

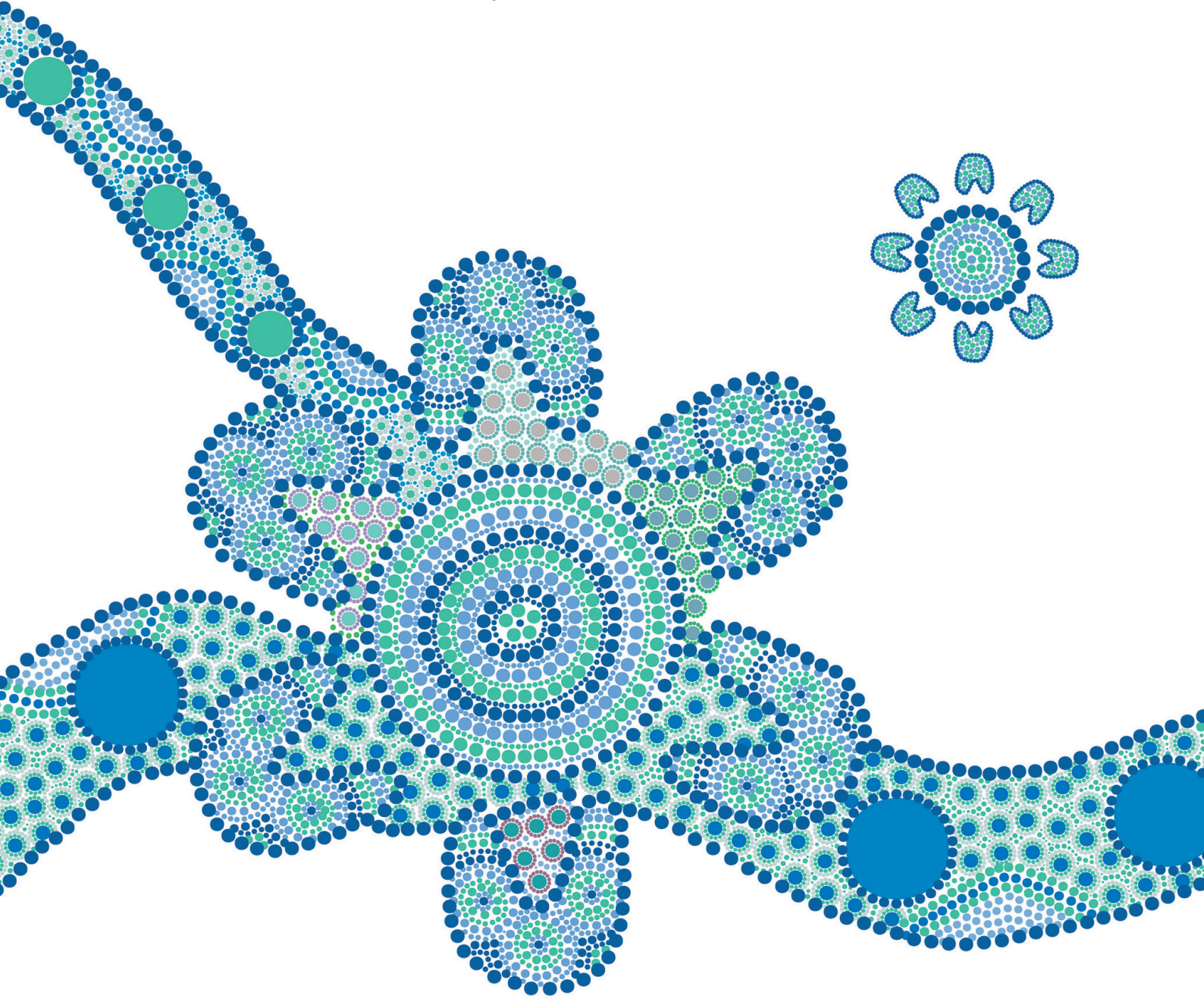
# Leading into 2035 Riverina Water business activity strategic plan



