



Meeting of Riverina Water County Council

The meeting will be held in the Pat Brassil AM Meeting Room,
91 Hammond Ave, Wagga at 10:00 AM on Thursday 22
February 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. 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

Apologies

Declaration of pecuniary and non-pecuniary interests

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Minutes of Board Meeting 14 December 2023

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R1 Election of Chairperson and Deputy Chairperson

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

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

RECOMMENDATION that the Board conduct the election of the Chairperson and Deputy Chairperson by the voting method determined by the Board for the period from February 2024 to September 2024.

Report

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

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

The Board Member elected as Chairperson at this meeting will hold that office for a period up to September 2024. In October 2024, following the local government elections on the 14 September 2024, an election for Chairperson and Deputy Chairperson will be held for a two-year period concluding in October 2026

The need for this report and an election emanates from the delay in the 2021 local government elections (held in December 2021) due to COVID 19.

Election of the Chairperson – February 2024 to September 2024

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

Part 1 – Preliminary

2. Returning Officer

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

4. Nomination

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

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

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

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

5. Election

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

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

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

(4) In this clause:

ballot has its normal meaning of secret ballot.

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

Part 2 – Ordinary ballot or open voting

6. Application of Part

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

7. Marking of ballot-papers

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

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

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

8. Count – 2 Candidates

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

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

9. Count – 3 or more Candidates

- (1) At such a ballot, if there are 3 or more candidates, the one with the lowest number of votes is to be excluded.
- (2) If 3 or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.
- (3) If, after that, 3 or more candidates still remain, the procedure set out in sub clause (ii) is to be repeated until only 2 candidates remain.
- (4) Clauses d) and f) of this Schedule, then apply to the determination of the election as if the 2 remaining candidates had been the only candidates.
- (5) If at any stage during a count under this clause, 2 or more candidates are tied on the lowest number of votes, the one to be excluded is to be chosen by lot.

Part 3 – Preferential ballot

10. Application of Part

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

11. Ballot-papers and voting

- (1) The ballot-papers are to contain the names of all the candidates. The members of the county council are to mark their votes by placing the numbers '1', '2' and so on against the various names so as to indicate the order of their preference for all the candidates.
- (2) The formality of the ballot-paper under this Part is to be determined in accordance with clause 345(1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that clause.
- (3) An informal ballot-paper must be rejected at the count.

12. Count

- (1) If a candidate has an absolute majority of first preference votes, that candidate is elected.
- (2) If not, the candidate with the lowest number of first preference votes is excluded and the votes on the unexhausted ballot-papers counted to him or her are transferred to the candidates with second preferences on those ballot-papers.
- (3) A candidate who then has an absolute majority of votes is elected, but, if no candidate then has an absolute majority of votes, the process of excluding the candidate who has the lowest number of votes and counting each of his or her unexhausted ballot-papers to the candidates remaining in the election next in order of

the voter's preference is repeated until one candidate has received an absolute majority of votes. That candidate is elected.

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

13. Tied candidates

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

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

Part 4 – General

14. Choosing by Lot

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

15. Result

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

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

Election of the Deputy Chairperson – February 2024 to September 2024

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

Nomination papers for the Chairperson and Deputy Chairperson are attached and have previously been distributed to Board Members. Nomination papers are to be delivered or sent to the Returning Officer (Chief Executive Officer) prior to the commencement of the Council Meeting to be held Thursday 22 February 2022 at 10am.

- › R1.1 **Nomination for Chairperson** [↓](#) 
- › R1.2 **Nomination for Deputy Chairperson** [↓](#) 

Strategic Alignment

Our People

Attract, retain and develop our people

Financial Implications

There are no financial implications associated with the actual election of Chairperson and Deputy Chairperson. The fees payable to the Chairperson and Deputy Chairperson are contained within the 2023/24 Operational Plan.

Workforce Implications

Nil

Risk Considerations

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



RIVERINA WATER COUNTY COUNCIL

NOMINATION FOR CHAIRPERSON

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

Name of Proposer: Councillor _____

Signature of Proposer: _____

Date: ____/____/2024

Name of Proposer: Councillor _____

Signature of Proposer: _____

Date: ____/____/2024

CONSENT

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

Signature of Nominee: _____

Date: ____/____/2024



RIVERINA WATER COUNTY COUNCIL

NOMINATION FOR DEPUTY CHAIRPERSON

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

Name of Propose: Councillor _____

Signature of Proposer: _____

Date: ____/____/2024

Name of Proposer: Councillor _____

Signature of Proposer: _____

Date: ____/_ ____/2024

CONSENT

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

Signature of Nominee: _____

Date: ____/____/2024

R2 Delegation of Authority to Chairperson

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary This report formalises the delegations for the Chairperson elected earlier in this meeting.

RECOMMENDATION that in accordance with Section 377 Local Government Act 1992, Council ratify and grant the delegations as set out in the Delegations of Authority Register to the Chairperson.

Report

Following the election of a chairperson it is appropriate for the Council delegations to be reviewed. The delegations for the Chairperson are submitted for the Board's consideration. There has been no change to the delegations since the 2022 election of Chairperson and Deputy Chairperson.

› R2.1 Delegation for Chairperson [↓](#)

Strategic Alignment

Our Business

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

Workforce Implications

Nil

Financial 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.

Delegation of Authority

Riverina Water County Council

Adoption date:

Resolution:

Introduction

In accordance with Section 377 Local Government Act 1993 the Riverina Water County Council at a Meeting held on 22 February 2024 ratified and granted the delegations as set out in this Delegations of Authority Register to the Chairperson.

THE CHAIRPERSON

1. General

That the Chairperson (being Cr _____) , or Deputy Chairperson (being Cr _____) when acting for the Chairperson , be delegated authority under section 377 of the Act to exercise and/perform on behalf of the Council the powers , authorities ,duties and functions as prescribed for the position of Chairperson under the Act , Schedules, Regulations , cognate Legislation , related Legislation , Councils own adopted Policies , Codes and Resolutions , provided that such delegations are not to be sub-delegated without specific approval by Council or as prescribed under the Act.

If, under any other Act, a function is conferred or imposed on the Chairperson of a County Council, the function is taken to be conferred or imposed on the Council and the Chairperson of the County Council will exercise and/or perform on behalf of the Council the powers, authorities, duties and functions as prescribed under that other Act.

2. Specific Delegations-Chairman

(a) Conferring Powers or Duties

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

(b) Preside at Meetings of Council

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

(c) Negotiations on behalf of Council

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

(d) Code of Conduct

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

(e) Represent Council-Government and Other Forums

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

(f) Sign and Execute Documents

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

(g) Media Releases

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

(h) Approval of Urgent Works

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

End of Delegation

R3 Proposed change of date and time for August meeting

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary This report proposes a change of meeting date and commencement time for the August meeting of the Board due to the commencement date for caretaker period for the local government elections being held on Saturday 14 September 2024.

RECOMMENDATION that Council change the date of the August board meeting to Wednesday 7 August 2024 to commence at the later time of 3pm.

Report

The current Board meeting for August 2024 is set for 22 August which falls within the caretaker period (Friday 16 August to Friday 13 September 2024 inclusive) for the local government elections being held on 14 September 2024. During this period, the Board is expected to assume a "caretaker" role to ensure that major decisions are not made which would limit the actions of the incoming Board.

Councils, general managers and other delegates of councils (other than a joint regional planning panel, a local planning panel or the Central Sydney Planning Committee) must not exercise the following functions during the caretaker period:

- entering into any contract or undertaking involving an expenditure or receipt by the council of an amount equal to or greater than \$150,000 or 1% of the council's revenue from rates in the preceding financial year (whichever is the larger)
- determining a "controversial development application", except where a failure to make such a determination would give rise to a deemed refusal, or such a deemed refusal arose before the commencement of the caretaker period.
- appointing or reappointing the council's general manager (except for temporary appointments).

In certain circumstances, these functions may be exercised with the approval of the Minister.

It is likely that the caretaker period will not impact Riverina Water in terms of major decisions during that period. However, moving the date reduces the potential for an unwanted scenario.

This report also proposes the meeting be brought forward to Wednesday and commence at 3pm as has been past tradition which will allow the outgoing Board and senior management and their partners, to acknowledge the conclusion of the term of the Board.

The meeting date on a Wednesday has been suggested to acknowledge the previous meeting schedule of Wednesday meetings. Should the Board prefer that the meeting be held on a Thursday, as is currently the practice, then the recommendation can be changed accordingly.

Strategic Alignment

Our Business

Improve strategic planning and accountability

Financial Implications

The cost of the end of term dinner is provided for in the 2024/25 Operational Plan

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.

R4 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 December 2023 and January 2024.

RECOMMENDATION that Council receive and note the report detailing external investments for the months of December 2023 and January 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 December 2023 and January 2024.

- › **R4.1** **December 2023 Investment Report** [↓](#) 
- › **R4.2** **January 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

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

Monthly Investment Report as at 31/12/2023

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value	Market Value
Term Deposits								
AMP	29/09/2022	732	30/09/2024	BBB	4.95	7.689%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	21/06/2023	306	22/04/2024	BBB+	5.55	3.845%	\$1,000,000.00	\$1,000,000.00
Australian Unity Bank	7/07/2022	732	8/07/2024	BBB+	4.24	7.689%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	25/07/2022	731	25/07/2024	BBB+	4.34	9.611%	\$2,500,000.00	\$2,500,000.00
Bendigo & Adelaide Bank	26/07/2023	383	12/08/2024	BBB+	5.50	3.845%	\$1,000,000.00	\$1,000,000.00
BOQ	22/06/2023	249	26/02/2024	BBB+	5.51	3.845%	\$1,000,000.00	\$1,000,000.00
ING	23/06/2022	732	24/06/2024	A	4.40	7.689%	\$2,000,000.00	\$2,000,000.00
ING	24/10/2023	447	13/01/2025	A	5.33	3.845%	\$1,000,000.00	\$1,000,000.00
ING	21/12/2023	417	10/02/2025	A	5.23	3.845%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	8/06/2021	951	15/01/2024	AA-	0.60	9.611%	\$2,500,000.00	\$2,500,000.00
National Australia Bank	23/11/2023	60	22/01/2024	AA-	4.60	5.767%	\$1,500,000.00	\$1,500,000.00
National Australia Bank	20/09/2023	243	20/05/2024	AA-	5.17	3.845%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	27/07/2023	365	26/07/2024	AA-	5.45	7.689%	\$2,000,000.00	\$2,000,000.00
National Australia Bank	31/08/2023	417	21/10/2024	AA-	5.19	3.845%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	31/08/2023	445	18/11/2024	AA-	5.17	3.845%	\$1,000,000.00	\$1,000,000.00
Westpac	24/10/2023	153	25/03/2024	AA-	5.02	3.845%	\$1,000,000.00	\$1,000,000.00
Westpac	26/09/2023	447	16/12/2024	AA-	5.25	3.845%	\$1,000,000.00	\$1,000,000.00
						94.19%	\$24,500,000.00	\$24,500,000.00
Cash Deposit Account								
National Australia Bank				AA-	2.75	5.810%	\$1,511,365.69	\$1,511,365.69
						5.81%	\$1,511,365.69	\$1,511,365.69
TOTAL INVESTMENTS						100.00%	\$26,011,365.69	\$26,011,365.69
Cash at Bank				AA-	0.00			\$1,270,800.25
TOTAL FUNDS								\$27,282,165.94

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 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	\$3,128,866.62
	Sales Fluctuation	\$3,000,000.00
	Water Treatment Plant	\$228,250.00
	Water Licences	\$669,385.20
		\$8,997,648.96
Unrestricted Funds		\$18,284,516.98
TOTAL FUNDS		\$27,282,165.94

* 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

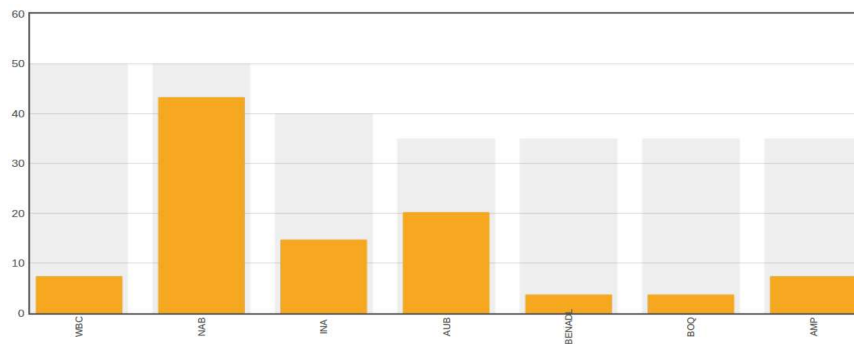
The investment portfolio increased by \$498,500.58 for the month. The increase was due to income in December being higher than expenditure.

Portfolio Performance

For the month of December, the portfolio (excluding cash) provided a return of +0.39% (actual), outperforming the benchmark Ausbond Bank Bill Index return of +0.37% (actual). The relative 'underperformance' over the past year has been due to the unexpected aggressive rate hikes undertaken by the RBA. Whilst this 'underperformance' may continue in the short-term, this is anticipated to be temporary given the relatively high level of turnover and the RBA approaching the end of its rate hike cycle.

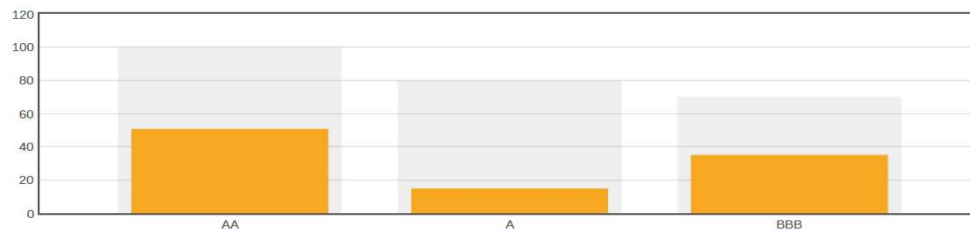
Counterparty Compliance

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



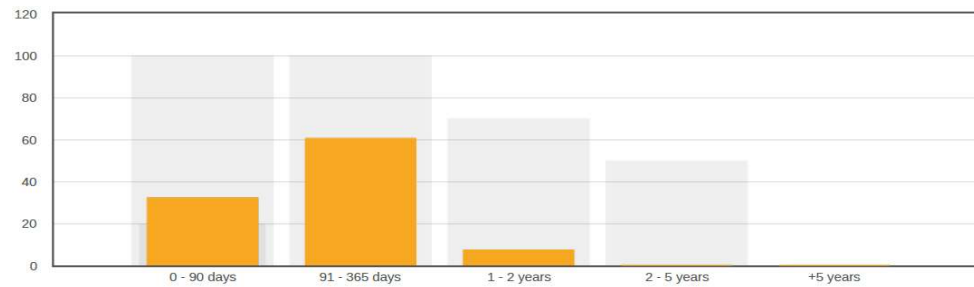
Credit Quality Compliance

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



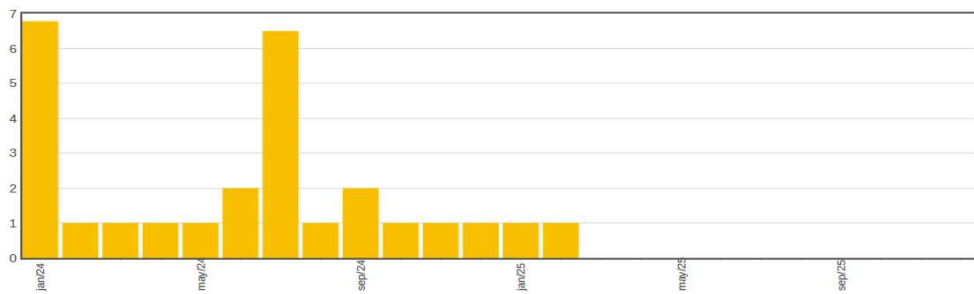
Term to Maturity

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



Maturity Cashflow

When investments will mature over time



Monthly Investment Report as at 31/01/2024

Investment	Inception Date	Term (Days)	Maturity Date	S&P LT Rating	Interest Rate (%)	Percentage of Portfolio	Principal Value	Market Value
Term Deposits								
AMP	29/09/2022	732	30/09/2024	BBB	4.95	7.778%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	21/06/2023	306	22/04/2024	BBB+	5.55	3.889%	\$1,000,000.00	\$1,000,000.00
Australian Unity Bank	7/07/2022	732	8/07/2024	BBB+	4.24	7.778%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	25/07/2022	731	25/07/2024	BBB+	4.34	9.722%	\$2,500,000.00	\$2,500,000.00
Bendigo & Adelaide Bank	26/07/2023	383	12/08/2024	BBB+	5.50	3.889%	\$1,000,000.00	\$1,000,000.00
BOQ	22/06/2023	249	26/02/2024	BBB+	5.51	3.889%	\$1,000,000.00	\$1,000,000.00
BOQ	15/01/2024	84	8/04/2024	BBB+	4.93	3.889%	\$1,000,000.00	\$1,000,000.00
ING	23/06/2022	732	24/06/2024	A	4.40	7.778%	\$2,000,000.00	\$2,000,000.00
ING	24/10/2023	447	13/01/2025	A	5.33	3.889%	\$1,000,000.00	\$1,000,000.00
ING	21/12/2023	417	10/02/2025	A	5.23	3.889%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	434	24/03/2025	A	5.22	3.889%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	463	22/04/2025	A	5.20	3.889%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	490	19/05/2025	A	5.18	3.889%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	20/09/2023	243	20/05/2024	AA-	5.17	3.889%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	27/07/2023	365	26/07/2024	AA-	5.45	7.778%	\$2,000,000.00	\$2,000,000.00
National Australia Bank	31/08/2023	417	21/10/2024	AA-	5.19	3.889%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	31/08/2023	445	18/11/2024	AA-	5.17	3.889%	\$1,000,000.00	\$1,000,000.00
Westpac	24/10/2023	153	25/03/2024	AA-	5.02	3.889%	\$1,000,000.00	\$1,000,000.00
Westpac	26/09/2023	447	16/12/2024	AA-	5.25	3.889%	\$1,000,000.00	\$1,000,000.00
						95.28%	\$24,500,000.00	\$24,500,000.00
Cash Deposit Account								
National Australia Bank				AA-	2.75	4.721%	\$1,214,008.33	\$1,214,008.33
						4.72%	\$1,214,008.33	\$1,214,008.33
TOTAL INVESTMENTS						100.00%	\$25,714,008.33	\$25,714,008.33
Cash at Bank				AA-	0.00			\$582,876.54
TOTAL FUNDS								\$26,296,884.87

CERTIFICATE

I hereby certify that the investments listed above have been made in accordance with Section 625 of the Local Government Act 1993, clause 212 of the Local Government (General) Regulation 2021 and Council's Investments Policy number 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	\$3,190,698.30
	Sales Fluctuation	\$3,000,000.00
	Water Treatment Plant	\$228,250.00
	Water Licences	\$669,385.20
		\$9,059,480.64
Unrestricted Funds		\$17,237,404.23
TOTAL FUNDS		\$26,296,884.87

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

Report

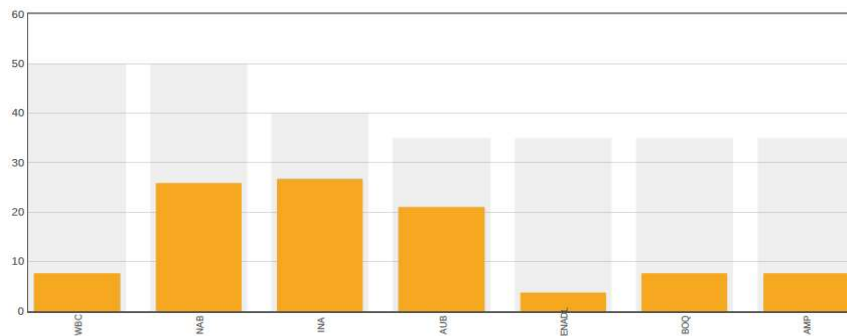
The investment portfolio decreased by \$985,281.07 for the month. The decrease was due to income in January being lower than expenditure.

Portfolio Performance

For the month of January, the portfolio (excluding cash) provided a return of +0.41% (actual), outperforming the benchmark Ausbond Bank Bill Index return of +0.37% (actual). The relative 'underperformance' over the past year has been due to the unexpected aggressive rate hikes undertaken by the RBA. Whilst this 'underperformance' may continue in the short-term, this is anticipated to be temporary given the relatively high level of turnover and the RBA approaching the end of its rate hike cycle.

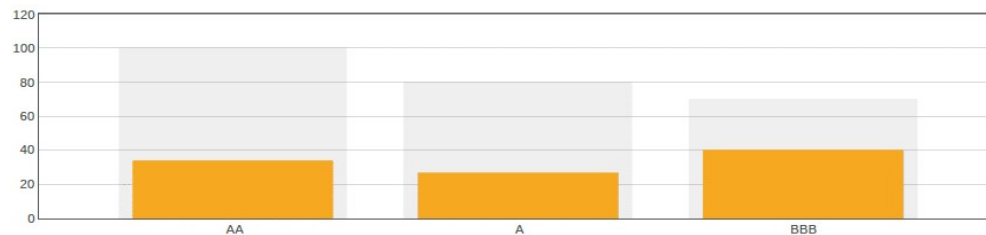
Counterparty Compliance

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



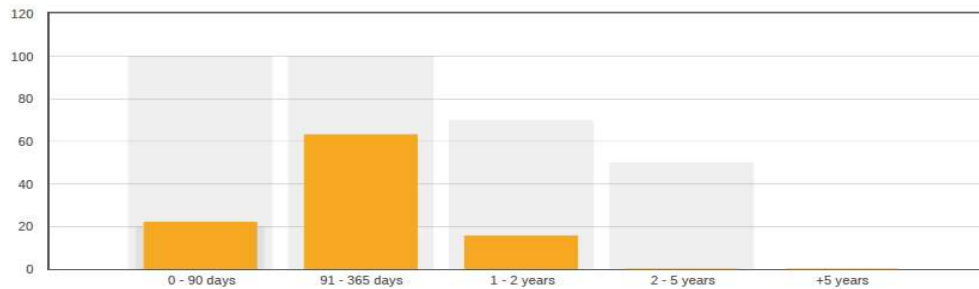
Credit Quality Compliance

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



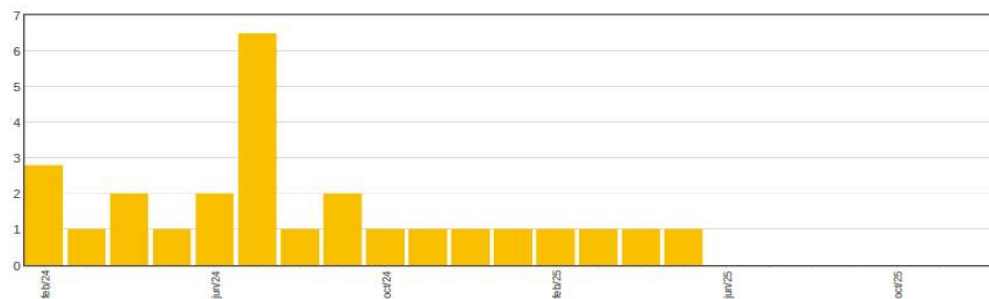
Term to Maturity

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



Maturity Cashflow

When investments will mature over time



R5 December 2023 Quarterly Budget Review Statement

Organisational Area Corporate Services

Author Natasha Harris, Manager Finance & Sourcing

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

RECOMMENDATION that the

- a) Quarterly Budget Review for the period ended 31 December 2023 be received and adopted.
- b) Implications on the 2023/24 Operational Plan be noted.

Report

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

Operating Budget

The anticipated Operating Result for 2023/24 is a surplus of \$481,975. The Operating Result was originally budgeted for a surplus of \$1,197,029. The proposed December quarterly review operational adjustments relate to:

Income:

- \$4,500 - Rent of Property - site lease 6 Koorungal Road, East Wagga Wagga NSW.
- \$40,556 - Workers Compensation Rebate - StateCover Safety & Wellbeing Incentive payment.

Expense:

- \$12,000 - Administration Employee Recruitment - additional recruitment expense for approved IT roles and forecast for existing position recruitment to 30 June 2024.
- \$22,500 - Operations Recruitment - actual and forecast recruitment expenses in the Operations team exceed the original forecast due to staff turnover.
- \$70,155 - Insurance Premiums - annual CPI increase in premiums.

- \$7,483 - Security Services - additional unbudgeted work to secure the records room, additional camera on front gate, sifer readers and cards.
- (\$25,000) - Consultancy Fees - Transfer to Engineering Demand Management, engagement to develop Demand & Emergency Response Management Plan.
- \$25,000 - Demand Management - Transfer from Consultancy Fees, engagement to develop Demand & Emergency Response Management Plan.
- (\$20,000) - Employee Health Subsidy - Transfer to Safety & Wellbeing Programs due to the discontinuation of the health subsidy and consolidation of budget.
- \$20,000 - Safety & Wellbeing Programs - Transfer from Employee Health Subsidy due to the discontinuation of the health subsidy and consolidation of budget.
- \$12,760 - Trades Operations - increased expenditure due to time spent on strategic procurement of fleet items.
- \$17,500 - Urban Treatment Plants Facilities & Grounds M & R - increased grounds maintenance requirements.
- \$470,000 - Urban Mains Meters / Services / Plumbing Inspections Non-Urban Mains - original budget error, insufficient budget allocated for activity.
- \$90,000 - Non Urban Mains Meters / Services / Plumbing Inspections - original budget error, insufficient budget allocated for activity.
- \$40,373 - Depreciation Plant - increase due to additional capitalisations.
- \$334,506 - Depreciation Infrastructure - increase due to asset revaluation and capitalisations as a result of 30 June 2023 year end.

