent, Melissa				
A workshop to update the Board on this matter was held on 27 June 2024.				
29 Nov 2024 8:33am Vincent, Melissa				
Riverina Water have engaged NSW Public Works to finalise the land acquisition by June 2025				
16 Jun 2025 8:17am Vincent, Melissa				
Work continues on the land acquisition by NSW Public Works with a meeting held with the landowner in June				
Meeting	Date	Officer	Title	Target
Board Meeting 27/02/2025	27/02/2025	Crakanthorp, Andrew	Membership of Riverina Eastern Regional Organisation of Councils (REROC)	13/03/2025
Resolution				
25/020	RESOLVED:			
	On the Motion of Councillors G Davies and G Driscoll			
That Riverina Water defer consideration of the request by the Riverina Eastern Regional Organisation of Council's (REROC) to rejoin REROC, pending any decision by Wagga Wagga City Council to join or not rejoin REROC.				
	CARRIED			
Notes For Action				
11 Apr 2025 3:36pm Vincent, Melissa				
A report is expected to be provided to the June meeting of the Board				
16 Jun 2025 8:18am Vincent, Melissa				
A report will be presented to the August meeting of the Board, informed by any decision made by Wagga City Council				

OUTSTANDING ACTIONS REPORT

Printed: Monday, 16 June 2025
8:23:17 AM

Meeting	Date	Officer	Title	Target
Board Meeting 27/02/2025	27/02/2025	Crakanthorp, Andrew	Award Negotiation Update	13/03/2025
Resolution				
<p>25/022 RESOLVED: On the Motion of Councillors G Davies and D Tout</p> <p>That the Board receive and note the report.</p> <p style="text-align: right;">CARRIED</p>				
<p>Notes For Action 11 Apr 2025 3:36pm Vincent, Melissa There is a report on the 2025 Riverina Water Enterprise Award included in this business paper.</p>				

Meeting	Date	Officer	Title	Target
Board Meeting 24/04/2025	24/04/2025	Lang, Josh	Options for community funding initiatives	8/05/2025
Resolution				
<p>25/042 RESOLVED: On the Motion of Councillors L Parker and J McKinnon</p> <p>That Council</p> <ul style="list-style-type: none"> a) Receive and acknowledge the report b) Endorse Option 1 as contained in the report for the 2025/26 financial year, after which the success of the approach will be reassessed c) Receive a further report outlining the details of the Community Development Fund process <p style="text-align: right;">CARRIED</p>				
<p>Notes For Action 16 Jun 2025 8:20am Vincent, Melissa grants guidelines go to the August meeting as normal</p>				

Meeting	Date	Officer	Title	Target
Board Meeting 24/04/2025	24/04/2025	Ip, Jason	Electricity Market Conditions and Contract Arrangements	8/05/2025
Resolution				
<p>25/060 RESOLVED: On the Motion of Councillors D Tout and L Parker</p> <p>That Council:</p> <ul style="list-style-type: none"> a) Provide the CEO the delegation to enter into an Agreement for retail supply of electricity to small sites (under 100MW hours/Year) to continue the efficient operations of the Riverina Water supply network. <p style="text-align: right;">CARRIED</p>				
<p>Notes For Action 16 Jun 2025 8:20am Vincent, Melissa The CEO executed the Agreement on the 24 April 2025</p>				

OUTSTANDING ACTIONS REPORTPrinted: Monday, 16 June 2025
8:23:17 AM

Meeting	Date	Officer	Title	Target
Board Meeting 24/04/2025	24/04/2025	Crakanthorp, Andrew	2025 Award Negotiation Update	8/05/2025
Resolution				
<p>25/061 RESOLVED: On the Motion of Councillors A Condron and D Tout</p> <p>That the Board receive and note the report and delegate authority to the CEO to negotiate the 2025 Riverina Water Enterprise Award in the terms as outlined in this report.</p> <p style="text-align: right;">CARRIED</p>				
Notes For Action				
<p>16 Jun 2025 8:20am Vincent, Melissa There is a report on this matter included in this business paper</p>				

Meeting	Date	Officer	Title	Target
Board Meeting 24/04/2025	24/04/2025	Koschel, Tim	Performance Review - Chief Executive Officer	8/05/2025
Resolution				
<p>25/062 RESOLVED: On the Motion of Councillors J McKinnon and A Condron</p> <p>That the report on the Mid-Year Performance Review of the Chief Executive Officer be reviewed and Council endorse the recommendation made by the Chief Executive Officer Performance Review Panel which noted the Chief Executive Officer's performance overall to be very pleasing.</p> <p style="text-align: right;">CARRIED</p>				
Notes For Action				
<p>16 Jun 2025 8:20am Vincent, Melissa Arrangements are being put in place for the annual Performance Review for the CEO to occur in early August 2025 and reported to the August meeting of the Board</p>				

R20 Works Report covering April 2025

Organisational Area Engineering

Author Troy van Berkel, Director Engineering

Summary This report provides an overview of water usage, connections, maintenance and water quality matters during April 2025.

RECOMMENDATION that the Works Report covering April 2025 be received and noted.

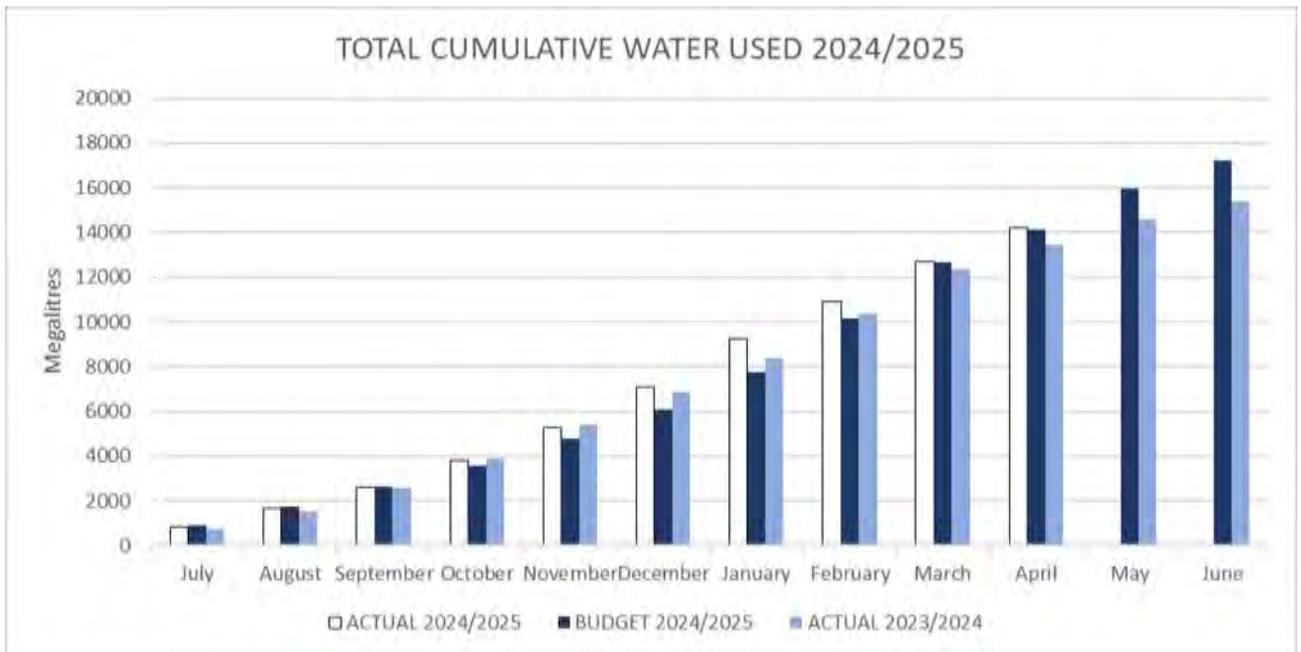
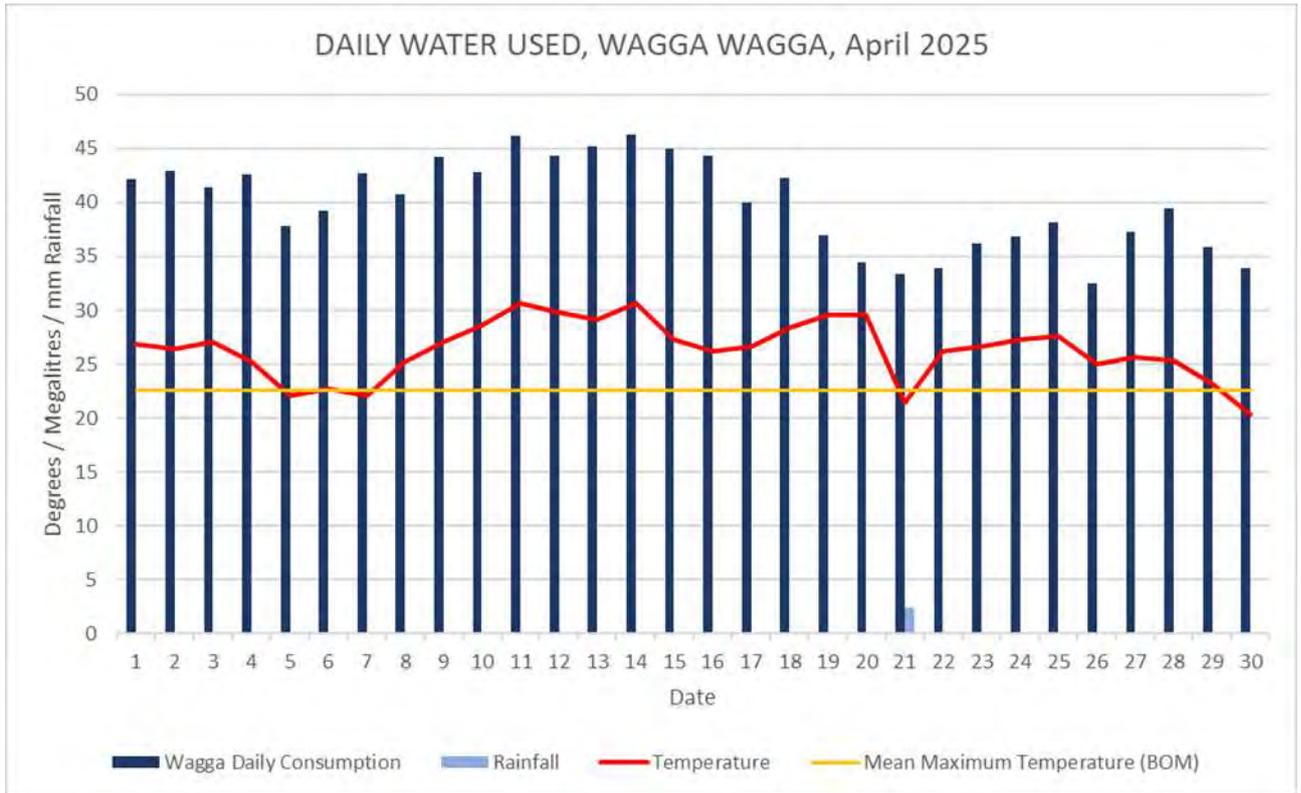
Report

