



# Meeting of Riverina Water County Council

The meeting will be held in the Pat Brassil AM Meeting Room,  
91 Hammond Ave, Wagga at 3:00pm on Wednesday, 7  
August 2024

# Meeting Agenda

## Live Streaming of Council Meetings

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

## Acknowledgement of Country

## Livestreaming of Meeting

## Apologies

## Declaration of pecuniary and non-pecuniary interests

## Confirmation of Minutes

### Minutes of Board Meeting 27 June 2024

## Correspondence

## Recognition of Councillor Doug Meyer OAM

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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 June 2024 and July 2024.

**RECOMMENDATION** that Council receive and note the report detailing external investments for the months of June 2024 and July 2024.

## Report

In accordance with the provisions of Clause 212 of the Local Government (General) Regulation 2021, reported are the details of Council's external investment portfolio as of June 2024 and July 2024.

- › **R1.1** **June 2024 Investment Report** [↓](#) 
- › **R1.2** **July 2024 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

<b>Financial</b>	
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 30/06/2024**

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value	Market Value
<b>Term Deposits</b>								
AMP	29/09/2022	732	30/09/2024	BBB	4.95	6.364%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	7/07/2022	732	8/07/2024	BBB+	4.24	6.364%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	25/07/2022	731	25/07/2024	BBB+	4.34	7.955%	\$2,500,000.00	\$2,500,000.00
Bank of Us	12/06/2024	365	12/06/2025	BBB+	5.27	3.182%	\$1,000,000.00	\$1,000,000.00
Bank of Us	18/06/2024	365	18/06/2025	BBB+	5.21	4.773%	\$1,500,000.00	\$1,500,000.00
Bank of Us	26/06/2024	530	8/12/2025	BBB+	5.27	3.182%	\$1,000,000.00	\$1,000,000.00
Bank of Us	26/06/2024	719	15/06/2026	BBB+	5.20	3.182%	\$1,000,000.00	\$1,000,000.00
BankVic	28/05/2024	370	2/06/2025	BBB+	5.29	3.182%	\$1,000,000.00	\$1,000,000.00
BankVic	26/06/2024	376	7/07/2025	BBB+	5.34	3.182%	\$1,000,000.00	\$1,000,000.00
Bendigo & Adelaide Bank	26/07/2023	383	12/08/2024	BBB+	5.50	3.182%	\$1,000,000.00	\$1,000,000.00
ING	24/10/2023	447	13/01/2025	A	5.33	3.182%	\$1,000,000.00	\$1,000,000.00
ING	21/12/2023	417	10/02/2025	A	5.23	3.182%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	434	24/03/2025	A	5.22	3.182%	\$1,000,000.00	\$1,000,000.00
ING	16/04/2024	366	17/04/2025	A	5.19	3.182%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	463	22/04/2025	A	5.20	3.182%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	490	19/05/2025	A	5.18	3.182%	\$1,000,000.00	\$1,000,000.00
ING	25/03/2024	476	14/07/2025	A	5.11	3.182%	\$1,000,000.00	\$1,000,000.00
ING	25/03/2024	504	11/08/2025	A	5.09	3.182%	\$1,000,000.00	\$1,000,000.00
MyState	21/05/2024	366	22/05/2025	A	5.25	3.182%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	27/07/2023	365	26/07/2024	AA-	5.45	6.364%	\$2,000,000.00	\$2,000,000.00
National Australia Bank	31/08/2023	417	21/10/2024	AA-	5.19	3.182%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	31/08/2023	445	18/11/2024	AA-	5.17	3.182%	\$1,000,000.00	\$1,000,000.00
Westpac	26/09/2023	447	16/12/2024	AA-	5.25	3.182%	\$1,000,000.00	\$1,000,000.00
Westpac	30/04/2024	366	1/05/2025	AA-	5.34	3.182%	\$1,000,000.00	\$1,000,000.00
Westpac	7/02/2024	495	16/06/2025	AA-	5.00	3.182%	\$1,000,000.00	\$1,000,000.00
<b>95.46%</b>							<b>\$30,000,000.00</b>	<b>\$30,000,000.00</b>

<b>Cash Deposit Account</b>						
National Australia Bank	AA-	2.65	4.544%	\$1,428,123.18	\$1,428,123.18	
			<b>4.54%</b>	<b>\$1,428,123.18</b>	<b>\$1,428,123.18</b>	
<b>TOTAL INVESTMENTS</b>			<b>100.00%</b>	<b>\$31,428,123.18</b>	<b>\$31,428,123.18</b>	
Cash at Bank	AA-	0.00				\$1,009,476.35
<b>TOTAL FUNDS</b>						<b>\$32,437,599.53</b>

**CERTIFICATE**

I hereby certify that the investments listed above have been made in accordance with Section 625 of the Local Government Act 1993, clause 212 of the Local Government (General) Regulation 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)	\$1,971,147.14
	Plant Replacement	\$1,429,753.36
	Sales Fluctuation	\$3,000,000.00
	Water Treatment Plant	\$228,250.00
	Water Licences	\$669,385.20
		\$7,298,535.70
Unrestricted Funds		\$25,139,063.83
<b>TOTAL FUNDS</b>		<b>\$32,437,599.53</b>

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

**Report**

The investment portfolio increased by \$2,920,066.71 for the month. The increase was due to receipts from customers being higher than payments to suppliers and staff in June, and receipt of undisclosed funds in settlement of a legal matter. This resulted in increased funds in cash and investments.

**Portfolio Performance**

For the month of June, the portfolio (excluding cash) provided a return of +0.42% (actual) or +5.19% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.35% (actual) or +4.35% p.a. (annualised). The monthly performance has improved over the recent months reflective of the maturity of lower yielding term deposits that are being replaced by higher yielding term deposits, providing greater overall returns to the portfolio. The portfolio's performance is now ahead of benchmark again over all time periods out to 12 months.

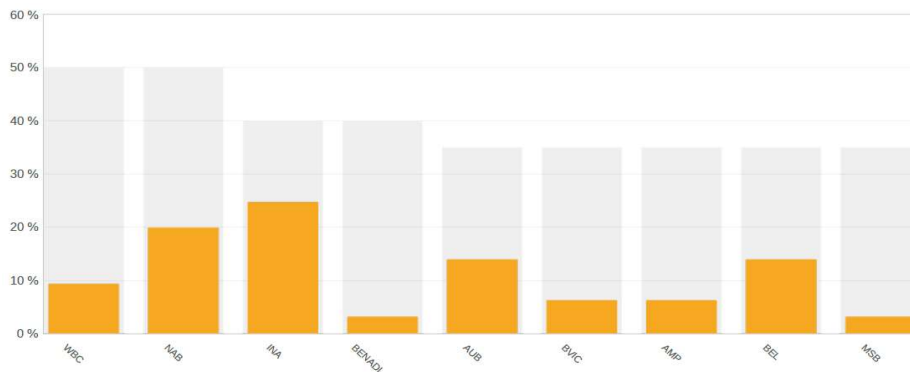
As maturities occur, Council is incrementally increasing the average duration of the investment portfolio to increase revenue.

Interest received in the period totalled \$189,349.32, with \$1,229,773.51 received and accrued for the year to date.

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.35%	1.07%	2.15%	4.28%	4.28%
AusBond Bank Bill Index	0.35%	1.08%	2.18%	4.37%	4.37%
Council's Portfolio^	0.42%	1.24%	2.45%	4.61%	4.61%
<b>Outperformance</b>	<b>0.07%</b>	<b>0.16%</b>	<b>0.27%</b>	<b>0.24%</b>	<b>0.24%</b>

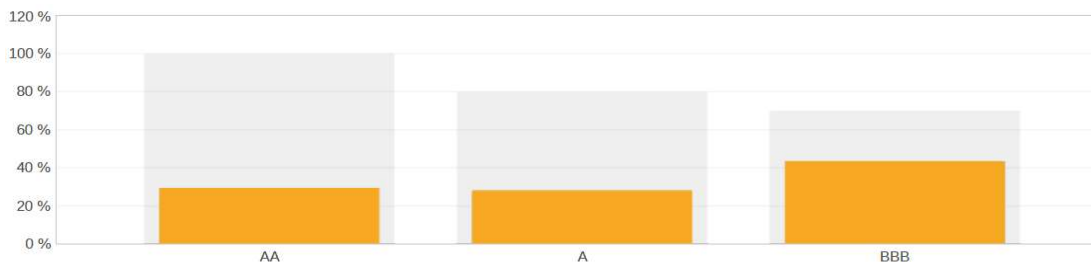
**Counterparty Compliance**

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



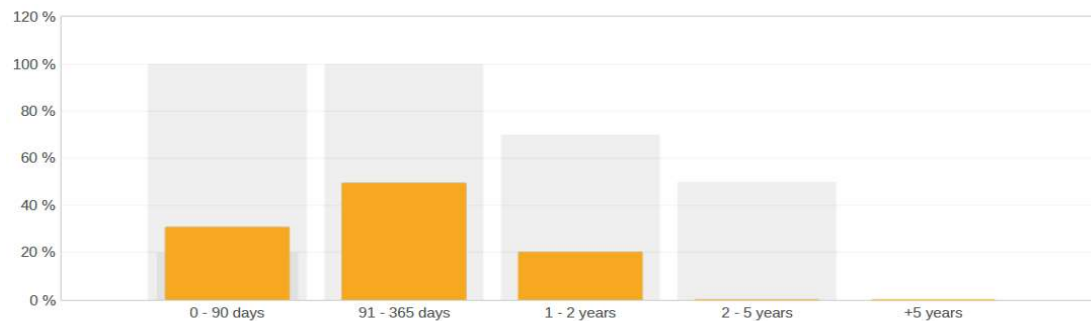
**Credit Quality Compliance**

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



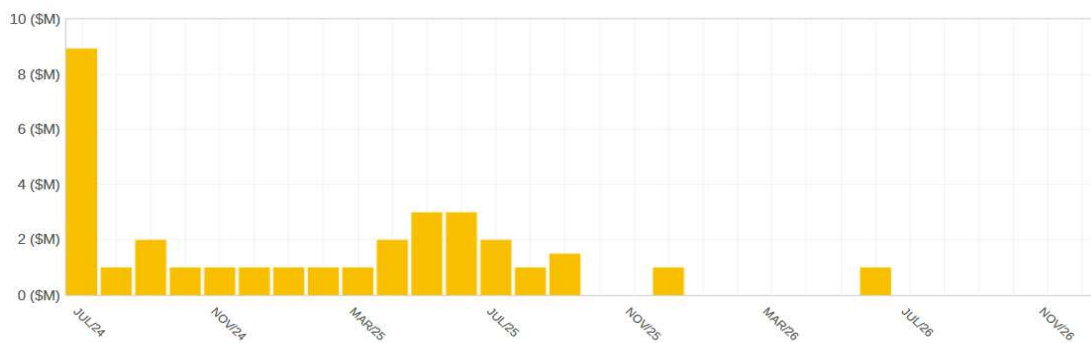
**Term to Maturity**

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



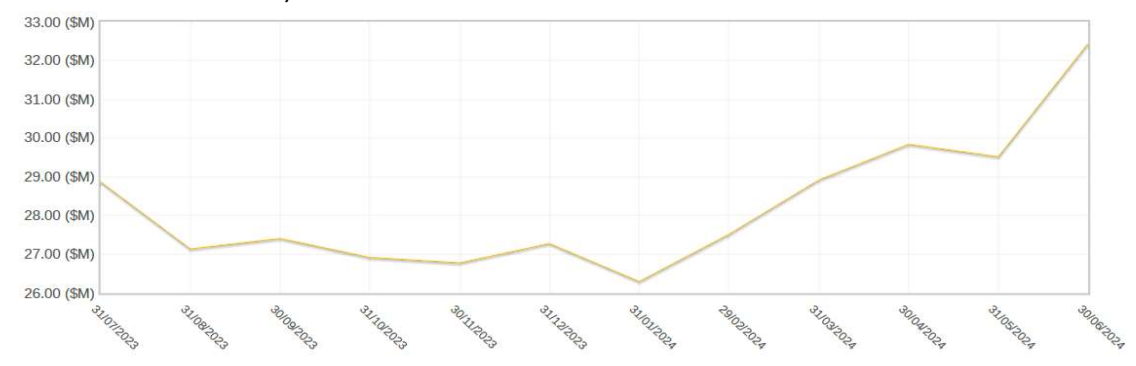
**Maturity Cashflow**

When investments will mature over time



### Historical Portfolio Balances

Indicative of the normal cash cycle of the Council




**Monthly Investment Report as at 31/07/2024**

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value	Market Value
<b>Term Deposits</b>								
AMP	29/09/2022	732	30/09/2024	BBB	4.95	6.074%	\$2,000,000.00	\$2,000,000.00
Bank of Us	12/06/2024	365	12/06/2025	BBB+	5.27	3.037%	\$1,000,000.00	\$1,000,000.00
Bank of Us	18/06/2024	365	18/06/2025	BBB+	5.21	4.555%	\$1,500,000.00	\$1,500,000.00
Bank of Us	26/06/2024	530	8/12/2025	BBB+	5.27	3.037%	\$1,000,000.00	\$1,000,000.00
Bank of Us	26/06/2024	719	15/06/2026	BBB+	5.20	3.037%	\$1,000,000.00	\$1,000,000.00
BankVic	28/05/2024	370	2/06/2025	BBB+	5.29	3.037%	\$1,000,000.00	\$1,000,000.00
BankVic	26/06/2024	376	7/07/2025	BBB+	5.34	3.037%	\$1,000,000.00	\$1,000,000.00
BankVic	26/07/2024	444	13/10/2025	BBB+	5.30	3.037%	\$1,000,000.00	\$1,000,000.00
BankVic	26/07/2024	507	15/12/2025	BBB+	5.30	3.037%	\$1,000,000.00	\$1,000,000.00
Bendigo & Adelaide Bank	26/07/2023	383	12/08/2024	BBB+	5.50	3.037%	\$1,000,000.00	\$1,000,000.00
ING	24/10/2023	447	13/01/2025	A	5.33	3.037%	\$1,000,000.00	\$1,000,000.00
ING	21/12/2023	417	10/02/2025	A	5.23	3.037%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	434	24/03/2025	A	5.22	3.037%	\$1,000,000.00	\$1,000,000.00
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ING	15/01/2024	463	22/04/2025	A	5.20	3.037%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	490	19/05/2025	A	5.18	3.037%	\$1,000,000.00	\$1,000,000.00
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ING	25/03/2024	504	11/08/2025	A	5.09	3.037%	\$1,000,000.00	\$1,000,000.00
ING	10/07/2024	474	27/10/2025	A	5.35	3.037%	\$1,000,000.00	\$1,000,000.00
ING	10/07/2024	579	9/02/2026	A	5.31	3.037%	\$1,000,000.00	\$1,000,000.00
ING	10/07/2024	642	13/04/2026	A	5.29	3.037%	\$1,000,000.00	\$1,000,000.00
ING	10/07/2024	761	10/08/2026	A	5.25	3.037%	\$1,000,000.00	\$1,000,000.00
MyState	21/05/2024	366	22/05/2025	A	5.25	3.037%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	31/08/2023	417	21/10/2024	AA-	5.19	3.037%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	31/08/2023	445	18/11/2024	AA-	5.17	3.037%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	26/07/2024	367	28/07/2025	AA-	5.30	3.037%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	10/07/2024	397	11/08/2025	AA-	5.40	3.037%	\$1,000,000.00	\$1,000,000.00
Westpac	26/09/2023	447	16/12/2024	AA-	5.25	3.037%	\$1,000,000.00	\$1,000,000.00
Westpac	30/04/2024	366	1/05/2025	AA-	5.34	3.037%	\$1,000,000.00	\$1,000,000.00
Westpac	7/02/2024	495	16/06/2025	AA-	5.00	3.037%	\$1,000,000.00	\$1,000,000.00
<b>95.66%</b>							<b>\$31,500,000.00</b>	<b>\$31,500,000.00</b>

<b>Cash Deposit Account</b>						
National Australia Bank	AA-	2.65	4.337%	\$1,428,123.18	\$1,428,123.18	
			<b>4.34%</b>	<b>\$1,428,123.18</b>	<b>\$1,428,123.18</b>	
<b>TOTAL INVESTMENTS</b>			<b>100.00%</b>	<b>\$32,928,123.18</b>	<b>\$32,928,123.18</b>	
Cash at Bank	AA-	0.00			\$1,694,270.94	
<b>TOTAL FUNDS</b>					<b>\$34,622,394.12</b>	

**CERTIFICATE**

I hereby certify that the investments listed above have been made in accordance with Section 625 of the Local Government Act 1993, clause 212 of the Local Government (General) Regulation 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)	\$1,971,147.14
	Plant Replacement	\$1,429,753.36
	Sales Fluctuation	\$3,000,000.00
	Water Treatment Plant	\$228,250.00
	Water Licences	\$669,385.20
		\$7,298,535.70
Unrestricted Funds		\$27,323,858.42
<b>TOTAL FUNDS</b>		<b>\$34,622,394.12</b>

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

**Report**

The investment portfolio increased by \$2,184,794.59 for the month. The increase was due to receipts from customers being higher than payments to suppliers and staff in July. Additionally, the transition to the new ERP resulted in several weeks of decreased payables processing. This resulted in increased funds in cash and investments.

**Portfolio Performance**

Portfolio performance for the month July was not available at the time this report was prepared.

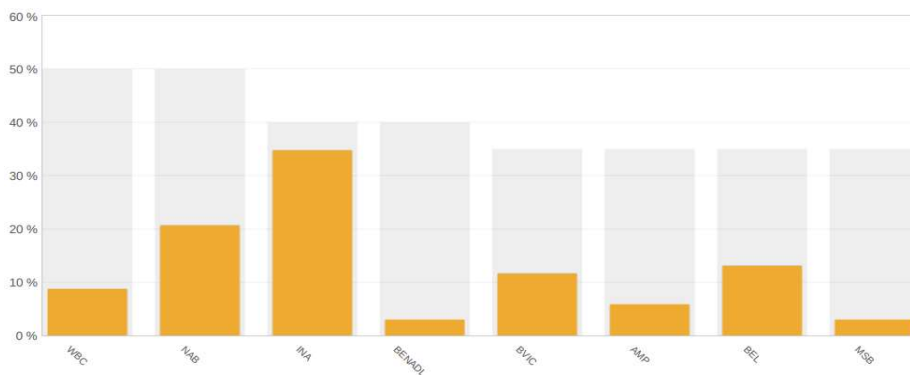
The monthly performance has improved over the recent months reflective of the maturity of lower yielding term deposits that are being replaced by higher yielding term deposits, providing greater overall returns to the portfolio.

As maturities occur, Council is incrementally increasing the average duration of the investment portfolio to increase revenue.

Interest received in the period totalled \$302,893.79.

**Counterparty Compliance**

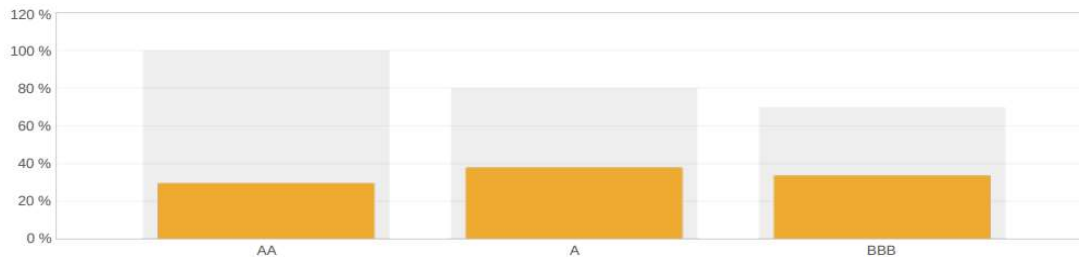
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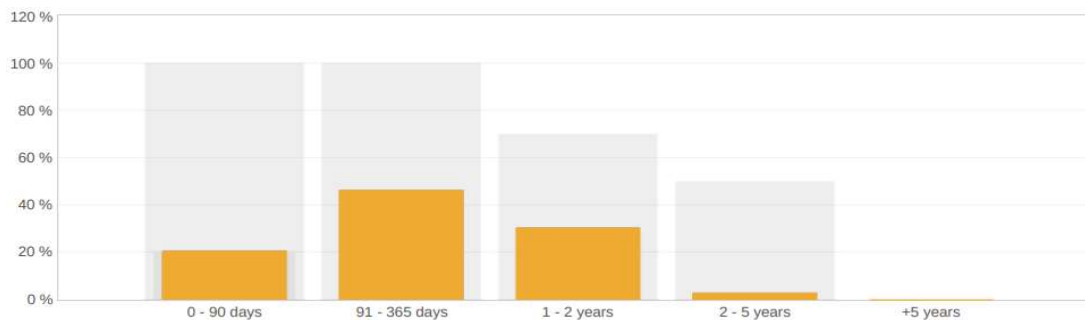
**Credit Quality Compliance**

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



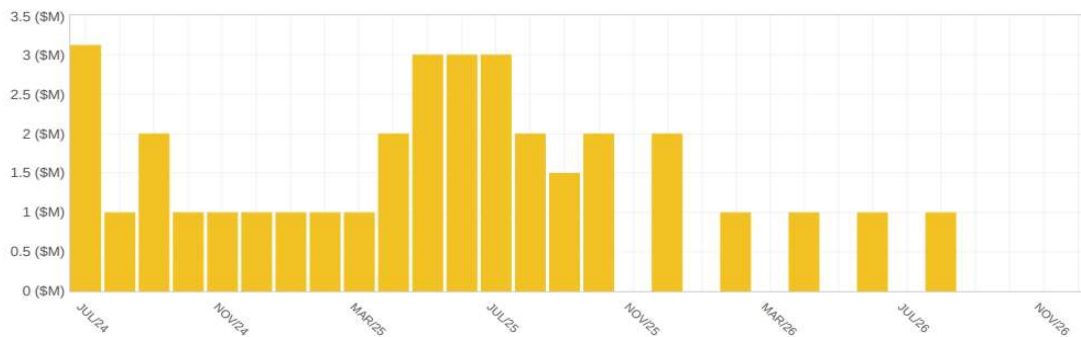
**Term to Maturity**

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



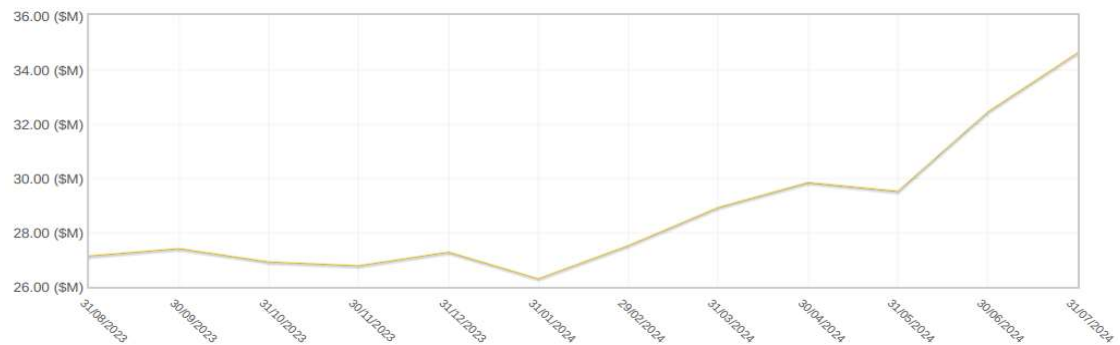
**Maturity Cashflow**

When investments will mature over time



### Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



## R2 Revoted Budget - 2024/25

### Organisational Area Corporate Services

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

**Summary** After reviewing the status of the 2023/24 Operational Plan, it is recommended that \$3,461,477 should be revoted into the 2024/25 capital expenditure budget due to projects not yet being completed. To accommodate the resourcing implications of the recommendations, the capital expenditure budget for 2024/25 has been reprioritised and reduced to \$12,707,061.

### RECOMMENDATION that Council:

- a) Revote capital budget totalling \$3,461,477 from the 2023/24 budget to be included in the 2024/25 budget; and
- b) Note capital budget items committed to be spent prior to 30 June 2024, totalling \$2,045,964 will be carried forward to the 2024/25 budget; and
- c) Approve adjustments to the original 2024/25 budget resulting from the reprioritisation of the capital works program resulting in a revised capital budget of \$12,707,061 (\$18,214,502 inclusive of recommendations a) and b)).

### Report

#### Budget Revotes

After reviewing the status of the 2023/24 Operational Plan with management, it is recommended that \$3,461,477 should be revoted into the 2024/25 budget due to the projects not yet being completed. These items are listed on the attached report.

#### Budget Carry Forward

For the information of the Board, budget items totalling \$2,045,964 will be carried forward to the 2024/25 budget, less any expenditure accruals processed as part of the end of financial year closure. The expenditure was committed to be spent prior to 30 June 2024. These items are also listed on the attached report.

#### 2024/25 Capital Expenditure Budget Adjustments

In conjunction with reviewing the status of uncompleted works as of 30 June 2024 still to be completed, and determining the proposed revotes, management have undertaken a comprehensive risk-based review and reprioritisation of the 2024/25 capital works program.

The proposed adjustments to the capital works program are also outlined in the attached report and reduce the original 2024/25 budget from \$15,920,094 to \$12,707,061 (\$18,214,502 inclusive of carryover and revote amounts). Material adjustments include:

- The Rock Depot – tender will be awarded in Quarter Four of 2024/25 financial year, with the commitment to Purchase Order expected early 25/26, \$668,252 budget deferred to reflect construction commencing July 2025/26.
- Murrumbidgee River Bank Stabilisation – Alluvium (consultant) engagement is ongoing, \$200,000 deferred to 25/26 which should see greater certainty over use of jetty infrastructure potentially associated with the Wagga Wagga City Council Lake Albert project.
- Marshalls Creek Bank Stabilisation - Alluvium engagement ongoing, \$200,000 deferred to 25/26 to reflect the availability of project managers internally, given forecast and committed projects in 2024/25
- Stage 2 road pavement – tender expected to be awarded in quarter four this financial year for three spoon drains, \$200,000 deferred to 25/26 to reflect construction commencing in July/August 2025.
- North Wagga Shade Cloth – Structure is designed and ready to build. Additional \$400,000 budget required for retaining wall, concrete beams, replacing footpaths for elevated work platform access, and increased steel prices.
- The relining of the old thickener – Additional \$300,000 budget required for selected tender as approved by the Board at its meeting in June 2024.
- Estella Pump Station – Retaining \$50,000 to fund design works in current year, with \$550,000 deferred to 25/26 when works expected to be completed.
- North Wagga Pump Station – \$530,000 deferred to 26/27 to reflect existing workloads of internal staff.
- Olympic Highway to Jennings Lane Pipe Replacement Project – working through options for preferred alignment and approval processes, the Public Works modelling currently underway may see the priority of this project change. Currently deferred to 25/26.