Capital Budget

Also included is a quarterly review for Capital Works projects. The original capital expenditure budget for 2023/24 was \$20,476,768 inclusive of carryovers, revotes and September QBR adjustments. The proposed December quarterly review adjustments result in an increase of \$627,392. The proposed capital expenditure for 2023/24 totals \$21,104,160.

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

› R5.1 **December 2023 Quarterly Budget Review** [↓](#)

Strategic Alignment

Our Business

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

Financial Implications

The recommendation decreases Council's anticipated net cashflow for 2023/24 by \$1,726,000.

2023/24 Operational Plan Implications

The Quarterly Budget Review is not expected to have any implications for the 2023/24 Operational Plan.

Workforce Implications

Not applicable.

Risk Considerations

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

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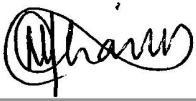
Riverina Water County Council

Quarterly Budget Review Statement
for the period 01/10/23 to 31/12/23

Report by Responsible Accounting Officer

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

It is my opinion that the Quarterly Budget Review Statement for Riverina Water County Council for the quarter ended 31/12/23 indicates that Council's projected financial position at 30/6/24 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:  _____

Date: 9/02/2024

Mrs Natasha Harris
Responsible Accounting Officer

Riverina Water County Council

Quarterly Budget Review Statement

for the period 01/10/23 to 31/12/23

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2023

(\$000's)	Original Budget 2023/24	Approved Changes			Revised Budget 2023/24	Variations for this Dec Qtr	Notes	Projected Year End Result	23/24	22/23
		Other than by QBRS	Sept QBRS	Dec QBRS					Actual YTD figures	Actual YTD figures
Income										
Rates and Annual Charges	6,304	-	-	-	6,304			6,304	2,913	2,764
User Charges and Fees	25,095	30	-	-	25,125	5	1	25,130	9,625	6,658
Interest and Investment Revenues	332	-	718	-	1,050			1,050	566	332
Other Revenues	290	-	-	-	290	41	2	331	222	300
Grants & Contributions - Operating	225	-	-	-	225			225	6	8
Grants & Contributions - Capital	2,000	-	-	-	2,000			2,000	1,598	1,618
Total Income from Continuing Operations	34,246	30	718	-	34,994	45		35,039	14,930	11,680
Expenses										
Employee Costs	11,542	-	(100)	-	11,442	35	3	11,477	5,467	4,940
Borrowing Costs	104	-	-	-	104			104	50	54
Materials & Contracts	10,448	-	531	-	10,979	668	4	11,647	4,669	3,621
Depreciation	8,700	-	-	-	8,700	375	5	9,075	4,513	4,330
Other Expenses	255	-	-	-	255			255	72	127
Total Expenses from Continuing Operations	31,049	-	431	-	31,480	1,078		32,558	14,771	13,072
Net Operating Result from Continuing Operations	3,197	30	287	-	3,514	(1,033)		2,481	159	(1,392)
Net Operating Result from All Operations	3,197	30	287	-	3,514	(1,033)		2,481	159	(1,392)
Net Operating Result before Capital Items	1,197	30	287	-	1,514	(1,033)		481	(1,439)	(3,010)

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	<p>User Charges & Fees: - \$4,500 - Rent of Property - site lease 6 Koorinal Road, East Wagga Wagga NSW.</p>
2	<p>Other Revenues: - \$40,556 - Workers Compensation Rebate - StateCover Safety & Wellbeing Incentive payment.</p>
3	<p>Employee Costs: - \$12,000 - Administration Employee Recruitment - additional recruitment expense for approved IT roles and forecast for existing position recruitment to 30 June 2024. - \$22,500 - Operations Recruitment - actual and forecast recruitment expenses in the Operations team exceed the original forecast due to staff turnover.</p>
4	<p>Materials & Contracts: - \$70,155 - Insurance Premiums - annual CPI increase in premiums. - \$7,483 - Security Services - additional unbudgeted work to secure the records room, additional camera on front gate, sifer readers and cards. - (\$25,000) - Consultancy Fees - Transfer to Engineering Demand Management, engagement to develop Demand & Emergency Response Management Plan. - \$25,000 - Demand Management - Transfer from Consultancy Fees, engagement to develop Demand & Emergency Response Management Plan. - (\$20,000) - Employee Health Subsidy - Transfer to Safety & Wellbeing Programs due to the discontinuation of the health subsidy and consolidation of budget. - \$20,000 - Safety & Wellbeing Programs - Transfer from Employee Health Subsidy due to the discontinuation of the health subsidy and consolidation of budget. - \$12,760 - Trades Operations - increased expenditure due to time spent on strategic procurement of fleet items. - \$17,500 - Urban Treatment Plants Facilities & Grounds M & R - increased grounds maintenance requirements. - \$470,000 - Urban Mains Meters / Services / Plumbing Inspections Non Urban Mains - original budget error, insufficient budget allocated for activity. - \$90,000 - Non Urban Mains Meters / Services / Plumbing Inspections - original budget error, insufficient budget allocated for activity.</p>

Riverina Water County Council

Quarterly Budget Review Statement

for the period 01/10/23 to 31/12/23

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2023

(\$000's)	Original Budget 2023/24	Approved Changes					Revised Budget 2023/24	Variations for this Dec Qtr	Notes	Projected Year End Result	23/24	22/23
		Carry Forwards	2022/23 Revotes	Other than QBRS	Sept QBRS	Dec QBRS					Actual YTD figures	Actual YTD figures
Capital Expenditure												
Land & Buildings	1,070	290	398	17	(107)	-	1,668	317		1,985	767	853
Plant & Equipment	2,885	1,495	210	-	-	-	4,590	10		4,600	648	428
Intangibles	1,500	-	1,722	266	100	-	3,588	-		3,588	1,160	302
Water Infrastructure	10,616	1,324	2,665	-	(3,974)	-	10,631	301		10,932	3,132	4,403
Loan Repayments (Principal)	-	-	-	-	-	-	-	-		-	77	959
Total Capital Expenditure	16,071	3,109	4,995	283	(3,981)	-	20,477	628	1	21,105	5,784	6,945
Capital Funding												
Rates & Other Untied Funding	16,071	3,109	4,995	283	(3,981)	-	20,477	628		21,105	5,784	6,945
Total Capital Funding	16,071	3,109	4,995	283	(3,981)	-	20,477	628	1	21,105	5,784	6,945
Net Capital Funding - Surplus/(Deficit)	-	-	-	-	-	-	-	-		-	-	-

Riverina Water County Council

Quarterly Budget Review Statement

for the period 01/10/23 to 31/12/23

Capital Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

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

Riverina Water County Council

Quarterly Budget Review Statement

for the period 01/10/23 to 31/12/23

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 December 2023

(\$000's)	Original Budget 2023/24	Approved Changes				Revised Budget 2023/24	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sept QBRS	Dec QBRS					
Externally Restricted ⁽¹⁾										
Loan Funds - LIRS	-	-	-	-	-	-	-	-	-	
Total Externally Restricted	-	-	-	-	-	-	-	-	-	
<small>(1) Funds that must be spent for a specific purpose</small>										
Internally Restricted ⁽²⁾										
Employee Leave Entitlements *	1,971	-	-	-	-	1,971	-	1,971	1,971	
Plant Replacement	2,555	-	-	-	-	2,555	-	2,555	3,128	
Water Treatment Plant	228	-	-	-	-	228	-	228	228	
Revenue from Water Licences	669	-	-	-	-	669	-	669	669	
Sales Fluctuation	3,000	-	-	-	-	3,000	-	3,000	3,000	
Total Internally Restricted	8,424	-	-	-	-	8,424	-	8,424	8,996	
<small>(2) Funds that Council has earmarked for a specific purpose</small>										
Unrestricted (ie. available after the above Restrictions)	15,143	(7,984)	(253)	4,322	-	11,228	(1,726)	1	9,502	18,286
Total Cash & Investments	23,567	(7,984)	(253)	4,322	-	19,652	(1,726)		17,926	27,282

* ELE Reserve is currently funded at 50%

Riverina Water County Council

Quarterly Budget Review Statement

for the period 01/10/23 to 31/12/23

Cash & Investments Budget Review Statement**Investments**

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

Cash

The Cash at Bank figure included in the Cash & Investment Statement totals \$27,282,166

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.
The date of completion of this bank reconciliation is 31/12/23.

Reconciliation Status

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

\$ 000's

Cash at Bank (as per bank statements)		1,271
Investments on Hand		26,011
less: Unpresented Cheques	(Timing Difference)	-
add: Undeposited Funds	(Timing Difference)	-

Reconciled Cash at Bank & Investments27,282**Balance as per Review Statement:**27,282

Difference:

-

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

1	Decrease in cash due to revised OPEX and CAPEX requirements separately detailed.
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Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 December 2023

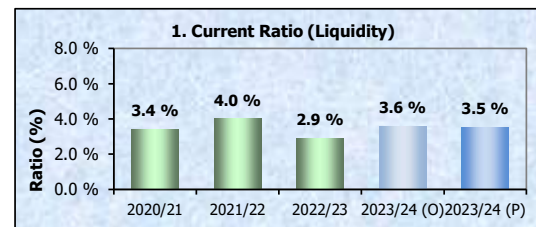
(\$000's)	Current Projection		Original Budget 23/24	Actuals Prior Periods	
	Amounts	Indicator		22/23	21/22
	23/24	23/24			

NSW Local Government Industry Key Performance Indicators (OLG):

1. Current Ratio (Liquidity)

Current Assets	26,438	3.5 %	3.6 %	2.9 %	4.0 %
Current Liabilities	7,485				

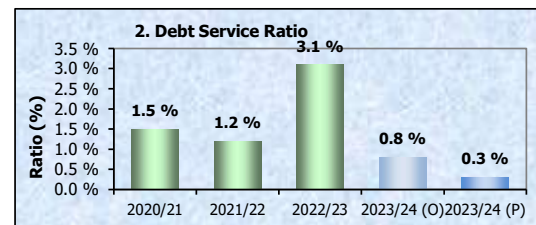
This measures Council's ability to pay existing liabilities in the next 12 months. (target >1.5)



2. Debt Service Ratio

Debt Service Cost	104	0.3 %	0.8 %	3.1 %	1.2 %
Income from Continuing Operations	35,039				

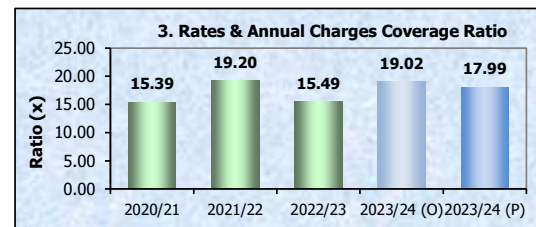
This measures Council's ability to meet interest repayments and therefore service debt. (target 0% to 5%)



3. Rates & Annual Charges Coverage Ratio

Rates & Annual Charges	6,304	17.99	19.02	15.49	19.20
Income from Continuing Operations	35,039				

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



Riverina Water County Council

Quarterly Budget Review Statement
for the period 01/10/23 to 31/12/23

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

Budget review for the quarter ended 31 December 2023

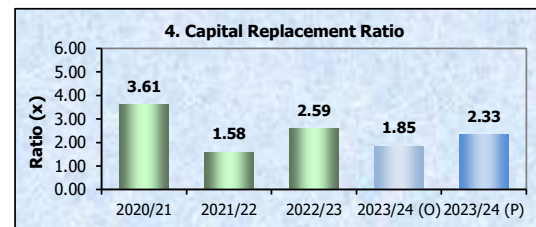
(\$000's)	Current Projection		Original Budget 23/24	Actuals Prior Periods	
	Amounts	Indicator		22/23	21/22
	23/24	23/24			

NSW Local Government Industry Key Performance Indicators (OLG):

4. Capital Replacement Ratio

Infrastructure, Property, Plant & Equipment Depreciation	$\frac{21,105}{9,075}$	2.33	1.85	2.59	1.58
----------------------------------------------------------	------------------------	------	------	------	------

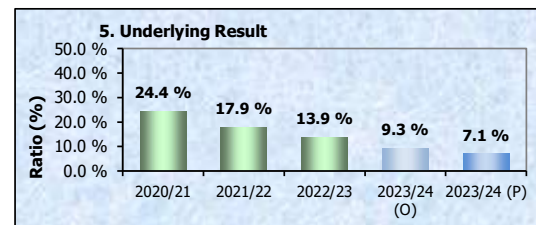
Comparison of the rate of spending on IPP&E with consumption of assets. This is a long-term indicator, as capital expenditure can be deferred in the short term if insufficient funds are available from operations and borrowing is not an option. (target > 1.5)



5. Underlying Result

Net Result	$\frac{2,481}{35,039}$	7.1%	9.3%	13.9%	17.9%
Total Revenue					

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



Riverina Water County Council

Quarterly Budget Review Statement
for the period 01/10/23 to 31/12/23

Contracts Budget Review Statement

Budget review for the quarter ended 31 December 2023
Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)	Notes

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	23,262	Y
Legal Fees	2,861	Y

Definition of a consultant:

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

Comments

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

Details

N/A

**Riverina Water County Council
Balance Sheet**

	Projected 2023/24 \$
ASSETS	
Current Assets	
Cash & Cash Equivalents	17,926
Receivables	4,436
Inventories	4,076
Total Current Assets	26,438
Non-Current Assets	
Infrastructure, Property, Plant & Equipment	376,055
Intangible Assets	12,337
Total Non-Current Assets	388,392
TOTAL ASSETS	414,830
LIABILITIES	
Current Liabilities	
Payables	3,388
Borrowings	155
Provisions	3,942
Total Current Liabilities	7,485
Non-Current Liabilities	
Borrowings	1,705
Total Non-Current Liabilities	1,705
TOTAL LIABILITIES	9,190
Net Assets	405,640
EQUITY	
Retained Earnings	163,332
Revaluation Reserves	242,308
Other Reserves	-
Council Equity Interest	405,640
Minority Equity Interest	-
Total Equity	405,640

31 DECEMBER 2023 CAPEX QUARTERLY BUDGET REVIEW

Project #	Description	Report Level	Original Budget	Current Budget	Committal	Actual	Budget Remaining	31/12/2023 QBR	Revised Budget	Revised Remaining	Comments
		1	\$	\$	\$	\$	\$	\$	\$	\$	
	MANAGEMENT	1									
	LAND & BUILDINGS FOR ADMIN. DEPOTS AND WORKSHOPS	1									
	Administration Office	1	250,000	100,000	0	0	100,000	0	100,000	100,000	
	Depot Buildings	1	2,336,479	1,346,875	218,356	640,317	488,202	297,808	1,644,683	786,010	Refurbishment of Operations Office - Urban - budget increase to account for increase in material costs \$297,808
	Access, Parking and Landscaping	1	1,070,000	171,213	157,540	82,643	-68,970	19,069	190,282	-49,903	West Wagga Security Cameras and Gate Automation - revised quotes for automatic gate, CCTV and footings received \$19,069
	Environmental Works	1	50,000	0	0	0	50,000	0	50,000	50,000	
	Asset Demolition	1	100,000	0	2,100	44,245	-46,345	0	0	-46,345	
	SUB-TOTAL LAND & BUILDINGS FOR ADMIN. DEPOTS & WORKSHOPS	1	3,766,479	1,668,088	377,996	767,205	522,887	316,877	1,984,965	839,764	
	PLANT & EQUIPMENT	1									
	IT Equipment	1	200,928	151,315	1,021	40,907	109,387	0	151,315	109,387	
	Office Furniture & Equipment	1	15,000	0	0	7,580	-7,580	10,000	10,000	2,420	Office Furniture & Equipment - Urban - to cover furniture purchases as discussed in November 23 budget meeting \$10,000
	Working Plant & Vehicle Purchases	1	960,000	2,265,291	715,722	509,208	1,040,350	0	2,265,291	1,040,350	
	Plant Tools & Equipment	1	0	35,000	0	4,716	30,284	0	35,000	30,284	
	Telemetry & Control Systems Upgrade	1	350,000	363,314	20	81	363,213	0	363,314	363,213	
	Radio Communications Upgrade/Replacements/Improvements	1	68,000	350,000	123	0	349,877	0	350,000	349,877	
	Energy Efficiency & Cost Minimisation	1	3,200,000	1,425,085	439,111	85,562	900,413	0	1,425,085	900,413	
	SUB-TOTAL PLANT & EQUIPMENT	1	4,793,928	4,590,005	1,156,007	648,054	2,785,944	10,000	4,600,005	2,795,944	
	INTANGIBLES	1									
	Software	1	3,205,932	2,588,164	96,547	1,160,102	1,331,515	0	2,588,164	1,331,515	
	Water Licences	1	0	1,000,000	0	0	1,000,000	0	1,000,000	1,000,000	
	SUB-TOTAL INTANGIBLES	1	3,205,932	3,588,164	96,547	1,160,102	2,331,515	0	3,588,164	2,331,515	
	TOTAL MANAGEMENT	1	11,766,339	9,846,257	1,630,550	2,575,361	5,640,346	326,877	10,173,134	5,967,223	
	SOURCES	1									
	Bores-renew/refurbish/decommission	1	380,000	161,500	39,189	12,658	109,654	70,000	231,500	179,654	Switchboards Improvements/Replacements - electrical switchboard inspection and assessment (North Wagga Bore 2, VSD Drive Replacement) \$70,000
	TOTAL SOURCES	1	380,000	161,500	39,189	12,658	109,654	70,000	231,500	179,654	
	TREATMENT PLANTS	1									
	Aeration Tower Replacements	1	115,000	0	1,730	423	-2,153	0	0	-2,153	
	Aeration Tower Covers	1	0	704,900	11,710	63,862	629,328	0	704,900	629,328	
	Specific Treatment Plant Improvements	1	55,000	85,000	0	15,338	69,662	0	85,000	69,662	
	Treatment Plant Refurbishments	1	4,251,125	2,102,894	350,074	862,099	890,721	16,788	2,119,682	907,500	Tarcutta CVS Tank Replacement - budget overspend due to defect rectification/access upgrade works \$4,519 Laboratory Equipment - failure of Wagga filtration plant's fluoride meter, and also inclusion of portable Chlorine and Turbidity meters for Operators' new ute, Works Construction Supervisor's vehicle and maintenance ute and truck \$12,269
	TOTAL TREATMENT PLANTS	1	4,421,125	2,892,794	363,514	941,722	1,587,557	16,788	2,909,582	1,604,345	
	PUMPING STATIONS	1									
	Pump Stations Renewal/Refurbish/Upgrade	1	230,001	197,622	0	71,943	125,679	0	197,622	125,679	
	Pump & Motor Maintenance / Replacements	1	0	50,000	20,300	0	29,700	0	50,000	29,700	
	TOTAL PUMPING STATIONS	1	230,001	247,622	20,300	71,943	155,379	0	247,622	155,379	
	RESERVOIRS	1									
	General Improvements	1	75,000	50,000	0	0	50,000	0	50,000	50,000	

Project #	Description	Report Level	Original Budget	Current Budget	Committal	Actual	Budget Remaining	31/12/2023 OBR	Revised Budget	Revised Remaining	Comments	
		1	\$	\$	\$	\$	\$	\$	\$	\$		
		1		300,000	1,700,402	28,692	103,345	1,568,364	11,991	1,712,393	1,580,355	Humula Reservoir Replacement 2x 100kL with 1x 150kL - budget overspend due to defect rectification/access upgrade works \$4,677
	New/Replacement Reservoirs	1										Walbandre Reservoir #2 1x100kL with 150kL replacement - budget overspend due to defect rectification/access upgrade works \$7,314
	Reservoirs - Refurbish	1	875,000	20,653	2,073	0	18,580	0	20,653	18,580		
	Reservoirs - Upgrade Ladders and Access	1	90,000	30,000	0	15,772	14,228	0	30,000	14,228		
	Reservoir Hatches Magflows	1	25,000	25,000	0	0	25,000	0	25,000	25,000		
	Asset demolition	1	0	0	0	44,353	-44,353	0	0	-44,353		
	TOTAL RESERVOIRS	1	1,365,000	1,826,055	30,765	163,471	1,631,819	11,991	1,838,046	1,643,810		
	MAINS, SERVICES & METERS	1										
	MAINS	1										
	System Improvements	1	1,150,000	1,459,773	139,773	125,952	1,194,048	30,000	1,489,773	1,224,048		System Improvements - Non-Urban - construction project completed in FY23. FY24 costs for creation of easements, valuations, survey and legal costs. \$15k already spent for survey and valuation and \$15k for compensation and legal fees \$30,000
	Reticulation for Developers (including other extensions)	1	868,600	895,000	18,960	653,309	222,730	115,000	1,010,000	337,730		Reticulation for Developers - Urban - multiple new development jobs not budgeted for FY24 (paid by customers/developers). Henty (Rosler Pde), Dura Rd & Henty Pleasant Hills Rd \$115,000
	Renew Reticulation Mains	1	1,200,000	1,275,514	5,310	520,553	749,650	16,736	1,292,250	766,386		Renew Reticulation Mains - Non-Urban - FY23 project completed in early FY24 but no budget allocation \$7,539
	Renew Trunk Mains	1	1,775,000	530,014	10,689	171,598	347,727	0	530,014	347,727		Albury Rd (Pleasant Hills) - replace 63mm PE - project is completed and was higher than budget \$9,197
	SUB-TOTAL MAINS	1	4,993,600	4,160,301	174,732	1,471,413	2,514,156	161,736	4,322,037	2,675,892		
	SERVICES	1										
	Service Connections, new including Meters	1	550,000	550,000	4,500	254,951	290,549	0	550,000	290,549		
	Renew Services	1	330,000	330,000	17,807	148,899	163,295	40,000	370,000	203,295		Renew Services - Urban - more service renewals completed so far than expected. \$20k allowance for remainder of FY24 \$40,000
	SUB-TOTAL SERVICES	1	880,000	880,000	22,307	403,850	453,844	40,000	920,000	493,844		
	METERS	1										
	Water meters replacement	1	200,000	359,239	-155	64,568	294,826	0	359,239	294,826		
	Remote metering	1	50,000	103,000	77,750	2,873	22,377	0	103,000	22,377		
	Water Filling Stations	1	25,000	0	277	0	-277	0	0	-277		
	SUB-TOTAL METERS	1	275,000	462,239	77,871	67,441	316,927	0	462,239	316,927		
	TOTAL MAINS, SERVICES & METERS	1	6,148,600	5,502,540	274,910	1,942,703	3,284,927	201,736	5,704,276	3,486,663		
	TOTALS	1	24,311,065	20,476,768	2,359,228	5,707,858	12,409,682	627,392	21,104,160	19,037,074		

R6 Ongoing External Audit Arrangements

Organisational Area Corporate Services

Author Natasha Harris, Manager Finance & Sourcing

Summary The Audit Office of New South Wales (AONSW) have re-appointed Crowe Audit Australia (Crowe) to conduct the audit of Riverina Water's financial statements for the years ending 30 June 2024 to 30 June 2026, with an option to extend up to a further two years.

RECOMMENDATION that Council receives and notes the report detailing that the AONSW have re-appointed Crowe to conduct the audit of Riverina Water's financial statements for the years ending 30 June 2024 to 30 June 2026, with an option to extend up to a further two years.

Report

Crowe has been in place as the AONSW's external Audit Service Provider (ASP) for Riverina Water's financial statement audits since June 2019. The arrangement expired at the completion of the financial statement audit for the year ended 30 June 2023.

Notice has been received from AONSW Director, Financial Audit, Somaiya Ahmed, that following a competitive open tender process, Crowe was re-appointed as the ASP for the years ending 30 June 2024 to 30 June 2026, with an option to extend up to a further two years.

The anticipated base audit fee for the year ending 30 June 2024 is \$51,750 excluding GST (2023: \$35,145). The increase is reflective of both professional requirements, and specific factors unique to our audit. Any additional audit work required as part of the transition to the new ERP will be separately scoped for additional fees at the appropriate time.

A copy of the audit arrangement advice from AONSW is attached.

While the ASP is not changing, the AONSW require a 5-yearly rotation of Audit Partner which will see the Crowe Audit Partner, currently Jason Gilbert, change following the upcoming audit. Further to this, we have been advised that Somaiya Ahmed is stepping away as our AONSW Audit Director, with existing Audit Director Karen Taylor taking her place.

The Audit Risk and Improvement Committee considered a report on this matter at their meeting on 7 February 2024 and were supportive of the re-appointment of Crowe and further discussed the importance of the rotation of the Crowe Audit Partner as referenced above.

› **R6.1 Riverina Water County Council - Audit Arrangements 30 June 2024 to 30 June 2026** [↓](#) 

Financial Implications

External audit fees have been included in the 2024/25 budget inclusive of the base fee and a contingent amount for additional scope related to the ERP transition.

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.

OFFICIAL



Mr Andrew Crakanthorp
 General Manager
 Riverina Water County Council
 By Email

Contact: Somaiya Ahmed
 Phone no: 02 9275 7424
 Our ref: R008-16585809-50315

31 January 2024

Dear Mr Crakanthorp

Audit arrangements for the year ending 30 June 2024 and beyond

The purpose of this letter is to inform you that the Auditor-General for NSW has appointed Crowe Audit Australia (Crowe) to conduct the audit of Riverina Water County Council's financial statements for the years ending 30 June 2024 to 30 June 2026, with an option to extend for up to a further two years. The appointment of Crowe follows a competitive open tender process conducted by the Audit Office.

Crowe has been appointed as the Audit Office's Audit Service Provider (ASP) under section 422(2) of the *Local Government Act 1993*. While Crowe has been appointed to conduct the audit, overall responsibility for the audit and the signing of the independent auditor's report remains with the Audit Office. The Audit Office will be overseeing the conduct and the quality of the audit to ensure it complies with professional requirements and Audit Office methods and policies.

As foreshadowed in my letter to you in September, private sector audit firms are pricing the cost of the audit at an amount higher than this year's audit fee. Before agreeing to Crowe's fee, we carefully analysed it to be satisfied that it was reasonable and commensurate with professional requirements and the specific factors unique to your audit, including risks, financial reporting maturity, systems and governance arrangements.