# Acknowledgement of Country

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

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



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

All other images: Riverina Water County Council

# Contents

Acknowledgment of Country	2	Delivering our plan	19
<b>Leading into 2035</b>	<b>4</b>	Resourcing our plan	20
The Riverina Water planning framework	5	The Regulatory Assurance Framework	21
Our organisation	7	Our corporate planning, review and reporting timeframes	23
Our governance oversight	7	<b>The planning context</b>	<b>24</b>
Social Justice principles	9	Water Services Association of Australia (WSAA) Strategy 2030	25
<i>Leading into 2035</i>	10	NSW 2021 (10 yr plan) – objectives that align with what we do	25
Reading our plan	10	State and regional water plans and priorities	25
<b>Our strategic objectives and measures</b>	<b>11</b>		
Our people	12		
Our operations	13		
Our sustainability	14		
Our community	15		



# Leading into 2035

## Welcome to *Leading into 2035*

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

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



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



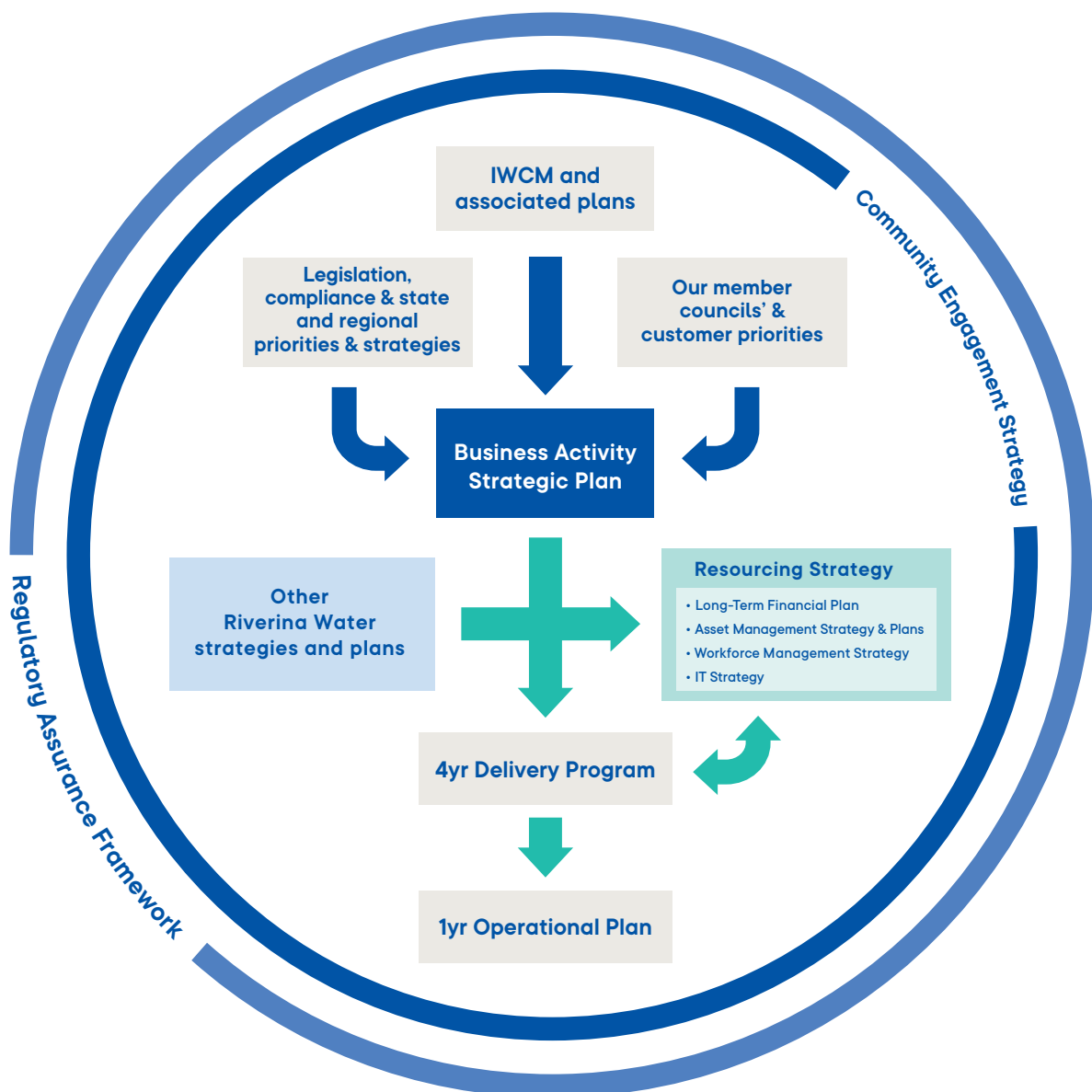
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**Andrew Crakanthorp,  
GAICD  
Chief Executive Officer**