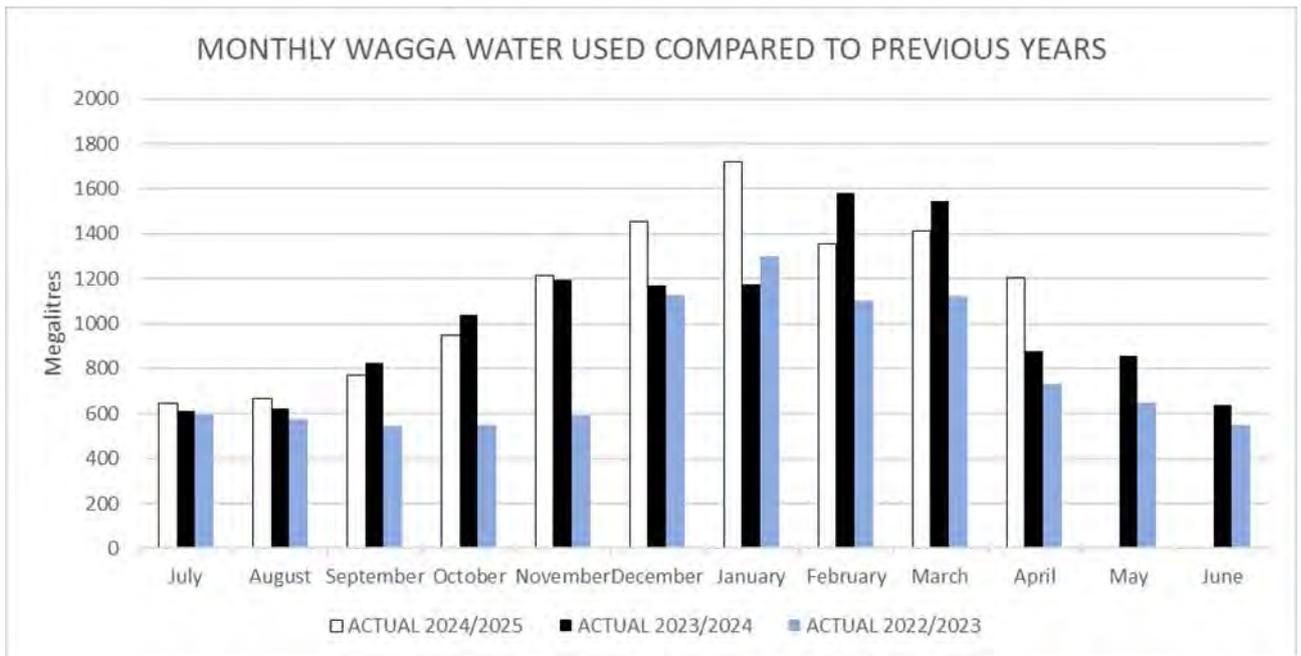
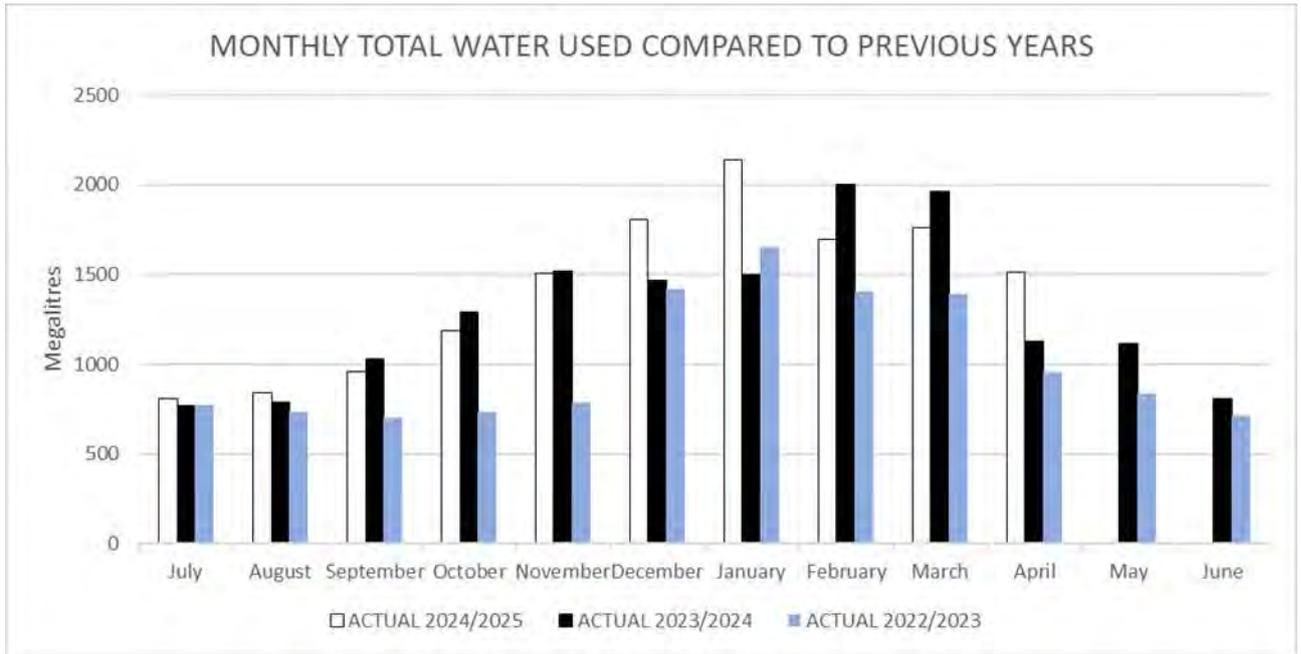
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 30th April, 2025.