The Audit Office sets its fees to ensure the audit is conducted in accordance with Australian Auditing Standards. As an independent agency, our financial audits are conducted on a cost recovery basis and are not subsidised. As discussed, we anticipate the audit fee for next year's audit will be \$51,750.

Shortly Crowe and the Audit Office representative will reach out to you and your finance team to start planning for the 2023–24 audit. This will be an opportunity to further discuss the new arrangements, as well as discuss the key matters and risks that may impact next year's audit. We plan to issue our Annual Engagement Plan, which will contain detailed information regarding the 2023–24 audit, in February/March 2024.

In the interim, should you require any further information about the new arrangements, please call me on 9275 7424 or via email at somaiya.ahmed@audit.nsw.gov.au.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Somaiya', is written over a light blue rectangular background.

Somaiya Ahmed
 Director, Financial Audit

Level 19, Darling Park Tower 2, 201 Sussex Street, Sydney NSW 2000
 GPO Box 12, Sydney NSW 2001 | t 02 9275 7100 | mail@audit.nsw.gov.au | audit.nsw.gov.au

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R7 Internal Audit Charter

Organisational Area Corporate Services

Author	Wendy Reichelt, Governance & Corporate Planning Officer
Summary	This report presents the Riverina Water Internal Audit Charter for review and adoption

RECOMMENDATION that the Board adopt the Riverina Water Internal Audit Charter, noting it has been reviewed and endorsed by the Audit Risk & Improvement Committee.

Report

The Internal Audit Charter (the Charter) is presented to the Board for review and adoption.

The Charter has been developed using the model internal audit charter provided by the Office of Local Government. The Audit Risk and Improvement Committee (ARIC) reviewed and made small amendments to the Charter at its meeting in February 2024 and endorsed the Charter to be presented to the 22 February meeting of the Board for approval.

The Internal Audit Charter will be included in the Expression of Interest pack when Riverina Water seeks quotations for internal audit services to commence from 1 July 2024. The outcome of that EOI will be presented to the April 2024 Board meeting for the purposes of appointing a company to undertake the internal audit function for up to a four year term.

› R7.1 Riverina Water Internal Audit Charter [↓](#)

Strategic Alignment

Our Business

Improve strategic planning and accountability

Financial Implications

The internal audit function is included in the current and future operational budgets. Any possible increase in the rates for internal audit have been factored into the 2024-25 budget worksheets, although this is an unknown until the RFQ process is completed.

Workforce Implications

The role of internal audit coordinator has been included in the Position Description for the Governance and Corporate Planning Officer. Internal audit will continue to be a contracted service.

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.



Internal Audit Charter

Riverina Water has established the internal audit function as a key component of its governance and assurance framework, in compliance with the Departmental Chief Executive's *Guidelines for risk management and internal audit for local government in NSW*. This charter provides the framework for the conduct of the internal audit function at Riverina Water and has been approved by the Board taking into account the advice of the Riverina Water Audit, Risk and Improvement Committee (ARIC).

Purpose of internal audit

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve Riverina Water's operations. It helps Riverina Water accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes¹.

Internal audit provides an independent and objective review and advisory service to provide advice to the Board, ARIC and Chief Executive Officer (CEO) about Riverina Water's governance processes, risk management and control frameworks and its external accountability obligations. It also assists Riverina Water to improve its business performance.

Independence

Riverina Water's internal audit function is a contracted service and is to be independent of the council so it can provide an unbiased assessment of Riverina Water's operations and risk and control activities.

The contracted internal audit function reports functionally to the Riverina Water ARIC on the results of completed audits, and for strategic direction and accountability purposes. Internal audit activities are not subject to direction by the Board and Riverina Water's management has no role other than support in the exercise of the internal audit activities.

The ARIC is responsible for communicating any internal audit issues or information to the Board. Should the Board require additional information, a request for the information may be made to the committee chair by resolution. The committee chair is only required to provide the information requested by the Board where the chair is satisfied that it is reasonably necessary for the Board to receive the information for the purposes of performing its functions under the Local Government Act. Individual board members are not entitled to request or receive information from the committee.

Authority

Riverina Water authorises the internal audit function to have full, free and unrestricted access to all functions, premises, assets, personnel, records and other documentation and

¹ As defined by the International Standards for the Professional Practice of Internal Auditing (2017)



information that the internal audit coordinator considers necessary for the contracted internal audit function to undertake its responsibilities.

All records, documentation and information accessed while undertaking internal audit activities are to be used solely for the conduct of those activities. The internal audit coordinator and individual contracted internal audit staff are responsible and accountable for maintaining the confidentiality of the information they receive when undertaking their work.

All internal audit documentation is to remain the property of Riverina Water, including where internal audit services are performed by an external third-party provider.

Information and documents pertaining to the internal audit function are not to be made publicly available. The internal audit function may only release Riverina Water information to external parties that are assisting the internal audit function to undertake its responsibilities with the approval of the CEO except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

Role

The internal audit function is to support Riverina Water's ARIC to review and provide independent advice to Riverina Water in accordance with section 428A of the Local Government Act 1993. This includes conducting internal audits of Riverina Water and monitoring the implementation of improvement initiatives.

The internal audit function has no direct authority or responsibility for the activities it reviews. The internal audit function has no responsibility for developing or implementing procedures or systems and does not prepare records or engage in Riverina Water functions or activities (except in carrying out its own functions).

Internal audit coordinator

Riverina Water's internal audit function is to be coordinated by Riverina Water's Governance & Corporate Planning Officer to ensure internal audit fulfils its role and responsibilities to Riverina Water and the ARIC.

The internal audit coordinator must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

Responsibilities of the internal audit coordinator include:

- contract management
- managing the internal audit budget
- ensuring the external provider completes internal audits in line with the ARIC annual work plan and four-year strategic work plan



- forwarding audit reports by the external provider to the ARIC
- acting as a liaison between the external provider and the ARIC
- monitoring management's implementation of opportunities for improvement that arise from the findings of audits and reporting progress to the ARIC, and
- assisting the ARIC to ensure Riverina Water's internal audit activities comply with the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW*.

Internal Audit team

Riverina Water will contract an external third-party provider to undertake its internal audit activities. To ensure the independence of the external provider, the internal audit coordinator is to ensure the external provider:

- does not conduct any audits on specific Riverina Water operations or areas that they have consulted on or audited within the last two years
- is not the same provider conducting Riverina Water's external audit
- is not the auditor of any contractors of Riverina Water that may be subject to the internal audit, and
- can meet Riverina Water's obligations under the *Guidelines for risk management and internal audit for local government in NSW*.

The internal audit coordinator must consult with the ARIC and CEO regarding the appropriateness of the skills, knowledge and experience of any external provider before they are engaged by Riverina Water.

Performing internal audit activities

The work of the internal audit function is to be thoroughly planned and executed. Riverina Water's ARIC must develop a strategic work plan every four years to ensure that the matters listed in Schedule 1 are reviewed by the committee and the internal audit function. The strategic work plan must be reviewed at least annually to ensure it remains appropriate.

The committee must also develop an annual work plan to guide the work of the internal audit function over the forward year.

All internal audit activities are to be performed in a manner that is consistent with relevant professional standards including the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and current Australian risk management standard (ISO 3100).

The contracted internal auditor is to provide the findings and recommendations of internal audits to the ARIC at the end of each audit. Each report is to include a response from the relevant senior manager.

The internal audit coordinator is to establish an ongoing monitoring system to follow up Riverina Water's progress in implementing recommendations arising from internal audits..



The CEO in consultation with the ARIC, is to develop and maintain policies and procedures to guide the operation of Riverina Water's internal audit function.

The internal audit coordinator is to ensure that the ARIC is advised at each of the committee's meetings of the internal audit activities completed during that quarter, progress in implementing the annual work plan and progress made implementing improvement initiatives.

Conduct

Contracted internal audit personnel must comply with Riverina Water's Code of Conduct. Complaints about breaches of the Code of Conduct by internal audit personnel are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The CEO must consult with Riverina Water's ARIC before any disciplinary action is taken against internal audit personnel in response to a breach of the Code of Conduct.

Contracted internal auditors must also comply with the Code of Ethics for the Professional Practice on Internal Auditing issued by the Institute of Internal Auditors.

Administrative arrangements

Audit, risk and improvement committee meetings

The internal audit coordinator and a representative from the internal audit contractor will attend ARIC meetings as an independent non-voting observer. The internal audit coordinator and representative from the internal audit contractor can be excluded from meetings by the committee at any time.

The internal audit contractor must meet separately with the ARIC at least once per year.

The internal audit coordinator can meet with the chairperson of the ARIC at any time, as necessary, between committee meetings.

External audit

Contracted internal and external audit activities will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

Periodic meetings and contact between internal and external audit can be held to discuss matters of mutual interest and to facilitate coordination.

External audit will have full and free access to all internal audit plans, working papers and reports.

Dispute resolution

The contracted internal audit function should maintain an effective working relationship with Riverina Water and the ARIC and seek to resolve any differences they may have in an



amicable and professional way by discussion and negotiation.

In the event of disagreement between the contracted internal audit function and Riverina Water, the dispute is to be resolved by the CEO and/or the ARIC. Disputes between the contracted internal audit function and the ARIC are to be resolved by the Board.

Unresolved disputes regarding compliance with statutory and other requirements are to be referred to the Departmental Chief Executive in writing.

Review arrangements

At least once in every term of the Board, an independent internal audit expert will conduct a strategic review of the internal audit function. The strategic review will be considered by the ARIC and by the Board.

This charter is to be reviewed annually by the committee and once each Board term by the Board. Any substantive changes are to be approved by the Board.

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Further information

For further information on Riverina Water's Internal audit activities, contact the internal audit coordinator on wreichelt@rwcc.nsw.gov.au or by phone on 69220605.

Reviewed by chairperson of Riverina Water's audit, risk and improvement committee – Bryce McNair

_____ (sign and date)

Reviewed by CEO – Andrew Crakanthorp

_____ (sign and date)

Reviewed by Riverina Water Board

_____ (sign and date)

in accordance with resolution _____

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Schedule 1 – internal audit function responsibilities

Audit

Internal audit

- Conduct internal audits as directed by Riverina Water's audit, risk and improvement committee.
- Implement Riverina Water's annual and four-year strategic internal audit work plans.
- Monitor the implementation by Riverina Water of improvement initiatives.
- Assist Riverina Water to develop and maintain a culture of accountability and integrity.
- Facilitate the integration of risk management into day-to-day business activities and processes.
- Promote a culture of high ethical standards.

External audit

- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided.
- Review all external plans and reports in respect of planned or completed audits and monitor Riverina Water's implementation of audit recommendations.
- Provide advice on action taken on significant issues raised in relevant external audit reports and better practice guides.

Risk

Risk management

Review and advise:

- if Riverina Water has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
- whether Riverina Water's risk management framework is adequate and effective for identifying and managing the risks Riverina Water faces, including those associated with individual projects, programs and other activities
- if risk management is integrated across all levels of Riverina Water and across all processes, operations, services, decision-making, functions and reporting
- of the adequacy of risk reports and documentation, for example, Riverina Water's risk register and risk profile
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- if Riverina Water has taken steps to embed a culture which is committed to ethical and lawful behaviour
- if there is a positive risk culture within Riverina Water and strong leadership that supports effective risk management
- of the adequacy of staff training and induction in risk management
- how Riverina Water's risk management approach impacts on its insurance arrangements



- of the effectiveness of Riverina Water's management of its assets, and
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal controls

Review and advise:

- whether Riverina Water's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
- whether Riverina Water has in place relevant policies and procedures and that these are periodically reviewed and updated
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- if Riverina Water's monitoring and review of controls is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

Compliance

Review and advise of the adequacy and effectiveness of Riverina Water's compliance framework, including:

- if Riverina Water has appropriately considered legal and compliance risks as part of the risk management framework
- how Riverina Water manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- whether appropriate processes are in place to assess compliance.

Fraud and corruption

Review and advise of the adequacy and effectiveness of Riverina Water's fraud and corruption prevention framework and activities, including whether Riverina Water has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

Financial management

Review and advise:

- if Riverina Water is complying with accounting standards and external accountability requirements
- of the appropriateness of Riverina Water's accounting policies and disclosures
- of the implications for Riverina Water of the findings of external audits and performance audits and the council's responses and implementation of recommendations
- whether Riverina Water's financial statement preparation procedures and timelines are sound
- the accuracy of Riverina Water's annual financial statements prior to external audit, including:
 - management compliance/representations
 - significant accounting and reporting issues
 - the methods used by Riverina Water to account for significant or unusual transactions and areas of significant estimates or judgments.



- appropriate management signoff on the statements
- if effective processes are in place to ensure financial information included in Riverina Water's report is consistent with signed financial statements
- if Riverina Water's financial management processes are adequate
- the adequacy of cash management policies and procedures
- if there are adequate controls over financial processes, for example:
 - appropriate authorisation and approval of payments and transactions
 - adequate segregation of duties
 - timely reconciliation of accounts and balances
 - review of unusual and high value purchases
- if policies and procedures for management review and consideration of the financial position and performance of Riverina Water are adequate
- if Riverina Water grants and tied funding policies and procedures are sound.

Governance

Review and advise of the adequacy of Riverina Water's governance framework, including Riverina Water's:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key roles and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities
- reporting and communication activities
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge.

Improvement

Strategic planning

Review and advise:

- of the adequacy and effectiveness of Riverina Water's integrated, planning and reporting (IP&R) processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether Riverina Water is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement

Review and advise:

- if Riverina Water has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
- if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
- how Riverina Water can improve its service delivery and performance of its business and functions generally



Performance data and measurement

Review and advise:

- if Riverina Water has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- if the performance indicators Riverina Water uses are effective, and
- of the adequacy of performance data collection and reporting.

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R8 2023-24 Operational Plan progress report toward Delivery Program 2022-2026

Organisational Area Corporate Services

Author Wendy Reichelt, Governance & Corporate Planning Officer

Summary In accordance with the Integrated Planning & Reporting (IP&R) Guidelines, the Chief Executive Officer is to report to the Board every six months on the progress of activities contained within the Delivery Program. This report is based on the Operational Plan which is Year 2 of the 2022-2026 Delivery Program

RECOMMENDATION that Council note the progress report from 1 July 2023 to 31 December 2023 for the Operational Plan, which constitutes Year 2 of the 2022-2026 Delivery Program.

Report

The Delivery Program is a fixed-term 4-year plan that aligns with the term of the Board and is designed to deliver on Riverina Water's 10-year Business Activity Strategic Plan (BASP). Our three strategic objectives are:

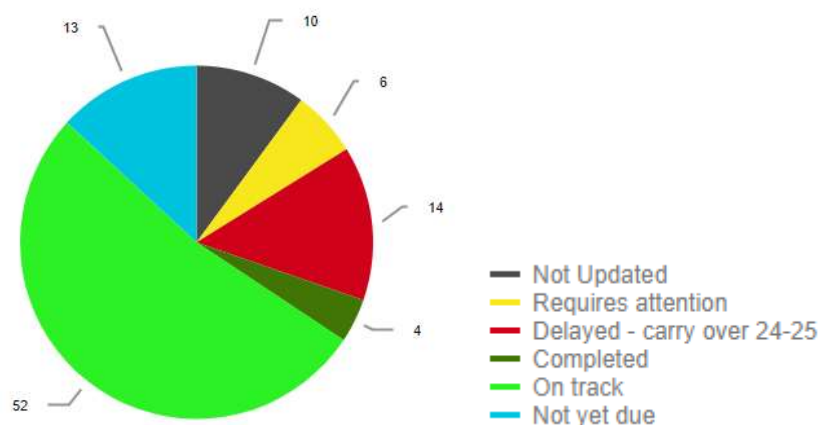
Our People – we have a high-performance culture achieved through accountability, diversity, respect and investment in our people.

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

The 2022-2026 Delivery Program was adopted in June 2022 showing actions over the life of the plan that will contribute to achievement of the BASP strategic objectives. The Delivery Program identifies the year of delivery and each year these are actioned through the one-year Operational Plan.

Attached is a six-monthly report for the 2023-24 Operational Plan, demonstrating how Riverina Water is progressing on achievement of Year 2 of the Delivery Program. A snapshot of progress to date is shown below. It is noted that some action status' have not been updated at the time of production of this report but there are no time critical actions that would cause any concern.



Operational Plan 2023-24 action status

Challenges

As can be seen from the report, there are a number of actions that will not be completed as initially allocated in the 2023-24 financial year. Some of these are reliant on the implementation of FLOW where some timelines have been moved to ensure suitable testing has occurred prior to implementation.

Several IT initiatives have also been delayed due to the changeover of the manager and recruitment to two new positions in the ICT area who will be undertaking some of the identified work.

The draft 2024-25 Operational Plan and budget is currently in development, so any uncompleted actions for 2023-24 are being reviewed with a possibility of rescheduling to future operational plans.

Achievements

Whilst some phases of the FLOW project have been delayed, considerable work has continued on data analysis, process mapping and review. Positive feedback has been received from customers already using our new system.

There has been significant work undertaken in relation to readiness and testing of the finance module which will now be launched on 1 July, along with the new HR and payroll system, Aurion.

A new Change Manager has been appointed to the FLOW project to assess the change impact of Flow and to lead change project activities and training to equip staff for successful transition to the new systems.

The first six months of 2023-24 has also seen recruitment undertaken or commenced to key new positions. The WHS Coordinator and Risk and Insurance Officer have been appointed to improve risk management and capability and have commenced work on strategic WHS and Risk Management frameworks. Recruitment is also underway for two new managers in Works and Asset Management and for two new roles in Information and Communication Technology.

› R8.1 **Operational Plan 2023-24 six monthly report** [↓](#) 

Financial Implications

Variations to Operational Plan are reflected where appropriate in the budget.

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.



Operational Plan 2023-2024



1 July – 31 Dec 2023 Progress Report

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

Code	Action	Performance Measure	Responsible	Progress	Comments
1.1.1.1	Implement actions and outcomes from first year of Workforce Plan	Actions and outcomes are implemented as per the action plan	People & Culture		<p>Attraction & Retention Leadership Capability Framework- ongoing. A working group was formed to review the implementation methodology. HR Audit on our internal recruitment processes was carried out and the action items have been actioned. Report on recruitment trends (cost, exit interviews) are provided to ManEx on a fortnightly basis. Higher duties policy has been endorsed.</p> <p>Resource Planning Engineering structural review is ongoing. demand analysis needs to be finetuned.</p> <p>Succession Planning SARP Phase 2 delivery completed Currently working with the DE to finalise critical positions for the Engineering area. Skills review project underway- to further support building internal skills required for the future of Riv Water.</p> <p>Technological Upskilling Brown bags training sessions is underway. roll-out of IT related training Survey to measure the technological capacity of operational staff is underway.</p>
1.1.1.2	Equip staff with relevant annual training plan	Training is delivered as per plan	People & Culture		Training has been delivered as per training plan.



Code	Action	Performance Measure	Responsible	Progress	Comments
1.1.1.3	Undertake review of hourly working week arrangements	Review is presented to LGEA, USU & ETU Unions	People & Culture		First meeting was held with the union in December 2023. Further meetings have been booked for year 2024.

1.1.2: Continue to develop leadership skills across our organisation

Action Code	Action	Performance Measure	Responsible	Progress	Comments
1.1.2.1	Develop Supervisors Handbook	Supervisors handbook is rolled out to supervisors in the organisation	People & Culture		
1.1.2.2	Implement leadership capability framework	Leadership capability framework is implemented with leaders in the organisation	People & Culture		Workshop sessions held with some feedback received. Working group was created to review the roll-out methodology. Pending work to be done involve: - Decision on the roll-out methodology for the framework Implementation

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

Action Code	Action	Performance Measure	Responsible	Progress	Comments
1.2.1.1	Review the EEO policy and develop supporting EEO plan	EEO policy and supporting plan adopted by the Board	People & Culture		



1.2.2: Embed our organisational values into people practices and culture to support a quality employee experience

Code	Action	Performance Measure	Responsible	Progress	Comments
1.2.2.1	Commence embedding of new organisational values	Organisational values are promoted and understood by staff	CEO		This project is progressing extremely well and staff have responded and embraced the four new values they helped create. A report is included in the business paper for the February meeting of the Board.



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

Code	Action	Performance Measure	Responsible	Progress	Comments
1.3.1.1	Implement the internal communications strategy	Internal communication activities are delivered in line with strategy	Customer & Comms		Internal communications business as usual for the first six months of the year, plans to further enhance use of Viva Engage are underway.
1.3.1.2	Undertake staff survey and develop action plan from results	Staff survey is completed and action plan adopted	People & Culture		Staff survey will be completed in the 24/25 FY (September 2024) as it is meant to be a triennial survey.

1.4: Build upon our strong history of safety and wellbeing



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

Code	Action	Performance Measure	Responsible	Progress	Comments
1.4.1.1	Continue implementation of WELL program including psychosocial wellbeing	Monthly actions and initiatives are implemented in line with WELL calendar/action register	People & Culture		Well program continues to be planned and updated as required

1.4.2: Maintain a strong safety culture across the organisation

Code	Action	Performance Measure	Responsible	Progress	Comments
1.4.2.1	Conduct annual Safety Breakfast	Event is held and positive feedback received	WHS		






1.4.3: Develop and monitor WHS metrics

Code	Action	Performance Measure	Responsible	Progress	Comments
1.4.3.1	Use current systems to begin to develop meaningful metrics for WHS	Metrics are developed and evaluated	WHS		Allocated as a focus for Q3
1.4.3.2	Conduct annual analysis and comparison of workers compensation claims	Annual report presented to MANEX, WHS Committee and ARIC	WHS		Allocated as a focus for Q3/4




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

Code	Action	Performance Measure	Responsible	Progress	Comments
1.5.1.1	Continue to implement Staff Annual Review Process (SARP)	Actions are delivered in line with agreed implementation plan	People & Culture		SARP Phase 2 has been rolled out with a series of workshops and employees holding their first SARP Phase two discussions. Next step is to action the outcome of SARP phase 2, measure the effectiveness and finetune as required.
1.5.1.2	Commence implementation of HRIS system in line with FLOW Project plan	Project plan milestones are completed on time	People & Culture		HRIS has been delayed until the payroll module goes live in 1 July
1.5.1.3	Review HR audit findings and develop forward plan for best practice, governance, policies and procedures	Audit report that includes management responses and action dates is endorsed by ARIC	People & Culture		Implementation plan has been developed and is currently being actioned.
1.5.1.4	Review staff induction booklet and onboarding and offboarding procedures	New onboarding/offboarding processes are adopted	People & Culture		
1.5.1.5	Implement outcomes from review of skills review	Outcomes are implemented in line with action plan	People & Culture		LGNSW was engaged to review the OCR manual and recommendations have been made to management. Project may be reviewed to encompass the overall skills review process as well as position description creation.

1.5.2: Develop and implement Knowledge Management processes to improve efficiency and enable informed decisions

Code	Action	Performance Measure	Responsible	Progress	Comments
1.5.2.1	Develop strategy and action plan to address knowledge management and business process gaps across the organisation	Strategy and action plan are endorsed by MANEX	DCS		







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

Code	Action	Performance Measure	Responsible	Progress	Comments
2.1.1.1.	Install water supply mains and services infrastructure to service new developments as required	Completion of works to enable water supply to new developments	Works		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	Control system designed and implemented	Works		Design and planning for pipeline construction continuing. Pipe delivery and construction planned to commence during Q3.
		Construction of pipeline 50% or more complete			
2.1.1.3	Complete detailed design for Urana WTP replacement	Detailed design completed	Projects		<p>Construction of Urana WTP is in 2024/25 Capital Plan. The Concept design and layout design of Urana WTP has commenced. Approximate sizing of plant, equipment and equipment types undertaken. Working on specification documentation and operational philosophy.</p> <p>Concept PIDs developed showing how the plant will operate, including how this water treatment plant will work within the Western Region Strategy.</p> <p>The exiting raw water pipeline pressure testing has been completed to provide data for new raw water pumps and raw water line capacity.</p> <p>The design is on hold and subject to the outcome of ground water investigations. Suitable ground water may be available and would be preferred source. The Water Treatment process will be different if ground water is available.</p>
2.1.1.4	Upgrade telemetry and radio communications	Current analog sites are transferred to the digital system	Operations		




Code	Action	Performance Measure	Responsible	Progress	Comments
2.1.1.5	Undertake electrical and control switchboard improvements at Ravlona to ensure compliance with Australian Standards	Switchboards meet current Australian Standards	Operations		
2.1.1.6	Upgrade water treatment facility at Woomargama	Staged completion of the new water treatment plant	Operations		
2.1.1.7	Continue program of maintenance and installation of bulk water filling stations to enable access for water carters and contractors	Water filling station activities completed in line with Capex budget	Works		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

Code	Action	Performance Measure	Responsible	Progress	Comments
2.1.2.1	Undertake water main renewals, upgrades and system improvements to maintain or improve levels of service	Completion of projects in line with Capex program and budget	Works		Capital Works progressing as per program of works and Capex budget. Assessment of any new areas of concern undertaken to assess the risk against impacts on LoS and consider options for corrective actions or mitigation measures.
2.1.2.2	Monitor network performance and investigate supply complaints	Engineering reports capture customer complaints and response in line with adopted levels of service	Operations		
2.1.2.3	Purchase additional water licences to ensure ability to meet future demands	Additional water licence secured	Operations		
2.1.2.4	Conduct minor refurbishment and upgrades of pump stations (like-for-like replacements)	Upgrades completed in line with capital budget	Operations		
2.1.2.5	Evaluate options to make repairs at Rand Reservoir 1	Completed options report including budget	Projects		Not started



Code	Action	Performance Measure	Responsible	Progress	Comments
2.1.2.6	Acquire land and easements for The Rock Reservoir and access track	Land acquired	Projects		Negotiations are continuing with Landowner. If an agreement is not reached the land will be acquired by compulsory acquisition. The compulsory acquisition process will delay acquiring the land until 24/25 however 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

Code	Action	Performance Measure	Responsible	Progress	Comments
2.1.3.1	Replace North Wagga WTP shade cover	Construction of new shade structure completed	Projects		Consultant engaged to undertake design of Aeration cover. The design commenced in July 2023. Site is difficult due to slopes, poor soil conditions, working around existing structures, limited space. The detailed design is 90% completed and a Safety In Design (SID) workshop has been completed. Consultant has commenced work on shop drawings for steel fabrication. The design team has concerns with constructability of the pile footings required for the structure. Further geotechnical investigations are planned to assess soil condition and determine appropriate method for construction. The design engagement has been protracted due to its complexity.
2.1.3.2	Upgrade/replace online and remote monitoring equipment at WTPs	Equipment replaced as per program	Operations		
2.1.3.3	Upgrade/replace laboratory equipment at WTPs	Equipment replaced as per program	Operations		



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

Code	Action	Performance Measure	Responsible	Progress	Comments
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.	One meeting per year held with all relevant parties	Operations		


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

Code	Action	Performance Measure	Responsible	Progress	Comments
2.1.5.1	Deliver the adopted fleet replacement program	Replacement vehicles ordered	Projects		Replacement program is on track.
2.1.5.2	Continue programmed development of Hammond Avenue site	All programmed works for 2023/2024 completed	Projects		Stage 1 of roads upgrade completed. Operations Refurbishment underway. Block A is 95% complete with only concrete paths to be done. Interior construction completed. Block B is 90% complete. Work remaining included rendering brickwork, wall flashings, upgrades to electrical supply and landscaping. Commenced work on updating site masterplan to accommodate the additional positions in adopted organisation structure.
2.1.5.3	Undertake programmed construction at The Rock depot	Construction of Stage 1	Projects		Issues with design were identified by Riverina Water Project Manager. Design consultant has been requested to address the issues. Expect that design will be finalised and tender released in March. Tender recommendation for construction of stage 1 to April 2024 Board meeting.