Further to the above, projects totalling \$478,694 are reallocated to the Operating Budget due to the nature of those works, resulting in a reduction of operating surplus from \$413,480, to a projected operating deficit of \$65,214. That projected operating deficit is highly dependent on the prevailing seasonal conditions that will prevail over the next eleven months.

## › R2.1      2024-25 Capital Expenditure Budget Adjustments [↓](#)

### Strategic Alignment

Our Business

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

### Financial Implications

The proposed budget adjustments will result in an overall increase to the 2024/25 capital expenditure budget by \$2,294,408 resulting in a total proposed capital expenditure budget of \$18,214,502 for the 2024/25 financial year. This will be reduced by any expenditure accruals processed as part of the end of financial year closure.

Further, budget adjustments affecting operating budget will decrease the 2024/25 operating surplus result from \$413,480 to a projected operating deficit of \$65,214.

### Workforce Implications

Not applicable.

### Risk Considerations

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

**BUDGET CARRYFORWARD, REVOTES, BUDGET ADJUSTMENTS 2024/25**

Project	Description	FY25 Original Budget	Carryover (Accruals will reduce)	Revote	Budget Adjustment	FY25 Revised Budget
FSM						
	<b>LAND &amp; BUILDINGS FOR ADMIN. DEPOTS AND WORKSHOPS</b>					
111002	Administration Office			100,000		100,000
112001	Refurbishment of Operations Office - Urban		4,194	52,861		57,055
112002	Depot Building The Rock- Non-Urban	688,252	11,300		-668,252	31,300
112005	Mechanics Crane	10,000				10,000
113001	Murrumbidgee River Bank Stabilisation	200,000	12,976	4,093	-200,000	17,069
113002	Marshalls Creek Bank Stabilisation	200,000	5,048	4,025	-200,000	9,072
113004	Forge & Copland Street Development	50,000	7,380			57,380
113006	Koorringal Road Purchase (Profinance Lot #2)			10,000		10,000
113007	West Wagga Security Cameras and Gate Automation		64,700			64,700
113008	Stage 2 - Road works pavement construction	300,000			-200,000	100,000
	<b>PLANT &amp; EQUIPMENT</b>					
121001	Computer Server Replacements -Urban	53,016				53,016
121002	Computer Equipment - Urban	175,892				175,892
123001	Routine plant & vehicle replacements	2,020,000	390,704	65,831		2,476,535
124001	Plant Tools & Equipment - Urban	45,000			69,000	114,000
125002	Remote telemetry units & radio upgrade project	273,993	27,319		-150,000	151,312
126001	Radio Communication	380,000	123		-330,000	50,123
126002	Replacement of CISCO Meraki Telemetry Routers		46,284			46,284
127001	Solar Pilot plant - East Wagga		538,659	308,000		846,659
	<b>INTANGIBLES</b>					
131001	ERP Development and Implementation	202,000			-202,000	0
131002	ESRI GIS Upgrades	251,081			-251,081	0
201001	Bores-renew/refurbish/decommission - Urban	20,000				20,000
201002	Wagga Bore Motor Replacement (132kW)	75,000			-75,000	0
201003	Bores-renew/refurbish/decommission - Non-Urban	17,500				17,500
201004	Soureworks Metering (governance)				40,000	40,000
201005	Switchboards Improvements/Replacements	100,000	16,413			116,413
201006	Collingullie Bore Stainless Steel Relining		58,200	12,734	200,000	270,934
	<b>TREATMENT PLANTS</b>					
212001	Ralvona Aeration Cover				130,000	130,000
212002	North Wagga Shade Cloth Replacement		19,397	544,023	400,000	963,420
213001	Online & Remote Monitoring	57,500	28,201			85,701
213002	Bulgary Raw Water Turbidity Metering			15,000		15,000
213003	Wagga Sludge WTP - Centrifuge Control System Upgrade - Design & Specification	50,000				50,000
213004	Wagga Filtration WTP - Thickening Tank Sludge Transfer Pump Duplication	50,000				50,000
213005	Wagga Filtration WTP - Clarifier Transfer Pump Upgrade	25,000				25,000
213006	Wagga Sludge Thickening Tank Access - Safety Improvements	60,000				60,000
213007	West Wagga WTP - Electrical Switchboard Enclosure & Climate Control	120,000				120,000
213008	West Wagga Chlorine Lifting/Crane Modifications	20,000				20,000
213009	North Wagga Chlorine Lifting/Crane Modifications	20,000				20,000
214001	WTP stage 1 - Urban		99,770	61,739		161,510
214002	Roads		8,734	15,000		23,734
214003	Footpaths and Covered Walkways		257			257
214004	Landscaping			17,364		17,364
214005	Bomen pump station			32,020		32,020
214008	WTP Fluoridation Plant Replacement		129,271	15,000		144,271
214019	Gardiners Crossing Aeration Tower Access			6,393		6,393
214010	Tarcutta Manganese Filter Replacement			35,379		35,379
214011	Urana Groundwater Investigation	300,000			-100,000	200,000
214012	Woomargama WTP		14,738	181,046		195,784
214013	Laboratory Equipment	20,700				20,700
214014	Relining of Thickener (old clarifier 1)	1,244,460			300,000	1,544,460
214015	North Wagga Aeration WTP	60,000			-60,000	0
214016	Sludge Tank Mixer	170,000		130,000		300,000
214017	West Wagga Aeration WTP	25,000			-25,000	0
214018	Oura WTP Upgrade Iron Removal	50,000			-50,000	0
214020	Ralvona Aeration WTP	40,000			-40,000	0
214021	Collingullie WTP	100,000			-100,000	0
	<b>PUMPING STATIONS</b>					
221005	Estella Pump Station	600,000			-550,000	50,000
221006	Holbrook HL Pump Station	135,700			-135,700	0
221007	Ralvona Pumpstation Switchboard Replacement	160,000				160,000
221008	North Wagga WTP Pumpstation Switchboard Replacement	220,000			-220,000	0
221001	Pleasant Hills Pump Station Refurbishment			15,000		15,000
221002	Oura Pump Station High Lift Pump Replacement			12,642		12,642
222001	Pump & Motor Maintenance / Replacements - Non-Urban	50,000				50,000

Project	Description	FY25 Original Budget	Carryover (Accruals will reduce)	Revote	Budget Adjustment	FY25 Revised Budget
FSM						
222002	North Wagga WTP Pumpstation - Pump & Motor Replacements	530,000			-530,000	0
<b>RESERVOIRS</b>						
231001	Reservoir Access Security Enclosures & Cameras	110,000				110,000
232001	Main Low Level Reservoir 2x11ML Investigation & Design - Urban		1,555	1,257,828		1,259,382
232004	Oura Reservoir Replacement 2x100KL with 700??? KL replacement		9,200	157,020		166,220
232005	The Rock Reservoir South	100,000	3,375		-50,000	53,375
232006	Rand Reservoir 1	300,000			-285,000	15,000
234002	Bomen 1	30,000			-30,000	0
234003	Holbrook LL	30,000			-30,000	0
234004	Milbrulong BT	30,000			-30,000	0
234001	Urana - Reservoirs - upgrade ladders and access				30,000	30,000
<b>MAINS, SERVICES &amp; METERS</b>						
241001	System Improvements - Urban	400,000			-200,000	200,000
241006	WW WTP 600mm DI CL Koorngal Rd	200,000			-100,000	100,000
241007	LL mains connection (Coleman St)	150,000			-100,000	50,000
241008	Governors Hill 2nd feed (Bakers Lane) 280m 200mm OPVC	80,000			-80,000	0
241003	Freer Street			106,543		106,543
241004	Salmon Street, 260m 100mm DI CL			31,016		31,016
241005	Boree to Morundah	400,000	451,432		2,645,000	3,496,432
242001	Reticulation for Developers - Urban	840,000	10,707			850,707
242002	Reticulation for Developers - Non-Urban	65,000				65,000
243005	Thorne Street 200mm DI CL			180,899		180,899
243009	Kapooka Rd, San Isidore - 620m 150mm OPVC	100,000				100,000
244002	Urana - Corowa (Oaklands)			90,021		90,021
244003	Olympic hwy Henty to Jennings Lane	700,000			-650,000	50,000
244004	Western Region Network Design		3,595			3,595
244007	Gosset Street	400,000			-400,000	0
244008	Forsyth St, (Dockers St - Murray St) 280m 200mm DI CL	250,000			-250,000	0
244009	Gregadoo Rd (Plumpton Rd - Plunkett Dr) 650m 250/300mm DI CL	300,000				300,000
244010	Planning for Willans Hill 500mm RC mains replacement	20,000				20,000
244011	Planning for LL rising main (K-22ML res) Hway to P'house	50,000				50,000
244012	County Boundary Rd, Milbrulong	200,000				200,000
244013	Planning for Tumarumba Rd mains replacement	30,000				30,000
251001	Service Connections, new - Urban	500,000				500,000
251002	Service Connections, new - Non-Urban	50,000				50,000
252001	Renew Services - Urban	300,000	7,273		-100,000	207,273
252002	Renew Services - Non-Urban	30,000				30,000
261001	Water meters replacement - Urban	300,000			-100,000	200,000
261002	Water meters replacement - Non-Urban	50,000				50,000
262001	Remote metering - Non-Urban	25,000				25,000
262002	Smart Meters - Investigation LE, GSM2 digital comms		75,161			75,161
263001	Water Filling Station Upgrade	210,000			-185,000	25,000
301001	Minor Capex Budget Reserve	500,000			-350,000	150,000
<b>TOTALS</b>		<b>15,920,094</b>	<b>2,045,964</b>	<b>3,461,477</b>	<b>-3,213,033</b>	<b>18,214,502</b>

## R3 Investments Policy

### Organisational Area Corporate Services

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

**Summary** The revised Riverina Water Investments Policy was presented to the Board Meeting on the 27 June 2024. In accordance with Resolution 24/058 the revised policy was placed on public exhibition, noting a further review of the policy with regards to the sustainability provisions was expected to ensure consistency of application. This report proposes further amendment and adoption of the revised policy.

### RECOMMENDATION that Council:

- a) Note the additional proposed changes to POL 4.10 – Investments Policy regarding the inclusion of sustainability provisions; and
- b) Adopt POL 4.10 – Investments Policy inclusive of amendment to Clause 7 “Environmentally and Socially Responsible Investments”.

### Report

The Investment Policy provides a framework to invest Riverina Water's funds, establishing adequate controls to ensure Riverina Water's investments are managed appropriately, maximising the return to Riverina Water in accordance with the risk appetite of the Board.

A revised policy was considered at the 27 June 2024 Board Meeting, which incorporated a new clause, clause 6, “*Consideration of local economic benefit when making investment decisions*”.

Following the meeting the Policy was placed on public exhibition from 28 June 2024 to 26 July 2024 for any public submissions. No submissions have been received.

Resolution 24/058 also provided for further review of the policy with regards to the sustainability provisions (clause 7) to ensure consistency of application with the addition of revised clause 6.

Clause 7 “*Environmentally and Socially Responsible Investments (SRI)*” has been amended to incorporate detail the same 5 basis point margin as clause 6 to ensure consistency in operation of the policy. Specifically, competitive (not equivalent) investment returns will be where the rate offered is not more than 5 basis points below the highest attainable rate for the same volume and duration, and the investment complies with Riverina Water's credit, counterparty, and term to maturity framework under the policy. All other requirements of the policy continue to apply.



It is recommended the Board adopt the revised policy inclusive of this further non-substantial amendment. It is noted that upon initial public exhibition of the policy introducing the SRI clause there were no public submissions made in response to the clause.

### › R3.1 **RWCC Investments Policy 4.10 Revision**

#### **Strategic Alignment**

Our Business

Actively support and participate in our community

#### **Financial Implications**

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

The role of staff responsible for managing Riverina Water's investment portfolio is to maximise investment revenue earned, whilst adhering to the Investment Policy.

Riverina Water's portfolio balance was \$34.6M as of 31 July 2024 with budgeted investment income for the 2024/25 financial year of \$1.33M.

For illustration purposes, when enacting the revised clause 7 on a term deposit of \$1M for 12 months duration where the rate is the maximum 5 basis points below the highest attainable rate for the same volume and duration, this will result in a decrease in investment interest of \$500 for the term of the deposit. This decrease will be separate to any decrease resulting from the local economic benefit clause.

#### **Workforce Implications**

Not applicable.

#### **Risk Considerations**

<b>Corporate Governance And Compliance</b>	
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.



## Investments

### Purpose

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

### Policy Statement

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

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

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

### Scope

This policy applies to all investments made by Riverina Water.



## Definitions

Act	Local Government Act 1993
ADI	Authorised Deposit Taking institutions (ADIs) are corporations that are authorised under the Banking Act 1959 (Cwth) to take deposits from customers.
AusBond BBI	The Bank Bill Index represents the performance of a notional rolling parcel of bills averaging 45 days and is the widely used benchmark for local councils and other institutional cash investments.
BBSW	The Bank Bill Swap reference rate (BBSW) is the average of mid-rate bank-bill quote from brokers on the BBSW Panel. The BBSW is calculated daily. Floating rate securities are most commonly reset quarterly to the 90-day BBSW.
Bill of Exchange	A bill of exchange is an unconditional order in writing, addressed by one person to another, signed by the person giving it, requiring the person to whom it is addressed to pay on demand, or at a fixed or determinable future time, a sum certain in money to or to the order of a specified person, or to bearer.
Council funds	Surplus monies that are invested by Riverina Water in accordance with section 625 of the Act
Debenture	A debenture is a document evidencing an acknowledgement of a debt, which a company has created for the purposes of raising capital. Debentures are issued by companies in return for medium and long-term investment of funds by lenders.
FRN	A Floating Rate Note (FRN) is a medium to long term fixed interest investment where the coupon is a fixed margin ("coupon margin") over a benchmark, also described as a "floating rate". The benchmark is usually the BBSW and is reset at regular intervals – most commonly quarterly.
IP	The Investment Policy (IP) provides the general investment goals and objectives of Riverina Water and describes the strategies that must be employed to meet these objectives. Specific information on matters such as asset allocation, risk tolerance, and liquidity requirements are also included in the IP.
LGGR	Local Government (General) Regulation 2021 (NSW).



NCD	Is a short-term investment in an underlying security being a negotiable certificate of deposit (NCD) where the term of the security is usually for a period of 185 days or less (sometimes up to 2 years). NCDs are generally discount securities, meaning they are issued and on-sold to investors at a discount to their face value.
OLG	NSW Office of Local Government.
RAO	Responsible Accounting Officer of Riverina Water means a member of the staff of the council designated by the Chief Executive Officer (CEO), or if no such member has been designated, the CEO. (LGGR, clause 196)
T-Corp	New South Wales Treasury Corporation.

### Legislative Context

All investments are to comply with the following:

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



## **1 Policy Principles**

### **1.1 Delegation of Authority**

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

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

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

### **1.2 Prudent Person Standard**

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

### **1.3 Ethics and Conflicts of Interest**

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

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

### **1.4 Approved Investments**

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

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



### 1.5 Prohibited Investments

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

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

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

### 1.6 Risk Management Guidelines

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

- Preservation of Capital – the requirement for preventing losses in an investment portfolio's total value (considering the time value of money)
- Diversification – setting limits to the amounts invested with a particular financial institution or government authority to reduce credit risk
- Credit Risk – the risk that a council has invested in fails to pay the interest and or repay the principal of an investment
- Market Risk - the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices
- Rollover/Reinvestment Risk - the risk that income will not meet expectations or budgeted requirement because interest rates are lower than expected in future
- Liquidity Risk - the risk an investor is unable to redeem the investment at fair price within a timely period; and
- Maturity Risk - the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities.

### 1.7 Investment Advisor

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

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



## 2 Investment Guidelines

Investments are to comply with three key criteria relating to:

- (1) Portfolio Credit Framework: - limit overall credit exposure of the portfolio
- (2) Counterparty/Institution Credit Framework: -limit exposure to individual institutions based on their credit ratings, and
- (3) Term to Maturity Framework: - limits based upon maturity of securities

## 3 Portfolio Credit Framework

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

OVERALL PORTFOLIO CREDIT LIMITS		
Long Term Credit Ratings	Maximum percentage of portfolio	Definition
AAA Category	100%	Extremely strong capacity to pay
AA Category or Major Bank <sup>^</sup>	100%	Extremely strong capacity to pay
A Category	80%	Strong capacity to pay
BBB Category	70%	Adequate capacity to pay
Unrated Category	20%	Unrated e.g. building societies, credit unions including local branches (all are ADIs regulated by APRA)

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

- o Australia and New Zealand Banking Group Limited (ANZ)
- o Commonwealth Bank of Australia (CBA)
- o National Australia Bank Limited (NAB)
- o Westpac Banking Corporation (WBC) including ADI subsidiaries whether or not explicitly guaranteed, and brands (such as St George).

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

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



### 3.1 Counterparty/Institution Credit Framework

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

INDIVIDUAL INSTITUTION LIMITS		
Long Term Credit Ratings	Maximum percentage of total investments with any one institution	Definition
AAA Category	60%	Extremely strong capacity to pay
AA Category or Major Bank <sup>^</sup>	50%	Extremely strong capacity to pay
A Category	40%	Strong capacity to pay
BBB Category	35%	Adequate capacity to pay
Unrated Category	10%	Unrated e.g. building societies, credit unions including local branches (all are ADIs regulated by APRA)

### 3.2 Term to Maturity Framework

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

OVERALL PORTFOLIO TERM TO MATURITY LIMITS		
	Minimum	Maximum
Portfolio % <3 months	20%	100%
Portfolio % >3 months <1 year	0%	100%
Portfolio % >1 year <2 years	0%	70%
Portfolio % >2 years <5 years	0%	50%
Portfolio % >5 years	0%	0%

This will be the maximum investment term or WAL (weighted average life) for mortgage and asset-backed securities





**4 Performance Benchmarks**

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

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

**5 Quotations on New Investments**

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

**6 Consideration of local economic benefit when making investment decisions**

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

- (1) they are offering a competitive rate of return, not more than 5 basis points below the highest rate attainable (within policy limits) for the same volume and duration; and
- (2) the investment complies with Riverina Water's credit, counterparty, and term to maturity frameworks under this policy.

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

**7 Environmentally and Socially Responsible Investments (SRI)**

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

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

~~the rate of return on investment is greater than or equal to the rates of other Authorised Deposit-Taking Institutions which comply with Riverina Water's Investment Policy and are available at the time~~

- o the avoidance of funding fossil fuel in the investment product
- o they are offering a competitive rate of return, not more than 5 basis points below the highest rate attainable (within policy limits) for the same volume and duration



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

SRI status may be in respect of the individual investment product, the issuer of the investment, or both and should be endorsed by an accredited environmentally and socially responsible industry body or institution. The criteria for SRI are all preferred and not mandatory requirements.

Riverina Water's criteria for an SRI are those which direct investment towards the socially and/or environmentally productive activities listed below.

Environmentally productive activities are considered to be:

- o resource efficiency-especially water and energy
- o renewable energy
- o production of environmentally friendly products recycling, and waste and emissions reduction

Socially productive activities are considered to be:

- o fair trade and provision of a living wage
- o human health and aged care
- o equal opportunity employers, and those that support the values of communities, indigenous peoples and minorities
- o provision of housing, especially affordable housing

Riverina Water will also look to avoid investment in socially and/or environmentally harmful activities.

Environmentally harmful activities are considered to be:

- o production of pollutants, toxins and greenhouse gases (either in Australia or abroad)
- o habitat destruction, especially destruction of forests and marine eco-systems.
- o nuclear power
- o uranium mining

Socially harmful activities are considered to be:

- o abuse of Human Rights and Labour Rights
- o involvement in bribery/corruption
- o production or supply of armaments
- o manufacture of alcohol, tobacco or gambling products

## 8 Reporting and Reviewing Investments

Documentary evidence must be held for each investment and details thereof maintained in an Investment Register.

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The documentary evidence must provide Riverina Water legal title to the investment.

Certificates must be obtained from the financial institutions confirming the amounts of investments held on the Riverina Water's behalf as at 30 June each year and reconciled to the Investment Register.

All investments are to be appropriately recorded in Riverina Water's financial records and reconciled at least on a monthly basis.

A monthly report will be provided to Riverina Water. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value.

This Investment Policy will be reviewed at least once a council term or as required in the event of legislative changes. The Investment Policy may also be changed as a result of other amendments that are to the advantage of Riverina Water and in the spirit of this policy. Any amendment to the Investment Policy must be by way of Council resolution.

### **Non-Compliance**

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



<b>Policy number</b>	<b>4.10</b>
Responsible area	Finance & Sourcing
Approved by	
Approval date	
Legislation or related strategy	Local Government Act 1993 Local Government (General) Regulation 2021 Ministerial Investment Order Local Government Code of Accounting Practice and Financial Reporting Australian Accounting Standards
Documents associated with this policy	
Policy history	Vers 4 23 Feb 2023 Res 23/010 Vers 3 22 Feb 2017 Res 17/15 (previous 1.23) Vers 2 22 Jun 2016 Res 16/84 Vers 1 24 Apr 2013 Res 13/39 Original 27 Apr 2011 Res 11/39
Review schedule	

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

## END OF POLICY STATEMENT

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## R4 Reconciliation Action Plan 2024-2025

### Organisational Area Corporate Services

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

**Summary** Following public exhibition and further feedback from Reconciliation Australia, Riverina Water has now received Reconciliation Australia's conditional approval to proceed with adopting the Reflect Reconciliation Action Plan 2024-2025.

### RECOMMENDATION that Council

- a) Note there were no submissions made during the public exhibition period
- b) Note that minor changes to the draft plan as required by Reconciliation Australia have been implemented
- c) Adopt the Reflect Reconciliation Action Plan 2024-25

### Report

Riverina Water began its Reconciliation Action Plan (RAP) journey in August 2022, with the Board endorsing the development of the organisation's first RAP.

This commitment was then captured in the current Customer and Community Engagement Strategy for delivery in 2023/24.

Over the past 12 months, Riverina Water has been building its capacity to develop and deliver its first RAP; including engaging Wiradyuri artist Owen Lyons for the RAP artwork, holding direct consultation sessions with local First Nations consultation groups, engaging with Reconciliation Australia on the process and seeking feedback, and forming its inaugural RAP Working Group.

At the April 2024 Board meeting, the draft RAP was placed on public exhibition from 18 April to 26 May. No submissions were received; noting that stakeholder groups had been directly engaged in the development of the RAP, including representation from Mawang Gaway on the RAP Working Group.

Since this time, Reconciliation Australia has provided its final feedback, with minor changes required to be made. In summary, these included adjustments to dates, wording changes and inclusion of further background information.

Reconciliation Australia has now provided its conditional approval, allowing Riverina Water to adopt the plan and provide the final designed document for registration by Reconciliation Australia. The final RAP is attached to this report.

To mark this significant occasion, the RAP Working Group will be arranging an event for staff and external stakeholders that will include cultural components such as a smoking ceremony. An all-staff event will assist in meeting many of the initial actions in the RAP, including those around showing organisation leadership, communicating Riverina Water's commitment and engaging stakeholders.

The launch will likely take place in October or November with a maximum budget of \$5000, funded from Riverina Water's community engagement budget.