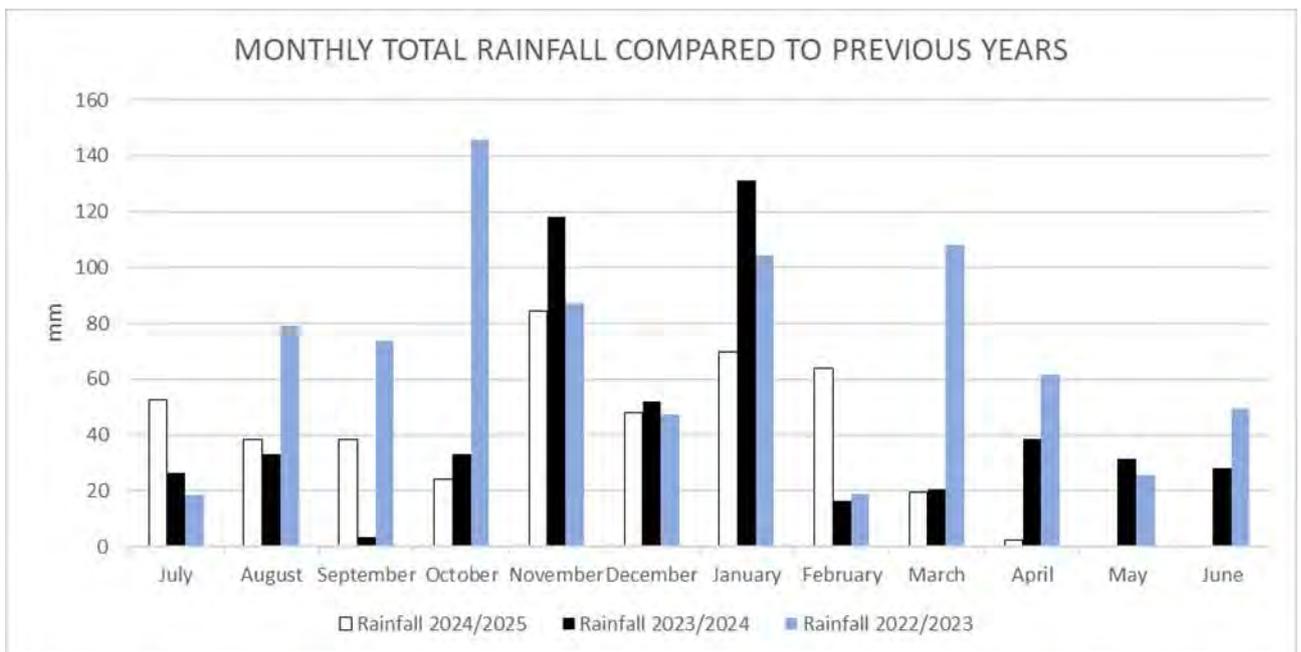
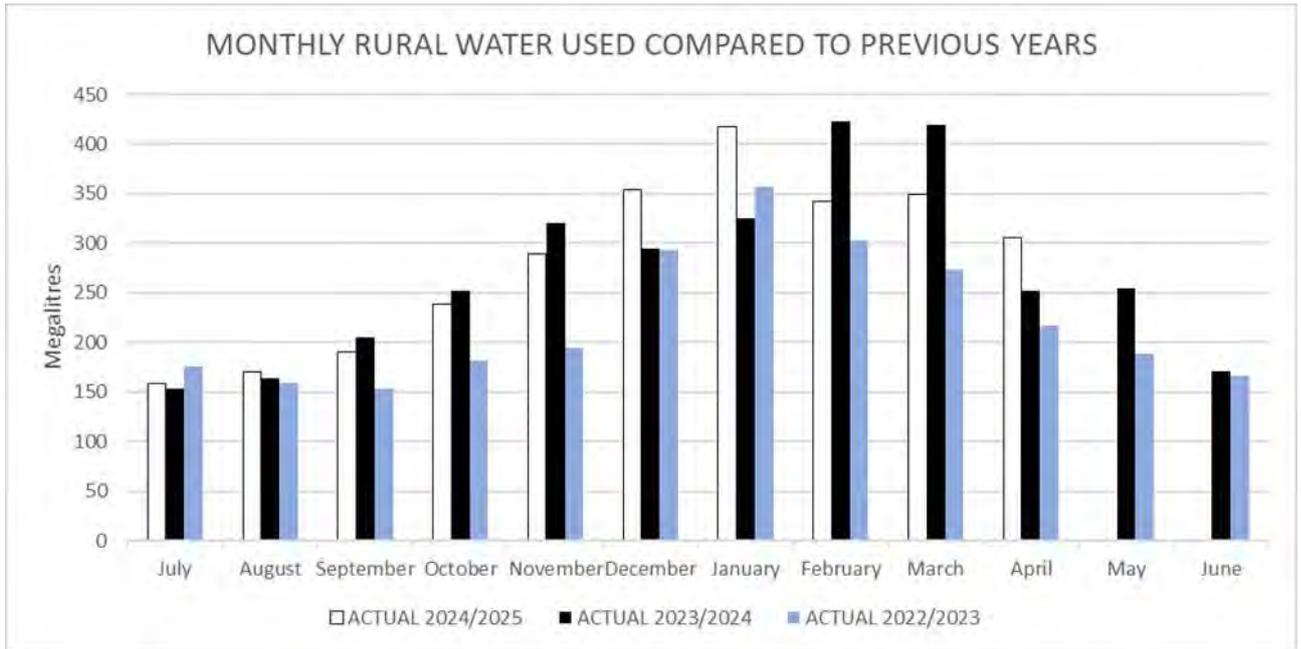
Water Sourced and Used

WATER SOURCED - Megalitres [ML]		April		
		2023	2024	2025
Rainfall [mm]		61.8	38.6	2.4
Wet Days		8	6	1
Surface Water Sources				
Murrumbidgee Regulated River Water		Sub-Total	765.2	577.6
			1,159.5	
Wagga Wagga - Murrumbidgee River		764.8	576.5	1,158.6
Morundah - Yanco Creek		0.49	1.06	0.85
Urana - Colombo Creek		0.0	0.0	0.0
Groundwater Sources		Sub-Total	149.2	586.3
			432.1	
Wagga Wagga Alluvial Groundwater				
East Wagga Wagga		0.0	146.3	65.9
West Wagga Wagga		112.1	112.0	133.1
North Wagga Wagga		0.0	227.8	84.2
Oura		2.4	3.8	5.3
Mid Murrumbidgee Zone 3 Alluvial Groundwater				
Collingullie		4.3	7.5	7.5
Bulgary		6.2	50.4	64.1
Billabong Creek Alluvial Groundwater				
Walla Walla (near Culcairn)		0.0	5.0	31.3
Ralvona		15.3	19.4	24.6
Walbundrie		2.9	3.7	5.5
Gundagai Alluvial Groundwater (Tarcutta)				
		2.9	3.9	4.6
Lachlan Fold Belt MDB Groundwater				
Woomargama		0.7	1.2	1.7
Humula		0.4	0.4	0.6
Goldenfields Water (bulk supply)				
		2.15	4.94	3.75
Surface and Groundwater - TOTAL		914.5	1,163.9	1,591.6

WATER SUPPLIED - Megalitres [ML]			April		
			2023	2024	2025
Greater Wagga Wagga	Wagga Wagga System	Sub-Total	523.0	676.8	973.8
	Wagga Low Level		127.0	94.5	124.3
	Wagga High Level		339.0	511.7	663.9
	Bellevue/Glenoak Level		53.9	62.3	113.4
	Ladysmith		3.0	8.3	7.4
	Gregadoo				64.8
	North Wagga System	Sub-Total	204.3	245.7	287.2
	North Wagga/Bomen		51.1	96.9	74.9
	East Bomen		22.8	21.8	24.5
	Estella		97.5	91.0	139.4
	Rural - Brucedale		17.6	22.6	27.7
	Rural - The Gap/Tooyal				12.0
	Rural - Currawarna/Cottee		15.3	13.5	8.7
	GREATER WAGGA WAGGA - TOTAL			727.2	922.5
Rural	Southern Trunk System	Sub-Total	82.4	121.3	164.4
	(Southern Trunk- Rural Connections)				76.6
	San Isadore				10.4
	Kapooka				16.6
	Uranquinty				14.4
	The Rock				9.3
	Mangoplah				2.6
	Yerong Creek				2.6
	Pleasant Hills				14.4
	Milbrulong				0.4
	Henty				10.3
	Morven				5.9
	Walla Walla				8.5
	Transferred to Western Trunk				-7.5
	Western Trunk System	Sub-Total	35.7	52.1	79.0
	(Western Trunk - Rural Connections)				47.4
	Lockhart				13.3
	Boree Creek				1.9
	Urana				4.3
	Oaklands				4.8
	Transferred from Southern Trunk				7.5
	Independent Villages	Sub-Total	29.1	40.5	49.1
	Collingullie		4.1	7.0	7.0
Humula		0.4	0.4	0.6	
Morundah		0.5	1.0	0.8	
Oura		2.4	3.8	5.3	
Woomargama		0.7	1.2	1.7	
Tarcutta		2.9	3.9	4.3	
Holbrook		15.4	19.4	24.0	
Walbundrie-Rand		2.9	3.7	5.4	
RURAL - TOTAL			147.3	213.8	292.6
GREATER WAGGA WAGGA & RURAL - TOTAL			874.5	1,136.3	1,553.6