2.2: Enhance and integrate our asset management system


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

Action Code	Action	Performance Measure	Responsible	Progress	Comments
2.2.1.1	Implement asset management module in FLOW	Asset Management module "live" in FLOW	Aran Beckett		

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


Action Code	Action	Performance Measure	Responsible	Progress	Comments
2.2.2.1	Input current condition and criticality ratings for pipe assets	Current condition ratings for pipes input into asset management system in FLOW	Works		Current assessed ratings included in data loads and testing. Data for new assets or updated ratings to be incorporated in final data loads.
2.2.2.2	Input current condition and criticality ratings for above ground infrastructure assets	Current condition ratings for above ground infrastructure input into asset management system in FLOW	Works		Current assessed ratings included in data loads and testing. Data for new assets or updated ratings to be incorporated in final data loads.

2.2.3: Integrate central asset management system with financial information




Action Code	Action	Performance Measure	Responsible	Progress	Comments
2.2.3.1	Develop strong financial management of assets through the integration of financial and asset systems	Integration of finance data into asset systems is completed	Finance & Sourcing		The FLOW project timeline has been revised with the Finance and Assets go-live changing from 1 March 2024 to 1 July 2024. This was due to circumstances beyond our control and to ensure Finance and Assets will go-live alongside the integrated HR/Payroll solution, Aurion. The project remains on track for completion within the strategic objective completion timeline.




2.2.4: Implement Esri GIS system

Action Code	Action	Performance Measure	Responsible	Progress	Comments
2.2.4.1	Implement ESRI GIS system and integrate with associated corporate systems	ESRI GIS system implementation and integration complete and "live"	Works		Initial environment build and data loads complete. Infor integration setup and testing complete. Completion of environment build, system configuration and data loads yet to be completed.

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

Action Code	Action	Performance Measure	Responsible	Progress	Comments
2.2.5.1	Provide safe access, secure enclosure and surveillance cameras at reservoirs	Design of reservoir access upgrade completed	Projects		Bellevue Reservoir access upgrade completed including enclosure, bridge between reservoirs, perimeter handrailing and provision for surveillance camera's. Surveillance camera options being investigated.
2.2.5.2	Continue the asset demolition programme to remove decommissioned and abandoned assets/facilities	Programmed items/assets demolished	Projects		
2.2.5.3	Conduct analysis of customer complaint data to map trends in recurring asset issues	Data analysis successfully incorporated into Engineering reports	Operations		




2.2.6: Develop and input asset maintenance schedules for major assets

Action Code	Action	Performance Measure	Responsible	Progress	Comments
2.2.6.1	Develop and input asset maintenance schedules for assets within asset management system	Asset maintenance schedules in asset management system	Works		Collation of maintenance schedule data ongoing. Input of schedule data into Infor ongoing within the build of Work Management module.






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

Code	Action	Performance Measure	Responsible	Progress	Comments
2.3.1.1	Develop a data strategy and data management framework	Strategy and roadmap endorsed by MANEX	ICT		Unrealised due to priorities and resourcing constraints with a number of large initiatives such as FLOW and Water Outlook.
2.3.1.2	Review Business Intelligence and Analytics approach and capability	Demonstrable improvement in data-drive decision making	ICT		Workflow Planning Dashboard pilot undertaken, next steps pending data Strategy and framework.
2.3.1.3	Commence data acquisition pilot	Demonstrable business improvement in data-driven decision making	ICT		Not started yet pending re-prioritisation of IOT strategy (Digital Metering) and alignment with Data Strategy

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

Code	Action	Performance Measure	Responsible	Progress	Comments
2.3.2.1	Implement and integrate FLOW finance modules	Project plan milestones are completed on time	Finance & Sourcing		The FLOW project timeline has been revised with the Finance and Assets go-live changing from 1 March 2024 to 1 July 2024. This was due to circumstances beyond our control and to ensure Finance and Assets will go-live alongside the integrated HR/Payroll solution, Aurion. The project remains on track for completion within the strategic objective completion timeline.
2.3.2.2	Plan and commence digital capture of all paper-based records	50% of all paper-based records are capture digitally	DCS		
2.3.2.3	Undertake a review of Vault and prepare forward action plan	Increased adoption, improved quality of reporting	ICT		Was awaiting the engagement of the New WHS Coordinator who has now been recruited. Review and prep for handover to New ICT Manager.



Code	Action	Performance Measure	Responsible	Progress	Comments
2.3.2.4	Modernise communication technology including meeting rooms, call centre and PABX	Improved customer and internal user experience, reduced complexity, reduced administration	ICT		Stabilisation undertaken in the Meeting Rooms. Progression of Call Handling issues paper delayed due to prioritisation issues with cross functional team - Customer & Billing testing commitments to FLOW project and Works program challenges. Larger unified communications solution is dependent on outcomes from the above. Due date adjustment required.

2.3.3: Strengthen mechanisms to capture staff ideas and implement innovative or transformative business solutions

Code	Action	Performance Measure	Responsible	Progress	Comments
2.3.3.1	Commence conceptualisation of innovation at Riverina Water	Concepts for supporting organisational innovation are presented to MANEX with a preferred concept/way forward determined	DCS		






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

Code	Action	Performance Measure	Responsible	Progress	Comments
2.3.4.1	Review and align IT/OT	Improved operational efficiency, stability and security across project and operational activities	ICT		Clarification and/or redefinition of converging IT / OT assets, infrastructure and accountabilities through the IT/OT Security Remediation project, fibre network mapping, UPS review and upgrade, and network asset renewal programs. Surveillance Policy has revisited and clarified accountabilities between Projects and ICT team in regards to security and surveillance systems. Security and administration remediation work to be progressed to fully address these areas.
2.3.4.2	Develop and rollout an ICT services catalogue	Adoption of ICT service catalogue, improved delivery of services	ICT		Service Management platform established, service catalogue defined and forms built, ICT Security Policy aligned forms published in Jira. Remaining to be completed and training/adoption provided to relevant stakeholders.



2.4: Adopt emerging technology that increases our efficiency

2.4.1: Implement our Net Zero policy

Code	Action	Performance Measure	Responsible	Progress	Comments
2.4.1.1	Finalise design and approvals for Solar Pilot plant including connection to grid and flood study	Design completed and documents submitted for approval	Projects		Power Quality Study Approved on 3/4/2023 Frequency Injection Study Approved on 3/4/2023 Steady State Study - Had meeting with Essential Energy on the 21/12/2023, revising/modifying study to reduce operational complexities Protection System Analysis Study Rev E Approved on 14/12/2023 Earthing Study Rev B submitted on 11/1/2024 Dynamic study is not going to be able to be started until the microgrid controller is selected due to PSCAD block requirement Once all the studies are complete the detailed design for the High Voltage can commence (The studies provide all the detail for the design drawings)
2.4.1.2	Undertake sitework and procurement of equipment for Solar Pilot plant	Sitework completed and orders placed for equipment	Projects		Due to delay in approvals from Essential Energy, we estimate that construction will not be undertaken until second half of 24/25 Financial Year.
2.4.1.3	Design Solar Pilot plant control system	Solar Pilot plant control system design completed	Projects		Request for proposal has been sent out to five vendors. Proposal due date is the 1/2/2024
2.4.1.4	Create renewable energy program	Program is endorsed	Projects		Not started
2.4.1.5	Continue to explore opportunities to transition to electric vehicles		Projects		Continuing to look at electric vehicle options available in Australia.



2.5: Improve strategic planning and accountability

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

Code	Action	Performance Measure	Responsible	Progress	Comments
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	Review is completed and forward plan is adopted by MANEX	GR&CP		Commenced reviewing reporting calendar. Stakeholder consultation to occur during third quarter.

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

Code	Action	Performance Measure	Responsible	Progress	Comments
2.5.2.1	Develop and deliver internal audit action plan in line with the new risk management audit guidelines	Risk management audit guidelines are fully implemented	GR&CP		Planning session held with ARIC in November to identify two internal audits for 2023-24. Confirmed WHS internal audit which has commenced and meter reading. After reviewing scope and timing of this second audit a decision was made at the February meeting to change the audit to records management. Scoping underway.
2.5.2.2	Review registers to ensure that data is current and meets regulatory and governance requirements	All registers are current and meet regulatory and governance requirements	GR&CP		Confirmed ownership and responsibility of registers. Planned review to assess updating is occurring as required.

2.5.3: Continue to mature enterprise risk management, culture and frameworks to ensure compliance and business continuity

Code	Action	Performance Measure	Responsible	Progress	Comments
2.5.3.1	Review existing organisational risk management approach and develop a forward action plan	Forward actions plan is developed and endorsed by MANEX	GR&CP		Have completed a review of the organisational risk management approach. Have identified that while there's a sound overall methodology to identifying risk and an understanding of the principles of how risk can be managed, there is inconsistent application of this across the organisation. The forward plan is currently underway.
2.5.3.2	Conduct review of ICT Disaster Recovering planning	Review is conducted	ICT		



Code	Action	Performance Measure	Responsible	Progress	Comments
2.5.3.3	Adopt mobile device management to increase security and administrative oversight	Demonstrated increase in security posture on mobile devices	ICT		MDM Pilot completed, technology platform adopted, service agreements reviewed and aligned, Full device lifecycle mapped and managed, full review of current mobile devices provisioned and emerging use cases undertaken with view to getting agreement on technology provisioning standard and implementation plan.

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


Code	Action	Performance Measure	Responsible	Progress	Comments
2.6.1.1	Undertake regular financial management/budget meetings	12 management meetings are undertaken for the year	Finance & Sourcing		Relevant budget meetings were undertaken for the first 6 months of the financial year.
2.6.1.2	Develop centre-led procurement framework	Policies, processes, systems and other documents are endorsed by MANEX	Finance & Sourcing		The overarching Procurement Framework has been drafted and is currently being reviewed internally for endorsement. The centre-led procurement model continues to be implemented with the Procurement Coordinator having commenced in July 2023. This has included roll out of revised policy, procedures, development of general procurement terms and conditions, and implementation of VendorPanel for centre-led procurement activity coordination.

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

Code	Action	Performance Measure	Responsible	Progress	Comments
2.6.2.1	Undertake annual long term financial planning review	Long term financial plan is updated and placed on public exhibition	Finance & Sourcing		Preparation of the annual long term financial plan update has commenced. The annual budget workshop with the Board will occur in February 2024.





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

Code	Action	Performance Measure	Responsible	Progress	Comments
2.6.3.1	Commence the development of advance financial reporting post FLOW implementation	1 x new financial management report is developed	Finance & Sourcing		The FLOW project timeline has been revised with the Finance and Assets go-live changing from 1 March 2024 to 1 July 2024. This strategic objective will not be achieved within the current operational plan.



2.7: Improve our operations to future proof our business

2.7.2: Adopt circular economy practices in the planning and delivery of assets, products and services

Code	Action	Performance Measure	Responsible	Progress	Comments
2.7.2.1	Attend relevant industry sessions regarding circular economy	Sessions attended and report provided to MANEX	CEO		No action on this objective has occurred this financial year. Currently not a priority when considered alongside other corporate priorities
2.7.2.2	Review policies to consider how circular economy principles can be incorporated	Relevant policies are reviewed	DCS		





2.7.4: Protect and restore sites to eliminate and prevent degradation

Code	Action	Performance Measure	Responsible	Progress	Comments
2.7.4.1	Undertake river and creek banks stabilisation program	Planned stages completed	Projects		<p>A specialist consultant has been engaged to undertake design to address problem areas with Murrumbidgee River and Marshalls Creek banks. The engagement includes</p> <ul style="list-style-type: none"> - providing advice regarding additional services required to support the investigations such as survey, environmental, flood modelling and statutory approvals. - Developing options for removal of the uncontrolled weir and elevated pipe bridge between Ch 390-450 and associated channel restoration. - Prepare a Tender Design Package for the preferred solution including Drawings and Technical Specification. <p>Work completed includes</p> <ul style="list-style-type: none"> - memo with advice on Intake removal method WTP intakes - bathymetric survey of Murrumbidgee River - Marshalls Creek Bank Stability options analysis draft report <p>In the next 6 months the consultant is expected to complete the engagement. The outputs from engagement will be used to prioritise stabilisation work required and develop a program.</p>
2.7.4.2	Undertake training for relevant staff in protection and restoration of work sites	Training completed by relevant staff	Works		Assessment to determine relevant staff and training requirements yet to be undertaken.

2.8: Collaborate and share our knowledge with other organisations

2.8.1: Contribute to relevant industry benchmarks for operational excellence

Code	Action	Performance Measure	Responsible	Progress	Comments
2.8.1.1	Participate in and nominate for industry awards	Submission of nominations	CEO		A nomination for the "Emerging Leader of the Year Award" was submitted. Regrettably, the nomination was unsuccessful
2.8.1.2	Share information with the GM working group for Rous County, Central Tablelands County and Goldenfields County Councils	Meaningful actions and learnings from the meetings are provided to MANEX	CEO		The GM Working Group has met three times in the past six months with one of those meetings being held in Wagga Wagga. The next meeting will be held in February 2024. Very good levels of trust and collaboration are ensuring the success of these meetings



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

Action Code	Action	Performance Measure	Responsible	Progress	Comments
2.8.2.1	Attend industry forums and conferences and deliver papers on recent successes	Present to at least one industry event each financial year	CEO		A number of staff have attended industry conferences and presented at same. These include the annual Water Industry Operators Association Conference and the Water Services Australia annual conference





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

Code	Action	Performance Measure	Responsible	Progress	Comments
3.1.1.1	Commence development of education resource kit, framework and material	Educational resource kit, framework and material is endorsed	Customer & Comms		
3.1.1.2	Facilitate tours and open days	1 x open day is delivered to general public	Customer & Comms		

3.1.2: Strengthen opportunities to collaborate with constituent councils, JOs and industry

Code	Action	Performance Measure	Responsible	Progress	Comments
3.1.2.1	Attend forums of business chambers in supply area	Attendance at two events each financial year	CEO		The CEO and Risk and Insurance Officer regularly attend sessions conducted by the Committee4 Wagga and the Wagga Business Chamber





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

Code	Action	Performance Measure	Responsible	Progress	Comments
3.1.3.1	Continue program of installing Tap2Go refill stations in constituent councils	Tap2Go refill stations are installed as per constituent council request	Customer & Comms		Constituent councils advised of program's continuation Requests for Lockhart and Wagga City are both in varying stages of completion.

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

Code	Action	Performance Measure	Responsible	Progress	Comments
3.1.4.1	Develop water efficiency program in line with endorsed Drought Contingency and Emergency Response (DC&ER) Plan	Water efficiency program is endorsed	Customer & Comms		Action reliant on completion of the Drought Contingency and Emergency Response Plan before work can commence.




Code	Action	Performance Measure	Responsible	Progress	Comments
3.1.4.2	Develop and roll out new customer packs	Customer packs are released to public	Customer & Comms		Upon review, this item should be completed in alignment with the Customer Portal phase of the Flow project, to avoid duplication and wasted resources. It will be rescheduled to be in conjunction with that project.
3.1.4.3	Deliver agreed community grants program	100% of community grants are awarded	Customer & Comms		Enriching Communities grants program awarded \$100,000 in funding to 13 groups across the supply area at the December 2023 meeting.
3.1.4.4	Continue to enrich our community via endorsed community partnerships	100% of community partnerships budget is expended	Customer & Comms		Riverina Water has supported a broad range of projects and initiatives across the community
3.1.4.5	Continue to enrich our community via the delivery of donations and sponsorships	100% of donation and sponsorship budget is expended	Customer & Comms		A significant amount of donations and sponsorships have been supported in the first six months of the financial year.

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

Code	Action	Performance Measure	Responsible	Progress	Comments
3.2.1.1	Develop and implement a brand awareness campaign	Brand awareness campaign is endorsed by Board	Customer & Comms		

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

Code	Action	Performance Measure	Responsible	Progress	Comments
3.2.2.1	Develop a Disability Action Plan	DIAP is endorsed by Board	Customer & Comms		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

Code	Action	Performance Measure	Responsible	Progress	Comments
3.3.1.1	Develop a Reconciliation Action Plan	RAP adopted by the Board	CEO		This project had a reset in late 2023 and as a result the CEO and Community Engagement Officer have had two meetings with local indigenous groups and have commenced the drafting of the RAP

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

Code	Action	Performance Measure	Responsible	Progress	Comments
3.4.1.1	Conduct annual Customer Survey	Annual customer survey is undertaken and results reported to June board meeting	Customer & Comms		
3.4.1.2	Undertake customer journey mapping	Journey maps for all customer contact are created	Customer & Comms		Action is reliant on the next phase of Flow project - customer portal. The portal will not be available to Riverina Water until the next financial year.
3.4.1.3	Develop customer metrics, capture data and regularly monitor analytics to continuously improve our customer experience	1 x new customer metrics report is created	Customer & Comms		Report created to monitor Section 603 performance against Riverina Water's service standard of 14 days.

3.4.2: Ensure we have the best systems, processes and frameworks that reflect our commitment to our customer centricity

Code	Action	Performance Measure	Responsible	Progress	Comments
3.4.2.1	Continue implementation of customer and billing modules in FLOW in line with project plan	Project plan milestones are completed on time	Customer & Comms		Customer and Billing went live in July. Further complementary modules require input and testing by Customer and Communications team. Awaiting development of Customer Portal by Infor to progress that work.



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

Code	Action	Performance Measure	Responsible	Progress	Comments
3.4.3.1	Undertake annual pricing review	New pricing structure is adopted for following financial year	Finance & Sourcing		The pricing review has commenced as part of the 2024-25 operational plan and annual budget development. The Board will review in February 2024 as part of budget workshop.


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

3.5.1: Collaborate with constituent councils to support supply area growth

Action Code	Action	Performance Measure	Responsible	Progress	Comments
3.5.1.1	Meet with staff of constituent councils as requested and actively participate in planning activities	Staff attend strategic planning session(s) as conducted by the four constituent councils	CEO		The Board highlighted the need for improved collaboration and communication with the four constituent councils and the relationships have strengthened as a result.

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

Action Code	Action	Performance Measure	Responsible	Progress	Comments
3.6.1.1	Renew membership of WaterAid and continue relationship with DFAT in Vietnam and annual visit to Nepal	Renewed membership and report to MANEX and/or the Board	CEO		Membership of WaterAid was renewed and staff are participating in various fund raising initiatives. The visit by the Vietnamese delegation to Wagga was extremely successful and Riverina Water staff will travel to An Giang Province in MArch to conclude the project. The project is fully funded by the Federal Government and reflects favourably on Riverina Water. The relationship with the Nepalese community continues with two staff to travel to Nepal in March with South Wagga Rotary Club



R9 WHS Strategic Plan

Organisational Area Chief Executive Officer

Author Gabrielle Calverley, WHS Coordinator

Summary A work, health and safety (WHS) Strategic Plan has been developed which outlines Riverina Water's objectives and outcomes in the area of workplace health and safety over the next one and half years.

RECOMMENDATION that Council receive and note the report and the attached WHS Strategic Plan.

Report

Riverina Water is committed to providing a work environment that is both physically and emotionally safe for our staff, customers and community. Under work health and safety laws, everyone has a role in workplace health and safety. To ensure Riverina Water meets its obligations under WHS Legislation, a strategic plan has been developed to provide transparency and ensure accountability against WHS targets.

The *Riverina Water WHS Strategic Plan* details objectives, outcomes and measurable targets that align with both the 'Riverina Water Business Activity Strategic Plan 2022 – 2023' and 'Riverina Water Delivery Program 2022/2023 – 2025/2026'. The *Riverina Water WHS Strategic Plan* will improve accountability through the inclusion of a '90-day sprint' which will measure business progress towards targets on a quarterly basis.

The *Riverina Water WHS Strategic Plan* will engage staff across the organisation to develop a WHS System that is fit for purpose, providing safety initiatives to improve the health, safety and wellbeing of our employees while meeting our regulatory requirements.

› R9.1 WHS Strategic Plan 2024 [↓](#)

Strategic Alignment

Our People

Create an engaging, positive, collaborative and innovative workplace culture

Financial Implications

There are no additional budget implications. The *Riverina Water WHS Strategic Plan* outlines how the business will achieve its current objectives.

Workforce Implications

There are no additional workforce implications.

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.

RIVERINA WATER - WHS STRATEGIC PLAN

Our Vision	Provide passionate and professional leadership in the water industry			Our Values	Respect – Safety – Connection – Cooperation
Our Mission	To provide our community with safe, reliable water at the lowest sustainable cost			Safety	We foster a work environment that is both physically & emotionally safe for our staff, customers and community.
Our Focus	Systems	Governance	Compliance	Training & Consultation	
Our Objective	We provide intuitive and streamlined systems for our staff to manage WHS	Policies and procedures are current and accessible to all staff	Together, we prioritize safety, aiming to eliminate serious incidents in all conditions	Our staff are consulted, trained, competent & empowered to undertake their tasks safely	
Our Desired Outcomes	WHS App is developed and embedded across Riverina Water Staff have access to handheld devices to manage WHS (external to WHS team)	A WHS Management System is developed that is fit for purpose and builds the capacity of our staff to manage work safely	Safety leadership, accountability and behaviours are demonstrated by all	A WHS Training plan specific to the functions of Riv. Water staff is endorsed	
Our Targets	<u>23/24 Targets:</u> <ul style="list-style-type: none"> WHS App Project commenced with RW IT Dept. Key staff are consulted on WHS App – confirming requirements and restrictions on site use <u>24/25 Targets:</u> <ul style="list-style-type: none"> Risk Assessments & SWMS are completed via WHS Digital platform 	<u>23/24 Targets:</u> <ul style="list-style-type: none"> Risk Assessment & SWMS (safe work method statement) process reviewed & amended as fit for purpose The three State Cover priority area projects are completed with evidence provided to State Cover. Organisation wide WHS Management System Gap Analysis & mapping <u>24/25 Targets:</u> <ul style="list-style-type: none"> Organisation wide WHS Management System updated and embedded 	<ul style="list-style-type: none"> Incident Management: <ul style="list-style-type: none"> ✓ reported within 24hours ✓ investigated within 48 hours ✓ corrective actions closed out within 2 weeks ✓ Lessons Learned/Safety Alert Hazard & Risk ID: <ul style="list-style-type: none"> ✓ increased reporting by 50% ✓ 50% of identified risks are resolved within same team Inspections: <ul style="list-style-type: none"> ✓ site audits – 1 x week ✓ safety Insights – 4 x month 	<u>23/24 Targets:</u> <ul style="list-style-type: none"> WHS Training Plan drafted for consultation Safety Kit Kats – 12 x month Communication Plan developed <u>24/25 Targets:</u> <ul style="list-style-type: none"> WHS Training Plan endorsed for implementation 	
90 Day Sprint	Sprint Activities (Jan – Mar 2024) <ul style="list-style-type: none"> IT review/gap analysis – Feb 24 Project Plan – Mar 24 	Sprint Activities (Jan – Mar 2024) <ul style="list-style-type: none"> SWMS - 10 High Risk Construction Work reviewed and amended State Cover Priority Area Projects commenced: <ol style="list-style-type: none"> Plant & Equipment Underground Services Client & Public Violence Pulse Assurance & Compliance Actions completed: <ol style="list-style-type: none"> Finalise Procedures x 4 Review WHS Purchasing 	Sprint Activities (Jan – Mar 2024) <ul style="list-style-type: none"> WHS Metrics reviewed & amended as fit for purpose Inspections undertaken 	Sprint Activities (Jan – Mar 2024) <ul style="list-style-type: none"> Training data reviewed – Jan 24 Department / Team consultation completed – Feb 24 WHS Compliance gap analysis completed – March 24 	

Approved by: ManEx 6th February 2024



R10 Lost Time Injury Statistics July 2023 - January 2024

Organisational Area Chief Executive Officer

Author Gabrielle Calverley, WHS Coordinator

Summary This report presents information on Lost Time Injury statistics for the July to January 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 January 2024.