For the Board's reference, the action items in the RAP for the immediate term through to December 2024 are:

Deliverable	Timeline
<b>10.1: Form a RAP Working Group (RWG) to govern RAP implementation.</b>	Aug-24
<b>10.3: Establish Aboriginal and Torres Strait Islander representation on the RWG.</b>	Aug-24
<b>11.2: Appoint a senior leader to champion our RAP internally.</b>	Aug-24
<b>3.1: Communicate our commitment to reconciliation to all staff.</b>	30 September 2024
<b>12.3: Complete and submit the annual RAP Impact Measurement Survey to Reconciliation Australia.</b>	Sep-24
<b>3.2: Identify external stakeholders that our organisation can engage with on our reconciliation journey.</b>	Dec-24
<b>3.3: Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</b>	Dec-24
<b>10.2: Draft a Terms of Reference for the RWG.</b>	Dec-24
<b>11.2: Engage senior leaders in the delivery of RAP commitments.</b>	Dec-24

› R4.1 **Reconciliation Action Plan 2024-2025** [↓](#) 

### Strategic Alignment

Our Community

Continue to develop positive relationships with our First Nations community

### Financial Implications

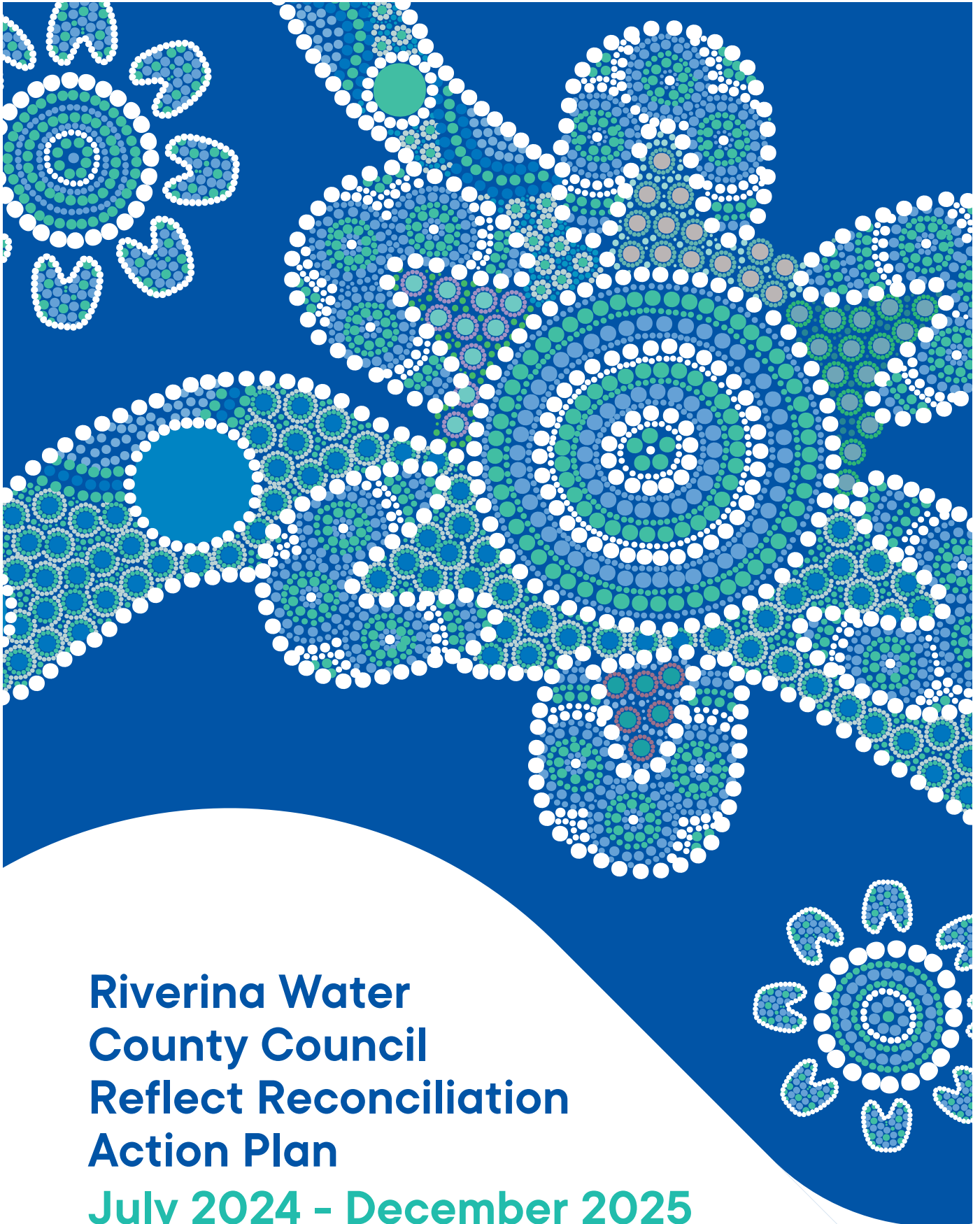
All 2024/25 actions are within the draft Operational Plan, with future actions to be included in the 2025/26 Operational Plan.

### Workforce Implications

Actions of plan include review of some related workforce policies or initiatives, which will not take place until 2025/26.

### Risk Considerations

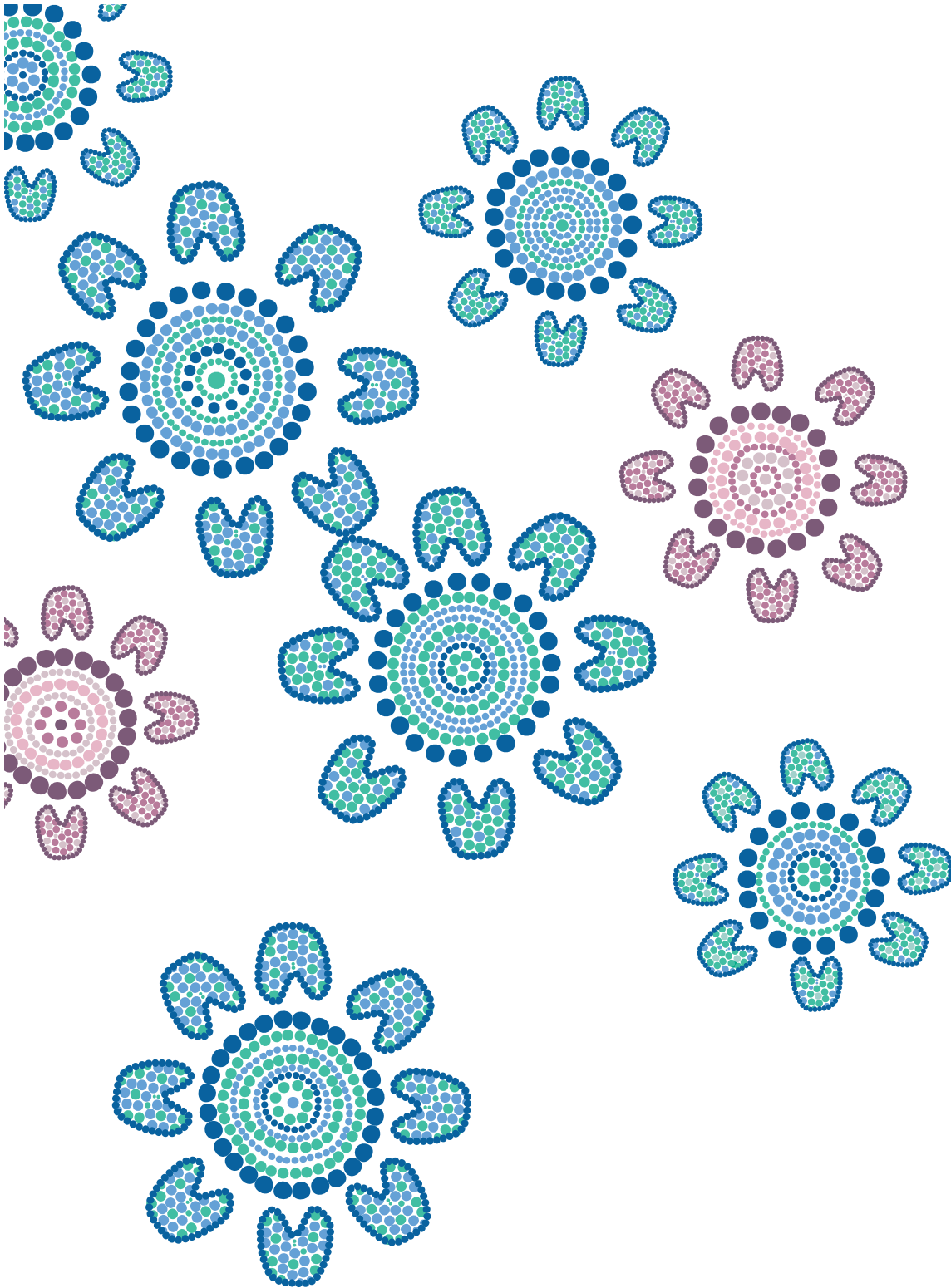
<b>Community Partnerships</b>	
Accept	When considering options for community partnerships or external party relationships, Riverina Water may choose to accept risks to maximise potential benefits to council and the community.



**Riverina Water  
County Council  
Reflect Reconciliation  
Action Plan  
July 2024 - December 2025**







## Our RAP Artist and Artwork

**I have a deep connection with the land of Wiradyuri country and I am passionate about this area. My art reflects my ties to the area and communities within from the regional cities of Griffith to Wagga to the vast landscape that spans from the mountains in the east, to the wide plains of the west of this beautiful Wiradyuri Country.**

I was born in Narrandera NSW, on Wiradyuri country, into a family of 10 children. We lived with my mum and dad at the bottom of the Sandhills in Narrandera, at a place known affectionately as "Down The Lane".

I have dabbled in art for over 30 years, in an informal way completing works with my brother. I started creating artworks as an outlet to help me in dealing with my son's mental illness, which led to my formal art career commencing back in early 2016. My artistic expression of my lived experiences and the land which I call home are what I portray in my works, using traditional dot painting and concepts to create works that also have a contemporary feel.

I created the piece *Living Water* for Riverina Water, and it tells the story of fresh clean water being delivered to Wagga and the surrounding towns and villages.

The platypus represents the clean water in Marshalls Creek, which can be attributed to the filtering provided by Riverina Water, making the creek a sustainable and friendly environment for the platypus to thrive.

The goanna represents Wiradyuri country on which the clean water is distributed. I have also included other Wiradyuri symbols to represent Aboriginal culture. All over this Wiradyuri territory surrounding Wagga Wagga, indicated in blue and green, representing the meeting places or campsites, which are the places where the water is flowing to the communities.

**Owen Lyons**

[owenlyonsart.com](http://owenlyonsart.com)

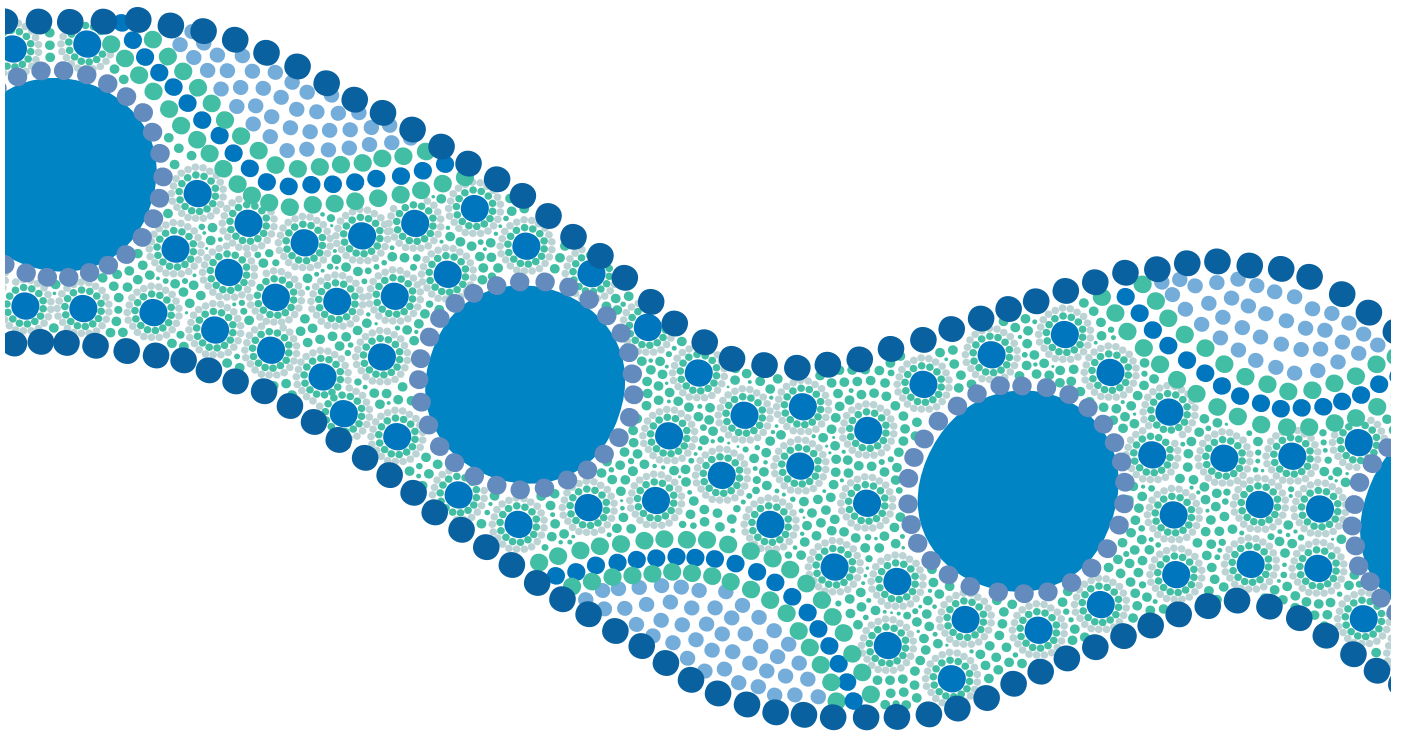
[enquiries@owenlyonsart.com](mailto:enquiries@owenlyonsart.com)



# Acknowledgment 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.

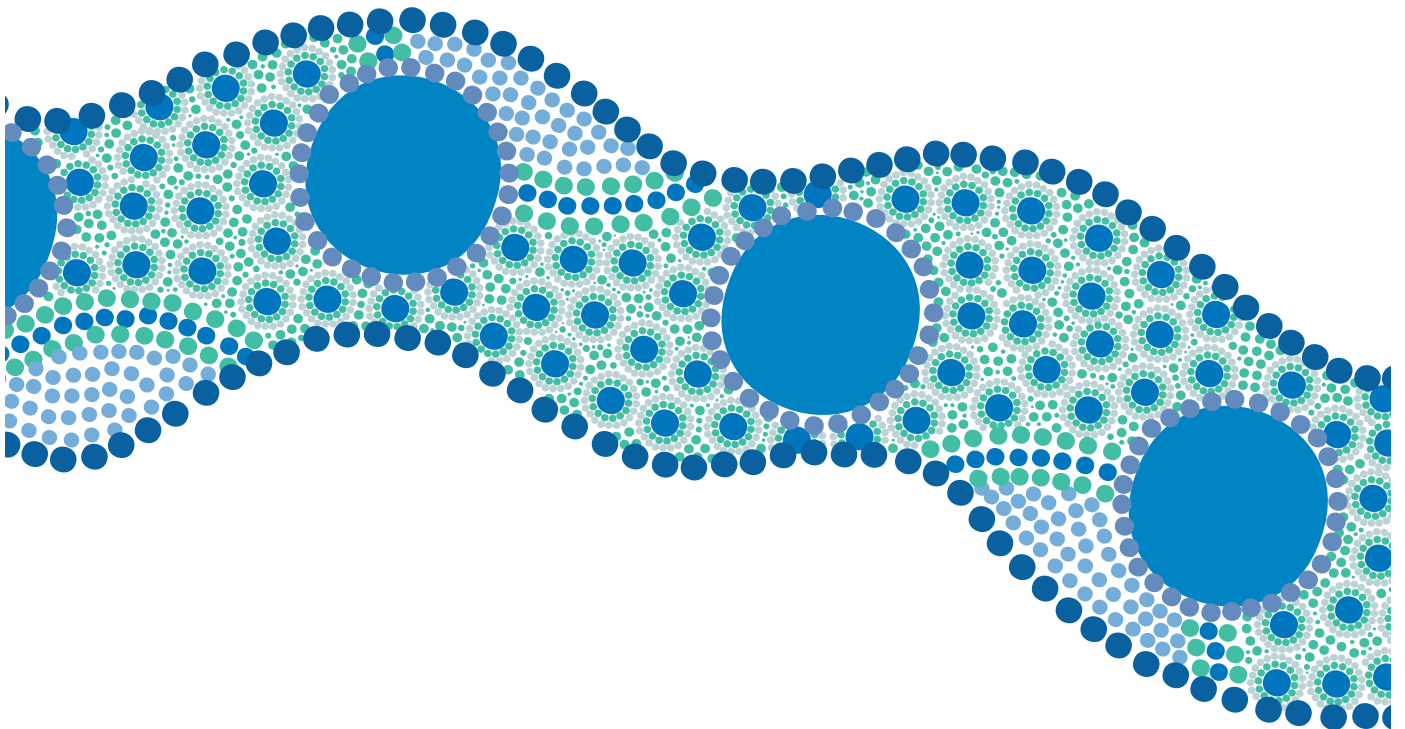


In this plan we have used *Wiradyuri* spelled with the 'dy' to be in keeping with the spelling and sounds used by Uncle Stan Grant Snr in his Wiradjuri Dictionary. We also acknowledge that as an oral language translated into English both spellings are correct and acceptable.

*Grant, S. & Rudder, J. (2010). A new Wiradjuri dictionary. O'Connor, A.C.T.: Restoration House.*

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# A Message from Reconciliation Australia

Reconciliation Australia welcomes Riverina Water Country Council to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Riverina Water Country Council joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables CEO Statement Riverina Water Country Council to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Riverina Water Country Council, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

*Image: Joseph Mayers*



# A Message from our Chairperson and Chief Executive Officer

On behalf of Riverina Water, we are pleased to present our inaugural Reconciliation Action Plan (RAP). We pay our respects to the Wiradyuri people, Traditional Custodians of the lands we operate in and express our true appreciation for care provided for these lands and waters over countless generations. It is now important for us to acknowledge the truths of the past, to listen to local Aboriginal and Torres Strait Islander communities, and to walk the path towards a better future for everyone.

We are on an ongoing journey toward embedding cultural reflection and action within our organisation. We are proud that Riverina Water is ready to take the next step forward by developing and delivering our first Reconciliation Action Plan; building on initiatives and changes already made within our organisation.

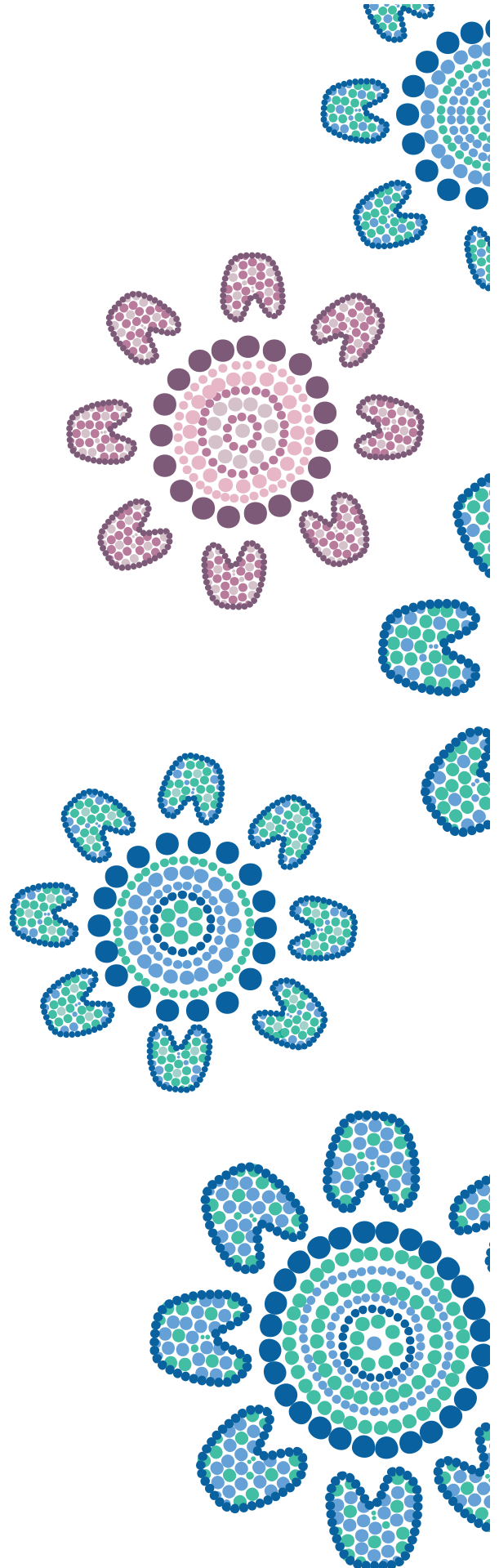
Our Reconciliation Action Plan working group is dedicated to creating a deeper understanding within our organisation and building stronger relationships with local Aboriginal and Torres Strait Islander people. We believe that Riverina Water can and will reflect the diversity of the community we operate in. This may not always be an easy journey, but we are committed to making real changes that have a tangible impact in our community.



**Councillor Tim Koschel**  
Chairperson



**Andrew Crakanthorp**  
Chief Executive Officer



# Our business

Riverina Water was formed in 1997 as a County Council, specifically for the purpose of water supply and operates under the provisions of the Local Government Act 1993. Our history extends back to 1938 when the Southern Riverina County Council was incorporated to make reticulated water available to towns and villages in the shires of Lockhart, Urana, Holbrook, Kyeamba, Mitchell and part of Culcairn Shire.

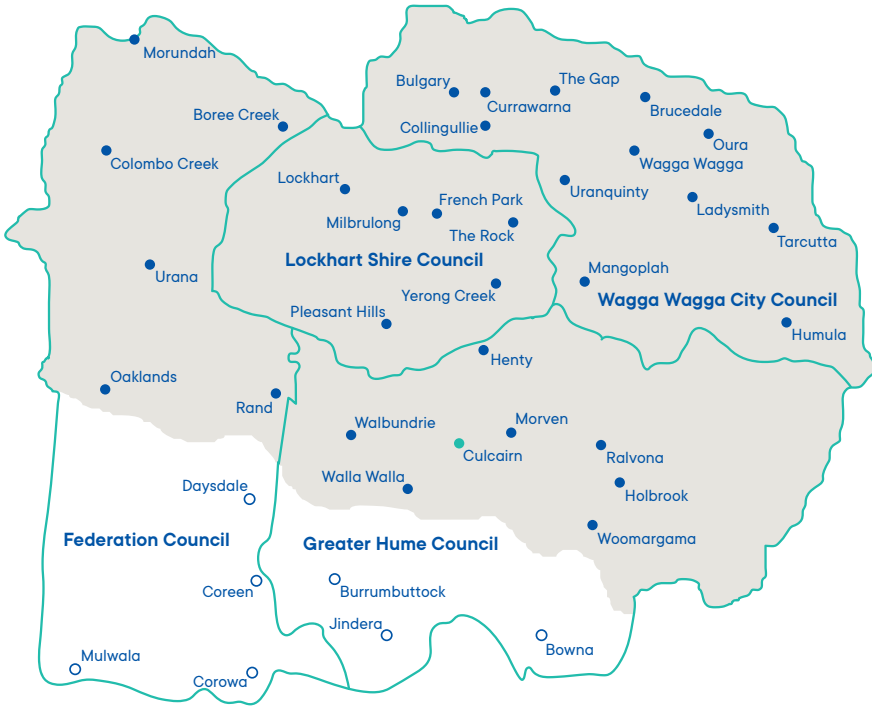
We now supply water to an area of approximately 15,400 square kilometres and contains a population of more than 77,000 people, in the local government areas of Wagga Wagga, Lockhart, Federation and Greater Hume.

Our supply area is entirely within Wiradyuri Country, with our headquarters based at 91 Hammond Avenue, Wagga Wagga, along with our rural depot located at The Rock.

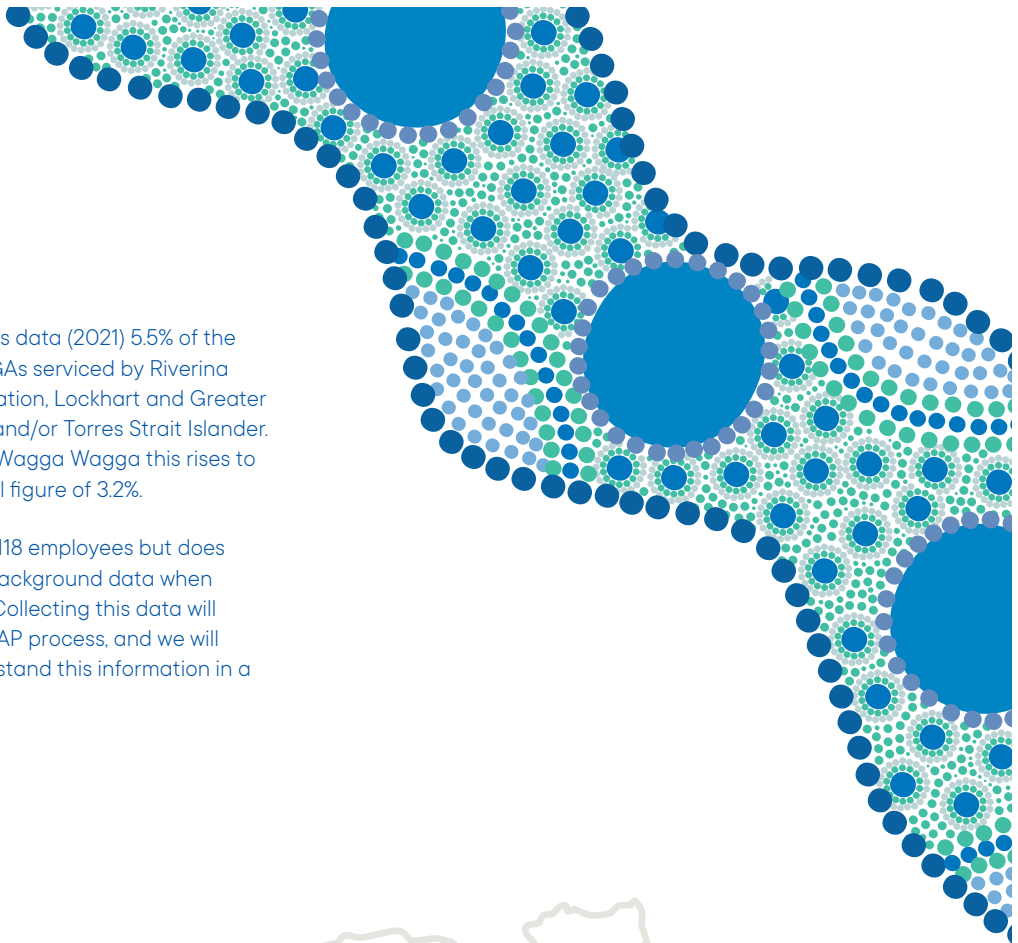
In 2022-2023, Riverina Water had more than 33,000 connections. Water is sourced from groundwater bores and the Murrumbidgee River, Marambidya Bila.

Water is the backbone of the Southern Riverina region. It's an essential resource which underpins everything we do from drinking, cooking and cleaning through to recreation, heating, cooling and the running of business, industry and agriculture. Water helps our communities grow and thrive.