Repairs, Meters, Locations and Complaints

Suburb	WATERHAMMER	LOCATE	METERMODIFY	WATERTASTE	HYDMAINT	WATERDIRTY	METERCOCKFAIL	PRESSURE	WATERLEAK	METERLEAK	Grand Total
Suburb Not Recorded					1				18		19
ASHMONT					1	1	1		4	5	12
BOMEN		1			1						2
BOOROOMA									1		1
BOURKELANDS							2		1	4	7
BRUCEDALE						3			4		7
CURRAWARNA										1	1
EAST WAGGA WAGGA					2					1	3
ESTELLA									1	1	2
FOREST HILL								1	1	3	5
GLENFIELD PARK								3	2	5	10
GOBBAGOMBALIN							1			1	2
GUMLY GUMLY										3	3
HENTY				1	1				2	2	6
HENTY TO HOLBROOK								1			1
HOLBROOK			1						1	2	4
KOORINGAL						4	2	3	5	9	23
LAKE ALBERT							1	5	4	10	20
LOCKHART										2	2
MORVEN									3		3
MOUNT AUSTIN			1					1	2	5	9
NORTH WAGGA WAGGA										2	2
SAN ISIDORE				2		2	1				5
SPRINGVALE						1			1		2
TARCUTTA							1			2	3
TATTON									1	1	2
TOLLAND							2	3	1	4	10
TURVEY PARK							1	2	5	3	11
URANQUINTY									2		2
WAGGA WAGGA		1			2		3	3	9	21	39
WALLA WALLA									2	1	3
MANGOPLAH								1	1		2
THE ROCK								1		1	2
BOREE CREEK TO URANA						1		1			2
URANA							1		1		2
OAKLANDS	1							2			3
BOREE CREEK										1	1
CARTWRIGHTS HILL							1	1			2
Grand Total	1	2	2	3	8	12	17	28	72	90	235

New Connections

Count of #		Resp.					
Activity	Suburb	CONSGANGS	NEWSERVICE	RURALGANG	WORKS	Grand Total	
MTRINST	EAST WAGGA					2	2
	EAST WAGGA WAGGA	2					2
	FOREST HILL		6				6
	GOBBAGOMBALIN		8				8
	HENTY				1	1	2
	LAKE ALBERT		4			6	10
	LOCKHART				2		2
	THE GAP		1				1
	WAGGA WAGGA		1				1
	WALLA WALLA				2		2
Grand Total		2	20	5	9	36	

Water System Repairs

Activity	Date	Suburb	Problem	AssetType	Count of #
MAINRPR	1/04/2025	BRUCEDALE	EXCESSWEAR	Water Main	1
		HOLBROOK	JOINTLEAK	Water Main	1
		MORVEN	LONGSPLIT	Water Main	1
	4/04/2025	Oaklands	LONGSPLIT	Water Main	1
	6/04/2025	HOLBROOK	ROUNDSPLIT	Water Main	1
	7/04/2025	LAKE ALBERT	GROUNDMOVE	Water Main	1
		WAGGA WAGGA	EXCESSWEAR	Water Main	1
	8/04/2025	BRUCEDALE	EXCESSWEAR	Water Main	2
		URANA	JOINTLEAK	Water Main	1
	9/04/2025	WAGGA WAGGA	EXCESSWEAR	Water Main	1
	10/04/2025	TARCUTTA	EXCESSWEAR	Water Main	1
	11/04/2025	BOREE CREEK TO URANA	ROUNDSPLIT	Water Main	1
		HOLBROOK	ROUNDSPLIT	Water Main	1
		LADYSMITH	EXCESSWEAR	Water Main	1
		WAGGA WAGGA	GROUNDMOVE	Water Main	1
	12/04/2025	COLLINGULLIE	ROUNDSPLIT	Water Main	1
	14/04/2025	MANGOPLAH	JOINTLEAK	Water Main	1
		MILBRULONG	ROUNDSPLIT	Water Main	1
	15/04/2025	BOURKELANDS	GROUNDMOVE	Water Main	1
	16/04/2025	PLEASANT HILLS	LONGSPLIT	Water Main	1
	17/04/2025	LAKE ALBERT	EXCESSWEAR	Water Main	1
	19/04/2025	LAKE ALBERT	EXCESSWEAR	Water Main	1
	21/04/2025	ASHMONT	EXCESSWEAR	Water Main	1
	22/04/2025	BIDGEEMIA	ROUNDSPLIT	Water Main	1
	24/04/2025	LAKE ALBERT	GROUNDMOVE	Water Main	1
	25/04/2025	PLEASANT HILLS	JOINTLEAK	Water Main	1
	26/04/2025	ASHMONT	TREEROOTS	Water Main	1
	29/04/2025	BRUCEDALE	EXCESSWEAR	Water Main	2
		SPRINGVALE		Water Main	1
		WAGGA WAGGA	EXCESSWEAR	Water Main	1
	30/04/2025	ASHMONT	GROUNDMOVE	Water Main	1
		URANA	JOINTLEAK	Water Main	1
		YERONG CREEK	JOINTLEAK	Water Main	1
Grand Total					35

Water Quality Complaints

Types	Date	Suburb	Action Taken	Count of SR#
WATERTASTE	22/04/2025	HENTY	Tested at meter Free Cl 0.86mg/L, Total Cl 0.92mg/l Ph 8.41, NTU 0.75 Meets ADWG.	1
	23/04/2025	SAN ISIDORE	Tested water at the meter, pH 7.72, 1.25 NTU, 1.70 free chlorine, 2.04 total chlorine, appearance and odour OK. Turbidity could be a little lower, but everything meets ADWG. Spoke to Annette and saw photos and videos of the issue, she's concerned with the increasing frequency and severity of her dirty water events and they are buying water to drink.	1
		SAN ISIDORE	Water at meter meets ADWG - suggested maintenance flush/talk to this customer further.	1
WATERDIRTY	2/04/2025	BOREE CREEK TO URANA	Un blocked meter	1
		BRUCEDALE	Flushed meter	1
	3/04/2025	KOORINGAL	Flushed	2
	4/04/2025	BRUCEDALE	Not our side let owner know about gal pipes which created dirty water	1
	10/04/2025	SAN ISIDORE	Flushed air valves	1
	11/04/2025	KOORINGAL	Work order created	1
	16/04/2025	KOORINGAL	Flushed meter	1
	22/04/2025	ASHMONT	Flushed main	1
	28/04/2025	SAN ISIDORE	Flushed main at hydrant	1
		SPRINGVALE	Flushed water meter	1
Grand Total				14

New water mains laid – New and Replacement

Summary	WO#	Asset Type	Width	Type	Sum of Meters
Boree to Morundah Pipeline	1819	Water Main	150	OPVC	2912
Adjacent Tarcutta RFS - Filling Station - Humelink	3989	Water Main	100	DICL	116
Thorne St Wagga Wagga	1902	Water Main	200	DICL	232
Grand Total					3260

Major Repairs / Overhauls

Facility	Work done
Wagga Wagga WTP	High Lift Pumps Preventative Maintenance
Collingullie Bore 2	Stainless steel lining
North Wagga WTP	Fluoride system repairs
Tarcutta Bore 4	Maintenance and cleaning

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	123
Estella Farrer Road	100

Forest Hill Elizabeth Avenue	203
Glenfield Red Hill Road	288
Henty Olympic Way	51
Holbrook Millswood Road	65
Lake Albert Plumpton Road	144
Lockhart Napier Road	227
Pleasant Hills Manson Street	81
Ralvona	2
The Rock	120
Urana Federation Way	96
Woomargama Murray St	3
Walla Walla Short St	83
Yerong Creek Finlayson Street	6

Fleet Disposals

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

Fleet Acquisitions

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

Strategic Alignment

Our Business

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

Financial Implications

Nil

Workforce Implications

N/A

Risk Considerations

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

R21 Works Report covering May 2025

Organisational Area Engineering

Author Troy van Berkel, Director Engineering

Summary This report provides an overview of water usage, connections, maintenance and water quality matters during May 2025.