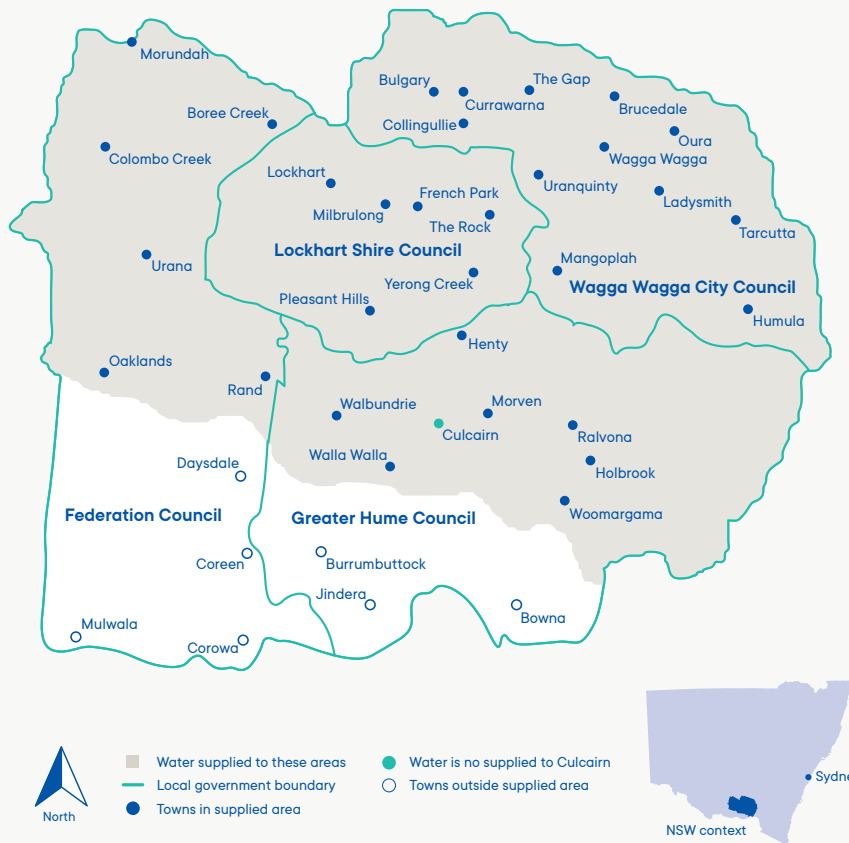
# The Riverina Water planning framework

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



## Who we are

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



## Our supply network

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



Our water supply network includes:

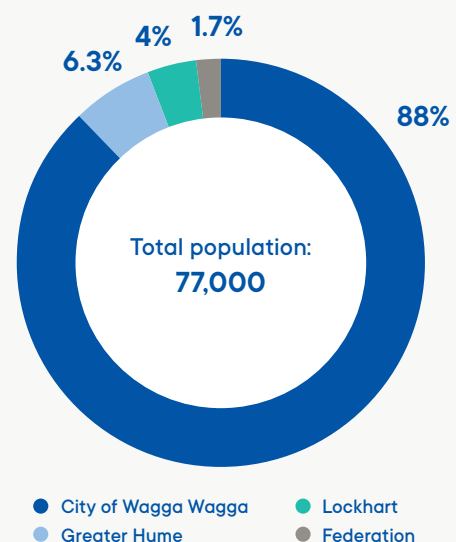
- > More than 80 reservoirs
- > More than 1800 kilometres of water mains
- > 16 water treatment plants