## Riverina Water Supply Area



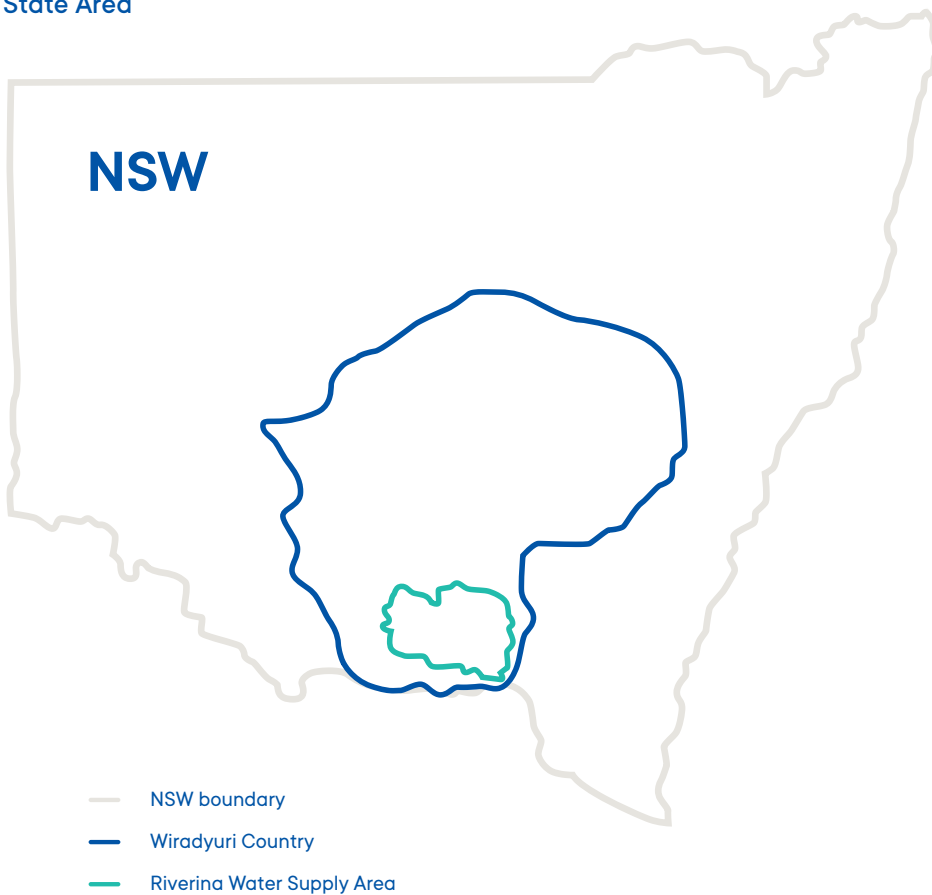
- Water supplied to these areas
- Local government boundary
- Towns in supplied area
- Water is not supplied to Culcairn
- Towns outside supplied area



According to the latest census data (2021) 5.5% of the population across the four LGAs serviced by Riverina Water (Wagga Wagga, Federation, Lockhart and Greater Hume) identify as Aboriginal and/or Torres Strait Islander. In the most populous LGA of Wagga Wagga this rises to 6.6%, over double the national figure of 3.2%.

Riverina Water currently has 118 employees but does not formally collect cultural background data when onboarding new employees. Collecting this data will be discussed as part of our RAP process, and we will also discuss options to understand this information in a culturally safe way.

### State Area





# Our Vision, Mission and Values

## Our Vision

is to provide passionate and professional leadership in the water industry.

## Our Mission

is to provide our community with safe, reliable water at the lowest sustainable cost.

## Our Values

are Respect, Connection, Safety and Cooperation.



# Our strategic priorities

## Our people

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



## Our business

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



## Our community

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



## Our whole-of-organisation focus areas are:

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

# Our Reconciliation Action Plan

Riverina Water is undertaking the Reflect Reconciliation Action Plan (RAP) process to better connect with Aboriginal and Torres Strait Islander peoples, to create a greater level of cultural awareness and understanding within our organisation, and to identify the real changes we can implement to contribute to greater opportunities and outcomes with First Nations peoples, particularly the Wiradyuri people whose lands we operate on.

As a water provider we recognise the importance of our role in looking after a precious natural resource and believe that we can play a supportive part in caring for country. By implementing this plan, we hope to gain a better understanding of the cultural importance of water in our region, to build connections and to further facilitate water education in this area.



# Our journey to date



- › **In February 2022** local Wiradyuri man Mark Saddler took a group of senior staff at Riverina Water on a cultural tour around its sites and the region, providing them with insights into the history and cultural importance of the area.
 

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- › **From February 2023** Aboriginal and Torres Strait Islander cultural awareness online training was rolled out to all current Riverina Water staff. This training was then also made a mandatory part of all new staff members' induction process.
 

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- › **In 2023** Riverina Water commissioned a large-scale artwork by acclaimed Wiradyuri artist Owen Lyons (pictured running an art workshop at Forest Hill PS in 2022). The artwork *Living Water* shows the Murrumbidgee River and Wagga Wagga along with Marshalls Creek, which runs adjacent to Riverina Water's main offices and water treatment plant. The smaller meeting places or campsites represent the many communities and towns across Riverina Water's supply area, while symbols and animals such as the goanna and platypus represent Wiradyuri Country. Owen Lyons' work was commissioned for display and for branding, and now features as the key artwork in our Reconciliation Action Plan (RAP). The artwork proudly hangs in the foyer of Riverina Water's public meeting room, where Board members from across the supply area gather to make decisions.
 

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- › **In December 2023** our CEO Andrew Crakanthorp and members of the Customer and Communications team met with two local Aboriginal groups in Wagga – Mawang Gaway, and the Wagga Local Lands Council. These meetings were a way to start an initial dialogue with community, to inform them right from the start that we were beginning our RAP process, and to take on board their thoughts and ideas. We have reached out to other local Aboriginal groups and meetings with them will also be part of our Reflect RAP process.
 

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- › **In January 2024** Riverina Water made a donation towards a public concert of Aboriginal performance organised by Mawang Gaway. The event details were circulated to staff and RAP working group members as an opportunity to engage with local Aboriginal artists.
 

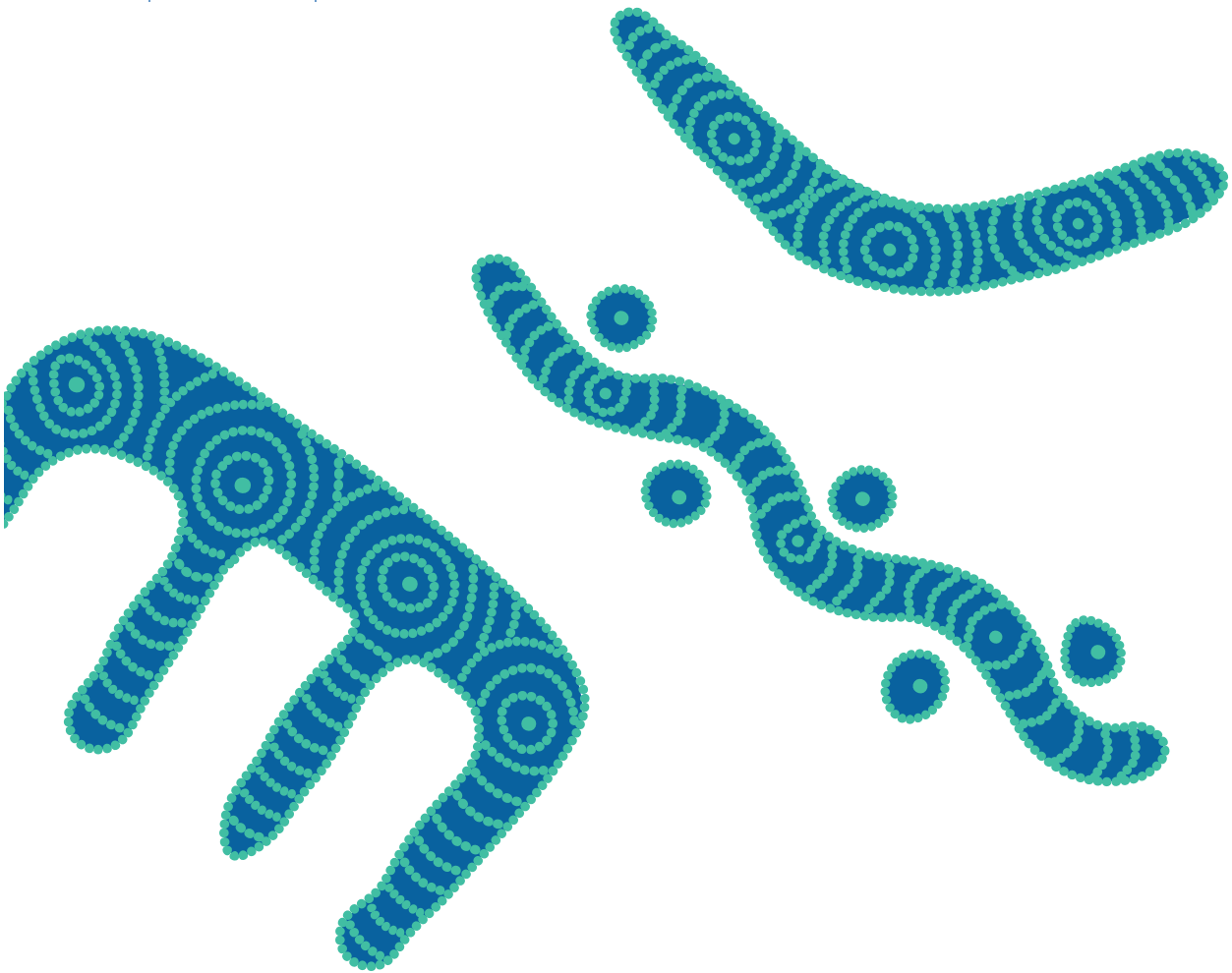
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- › **In February 2024** Riverina Water finalised a working group of staff members committed to the process of developing this RAP, and they met for an initial introductory session. The RAP working group comprises people from across different areas of the organisation; one of the members is a Riverina Water employee who identifies as Aboriginal. The Riverina Water CEO Andrew Crakanthorp is the RAP Champion and is keen to take on responsibility for leading the implementation of the RAP.
 

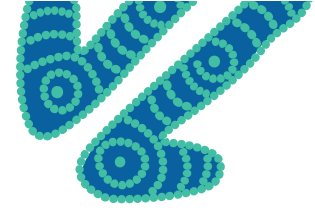
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- › **In July 2024** Riverina Water gave financial support to the 3X3 Deadly Basketball Gala in Wagga Wagga, a part of NAIDOC week activities. Members of the working group were in attendance for the event on 15 July.



## Our RAP working group

- › **Andrew Crakanthorp**  
Chief Executive Officer  
RAP Champion
- › **Clr Tim Koschel**  
Board Chairperson
- › **Clr Jennifer McKinnon**  
Board Member
- › **Justin Wunsch**  
People and Culture Business Partner
- › **Josh Lang**  
Customer and Communications Team Leader
- › **Derek Motion**  
Communications and Engagement Officer
- › **Fiona Smith**  
Water Quality Supervisor  
Operations area representative
- › **Colin Fisher**  
Welding Supervisor  
Projects area representative
- › **Lyle Burgess**  
Painter/Building Assistant  
Aboriginal staff member
- › **Bernard Higgins**  
Consultative member, Mawang Gaway  
Wagga Aboriginal Elder Reference Group





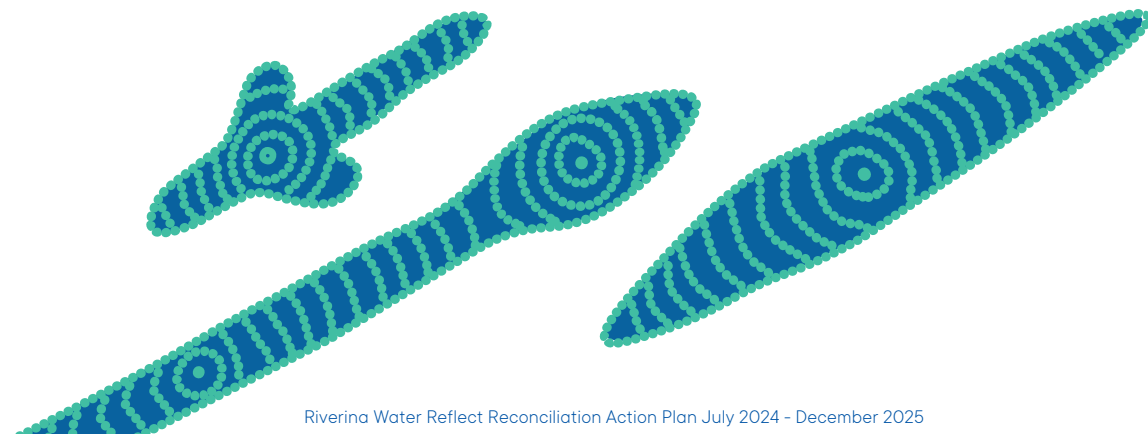
# Action Plan

## Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	› Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2024	Customer and Communications Team Leader
	› Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2024	Customer and Communications Team Leader
2. Build relationships through celebrating National Reconciliation Week (NRW).	› Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	March 2025	Customer and Communications Team Leader
	› RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025	CEO
	› Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025	CEO
3. Promote reconciliation through our sphere of influence.	› Communicate our commitment to reconciliation to all staff.	September 2024	CEO
	› Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2024	CEO
	› Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2024	CEO
4. Promote positive race relations through anti-discrimination strategies.	› Continue to research and promote practice and policies in areas of race relations and anti-discrimination.	September 2025	People and Culture Business Partner
	› Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2025	People and Culture Business Partner

# Respect

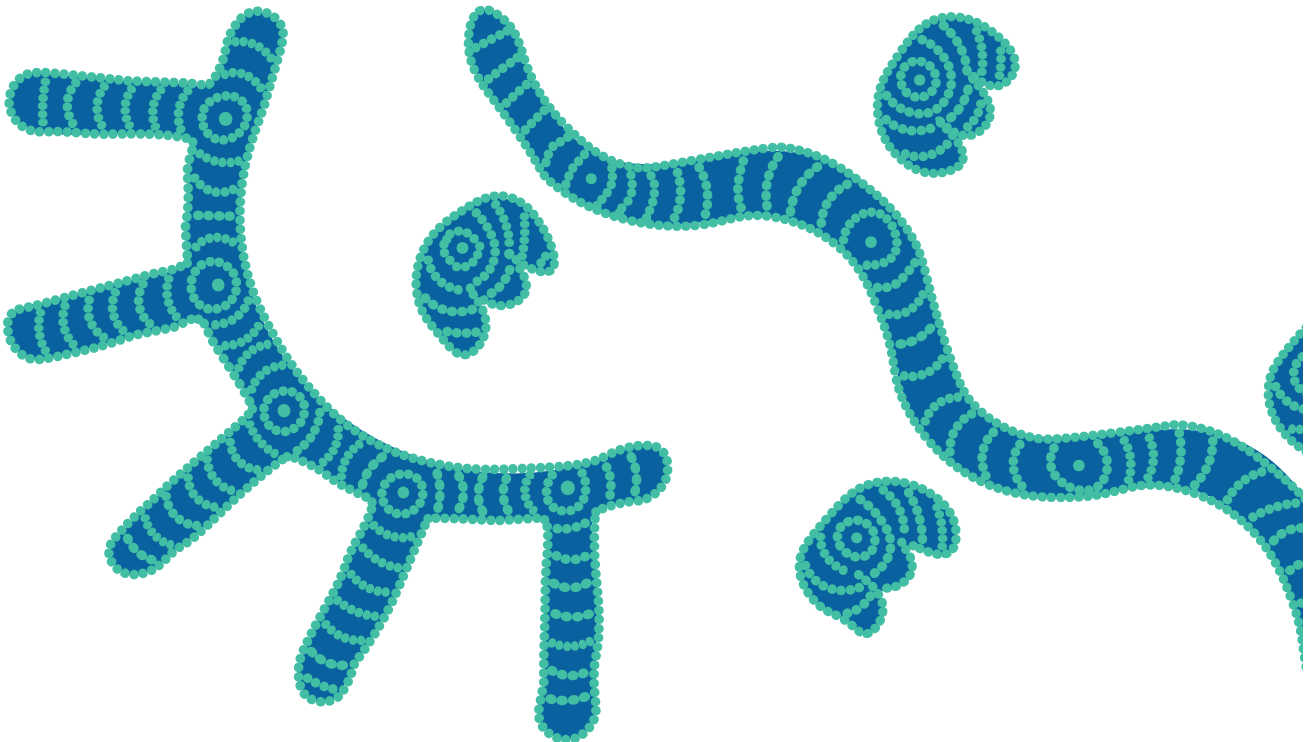
Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	› Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2025	People and Culture Business Partner
	› Conduct a review of cultural learning needs within our organisation.	September 2025	People and Culture Business Partner
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	› Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area, and how we can recognise this.	June 2025	CEO
	› Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2025	CEO, Director Corporate Services, Director Engineering
	› Review existing policies or procedures relevant to Acknowledgement of Country and Welcome to Country Protocols.	April 2025	Customer and Communications Team Leader
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	› Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2025	Customer and Communications Team Leader
	› Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Customer and Communications Team Leader
	› RAP Working Group to participate in an external NAIDOC Week event.	July 2025	CEO, RAP working group, Chair





# Opportunities

Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	› Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation, including opportunities for traineeships and scholarships.	September 2025	People and Culture Business Partner
	› Explore opportunities to offer Aboriginal and Torres Strait Islander targeted traineeships and award scholarships for professional development.	September 2025	People and Culture Business Partner
	› Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2025	People and Culture Business Partner
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	› Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2025	Manager Finance
	› Investigate Supply Nation membership.	September 2025	Manager Finance





## Governance

Action	Deliverable	Timeline	Responsibility
<b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	› Form a RWG to govern RAP implementation.	August 2024	CEO
	› Draft a Terms of Reference for the RWG.	December 2024	CEO
	› Establish Aboriginal and Torres Strait Islander representation on the RWG.	August 2024	CEO
<b>11. Provide appropriate support for effective implementation of RAP commitments.</b>	› Define resource needs for RAP implementation.	June 2025	CEO
	› Engage senior leaders in the delivery of RAP commitments.	December 2024	CEO
	› Appoint a senior leader to champion our RAP internally.	August 2024	CEO
	› Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2024	CEO
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	› Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2025	Customer and Communications Team Leader
	› Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Survey.	1 August 2024 and 2025	Customer and Communications Team Leader
	› Complete and submit the annual RAP Impact Measurement Survey to Reconciliation Australia.	30 September 2024 and 2025	CEO
<b>13. Continue our reconciliation journey by developing our next RAP.</b>	› Register via Reconciliation Australia's website to begin developing our next RAP.	September 2025	Customer and Communications Team Leader



**Queries and Contact**

Please direct all enquiries about our RAP to:  
Communications and Engagement Officer  
Phone: 02 6922 0607  
Email: [community@rwcc.nsw.gov.au](mailto:community@rwcc.nsw.gov.au)

## R5 2024/25 Enriching Communities program

### Organisational Area Corporate Services

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

**Summary** The guidelines for the second year of Riverina Water's renewed grants program have been drafted for adoption and implementation.

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### RECOMMENDATION that Council:

- a) Receive and note the report
- b) Endorse the draft Enriching Communities grants program guidelines and timeline as attached to this report

### Report

Riverina Water is entering the second year of delivery of its Enriching Communities program, with the draft guidelines developed for the Board's endorsement.

The refreshed approach to community grants resulted in \$100,000 in funding being awarded to 13 grassroots projects in December 2023.

With the first year of the renewed approach resulting in a competitive program, no significant changes have been made to the grant guidelines.

The program's funding pool each year is 3% of Operating Surplus (before capital) with a minimum amount of \$100,000.

While the financial statements are in draft, the final grants calculation is not anticipated to exceed \$100,000. Should it exceed the minimum amount, the total funding pool will be distributed evenly per LGA as per the existing allocation method (40% Wagga Wagga City Council, 20% each to Lockhart Shire, Greater Hume, and Federation councils).

Based on the current expectation, the funding allocation in 2024/25 is \$100,000, with \$40,000 allocated to the Wagga Wagga City Council and \$20,000 each to Lockhart Shire, Greater Hume, and Federation councils.

Applicants can apply for grants up to \$20,000 for their local government area. Grant applications must meet at least one of the program's objectives:

- › Our Community: For community organisations to undertake projects that benefit the wider community.
- › Health & Wellbeing: Initiatives and programs that enhance and promote healthy lifestyles, wellbeing, inclusion and social connection.

- › Water Conservation & Education: Projects and initiatives that promote water wise behaviour and/or conserve water through efficiency improvements
- › Arts & Culture: For projects that provide opportunities for the community to participate in a broad range of arts and cultural activities that enhance quality of life.
- › Sustainability & Environment: Support for community projects and initiatives that are beneficial for our natural environment.

Full details on the program's eligibility and conditions can be found in the draft guidelines document attached to this report, which are unchanged from 2023/24.

### Program timeline

The timeline this year is slightly adjusted to align with Local Government elections.

- › Applications open: 9am, Monday 16 September 2024
- › Applications close: 9am, Monday 28 October 2024
- › Assessment of applications and administration: 29 October to 30 November 2024
- › Approval of grants allocations: December 2024 Board Meeting (date to be determined)
- › Notification to successful applicants: By 20 December 2024
- › Deadline for project completion and acquittal: 31 January 2026

### Assessment process and panel nominations

The assessment process includes the establishment of panels for each of the four Local Government Area's (LGA).

The assessment panels review applications individually, then convene to discuss and determine the projects recommended for funding to be presented to the December 2024 Board meeting.

The assessment panel for each LGA includes:

- › Riverina Water Chairperson
- › Riverina Water CEO
- › One Constituent Council staff member plus alternate if required in case of conflict of interest or unavailability.
- › One Constituent Council Board member plus alternates if required in case of conflict of interest or unavailability.

Board representation will be finalised at the first available meeting (October 2024) following the appointment of Board Members to the incoming Riverina Water Board.

**Strategic Alignment**

Our Community

Actively support and participate in our community

**Financial Implications**

The grants program is included in the budget for 2024/25.

**Workforce Implications**

Not applicable.

**Risk Considerations**

<b>Community Partnerships</b>	
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.

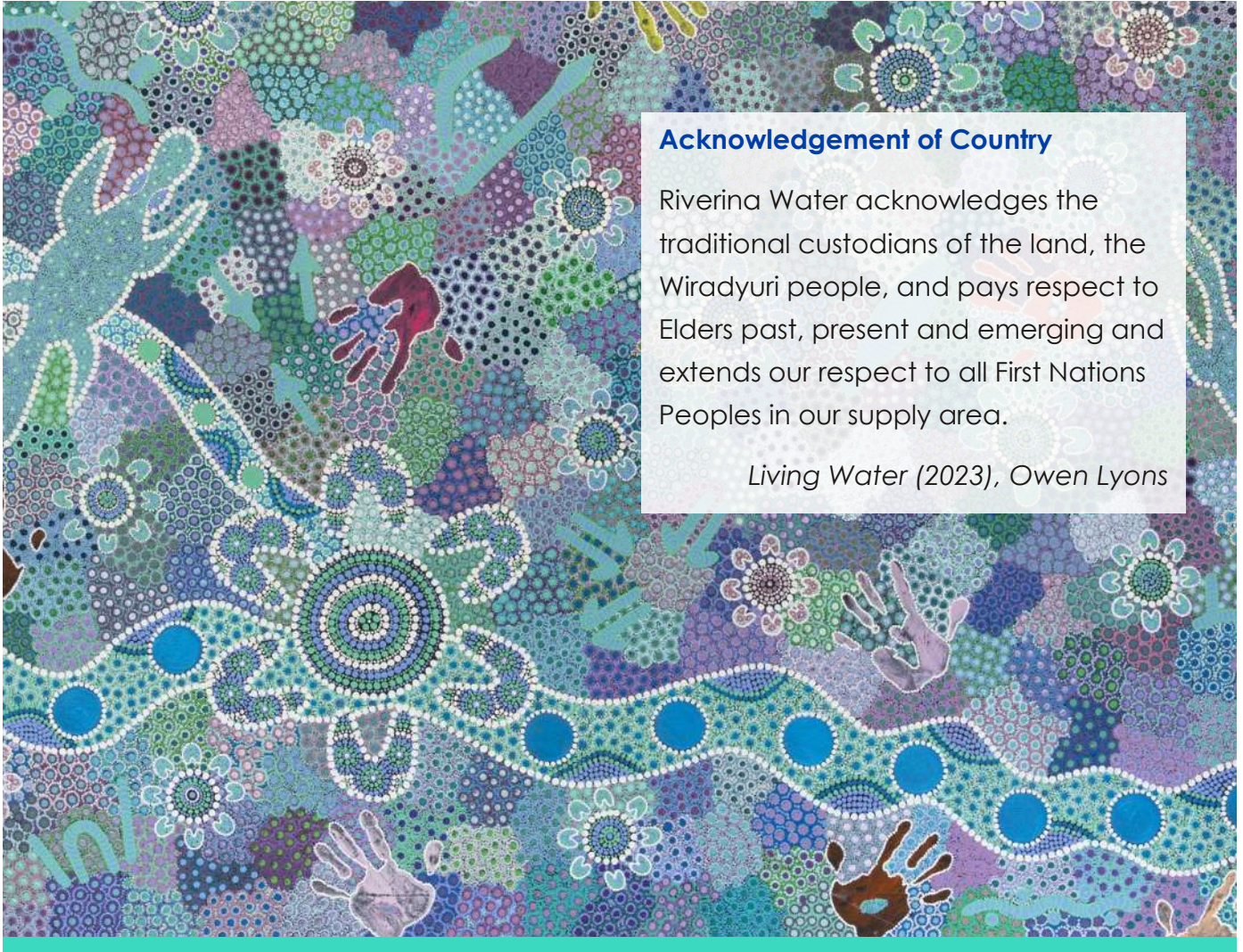


## Enriching Communities Program 2024/25

Grants program guidelines & information pack for applicants

[rwcc.nsw.gov.au/grants](http://rwcc.nsw.gov.au/grants) | [community@rwcc.nsw.gov.au](mailto:community@rwcc.nsw.gov.au)





**Acknowledgement of Country**

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

*Living Water (2023), Owen Lyons*

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3 Grants program objectives..... 5

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5 Additional information..... 7

6 Contact us..... 10

*Cover image: Riverina Water's water bar at the Fusion Multicultural Street Festival 2023.  
Photo by Campbell Cole Photography.*



# We do more than supply water, we enrich our communities

At Riverina Water we understand that our community and customers are our most important asset. Since adopting our first Community Engagement Strategy in 2019, we are continuing our journey of fostering proactive communication, engagement, and partnerships with our customers and community.

