



Meeting of Riverina Water County Council

The meeting will be held in the Pat Brassil AM Meeting Room,
91 Hammond Ave, Wagga at 10:00am on Thursday 27 June
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

Livestreaming of Meeting

Apologies

Declaration of pecuniary and non-pecuniary interests

Confirmation of Minutes

Minutes of Board Meeting 18 April 2024

Correspondence

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R1 List of Investments

Organisational Area Corporate Services



Author Natasha Harris, Manager Finance & Sourcing

Summary This report details the status of Riverina Water's investment portfolio for the months of April 2024 and May 2024.

RECOMMENDATION that Council receive and note the report detailing external investments for the months of April 2024 and May 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 April 2024 and May 2024.

- › **R1.1** **April 2024 Investment Report** [↓](#) 
- › **R1.2** **May 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 30/04/2024

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	6.868%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	7/07/2022	732	8/07/2024	BBB+	4.24	6.868%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	25/07/2022	731	25/07/2024	BBB+	4.34	8.584%	\$2,500,000.00	\$2,500,000.00
Bendigo & Adelaide Bank	26/07/2023	383	12/08/2024	BBB+	5.50	3.434%	\$1,000,000.00	\$1,000,000.00
ING	23/06/2022	732	24/06/2024	A	4.40	6.868%	\$2,000,000.00	\$2,000,000.00
ING	24/10/2023	447	13/01/2025	A	5.33	3.434%	\$1,000,000.00	\$1,000,000.00
ING	21/12/2023	417	10/02/2025	A	5.23	3.434%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	434	24/03/2025	A	5.22	3.434%	\$1,000,000.00	\$1,000,000.00
ING	16/04/2024	366	17/04/2025	A	5.19	3.434%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	463	22/04/2025	A	5.20	3.434%	\$1,000,000.00	\$1,000,000.00
ING	15/01/2024	490	19/05/2025	A	5.18	3.434%	\$1,000,000.00	\$1,000,000.00
ING	25/03/2024	476	14/07/2025	A	5.11	3.434%	\$1,000,000.00	\$1,000,000.00
ING	25/03/2024	504	11/08/2025	A	5.09	3.434%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	20/09/2023	243	20/05/2024	AA-	5.17	3.434%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	27/02/2024	90	27/05/2024	AA-	5.08	3.434%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	25/03/2024	93	26/06/2024	AA-	5.05	3.434%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	27/07/2023	365	26/07/2024	AA-	5.45	6.868%	\$2,000,000.00	\$2,000,000.00
National Australia Bank	31/08/2023	417	21/10/2024	AA-	5.19	3.434%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	31/08/2023	445	18/11/2024	AA-	5.17	3.434%	\$1,000,000.00	\$1,000,000.00
Westpac	26/09/2023	447	16/12/2024	AA-	5.25	3.434%	\$1,000,000.00	\$1,000,000.00
Westpac	30/04/2024	366	1/05/2025	AA-	5.34	3.434%	\$1,000,000.00	\$1,000,000.00
Westpac	7/02/2024	495	16/06/2025	AA-	5.00	3.434%	\$1,000,000.00	\$1,000,000.00
94.43%							\$27,500,000.00	\$27,500,000.00

Cash Deposit Account						
National Australia Bank	AA-	2.65	5.572%	\$1,622,690.48	\$1,622,690.48	
			5.57%	\$1,622,690.48	\$1,622,690.48	
TOTAL INVESTMENTS			100.00%	\$29,122,690.48	\$29,122,690.48	
Cash at Bank	AA-	0.00				\$719,700.89
TOTAL FUNDS						\$29,842,391.37

CERTIFICATE

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



N Harris
MANAGER FINANCE & SOURCING

Application of Investment Funds

Restricted Funds	Description	Value
Internally Restricted	Employee Leave Entitlements (50% of ELE)	\$1,971,147.14
	Plant Replacement	\$2,691,240.43
	Sales Fluctuation	\$3,000,000.00
	Water Treatment Plant	\$228,250.00
	Water Licences	\$669,385.20
		\$8,560,022.77
Unrestricted Funds		\$21,282,368.60
TOTAL FUNDS		\$29,842,391.37

* 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 \$922,169.70 for the month. The increase was due to receipts from customers exceeding payments to suppliers and staff in April resulting in increased funds in cash and investments.

Portfolio Performance

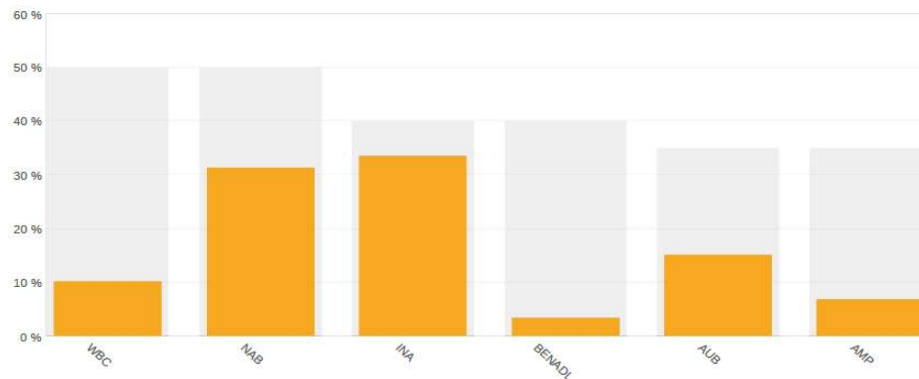
For the month of April, the portfolio (excluding cash) provided a return of +0.41% (actual), outperforming the benchmark AusBond Bank Bill Index return of +0.35% (actual). The monthly performance has improved over the recent months reflective of the maturity of lower yielding term deposits that are being replaced by higher yielding term deposits, providing greater overall returns to the portfolio. The portfolio's performance is now ahead of benchmark again over all time periods out to 12 months. As maturities occur, Council is incrementally increasing the average duration of the investment portfolio to increase revenue. Interest received in the period totalled \$57,875, with \$994,733 received and accrued for the year to date.

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.35%	1.06%	2.15%	3.54%	4.21%
AusBond Bank Bill Index	0.35%	1.07%	2.17%	3.62%	4.24%
Council's Portfolio [^]	0.41%	1.22%	2.37%	3.77%	4.35%
Outperformance	0.06%	0.15%	0.20%	0.15%	0.11%

[^]Total portfolio performance excludes Council's cash account holdings.