Report

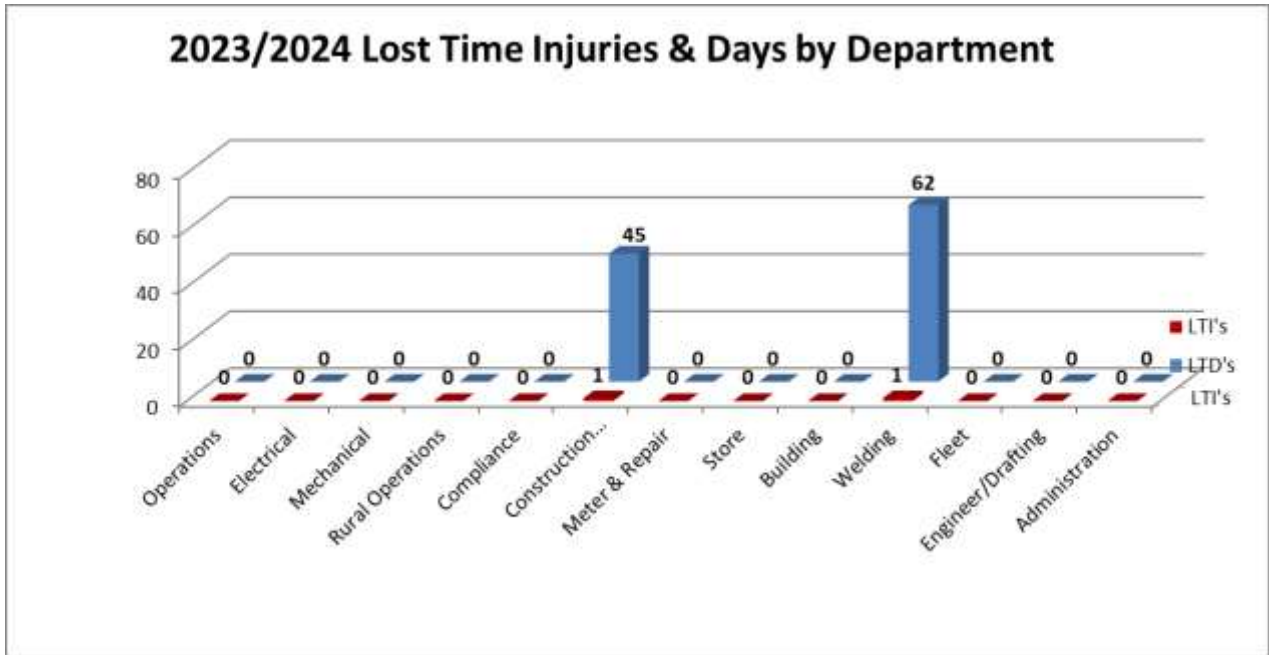
Date of Injury	Claim Status	Return to Work Date	Lost Time Injury (Days off work)	No of Days Lost (Premium impacting)
16/10/2022	OPEN	17/03/2023	45	45
25/05/2023	OPEN	14/06/2023	62	62
15/06/2023	CLOSED	7/07/2023	5	5
Total			112	112

Other WHS Statistics for the financial year:

Lost Time Days (LTD's) - **112 days**

No of Current/Open Workers Compensation Claims – **Five claims (one legacy claim, two open claims with LTI, two open claims no LTI)**

Total No of Workers Compensation Claims lodged this financial year – **Two**



Strategic Alignment

Our People

Build upon our strong history of safety and wellbeing

Financial Implications

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

Workforce Implications

Nil

Risk Considerations

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

R11 Corporate Values

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary Riverina Water staff have recently concluded a project to revisit the corporate values and behaviours most important to them to realise their desired future culture. This report seeks the Board consideration and endorsement of the new values as well as endorsing the Cultural Action Plan.

RECOMMENDATION that the Board:

- a) Adopt the Riverina Water Cultural Action Plan dated August 2023
- b) Endorse the values and associated behaviours in the Cultural Action Plan

Report

Riverina Water has had three organisational values that have been in place since 2013. They were:

- Respect
- Honesty and
- Integrity

The Board will recall that in June 2022 it adopted the Business Activity Strategic Plan 2022/32 (BASP). It was timely in 2023 to consider whether these three values remained the most appropriate to assist Riverina Water realise its vision, mission and strategic priorities for the next decade.

Riverina Water engaged Ponda Consulting to design and deliver a collaborative process with our staff to identify the values and behaviours most important to them to realise their desired future culture.

The Cultural Action Plan was then created to support the successful embedding of the newly co-created values and behaviours across Riverina Water.

The BASP is Riverina Water's strategy for implementing the priorities from its 30-year Integrated Water Cycle Management Plan (IWCMP). It ensures that Riverina Water aligns itself to the provision of appropriate, affordable, cost-effective and sustainable urban water services that meet community needs and protect public health and the environment.

The BASP is a key strategic tool in Council's overall strategic planning framework. The BASP replaced the 2013 BASP and should be read alongside Council's Resourcing Strategy and

Community Engagement Strategy. The BASP was developed having regard to the Community Strategic Plans of our four constituent councils.

The BASP has established 3 strategic priorities being:

- **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”.

These three priorities are underpinned by our three focus areas (or themes) being:

- **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.

Riverina Water's culture comprises two distinct but highly dependent elements being shared values and demonstrated behaviours.

- **Shared Values** – Organisational values are the things that are most important to us. They are the shared beliefs, assumptions and attitudes (or mindsets) that our employees hold about what is important and valued.
- **Demonstrated Behaviours** – These are observable actions that are consistently demonstrated across Riverina Water and which represents the manifestation of shared mindsets.

The following table provides a summary of the new values and behaviours and is an extract from the Plan:

Our culture, values and behaviours

At Riverina Water we have a welcoming and supportive workplace where everyone can grow and deliver positive outcomes for our customers and community.

Our values		Our shared behaviours	Our individual behaviours
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.	<ul style="list-style-type: none"> I treat my work colleagues with courtesy by taking time to listen to, and consider, their views and ideas. I act professionally and politely and make myself approachable. I consider the priorities and pressures of others.
Safety		We foster a work environment that is both physically and emotionally safe for our staff, customers and community.	<ul style="list-style-type: none"> I speak up to support my colleagues and ensure their safety and wellbeing at work. I accept personal responsibility to ensure a safe workplace and contribute to a safe community. I recognise the importance of flexibility and work-life balance.
Connection		We have a friendly, inclusive and positive work environment where we nurture each other to grow and celebrate our success.	<ul style="list-style-type: none"> I build strong, authentic and trusted relationships with colleagues and customers. I promote a positive work environment by being friendly and inclusive. I celebrate the strengths, skills and contributions of others.
Cooperation		We communicate with our staff and customers to understand their views and interests to identify opportunities to improve and enhance our positive impact.	<ul style="list-style-type: none"> I collaborate and openly share information, knowledge and expertise so we can operate efficiently and effectively. I seek out and listen to the views of my colleagues and customers to improve their experiences. I seek, receive and provide constructive feedback in the interest of bringing out the best in myself and my colleagues.

The new values and their associated organisational behaviours are:

- **Respect** – we value the contribution and abilities of all our people and engage with each other, our customer, and community members with professionalism and integrity.
- **Safety** – we foster a work environment that is both physically and emotionally safe for our staff, customers and community.
- **Connection** – we have a friendly, inclusive and positive work environment where we nurture each other to grow and celebrate our success.
- **Cooperation** – we communicate with our staff and customers to understand their views and interests to identify opportunities to improve and enhance our positive impact.

Further details on the values can be found from page 12 onwards on the attachment to this report.

I acknowledge the efforts of all staff involved with this project which has taken place over the last six months.

› R11.1 Corporate Values - Cultural Action Plan

Strategic Alignment

Our Business

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

Financial Implications

The financial implications of implementing the Cultural Action Plan will be included in future budgets as required, noting that most of the work will be done using existing staff.

Workforce Implications

All staff were offered the opportunity to be part of the project and the results of the engagement are outlined on page 47 of the attached Plan. The engagement was pleasing. The new values were created and voted upon by staff. One of the key roles of the new values emerges during recruitment where potential staff are asked questions regarding the values and what they mean to the applicant.

Risk Considerations

Reputation	
Averse	Riverina Water is averse to taking risks that may adversely impact its reputation.



Cultural Action Plan

August 2023

Version control

Date	Version	Author	Amendments
16 June 2023	0.1	Ponda Consulting	First draft
12 July 2023	0.2	Ponda Consulting	Updated draft – post Working Group feedback
23 August 2023	0.3	Ponda Consulting	Updated draft – post MANEX feedback

Purpose of this document

This Cultural Action Plan (the 'Plan' or CAP) has been created to support the successful embedding of the newly co-created values and behaviours across Riverina Water.

It seeks to support Riverina Water leaders and staff to be engaged and committed, hold themselves and each other to account and demonstrate the values and behaviours each day.

This document presents an overview of Riverina Water's current culture and introduces a vision for the culture along with the newly co-created values and behaviours.

The future culture, values and behaviours have been developed with Riverina Water staff through a program of consultations, workshops and surveys. Over 65% of staff have engaged with this project at some point to share their perspectives.

A summary of how the values, behaviours and this Cultural Action Plan were developed is provided at Appendix A.

To reflect the continuous nature of cultural change, the Plan is a living document that can be regularly reviewed and updated as required.

Acknowledgements

Riverina Water and Ponda Consulting would like to acknowledge the valuable contributions of staff to the development of the future values and behaviours and this Cultural Action Plan.

In particular, the contributions of our staff Working Group have been incredibly helpful as we have tried to capture the views of a diverse workforce and understand their unique experiences and perspectives from working at Riverina Water.

Contents

1. Context
2. Our culture, values and shared behaviours
3. Cultural Action Plan
4. Evaluation and measurement
5. Managing the change and communication

Appendix A: Development of this plan

Appendix B: Overview of the Business Activity Strategic Plan



1. Context

Riverina Water's current culture



Riverina Water has three organisational values that have been in place since 2013.

With the recent finalisation of a new strategic planning framework for Riverina Water and endorsement of its Business Activity Strategic Plan 2022-2032 (refer to Appendix B), it was timely to consider whether these three values remained the most appropriate to help Riverina Water realise its vision, mission and strategic priorities for the next decade.

Riverina Water engaged Ponda Consulting to design and deliver a collaborative process with Riverina Water staff to identify the values and behaviours most important to them to realise their desired future culture.

Strengths of the current culture

- › Working conditions and benefits (e.g. pay, rostered days off)
- › Work-life balance and flexibility
- › Positive work environment
- › Access to the equipment and resources needed to perform their roles
- › People that are committed and available
- › A focus on (physical) safety
- › Strong commitment to customers and the community
- › Access to growth and learning opportunities
- › Good teamwork
- › Approachable management and people
- › A focus on continuous improvement
- › A focus on the needs of the community

These strengths were identified by Riverina Water staff in a series of values and behaviours workshops

The strengths identified by staff in workshops were subjective and will differ based on each individual's unique experience working at Riverina Water

Challenges in our current culture

- › Poor communication and consultation practices
- › Silo work behaviours (across work groups and locations)
- › A lack of planning and change management
- › A lack of accountability
- › Poor willingness to change and acceptance of change
- › Cases of poor leadership where leaders don't always lead by example
- › Lack of information and transparency
- › Cases of favouritism and inequality
- › Existence of negative attitudes and staff set in their ways
- › Inconsistency in current awards, pay and working hours
- › Lack of time and availability

These “blockers” were identified by Riverina Water staff in a series of values and behaviours workshops

The “blockers” identified by staff in workshops were subjective and will differ based on each individual's unique experience working at Riverina Water



2. Our culture, values & shared behaviours

Culture comprises values and behaviours

Riverina Water's culture comprises two distinct but highly dependent elements:

Shared values

Organisational values are the things that are most important to us. They are the shared beliefs, assumptions and attitudes (or mindsets) that our employees hold about what is important and valued.

Demonstrated behaviours

These are observable actions that are consistently demonstrated across Riverina Water and which represent the manifestation of shared mindsets.

The following slide presents the culture vision, values and behaviours on a page, these are then unpacked on the subsequent pages.



Our culture, values and behaviours

At Riverina Water we have a welcoming and supportive workplace where everyone can grow and deliver positive outcomes for our customers and community.

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.

Safety



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

Connection



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

Cooperation



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

Our shared behaviours

Our individual behaviours

- › I treat my work colleagues with courtesy by taking time to listen to, and consider, their views and ideas.
- › I act professionally and politely and make myself approachable.
- › I consider the priorities and pressures of others.

- › I speak up to support my colleagues and ensure their safety and wellbeing at work.
- › I accept personal responsibility to ensure a safe workplace and contribute to a safe community.
- › I recognise the importance of flexibility and work-life balance.

- › I build strong, authentic and trusted relationships with colleagues and customers.
- › I promote a positive work environment by being friendly and inclusive.
- › I celebrate the strengths, skills and contributions of others.

- › I collaborate and openly share information, knowledge and expertise so we can operate efficiently and effectively.
- › I seek out and listen to the views of my colleagues and customers to improve their experiences.
- › I seek, receive and provide constructive feedback in the interest of bringing

Our values

Respect



Safety



Connection



Cooperation



Four new values have been identified to help realise Riverina Water's desired future culture which are introduced on the following pages.

Each of these four values is supported by a short set of behaviour statements which articulate what will be demonstrated at:

- › the organisational level, and
- › the individual level.

Respect



Our organisational behaviours

At Riverina Water:

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

Our individual behaviours

At Riverina Water:

I treat my work colleagues with courtesy by taking time to listen to, and consider, their views and ideas.

I act professionally and politely and make myself approachable.

I consider the priorities and pressures of others.

Safety



Our organisational behaviours

At Riverina Water:

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

Our individual behaviours

At Riverina Water:

I speak up to support my colleagues and ensure their safety and wellbeing at work.

I accept personal responsibility to ensure a safe workplace and contribute to a safe community.

I recognise the importance of flexibility and work-life balance.

Connection



Our organisational behaviours

At Riverina Water:

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

Our individual behaviours

At Riverina Water:

I build strong, authentic and trusted relationships with colleagues and customers.

I promote a positive work environment by being friendly and inclusive.

I celebrate the strengths, skills and contributions of others.

Cooperation



Our organisational behaviours

At Riverina Water:

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

Our individual behaviours

At Riverina Water:

I collaborate and openly share information, knowledge and expertise so we can operate efficiently and effectively.

I seek out and listen to the views of my colleagues and customers to improve their experiences.

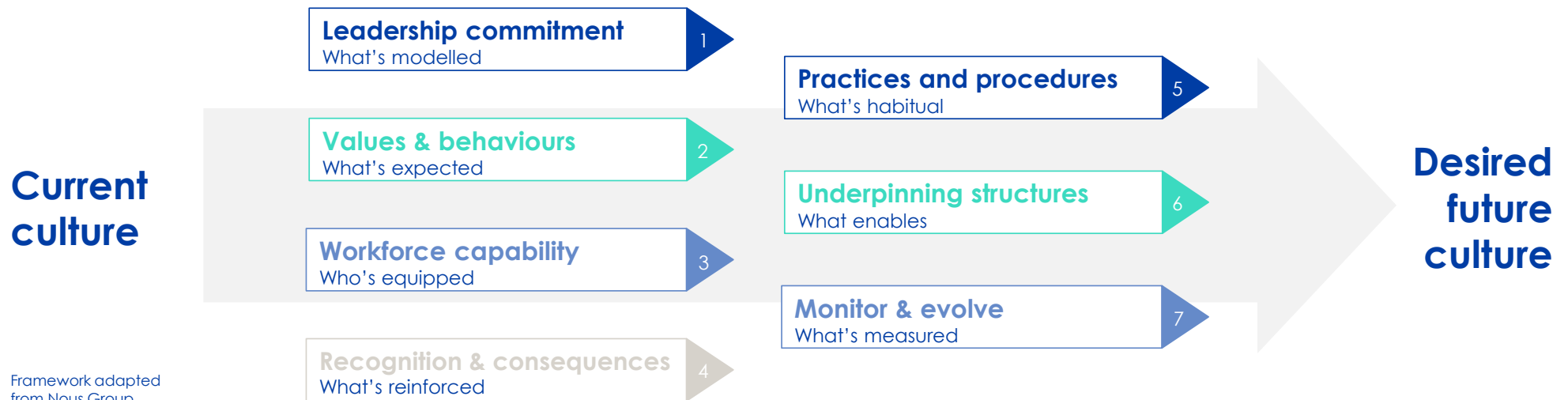
I seek, receive and provide constructive feedback in the interest of bringing out the best in myself and my colleagues.



3. Cultural Action Plan (CAP)

Levers for embedding culture and shared behaviours

Culture change requires **discipline**, **consistency** and **courage**. It is not a process or system that can be implemented as a 'one-off' event, and it is not linear. As such an effective culture change strategy targets the specific organisational components, or 'levers', that will have the greatest impact on culture change. In developing the action plan for embedding the desired future culture at Riverina Water, the following seven levers for change have been applied.



Each cultural lever seeks to drive a desired outcome

Lever	Outcome
1 Leadership commitment	Leaders inspire high performance by consistently modelling and driving the desired culture
2 Values and behaviours	The workforce is clear about what's expected of them and hold themselves to account
3 Workforce capability	The workforce, particularly leaders, are equipped with the skills and qualities that enable cultural change and the valued behaviors to be lived everyday
4 Recognition and consequences	The desired culture is reinforced when valued behaviours are frequently identified and recognized and poor behaviours are consistently addressed
5 Processes and procedures	Barriers are removed and practices and procedures realigned to shift habitual behaviour (e.g. devolved delegations, collaborative processes and innovation)
6 Underpinning structures	Organisation structures hierarchy, locations, physical layout and investments in information technology enable the mission, values and behaviours
7 Monitoring and evolving	Identify, measure and report on cultural change for early insight and iterative adjustment to the approach

1. Leadership commitment

Outcome Leaders inspire high performance by consistently modelling and driving the desired culture

Initiative	Actions	Priority	Responsibility	Timing
Improve leader capability to drive the change to the desired culture (Note: this could also appear under Workforce Capability)	<ul style="list-style-type: none"> Run a three-hour session with MANEX to translate the values and behaviours, skilling leaders to run sessions with their own teams. Commence soft launch of values and behaviours across Riverina Water MANEX Managers conduct sessions with their teams to explain values and behaviours. 	HIGH	People and Culture MANEX	2023/24
	<ul style="list-style-type: none"> Review, refine and enhance training to build leaders' confidence and capability in leadership (as part of leadership framework as outlined in the Delivery Program). <ul style="list-style-type: none"> Creation of leadership principle framework. Build a safety strategy to increase our organisational safety capacity through our staff and leaders. Conduct six monthly culture focused capability sessions for leaders to build the mindsets and skillsets to lead cultural sessions . Introduce leadership support mechanisms via communities of practice that encourage peer-to-peer coaching for all managers and team leaders to provide each other with ideas and support. 	MED	People & Culture + Executive	2023/24
Hold leaders to account to model the behaviours	<ul style="list-style-type: none"> Clarify leadership behavioural expectations for leaders at each level through the leadership framework 	MED	People & Culture	2023/24
	<ul style="list-style-type: none"> Hold all levels of leaders to account for their personal behaviour and that of their team, through formal and confidential staff feedback mechanisms, such as 360-degree feedback processes. 	LOW	People & Culture	2024/25
Increase transparency of leadership actions and decision making, seeking commitment from leaders to drive	<ul style="list-style-type: none"> All levels of leaders reinforce key messages on values and behaviours, ensuring they are translated and embedded with their teams, through regular team meetings and other key leadership forums. 	HIGH	All Leaders	Ongoing

2. Values and behaviours

Outcome The workforce is clear about what's expected of them and hold themselves and others to account

Initiative	Actions	Priority	Responsibility	Timing
Promote a culture of teamwork and collaboration	› Encourage cross-divisional collaboration, consultation and information sharing.	HIGH	MANEX	Ongoing
	› Share cross organisation collaboration success stories.	MEDIUM	MANEX	Ongoing
	› Provide opportunities for staff from different parts of the organisation to get to know each other (e.g. brown bag lunches, speaker events)	MEDIUM	People and Culture	Ongoing
Promote the Values and Behaviours through an engagement campaign.	› Develop ways and mechanisms to promote both internally and to external stakeholders, our values and how they are lived every day at Riverina Water.	HIGH	People & Culture	Ongoing
	› Design practical engagement activities to socialise and embed the values and behaviours in a meaningful way (e.g. videos).	MEDIUM	People and Culture	Ongoing
Encourage individual ownership of values and behaviours.	› Leaders encourage positive and professional behaviours within their teams and remind staff of expectations including regular informal team and individual discussions.	HIGH	All Leaders	Ongoing
	› Develop tools and resources to support staff and teams to assess progress and hold themselves and others to account (e.g. posters).	HIGH	People and Culture	2023/24

2. Values and behaviours

Outcome The workforce is clear about what's expected of them and hold themselves and others to account

Initiative	Actions	Priority	Responsibility	Timing
Provide consistent, clearly articulated behavioural expectations.	<ul style="list-style-type: none"> › Include behavioural expectations in Position Descriptions and SARP. 	HIGH	People and Culture	2023/24
Articulate undesirable behaviours to reinforce expectations.	<ul style="list-style-type: none"> › Develop and communicate case studies to improve employee understanding of: <ul style="list-style-type: none"> › behaviour that is not accepted › the impact of negative behaviour on the organisation and other individuals, and › the role of all staff to call out poor behaviour. 	MEDIUM	People and Culture	Ongoing

3. Workforce capability

Outcome

The workforce, particularly leaders, are equipped with the skills and qualities that enable cultural change and the valued behaviours to be lived every day

Initiative	Actions	Priority	Responsibility	Timing
Embed the new values and behaviours into the training and development programs	› Embed the new values and behaviours into induction materials and activities for new staff.	HIGH	People and Culture	2023/24
	› Align the values and behaviours with introduction of the Local Government Capability Framework (as part of SARP).	MEDIUM	People and Culture	2023/24
Leaders build an understanding of staff roles, motivations and challenges.	› Leaders introduce mechanisms with staff to promote visibility and approachability, to gain a better understanding of the challenges their team face in their work and cultural alignment (e.g. coffee with exec).	MEDIUM	Executive	Ongoing

4. Recognition and consequence

Outcome The desired culture is reinforced when valued behaviours are frequently identified and recognised and poor behaviours are actively addressed

Initiative	Actions	Priority	Responsibility	Timing
Embed the values and behaviours into the Performance Management Framework (SARP)	› Incorporate the values and behaviours into the performance management framework (SARP) as non-negotiable criteria.	HIGH	People and Culture	2023/24
	› Review code of conduct training and support materials for alignment with the values and behaviours.	LOW	People and Culture	2023/24
Informally recognise employees who live the behaviours.	› Staff actively look for and verbally recognise positive behaviours individually.	HIGH	All staff	Ongoing
	› Recognition is provided for outstanding or exceptional demonstration of our values and behaviours. Consider adopting longer term recognition mechanisms i.e. rewards & recognition	HIGH	All staff	Ongoing
Actively manage poor behaviour and under-performance at all levels.	› Regularly communicate the channel/s to report unacceptable behaviour and share high level details of incidents and outcomes.	HIGH	People and Culture	Ongoing
	› Consider options for 'consequences' to address poor behaviour or under performance e.g. as part of disciplinary action guide.	HIGH	People and Culture	2023/24

5. Practices and procedures

Outcome Barriers are removed and policies, practices and procedures realigned to shift habitual behaviour (e.g. delegations, processes and innovation)

Initiative	Actions	Priority	Responsibility	Timing
Align people policies and procedures with the values and behaviours.	› Review and align all relevant practice, procedures and policies with the values and behaviours ensuring implementation and ongoing communication.	HIGH	People and Culture	Ongoing
Review mechanisms to address bullying and harassment.	› Review and align strategies on bullying and harassment with the values and behaviours.	LOW	People and Culture	2023/24
	› Ensure staff are continued to be educated through online and formal training on their shared responsibility to act.	LOW	People and Culture	Ongoing
	› Where possible collect data and report on trends and review approach.	LOW	People and Culture	Ongoing

6. Underpinning structures

Outcome Organisation structures, hierarchy, locations, physical layout and ICT investment enable the Mission, Values and Behaviours

Initiative	Actions	Priority	Responsibility	Timing
Align organisational design and infrastructure projects.	› Ensure organisational projects consider how the values and behaviours (particularly cooperation and safety) are enabled through our project management framework and project lifecycle.	MEDIUM	Project Managers	2023/24
Encourage use of an integrated ICT system and/or tool as a platform to collaborate.	› Continue to encourage use of Yammer to foster collaboration internally and externally.	LOW	All Leaders	Ongoing

7. Monitor and evolve

Outcome Identify, measure and report on cultural change for early insight and iterative adjustment to the approach

Initiative	Actions	Priority	Responsibility	Timing
Report quarterly to MANEX on culture	› Include values and behaviour on the Executive (and MANEX) meeting agenda every quarter to review progress, discuss challenges/opportunities, and hold each other to account.	HIGH	MANEX	Ongoing
Measure progress	› Conduct cultural change pulse checks and focus groups six-monthly, ensuring that results are communicated and feedback from staff is acknowledged.	HIGH	People and Culture	Ongoing
Acknowledge issues and celebrate successes	› Acknowledge issues as they arise and communicate how they have been addressed and how learnings will be applied, via email or intranet site.	HIGH	CEO and MANEX	Ongoing
	› Celebrate successful projects and communicate lessons learned.	MEDIUM	Project Managers	Ongoing

Priorities for 2023/24 – where to start

› A summary of the initiatives identified as priorities for 2023/24 across all seven levers

	Initiative	Actions	Priority	Responsibility	Timing
1. Leadership Commitment	Improve leader capability to drive the change to the desired culture	<ul style="list-style-type: none"> › Run a three-hour session with MANEX to translate the values and behaviours, skilling leaders to run sessions with their own teams. › Commence soft launch of values and behaviours across Riverina Water › MANEX Managers conduct sessions with their teams to explain values and behaviours. 	HIGH	People and Culture	FY23/24
	Increase transparency of leadership actions and decision making	<ul style="list-style-type: none"> › All levels of leaders reinforce key messages on values and behaviours through regular team meetings and articulate the implications of cultural related issues at individual / team level with talking points from People and Culture. 	HIGH	Team leaders	FY23/24
2. Values and behaviours	Promote a culture of teamwork and collaboration	<ul style="list-style-type: none"> › Encourage cross-divisional collaboration, consultation and information sharing. 	HIGH	MANEX	Ongoing
	Promote the Values and Behaviours through an engagement campaign.	<ul style="list-style-type: none"> › Develop ways and mechanisms to promote both internally and to external stakeholders, our values and how they are lived every day at Riverina Water. 	HIGH	People & Culture	Ongoing
	Encourage individual ownership of values and behaviours.	<ul style="list-style-type: none"> › Leaders encourage positive and professional behaviours within their teams and remind staff of expectations including regular informal team and individual discussions. 	HIGH	All Leaders	Ongoing
		<ul style="list-style-type: none"> › Develop tools and resources to support staff and teams to assess progress and hold themselves and others to account (e.g. posters). 	HIGH	People and Culture	2023/24
Provide consistent, clearly articulated behavioural expectations.	<ul style="list-style-type: none"> › Include behavioural expectations in Position Descriptions and SARP. 	HIGH	People and Culture	2023/24	

	Initiative	Actions	Priority	Responsibility	Timing
3. Workforce Capability	Embed the new values and behaviours into the training and development programs	› Embed the new values and behaviours into induction materials and activities for new staff.	HIGH	People and Culture	2023/24
4. Recognition & Consequence	Embed the values and behaviours into the Performance Management Framework (SARP)	› Incorporate the values and behaviours into the performance management framework (SARP) as non-negotiable criteria.	HIGH	People and Culture	2023/24
	Informally recognise employees who live the behaviours.	› Staff actively look for and verbally recognise positive behaviours individually.	HIGH	All staff	Ongoing
		› Recognition is provided for outstanding or exceptional demonstration of our values and behaviours. Consider adopting longer term recognition mechanisms i.e. rewards & recognition	HIGH	All staff	Ongoing
	Actively manage poor behaviour and under-performance at all levels.	› Consider options for 'consequences' to address poor behaviour or under performance e.g. as part of disciplinary action guide.	HIGH	People and Culture	2023/24
› Regularly communicate the channel/s to report unacceptable behaviour and share high level details of incidents and outcomes.		HIGH	People and Culture	Ongoing	
5. Practices & Procedures	Align people policies and procedures with the values and behaviours.	› Review and align all relevant practice, procedures and policies with the values and behaviours ensuring implementation and ongoing communication.	HIGH	People and Culture	Ongoing
7. Monitor & Evolve	Report quarterly to MANEX on culture	› Include values and behaviour on the Executive (and MANEX) meeting agenda every quarter to review progress, discuss challenges/opportunities, and hold each other to account.	HIGH	MANEX	Ongoing
	Measure progress	› Conduct cultural change pulse checks and focus groups six-monthly, ensuring that results and communicated and feedback from staff is acknowledged.	HIGH	People and Culture	Ongoing
	Acknowledge issues and celebrate successes	› Acknowledge issues as they arise and communicate how they have been addressed and how learnings will be applied, via email or intranet site	HIGH	CEO and MANEX	Ongoing



4. Evaluation and measurement

Evaluation and measurement

Successful culture change requires regular measurement of progress and refinement of approaches. Persistence is required to truly embed the desired culture into daily practice so that it becomes the 'lived experience' of staff. Culture change is not an isolated endeavour, it must align with every aspect of integration and reform to really stick.