Now entering its fifth year, our grants program's focus is to enrich our community by providing meaningful funding opportunities to support community projects and initiatives.

By providing a grants program that truly represents the aspirations and needs of the local government areas of Wagga Wagga, Lockhart and parts of Greater Hume and Federation Councils, we enable our community and customers to thrive by building strong relationships, increasing water literacy, and supporting our communities in significant ways.

Our Enriching Communities Program 2024/25 is part of the investment we make to enhance the social, cultural, and environmental life for people within our supply area.



**Andrew Crakanthorp**  
Chief Executive Officer



**Cr Tim Koschel**  
Chairperson



## 2 | Key information

### Program timeline

-  **Applications open:** 9am, Monday 16 September 2024
-  **Applications close:** 9am, Monday 28 October 2024
-  **Assessment of applications and administration:** 29 October to 30 November 2024
-  **Approval of grant allocations:** Mid-December 2024 (Board Meeting)
-  **Notification to successful applicants:** By 20 December 2024
-  **Deadline for project completion and acquittal:** 31 January 2026

### Grant funding allocations per local government area (LGA)

LGA	Funding pool	Maximum grant amount
Wagga Wagga City Council	\$40,000	Grants up to \$20,000
Lockhart Shire Council	\$20,000	Grants up to \$20,000
Greater Hume Council	\$20,000	Grants up to \$20,000
Federation Council	\$20,000	Grants up to \$20,000

### Riverina Water supply area

Only applications from within our supply area that are to be delivered in our supply area, are accepted.

Please note we do not supply water to most parts of Culcairn; and only provide water to parts of Federation and Greater Hume councils.



### 3 | Grants program objectives

#### Applications must meet at least one of our Enriching Communities Program objectives



**Our Community** For community organisations to undertake projects that benefit the wider community

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**Health & Wellbeing** Initiatives and programs that enhance and promote healthy lifestyles, wellbeing, inclusion and social connection

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**Water Conservation & Education** Projects and initiatives that promote water wise behaviour and/or conserve water through efficiency improvements

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**Arts & Culture** For projects that provide opportunities for the community to participate in a broad range of arts and cultural activities that enhance quality of life

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**Sustainability & Environment** Support for community projects and initiatives that are beneficial for our natural environment

## 4 | Eligibility requirements

To be eligible, applications must:

- › Demonstrate how the application meets at least one of the program's objectives (as per section 4 of this document)
- › Meet the supply area requirements (as per section 3 of this document)
- › Be either an incorporated not-for-profit community organisation; or Council committee, as constituted under section 355 of the Local Government Act

Incorporated not-for-profit bodies are organisations that are registered and approved as not-for-profit bodies by NSW Fair Trading including:

- › Charities
- › Organisations with Deductible Gift Recipient (DGR) or Public Benevolent Institution (PBI) status
- › Cooperatives
- › Trusts that are registered with the Australian Charities and Not-for-profits Commission (ACNC)

### **Auspice and sponsoring organisations**

Organisations that are not incorporated may seek a sponsoring organisation to auspice their application for example your local Council.

Individual artists must have a sponsoring organisation. Details of the sponsoring organisation and proof of it will auspice must be supplied in your application.

Any Section 355 Committee that is successful in receiving funding should invoice Riverina Water via their Council.

### **Riverina Water will not fund projects by:**

- › Individuals or groups of individuals (with the exception for individual artists, who may apply if they are sponsored by an incorporated organisation)
- › Unincorporated organisations
- › Organisations without an ABN
- › For-profit commercial organisations
- › Local Government Councils; excluding council committees constituted under section 355 of the Local Government Act (please note Councils may auspice)
- › School, university, or technical college

## 5 | Additional information

### Assessment considerations

The grants program is a competitive application process. Applications are assessed by a panel comprised of Riverina Water staff, Board members and a representative from the relevant Council.

When assessing applications, the panel will give consideration to factors such as:

- › Alignment with the grant outcomes and guidelines, and the proposed positive impact on the community
- › Whether Riverina Water is the primary funding body
- › Ability for the project to be delivered in the timeframe, and the applicant's ability to deliver
- › Any in-kind or financial contribution made by the applicant organisation
- › Whether the proposed budget and project are feasible
- › The level of previous funding provided to the applicant organisation by Riverina Water and other bodies
- › How Riverina Water is recognised for its funding

Riverina Water cannot support late applications, or applications that do not meet the eligibility criteria or the assessment criteria. This includes failure to attach compulsory documents, budgets, or other required information. Assessment panels may recommend part funding. The decision is carefully considered with the view of maintaining the integrity of the proposal.

### Preparing your application

- › Before completing an application, become familiar with the guidelines
- › A Word document copy of the application form questions is available to download. This document is to help prepare and plan your application and should not be submitted.
- › A minimum of one quote must be provided for goods, equipment, supplies and services
- › If you are an individual artist preparing an auspiced application, you should include at least one quote that is not for your own services

- › If your project requires a development application, land owner consent, public liability insurance (for example, events) etc then this information must be included
- › Applicants can apply once per Local Government Area
- › Projects must be deliverable within the grant timeframes
- › Applications must be submitted online via the Riverina Water website and will only be considered if all mandatory documentation is provided
- › Applicants must provide accurate financial information as part of the submission process, such as a statement of income and expenditure
- › Applicants may include letters of support. Letters of support are not mandatory but may strengthen your application when they are from groups who are confirming a role they will play in your project.
- › The requested grant amount and budget figures provided should be exclusive of GST. Riverina Water will add GST if your organisation is eligible to your grant payment if successful. Please factor this into your application planning
- › Please include the value of in-kind support from your group or organisation including labour for example \$25 per hour for unskilled labour and \$50 per hour for skilled labour
- › Consider your project milestones and how you will need the requested funding delivered. For example, 80% upfront and the remainder closer to completion

## Successful applicants

If you are successful, you will receive formal notification about your approval via email, including any specific conditions attached to the grant. If unsuccessful, we will notify you in writing and give you an opportunity to discuss the outcome.

If your application is successful, you will be required to do the following:

- › Acknowledge, by execution of the funding agreement that, Riverina Water is not in any way liable for any incident arising out of the use of the funds provided under the program
- › Supply any other documents per your approval letter as requested by Riverina Water
- › Funding may not be used for any purpose other than for which it is granted, without the written permission of Riverina Water
- › Riverina Water will not be responsible for shortfalls in project budgets if the applicant is unable to meet project costs
- › You may be required to undertake a risk assessment and provide this to Riverina Water. Please liaise directly with third parties for example property owners in regard to

this. The risk assessment does not form part of the application process but may be required as part of project delivery

- › Funding will not be paid until all requested information has been supplied
- › Recognise Riverina Water as a sponsor through acknowledgement and promotion; and participate in activities organised by Riverina Water to promote the funding
- › Riverina Water may visit you during the project period or at the completion of your project to review your compliance with the grant agreement. Riverina Water may also inspect your records you are required to keep under the grant agreement. We will provide you with reasonable notice of any compliance visit
- › It is the responsibility as the applicant to notify us if anything is likely to affect your project or organisation. We need to know of any key changes to your organisation or its business activities, particularly if they affect your ability to complete your project, carry on business and pay debts due
- › Comply with any special conditions that may be attached to the funding offer noting the amount of financial assistance offered may vary from that requested
- › Issue Riverina Water with a tax invoice for the grant amount, plus GST, if applicable
- › Upon execution of the funding agreement, and receipt of a valid tax invoice, Riverina Water will pay funding as per agreed funding milestones to be determined based on your project
- › Provide a copy of the organisation's Certificate of Currency for Public Liability Insurance for \$20M as a minimal insured amount (for projects with a public activity component only). For more information, please contact your insurer
- › Applicants are required to submit an acquittal form at the completion of the project
- › Applicants are advised that Riverina Water is not in any way liable for any incident arising out of the use of the grant funding provided under this grant program. By signing the funding agreement, applicants acknowledge this condition
- › A conflict of interest will occur if your private interests conflict with your obligations under the grant. Conflicts of interest could affect the awarding or performance of your grant. A conflict of interest can be real (or actual), apparent (or perceived), and/or potential
- › Grants are assessable for income for taxation purposes, unless exempted by a taxation law. We recommend you seek independent professional advice on your taxation obligations or seek help from the Australian Taxation Office. We do not provide advice on tax
- › Recipients complete an acquittal report to demonstrate the expenditure of funds; including copies of receipts/invoices, photos or video files, media releases including social media posts etc

- › Acquittals must be submitted by the deadline. If acquittals are not received, future applications may not be considered Riverina Water can seek return of grant funding
- › Any unexpended funds must be returned to Riverina Water

## Government information (Public Access) Act

The Government Information (Public Access) Act 2009 applies to documents in the possession of Riverina Water. In response to requests made in accordance with the Act, in some circumstances copies of grant applications may be released, subject to the deletion of exempt material.

## Excluded projects

- › Projects outside the Riverina Water supply area
- › Projects requesting retrospective funding for monies that have already been spent on works completed
- › Projects that are unlawful or irresponsible
- › Projects that have not submitted mandatory documentation
- › Funds that will be distributed to other persons/organisations in the form of a donation, gift or prize
- › Funds that will contribute to organisational running costs i.e. wages, insurances, rent, administration
- › Works that are the responsibility of government bodies
- › Recurring or ongoing expenditure (for example annual maintenance costs or ongoing maintenance)
- › Funding to undertake studies or investigations.
- › Funding for the development or provision of commercial ventures
- › Costs for the provision of services and support activities not related to the proposed project for example catering
- › Payment for development approval, project planning and management costs that total more than 5% of funding requested

## Contact us

**Need help with your grant application?**

**Our Riverina Water community engagement team is here to help:**

**Email: [community@rwcc.nsw.gov.au](mailto:community@rwcc.nsw.gov.au) | Phone: 6922 0608 (business hours)**

**For full information on the grants program, visit [rwcc.nsw.gov/grants](https://rwcc.nsw.gov/grants)**

## R6 Donations and Sponsorships 2024/25 progress report - August

### Organisational Area Corporate Services

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

**Summary** The Board has requested updates on Donations and Sponsorships awarded on a per-meeting basis in place of an annual summary.

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

### Report

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

As part of the Donations and Sponsorships Policy, this is reported to the Board as required on a per-meeting basis. As at 22 July 2024, \$30,227.27 (exclusive of GST) was awarded to eight recipients; ranging from event sponsorship to donations to local initiatives.

Recipient	Description	Type	LGA	Amount
Basketball NSW	NAIDOC Deadly 3x3 Basketball Gala Day	Donation	Wagga	\$2,727.27*
Southern Sports Academy	Indigenous Talent Program - Talent ID Day	Sponsorship	Wagga	\$3000*
Committee for Wagga	Business Breakfast	Sponsorship	Wagga	\$4,545.45*
St Vincent de Paul	Winter sleepout appeal	Donation	Wagga	\$2,500
Riverina Conservatorium of Music	Christmas with the Con	Donation	Wagga	\$2,272.73*
Specialist Medical Resources Foundation	Carols by Candlelight	Donation	Wagga	\$2,272.73*
City of Wagga Wagga	Fusion festival – water bar	Sponsorship	Wagga	\$1,818.18*
WaterAid membership	Silver 2024/25 membership	Sponsorship	Wagga	\$11,090.91*
			<b>Total</b>	<b>\$30,227.27</b>

\*exclusive of GST



### Strategic Alignment

Our Community

Actively support and participate in our community

### Financial Implications

Contributions are from the committed 2024/25 budget.

### Workforce Implications

Not applicable.

### Risk Considerations

<b>Community Partnerships</b>	
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.

## R7 Recission of Internal Audit Policy 1.17

**Organisational Area** Corporate Services

**Author** Wendy Reichelt, Governance & Corporate Planning Officer

**Summary** This report requests formal recission of Internal Audit Policy 1.17

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**RECOMMENDATION** that Council rescind Internal Audit Policy 1.17 as the provisions of the policy are now contained within the Internal Audit Charter.

### Report

The Riverina Water Internal Audit Charter was adopted by the Board on 22 February 2024 (Res 24/010). The Charter is based on the NSW Office of Local Government (OLG) model Internal Audit Charter and reflects the requirements of the *Risk Management and Internal Audit Guidelines 2023*.

The Riverina Water Internal Audit Policy was originally adopted in February 2012 and outlines the purpose of internal audit and its operation at Riverina Water. The matters contained within this policy have been captured in the new Charter, and the policy should have been rescinded at the time the new Charter was adopted in February 2024.

To address this oversight, management now recommend the rescission of the attached Internal Audit Policy 1.17.

› **R7.1** **Internal Audit Policy 1.17** [↓](#) 

### Strategic Alignment

Our Business

Improve strategic planning and accountability

### Financial Implications

Not applicable.

### Workforce Implications

Not applicable.

**Risk Considerations**

<b>Corporate Governance And Compliance</b>	
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.

## POLICY REGISTER

### INTERNAL AUDIT POLICY

<b>POLICY REFERENCE NUMBER:</b>		POL 1.17	
<b>Original publication date</b>		22 February 2012	
<b>Revision number</b>	<b>Issue Date</b>	<b>Approved</b>	<b>Approval date</b>
0	22 February 2012	Res: 12/08	22 February 2012
1	18 February 2013	No Change-New Format	N/A
2	3 February 2015	Res: 15/17	25 February 2015
3	22 February 2017	Res: 17/12	22 February 2017
<p>This document is to be reviewed once each Council term.          Next review date: <b>February 2021</b></p>			
<b>RESPONSIBLE OFFICER</b>		General Manager	

## PART 1: INTRODUCTION

Internal audit is *an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.*

It is important for Council to have an internal audit function for the following reasons:

- It supports good internal governance;
- To ensure consistency with other levels of government;
- To improve the effectiveness of risk management, control and governance processes; and
- Helps to instil public confidence in Council's ability to operate effectively.

### 1.1 Policy Objectives

The objective of internal audit is to provide independent assurance over the internal controls and risk management framework of Council. This policy establishes a formal, structured internal audit framework that is appropriate to Council's activities and operating environment.

### 1.2 Scope of Policy

This policy applies to Riverina Water County Council

### 1.3 Related Documents

Audit and Risk Committee Charter  
Internal Audit Charter

## PART 2: POLICY CONTENT

### 2.1 Responsibilities

One of the primary objectives of the internal audit function is to add value to Council operations. The scope of services provided by Internal Audit shall encompass:

- 2.1.1 Develop and implement a comprehensive risk based cyclical Strategic Internal Audit Plan which is endorsed by the Audit and Risk Committee.
- 2.1.2 Undertake an annual Internal Audit Planning Day in conjunction with the Audit and Risk Committee.
- 2.1.3 Develop and implement a detailed Internal Audit Annual Work Program which is endorsed by the Audit and Risk Committee incorporating the following key functions:

- a. The examination and evaluation of the adequacy and effectiveness of systems of internal control, risk management, governance, and the status of ethical behaviour.
  - b. Ascertaining conformity with the goals and objectives of Council.
  - c. Assessment of the economic and efficient use of resources.
  - d. The examination of compliance with policies, procedures, plans and legislation.
  - e. Assessment of the reliability and integrity of information.
  - f. Assessment of the safeguarding of assets.
  - g. All activities of Council, whether financial or non-financial, manual or computerised.
- 2.1.4 Provide advice to the Council, General Manager and management as requested.
- 2.1.5 Undertake special assignments as requested by the General Manager.
- 2.1.6 Liaise with the external auditor and co-ordinate audit coverage.
- 2.1.7 Undertake internal audit work in accordance with the Institute of Internal Auditors Australia's *International Standards for the Professional Practice of Internal Auditing*.

## 2.2 Reporting Requirements

Internal Auditor has independent status within Council and reports administratively to the General Manager and functionally to the Audit and Risk Committee. The Internal Auditor reports to the Audit and Risk Committee at least four times per year.

# R8 2022/23-2025/26 Delivery Program & 2023-24 Operational Plan report

**Organisational Area** Corporate Services

**Author** Wendy Reichelt, Governance & Corporate Planning Officer

**Summary** This report provides an overview of Year 2 of the 2022/23-2025/26 Delivery Program and the achievement of the 2023-24 Operational Plan.

**RECOMMENDATION** that the Board note the end of year result for the Operational Plan 2023-24 and Year 2 of the 2022/23-2025/26 Delivery Program.

## Report

The 2022/23-2025/26 Delivery Program was adopted in June 2022, outlining the strategies that would be delivered over the life of the plan to contribute to achievement of the objectives in the ten-year Business Activity Strategic Plan (BASP).

This report is made under the three strategic pillars of the BASP:

**Our People** – we have a high-performance culture achieved through accountability, diversity, respect and investment in our people

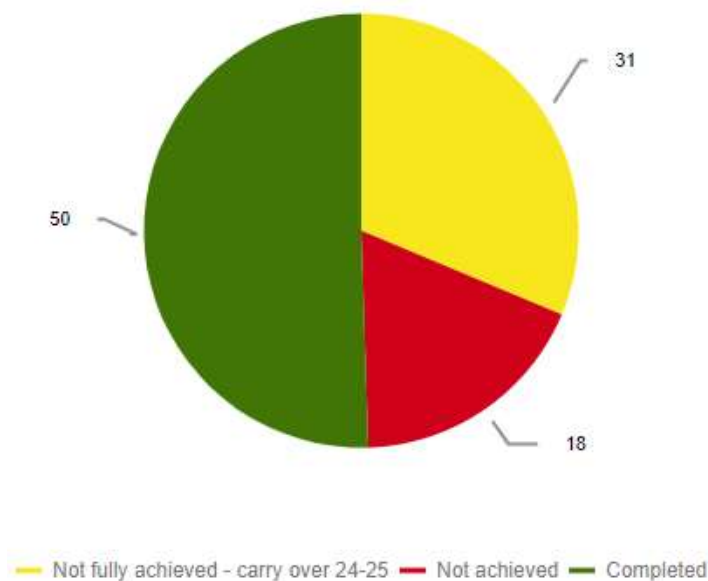
**Our Business** – we strive to be an industry leader by continuously improving our operations and the management of our assets

**Our Community** – we enable our community and customers to thrive by providing exceptional service and demonstrating social responsibility

Each year the Delivery Program is actioned through the Operational Plan. The achievement of the 2023-24 Operational Plan forms the basis for the Year 2 report for the Delivery Program.

## How did we go?

There were 99 actions for delivery in the 2023-24 Operational Plan. With the benefit of hindsight this program proved to be ambitious as borne out by the number of actions that did not start in 2023-24 or that have needed to be carried over into 2024-25. Carry overs are actions that have commenced, have been identified in the 2024-25 plan and have budget allocated to them.



The 2023-24 year saw a focus on the readiness for successful go live of the finance, payroll and asset systems within the Flow project. The significant resource hours required to ensure the success of this project impacted on the ability to undertake several improvements or actions that had been identified in the Operational Plan. In addition, change-over in key personnel and delays in recruitment to some positions impacted on resourcing to complete actions. Some capital projects were affected by unexpected delays or issues not identified at the time projects were scoped.

Organisationally there has been considerable uplift over the past two years in data cleansing, information management and information consolidation achieved through the Flow project. Going forward management are in a better position to be able to quantify and estimate work effort and resourcing especially with the planned enhancement of project planning methodology and tools.

#### › R8.1 **2023-24 Delivery Program and Operational Plan report** [↓](#)

### **Strategic Alignment**

Our Business

Improve strategic planning and accountability

### **Financial Implications**

This report should be read in conjunction with the report on the revoked budget allocation that outlines the budget to be carried into 2024-25 due to uncompleted projects in 2023-24.



### Workforce Implications

A review of the Workforce Plan will be conducted in the 2024-25 year to further assist management in quantifying resources required to deliver BAU and Operational Plan projects.

### Risk Considerations

<b>Corporate Governance And Compliance</b>	
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.



## Delivery Program 2022/23 – 2025/26

### Operational Plan Progress Report

#### Annual result 2023/2024

### Strategic Pillar 1: Our People

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

#### 1.1: Attract, retain and develop our people

##### 1.1.1: Develop and implement workforce strategies to ensure capacity, capability and readiness for future organisational requirements

###### Progress Update 2023-24



Progressing. 50%. Following the adoption of the Workforce Plan (2023/24 - 2025/26), implementation of the associated strategies has commenced as forecasted.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
1.1.1.1	Implement actions and outcomes from first year of Workforce Plan	People & Culture Business Partner	✓	100%	Implementation of actions and outcomes from the first year of the Workforce Plan has proceeded as forecast.
1.1.1.2	Equip staff with relevant annual training plan	People & Culture Officer	✓	100%	Annual training plan delivered as planned where staff and trainers have been available.
1.1.1.3	Undertake review of hourly working week arrangements	People & Culture Business Partner	●	85%	Morrison Low report received April 2024. The report has been considered and consultation on options to harmonise has commenced.

### 1.1.2: Continue to develop leadership skills across our organisation

#### Progress Update 2023-24

Progressing. 30%. Work is progressing to help achieve this strategy. Following the implementation of the LGNSW Capability Framework, a Leadership Development Program will be developed to close any residual skills gaps amongst our leadership group identified through the Capability Framework, whilst ensuring ongoing development and opportunities for Riverina Water's current and emerging leaders.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
1.1.2.1	Develop Supervisors Handbook	People & Culture Officer		0%	Due to other project priorities and resourcing challenges this action was not achieved.
1.1.2.2	Implement leadership capability framework	People & Culture Business Partner		50%	Preliminary work on the implementation of the LGNSW Capability Framework has commenced. It is expected this will assist in identifying residual skills gaps amongst our leadership group. Following its successful implementation, it is expected a Leadership Development Program will follow to address the gaps identified. Work has commenced on identifying appropriate leadership development avenues for Riverina Water's current and emerging leaders.

### 1.1.3: Gear recruitment and onboarding practices towards attracting talent and inducting them into our good organisational culture

#### Progress Update 2023-24

Progressing. 15%. Progress of this strategy has been delayed due to the delay of the implementation of the HRIS system, This system implementation will be used as the catalyst to reinvigorate our recruitment onboarding practices. The reprioritisation of this strategy has been highlighted also in Operational Plan item 1.5.1.2 and 1.5.1.4, which have been delayed to the 2024/25 financial year.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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**1.1.4: Proactively engage in initiatives that make Riverina Water an employer of choice**

**Progress Update 2023-24**


Progressing. 50%. Significant work is progressing around strengthening Riverina Water's Employee Value Proposition, most notably on the harmonisation of hours project.

**1.2: Foster diversity, inclusion, respect and gender equality at all levels of our organisation**

**1.2.1: Establish programs and systems that enhance and support our commitment to diversity, equity and inclusion**

**Progress Update 2023-24**

Progressing. 50%. Whilst slightly delayed, work is progressing on this strategy. The Equal Employment Opportunity (EEO) plan is currently under development. This plan will further provide development processes for EEO programs, including methods for collecting and assessing workforce data to ensure our successful ongoing commitment to diversity, equity, and inclusion.


Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
1.2.1.1 Review the EEO policy and develop supporting EEO plan	People & Culture Business Partner		50%	The EEO policy has been reviewed and development of a supporting plan is underway. Personnel changes in the People and Culture team have delayed the completion of this project. However, EEO principles are given primacy in the Recruitment and Selection Policy, diverse groups are encouraged to apply for positions through our advertising of vacancies and new employees undertake EEO training as part of their induction process. It is envisaged these actions will form the basis of our EEO plan which should be completed in 2024 calendar year.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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**1.2.2: Embed our organisational values into people practices and culture to support a quality employee experience**

**Progress Update 2023-24**

Progressing. 60%. Following the reinvigoration of our Organisational Values, a supporting Cultural Action Plan was adopted in August 2023. Work has commenced on implementing the relevant actions in that plan over the next three years.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
1.2.2.1	Commence embedding of new organisational values	CEO		90%	Whilst the cultural action plan for implementation of the corporate values was endorsed and the values themselves have been communicated and made visible throughout the organisation, further progress on this project is expected during 2024-25. This follows the review by the recently appointed People & Culture Business Partner.



**1.3: Create an engaging, positive, collaborative and innovative workplace culture**

**1.3.1: Collaborate with our staff and ensure strong employee engagement and communication across the organisation**

**Progress Update 2023-24**

Progressing. 50%. Internal communication initiatives are being delivered as forecasted under the Internal Communications Strategy. In addition, specific communication change and engagement initiatives have been delivered for certain projects, notably FLOW.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
1.3.1.1	Implement the internal communications strategy	Customer & Comms Team Leader		100%	Business as usual internal communications initiatives completed, introduced new initiative for staff profiles on Viva Engage with positive feedback and to foster better understanding of each other's roles and responsibilities.
1.3.1.2	Undertake staff survey and develop action plan from results	People & Culture Officer		0%	Staff Survey to be completed in 24/25 FY as per the triennial requirement and should not have been included as an action for 2023-24

### 1.3.2: Prepare our people to embrace change based on the organisational and community needs

#### Progress Update 2023-24

Completed. 100%. A human-centred change management methodology and roadmap was developed and implemented as part of the successful rollout of project FLOW. This included significant engagement, transparent and regular communication, and training. Ongoing support, including continued development and review of business processes and documentation, continues to be provided by our dedicated Change Management Officer.

### 1.3.3: Create a value-based reward system that rewards outstanding performance and fosters adequate feedback

#### Progress Update 2023-24

Completed. 100%. Completion of this strategy was achieved in November 2023 with the implementation of Phase 2 the Staff Annual Review Program (SARP). This program is about providing the framework and basis for performance-based discussions.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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### 1.3.4: Strengthen mechanisms to capture staff ideas and implement innovative and transformative business solutions

#### Progress Update 2023-24

Completed. 100%. Riverina Water takes pride in the involvement of staff on corporate projects. More is to be done in this area (as identified in the 2023 Workforce Plan) . The successful implementation of the "Flow Project" on 1 July 2024 represents a major milestone in implementing a transformative business solution.