RECOMMENDATION that the Works Report covering May 2025 be received and noted.

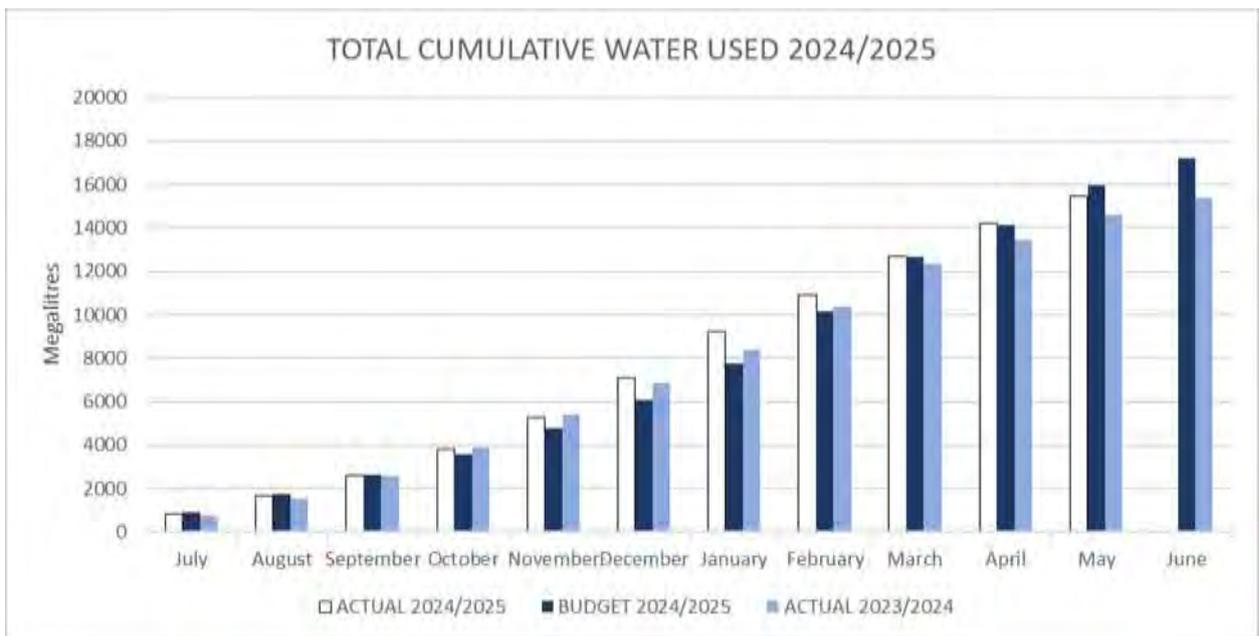
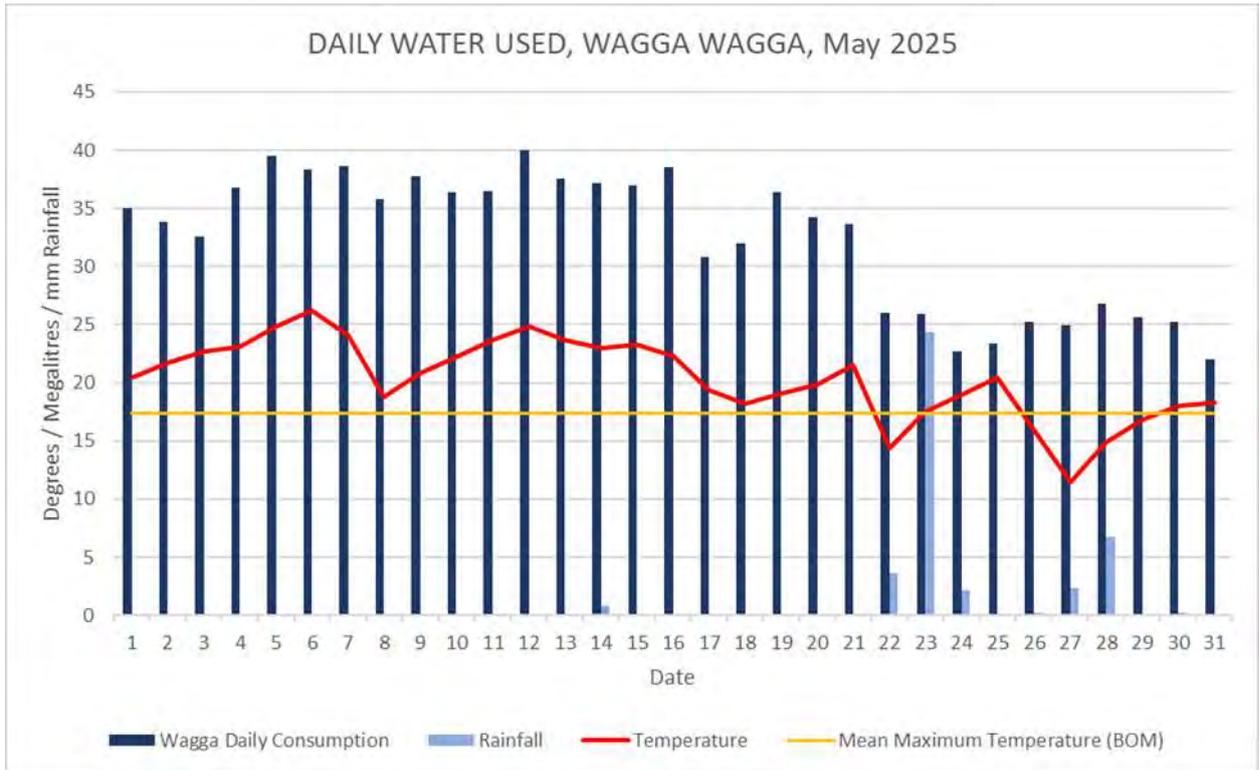
Report