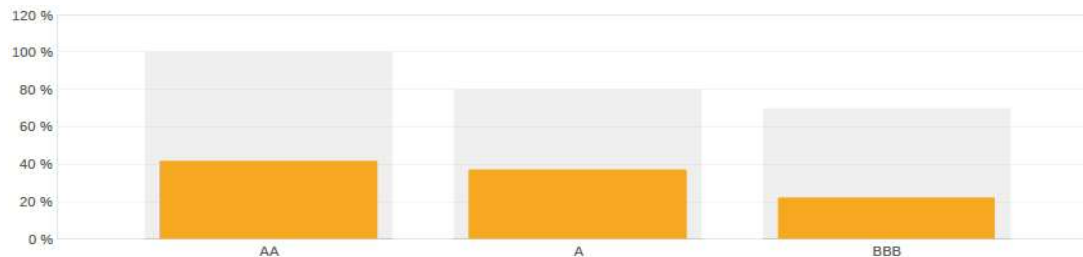
Counterparty Compliance

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



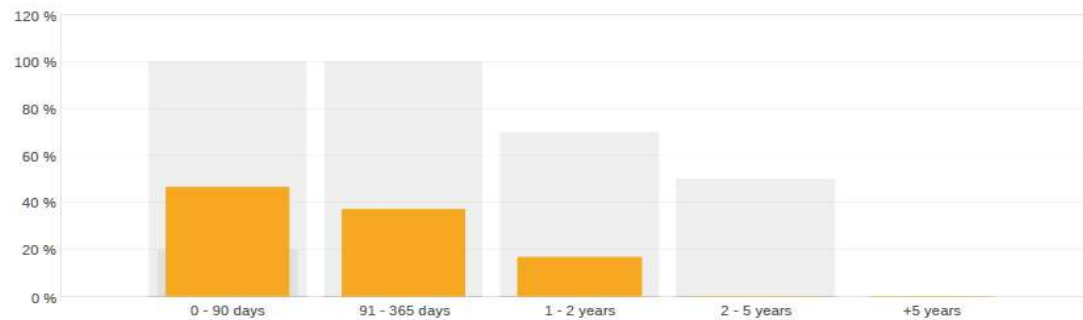
Credit Quality Compliance

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



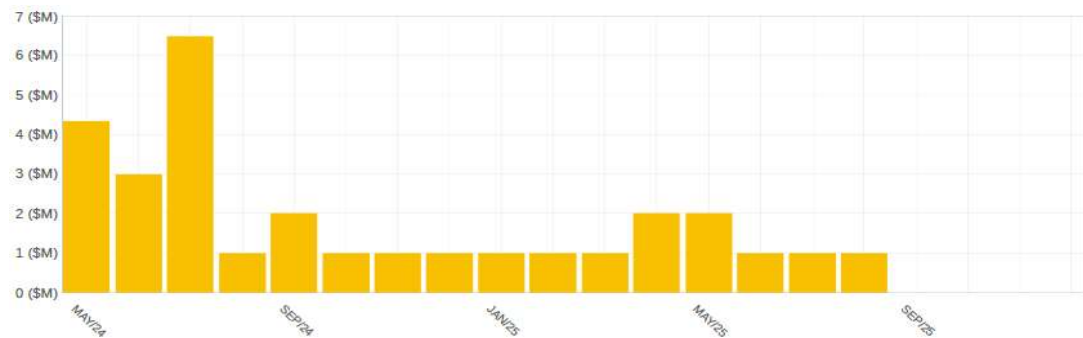
Term to Maturity

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



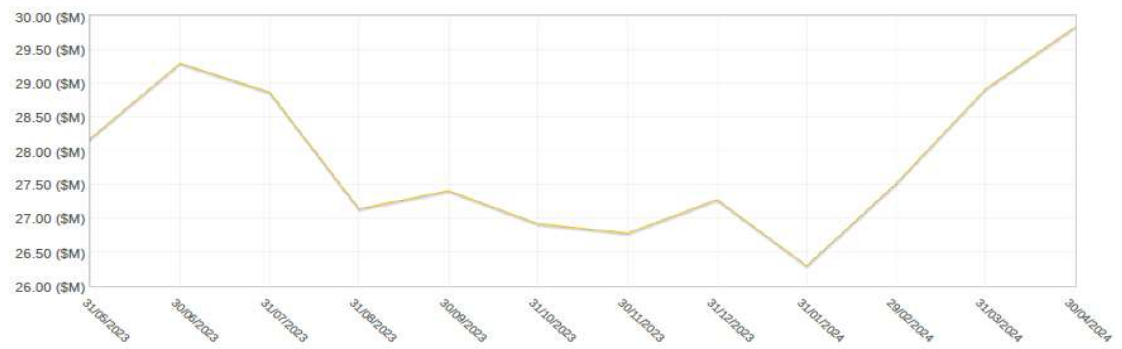
Maturity Cashflow

When investments will mature over time



Historical Portfolio Balances

Indicative of the normal cash cycle of the Council




Monthly Investment Report as at 31/05/2024

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	6.938%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	7/07/2022	732	8/07/2024	BBB+	4.24	6.938%	\$2,000,000.00	\$2,000,000.00
Australian Unity Bank	25/07/2022	731	25/07/2024	BBB+	4.34	8.673%	\$2,500,000.00	\$2,500,000.00
BankVic	28/05/2024	370	2/06/2025	BBB+	5.29	3.469%	\$1,000,000.00	\$1,000,000.00
Bendigo & Adelaide Bank	26/07/2023	383	12/08/2024	BBB+	5.50	3.469%	\$1,000,000.00	\$1,000,000.00
ING	23/06/2022	732	24/06/2024	A	4.40	6.938%	\$2,000,000.00	\$2,000,000.00
ING	24/10/2023	447	13/01/2025	A	5.33	3.469%	\$1,000,000.00	\$1,000,000.00
ING	21/12/2023	417	10/02/2025	A	5.23	3.469%	\$1,000,000.00	\$1,000,000.00
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ING	15/01/2024	490	19/05/2025	A	5.18	3.469%	\$1,000,000.00	\$1,000,000.00
ING	25/03/2024	476	14/07/2025	A	5.11	3.469%	\$1,000,000.00	\$1,000,000.00
ING	25/03/2024	504	11/08/2025	A	5.09	3.469%	\$1,000,000.00	\$1,000,000.00
MyState	21/05/2024	366	22/05/2025	A	5.25	3.469%	\$1,000,000.00	\$1,000,000.00
National Australia Bank	25/03/2024	93	26/06/2024	AA-	5.05	3.469%	\$1,000,000.00	\$1,000,000.00
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Westpac	30/04/2024	366	1/05/2025	AA-	5.34	3.469%	\$1,000,000.00	\$1,000,000.00
Westpac	7/02/2024	495	16/06/2025	AA-	5.00	3.469%	\$1,000,000.00	\$1,000,000.00
95.40%							\$27,500,000.00	\$27,500,000.00

Cash Deposit Account					
National Australia Bank	AA-	2.65	4.600%	\$1,325,877.98	\$1,325,877.98
			4.60%	\$1,325,877.98	\$1,325,877.98
TOTAL INVESTMENTS			100.00%	\$28,825,877.98	\$28,825,877.98
Cash at Bank	AA-	0.00			\$691,654.84
TOTAL FUNDS					\$29,517,532.82

CERTIFICATE

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N Harris
MANAGER FINANCE & SOURCING

Application of Investment Funds

Restricted Funds	Description	Value
Internally Restricted	Employee Leave Entitlements (50% of ELE)	\$1,971,147.14
	Plant Replacement	\$1,429,753.36
	Sales Fluctuation	\$3,000,000.00
	Water Treatment Plant	\$228,250.00
	Water Licences	\$669,385.20
		\$7,298,535.70
Unrestricted Funds		\$22,218,997.12
TOTAL FUNDS		\$29,517,532.82

* 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 \$324,858.55 for the month. The decrease was due to receipts from customers being lower than payments to suppliers and staff in May resulting in decreased funds in cash and investments.