Evaluation of Riverina Water's progress towards its desired culture will be conducted through both short-term and long-term cultural change measures and benchmarks.

Short term

Pulse checks



Quantitative and qualitative pulse checks will be conducted every six months to track progress with cultural reform and broader integration. Pulse checks will be in the form of a short online **staff survey** and **focus groups** with a cross-section of staff to measure engagement, change readiness, behavioural indicators and to seek feedback on progress, challenges and key initiatives.

The first of these pulse checks is planned for **January 2024**. The pulse check results will guide and inform the regular review of the initiatives identified in the Strategy and the implementation plan.

Evaluation and measurement

Long term



Pulse checks

Quantitative and qualitative pulse checks should continue every six months to track progress with cultural reform and broader integration.



Culture review

After a period of 18-24 months embedding the new culture, values and behaviours through the identified actions, a review of the culture of Riverina Water could be conducted to assess progress in embedding the desired values and behaviours and identify what is working well and where any challenges remain.



5. Managing the change and communication

Change and communication approach

To embed the desired new culture at Riverina Water, it will be important that the new values and behaviours become well known, understood, encouraged and reinforced. This should also extend to external stakeholders and be reinforced through all interactions with customers and the wider community.

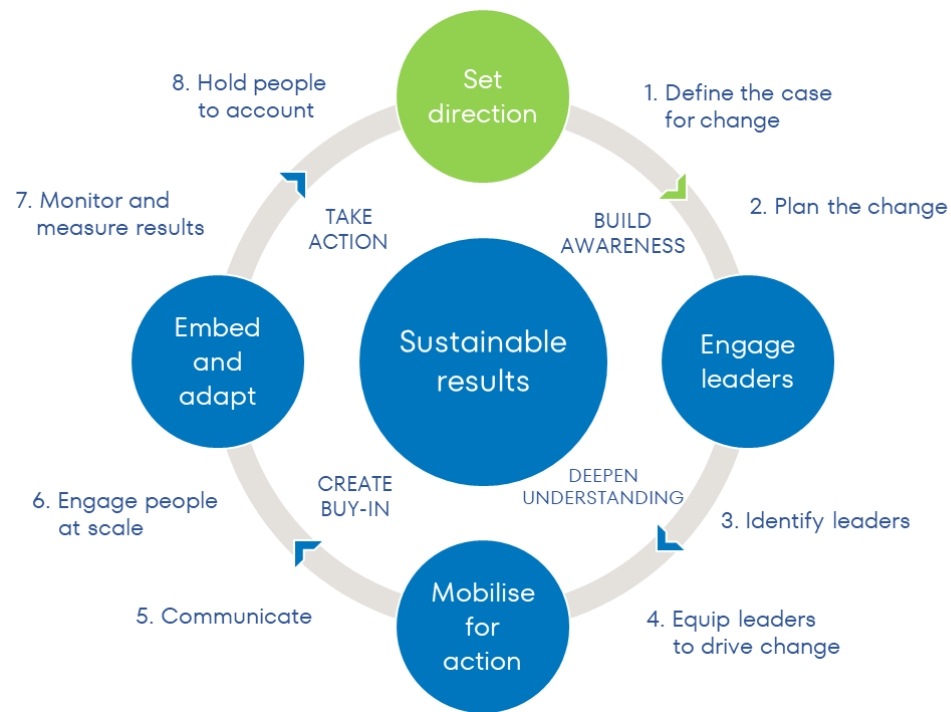
It is important that Riverina Water staff (at all levels) are actively engaged in this process as they will be critical partners in its success.

Plans must be in place to effectively communicate and reinforce the desired culture, values and behaviours, as well as monitor their prevalence across Riverina Water over time.

This change and communication section of the Cultural Action Plan identifies the future change required, outlines how leaders will drive this change and includes approaches to engage staff and mechanisms to ensure people are accountable for delivery. It outlines the stakeholder communication and engagement recommended to support the new values and behaviours.

This will ensure key messages are communicated with target audiences and that they can participate meaningfully in Riverina Water's transition to its new culture.

Change and communication approach



A change framework has been used to guide the development of the change management and communication activities proposed for implementing the Cultural Action Plan.

It includes four high level activities, including:

1. defining Riverina Water's desired future culture and values (this project)
2. equipping and activating leaders to drive the change toward a desired culture
3. creating buy-in from staff and stakeholders, and
4. embed the future culture so that it is sustainable and reinforcing.

Objectives and principles

Objectives and guiding principles inform the approach to embedding the new culture and values for Riverina Water.

Objectives

1. Communicate Riverina Water's desired future culture, values and behaviours
2. Equip and activate leaders to communicate this new culture and its implications
3. Create buy-in from staff across Riverina Water
4. Embed the change so that it is sustainable

Guiding Principles

1. Communicate Riverina Water's desired future culture, values and behaviours internally and externally
2. Engage leaders to drive the change and deliver its key messages
3. Enable all staff to play a role in this change and recognise and value the ongoing contribution of people to its realisation
4. Create an environment that fosters open and timely dialogue about the new values and behaviours
5. Consider the distributed nature of the work and the location of Riverina Water's people
6. Evaluate and measure progress and communicate and celebrate success

Staff guidance

Staff guidance was sought during the development of the values and behaviours on how to communicate, reinforce and bring them to life.

These insights were obtained through:

- › the six workshops held with Riverina Water staff, and
- › sessions with the project Working Group.

The insights gathered from staff have been incorporated in the initiatives and actions for embedding the desired culture, values and behaviours outlined in Section 5.

In addition, the suggestions from staff have also been included in this section.

Overview of change activities

	Purpose	Activities
Underway	Set direction Define the case for change Plan the change	Clearly articulate Riverina Water's desired future culture and the values and behaviours identified with staff, to create a common understanding of the way forward <ul style="list-style-type: none"> › CEO led session with All Staff to introduce the new Riverina Water values and behaviours, including the approach for implementation and what it will mean for staff in practice › Supporting communications and materials prepared
	Engage leaders Identify leaders Equip leaders to drive change	To be successfully embedded, the new values and behaviours will need to be communicated and modelled by leaders at all levels in Riverina Water as change ambassadors and not just the Senior Executive. Leaders will need to be given the communication tools and training they need to communicate the new values and behaviours and explain their implications for staff and working. <ul style="list-style-type: none"> › Leaders to be briefed on the new values and behaviours, how they have been developed and the proposed initiatives and actions for embedding them across Riverina Water › Information sessions with leaders pre- and post-launch › Creation of supporting materials for leaders
	Mobilise for action Communicate Engage people at scale	Frequent, timely, accurate communication is critical to successful change. Staff need to be informed about the new values and behaviours, what they will mean for their daily roles, and how they can contribute to the process of realising the desired future culture. <ul style="list-style-type: none"> › Reinforce new values and behaviours at Townhall sessions › Ongoing conversations with managers and supervisors › Yammer campaign to communicate the new values and behaviours and practical examples › Posters and signage
	Embed and adapt Monitor and measure results Hold people to account	The new values and behaviours will only 'stick' if they are practically demonstrated, recognised and (where necessary) enforced on a day-to day basis. It will be important to reinforce positive changes and successes to sustain momentum. <ul style="list-style-type: none"> › Six-monthly Pulse Checks › Celebrate progress, recognise and reward staff that are demonstrating the desired values and behaviours

Change and communication timeline

August	end August 2023	MANEX	MANEX endorse proposed values and behaviours
September	by 14 September	Soft launch	Soft launch of values and behaviours commences across Riverina Water
		Information session #1	Information session for managers and supervisors
	by 21 September	All Staff Meeting	All Staff meeting to launch new values and behaviours with staff
	by 30 September	Prepare guidance	Design sessions for managers and team leaders to communicate and translate values and behaviours
October	2 – 13 October	Skilling sessions	Deliver sessions with managers and team leaders to help them communicate and translate values and behaviours with staff
	from 16 October	Manager discussions	Commence manager and supervisor discussions with team members about values and behaviours
	23 October	Board meeting	Board communications on new values and behaviours
	30 October	Website	Update website with new values and behaviours
Ongoing		Communications	Continue communication campaign to support the new values and behaviours, and positively recognise staff successes

Key messages

As part of the future communications to raise awareness of the new values and behaviours and begin embedding them across Riverina Water, there are several key messages that can be highlighted. These include:

- › Our values are critical to our efforts to be a successful organisation and a great place to work.
- › Riverina Water has been served well by its previous set of values – Respect, Honesty and Integrity
- › With our (Business Activity) Strategic Plan now up and running, it was timely to revisit these values to assess whether they were still appropriate to help us realise our future vision
- › Our four new values – Respect, Safety, Connection and Cooperation – highlight what staff see as important when they come to work, and for Riverina Water to be successful
- › They combine values staff have seen as strengths at Riverina Water in the past, with values staff have recognised will be more important than ever into the future.
- › These values and behaviours were developed with a strong level of input from staff, who attended workshops and participated in surveys. I want to thank you all for your contributions.
- › We will be pursuing a range of initiatives to help embed these values in the way we work together, including recognising and rewarding staff who demonstrate these values, and speaking up when our actions do not align with our desired values and behaviours.

Communication forums

A range of communication forums can be used to engage with staff about values and behaviours.



Information sessions for Managers

A session (or sessions) led by the People and Culture team with MANEX to explain the new values, behaviours and the actions planned to embed them at Riverina Water.

These sessions will help MANEX understand the new values and behaviours and equip them to discuss them with their team(s) and staff.

These information sessions should occur before the formal launch of the values and behaviours with all staff, so leaders are equipped to answer questions.



Townhall sessions for all staff

A townhall session with all staff should be used to launch the new values and behaviours for Riverina Water and acknowledge the contributions of staff in their development. This should occur soon after the values and behaviours have been finalised by MANEX and information sessions have been held with managers.

Subsequent townhall meetings can be used to reinforce the values by highlighting success and examples of staff applying these values in their day-to-day work. This will help build momentum.



Manager and supervisor discussions with their teams

Leader-led discussions with teams where managers/supervisors explain the new values and behaviours and how they will be embedded across Riverina Water.

Managers and supervisors can decide the format and timing of these discussions, but they should occur soon after the formal launch to capitalise on this messaging and build momentum.

Senior Leaders should participate in these meetings where possible.

These discussions can be held through:

- › Using existing team meeting times or forums (e.g., Yard meeting or Toolbox meeting)
- › Creating a specific forum (e.g., for a morning tea for a discussion)
- › Having one-on-one discussions with team members about relevant activities and measures.

Communication tools

Several communication tools and channels can be used to introduce the values and behaviours, communicate with staff and reinforce positive behaviours



Website

The new values and behaviours can be updated on the Riverina Water website to communicate them and demonstrate their importance to staff (current and prospective), customers and the community.



Intranet

A dedicated page on the Riverina Water Intranet can be used to:

- › promote the values and behaviours
- › host a range of explanatory and support materials for staff
- › share positive examples of Riverina Water staff demonstrating the desired values and behaviours



Yammer

A campaign on Yammer can be used to communicate and reinforce the new values and behaviours.

This channel can also be used to share and reinforce positive behaviours and prompt staff to share their success stories and engage with each other.



Signage

Signage can be updated in various public spaces across the Riverina Water network to communicate the new values and behaviours to staff and visitors.



Celebrations and recognition

Riverina Water leaders can host formal and events in future months to celebrate progress in embedding the values and behaviours and recognise the efforts of staff and teams who demonstrate behaviours that align with these new values.



Newsletter (hardcopy)

A short paper-based newsletter can be used to complement our digital communications and reach staff who work primarily in outdoor settings.

Communication supporting materials

Presentations and documents can be used to support the communication of the values and behaviours to leaders and staff



Presentations

PowerPoint presentations can be used for Townhalls, information sessions and other meetings with teams to:

- › provide an overview of the new values and behaviours
- › outline what they mean for staff, and
- › detail how they will be embedded.



Talking Points

Talking points can be provided for Managers and team leaders to support their discussions with staff and answer anticipated and frequently asked questions (FAQs).

These can be directly tailored to the actions and expectations that are most likely to impact each team and how they work with their peers and customers.



Videos of leaders and staff

Videos can be used to communicate and reinforce the new values and behaviours such as:

- › a video of the CEO providing an overview of the new values and behaviours that can be located on the intranet and shared via Yammer and an all-staff emails.
- › videos with Senior Executives and Managers talking about each of the four values
- › videos of staff talking about what the values mean to them and examples of living these values day to day in the workplace



Appendix A Development of this plan

Development of this Plan

The new values and behaviours and these initiatives to embed them were developed through a co-design and consultation process with staff between April and June 2023.

This process involved:

- › interviews and workshops with staff from across Riverina Water
- › a survey of staff views on what they like and value about working at Riverina Water
- › polling staff on ten proposed values
- › testing ideas and actions with a Working Group comprising a cross-section of staff
- › testing ideas and actions with the MANEX group
- › consideration of strategic and operational plans and other organisational initiatives.

A summary of this engagement is presented over.

Summary of staff engagement



7

Interviews



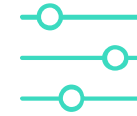
17

Survey responses



49

Workshop attendees



72

Value poll votes

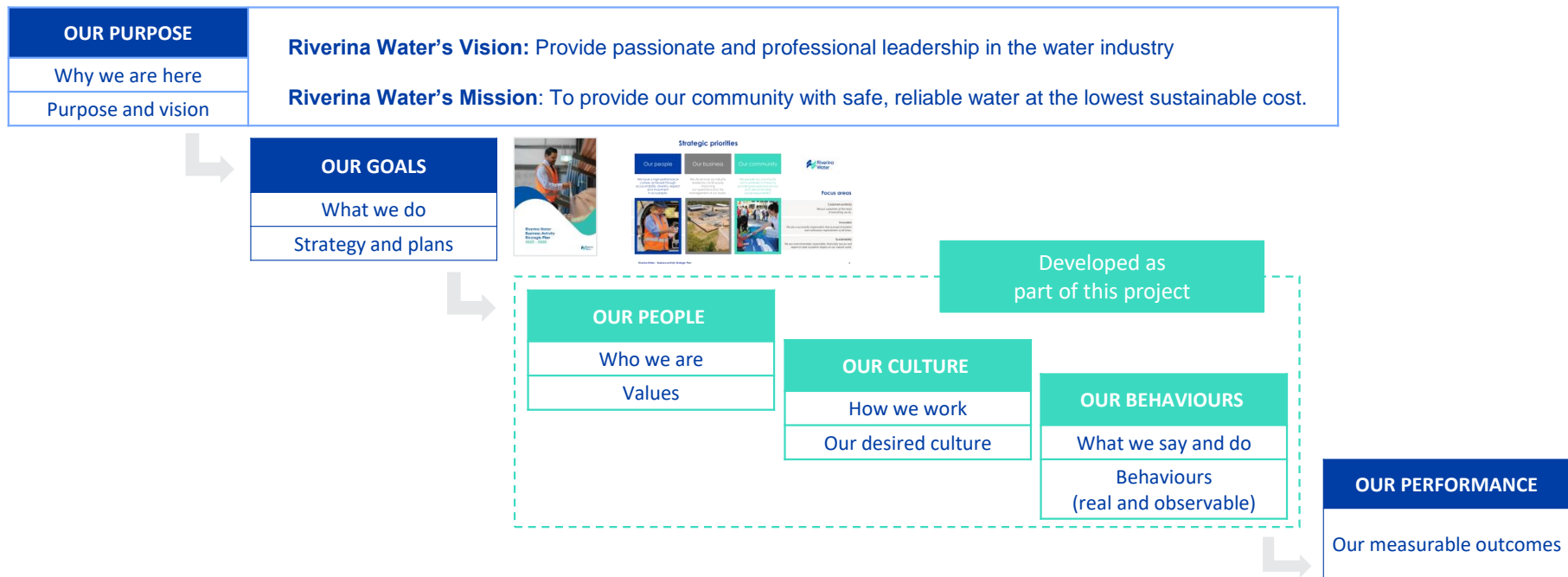
across 6 workshops

28 - Engineering
+
21 - Corporate

Average rating
4.55 out of 5.00

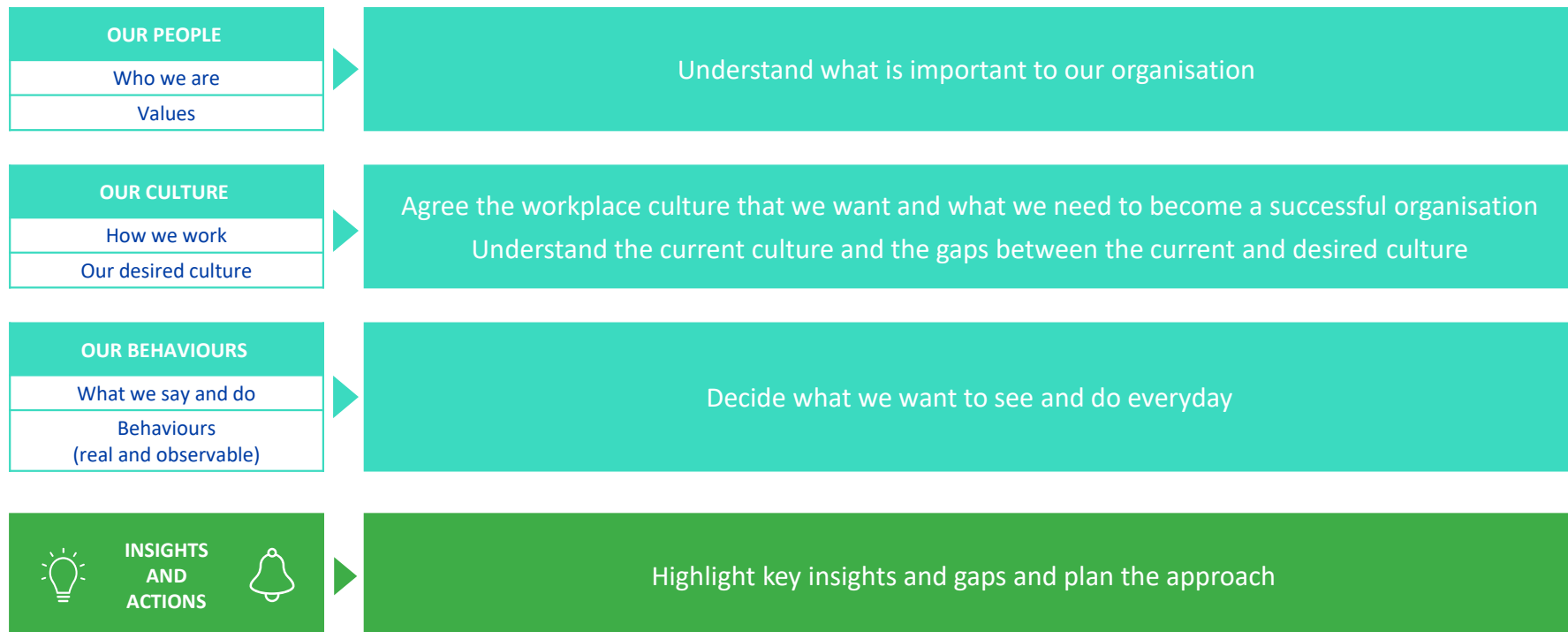
Our approach

New values and behaviours were created in the context of Riverina's purpose, including its vision, mission and the strategic goals



Our approach

Staff and stakeholders were engaged to explore and attributes of the culture, the values and behaviours and the plan for embedding them in the organisation





Appendix B Business Activity Strategic Plan 2022 – 2032

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

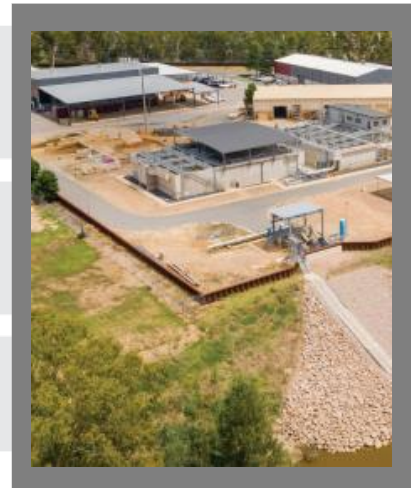
Our people

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



Our business

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



Our community

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



Our focus areas

Customer-centricity

We put customers at the heart of everything we do.

Innovation

We are a successful organisation that pursues innovation and continuous improvement at all times.

Sustainability

We are environmentally responsible, financially secure and aspire to have a positive impact on our natural world.

R12 NSW Productivity Commission - Review of Funding Models for Local Water Utilities

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary The NSW Productivity Commission has been requested by the Minister for Water to investigate funding options to help reduce service risk for local water utilities and provide advice to the NSW Government on a future direction. This report provides an early overview of the Review including the Terms of Reference and timelines.

RECOMMENDATION that the Board note the commencement of the Review and delegate authority to the Chairperson and CEO to prepare a submission and represent Riverina Water at relevant consultation sessions.

Report

The Terms of Reference for Inquiry are attached and in summary provide as follows:

The investigation should consider:

- The current funding arrangements for the 89 council-owned local water utilities in NSW and strategies that could better optimise the current funding approaches, including:
 - NSW Government funding programs
 - Existing requirements for user charges and levies.
- The minimum level of service for water supply and sewerage services (see assumptions and limitations).
- The diversity of local water utility performance, financial performance and business models and unresolved service risks
- The extent to which alternative funding arrangements could lift the performance of the most poorly performing, smaller utilities to minimum performance without creating disincentives to the efficient operation of good performers.
- Pathways to transition to a new approach over time, including different levels of NSW Government funding or opportunities to reduce risks by better leveraging the State Government's existing investments in publicly owned state-owned corporations.
- Pensioner rebates, noting this part of the review spans regional and metro settings.

The NSW Government's policy position is that there shall be no forced amalgamations and that councils will continue as the owners of their water and sewerage assets. The Productivity Commissioner states that the continuation of this policy position is a critical assumption of this investigation. By way of comment, such statement inevitably create uncertainty and concern that such a Review could make recommendations regarding restructuring and amalgamations.

A complete portfolio of basic service levels is not set in NSW, however for the purposes of this investigation can be assumed that the following policy and regulatory settings would continue:

- Water quality: Australian Drinking Water Guidelines as the minimum service level for safe drinking water.
- Water security: Risk based water security service levels.
- Environmental: Compliance with Environment Protection Licences as the minimum service level for the environmental performance of wastewater treatment.
- Fluoridation: All relevant facilities will comply with the Code of Practice for Fluoridation of Public Water Supplies.