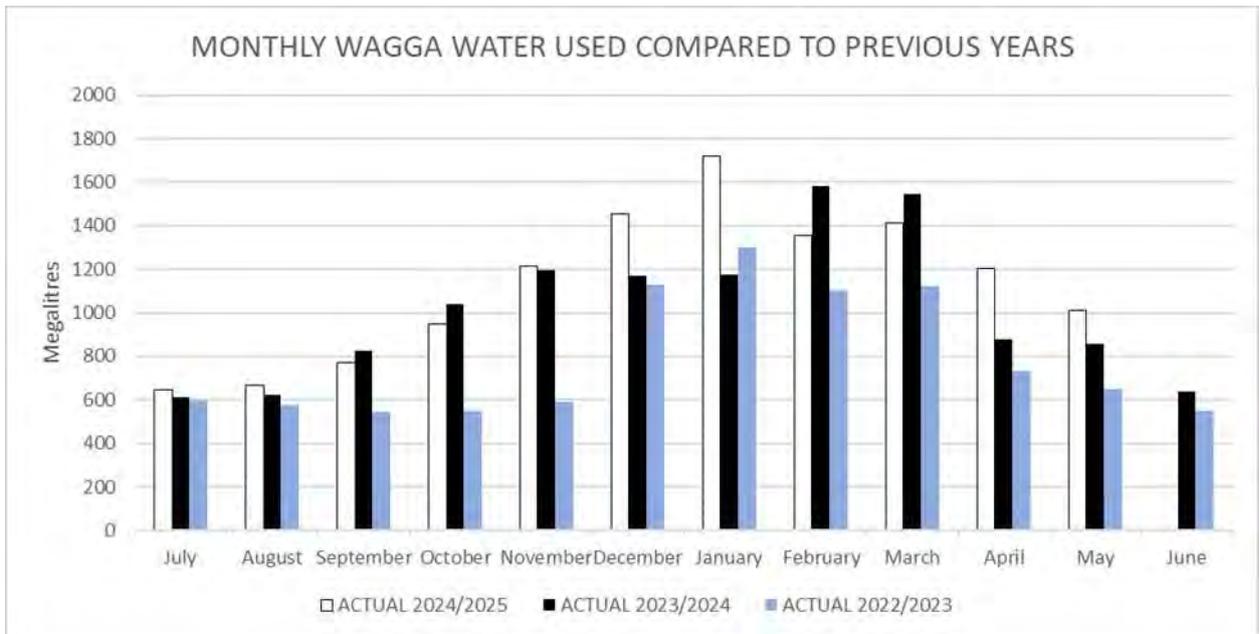
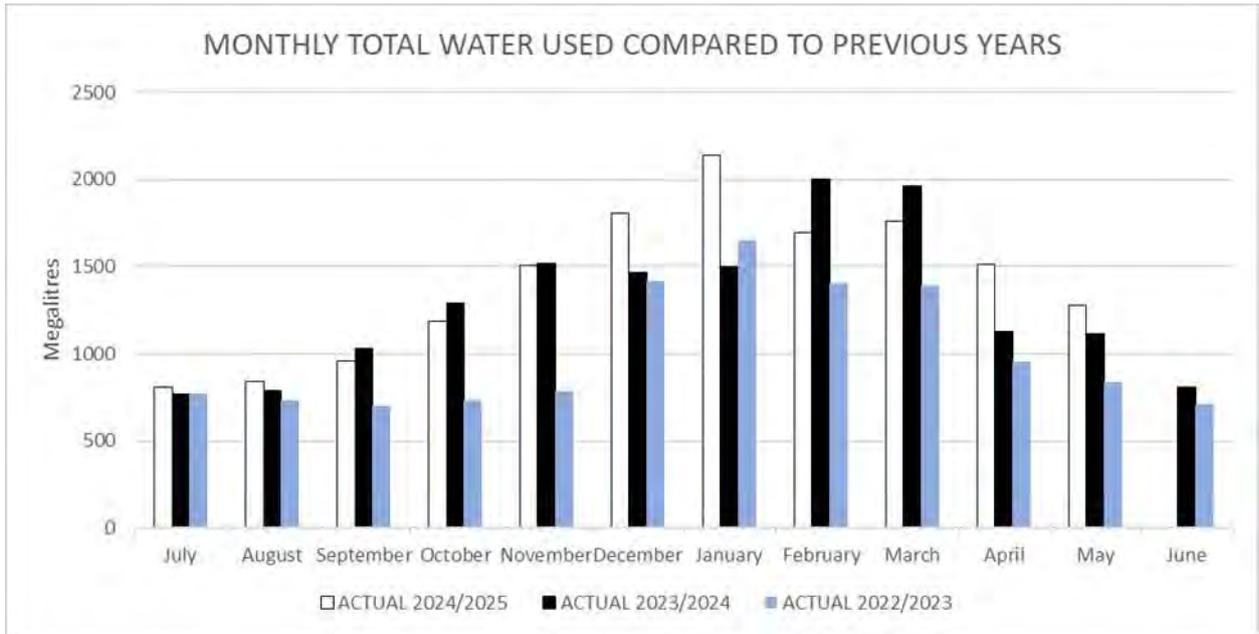
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 31st May 2025.

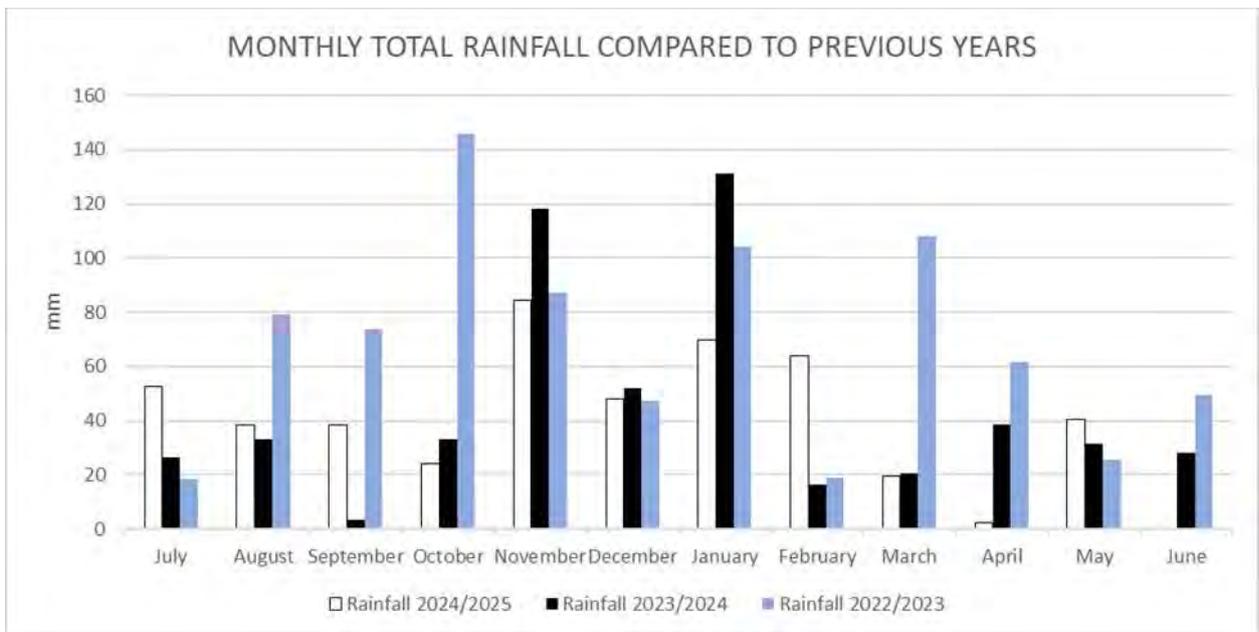
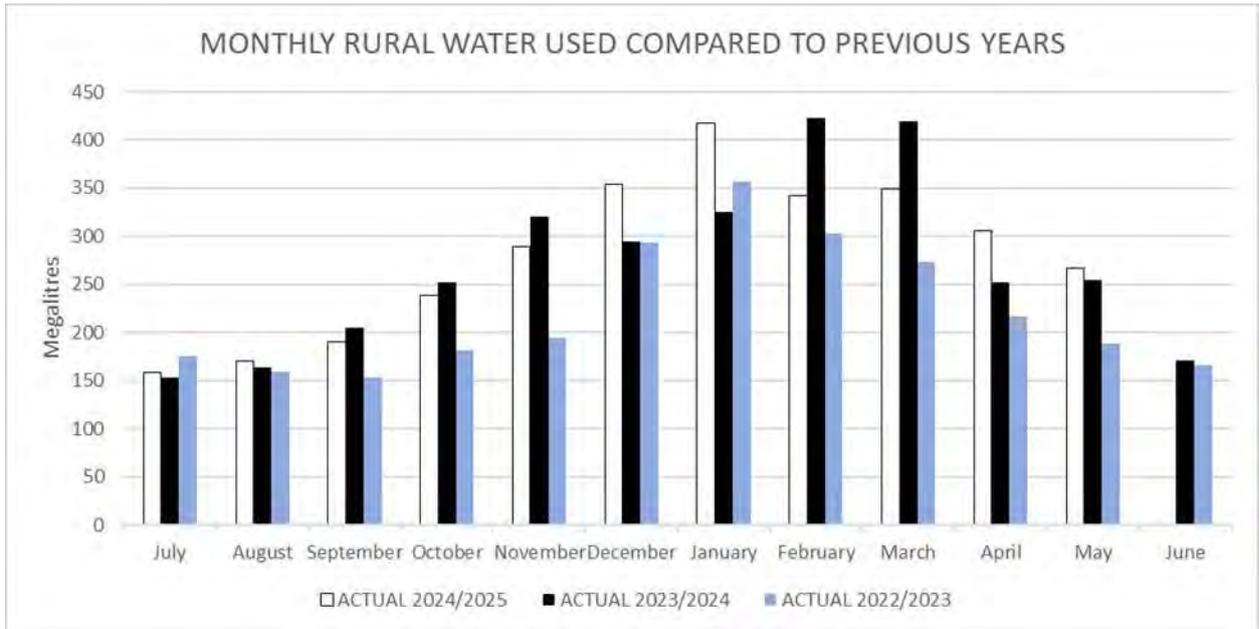
Water Sourced and Used