## Our customers

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

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

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





## Our organisation

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

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

## Our governance oversight

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

### **The Department of Planning and Environment (DPE)**

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

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

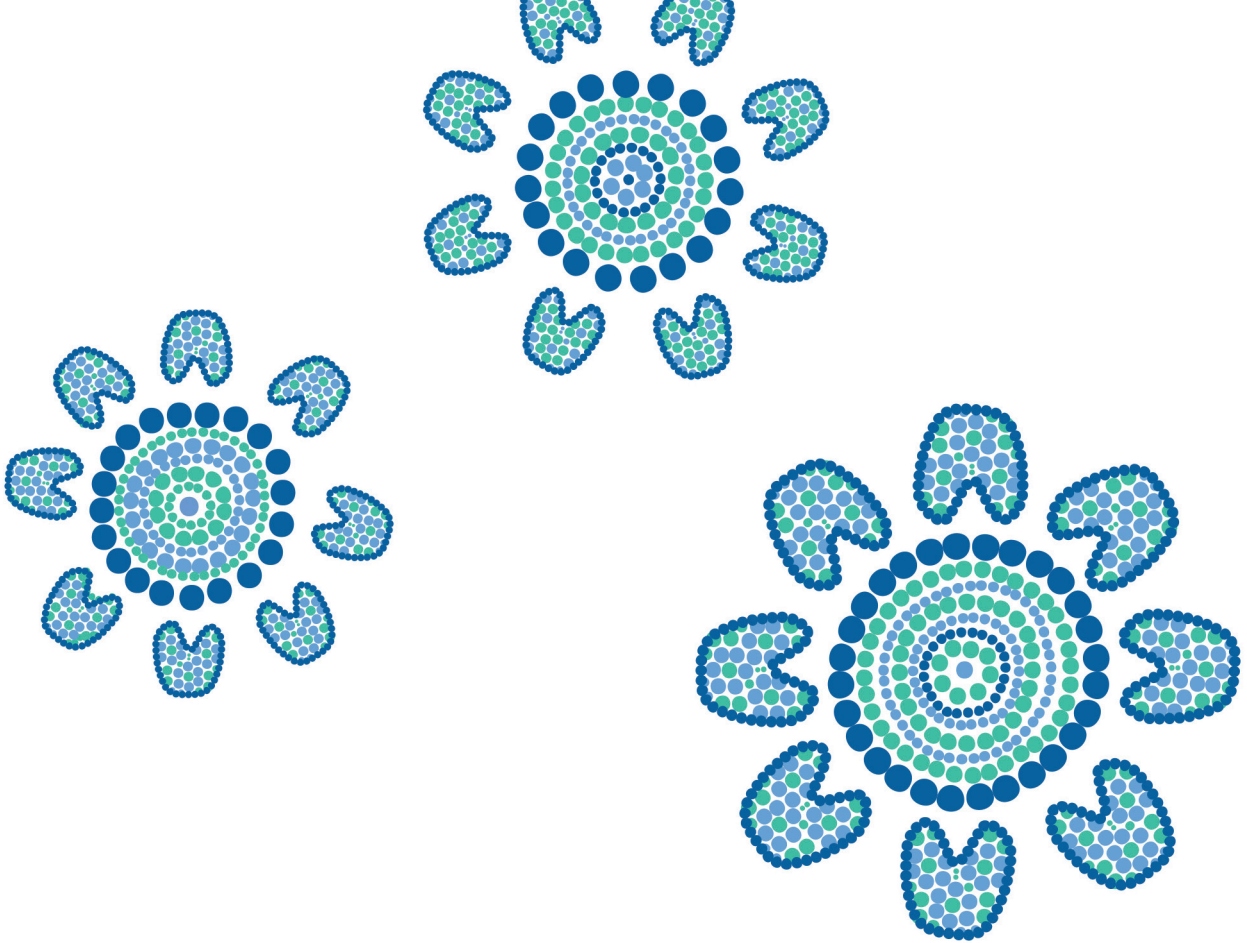
**Other NSW Government regulatory agencies** that require reporting or accountability from us, including NSW Health, the NSW Environment Protection Authority (EPA) and the Independent Pricing and Regulatory Tribunal of NSW.