The Commission has been asked to provide a Final Report to the Minister for Water and the Department of Planning and Environment, and should meet the following timelines leading up to the Final Report:

Issues paper published	Late January/early February 2024
Consultations undertaken on issues paper	March 2024
Draft report (findings and options) published	April/May 2024
Consultation undertaken on draft report	May/June 2024
Final report provided to Government (in advance of publication)	June 2024

At the time of the writing of this report, the Issues Paper was yet to be published. The Issues Paper content will inform the response from Riverina Water and the next steps. Update Reports will be provided to the Board throughout the Review.

› R12.1 NSW Productivity Commission Review of funding models for local water utilities Terms of Reference [↓](#)

Strategic Alignment

Our Business

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

Financial Implications

There are no immediate financial implications associated with the Review.

Workforce Implications

Not applicable

Risk Considerations

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

NSW Productivity Commission Review of funding models for local water utilities

Terms of Reference

The NSW Productivity Commission should investigate the range of alternative funding arrangements that would help reduce service risks for local water utilities and provide advice to the NSW Government on next steps for a future direction.

The investigation should consider:

- The current funding arrangements for the 89 council-owned local water utilities in NSW and strategies that could better optimise the current funding approaches, including:
 - NSW Government funding programs
 - Existing requirements for user charges and levies.
- The minimum level of service for water supply and sewerage services (see assumptions and limitations).
- The diversity of local water utility performance, financial performance and business models and unresolved service risks
- The extent to which alternative funding arrangements could lift the performance of the most poorly performing, smaller utilities to minimum performance without creating disincentives to the efficient operation of good performers.
- Pathways to transition to a new approach over time, including different levels of NSW Government funding or opportunities to reduce risks by better leveraging the State Government's existing investments in publicly owned state-owned corporations.
- Pensioner rebates, noting this part of the review spans regional and metro settings.

Assumptions and limitations

The NSW Government's policy position is that there shall be no forced amalgamations and that councils will continue as the owners of their water and sewerage assets. Continuation of this policy position is a critical assumption of this investigation.

In order to investigate the options for alternative funding arrangements, and in particular the Community Service Obligation option, the NSW Productivity Commission should consider a minimum service standard for water supply and sewerage services. A complete portfolio of basic service levels is not set in NSW, however for the purposes of this investigation can be assumed that the following policy and regulatory settings would continue:

- Water quality: Australian Drinking Water Guidelines as the minimum service level for safe drinking water.
- Water security: Risk based water security service levels.
- Environmental: Compliance with Environment Protection Licences as the minimum service level for the environmental performance of wastewater treatment.
- Fluoridation: All relevant facilities will comply with the Code of Practice for Fluoridation of Public Water Supplies.

Through the consultation the NSW Productivity Commission should consider views as to whether the minimum level of service should change for these assumptions now or over

time. Further, whether any key basic service levels are missing from this list. For example, reliability (service interruptions) or water pressure.

Reporting

The Commission should provide a Final Report to the Minister for Water and the Department of Planning and Environment, and should meet the following timelines leading up to the Final Report:

Deliverables	Delivery date
Issues paper published	Late January/early February 2024
Consultations undertaken on issues paper	March 2024
Draft report (findings and options) published	April/May 2024
Consultation undertaken on draft report	May/June 2024
Final report provided to Government (in advance of publication)	June 2024

In undertaking its review, the Productivity Commission should:

- consult with councils, local water utilities, joint organisations of councils, industry groups, NSW Government agencies, and the community, as appropriate
- leverage from the analysis report from phase 1 of the Town Water Risk Reduction Program, entitled *Financial and operating performance of local water utilities (2022)*, produced by Frontier Economics, which outlines the historical operational and financial performance of local water utilities
- assemble and analyse any other relevant data
- draw on best practice in other jurisdictions, previous reviews, and published research.

R13 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.

› **R13.1 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: Friday, 9 February 2024
4:13:59 PM**

Meeting	Date	Officer	Title	Target
Board Meeting 24/08/2022	24/08/2022	Crakanthorp, Andrew	Proposed Riverina Water Reconciliation Action Plan	7/09/2022
Resolution				
22/131 RESOLVED: On the Motion of Councillors D Hayes and J McKinnon				
That Council develop a draft Reconciliation Action Plan for Council's further consideration.				
Cr Quinn requested that his vote against the motion be recorded.				
				CARRIED
Notes For Action				
20 Oct 2022 8:36am Vincent, Melissa				
The application process has commenced including the payment of the application fee of \$1650				
14 Feb 2023 11:19am Vincent, Melissa				
This application fee was paid in late 2022 and an internal working group is being created to commence the process as mandated by Reconciliation Australia				
08 Jun 2023 3:15pm Vincent, Melissa				
This application fee was paid in late 2022 and an internal working group is being created to commence the process as mandated by Reconciliation Australia.				
11 Aug 2023 11:06am Vincent, Melissa				
An internal working group has commenced the detailed planning for the development of the RAP				
04 Dec 2023 4:29pm Vincent, Melissa				
The project has been reset with expectation that the RAP will be adopted in the term of the current board.				

Meeting	Date	Officer	Title	Target
Board Meeting 26/10/2022	26/10/2022	Vidler, Greg	The Rock Reservoir Land Acquisition	9/11/2022
Resolution				
22/183 RESOLVED: On the Motion of Councillors D Meyer OAM and T Quinn				
That Council:				
(a) proceed with the compulsory acquisition of the land described as 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991; and				
(b) make an application to the Minister and the Governor for approval to acquire 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), for the purpose of the construction of the Rock Reservoir and associated access in accordance with Section 186(1) of the Local Government Act 1993				
(c) upon acquisition, classify the land as operational land in accordance with the Local Government Act.				
(d) Delegate authority to the CEO to sign all documents relating to the compulsory acquisition and pay requisite compensation for the land.				
				CARRIED
Notes For Action				
07 Dec 2022 9:50am Vincent, Melissa				
The acquisition process continues as planned.				
14 Feb 2023 11:20am Vincent, Melissa				
The acquisition process continues again more slowly than expected. Council's solicitor has carriage of the process				
08 Jun 2023 3:18pm Vincent, Melissa				
The RMS rejected the proposed access which has put the project behind schedule. Revised plans have been completed and it is expected that Riverina Water will gain title to the required land by March 2024.				

Meeting	Date	Officer	Title	Target
Board Meeting 14/12/2022	14/12/2022	Spannagle, Bede	Update on UGL Cost to Complete Claim	28/12/2022
Resolution				
22/216 RESOLVED: On the Motion of Councillors G Driscoll and T Quinn				
That the Board:				
Authorise the CEO to commence legal action in relation to recovery of the Costs to Complete claim against UGL Engineering Pty Ltd for outstanding work undertaken in relation to the Wagga Wagga Water Treatment Plant contract.				
				CARRIED

OUTSTANDING ACTIONS REPORT

**Printed: Friday, 9 February 2024
4:13:59 PM**

Meeting	Date	Officer	Title	Target
Notes For Action				
14 Feb 2023 11:23am Vincent, Melissa The Cost to Complete claim will be lodged with UGL during the week of 13 February 2023				
13 Apr 2023 3:13pm Reichelt, Wendy The Cost to Complete was lodged on March 7. UGL have acknowledged receipt and requested 28 days to respond, which Riverina Water agreed to. A verbal update will be provided at the April meeting of the Board.				
18 Oct 2023 12:51pm Vincent, Melissa This matter has progressed and UGL have agreed to a mediation meeting in Wagga Wagga on the 23 November with an update report to be provided to the December meeting of the Board.				
09 Feb 2024 4:11pm Vincent, Melissa There is a report to this meeting of the Board to allow further progress on this matter.				

Meeting	Date	Officer	Title	Target
Board Meeting 14/12/2023	14/12/2023	Crakanthorp, Andrew	Inquiry into protecting local water utilities from privatisation	28/12/2023
Resolution				
23/151 RESOLVED: On the Motion of Councillors D Meyer OAM and G Davies				
That the Board:				
a) notes the report and authorises the Chairperson and CEO to represent Riverina Water at the upcoming hearing for the Inquiry;				
b) Direct the CEO to write a letter to each constituent council requesting that they add their support to the Riverina Water submission as a matter of urgency.				
CARRIED				
Notes For Action				

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

R14 Employee participation in Sindhuli Nepal Project Team - partnering with South Wagga Wagga Rotary

Organisational Area Engineering

Author Troy van Berkel, Director Engineering

Summary Riverina Water has been approached by the South Wagga Rotary Club (SWRC) to participate in their 2024 support program to Nepal

RECOMMENDATION that the Board:

- a) Note the report;
- b) Acknowledge the ongoing partnership with South Wagga Rotary Club (SWRC) and the mutual benefits with our employee leadership program participating in suitable overseas aid projects;
- c) Support the 2024 participants, Ryan Thompson and Fiona Smith in the program as outlined in the report.

Report

Since 2018, Riverina Water has collaborated with SWRC on aid initiatives in Sindhuli and Banepa, Nepal. The partnership has been focused on SWRC projects that involved the supply of clean drinking water and the provision of technical guidance when partnering with Kamalamai Municipal Council. This aligns with our engagement in WaterAid, where WaterAid Nepal was a partner in our inaugural project alongside Kamalamai Municipal Council.

Staff participation in these projects has been significant, offering opportunities for community service and fostering teamwork, leadership, and initiative. Their positive feedback and willingness to share experiences contribute to community engagement and organisational development.

The following staff have volunteered in the program to date, which provides a fantastic opportunity to give back to those less fortunate and provides development of teamwork, leadership skills and initiative. providing great feedback on the program and further sharing their experiences with staff and the broader community.

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

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

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

2023 Brenton Pitman and Virginia Riccardo - Sindhuli Institute of Technology nursing facility fitout completion.

In 2023 the program recommenced following Covid, where Riverina Water staff Virginia Ricardo and Brenton Pitman joining a team of 18 volunteers in Sindhuli for two weeks. The project completed the fitout of the nurse's accommodation at the Sindhuli Technical Institute. Virginia and Brenton described the trip as a great achievement and one they would carry with them for life. Brenton shared this experience in Culcairn with the Henty Culcairn Probus group (*Figure 1*).



Figure 1 - Brenton Pitman Nepal presentation at Henty Culcairn Probus

This year Riverina Water staff Ryan Thompson (Cadet Engineer) and Fiona Smith (Water Quality Supervisor) are volunteering as part of a broader Nepal team who depart Sydney 26 March 2024, returning 13 April 2024. The Nepal team will provide further support initiatives to the Sindhuli Community Technical Institute, who Ryan has recently been assisting through Engineering design work for a new pump and associated pipework to provide reticulated filtered water.

The rewards for Riverina Water and the participants are significant. The participants experience a vastly different work environment that requires teamwork, leadership skills, initiative, self-motivation, patience, and persistence like no other situation they've experienced before.

Previous participants have described the camaraderie and teamwork that develops within the team along the journey, along with hard work and "weird and wonderful food". All participants have appreciated the opportunity and expressed a deep sense of pride in both themselves and Riverina Water for the contribution they've made to the Sindhuli and Nepalese community.

Strategic Alignment

Our Community

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

Financial Implications

The employees volunteer their time to participate in the program. For this project it requires 14 days of annual leave. They provide their own spending money, some meals, and transfers within Australia.

Rotary Australia World Community Services (through South Wagga Rotary) coordinate the program, arrange all logistics and transfers in Nepal and provide insurance for the volunteers.

Riverina Water sponsors the employees for flights, accommodation and some meals. On this occasion, the cost is \$2,800 per participant. This cost can be accommodated within the existing donations/sponsorship budget.

Workforce Implications

N/A

Risk Considerations

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

R15 Works Report covering December 2023

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 1st to the 31st of December 2023.

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

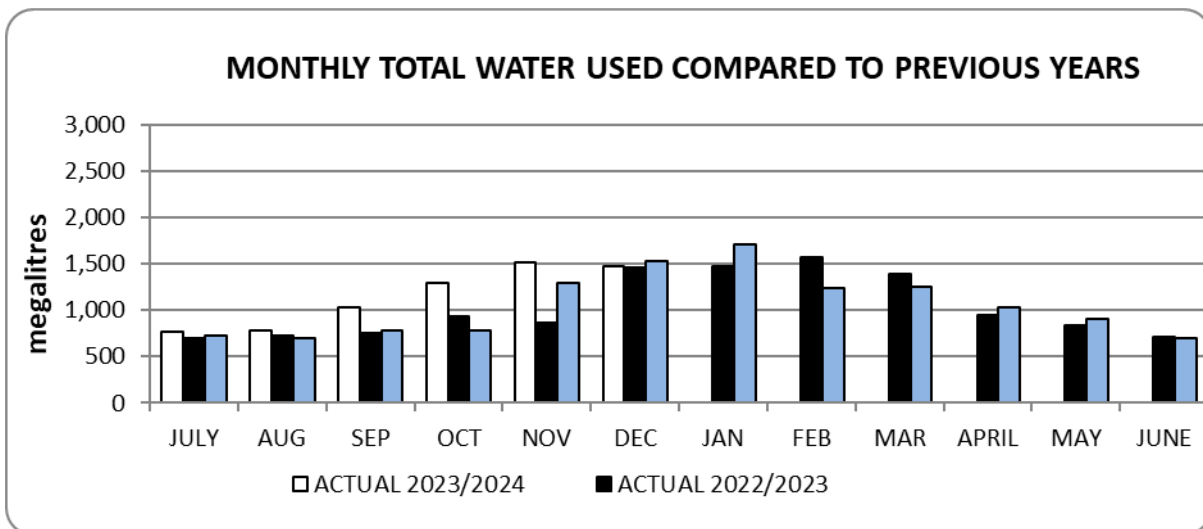
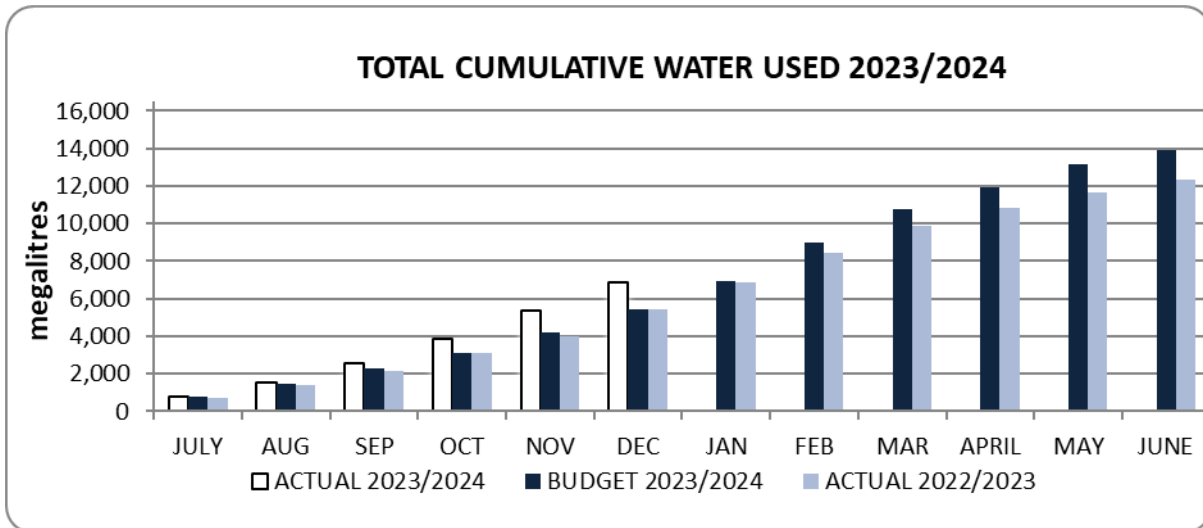
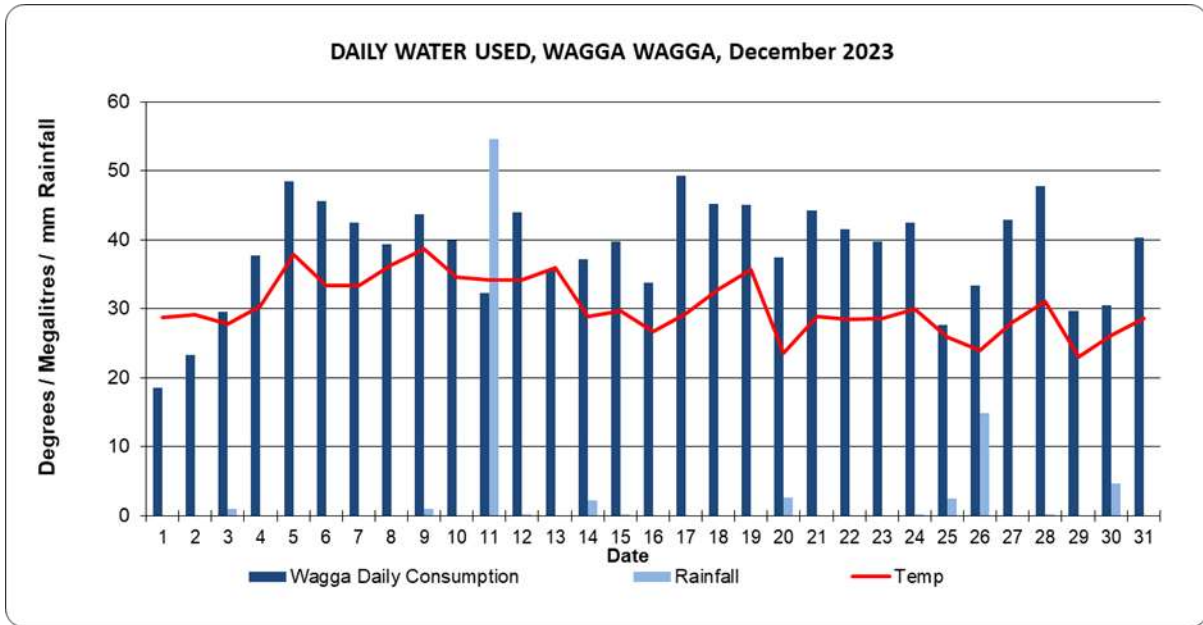
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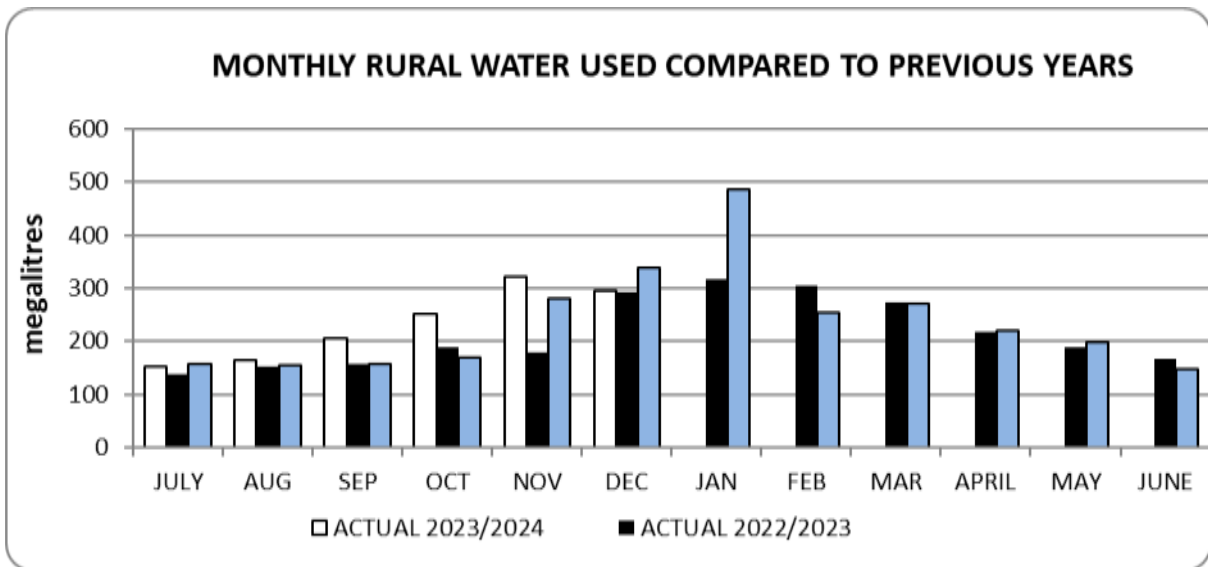
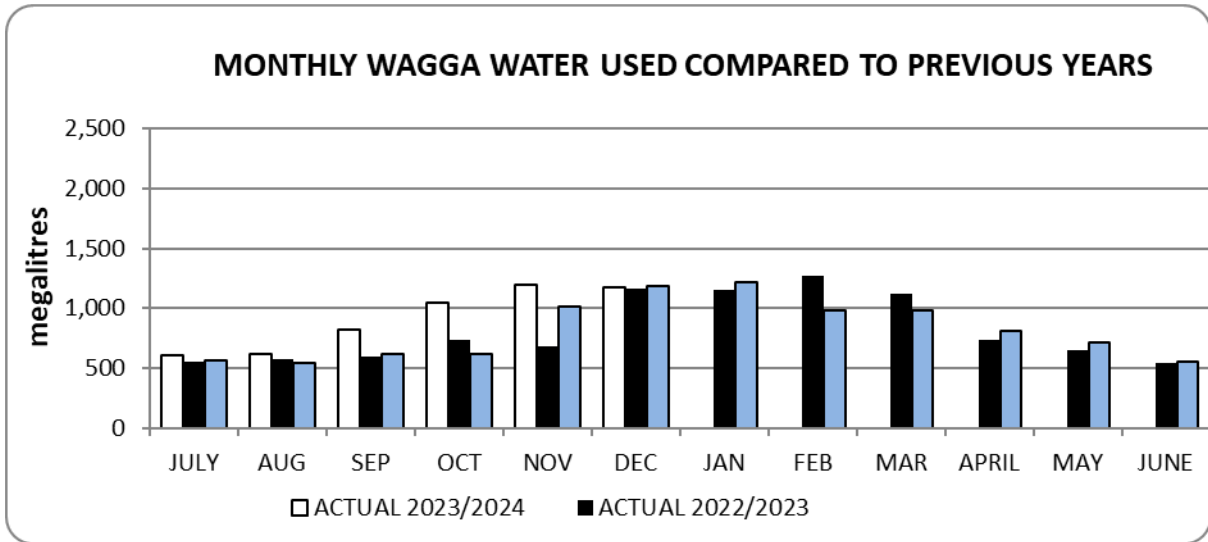
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 31st December 2023.