### 1.4: Build upon our strong history of safety and wellbeing

#### 1.4.1: Prioritise employee mental health, physical health and overall wellbeing

#### Progress Update 2023-24

Progressing. 80%. Riverina Water has a range of incentives to achieve this strategy. Fruit is delivered on a weekly basis and available to all staff. An annual Step Challenge takes place and the program was again a success in its second year with 24 staff participating.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
1.4.1.1	Continue implementation of WELL program including psychosocial wellbeing	People & Culture Officer	✓	100%	Well program delivered with event highlights including International Women's Day event, Tradies Day, Nutrition event and R U Ok Day event.

#### 1.4.2: Maintain a strong safety culture across the organisation

#### Progress Update 2023-24

Progressing. 95%. Riverina Water enjoys a good past record in employee safety as reflected in the recent reductions in premium for workers compensation insurance. The appointment of new WHS Coordinator during 2023 is having a very positive impact on preventing workplace injury. The WHS Committee is very active and commenced Work Insights during 2023. The Director Engineering has become active in our WHS processes which had strengthened the overall WHS culture at Riverina Water

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
1.4.2.1	Conduct annual Safety Breakfast	WHS Coordinator	✓	100%	

### 1.4.3: Develop and monitor WHS metrics

#### Progress Update 2023-24

Progressing. 50%. This strategy represents an opportunity for improvement at Riverina Water. WHS metrics will be more developed during 202/25 as part of the recently reviewed WHS Strategy. The commencement of the new full time WHS Coordinator allows Riverina Water to put time and effort into this important body of work.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
1.4.3.1	Use current systems to begin to develop meaningful metrics for WHS	WHS Coordinator	✓	100%	New Riverina Water WHS Leading Metrics developed and reported to Manex, WHS Committee & Riverina Water Supervisors in Q3 & Q4. Further reporting metrics will be explored to improve WHS culture.
1.4.3.2	Conduct annual analysis and comparison of workers compensation claims	WHS Coordinator	✓	100%	Comparison of last 3 years of workers compensation claims provided to Manex Q1 24/25.

### 1.5: Invest in and evolve our HR systems, processes and frameworks

#### 1.5.1: Implement and evolve fit for purpose systems, processes and frameworks

#### Progress Update 2023-24

Progressing. 50%. Scoping and planning is complete for Riverina Water's Human Resource Information System (HRIS) with implementation due to kick off in October 2024. It is expected this system will generate significant improvements in the People & Culture Space. The system is scheduled to go-live prior to

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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### Progress Update 2023-24

June 2025 and will be followed by a continuous improvement and uplift approach to ensure Riverina Water are evolving to always be supported by fit for purpose systems, process and frameworks.


	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
1.5.1.1	Continue to implement Staff Annual Review Process (SARP)	People & Culture Officer	✓	100%	SARP 1 & 2 has been undertaken in line with the agreed implementation plan.
1.5.1.2	Commence implementation of HRIS system in line with FLOW Project plan	People & Culture Business Partner	●	45%	As a result of the project extension for FLOW, the implementation of the HRIS was also delayed. Scoping and Planning has been finalised and implementation is scheduled to commence in October 2024 and is expected to be live and in production prior to the end of the 2025 Financial Year.
1.5.1.3	Review HR audit findings and develop forward plan for best practice, governance, policies and procedures	People & Culture Officer	✓	100%	
1.5.1.4	Review staff induction booklet and onboarding and offboarding procedures	People & Culture Officer	●	15%	Minor alterations have been implemented as required. A full review is to be undertaken during 24/25 FY as part of the implementation of the HRIS project.
1.5.1.5	Implement outcomes from review of skills review	People & Culture Officer	●	35%	OCR manual in final stages of review. OCR training facilitated by LGNSW. Scope of project extended to include review of all position descriptions and revaluations utilising the refined OCR in the 2024-2025 Financial Year.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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**1.5.2: Develop and implement Knowledge Management processes to improve efficiency and enable informed decisions**

**Progress Update 2023-24**

Delayed. 35%. Work was due to be completed on this strategy, however due to conflicting priorities, predominantly in relation to the project extension of FLOW, knowledge management has been reprioritised to the 2024/25 year. It should be noted that whilst there is no specific framework current developed, a specific position has been identified to resource this work and has already completed significant work in documenting business processes, mainly in relation to the FLOW system.

	<b>Operational Plan Action</b>	<b>Responsible Officer</b>	<b>Status</b>	<b>Percentage Completed</b>	<b>Commentary</b>
1.5.2.1	Develop strategy and action plan to address knowledge management and business process gaps across the organisation	Director Corporate Services		0%	Due to conflicting priorities, predominantly in relation to the project extension of FLOW, knowledge management has been reprioritised to the 2024/25 year. A specific position has been identified to resource this work.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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## Strategic Pillar 2: Our Business

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

### 2.1: Optimise our network and infrastructure

#### 2.1.1: Supply water to all viable urban areas, villages and rural land within the Riverina Water Supply area



##### Progress Update 2023-24

Riverina Water continues to work with our constituent councils on being informed of growth areas and ensure we are planning any additional infrastructure requirements in a timely manner.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.1.1.1.	Install water supply mains and services infrastructure to service new developments as required	Mgr Works	✓	100%	Installation of new water mains and services completed or progressing in response to customer and developer requests.
2.1.1.2	Replace existing WTP at Morundah with pipeline from Boree Creek	Mgr Works	●	40%	
2.1.1.3	Complete detailed design for Urana WTP replacement	Mgr Projects	●	5%	
2.1.1.4	Upgrade telemetry and radio communications	Mgr Operations	●	80%	Discussions and negotiations continuing with landowners. Still to finalise lease arrangements.
2.1.1.5	Undertake electrical and control switchboard improvements at Ravlona to ensure compliance with Australian Standards	Mgr Operations	●	10%	Audit conducted. This action has been carried over to 2024-25.

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Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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Operational Plan Action		Responsible Officer	Status	Percentage Completed	Commentary
2.1.1.6	Upgrade water treatment facility at Woomargama	Mgr Operations		45%	An initial pre-lodgement meeting was undertaken with DCCEEW and NSW Health. Further hydraulic analysis is required and Riverina Water is working with the state departments to finalise the scope of the engagement.
2.1.1.7	Continue program of maintenance and installation of bulk water filling stations to enable access for water carters and contractors	Mgr Works		100%	Installation and maintenance of bulk water filling stations ongoing inline with program.

### 2.1.2: Ensure our water supply system is capable of meeting current and future levels of service





#### Progress Update 2023-24

Progressing. 90%. Engaged Public Works to refresh 30-year growth strategy, including hydraulic model of integrated systems. Completion due in 2024/25

Operational Plan Action		Responsible Officer	Status	Percentage Completed	Commentary
2.1.2.1	Undertake water main renewals, upgrades and system improvements to maintain or improve levels of service	Mgr Works		80%	
2.1.2.2	Monitor network performance and investigate supply complaints	Mgr Operations		90%	The hydraulic model has nearly been fully developed and is currently being calibrated before scenario building can start for the 30-year projections. Strategic plan to be updated with the new 30 year growth projections.

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Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.1.2.3	Purchase additional water licences to ensure ability to meet future demands	Mgr Operations		0%	Further work to be undertaken on long-term approach to water security and future licence needs.
2.1.2.4	Conduct minor refurbishment and upgrades of pump stations (like-for-like replacements)	Mgr Operations		100%	Program for 2023-24 achieved. Further upgrades identified for 2024-25.
2.1.2.5	Evaluate options to make repairs at Rand Reservoir 1	Mgr Projects		100%	Options assessment completed.
2.1.2.6	Acquire land and easements for The Rock Reservoir and access track	Mgr Projects		25%	Negotiations are continuing with land owner as reported to June 2024 Board meeting. While the acquisition process has been delayed the reservoir is not required until 29/30 so the delay will have no impact on operations.

### 2.1.3: Manage water quality to ensure supply is in accordance with 2011 Australian Drinking Water Guidelines

#### Progress Update 2023-24

Progressing. 80%. Met Australian Drinking Water Guidelines and governance requirements 2023-24.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.1.3.1	Replace North Wagga WTP shade cover	Mgr Projects		30%	Further work has been required for design and installation due to ground suitability and stability. The most cost effective option is still being investigated.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.1.3.2	Upgrade/replace online and remote monitoring equipment at WTPs	Mgr Operations	✓	100%	Achieved program for 2023-24. Further upgrades identified for 2024-25.
2.1.3.3	Upgrade/replace laboratory equipment at WTPs	Mgr Operations	✓	100%	Program of replacement completed in line with budget.

#### 2.1.4: Monitor and manage the risks posed by PFAS in the Lachlan aquifer in collaboration with DPIE Water

##### Progress Update 2023-24

Progressing. 50%. Maintaining watching brief and complying with ADWG, risk based assessments and responses, working closely with regulators (NSW DECCEW & Health)

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.1.4.1	Continue to collaborate with state agencies (NSW EPA, NSW DPE and NSW Health) that regulate/manage natural resources contaminated by PFAS.	Mgr Operations	✓	100%	Established a position and embedded a risk-based approach for continuous monitoring or sources for PFAS contamination. A testing regime has been developed and implemented. Ongoing collaboration with state agencies.

#### 2.1.5: Build, operate, monitor and maintain assets at least lifecycle cost while meeting agreed levels of service

##### Progress Update 2023-24

Progressing. 50%. Continuing to meet our agreed levels of service. New asset management system now implemented to help support improving decision making around asset management lifecycle.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.1.5.1	Deliver the adopted fleet replacement program	Mgr Projects	✓	95%	Replacement spent and planned acquisitions completed.
2.1.5.2	Continue programmed development of Hammond Avenue site	Mgr Projects	●	95%	Operations refurbishment remains at 95% complete due to building dispute. Masterplan to be developed in 24/25 with \$100K budget allocation.
2.1.5.3	Undertake programmed construction at The Rock depot	Mgr Projects	●	5%	

### 2.1.6: Undertake a number of demand management strategies to mitigate overall consumption and peak demand pressures on the system

#### Progress Update 2023-24

Progressing. 10%. Currently updating hydraulic model and capturing additional growth on our supply systems to inform infrastructure requirements. Follow up will include reviewing demand management strategies that may be required to help offset capital expenditure.

## 2.2: Enhance and integrate our asset management system

### 2.2.1: Implement central asset management system in ERP solution (FLOW)

#### Progress Update 2023-24

Completed. 100%. New asset management system implemented.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.2.1.1	Implement asset management module in FLOW	Mgr Works	✓	0%	System 'go-live' on 1 July 2024 implemented successfully.

### 2.2.2: Develop condition ratings for all asset classes in the central asset management system

#### Progress Update 2023-24

Progressing. 10%. Just installed ERP system and getting fundamentals in place. Some condition ratings completed for linear assets, but further development of condition rating required across asset classes to inform end goals.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.2.2.1	Input current condition and criticality ratings for pipe assets	Mgr Works	✓	100%	
2.2.2.2	Input current condition and criticality ratings for above ground infrastructure assets	Mgr Works	✓	100%	

### 2.2.3: Integrate central asset management system with financial information

#### Progress Update 2023-24

Completed. 100%. Project FLOW went live on 1 July 2024. This system included a fully integrated asset management and financial system.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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Operational Plan Action		Responsible Officer	Status	Percentage Completed	Commentary
2.2.3.1	Develop strong financial management of assets through the integration of financial and asset systems	Manager Finance & Sourcing	✓	100%	The FLOW project go-live was completed 1 July 2024.

**2.2.4: Implement Esri GIS system**




Progress Update 2023-24					
Completed. 100%. New system implemented					

Operational Plan Action		Responsible Officer	Status	Percentage Completed	Commentary
2.2.4.1	Implement ESRI GIS system and integrate with associated corporate systems	Mgr Works	✓	100%	

**2.2.5: Identify, assess and appropriately manage risks associated with assets**

Progress Update 2023-24					
Progressing. 40%. Risk Register identified this as a priority. Meetings held with relevant team members managing assets. Comprehensive Risk Assessment developed for water assets to be used by relevant teams. FLOW impacts will allow better data and oversight of assets which will assist the mitigation of risks.					


Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.2.5.1	Provide safe access, secure enclosure and surveillance cameras at reservoirs	Mgr Projects		80%	Surveillance camera options still being investigated.
2.2.5.2	Continue the asset demolition programme to remove decommissioned and abandoned assets/facilities	Mgr Projects		10%	Removed from Capital Works Budget. Planning work progressing. Power relocation and construction on enclosure required at Red Hill North Reservoir prior to demolition of original steel reservoir.
2.2.5.3	Conduct analysis of customer complaint data to map trends in recurring asset issues	Mgr Operations		0%	As the asset management system only went "live" on 1 July this action was not achieved.

#### 2.2.6: Develop and input asset maintenance schedules for major assets

##### Progress Update 2023-24

Progressing. 5%. Currently getting fundamentals correct within the new asset management system (asset data), prior to working with teams to input or develop maintenance schedules.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.2.6.1	Develop and input asset maintenance schedules for assets within asset management system	Mgr Works		50%	Collation of maintenance schedule data ongoing. Input of schedule data into Infor will not occur until able to input directly after "go Live" 1 July 2024.




Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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## 2.3: Deliver business value through digitisation with a focus on accessible and accurate information, integrated and secure services that promote agile operations

### 2.3.1: Ensure secure and accurate data that is actionable and enables intelligent decision making

#### Progress Update 2023-24

Progressing. 60%. Significant improvements on data capture have been made with the rollout of new systems, including FLOW and Water Outlook. Further work is to be done on the absorption of this data, which is largely being driven by the ICT team. It is expected that Riverina Water will be further matured and supported by a data strategy by the end of the 2025 financial year.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.3.1.1	Develop a data strategy and data management framework	ICT Mgr		0%	No work to occur till 24-25 as per reviewed schedule.
2.3.1.2	Review Business Intelligence and Analytics approach and capability	ICT Mgr		100%	The new IT Manager has reviewed the business intelligence and analytics approach and capability and has decided to defer the hiring of a Data Analyst Officer until 2025 when the business need will be reassessed.
2.3.1.3	Commence data acquisition pilot	ICT Mgr		0%	Management has decided to place this action on hold at this stage as it relates to smart metering.

### 2.3.2: Ensure seamless and intelligent systems and processes that enable us to do our job well

#### Progress Update 2023-24

Progressing. 50%. This is being delivered as forecasted through existing strategies and the ongoing programme of works.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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Operational Plan Action			Status	Percentage Completed	Commentary
2.3.2.1	Implement and integrate FLOW finance modules	Manager Finance & Sourcing	✓	100%	The FLOW project go-live was completed on 1 July 2024.
2.3.2.2	Plan and commence digital capture of all paper-based records	Director Corporate Services	●	0%	Due to conflicting priorities, predominantly in relation to the project extension of FLOW, records management has been reprioritised to the 2024/25 year. Funding has been allocated in the 24/25 budget for this work to commence.
2.3.2.3	Undertake a review of Vault and prepare forward action plan	ICT Mgr	✓	100%	State Cover has announced a replacement to Vault called "BeSafe". State cover is running a one year pilot for the new product and Riverina Water has made a request to be considered for this pilot group.
2.3.2.4	Modernise communication technology including meeting rooms, call centre and PABX	ICT Mgr	●	30%	Two quotations requested for a replacement phone system and agent call centre management system. Consideration for inclusion in 2025-26 budget. New mobile display, 100" panel, on mobile heavy-duty cart was requested for the Storage shed and outdoor area for all staff meetings and presentations. Mobile cart has been assembled. Waiting for the delivery of the 100" screen for final assembly.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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### 2.3.3: Strengthen mechanisms to capture staff ideas and implement innovative or transformative business solutions

#### Progress Update 2023-24

Progressing. 50%. Due to conflicting priorities, predominantly in relation to the project extension of FLOW, specific work in relation to the conceptualisation of innovation has not commenced. In the absence of any specific of framework or mechanism for innovation, it should be noted through enabling change and continuous improvement, particularly with corporate and operating systems (FLOW, Water Outlook, Procure, Microsoft), there has still been significant business transformation and innovation delivered. This action will be reconsidered in 2024/25.



	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.3.3.1	Commence conceptualisation of innovation at Riverina Water	Director Corporate Services		0%	Due to conflicting priorities, predominantly in relation to the project extension of FLOW, the Executive Team have not commenced conceptualising innovation. In the absence of any specific of framework, it should be noted there are significant innovate projects that are still being delivered. This action will be reconsidered in 2024/25 with a way forward determined.

### 2.3.4: Ensure Riverina Water structures provide clear direction, transparency and accountability

#### Progress Update 2023-24

Progressing. 50%. ICT governance framework and ICT services catalogue have been developed and implemented. Continued work on this strategy will be delivered as forecasted through existing strategies and the ongoing programme of works.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.3.4.1	Review and align IT/OT	ICT Mgr		60%	Four servers have been procured. Two have been physically installed and setup with MS Server 2019. Rack installation into the old water treatment plant is still underway. Expected completion time is two weeks. Once done, next step is to invite SCADA partners Alliance to install SCADA on the servers.
2.3.4.2	Develop and rollout an ICT services catalogue	ICT Mgr		100%	

## 2.4: Adopt emerging technology that increases our efficiency

### 2.4.1: Implement our Net Zero policy




#### Progress Update 2023-24

Progressing. 50%. Operations - installing more efficient pumps and motors during BAU replacements and upgrading, Projects - progressing with Solar and Battery project for main source and treatment headworks.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.4.1.1	Finalise design and approvals for Solar Pilot plant including connection to grid and flood study	Project Engineer - Strategic Planning		60%	
2.4.1.2	Undertake sitework and procurement of equipment for Solar Pilot plant	Project Engineer - Strategic Planning		0%	information on status provided in 2.4.1.1 and 2.4.1.3

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Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.4.1.3	Design Solar Pilot plant control system	Project Engineer - Strategic Planning		45%	The negotiation of Riverina Water's terms took approximately 2 months to complete and was sent to contractor in July 2024 for execution.
2.4.1.4	Create renewable energy program	Mgr Projects		0%	
2.4.1.5	Continue to explore opportunities to transition to electric vehicles	Mgr Projects		100%	Riverina Water is continuing to look at electric vehicle options available in Australia and their suitability to be added to the fleet.

#### 2.4.2: Invest in research and development

##### Progress Update 2023-24

Progressing. 25%. Other priorities including the "Go Live" for Flow have not allowed time and effort to be invested in research and development. In saying that, staff are working with third party companies and agencies in respect of emerging technology for the treatment of PFAS


#### 2.5: Improve strategic planning and accountability

##### 2.5.1: Develop accountability tools in line with our mission and vision

##### Progress Update 2023-24

Progressing. 50%. Other priorities have precluded the investment of staff time to develop accountability tools.



Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary	
2.5.1.1	Undertake a review of all organisational reporting (both internal and external) and develop forward plan for corporate system integration, alignment and streamlining	G&CP Officer		80%	Forward plan yet to be developed as we seek to gain a better understanding of the reports able to be run out of the new systems and how they can be used.

### 2.5.2: Deliver, monitor and review plans, frameworks and policies in line with regulatory and governance requirements

#### Progress Update 2023-24

Progressing. 50%. Significant progress has been made in the review and development of the set of required strategies, plans, frameworks and policies. Ongoing monitoring is now established through PULSE. Greater maturity will be achieved via further work to be done on aligning with best practice governance, including the Integrated Planning & Reporting requirements. All public policies have been reviewed and adopted by the board, with work underway on internal governance.

Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary	
2.5.2.1	Develop and deliver internal audit action plan in line with the new risk management audit guidelines	G&CP Officer		100%	Existing plan delivered by National Audits Group by 30 June 2024. 4 yr plan to be reviewed by new internal auditor for the November 2024 planning meeting.
2.5.2.2	Review registers to ensure that data is current and meets regulatory and governance requirements	G&CP Officer		100%	Registers now allocated to appropriate staff for ongoing monitoring and updating. Annual review by ARIC confirms Riverina Water's compliance with OLG requirements.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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### 2.5.3: Continue to mature enterprise risk management, culture and frameworks to ensure compliance and business continuity

#### Progress Update 2023-24

Progressing. 85%. Revised Risk Register finalised and being used / reviewed regularly - incorporating Enterprise Risks, Operational Risks and WHS risks. Work on the Revised Enterprise Risk Management Policy, Enterprise Risk Management Framework (including adherence to new Guidelines for Risk Management & Internal Audit for Local Government), Risk Categories and preliminary discussions on review of appetite statements is underway.

Significant improvement has been made in terms of Riverina Water's risk culture which is largely attributable to the appointment of our Risk Coordinator.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.5.3.1	Review existing organisational risk management approach and develop a forward action plan	Risk & Insurance Officer	✓	100%	Review and forward action plan developed. Workshop scheduled for 31st July. Ongoing risk management activities to be integrated over next 12 months.
2.5.3.2	Conduct review of ICT Disaster Recovering planning	ICT Mgr	●	20%	Partners, HiTech have a scheduled visit to conduct a DR review and update documentation in September. Some modifications and improvements will be conducted at that time. These include increasing backups retention periods, so restoration can occur further back in time.
2.5.3.3	Adopt mobile device management to increase security and administrative oversight	ICT Mgr	✓	100%	MS inTune has now been fully implemented. All Riverina Water issued mobile devices are now centrally managed. Cyber Security Controls are in place for these devices.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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## 2.6: Take actions that deliver responsible financial management and ensure long term sustainability

### 2.6.1: Implement and review sound financial processes and practices

#### Progress Update 2023-24

Progressing, 50%. Work progressing in line with the regular program of works. Policies and procedures are being reviewed as required and aligned to meet organisational requirements. Implementation of FLOW will lead to a significant data uplift which will further strengthen the outcomes (via management reporting etc.) of this objective over the next two years.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.6.1.1	Undertake regular financial management/budget meetings	Manager Finance & Sourcing	✓	100%	Relevant budget meetings have been undertaken monthly throughout the financial year.
2.6.1.2	Develop centre-led procurement framework	Manager Finance & Sourcing	✓	100%	The overarching Procurement Framework has been implemented. The centre-led procurement model is in place with revision of the procurement policy, procedures, and development of general procurement terms and conditions completed. VendorPanel procurement system has been implemented.

### 2.6.2: Ensure sufficient funds are available for long term organisational requirements

#### Progress Update 2023-24

Progressing, 50%. Ongoing financial planning in place to ensure ongoing financial sustainability via effective funding models. Significant work is being done regarding Capital Works planning which will further assist in this space.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.6.2.1	Undertake annual long term financial planning review	Manager Finance & Sourcing	✓	100%	The annual long term financial plan update has been prepared and is currently on public exhibition.

### 2.6.3: Drive smart business decisions through proactive development and delivery of financial metrics and business insights

#### Progress Update 2023-24

Progressing, 50%. Further work on this objective has now been enabled with the implementation of FLOW.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.6.3.1	Commence the development of advance financial reporting post FLOW implementation	Manager Finance & Sourcing	●	0%	The FLOW project go-live was completed 1 July 2024. Advanced financial reporting development remains in progress.

### 2.7: Improve our operations to future proof our business

#### 2.7.1: Investigate sustainable and ethical procurement practices

#### Progress Update 2023-24



Progressing, 70%. The overarching Procurement Framework has been implemented. The centre-led procurement model is in place with revision of the procurement policy, procedures, and development of general procurement terms and conditions completed with implementation ongoing. VendorPanel procurement system has been implemented which continues to enforce best practice, ethical procurement practices. Successful implementation of these initiatives over the next 12 months will see this objective realised.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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### 2.7.2: Adopt circular economy practices in the planning and delivery of assets, products and services

#### Progress Update 2023-24

Progressing, 25%. Little work has progressed on the development of new practices. This is an emerging area of interest and relevance to Riverina Water. The CEO attended a regional forum on a draft circular economy plan for the Special Activation Precinct at Bomen in 2023. More recently staff have been involved in a circular economy activation project also associated with the Bomen SAP. It is expected that this objective will be some years in being achieved.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.7.2.1	Attend relevant industry sessions regarding circular economy	CEO		100%	Staff have engaged with the NSW Government in a project known as "Sustainability Advantage Circular Economy Leadership Accelerator in Wagga Wagga". Although it is early days, Riverina Water will be a partner organisation in such programs given the importance and ability for water to be used and re-used in many ways.
2.7.2.2	Review policies to consider how circular economy principles can be incorporated	Director Corporate Services		0%	Work has commenced on this action, including involvement with a local working group. Significant progress is expected to be made in the 2024/25 year.

### 2.7.3: Update our water cycle and environmental management plans

#### Progress Update 2023-24



Progressing, 50%. Updating growth demand projections with engagement of Public Works. No progress on environmental management plans

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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#### 2.7.4: Protect and restore sites to eliminate and prevent degradation

##### Progress Update 2023-24

Progressing, 50%. Continue to restore sites to as near as possible to previous conditions following works, while minimising environmental impacts through appropriate planning and controls.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.7.4.1	Undertake river and creek banks stabilisation program	Mgr Projects		30%	A staged approach can be utilised for delivery of work with consideration of funds available in Capital Budget.
2.7.4.2	Undertake training for relevant staff in protection and restoration of work sites	Mgr Works		0%	Assessment of relevant staff not completed.

#### 2.8: Collaborate and share our knowledge with other organisations

##### 2.8.1: Contribute to relevant industry benchmarks for operational excellence

##### Progress Update 2023-24

Progressing, 80%. The process of benchmarking activities undertaken by Riverina Water continued to be formative during 2023/24. More work will be undertaken in this area as current priorities are achieved. This measure remains a "reach" for Riverina Water. Riverina Water undertakes some basic benchmarking with three other "larger" County Council's including Rous, Central Tablelands and Goldenfields Water.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.8.1.1	Participate in and nominate for industry awards	CEO	✓	100%	The opportunity to nominate for relevant industry awards was limited and the one we did enter was unsuccessful. With the recent "Go Live" for the FLOW project, consideration will be given to submitting that project in the 2025 LG Professionals Management Excellence Awards.
2.8.1.2	Share information with the GM working group for Rous County, Central Tablelands County and Goldenfields County Councils	CEO	✓	100%	The Group continues to collaborate via quarterly meetings and via emails as required. Significant sharing of knowledge, documents and advice occurs. Discussions with the CSIRO and a company called SA2050 are progressing in relation to the challenges presented by PFAS.