### **Riverina Water Board December 2024**

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

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



## Our vision

Provide passionate and professional leadership in the water industry.

## Our mission

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

## Our values



### Respect

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



### Connection

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



### Safety

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



### Cooperation

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



# Social Justice principles

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

## Equity

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



## Access

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



## Participation

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



## Rights

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



# Leading into 2035

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



## Reading our plan

### The pillars

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

### Challenges and opportunities

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

Our challenges and opportunities have helped inform our key strategies.

### Our key strategies

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

### Our measures of success

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

### Supporting strategies and plans

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



# Our strategic objectives and measures





## Our people

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

### Challenges and opportunities

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

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

### Supporting strategies and plans

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





## Our operations

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

### Challenges and opportunities

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

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

### Supporting strategies and plans

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



# Our sustainability

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

## Challenges and opportunities

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

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

## Supporting strategies and plans

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





## Our community

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

### Challenges and opportunities

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

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

### Supporting strategies and plans

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





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

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






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

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

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

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

	Priorities		Riverina Water strategies
<b>Federation</b> (Future Federation 2040)	Service our community with resilient and reliable utility and digital communication infrastructure.		<b>2.2</b> Assure ongoing service delivery
	Embrace and support people of all ages.		<b>4.2</b> Understand and respond to our customer needs and expectations
			<b>4.3</b> Actively support and contribute to our community
	Value, protect and enhance our natural environment.		<b>3.1</b> Responsibly manage our impact on the natural environment
<b>Greater Hume</b>	Work towards improving sewerage and water infrastructure, particularly in smaller villages to support growth.		<b>2.2</b> Assure ongoing service delivery
	Advocate for climate resilience through water conservation, renewable energy projects, and responsible land use.		<b>3.1</b> Responsibly manage our impact on the natural environment
			<b>4.4</b> Improve water literacy in our community
	Support volunteer and sporting groups to strengthen community spirit and inclusive participation.		<b>4.3</b> Actively support and contribute to our community
<b>Lockhart</b> (based on 2022-2032 CSP)	Build capacity, capability and partnerships to encourage sustainable community groups and clubs. Support, or partner, to provide welcoming and well-maintained community spaces and facilities. Support our children and young people. Provide business support to our community.		<b>4.3</b> Actively support and contribute to our community

<b>Lockhart</b> (based on 2022-2032 CSP)	Develop infrastructure that supports growth within our community.		<b>2.2</b> Assure ongoing service delivery
	Represent and acknowledge the needs, challenges and characteristics of our communities.		<b>4.1</b> Build stronger relationships with our diverse communities
			<b>4.2</b> Understand and respond to our customer needs and expectations
<b>Wagga Wagga City</b> (Wagga Wagga 2050)	Wagga Wagga has a real focus on enabling infrastructure to catalyse and underpin growth.		<b>2.2</b> Assure ongoing service delivery
			<b>3.3</b> Successfully deliver integrated strategies and plans
			<b>3.4</b> Plan for and respond to changes in the internal and external context
	We plan for future generations with a focus on sustainability. We protect the environment and embrace best practice as we move towards net zero emissions for the community and Council.		<b>3.1</b> Minimise our impact on the natural environment
			<b>3.4</b> Plan for and respond to changes in the internal and external context