Water Sourced and Used

	2021	2022	2023
Rainfall	17.4	36.6	79.4
Wet days	6	7	12
Water Sourced December 2023 (Megalitres)			
North Wagga bores	279.42	255.04	278.30
West Wagga bores	472.05	334.95	190.82
East Wagga bores	266.83	216.34	290.01
Murrumbidgee River	333.60	552.28	620.72
Sub Total	1,351.90	1,358.61	1,379.85
Bulgary bores	44.16	42.06	49.67
Urana source	6.52	6.35	8.03
Ralvona bores	25.42	27.12	21.37
Walla Walla bores	16.23	8.79	16.35
Goldenfields Water Supply System	1.59	4.44	2.57
Sub Total	93.92	88.76	97.99
Woomargama	1.56	1.16	0.98
Humula	0.36	0.50	0.45
Tarcutta	4.80	6.89	4.81
Oura	6.57	3.87	3.76

	2021	2022	2023
Walbundrie / Rand	7.91	3.09	4.59
Morundah	0.78	0.84	1.05
Collingullie	8.15	6.93	7.47
Sub Total	30.13	23.28	23.11
Totals	1,475.95	1,470.65	1,500.95
Water used December 2023 (MI)			
East Bomen	25.69	29.24	23.92
Estella	128.72	115.84	133.00
North Wagga	89.59	74.45	93.70
Wagga Wagga – low level	175.68	166.28	188.96
Wagga Wagga – high level	649.00	637.24	640.31
Wagga Wagga – Bellevue level	98.33	103.21	92.34
Sub Total	1,167.01	1,126.26	1,172.23
Ladysmith system	7.07	13.89	7.69
Brucedale scheme	24.36	24.38	21.56
Currawarna scheme	17.36	17.96	17.43
Rural Southern trunk main system	138.4	140.21	153.30
Rural Western trunk main system	50.39	48.45	51.18
Sub Total	237.56	244.89	251.16
Holbrook	25.82	27.15	21.37
Woomargama	1.56	1.16	0.98
Humula	0.36	0.50	0.45
Tarcutta	4.43	4.86	4.70
Oura	6.57	3.87	3.76
Walbundrie / Rand	7.91	3.09	4.59
Morundah	0.80	0.82	1.03
Collingullie	7.50	6.72	7.06
Sub Total	54.95	48.17	43.94
Totals	1,459.52	1,419.32	1,467.33





New Service Connections, Repairs, Meters, Locations and Complaints

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Wagga Wagga	6			26	3	2				39	7	3
Wagga Wagga				8	2					10	5	1
Forest Hill				2						1		
North Wagga				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
Estella				1		1				1		
Koorinal				3	1					4		
Turvey Park						1				3	1	
Lake Albert										4		
Ashmont				2						3	1	
Tolland				1						7		
Mt Austin				4						3		
Bourkelands				2								
Tatton	1											
Glenfield										1		
Lloyd	1											
Springvale				1						1		2
Gobbagombalin	3									1		
Gumly Gumly	1			1								
Brucedale						1						
San Isidore			1								1	
Tarcutta										1		
Bulgary				1							1	
Lockhart	1					1						
Mangoplah				1		1						
Milbrulong				1		1						
The Rock		1		1		1						
Yerong Creek				1								
Culcairn				1								

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Henty											1	
Holbrook										1		
Boree Creek				1								
Oaklands										1		
Kapooka				1								
TOTAL	7	1	1	34	3	7	0	0	0	42	10	3

Water System Repairs

Wagga Wagga							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
2/12/2023	Lake Albert	150 AC	Pipe failure – round split	Yes		0	5
4/12/2023	Wagga Wagga	100 WPVC	Pipe failure – round split	Yes		0	10
12/12/2023	Forest Hill	200 AC	T/Band broken/leaking	Yes		0	5
15/12/2023	Lake Albert	100 AC	Pipe failure – long split	No		28	10
15/12/2023	Kooringal	150 AC	Pipe failure – round split	Yes		0	5
18/12/2023	Glenfield Park	100 BPVC	Pipe failure – round split	Yes		0	5
30/12/2023	Tolland	200 AC	Pipe failure – long split	No		21	36

Rural							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
7/12/2023	The Rock	50 PVC	Pipe failure (not specified)	Yes		0	5
11/12/2023	Bidgeemia	63 PE	Leaking collar or joint	No		0	5
11/12/2023	Bidgeemia	63 PE	Pipe failure – material	Yes		0	5
12/12/2023	The Rock	100 AC	Pipe failure – round split	Yes		0	5
12/12/2023	Lockhart	100 AC	Pipe failure – round split	Yes		0	5
12/12/2023	Bidgeemia	63 PE	Pipe failure – material	Yes		0	5
12/12/2023	Bidgeemia	63 PE	Pipe failure – material	Yes		0	5
12/12/2023	Bidgeemia	63 PE	Pipe failure – material	Yes		0	20
12/12/2023	Collingullie	100 WPVC	Pipe failure – material	Yes		0	5
15/12/2023	Mangoplah	100 AC	Pipe failure (not specified)	No		0	15
16/12/2023	The Gap	150 WPVC	Pipe failure – round split	Yes		0	10
19/12/2023	Culcairn	100 AC	Leaking collar or joint	Yes		0	5
20/12/2023	Bidgeemia	63 PE	Leaking collar or joint	No		0	10
21/12/2023	Bidgeemia	63 PE	Pipe failure – material	Yes		0	0
21/12/2023	Pleasant Hills	63 PE	Pipe failure – material	Yes		0	0
21/12/2023	Pleasant Hills	63 PE	Pipe failure – material	Yes		0	0
29/12/2023	Bidgeemia	63 PE	Pipe failure – material	No		0	10
31/12/2023	Milbrulong	80 PVC	Pipe failure – material	Yes		0	0

Water Quality Complaints

Date	Town	Request details	Action Taken
7/12/23	Wagga	Brown water	Flushed service
24/12/23	Wagga	Dirty water	Flushed service

New water mains laid

Location	63	100		150		200		300	450
	PE	OPVC	DICL	OPVC	DICL	OPVC	DICL	OPVC	DICL
Golden Dr Governors Hill						490m	28m		

Replacement of Existing Mains

Location	50	63	100		150	150	200	300		375
	PE	OPVC	DICL	OPVC	DICL	OPVC	OPVC	OPVC	DICL	DICL
Walla Solar			24m	6m						
Smith St Henty				202m						
Culcairn to Holbrook Rd					52m	240m				

Other Construction

Location or Project	Work done
The Rock	100mm Fire Service
Hume St	Isolation Valve 100mm cut in
Tarakan	Isolation Valve 200mm cut in

Major Repairs / Overhauls

Facility	Work done
Morundah Water Treatment Plant	Chlorine Repairs
Ralvona Water Treatment Plant	Chlorine Analyser Repairs
Estella Pump House	Pump No1 Repair
Urana Water Treatment Plant	Chlorine service
Woomargama Water Treatment Plant	Chlorine Repair

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	44
Estella Farrer Road	47
Forest Hill Elizabeth Avenue	103
Glenfield Red Hill Road	81
Henty Olympic Way	5
Holbrook Millswood Road	34
Lake Albert Plumpton Road	93
Lockhart Napier Road	79
Pleasant Hills Manson Street	1
The Rock	65
Urana Federation Way	12
Walla Walla Short St	26
Woomargama Murray Street	1
Yerong Creek Finlayson Street	3

Fleet Disposals

Vehicle No	Description	Vehicle Type	Make & Model	Year	KMs	Method	Price (ex GST)
378	Vehicle	Ute	Holden Colorado	2017	121,400	Auction	\$18,500
403	Vehicle	Wagon	Kia Sorento	2019	153,411	Auction	\$16,250
436	Vehicle	Ute	Isuzu Dmax	2021	121,457	Auction	\$35,250
442	Vehicle	Dual cab Ute	Isuzu Dmax	2021	116,576	Auction	\$32,250
434	Vehicle	Ute	Isuzu Dmax	2021	116,482	Auction	\$34,000

Fleet Acquisitions

Vehicle No	Tenders received	Accepted Tenderer	Vehicle type	Make/Model	Price ex GST
459			Ute	Isuzu Dmax	\$50,166
469			Trayback Ute	Toyota Hilux	\$45,988
470			Trayback Ute	Toyota Hilux	\$48,100

Strategic Alignment

Our Business

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

Financial Implications

Nil

Workforce Implications

N/A

Risk Considerations

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

R16 Works Report covering January 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 1st to the 31st of January 2024.

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

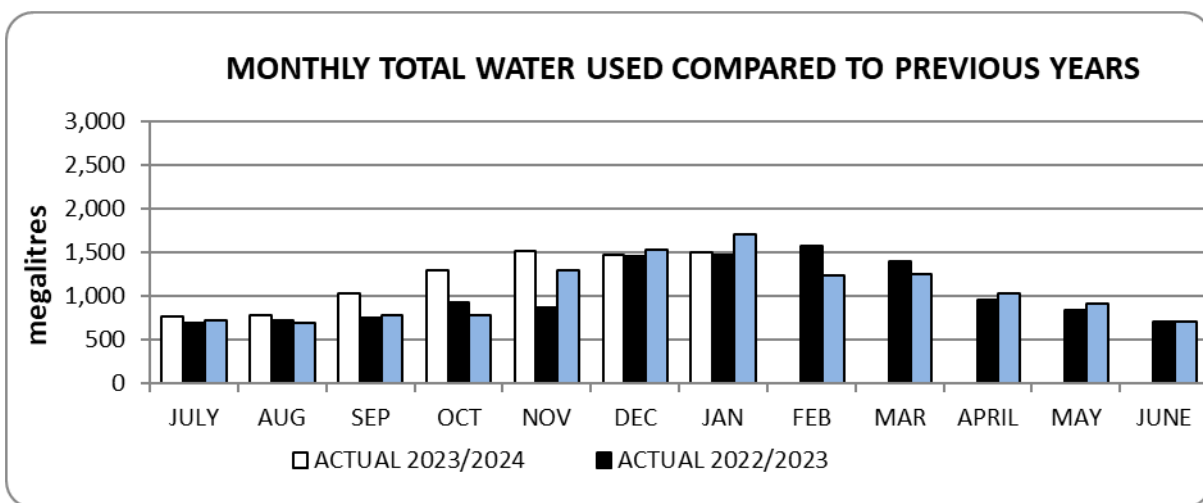
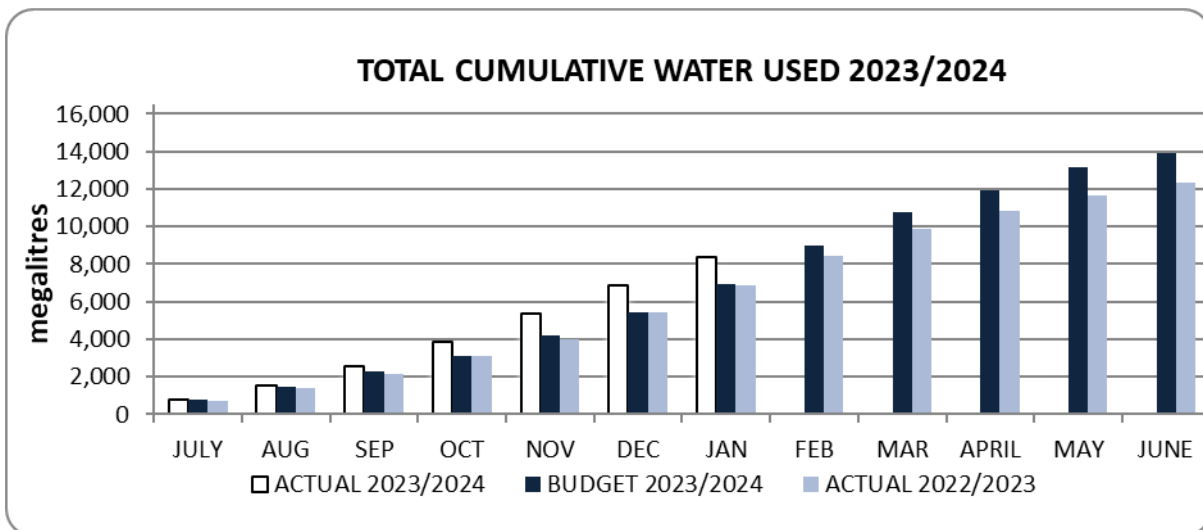
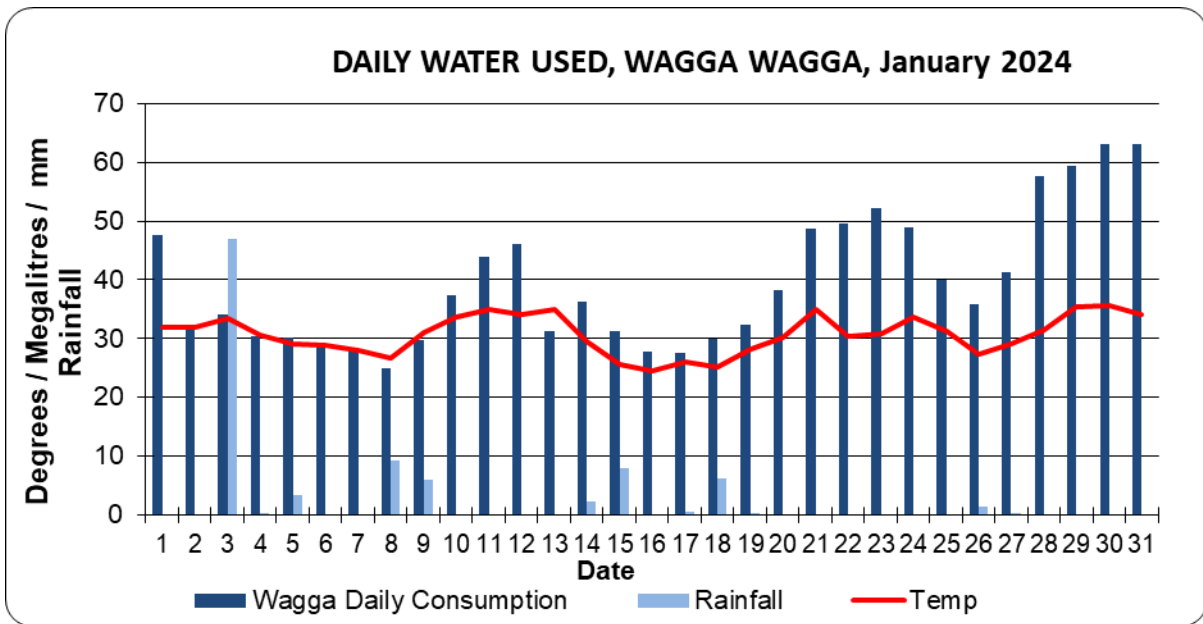
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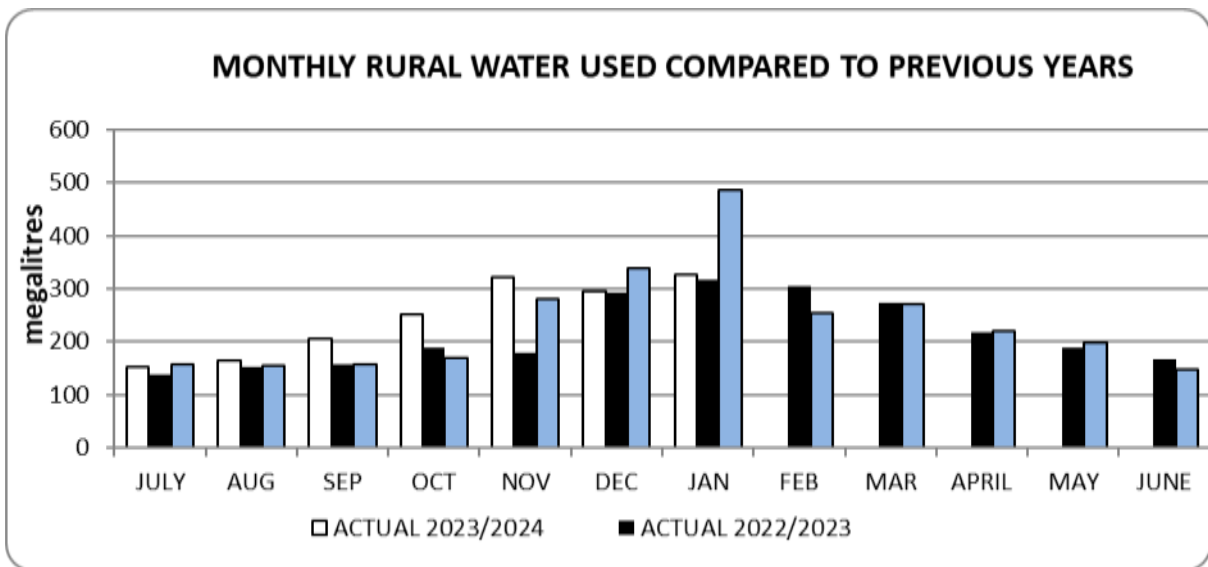
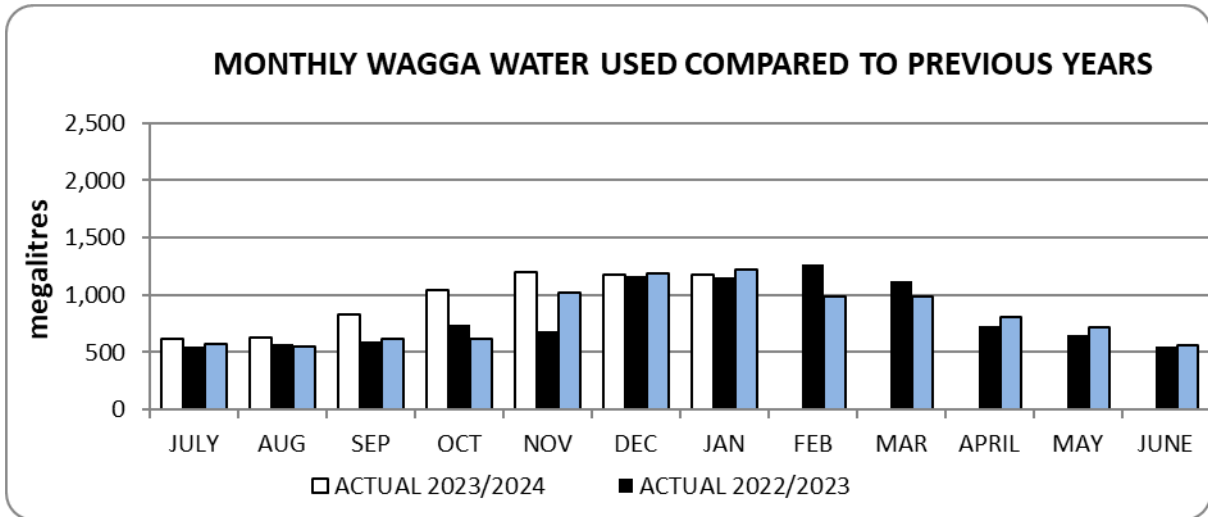
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 31st of January 2024.

Water Sourced and Used

	2022	2023	2024
Rainfall	79.4	48.8	84.2
Wet days	9	12	12
Water Sourced January 2024 (MI)			
North Wagga bores	267.31	300.46	276.58
West Wagga bores	315.85	307.27	211.08
East Wagga bores	396.25	231.95	232.37
Murrumbidgee River	371.11	736.22	662.27
Sub Total	1,350.52	1,575.90	1,382.30
Bulgary bores	51.31	47.09	51.51
Urana source	7.20	1.07	0.00
Ralvona bores	26.57	30.58	23.63
Walla Walla bores	21.14	28.64	18.98
Goldenfields Water Supply System	6.70	5.36	3.65
Sub Total	112.92	112.74	97.77
Woomargama	1.59	1.47	1.46
Humula	0.50	0.59	0.66
Tarcutta	5.35	8.26	4.56
Oura	6.26	6.16	5.47

	2022	2023	2024
Walbundrie / Rand	7.73	5.45	4.50
Morundah	1.08	1.07	0.99
Collingullie	8.65	8.28	6.65
Sub Total	31.16	31.28	24.29
Totals	1,494.60	1,719.92	1,504.36
Water used January 2024 (MI)			
East Bomen	27.38	28.78	26.10
Estella	126.88	160.56	135.25
North Wagga	77.30	51.10	80.91
Wagga Wagga – low level	173.14	184.69	188.96
Wagga Wagga – high level	637.46	742.44	629.33
Wagga Wagga – Bellevue level	115.50	130.23	116.35
Sub Total	1,157.66	1,297.80	1,176.90
Ladysmith system	7.31	8.78	8.53
Brucedale scheme	29.76	36.21	29.70
Currawarna scheme	17.19	23.77	23.57
Rural Southern trunk main system	147.1	181.32	162.65
Rural Western trunk main system	57.85	48.63	53.16
Sub Total	259.23	298.71	277.61
Holbrook	26.68	30.69	23.75
Woomargama	1.59	1.47	1.46
Humula	0.50	0.59	0.66
Tarcutta	5.20	5.09	4.47
Oura	6.26	6.16	5.47
Walbundrie / Rand	7.73	5.45	4.50
Morundah	1.08	1.07	0.87
Collingullie	7.99	8.01	6.68
Sub Total	57.03	58.53	47.86
Totals	1,473.92	1,655.04	1,502.37





New Service Connections, Repairs, Meters, Locations and Complaints

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Wagga Wagga	3	3	1	19	8	4				68	6	1
Wagga Wagga		1		10						18	1	
Forest Hill		1		2						4		
North Wagga										3		

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Koorringal				2	1	2				4	2	
Turvey Park		1	1		2					1	1	1
Lake Albert					2					9	1	
Ashmont				2						7	1	
Tolland				1	2					4		
Mt Austin				1		1				3		
Bourkelands						1				2		
Tatton										2		
Glenfield				1						7		
Lloyd	1				1					1		
Gobbagombalin	2									2		
Gumly Gumly										1		
Brucedale				1								
Currawarna	2											
San Isidore				2								
Tarcutta										3		
Tootal				1								
Lockhart	2				1							
Milbrulong	1											
The Rock			1			1				1		
Culcairn						1						1
Henty						2				3		
Holbrook									1	3	1	1
Walla Walla		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						
TOTAL	8	4	2	22	9	9	0	0	1	78	7	3

Water System Repairs

Wagga Wagga							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
1/1/2024	Turvey Park	100 AC	Pipe failure – long split	No		13	10
1/1/2024	Tolland	200 AC	Pipe failure – long split	No		21	15
1/1/2024	Mt Austin	100 CI	Tree Roots	Yes		0	3
4/1/2024	Tolland	200 AC	Pipe failure – long split	No		21	25
8/1/2024	Wagga Wagga	150 AC	Pipe failure (not specified)	Yes		0	5
8/1/2024	Wagga Wagga	150 AC	Pipe failure (not specified)	Yes		0	5
15/1/2024	Wagga Wagga	150 AC	Pipe failure – long split	No		31	15
26/1/2024	Turvey Park	100 AC	Pipe failure – long split	No		20	15
29/1/2024	Koorinal	150 AC	Pipe failure – round split	Yes		0	5

Rural							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
2/1/2024	Lockhart	100 AC	Pipe failure – round split	Yes		0	0

2/1/2024	Holbrook	100 AC	Pipe failure – ground movement	Yes		0	12
3/1/2024	Morven	150 AC	Pipe failure (not specified)	No		15	0
3/1/2024	Bidgeemia	63 PE	Pipe failure – ground movement	No		0	12
4/1/2024	Milbrulong	100 WPVC	Pipe failure – ground movement	No		8	56
4/1/2024	Bidgeemia	63 PE	Pipe failure – ground movement	No		5	0
8/1/2024	The Rock	32 PE	Pipe failure ground movement	No		5	5
9/1/2024	Lockhart	100 AC	Pipe failure – ground movement	No		5	158
11/1/2024	The Gap	100 WPVC	Pipe failure (not specified)	Yes		0	10
12/1/2024	The Gap	100 WPVC	Pipe failure (not specified)	Yes		0	5
13/1/2024	Ralvona	250 DICL	T/Band Broken/Leaking	Yes		0	5
13/1/2024	Osbourne	63 PE	Leaking collar or joint	No		6	0
15/1/2024	Collingullie	50 PVC	Leaking collar or joint	No		10	0
24/1/2024	Osbourne	63 PE	Pipe failure – round split	Yes		0	0
24/1/2024	Bidgeemia	63 PE	Pipe failure – ground movement	Yes		0	0
25/1/2024	Milbrulong	80 PVC	Pipe failure – material	Yes		0	0
16/1/2024	San Isidore	100 WPVC	Pipe failure (not specified)	No		3	5
27/1/2024	Uranquinty	100 AC	Pipe failure – round split	Yes		0	0
29/1/2024	Bidgeemia	63 PE	Pipe failure – ground movement	Yes		0	12
29/1/2024	Pleasant Hills	80 PVC	Pipe failure – ground movement	Yes		0	26
31/1/2024	Collingullie	100 WPVC	Pipe failure – ground movement	Yes		0	18
31/1/2024	Ralvona	50 PVC	Pipe failure – ground movement	Yes		0	6

Water Quality Complaints

Date	Town	Request details	Action Taken
2/01/24	Tolland	Water discoloured	Gal pipes. Put our side down to be renewed and advised customer to renew their side.
2/01/24	Tolland	Dirty water coming out of all the taps	Checked and cleaned external taps. 2 recent breaks on Raye St could have left dirty water. Message left
3/01/24	Koorungal	Water discoloured	Flushed until clear. May have been a from lack of use in cul-de-sac.
4/01/24	Lake Albert	Tenants have brown water in multiple of the houses	Flushed nearby hydrants
7/01/24	Lockhart	Dirty stale water	Consumer located near dead end. Flushed water main
15/01/24	Lake Albert	Brown water throughout property	Flushed water from tap until clear
16/01/24	Turvey Park	Milky water	Flushed service
15/01/24	Turvey Park	Flushed service	Flushed Service
30/01/24	Lloyd	Black particles in water- ongoing issue. Buying bottled water as customer is concerned the water is not safe.	Checked at meter. Water meets ADWG and no particles are present. Customer agreed it was an internal plumbing issue.
31/01/24	Wagga	Dirty water	Problem is old gal pipe

New water mains laid

Location	63	100		150		200		300	450
	PE	OPVC	DICL	OPVC	DICL	OPVC	DICL	OPVC	DICL
Oura Rd Oura		1746m	24m						
Cottee Rd The Gap	793m								
Rosle St Henty		197m							
Brunslea Park stage 2 Forest Hill			42m						
64 Edison Rd						40m			

Replacement of Existing Mains

Location	50	63	100		150	150	200	300		375
	PE	OPVC	DICL	OPVC	DICL	OPVC	OPVC	OPVC	DICL	DICL
Main St			22m							
Morven to Holbrook Rd						1610m				

Other Construction

Location or Project	Work done
Open reservoir de-commission	Remove 80mm pipework
Lockhart	Community drinking fountain
Woomargama/Ralvona/Walbundrie	Safety Showers at treatment plants

Major Repairs / Overhauls

Facility	Work done
West Wagga WTP	Silica Plant Repairs
Bulgary WTP	Chlorine and Silica Repairs
Estella Pump Station	Pump 2 Repairs and Maintenance
Morundah WTP	Chlorine Repairs
Wagga WTP	Chlorine Repairs

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	110
Estella Farrer Road	157
Forest Hill Elizabeth Avenue	88
Glenfield Red Hill Road	110
Holbrook Millswood Road	8
Lake Albert Plumpton Road	169
Lockhart Napier Road	65
Pleasant Hills Manson Street	59
Ralvona	1
The Rock	96

Urana Federation Way	17
Woomargama Murray Street	4
Yerong Creek Finlayson Street	12

Fleet Disposals

Vehicle No	Description	Vehicle Type	Make & Model	Year	KMs	Method	Price (ex GST)
Nil							

Fleet Acquisitions

Vehicle No	Tenders received	Accepted Tenderer	Vehicle type	Make/Model	Price ex GST
Nil					

Strategic Alignment

Our Business

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

Financial Implications

Nil

Workforce Implications

N/A

Risk Considerations

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

CONF-1 Sludge Thickening Tank Remediation

Organisational Area Engineering

Author Ryan Thompson, Cadet Engineer and James Dwerryhouse, Engineer

Summary The Wagga Wagga Water Treatment Plant Sludge Thickening Tank is due to be relined in accordance with current and previously conducted condition assessments. Riverina Water staff are seeking Board approval to move forward with this important infrastructure project.

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

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

CONF-2 Riverina Water Award Hours Harmonisation Matter

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary During the negotiation of the 2022 Riverina Water Award the matter of the disparity in working hours for staff was identified as an issue. At that time the CEO agreed to initiate a project to look at harmonising working hours for all Riverina Water staff and this report provides an update on the status of that matter.

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

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

CONF-3 Update on UGL Cost to Complete Claim - report placeholder

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary In February 2023, Riverina Water received legal advice from Maddocks Lawyers on the prospects of success in litigation and risks associated with counterclaim by UGL, if the matter proceeds to litigation. At the time of the finalisation of the Business Paper for this meeting, a further meeting with Maddocks Lawyers was scheduled to be held late on Thursday 15 February. This brief report confirms that detailed report will be finalised and loaded to The Hub for Board Members on Monday 19 February. That report will include full advice from Maddocks Lawyers to inform the Board's decision on how to proceed.

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