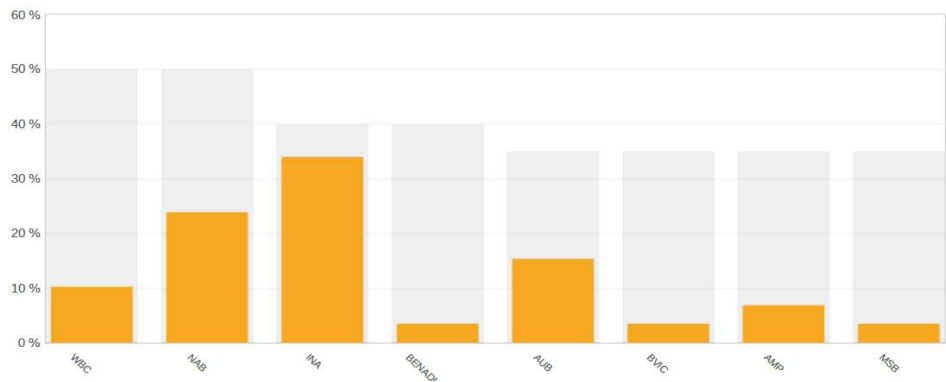
Portfolio Performance

For the month of May, the portfolio (excluding cash) provided a return of +0.43% (actual), outperforming the benchmark AusBond Bank Bill Index return of +0.37% (actual). The monthly performance has improved over the recent months reflective of the maturity of lower yielding term deposits that are being replaced by higher yielding term deposits, providing greater overall returns to the portfolio. The portfolio's performance is now ahead of benchmark again over all time periods out to 12 months. As maturities occur, Council is incrementally increasing the average duration of the investment portfolio to increase revenue. Interest received in the period totalled \$46,945.48, with \$1,110,478.98 received and accrued for the year to date.

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.36%	1.08%	2.16%	3.91%	4.26%
AusBond Bank Bill Index	0.37%	1.10%	2.20%	4.01%	4.32%
Council's Portfolio^	0.43%	1.25%	2.42%	4.20%	4.50%
Outperformance	0.05%	0.15%	0.22%	0.19%	0.18%

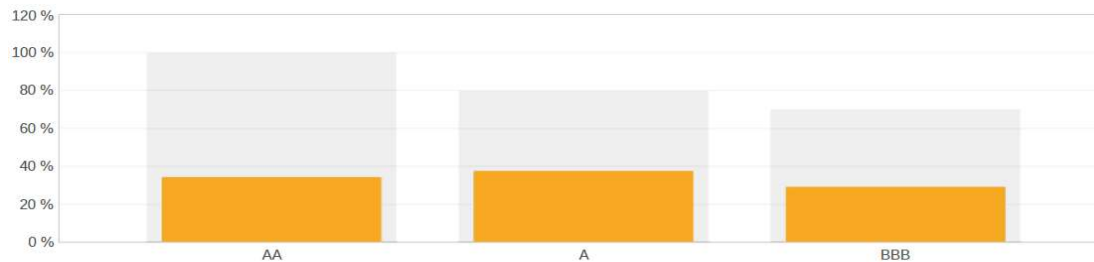
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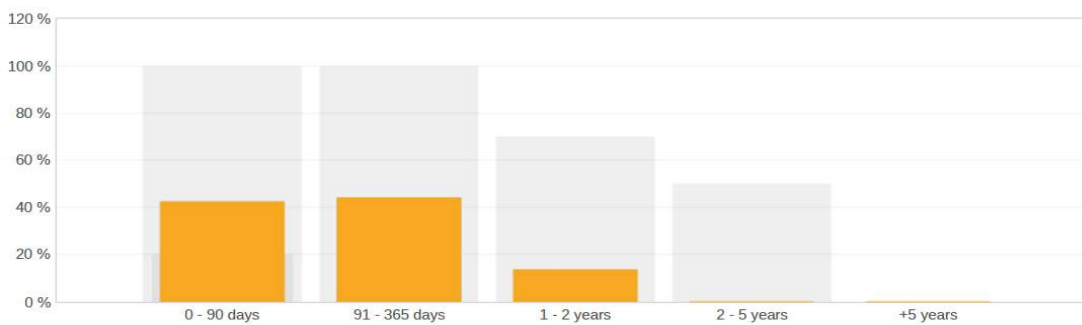
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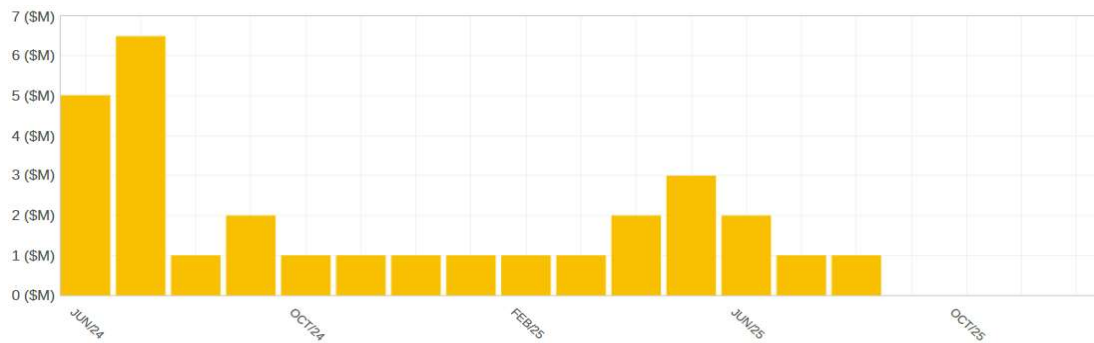
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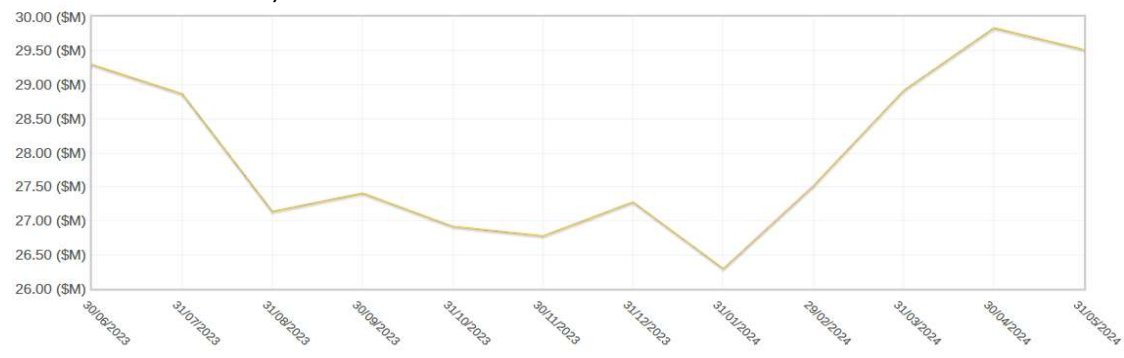
Maturity Cashflow

When investments will mature over time



Historical Portfolio Balances

Indicative of the normal cash cycle of the Council



R2 Investments Policy

Organisational Area Corporate Services

Author Natasha Harris, Manager Finance & Sourcing

Summary The Riverina Water Investments Policy has been revised to incorporate consideration of local economic benefit when making investment decisions. The policy is presented for endorsement and placement on public exhibition.