### 2.8.2: Create opportunities for Riverina Water to collaborate with other industry experts

Progressing, 70%. Staff and Board Members at Riverina Water are active in these areas. The Chairperson and CEO/Senior Staff regularly sit on industry panels and present at conferences. It is an area of activity that Riverina Water will continue to actively be part of for the betterment of the water sector in NSW

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
2.8.2.1	Attend industry forums and conferences and deliver papers on recent successes	CEO	✓	100%	Staff have engaged with the NSW Government in a project known as "Sustainability Advantage Circular Economy Leadership Accelerator in Wagga Wagga" Although it is early days, Riverina Water will be a partner organisation in such programs given the importance and ability for water to be used and re-used in many ways. Staff are attending the upcoming LGNSW Annual Water Conference in Goulburn.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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## Strategic Pillar 3: Our Community

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

### 3.1: Actively support and participate in our community

#### 3.1.1: Provide and support education opportunities for youth, tertiary and the wider community

##### Progress Update 2023-24

Progressing. 25%. Significant work is progressing as forecasted in the Community & Customer Strategy. A review of Riverina Water's approach to education has been undertaken, including reviews of existing materials, research into curriculum alignment, example content for certain target audiences. Further progression is expected to be made in 2024/25.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.1.1.1	Commence development of education resource kit, framework and material	Customer & Comms Team Leader	✓	100%	Significant work on developing our approach to education has been undertaken, including reviews of existing materials, research into curriculum alignment, example content for certain target audiences.
3.1.1.2	Facilitate tours and open days	Customer & Comms Team Leader	✓	100%	A proposal for an Open Day was discussed at a Board meeting and not endorsed as the preferred way forward. Tours have continued to be offered on an adhoc basis, including a large high school tour in April 2024.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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**3.1.2: Strengthen opportunities to collaborate with constituent councils, JOs and industry**

**Progress Update 2023-24**

Completed. 100%. During the term of the Delivery Plan, the Chairperson and CEO met with the Mayors and General Managers of the constituent Councils. They also attended meetings of the Riverina JO (while active). More recently staff have been collaborating with staff from Greater Hume and Wagga Wagga City Council's on matters relating to impending residential and commercial subdivisions.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.1.2.1	Attend forums of business chambers in supply area	CEO	✔	100%	Riverina Water sponsored the annual REROC "Build a Bridge Project" and had several staff attend the final day of the 2 day project. The Risk Officer attended events conducted by the Wagga Business Chamber and the CEO attended a business breakfast conducted by Committee4Wagga in June 2024 at which the 50 attendees were briefed on the new Community Strategic Plan being developed by Wagga Wagga City Council

**3.1.3: Provide access to tap water in community spaces in the Riverina Water supply area**

**Progress Update 2023-24**

Progressing. 50%. Water station program in place across various communities.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.1.3.1	Continue program of installing Tap2Go refill stations in constituent councils	Customer & Comms Team Leader	✓	100%	2x stations in WWCC and 1x LSC installed. Greater Hume and Federation have not yet taken up the offer this financial year.

### 3.1.4: Investigate and implement ways we can invest in our community to achieve desired outcomes

#### Progress Update 2023-24

Progressing, 50%. Annual grants program has successfully been delivered each year. The 2023/24 grants program was redeveloped, with an ongoing opportunity to assess effectiveness annually implemented. All is on track for the program to continue into 2024/25.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.1.4.1	Develop water efficiency program in line with endorsed Drought Contingency and Emergency Response (DC&ER) Plan	Customer & Comms Team Leader	●	0%	Action is reliant on completion of the Drought Contingency and Emergency Response Plan before work can commence.
3.1.4.2	Develop and roll out new customer packs	Customer & Comms Team Leader	●	0%	Upon review, this item should be completed in alignment with the Customer Portal phase of the FLOW project, to avoid duplication and inefficient resource usage. It will be rescheduled to be in conjunction with that project which is due to commence in September 2024.
3.1.4.3	Deliver agreed community grants program	Customer & Comms Team Leader	✓	100%	Enriching Communities grants program awarded \$100,000 in funding to 13 groups across the supply area at the December 2023 meeting.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.1.4.4	Continue to enrich our community via endorsed community partnerships	Customer & Comms Team Leader	✓	100%	Membership to Water Aid, participation in Nepalse program, ongoing engineering partnerships with REROC/Build A Bridge, Science and Engineering Challenge and CSU Scholarship.
3.1.4.5	Continue to enrich our community via the delivery of donations and sponsorships	Customer & Comms Team Leader	✓	100%	Riverina Water has committed \$66,945 in donations and sponsorships to 33 initiatives or organisations in 2023/24.

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

#### 3.2.1: Drive strong community engagement through an endorsed strategy

##### Progress Update 2023-24

Progressing, 50%. Community & Customer Strategy endorsed in 2023 - ongoing actions arising from this strategy will continue to be delivered.


	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.2.1.1	Develop and implement a brand awareness campaign	Customer & Comms Team Leader	●	35%	Initial work on this project began but had to be reprioritised due to resources and other work, including Flow project implementation and staff leave within the business unit.

#### 3.2.2: Improve our understanding and strengthen our connection with our diverse community

##### Progress Update 2023-24

Progressing, 50% Endorsement of our first Reconciliation Action Plan is being presented to the August meeting.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
--------------	--	------------------


	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.2.2.1	Develop a Disability Action Plan	Customer & Comms Team Leader		0%	Placed on hold while Riverina Water gained clarification from OLG and DCJ on requirements due to being a county council. As a result, the Reconciliation Action Plan was prioritised and has been allocated to the Customer and Communications Team in replacement of the DIAP. The DIAP will be delivered 24/25.

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

#### 3.3.1: Develop and implement adequate strategies, frameworks and education systems to support Riverina Water's commitment to strengthening our relationship with our First Nations community

##### Progress Update 2023-24

Progressing. 85%. The Draft Riverina Water Reconciliation Action Plan was created during 2023/24 and placed on exhibition during May and June 2024. The RAP is expected to be formally adopted by the Board at its meeting in August 2024. Work will then commence on giving effect to the various elements of the RAP during 2024/25

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.3.1.1	Develop a Reconciliation Action Plan	CEO		95%	The Draft RAP has been developed and the draft was endorsed by the Board in April 2024 and placed on public exhibition with no submissions received. We are awaiting final comments from staff at Reconciliation Australia prior to presenting the final draft to the Board in August 2024

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Not achieved

Not fully achieved – carry over to 24-25



Completed (tick)

### 3.4: Provide exceptional customer service by tailoring and improving our systems, processes and service offers

#### 3.4.1: Develop and capture data regularly in regards to our customers to help us understand them, their needs and expectations

##### Progress Update 2023-24

Progressing. 50%. Annual customer survey undertaken with findings and any required actions reported back to the board. Implementation of our first online customer portal will commence shortly, which will include further customer engagement.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.4.1.1	Conduct annual Customer Survey	Customer & Comms Team Leader		100%	The Customer Satisfaction Survey once again returned high results for water quality, reliability, and customer service with more than 500 responses. Overall satisfaction with water reliability was very high, while all water quality indicators remained rated as at a high or very high level of satisfaction. Customers who contacted Riverina Water within the past 12 months were very satisfied with staff's ability to meet their needs on the first contact. Over 80% of those surveyed had their requests resolved on the same day and 97% resolved within a week. All requests made out-of-hours were resolved by the next business day.
3.4.1.2	Undertake customer journey mapping	Customer & Comms Team Leader		0%	Following item 3.1.4.2, this item should be completed in alignment with the Customer Portal phase of the FLOW project, to avoid duplication and inefficient resource usage. It will be rescheduled to be in conjunction with that project which is due to commence in September 2024.

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Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.4.1.3	Develop customer metrics, capture data and regularly monitor analytics to continuously improve our customer experience	Customer & Comms Team Leader	✓	100%	Report created to monitor Section 603 performance against Riverina Water's service standard of 14 days.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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### 3.4.2: Ensure we have the best systems, processes and frameworks that reflect our commitment to our customer centricity

#### Progress Update 2023-24

Progressing. 50%. Scoping is currently underway and the implementation of the customer portal is expected to commence in September 2025.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.4.2.1	Continue implementation of customer and billing modules in FLOW in line with project plan	Customer & Comms Team Leader	✓	100%	<p>FLOW's Customer and Billing module went live 1 July 2023 with significant efficiencies gained over the first 12 months, including:</p> <ul style="list-style-type: none"> <li>- automated processes for filling stations and Section 603 certificates to reduce turnaround time and administrative overhead</li> <li>- highly detailed meter reading review processes to reduce human error and replace previous paper-based process</li> <li>- increased data and improved processes for debt management to reduce unpaid accounts and assist in identifying customers to engage</li> </ul>

### 3.4.3: Support customers with sustainable pricing models that meet levels of service and both operational and infrastructure requirements

#### Progress Update 2023-24

Progressing. 50%. Frameworks that support our customers, including those experiencing financial hardship, are reviewed regularly and updated as required. Ongoing reporting to the board in regards to the access of these support mechanisms is being provided. Annual pricing review is undertaken annually and aligned with funding requirements for OPEX and CAPEX.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.4.3.1	Undertake annual pricing review	Manager Finance & Sourcing	✓	100%	The pricing review has been completed as part of the 2024-25 operational plan and annual budget development.

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

#### 3.5.1: Collaborate with constituent councils to support supply area growth

##### Progress Update 2023-24

Progressing, 80%. There was increased collaboration between staff from Riverina Water and its four constituent Councils during 2023/24. Discussions mainly centred around the increase in development applications for subdivisions for residential housing across the four Council's. Riverina Water continued its program of installing one water bubbler in each of the four Councils areas. Riverina Water staff attended a number of strategic planning sessions conducted by Wagga Wagga City Council relating to the Northern and Southern Growth Areas.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.5.1.1	Meet with staff of constituent councils as requested and actively participate in planning activities	CEO	●	85%	

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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**3.5.2: Monitor emerging trends in customer service technology and business processes**

**Progress Update 2023-24**

Progressing. 70%. Staff from Riverina Water regularly attend industry conferences such as OzWater2024 and the LGNSW Water Management Conference which showcase emerging technology and IT opportunities. Riverina Water is well advanced in discussions with Infor regarding their new customer portal offering.

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

**3.6.1: Provide ongoing support and participation in altruistic and/or knowledge -sharing programs and initiatives**

**Progress Update 2023-24**

Progressing. 80%. Riverina Water supports South Wagga Rotary Club both financially and in-kind in its efforts in Nepal. Riverina Water is also a Silver Member of WaterAid Ltd, a non-for-profit charity that raises funds to assist communities obtain fresh drinking water and water for sanitation purposes. Riverina Water also hosted a delegation from a comparable water utility in Vietnam and undertook a return trip to Vietnam in March 2024.

	Operational Plan Action	Responsible Officer	Status	Percentage Completed	Commentary
3.6.1.1	Renew membership of WaterAid and continue relationship with DFAT in Vietnam and annual visit to Nepal	CEO	✔	100%	The Board endorsed a recommendation by staff to continue corporate membership of Water Aid at a reduced annual membership fee of \$10,000. This decision "frees up" to be available in the form of donations or sponsorships of organisations within our supply area. The relationships and partnerships with entities in Nepal and Vietnam have previously been reported on.

Not achieved	Not fully achieved – carry over to 24-25	Completed (tick)
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## R9 Disclosure Pecuniary Interest Returns 2023-24

### Organisational Area Corporate Services

**Author** Wendy Reichelt, Governance & Corporate Planning Officer

**Summary** Board members and other designated persons are required to complete an annual Disclosure of Pecuniary Interest Return under Clause 4.21 of the Riverina Water Code of Conduct. These returns are tabled at this meeting.

### RECOMMENDATION that Council:

- a) Note the tabling of the pecuniary interest returns of designated persons for the period 1 July 2023 to 30 June 2024 at the 7 August 2024 meeting
- b) Note that the pecuniary interest returns will be published to the Riverina Water website or made available for public inspection with personal addresses redacted.

### Report

The lodgement of Declarations of Pecuniary Interest returns for 2023-24 are ordinarily required by 30 September. This year designated officials have been asked to provide these earlier given the 2024 local government elections.

Disclosure of Pecuniary Interest Returns for the period 1 July 2023 to 30 June 2024 have been received from members of the board, the executive, managers and independent committee members of the Audit Risk & Improvement Committee.

The information contained within these returns is to be made publicly available in accordance with the requirements of the Government Information (Public Access) Act 2009, the Government Information (Public Access) Regulation 2009 and any guidelines issued by the Information Commissioner.

In accordance with individual privacy concerns, these returns are published with home addresses redacted. Returns to appear on the Riverina Water website are board members, independent members of the ARIC, the CEO and both Directors.

Returns have also been received from managers and acting managers during 2023-24. A decision has been made not to publish these returns to the website, although they will be available to be viewed free of charge at Riverina Water's administration office in line with open access requirements. Returns provided for public viewing will be redacted to protect privacy as per board and senior staff returns.

**Strategic Alignment**

Our Business

Improve strategic planning and accountability

**Financial Implications**

Not applicable.

**Workforce Implications**

Not applicable.

**Risk Considerations**

<b>Corporate Governance And Compliance</b>	
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.

# R10 Lost Time Injury Statistics July 2023 - June 2024

**Organisational Area** Chief Executive Officer

**Author** Gabrielle Calverley, WHS Coordinator

**Summary** This report presents information on Lost Time Injury statistics for the July 2023 to June 2024 period of the 2023/2024 financial year.

**RECOMMENDATION** that the Board receive and note the statistics report for Lost Time Injuries for the period July 2023 to June 2024.

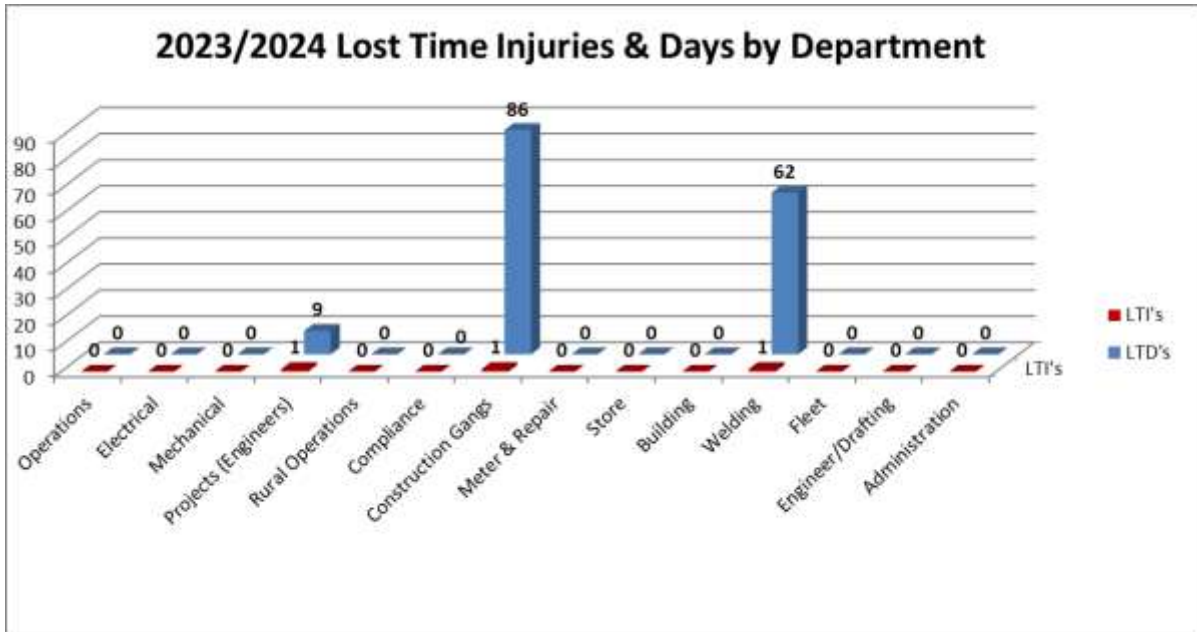
## Report

WHS Statistics	22/23	23/24	24/25
Workers Compensation Claims lodged	10	7	1
Premium Impacting Workers Compensation Claims	5	1	0
Workers Compensation Claims currently open	2	6	1
Lost Time Days (LTD's)	182	9	0

### Premium Impacting Workers Compensation Claims – (All Open claims)

Employees are currently undergoing treatment or recovery from a work sustained injury or illness.

Date of Injury	Claim Status	Return to Work Date	Lost Time Injury (Days off work)	No of Days Lost (Premium impacting)
6/05/2024	OPEN	20/05/2024	9	9
16/10/2022	OPEN	4/07/2024	86	86
25/05/2023	OPEN	7/07/2023	62	62
<b>Total</b>			<b>157</b>	<b>157</b>



**Strategic Alignment**

Our People

Build upon our strong history of safety and wellbeing

**Financial Implications**

Council's 2024/25 insurance premium is projected to decrease based on the introduction of a new StateCover Mutual performance measure (SPM), which groups Members of a similar size. Council have provided the required wage declaration for the 2023/24 financial year to StateCover Mutual for calculation of the final insurance premium. The final 2024/25 premium will be made available when it is received.

**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.

# R11 Proposed change of date for October meeting

**Organisational Area** Chief Executive Officer

**Author** Andrew Crakanthorp, Chief Executive Officer

**Summary** This report proposes a change of meeting date for the October meeting of the Board due to the timelines associated with the finalisation of the Local Government Elections and subsequent initial meeting dates for our four constituent Councils.

**RECOMMENDATION** that Council change the date of the October board meeting to Thursday 31 October 2024 to commence at 10:00am.

## Report

The current Board meeting for October 2024 has been set for Thursday 24 October 2024.

Riverina Water has been advised that our constituent councils will be holding their first meetings on the following dates and electing their representatives to the Riverina Water Board at that meeting.

Wagga Wagga City Council	Monday 14 October
Federation Council	Tuesday 22 October
Lockhart Shire Council	Monday 21 October
Greater Hume Council	not yet published

This report proposes the meeting be delayed one week and held on Thursday 31 October commencing at 10:00am which will allow Riverina Water to be notified of elected Board delegates and to disseminate the Board meeting business paper to the incoming Board.

The meeting date on a Thursday has been suggested to continue to give effect to the decision by the current Board to hold meetings on Thursdays. An item of business of the incoming Board will be to set the meeting schedule for the ensuing twelve months. Previous Boards held meetings on Wednesdays. From a management perspective, it is preferable that meetings be held on Wednesdays as this allows two working days to implement decision made at the Board meeting. It also allows the CEO to conduct an all staff briefing at 7am on Thursdays (whereas at present, the briefings are held at 7am on a Friday – and quite a few staff take their RDO on a Friday).

On a related note, the CEO will be writing to the General Managers of the four Council's providing information to prospective Board Members to allow them to make an informed

decision about joining the Board of Riverina Water. This initiative was introduced in 2021 and was well received by the General Managers.

### **Strategic Alignment**

Our Business

Improve strategic planning and accountability

### **Financial Implications**

Nil

### **Workforce Implications**

Nil

### **Risk Considerations**

<b>Corporate Governance And Compliance</b>	
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.

# R12 Council Resolution Sheet

**Organisational Area** Chief Executive Officer

**Author** Andrew Crakanthorp, Chief Executive Officer

**Summary** The report provides an update on the status of previous resolutions of the Board.

**RECOMMENDATION** that the report detailing the status of the active resolutions of Riverina Water be received.

## Report

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

› **R12.1 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: Tuesday, 30 July 2024  
10:55:51 AM**

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

**22/183 RESOLVED:**  
On the Motion of Councillors D Meyer OAM and T Quinn

**That Council:**

- (a) proceed with the compulsory acquisition of the land described as 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991; and
- (b) make an application to the Minister and the Governor for approval to acquire 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), for the purpose of the construction of the Rock Reservoir and associated access in accordance with Section 186(1) of the Local Government Act 1993
- (c) upon acquisition, classify the land as operational land in accordance with the Local Government Act.
- (d) Delegate authority to the CEO to sign all documents relating to the compulsory acquisition and pay requisite compensation for the land.

**CARRIED**

**Notes For Action**

**07 Dec 2022 9:50am Vincent, Melissa**

The acquisition process continues as planned.

**14 Feb 2023 11:20am Vincent, Melissa**

The acquisition process continues again more slowly than expected. Council's solicitor has carriage of the process

**08 Jun 2023 3:18pm Vincent, Melissa**

The RMS rejected the proposed access which has put the project behind schedule. Revised plans have been completed and it is expected that Riverina Water will gain title to the required land by March 2024.

**19 Jun 2024 4:10pm Vincent, Melissa**

A workshop to update the Board on this matter was held on 27 June 2024.

Meeting	Date	Officer	Title	Target
Board Meeting 14/12/2023	14/12/2023	Ip, Jason	Update on PFAS	28/12/2023
<b>Resolution</b>				

**23/153 RESOLVED:**  
On the Motion of Councillors D Meyer OAM and G Davies

**That the Board continue to supply water in accordance with the NSW Health Act, the Australian Drinking Water Guidelines, Riverina Water Drinking Water Policy and the Riverina Water Drinking Water Management System.**

**CARRIED**

**Notes For Action**

**09 Feb 2024 4:12pm Vincent, Melissa**

The Project Governance Group continues to meet and is awaiting the results of sampling from the recently installed new sentinel bore in Forge St.

**11 Apr 2024 11:08am Vincent, Melissa**

There is an update report in the Business Paper for the April meeting of the Board

**19 Jun 2024 4:11pm Vincent, Melissa**

A workshop to update the Board on the risk assessment framework was held on 27 June 2024.

Meeting	Date	Officer	Title	Target
Board Meeting 22/02/2024	22/02/2024	Crakanthorp, Andrew	Riverina Water Award Hours Harmonisation Matter	7/03/2024
<b>Resolution</b>				

**24/022 RESOLVED:**  
On the Motion of Councillors G Driscoll and G Davies

**That the Board receive and note the report and authorise the CEO to continue to progress the matter with the aim of presenting a report to the August meeting of the Board.**

**CARRIED**

**Notes For Action**

**11 Apr 2024 11:10am Vincent, Melissa**

The preliminary report from the consultants will be provided on Monday 15 April, allowing the Working Group to consider ahead of a report to the Board in August 2024.

## OUTSTANDING ACTIONS REPORT

**Printed: Tuesday, 30 July 2024**  
**10:55:51 AM**

Meeting	Date	Officer	Title	Target
<b>19 Jun 2024 4:12pm Vincent, Melissa</b>				
A workshop on this matter is scheduled for 27 June 2024				
<b>25 Jul 2024 11:00am Vincent, Melissa</b>				
An update report will be provided to October board meeting				

Meeting	Date	Officer	Title	Target
Board Meeting 18/04/2024	18/04/2024	Crakanthorp, Andrew	Update on UGL Cost to Complete Claim	2/05/2024
<b>Resolution</b>				

**24/050 RESOLVED:**  
On the Motion of Councillors G Davies and J McKinnon

That the Board receive and note the report and delegate authority to the CEO to sign the Deed of Settlement in accordance with the terms and conditions as detailed in this report.

**CARRIED**

### Notes For Action

**19 Jun 2024 4:14pm Vincent, Melissa**  
The Deed of Settlement has been signed by both parties and payment of the settlement amount is expected by 5 July 2024.

**25 Jul 2024 11:01am Vincent, Melissa**  
UGL made payment on 5 July 2024 to finalise this matter

Meeting	Date	Officer	Title	Target
Board Meeting 27/06/2024	27/06/2024	Crakanthorp, Andrew	Local Government NSW Annual Conference	11/07/2024
<b>Resolution</b>				

**24/071 RESOLVED:**  
On the Motion of Councillors J McKinnon and G Davies

That Council:

- a) Approve the attendance of the Chairperson and the CEO at the 2024 LGNSW Annual Conference to be held in the Tamworth Regional Entertainment and Conference Centre from Sunday 17 November to Tuesday 19 November 2024
- b) elect the Chairperson as Council's voting at the Conference
- c) Nominations be called for other Board Members to attend in late October 2024.

**CARRIED**

### Notes For Action

**25 Jul 2024 11:02am Vincent, Melissa**  
Accommodation for up to three people to attend has been reserved. A report will be presented to the November meeting of the incoming board.

Meeting	Date	Officer	Title	Target
Board Meeting 27/06/2024	27/06/2024	Vidler, Greg	Transport for NSW Compulsory Land Acquisition of part 89-91 Hammond Ave East Wagga Wagga	11/07/2024
<b>Resolution</b>				

**24/078 RESOLVED:**  
On the Motion of Councillors G Driscoll and J McKinnon

That the Board accept \$10,000 compensation offer from Transport for NSW (TfNSW) for the compulsory acquisition of 37.4m long x 4m wide strip of land required for the Marshalls Creek bridge reconstruction project and delegate authority to the CEO to sign relevant documents in relation to the acquisition.

**CARRIED**

### Notes For Action

**25 Jul 2024 11:03am Vincent, Melissa**  
CEO has signed the Deed.

## OUTSTANDING ACTIONS REPORT

**Printed: Tuesday, 30 July 2024  
10:55:51 AM**

Meeting	Date	Officer	Title	Target
Board Meeting 27/06/2024	27/06/2024	Smith, Catherine	Tender - RFT2024/04 W320 - Sludge Thickening Tank Remediation	11/07/2024
<b>Resolution</b>				
<p><b>24/079</b>      <b>RESOLVED:</b>  On the Motion of Councillors G Driscoll and J McKinnon</p> <p>That the Board</p> <ul style="list-style-type: none"> <li>a) Accepts the Tender Submission from National Concrete Solutions Pty Ltd under a lump sum contract for the amount specified in the report in accordance with Specification W320.</li> <li>b) Authorise the Chief Executive Officer to enter into a contract for the Sludge Thickening Tank Remediation project.</li> <li>c) Approve additional budget (as outlined in the report) for the remediation of the Wagga Wagga Water Treatment Plant Sludge Thickening Tank project within the 2024/25 Capex budget.</li> </ul> <p style="text-align: right;"><b>CARRIED</b></p>				
<b>Notes For Action</b>				
<p><b>25 Jul 2024 11:03am Vincent, Melissa</b>  The CEO has signed the contract. The contractors commenced on site on 23 July 2024</p>				

# R13 Works Report covering June 2024

## Organisational Area Engineering

**Author** Troy van Berkel, Director Engineering

**Summary** This report provides an overview of water usage, connections, maintenance and water quality matters from the 1<sup>st</sup> to the 30<sup>th</sup> June 2024.