WATER SOURCED - Megalitres [ML]		May		
		2023	2024	2025
Rainfall [mm]		25.8	31.6	40.6
Wet Days		11	4	8
Surface Water Sources				
Murrumbidgee Regulated River Water				
	Sub-Total	729.0	478.0	531.2
	Wagga Wagga - Murrumbidgee River	728.5	477.7	530.8
	Morundah - Yanco Creek	0.48	0.32	0.46
	Urana - Colombo Creek	0.0	0.0	0.0
Groundwater Sources				
	Sub-Total	148.8	655.5	804.1
Wagga Wagga Alluvial Groundwater				
	East Wagga Wagga	0.0	216.9	317.9
	West Wagga Wagga	115.6	118.1	381.5
	North Wagga Wagga	0.0	231.2	0.1
	Oura	1.8	4.3	4.7
Mid Murrumbidgee Zone 3 Alluvial Groundwater				
	Collingullie	4.2	8.4	7.3
	Bulgary	0.0	48.5	40.1
Billabong Creek Alluvial Groundwater				
	Walla Walla (near Culcairn)	0.0	2.3	16.2
	Ralvona	16.8	14.3	21.7
	Walbundrie	4.3	4.1	4.9
Gundagai Alluvial Groundwater (Tarcutta)				
		2.8	3.9	5.4
Lachlan Fold Belt MDB Groundwater				
	Woomargama	1.0	0.9	1.3
	Humula	0.4	0.6	0.5
Goldenfields Water (bulk supply)				
		1.91	2.10	2.51
Surface and Groundwater - TOTAL		877.8	1,133.5	1,335.4

WATER SUPPLIED - Megalitres [ML]			May		
			2023	2024	2025
Greater Wagga Wagga	Wagga Wagga System	Sub-Total	468.6	657.0	793.7
	Wagga Low Level		108.9	90.1	96.2
	Wagga High Level		320.4	492.2	556.6
	Bellevue/Glenoak Level		36.2	67.8	83.4
	Ladysmith		3.2	6.8	6.0
	Gregadoo				51.6
	North Wagga System	Sub-Total	217.4	245.0	260.5
	North Wagga/Bomen		93.7	91.8	84.1
	East Bomen		14.7	23.2	26.1
	Estella		81.6	94.0	111.0
	Rural - Brucedale		15.3	20.4	22.8
	Rural - The Gap/Tooyal				8.8
	Rural - Currawarna/Cottee		12.0	15.7	7.7
	GREATER WAGGA WAGGA - TOTAL			686.0	902.0
Rural	Southern Trunk System	Sub-Total	85.8	119.8	144.8
	(Southern Trunk- Rural Connections)				74.6
	San Isadore				7.7
	Kapooka				19.9
	Uranquinty				12.9
	The Rock				7.8
	Mangoplah				1.7
	Yerong Creek				1.8
	Pleasant Hills				11.9
	Milbrulong				0.3
	Henty				8.4
	Morven				4.5
	Walla Walla				6.3
	Transferred to Western Trunk				-13.2
	Western Trunk System	Sub-Total	34.3	56.0	66.5
	(Western Trunk - Rural Connections)				34.2
	Lockhart				10.2
	Boree Creek				1.3
	Urana				3.8
	Oaklands				3.8
	Transferred from Southern Trunk				13.2
	Independent Villages	Sub-Total	31.3	36.1	45.0
	Collingullie		3.9	8.0	6.6
Humula		0.4	0.6	0.5	
Morundah		0.5	0.3	0.4	
Oura		1.8	4.3	4.7	
Woomargama		1.0	0.9	1.3	
Tarcutta		2.7	3.6	4.1	
Holbrook		16.8	14.4	22.5	
Walbundrie-Rand		4.3	4.1	4.9	
RURAL - TOTAL			151.5	211.9	256.3
GREATER WAGGA WAGGA & RURAL - TOTAL			837.5	1,113.9	1,310.5







Repairs, Meters, Locations and Complaints

Suburb	METERCOVER	WATERTASTE	LOCATE	HYDMAINT	DISCONNECT	METERMODIFY	METERCOCKFAIL	PRESSURE	WATERDIRTY	METERLEAK	WATERLEAK	Grand Total
Suburb Not Recorded											18	18
ASHMONT			1				2		2	9	4	18
BOOROOMA							1			1		2
BOURKELANDS							1			1	1	3
BRUCEDALE										1	1	2
CURRAWARNA										1		1
EAST WAGGA WAGGA					1		1			2	1	5
ESTELLA			1					1		2	1	5
FOREST HILL							1	3	4	3	1	12
GLENFIELD PARK				1			3		8	7	3	22
GOBBAGOMBALIN								1		1		2
GUMLY GUMLY								1				1
HENTY						1				2		3
HENTY TO HOLBROOK										1		1
KOORINGAL		2						2		6	3	13
LAKE ALBERT							3	3	1	9	5	21
LLOYD								1	2	1	2	6
LOCKHART										1		1
MOUNT AUSTIN				1				2	4	4	2	13
NORTH WAGGA WAGGA									1	1		2
PLEASANT HILLS											2	2
SAN ISIDORE								1	8	2		11
TARCUTTA										1		1
TATTON										2	1	3
TOLLAND							1		2	6	7	16
TURVEY PARK									2		2	4
URANQUINTY								1	1		1	3
WAGGA TO THE ROCK									2			2
WAGGA WAGGA				1		3	5	3	8	12	17	49
WALLA WALLA					2			1		1	3	7
WOOMARGAMA	1										1	2
CULCAIRN											1	1
HENTY TO CULCAIRN								1			1	2
RAND										1		1
THE ROCK									1		3	4
OURA								1	2	2		5
URANA							2			1		3
OAKLANDS							1	1			1	3
PRIVATE LINE (JACK)			1									1
BOREE CREEK										1		1
CULCAIRN TO WALLA WALLA											3	3
BULGARY											1	1
URANQUINTY									1			1
Grand Total	1	2	3	3	3	4	21	23	49	82	86	277

New Connections

Count of #	Resp.				Grand Total	
Activity	Suburb	CONSGANGS	MAINT	NEWSERVICE	RURALGANG	
MTRINST	BOOROOMA			1		1
	BOURKELANDS			1		1
	CURRAWARNA			1		1
	EAST WAGGA WAGGA			1		1
	FOREST HILL			1		1
	GOBBAGOMBALIN			6		6
	HENTY				1	1
	HENTY TO CULCAIRN				1	1
	HOLBROOK				1	1
	KOORINGAL			1		1
	LAKE ALBERT			3		3
	LLOYD			2		2
	SPRINGVALE			3		3
	TATTON			1		1
	THE GAP			1		1
	THE ROCK				1	1
	WAGGA WAGGA	2	1	5		8
	WALLA WALLA				1	1
Grand Total		2	1	27	5	35

Water System Repairs

Activity	Date	Suburb	Problem	AssetType	Count of #
MAINRPR	1/05/2025	LAKE ALBERT	GROUNDMOVE	Water Main	2
		LAKE ALBERT	JOINTLEAK	Water Main	1
		LOCKHART	ROUNDSPLIT	Water Main	1
		NORTH WAGGA WAGGA	GROUNDMOVE	Water Main	1
		PLEASANT HILLS	JOINTLEAK	Water Main	1
	2/05/2025	HENTY	ROUNDSPLIT	Water Main	1
		LAKE ALBERT	JOINTLEAK	Water Main	1
		PLEASANT HILLS	JOINTLEAK	Water Main	1
	5/05/2025	ASHMONT	EXCESSWEAR	Water Main	1
	6/05/2025	CULCAIRN TO WALLA WALLA	JOINTLEAK	Water Main	1
		LAKE ALBERT	LONGSPLIT	Water Main	1
	7/05/2025	THE ROCK	ROUNDSPLIT	Water Main	1
		WAGGA WAGGA	LONGSPLIT	Water Main	1
	8/05/2025	BRUCEDALE	GROUNDMOVE	Water Main	1
		LAKE ALBERT	EXCESSWEAR	Water Main	1
		LAKE ALBERT	GROUNDMOVE	Water Main	1
		PLEASANT HILLS	ROUNDSPLIT	Water Main	1
		URANA	ROUNDSPLIT	Water Main	1
	10/05/2025	COLLINGULLIE	JOINTLEAK	Water Main	3
	12/05/2025	KOORINGAL	GROUNDMOVE	Water Main	1
		NORTH WAGGA	JOINTLEAK	Water Main	1
		THE ROCK	ROUNDSPLIT	Water Main	1
	13/05/2025	URANA	LONGSPLIT	Water Main	1
		WAGGA WAGGA	ROUNDSPLIT	Water Main	1
	14/05/2025	BOREE CREEK TO URANA	ROUNDSPLIT	Water Main	1
	16/05/2025	FOREST HILL	JOINTLEAK	Water Main	1
		MOUNT AUSTIN	EXCESSWEAR	Water Main	2
		MOUNT AUSTIN	GROUNDMOVE	Water Main	1
	17/05/2025	BIDGEEMIA	JOINTLEAK	Water Main	1
		LADYSMITH	EXCESSWEAR	Water Main	1
	18/05/2025	CULCAIRN TO WALLA WALLA	JOINTLEAK	Water Main	1
		LADYSMITH	EXCESSWEAR	Water Main	1
	20/05/2025	BRUCEDALE	EXCESSWEAR	Water Main	1
		TURVEY PARK	EXCESSWEAR	Water Main	1
	21/05/2025	LOCKHART	ROUNDSPLIT	Water Main	1
		Oaklands	ROUNDSPLIT	Water Main	1
	23/05/2025	HENTY	JOINTLEAK	Water Main	1
		NORTH WAGGA WAGGA	GROUNDMOVE	Water Main	1
		URANGELINE EAST	ROUNDSPLIT	Water Main	1
	24/05/2025	BRUCEDALE	TREERROOTS	Water Main	1
	26/05/2025	BULGARY	CORROSION	Water Main	1
	28/05/2025	KOORINGAL	GROUNDMOVE	Water Main	1
	29/05/2025	BIDGEEMIA	JOINTLEAK	Water Main	1
		GUMLY GUMLY	LONGSPLIT	Water Main	1
		LOCKHART	ROUNDSPLIT	Water Main	1
	31/05/2025	NORTH WAGGA WAGGA	LONGSPLIT	Water Main	1
Grand Total					50