RECOMMENDATION that Council:

- a) Note the proposed changes to POL 4.10 – Investments Policy;
- b) Place the draft POL 4.10 – Investments Policy on public exhibition from 28 June 2024 to 26 July 2024 and invite public submissions on the draft policy; and
- c) Receive a further report following the exhibition and submission period:
 - i. Addressing any submissions made in respect of the proposed POL 4.10 – Investments Policy
 - ii. Proposing the adoption of the Policy unless there are any recommended amendment deemed to be substantial and requiring a further public exhibition period

Report

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

The Board has expressed an appetite to include consideration of local economic benefit when making investment decisions, namely, the consideration of locally owned and operated financial institutions for preferential placement of term deposits.

Following consultation with Riverina Water's independent investment advisor, Arlo Advisory, a new clause has been incorporated into the Investments Policy, clause 6 "*Consideration of local economic benefit when making investment decisions*".

The new clause preferences investments with locally owned and operated financial institutions supporting the Riverina Water supply area, specifically where the rate offered is not more than 5 basis points below the highest attainable rate for the same volume and duration. All other requirements of the policy continue to apply.

Under the new clause, Riverina Water is to maintain a list of locally owned and operated financial institutions to which this clause will apply. As the list will change from time to time, this will be maintained outside of the policy. The following community owned institutions in

the Riverina Water supply area have been identified as qualifying under clause 6 with reasons noted:

- **BankWAW** (Unrated) – Returns 5% of profits to community initiatives and events. Service centre located in Walla Walla.
- **Beyond Bank** (Rated BBB+) - Invest 7% of net profit into community partnerships and programs, staff receive 2 days a year to volunteer in the community, has given back over \$680K through our Community Reward Program, and supported communities in times of natural disaster with donations. Located Wagga Wagga.
- **Community Bank Henty (Bendigo Bank)** (Bendigo Bank is rated A-) - Community banking is based on a 'profit-with-purpose' model, which means our profits are returned directly to the community that has generated them. Nationally over \$320M reinvested back into Australian communities. Located Henty.
- **G&C Mutual Bank** (Rated BBB+) - Staff established Charity Committee to promote awareness, organise staff fundraising activities and help drive participation in their volunteering program. G&C Mutual Bank strongly supports these initiatives, staff receive one paid volunteer day per year and often contribute to the fundraising efforts. Located Wagga Wagga.
- **Hume Bank** (Rated BBB+) – Supports community partners, charities and events annually through sponsorship, donations and in-kind support. Located Wagga Wagga, Holbrook, Culcairn, Jindera.
- **Regional Australia Bank** (Rated BBB+) - Pledge more than 5% of profits back into grass roots community initiatives. Last year, over \$2.75M given back to regional communities in the form of sponsorships, donations, grass roots community initiatives and small infrastructure projects. Community Partnership Program was a significant contributor to this, along with their Sponsorship & Donation Program that gives a boost to local initiatives. Located Wagga Wagga.

Whilst located in Wagga Wagga and Kapooka, Australian Military Bank and Defence Bank have been excluded as both banks support only the defence community and affiliated causes.

The Manager Finance & Sourcing will be responsible for maintaining this list.

› R2.1 **Investments Policy 4.10 Revision** [↓](#)

Strategic Alignment

Our Business

Actively support and participate in our community

Financial Implications

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

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

Riverina Water's portfolio balance was \$29.5M as of 31 May 2024 with budgeted investment income for the 2023/24 financial year of \$1.05M.

For illustration purposes, when enacting the new clause on a term deposit of \$1M for 12 months duration where the rate is the maximum 5 basis points below the highest attainable rate for the same volume and duration, this will result in a decrease in investment interest of \$500 for the term of the deposit.

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.



Investments

Purpose

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

Policy Statement

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

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

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

Scope

This policy applies to all investments made by Riverina Water.



Definitions

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



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

Legislative Context

All investments are to comply with the following:

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



1 Policy Principles

1.1 Delegation of Authority

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

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

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

1.2 Prudent Person Standard

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

1.3 Ethics and Conflicts of Interest

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

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

1.4 Approved Investments

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

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



1.5 Prohibited Investments

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

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

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

1.6 Risk Management Guidelines

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

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

1.7 Investment Advisor

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

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



2 Investment Guidelines

Investments are to comply with three key criteria relating to:

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

3 Portfolio Credit Framework

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

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

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

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

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

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



3.1 Counterparty/Institution Credit Framework

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

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

3.2 Term to Maturity Framework

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

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

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



4 Performance Benchmarks

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

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

5 Quotations on New Investments

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

6 Consideration of local economic benefit when making investment decisions

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

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

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

7 Environmentally and Socially Responsible Investments (SRI)

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

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

- o the rate of return on investment is greater than or equal to the rates of other Authorised Deposit-Taking Institutions which comply with Riverina Water's Investment Policy and are available at the time
- o the avoidance of funding fossil fuel in the investment product
- o that the financial institution and product are otherwise compliant with Riverina Water's policy.



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

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

Environmentally productive activities are considered to be:

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

Socially productive activities are considered to be:

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

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

Environmentally harmful activities are considered to be:

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

Socially harmful activities are considered to be:

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

8 Reporting and Reviewing Investments

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

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



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

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

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

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

Non-Compliance

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



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

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

END OF POLICY STATEMENT

R3 Extraordinary Board Meeting - 29 August 2024 to approve financial statements

Organisational Area Corporate Services

Author Natasha Harris, Manager Finance & Sourcing

Summary This report proposes an extraordinary meeting of the Board to occur on Thursday 29 August 2024 to approve the annual financial statements.

RECOMMENDATION that the Board approve the holding of an extraordinary meeting of the Board to occur on Thursday 29 August 2024 at 9.30am to approve the annual financial statements.

Report

The Board meeting for August 2024 has been set for Wednesday 7 August 2024 to fall outside the caretaker period (Friday 16 August to Friday 13 September 2024 inclusive) for the local government elections being held on 14 September 2024.

The Audit Office of NSW Annual Engagement Plan (AEP) outlines the scope and timeline for the audit of Riverina Water's annual financial statements for the year ending 30 June 2024. The financial statements are to be approved for referral to the Audit Office on Thursday 29 August 2024. At that time, the Chairperson, a Board Member, the CEO and the Responsible Accounting Officer all sign the Statement by Councillors and Management made pursuant to Section 413 (2c) of the Local Government Act 1993 (NSW).