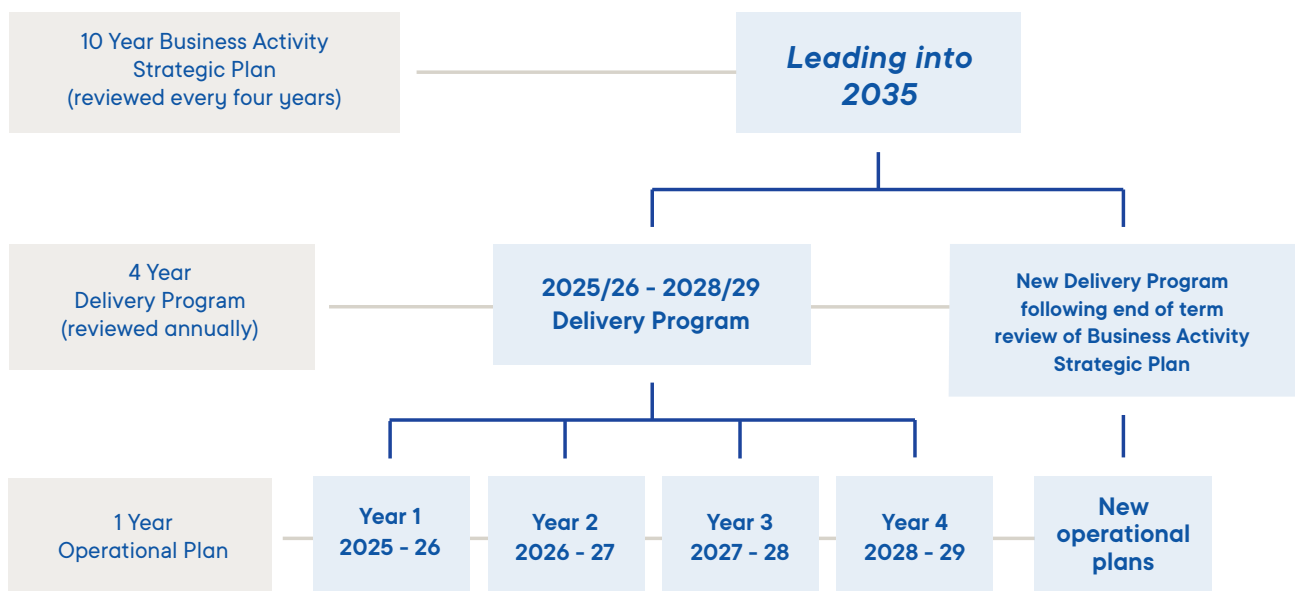
# Delivering our plan

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

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

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

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



## Resourcing our plan

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

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

### Long Term Financial Plan

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

### Workforce Management Strategy

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

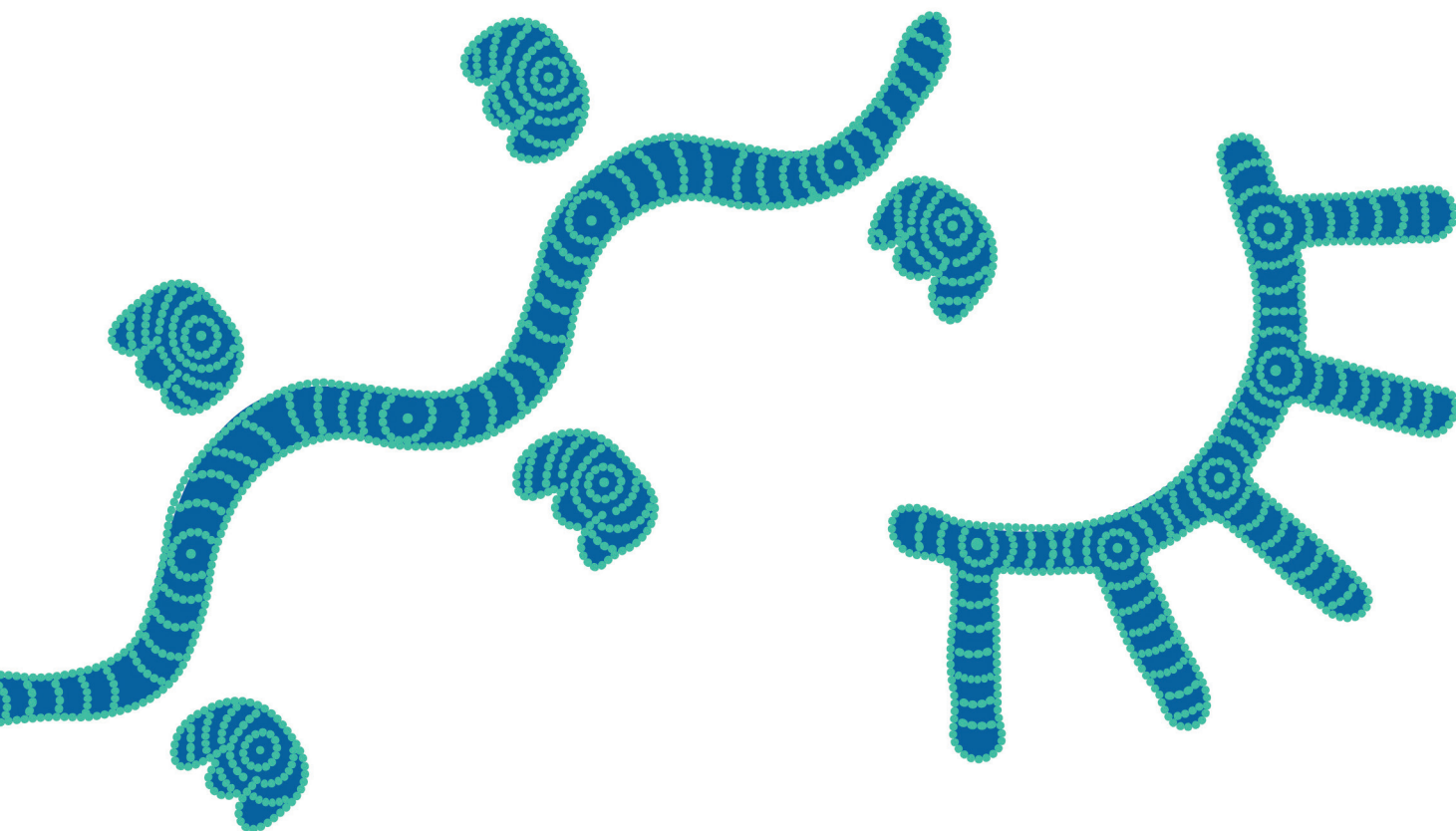
Delivery Program and Operational Plan. Associated costs are reflected in the LTFP and DPOP budgets.

### Asset Management Plan/s

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

### IT Strategy

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



# The Regulatory Assurance Framework

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

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

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



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

## Our corporate planning, review and reporting timeframes

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

# The planning context





# Water Services Association of Australia (WSAA) Strategy 2030

## Water sector commitments

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

## Water sector priorities

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

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

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

# State and regional water plans and priorities

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

### Priority 1

Build community confidence and capacity through engagement, transparency and accountability

### Priority 2

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

### Priority 3

Improve river, floodplain and aquifer ecosystem health and system connectivity

### Priority 4

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



#### Priority 5

Support economic growth and resilient industries within a capped system

#### Priority 6

Support resilient, prosperous and liveable cities and towns

#### Priority 7

Enable a future focused, capable and innovative water sector

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

#### **1. Environment**

##### Objective 1

Protect, connect and enhance biodiversity throughout the region

#### **2. Communities and Place**

##### Objective 4

Support Aboriginal aspirations through land use planning

##### Objective 7

Provide for appropriate rural residential development

##### Objective 9

Plan for resilient places that respect local character

##### Objective 11

Plan for integrated and resilient utility infrastructure

#### **3. Economy**

##### Objective 12

Strategically plan for rural industries

##### Objective 13

Support the transition to net zero by 2050

##### Objective 14

Protecting and promoting industrial and manufacturing land

##### Objective 16

Support the visitor economy

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

#### Priority 1

Continue to improve water management

#### Priority 2

Improve river and catchment health

#### Priority 3

Support sustainable economies and communities

#### Priority 4

Sustainable water management in the upper Murrumbidgee catchment