Water Quality Complaints

Types	Date	Suburb	Action Taken	Count of SR#
WATERTASTE	21/05/2025	KOORINGAL	Test water, chlorine and turbidity were in correct range.	1
	23/05/2025	KOORINGAL	27.05.25 9am Spoke to Gerard and the problem is from an internal plastic filter.	1
WATERDIRTY	5/05/2025	SAN ISIDORE	Flushed service	1
		THE ROCK	Flushed main and service	1
	6/05/2025	OURA	Flush hydrant	1
	8/05/2025	URANQUINTY	Tested water first turbidity was 1.36. Told consumer that it would be all the gal pipe she has on her side. Still flushed main and service	1
	13/05/2025	FOREST HILL	0.98	1
		FOREST HILL	2.88	1
		FOREST HILL	Flushed at meter and tested.	1
		WAGGA WAGGA	Flushed service	1
	15/05/2025	FOREST HILL	Flushed meter	1
		SAN ISIDORE	Flushed main	1
		SAN ISIDORE	Flushed main sr24681&	1
	16/05/2025	SAN ISIDORE	Flushed hydrant and air valves	1
	19/05/2025	TOLLAND	Old gal customers side	1
		WAGGA WAGGA	Have told customer old gal line there side	1
	21/05/2025	GLENFIELD PARK	Rang customer, could be hot water on there side or works in the area .All our side and there side is copper that I can see	1
	22/05/2025	ASHMONT	Flushed clean	1
		URANQUINTY	Flushed water main	1
	23/05/2025	WAGGA WAGGA	Removed meter and flushed service. Water clear and clean.	1
	26/05/2025	GLENFIELD PARK	Took meter off and gave the riser a flush	1
		MOUNT AUSTIN	(blank)	1
		MOUNT AUSTIN	Took meter and flushed service.	1
		SAN ISIDORE	Flushed main	2
		SAN ISIDORE	(blank)	2
		WAGGA TO THE ROCK	Flushed main	1
		OURA	Flushed main and service until cleared	1
	27/05/2025	ASHMONT	Flushed service until clear Turbidity .55	1
		GLENFIELD PARK	Flushed hydrant until clean	1
		GLENFIELD PARK	Flushed hydrant until clear	1
		WAGGA WAGGA	Flushed main at hydrant	1
		WAGGA WAGGA	Flushed main until clear	1
	28/05/2025	WAGGA WAGGA	Flushed lines until clear	1
	29/05/2025	GLENFIELD PARK	Tested at Water meter, Colour <1, Turbidity 0.78NTU, Free Chlorine 1.15mg/L, Iron 0.05, All tested within ADWG.	1
		GLENFIELD PARK	Tested at Water Meter, Colour <1, Turbidity 0.78 NTU, Chlorine 1.15mg/L Iron 0.05. All tested within ADWG.	1
		LLOYD	Flushed hydrant	1
		MOUNT AUSTIN	Problem is old gal on customers side. Owner not home	1
		NORTH WAGGA WAGGA	Flushed hydrant	1
	30/05/2025	LAKE ALBERT	Flushed Mitchel road	1
		TOLLAND	Flushed main	1
		TURVEY PARK	(blank)	1
		WAGGA WAGGA	Problem is gal on customers side.	1
	31/05/2025	GLENFIELD PARK	Flush until clear	1
		LLOYD	Flushed mains until cleared	1
		MOUNT AUSTIN	Flush service until clear	1
		TURVEY PARK	Flushed until clear	1
Grand Total				48

New water mains laid – New and Replacement

Summary	WO#	Asset Type	Width	Type	Sum of Meters
☒ Boree to Morundah Pipeline	☒ 1819	☒ Water Main	☒ 150	OPVC	1907
☒ 23 Best St Uranquinty	☒ 1844	☒ Water Main	☒ 100	OPVC	90
☒ Thorne St Wagga Wagga	☒ 1902	☒ Water Main	☒ 200	DICL	42
☒ Replacement of Oura reservoir main (3 x road crossings) due to ac	☒ 5261	☒ Water Main	☒ 150	DICL	45
☒ 23 Lot Subdivision - 258m 100mm oPVC / DICL + 2 Road crossings	☒ 5144	☒ Water Main	☒ 100	DICL	30
Grand Total					2114

Major Repairs / Overhauls

Facility	Work done
North Wagga WTP	Fluoride plant maintenance and repairs
Wagga Wagga WTP	Sludge thickener gearbox motor replacement
Tarcutta WTP	Flowmeter replacement for compliance
Collingullie WTP	Manganese filter repairs

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	168
Estella Farrer Road	151
Forest Hill Elizabeth Avenue	259
Glenfield Red Hill Road	235
Henty Olympic Way	19
Holbrook Millswood Road	176
Lake Albert Plumpton Road	160
Lockhart Napier Road	190
Pleasant Hills Manson Street	66
Ralvona	4
The Rock	162
Urana Federation Way	85
Walla Walla Short St	62
Yerong Creek Finlayson Street	12

Fleet Disposals

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

Fleet Acquisitions

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

Strategic Alignment

Our Business

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

Financial Implications

Nil

Workforce Implications

N/A

Risk Considerations

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

CONF-1 Confidential Minutes of Audit, Risk and Improvement Committee held on 8 May 2025

Organisational Area Chief Executive Officer

Author Melissa Vincent, Executive Assistant

Summary This report presents the minutes of the Audit, Risk and Improvement Committee meeting held on 8 May 2025.

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

CONF-2 Riverina Water ARIC membership

Organisational Area Corporate Services

Author Wendy Reichelt, Governance & Corporate Planning Officer

Summary This report presents recommendations on independent membership of the Riverina Water Audit Risk & Improvement Committee (ARIC) from 1 July 2025.

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

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

CONF-3 RFQ 2025/9 W337 - Two (2) Backhoe Loaders

Organisational Area Engineering

Author Stephen Farrelly, Manager Assets & Engineering Systems and Catherine Smith, Procurement Coordinator

Summary This report considers the purchase of two (2) Backhoe Loaders for Riverina Water.

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

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

CONF-4 Tender RFT2025/08 W327 - Oura Reservoir Access Track

Organisational Area Engineering

Author Greg Vidler, Manager Projects and Catherine Smith, Procurement Coordinator

Summary This report details the outcome of the tendering process for the Oura Reservoir Access Track project for the information of the Board.

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:

(dii) information that would, if disclosed, confer a commercial advantage on a competitor of the council

CONF-5 In-Principle support for strategic watermain upgrade – Plumpton Road, Wagga Wagga

Organisational Area Engineering

Author Troy van Berkel, Director Engineering; Aran Beckett, Manager Works & Service Delivery and Catherine Smith, Procurement Coordinator

Summary **This report seeks the Board's in-principle support to assess a provisional tender item for the strategic full replacement of the Plumpton Road watermain during Wagga Wagga City Council's upgrade of Plumpton Road project, with indicative works independently estimated at \$3.39 million.**

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:

(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business

CONF-6 2025 Award Negotiation Update

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary Council's Enterprise Award expires in June 2025 and this report provides an update on the negotiations for the next three-year Award which will is due to commence on 1 July 2025.

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

(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business