An extraordinary meeting of the Board is required as the financial statements will not be finalised in time for the standard Board meeting. An extraordinary meeting of the Board is proposed to occur on Thursday 29 August 2024 to align to the AEP. This falls inside the caretaker period however the approval of the financial statements is not an excluded function under the Local Government Regulation given the statements relate to the financial performance of the Council for the year ending 30 June 2024.

The meeting is procedural in nature and should take no longer than 30 minutes to complete. The meeting will be held via Teams, however those Board Members willing and to drive are, of course, welcome to be present in the Board Room. This meeting involves no external representatives as the external auditor and a representative from the NSW Audit office attend the October meeting (traditionally via Teams)

Strategic Alignment

Our Business

Improve strategic planning and accountability

Financial Implications

The costs of convening Board meetings are funded via budget allocations in 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.

R4 Donations and Sponsorships 2023/24

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary As per the Donation Policy, an annual summary of donations and sponsorships is made to the Board

RECOMMENDATION that Council receive and note the report.

Report

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

For many years now, Council has supported countless community groups, events, and initiatives.

In accordance with the provision of the current Donation Policy, these contributions are reported to the Board annually. In future and as recently resolved by the Board, these reports will be presented to every Board meeting identifying the donations and sponsorships awarded in the preceding eight week period.

As of 14 June 2024, Riverina Water has committed \$64,945 in donations and sponsorships to 32 initiatives or organisations. At the time of writing, one application is currently under assessment.

A summary of donations and sponsorships follows:

Recipient	Description	LGA	Amount
Fishing for Kyan	Event marketing material	Wagga	\$1,000
Freeroam Theatre Incorporated	Theatre production	Wagga	\$2,500
Henty Bowling Club	Sponsorship Invitation Triples	Greater Hume	\$300
Henty Show Society	Henty Show sponsorship	Greater Hume	\$3,000
Koorungal Rotary	Science Engineering Challenge from 2022 onward	Wagga	\$3,500
Koorungal High School	Presentation night award	Wagga	\$500
Lockhart Golf Club	Sponsorship of Tee advertising	Lockhart	\$280
Mawang Gaway - auspiced by The Curious Rabbit	Aboriginal Cultural Events	Wagga	\$1,000
Oaklands Truck Show	Annual Truck Show event	Federation	\$1,000

Riverina Cultural Clubs (ARCC)	Defibrillator	Wagga	\$2,500
REROC	Build a Bridge annual sponsorship	Wagga	\$2,750
Riverina Monaro and Holden Car Club	Sponsorship of Wagga Classic Show and Shine	Wagga	\$250
Riverina Conservatorium of Music	Christmas with the Con 2024	Wagga	\$2,500
Ronald McDonald House	20 nights' accommodation for families	Wagga	\$3,200
Rotary Club of South Wagga Inc	Sponsorship Annual Golf Day 2023	Wagga	\$1,300
Rotary Club of Holbrook	Holbrook Twilight Christmas Markets	Greater Hume	\$3,000
Rotary Club of South Wagga Inc	Sponsorship of building activities in Nepal	Wagga	\$5,600
South Wagga Public School	Totem poles project	Wagga	\$1,700
Southern Sports Academy	Sponsorship of program	Wagga	\$3,300
Spirit of the Land Lockhart	Sponsorship of festival	Lockhart	\$2,500
St Vincent De Paul	Winter sleepout appeal	Wagga	\$2,500
The Rock & District Meals on Wheels	Charity Golf Day	Lockhart	\$250
The Rock Triathlon	Sponsorship 2021 Event	Lockhart	\$500
Urana Camp Draft	Camp draft sponsor	Federation	\$1,000
Wagga School of Arts Community	Sponsorship of Annual 10 minute Play Festival	Wagga	\$2,200
Wagga Takes Two	Annual charity event	Wagga	\$6,000
Wollundry Rotary	Gears and Beers	Wagga	\$2,750
Wagga City Rugby Male Choir	Donation for sound equipment	Wagga	\$2,750
Wagga Wagga Country Club	Sponsorship of 2024 Women's Pro-Am	Wagga	\$1,815
Wagga Wagga and District Football Trust	Event sponsorship for Night of Football fundraiser	Wagga	\$2,000
Wagga Filipino Community	125th Philippine Independence Day Celebration	Wagga	\$500
Wagga Wagga NAIDOC Ball	NAIDOC Week 2024	Wagga	\$1,000
Total			\$64,945

Strategic Alignment

Our Community

Actively support and participate in our community

Financial Implications

The budget for donations in 2023-24 was \$65,000 of which \$64,945 was expended. The total line-item budget of \$105,000 includes Wateraid sponsorship of \$25,000, which the Board reduced at the April 2024 meeting, and unspent additional funds of \$15,000, which was initially set aside for separate sponsorships under the new policy that will now not be implemented until 2024/25.

Workforce Implications

Not applicable.

Risk Considerations

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

R5 Delegation - Writing off rates and charges

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary This report recommends that the CEO receive delegated authority to write off rates and charges in accordance with Section 131 of the Local Government (General) Regulations 2021 for types of accounts and associated amounts as summarised in the report.

RECOMMENDATION that Council:

- a) Delegate authority to the CEO to write off rates and charges up to the value of \$5,000 in the case of debt management, financial hardship or eligible undetected leak rebate in accordance with the Local Government (General) Regulation 2021
- b) That any amounts above this delegation be referred to the Board for determination via resolution
- c) That the Board receive an annual summary report of rate and charges write offs related to debt management and financial hardship, in addition to the summary of undetected leak rebates
- d) Note that delegations to the CEO will be reviewed and updated in line with this resolution, and that the CEO will operationally review delegations for other staff accordingly

Report

Riverina Water has become aware that existing delegations within the organisation are not in alignment with adopted policies and Local Government legislation.

It is recommended that the Board confirm the delegated amount that the CEO can write off rates and charges due to debt management, financial hardship and eligible leak rebates; along with acknowledging that account adjustments due to Riverina Water error need to occur promptly and without further impact on the customer.

The Local Government (General) Regulation 2021 (the Regulation) outline the procedures for writing off rates and charges (Division 3 Section 131).