**RECOMMENDATION** that the Works Report covering June 2024 be received and noted.

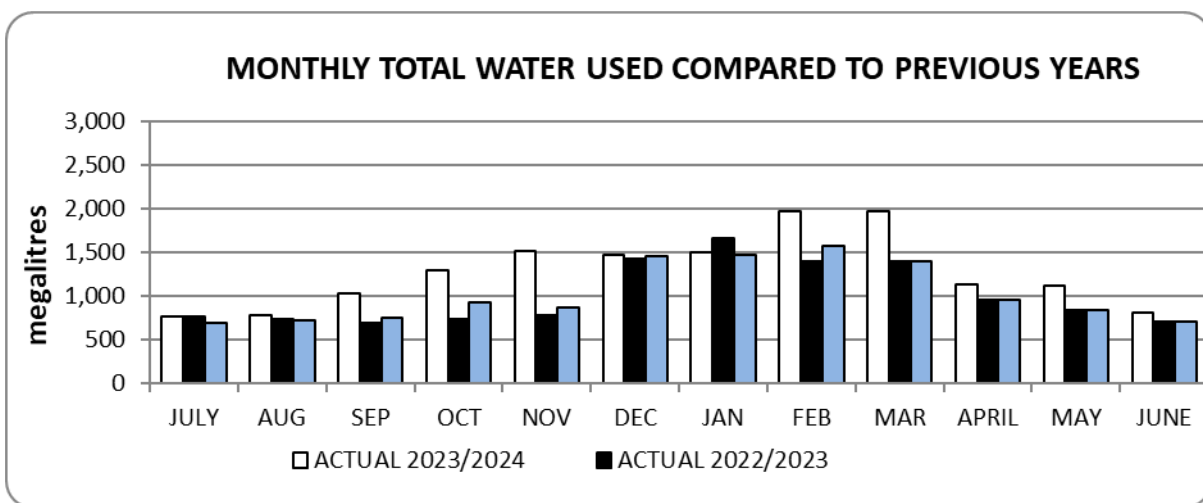
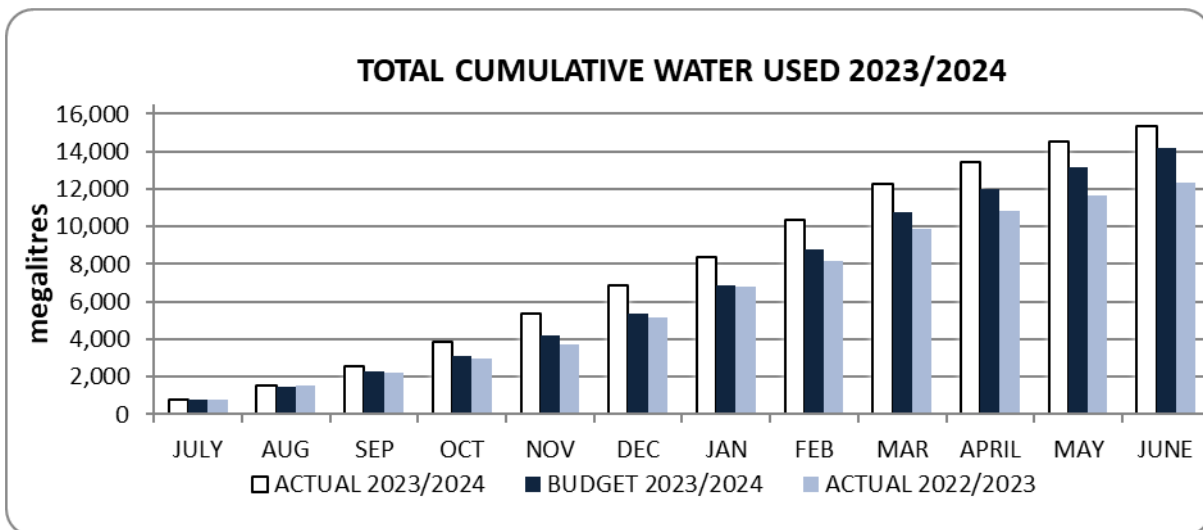
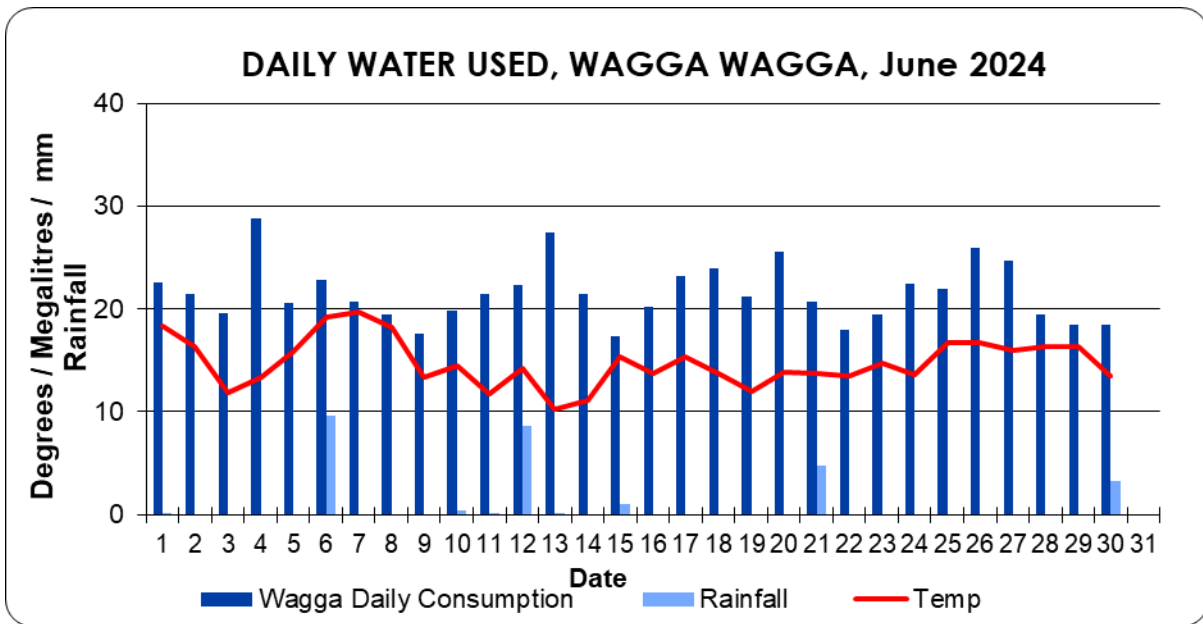
## Report

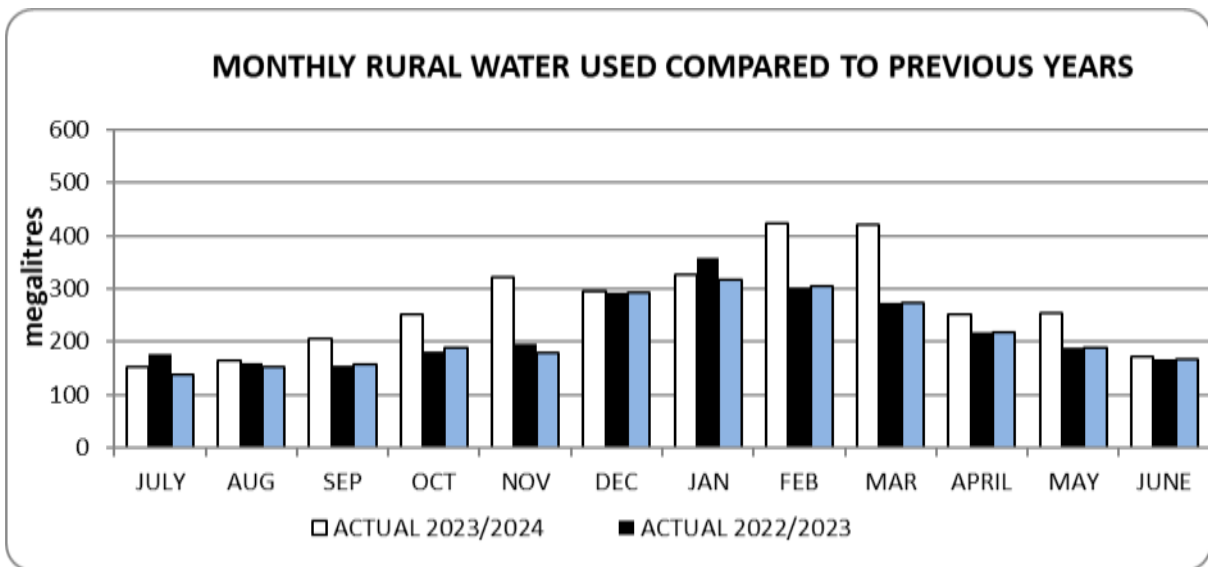
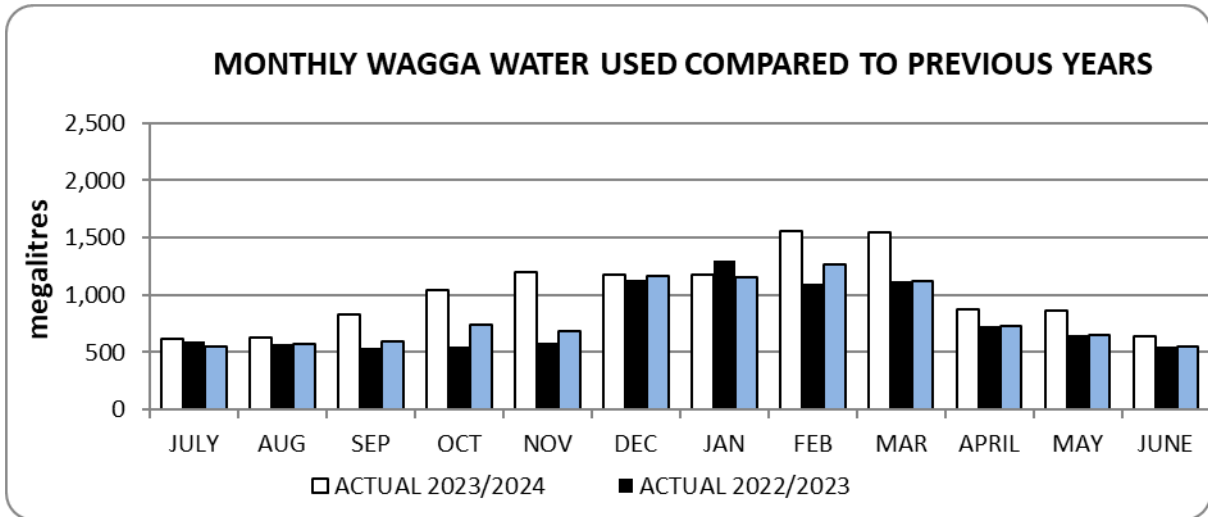
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1<sup>st</sup> to the 30<sup>th</sup> of June 2024.

### Water Sourced and Used

	2022	2023	2024
Rainfall	43.8	49.4	28.2
Wet days	19	17	9
<b>Water Sourced June 2024 (Megalitres)</b>			
North Wagga bores	172.12	181.09	180.24
West Wagga bores	76.57	95.64	78.63
East Wagga bores	120.53	462.53	482.74
Murrumbidgee River	300.88	0.00	13.60
<b>Sub Total</b>	<b>670.10</b>	<b>739.26</b>	<b>755.21</b>
Bulgary bores	24.48	0.00	32.41
Urana source	0.00	0.00	0.00
Ralvona bores	19.93	13.71	12.76
Walla Walla bores	0.00	0.00	0.00
Goldenfields Water Supply System	2.40	1.89	0.97
<b>Sub Total</b>	<b>46.81</b>	<b>15.60</b>	<b>46.14</b>
Woomargama	0.84	1.22	0.73
Humula	0.52	0.24	0.12
Tarcutta	3.03	2.87	2.94
Oura	2.00	1.49	3.50

	<b>2022</b>	<b>2023</b>	<b>2024</b>
Walbundrie / Rand	2.45	3.26	3.62
Morundah	0.47	0.88	0.36
Collingullie	2.96	3.71	6.43
<b>Sub Total</b>	<b>12.27</b>	<b>13.67</b>	<b>17.70</b>
<b>Totals</b>	<b>729.18</b>	<b>768.53</b>	<b>819.05</b>
<b>Water used June 2024 (MI)</b>			
East Bomen	21.89	27.08	17.84
Estella	64.30	80.85	68.10
North Wagga	59.70	53.79	81.63
Wagga Wagga – low level	102.31	108.69	59.99
Wagga Wagga – high level	252.95	291.97	370.60
Wagga Wagga – Bellevue level	46.58	48.96	40.33
<b>Sub Total</b>	<b>547.73</b>	<b>611.34</b>	<b>638.49</b>
Ladysmith system	3.08	3.60	7.49
Brucedale scheme	24.92	15.50	12.61
Currawarna scheme	3.72	8.47	10.66
Rural Southern trunk main system	77.5	67.56	70.85
Rural Western trunk main system	24.48	25.74	39.04
<b>Sub Total</b>	<b>133.74</b>	<b>120.87</b>	<b>140.65</b>
Holbrook	20.01	13.60	12.77
Woomargama	0.84	1.22	0.73
Humula	0.52	0.24	0.12
Tarcutta	2.86	2.74	2.93
Oura	2.00	1.49	3.50
Walbundrie / Rand	2.45	3.26	3.62
Morundah	0.45	0.86	0.27
Collingullie	3.01	3.60	5.86
<b>Sub Total</b>	<b>32.14</b>	<b>26.99</b>	<b>29.80</b>
<b>Totals</b>	<b>713.61</b>	<b>759.20</b>	<b>808.94</b>





New Service Connections, Repairs, Meters, Locations and Complaints

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
<b>Wagga Wagga</b>	<b>9</b>	<b>4</b>	<b>3</b>	<b>17</b>	<b>3</b>	<b>3</b>				<b>43</b>	<b>5</b>	
Wagga Wagga		2		6	1	2				6	1	
Forest Hill	2			3								
North Wagga										2		

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Bomen											1	
Estella					1							
Koorinal	1			1						8	2	
Turvey Park										2		
Lake Albert			1							6		
Ashmont		1		1	1	1				5		
Tolland				1								
Mt Austin	1		2	1						4	1	
Bourkelands										2		
Tatton	4									1		
Glenfield		1								6		
Lloyd				1								
Springvale										1		
Gobbagombalin	1			3								
Currawarna						1						
Ladysmith											1	
The Gap										1		
Mangoplah										1		
The Rock	1					1					1	
Culcairn				1								
Henty						1						
Holbrook	1		3							3		
Morven									1			
Woomargama				1								



Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Oaklands			1									
Rand				1								
<b>TOTAL</b>	<b>11</b>	<b>4</b>	<b>7</b>	<b>20</b>	<b>3</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>48</b>	<b>7</b>	

### Water System Repairs

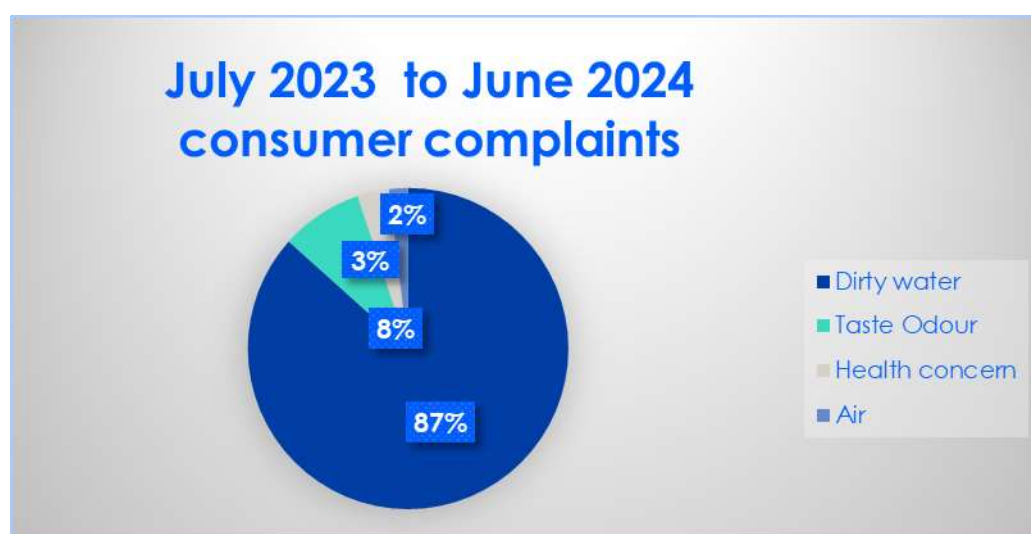
Wagga Wagga							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
2/6/2024	Wagga Wagga	150 AC	Tree Roots	No		0	10
4/6/2024	Bourkelands	200 WPVC	Pipe failure – round split	Yes		0	5
5/6/2024	Kooringal	150 AC	Pipe failure (not specified)	No		20	100
20/6/2024	Estella	200 AC	Tree roots	Yes		0	5
21/6/2024	Mount Austin	150 AC	Pipe failure – ground movement	No		21	10
21/6/2024	Mount Austin	150 AC	Pipe failure (not specified)	No		25	5
21/6/2024	Mount Austin	150 AC	Pipe failure – long split	No		30	20
24/6/2024	Mount Austin	100 AC	Pipe failure (not specified)	Yes		0	5

Rural							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
4/6/2024	The Rock	50 PVC	Pipe failure – ground movement	No		0	12
4/9/2024	Ladysmith	100 AC	Pipe failure (not specified)	Yes		0	20

5/6/2024	Bulgary	250 CL	Pipe failure – ground movement	No		0	56
13/6/2024	Bidgeemia	63 PE	Leaking collar or joint	No		5	5
18/6/2024	Walla Walla	100 AC	Pipe failure – ground movement	Yes		0	12
21/6/2024	Bidgeemia	63 PE	Pipe failure (not specified)	Yes		0	5
21/6/2024	Lockhart	100 AC	Pipe failure – ground movement	Yes		0	21
24/6/2024	Humula	100 AC	Pipe failure – round split	Yes		0	10
25/6/2024	Bidgeemia	63 PE	Pipe failure – ground movement	No		0	23
27/6/2024	The Rock	32 PE	Pipe failure (not specified)	No		2	5

#### Water Quality Complaints

Date	Town	Request details	Action Taken
02.06.24	Wagga	Water going through meter muddy.	Related to Galing PI burst - spoke with customer.
04.06.24	Ashmont	Discoloured water. Have renewed all pipework to property.	Replaced 20mm meter old meter with new.
20.06.24	Wagga	Brown/dirty water at Giuseppe's. Urgent - so they can cook.	Took meter and flushed until clear
25.06.24	Estella	A lot of dirt in water line. Sand and grit found in dishwasher lines.	Took water meter off and flushed service lines.



New water mains laid

Location	63	100		150		200		300	450
	PE	OPVC	DICL	OPVC	DICL	OPVC	DICL	OPVC	DICL
West Wagga Trunk Lloyd								84m	
Harris Rd Stage 5		102m		42m					
Boree to Morundah				4380m					
Doris Roy Lane			65m						
Mount St	36m								
Avocet Dr stage 15a			156m				48m		

Replacement of Existing Mains

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

Other Construction

Location or Project	Work done
Morshead St	100mm new fire service
137 Fernleigh Rd	100mm new fire service

Major Repairs / Overhauls

Facility	Work done
Bulgary WTP	Fluoride transfer pump repair
The Rock Pump House	Re-move old analyser setup
Wagga WTP	Fluoride pump/pipework repair
Wagga WTP	Wagga High Lift and Low Lift pump service
Tooyal Pump House	Pipework non-return repairs
Glen Oak Pump House	Pipework non-return repairs

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	11
Estella Farrer Road	45
Forest Hill Elizabeth Avenue	6
Glenfield Red Hill Road	127
Henty Olympic Way	21
Holbrook Millswood Road	28
Lake Albert Plumpton Road	74
Lockhart Napier Road	139
Pleasant Hills Manson Street	4
The Rock	81
Urana Federation Way	42
Walla Walla Short St	4
Woomargama Murray Street	3
Yerong Creek Finlayson Street	6

Fleet Disposals

Vehicle No	Description	Vehicle Type	Make & Model	Year	KMs	Method	Price (ex GST)
294	Ute	Space Cab	Ford Ranger	2018	99,116	Pickles Auction	\$22,000
419	Ute	Space Cab	Isuzu Dmax	2020	183,734	Pickles Auction	\$20,250

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

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

# R14 Boree Creek Pipeline Project Budget Variation

## Organisational Area Engineering

**Author** Troy van Berkel, Director Engineering

**Summary** The 42km Boree Creek pipeline to Morundah is currently being constructed by Riverina Water construction crews. Due to significant changes required in the construction methodology and insufficient initial budget estimate, Board approval for additional budget has been recommended within the 2024/25 capital budget to complete the project safely and meet desired project outcomes.

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**RECOMMENDATION** that the Board receive the project update and also approve the recommended additional budget included in the "Revoted Budget – 2024/25 report" in this Business Paper required to complete the project.

## Report

Riverina Water is committed to supplying water to Morundah through construction of a 42km, 150mm PVC-O pipeline from Boree Creek. Increased costs associated with this project have arisen due to alterations in traditional construction methodologies. These changes were necessitated by significant, unexpected discoveries related to the natural bedding material which identified the presence of highly reactive clays along sections of the pipeline. The resulting change in methodology better manages the potential risks associated with service reliability, project safety and whole of life costs over the asset life span (80 to 100 years).

In addition to the direct cost of imported sand, the change in methodology also increases labour and equipment costs for additional personnel and specialised plant and equipment. To reduce the impact on internal resources to allow continuity of other Riverina Water projects, external contractors have been engaged including recent work undertaken by a contractor trencher where possible, traffic control (maximise safety, vehicle movements and lack of internal resources), sourcing and use of rock slinger machine (external resource, minimise manual handling and increase in sand installation efficiency) and sand delivery. The construction methodology has been amended to suit site conditions, engaging a trenching contractor for 14km of pipeline where it is deemed more efficient, with the remainder to be completed by our internal trencher (28km). Due to the reduced rate of construction per day, these additional project costs have extended the duration and cost of the project.

Other factors that have contributed to the overall project cost, include increased pipe costs due to resin shortages, shipping rates, increased costs of construction, which also impacts external rates for external resources. Staff have explored cost-saving options, including

blending the natural material with sand, hydrated lime and implemented cost saving initiatives where possible while managing risk, such as compaction methodology.

Staff considered constructing the pipeline without accounting for highly reactive clays, opting to reuse the natural bedding material available on site. This approach would yield significant cost savings in terms of material, labour and equipment, but poses a higher risk of multiple failures along the pipeline into the future and were against pipeline manufacturers specifications and recommendations. Due to factors such as the reservoirs size, limited redundancy, the distance from Wagga for breaks maintenance and the increased risk of pipe breaks, the use of bedding sand helps best ensure longevity of the pipeline and managing service delivery risks.

Riverina Water aims to deliver water to customers at the “lowest sustainable cost” and is including the project learnings into the revised (future) project methodology. The additional budget of \$2.645M (including 15% contingency allowance) will result in a total project budget of \$4.695M, which is significantly lower than industry construction costs of \$6.38M (based on Rawlinson industry construction reference rates of \$152/m for 150mm PVC).

**Strategic Alignment**

Our Community

Optimise our network and infrastructure

**Financial Implications**

The additional budget is included in the Revoted Budget – 2024/25 report of \$2.645M, which includes 15% contingency for un-foreseen ground conditions, inclement weather and changes in labour availability.

**Workforce Implications**

Continued use of contractor engagement to reduce the impact on internal resources to allow continuity of other Riverina Water projects.

**Risk Considerations**

<b>Projects</b>	
Accept	Riverina Water will accept risk relating to projects by choosing options most likely for successful delivery with a reasonable degree of protection.

# CONF-1 Confidential Minutes of the Extraordinary Meeting of Audit, Risk and Improvement Committee held on 13 June 2024

**Organisational Area** Chief Executive Officer

**Author** Melissa Vincent, Executive Assistant

**Summary** This report presents the minutes from the Audit, Risk and Improvement Committee meeting held on 13 June 2024.

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

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# CONF-2 Changed Employment Conditions for Senior Staff under the Local Government Act

**Organisational Area** Chief Executive Officer

**Author** Andrew Crakanthorp, Chief Executive Officer

**Summary** The NSW Government recently passed legislation removing the option for Councils to employ senior council executives under statutory contracts. This report provides an update on the implications 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:

(a) personnel matters concerning particular individuals (other than councillors)

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# CONF-3 RFT2024/06 - W324 - Bedding Sand Supply and Delivery - Boree Creek to Morundah Pipeline Project

**Organisational Area** Corporate Services

**Author** Catherine Smith, Procurement Coordinator; James Dwerryhouse, Engineer and Christopher Moosbrugger, Project Engineer

**Summary** This report provides a recommendation on the preferred tenderer/s for the supply and delivery of bedding sand for the Boree Creek to Morundah Pipeline Project.

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

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

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# CONF-4 Chief Executive Officer Annual Performance Review for the period ending 30 June 2024

**Author** Councillor Tim Koschel

**Summary** This report outlines the results of the Chief Executive Officer's Annual Review of performance conducted by the Council's Performance Review Panel on 1 August 2024. It should be read in conjunction with the Performance Agreement attached to this report.

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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)