The Regulation states:

- (1) The council must, from time to time, by resolution, fix the amount of rates and charges above which any individual rate or charge may be written off only by resolution of the council.*

- (2) *An amount of rates or charges of or below that amount can be written off either by resolution of the council or by order in writing of the council's general manager. In the absence of a resolution under subsection (1), rates and charges can be written off only by resolution of the council.*
- (3) *A resolution or order writing off an amount of rates or charges must—*
- (a) specify the name of the person whose debt is being written off, and*
 - (b) identify the account concerned, and*
 - (c) specify the amount written off,*
- or must refer to a record kept by the council in which those particulars are recorded.*
- (4) *An amount of rates or charges can be written off under this section only—*
- (a) if there is an error in the assessment, or*
 - (b) if the amount is not lawfully recoverable, or*
 - (c) as a result of a decision of a court, or*
 - (d) if the council or the general manager (CEO) believes on reasonable grounds that an attempt to recover the amount would not be cost effective.*
- (5) *The fact that an amount of rates or charges is written off under this section does not prevent the council concerned from taking legal proceedings to recover the amount.*
- (6) *The general manager (CEO) must advise the council of rates and charges written off by written order of the general manager (CEO).*

Additionally, the under the Local Government Act 1993 (Section 567):

The council may write off accrued interest on rates or charges payable by a person if, in its opinion

- (a) the person was unable to pay the rates or charges when they became due and payable for reasons beyond the person's control, or*
- (b) the person is unable to pay the accrued interest for reasons beyond the person's control, or*
- (c) payment of the accrued interest would cause the person hardship.*

Separately to this, Riverina Water has an endorsed "Assistance for Undetected Leaks Policy", which sets out eligibility and types of support available for customers with leaks.

To enable the write off of rates, charges and interest to occur without unnecessary excessive delays to customers, it is recommended that the CEO's delegation for approving write off of rates, charges and interest be set at a maximum of \$5,000.

The limits vary from council to council based on their own context. Rous County Council has a delegated limit of \$5000 whereas Goldenfields Water County Council has a delegated limit of \$3000. The figure of \$5000 would suit Riverina Water's context most appropriately, as it is similar to Rous in that it will allow for the efficient processing of eligible leak rebates, along with ensuring prompt action can be taken to appropriately resolve debt issues or assist customers in hardship.

In line with this delegation review, the CEO will subsequently review the delegations operationally and allocate separately based on leak adjustments and debt or hardship.

As outlined in the Regulation, any proposed write offs above the delegated threshold would be reported to the Board for its determination.

The Board currently receives an annual summary report of undetected leak rebates. Moving forward, the Board will also receive a summary report regarding write offs for debt management and financial hardship.

Strategic Alignment

Our Business

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

Financial Implications

Riverina Water would be forgoing any revenue written off under this recommendation.

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.

R6 Assistance for Undetected Water Leaks Provided 2023-24

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary The Assistance for Undetected Water Leaks Policy requires an annual report to the Board to summarise support given to customers.

RECOMMENDATION that Council receive and note the report.

Report

In April 2022, the Board endorsed Riverina Water's newly created Assistance for Undetected Water Leaks Policy.

Riverina Water previously provided varying levels of support to customers who have received a large bill due to an undetected leak on an ad-hoc basis. The policy formalised this process to provide clarity for customers and staff on the type of assistance that can be provided, set out eligibility requirements and align Riverina Water's approach with best practice in the industry.

An undetected leak as defined in the policy is when there is no visible sign of water loss, and both the fault and/or loss could not have been reasonably identified prior to the customer receiving their quarterly bill.

The policy requires a report be made to the Board annually to summarise the leak assistance provided each financial year.

As at May 2024, Riverina Water has provided leak rebates totalling \$22,718.60 to 48 customers. At the time of writing, there are currently nine leak rebate applications not processed, pending the outcome of the Delegation – Writing Off Rates and Charges report to this same meeting.

This is the second full year of the policy, with support totalling \$33,970 to 45 customers provided in 2022/23.

Strategic Alignment

Our Community

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

Financial Implications

The policy's implementation reflects forgone revenue given as customer support for undetected leaks.

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.

R7 2024 Customer Satisfaction Survey

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary Riverina Water conducted its Customer Satisfaction Survey throughout May and early June 2024, with all water quality and customer service indicators again returning high satisfaction scores.

RECOMMENDATION that Council:

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

Report

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

Riverina Water again promoted the survey with a "Win your water for a year" competition for eligible submissions of up to \$800 total of new water charges for the 2024-25 financial year.

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

The 2024 survey included some additional questions for the first time, including:

- Ratings on overall trust, value and reputation
- Rating the importance of different services (e.g. reliability, customer service, community programs)
- Some additional answer options to better understand how customers contact Riverina Water and when (e.g., out of hours requests)

It is important to note participation in the survey is open and not weighted against the supply area's demographic profile.

Survey participation in 2024 was 526. The average participation over the three years is 596.

Survey results summary

Riverina Water has historically enjoyed strong levels of satisfaction in its annual customer surveys, and 2024 proved no different.

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

It should be noted that the average score of all indicators was above 4 out of 5, with marginal changes between data year-to-year.

More detailed results are attached to this report.

Customer Service

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

The rating over overall customer service was very high (4.54/5).

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

Of those who had contact with Riverina Water recently, 80% of enquiries were resolved the same day, a further 10% the next day and a total of 97% resolved within a week.

Water Quality

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

Water supply reliability had the highest level of satisfaction, as it did in the previous two years of the survey. It had a weighted average of 4.65 out of 5 with 73.7% of respondents rating it 5 out of 5.

All water quality attributes were rated higher in the high satisfaction band (>3.75 out of 5).

Priorities and perceptions

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

Participants were asked to rate out of 5 the following:

- Overall trust 4.3/5
- Reputation as a service provider 4.3/5
- Reputation in the community 4.2/5
- Affordability and value 3.8/5

In each rating priority out of 5, it should come as no surprise that water supply reliability and quality were the highest rated; followed by efficient and reliable customer service. Pleasingly, both the customers' highest priorities and Riverina Water's performance in these areas were in alignment.

› **R7.1** **2024 Survey results summary** [↓](#) 

Strategic Alignment

Our Community

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

Financial Implications

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

Workforce Implications

Not Applicable.

Risk Considerations

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



2024 Customer Satisfaction Survey

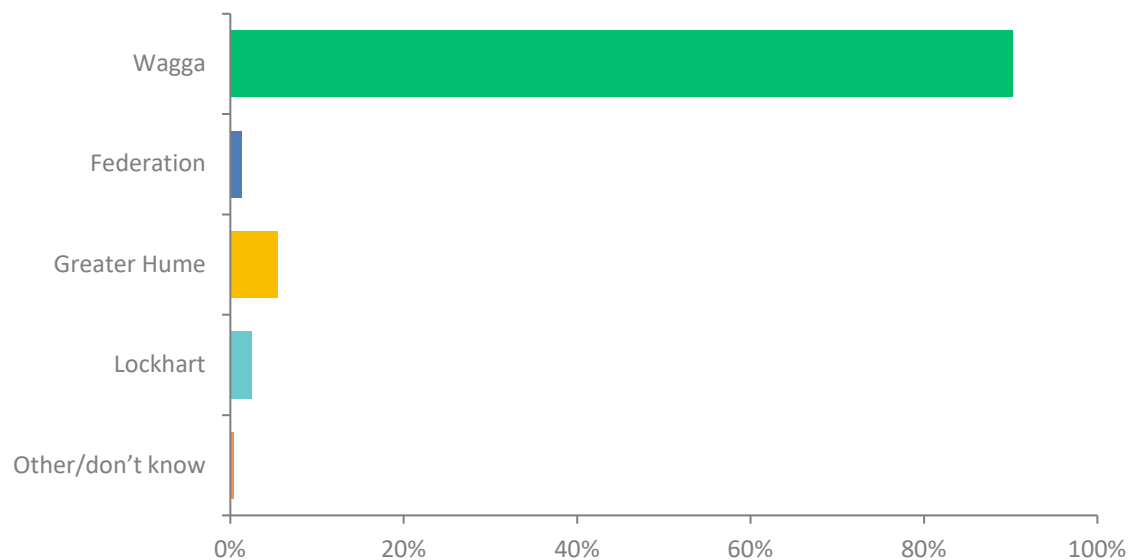
May-June 2024 | Summary of Results

Survey participation

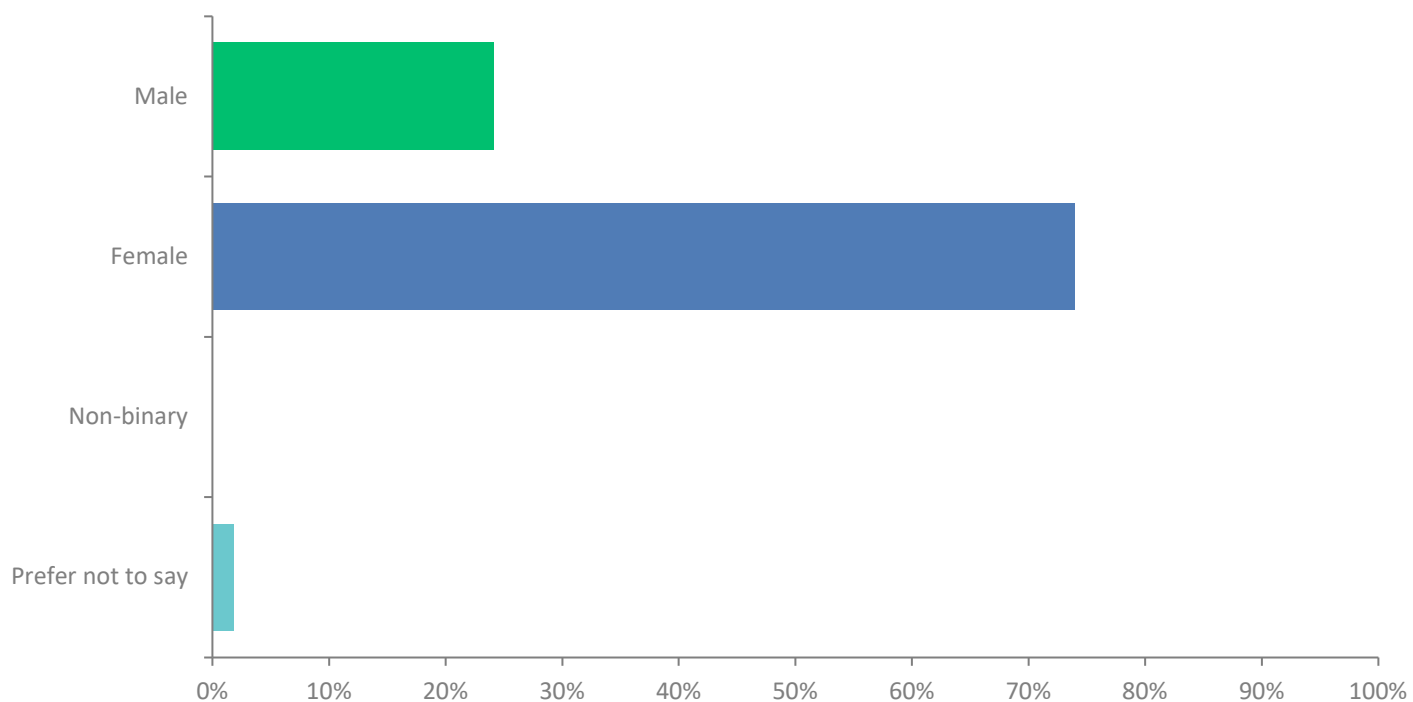
526 survey respondents

LGA breakdown

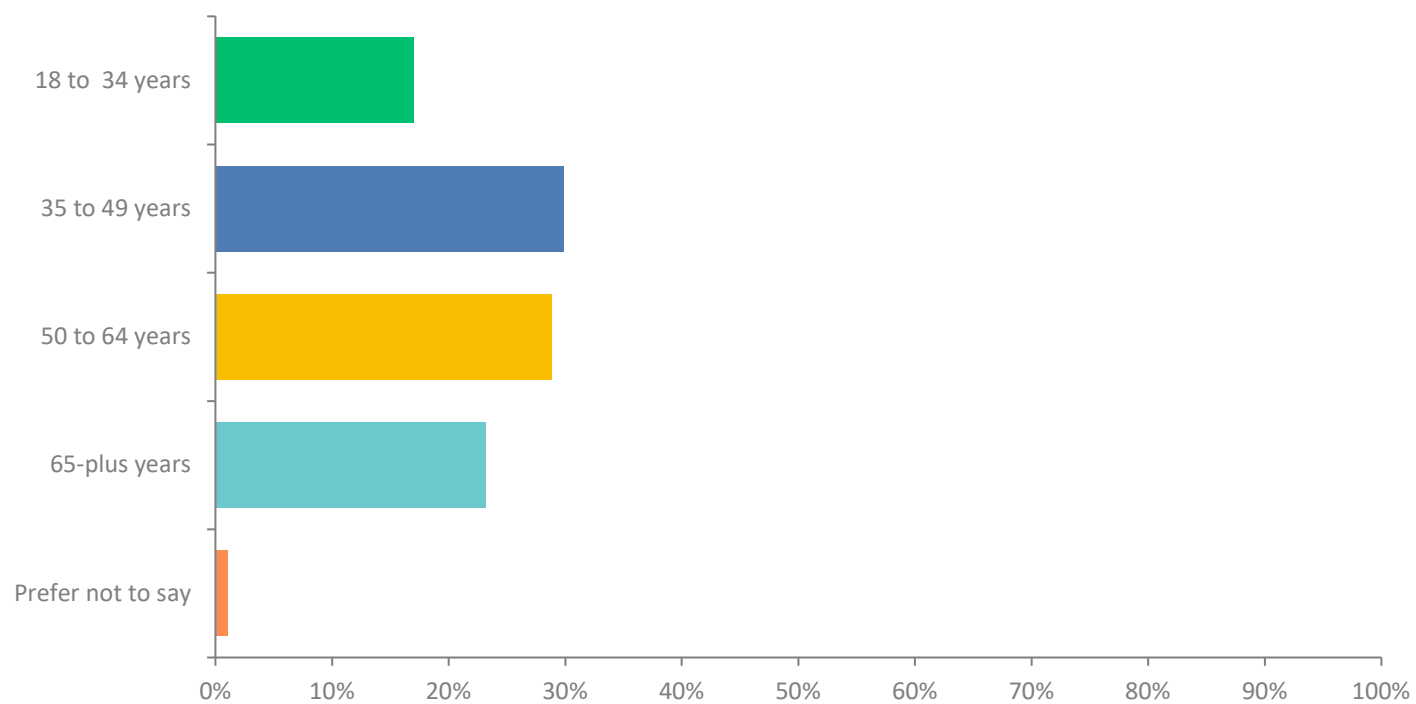
- › Wagga: 90.3%
- › Greater Hume: 5.51%
- › Lockhart: 2.47%
- › Federation: 1.33%



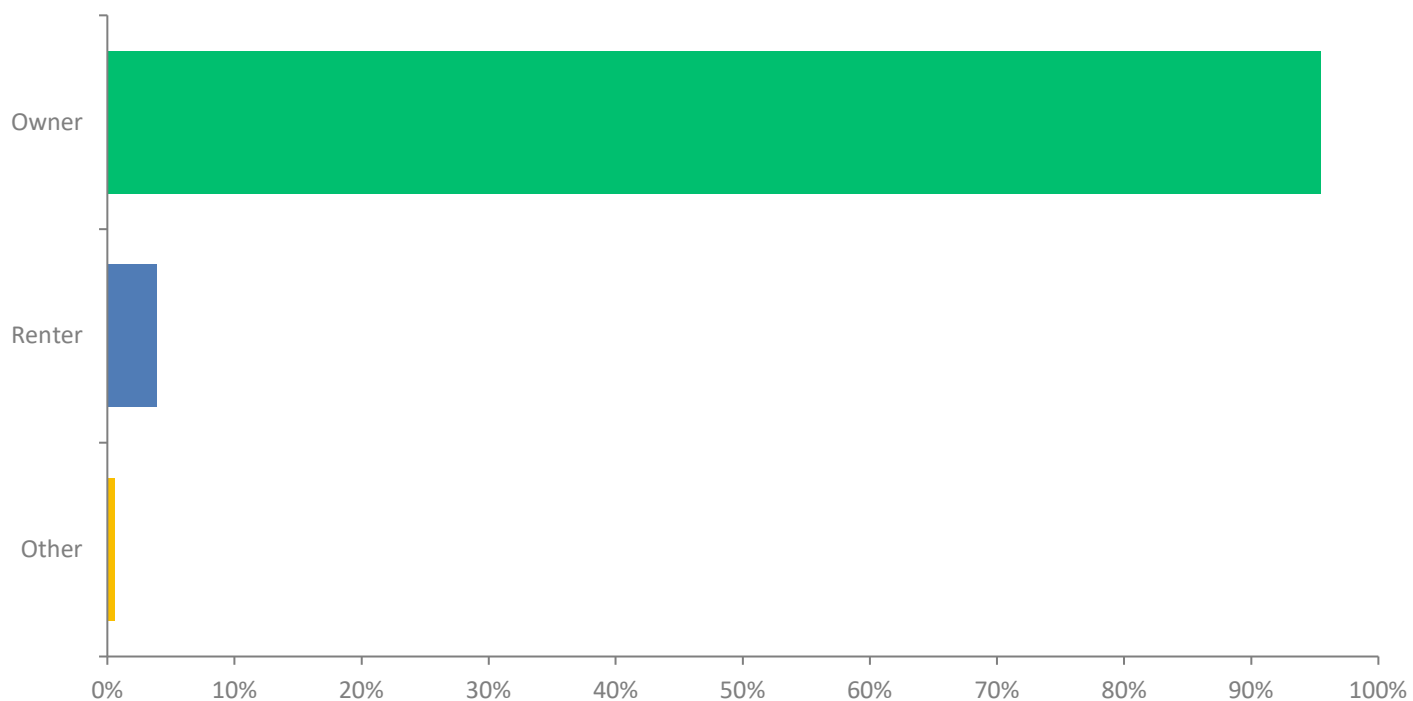
Survey participation - gender



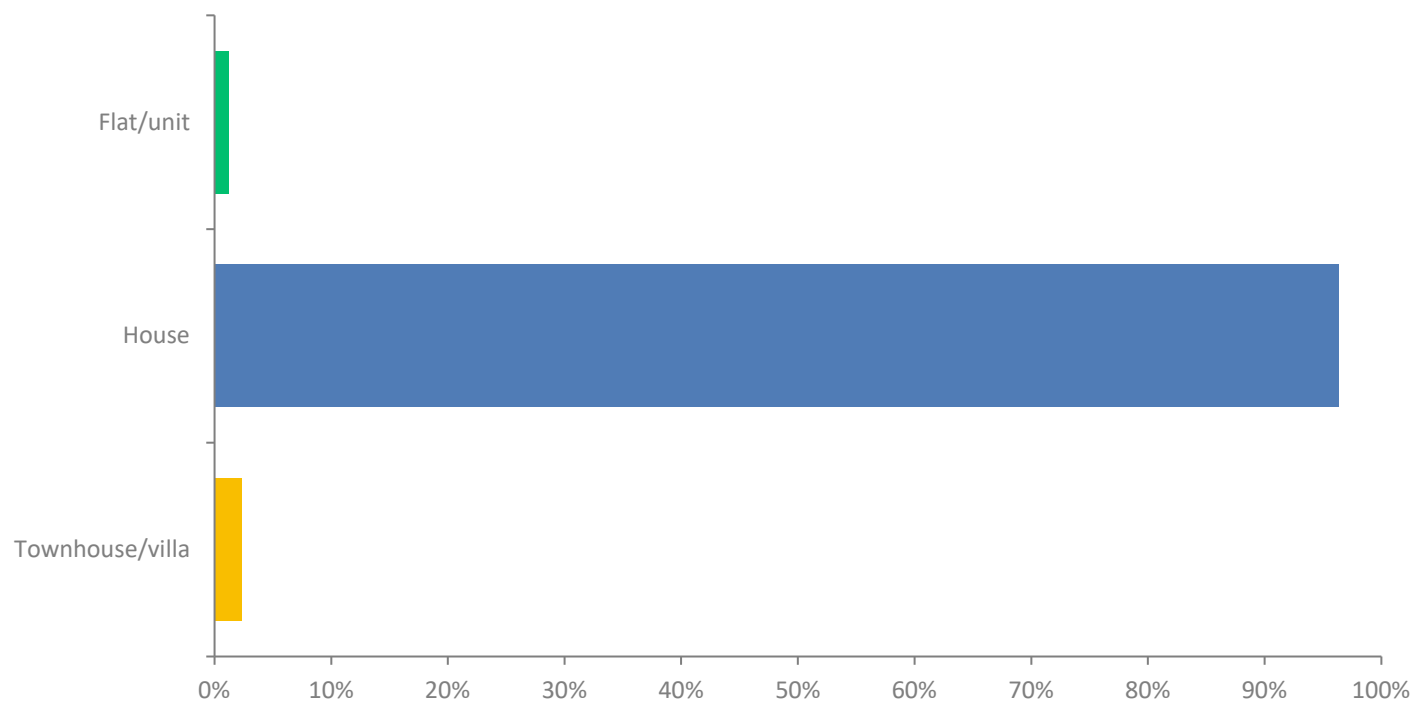
Survey participation - age



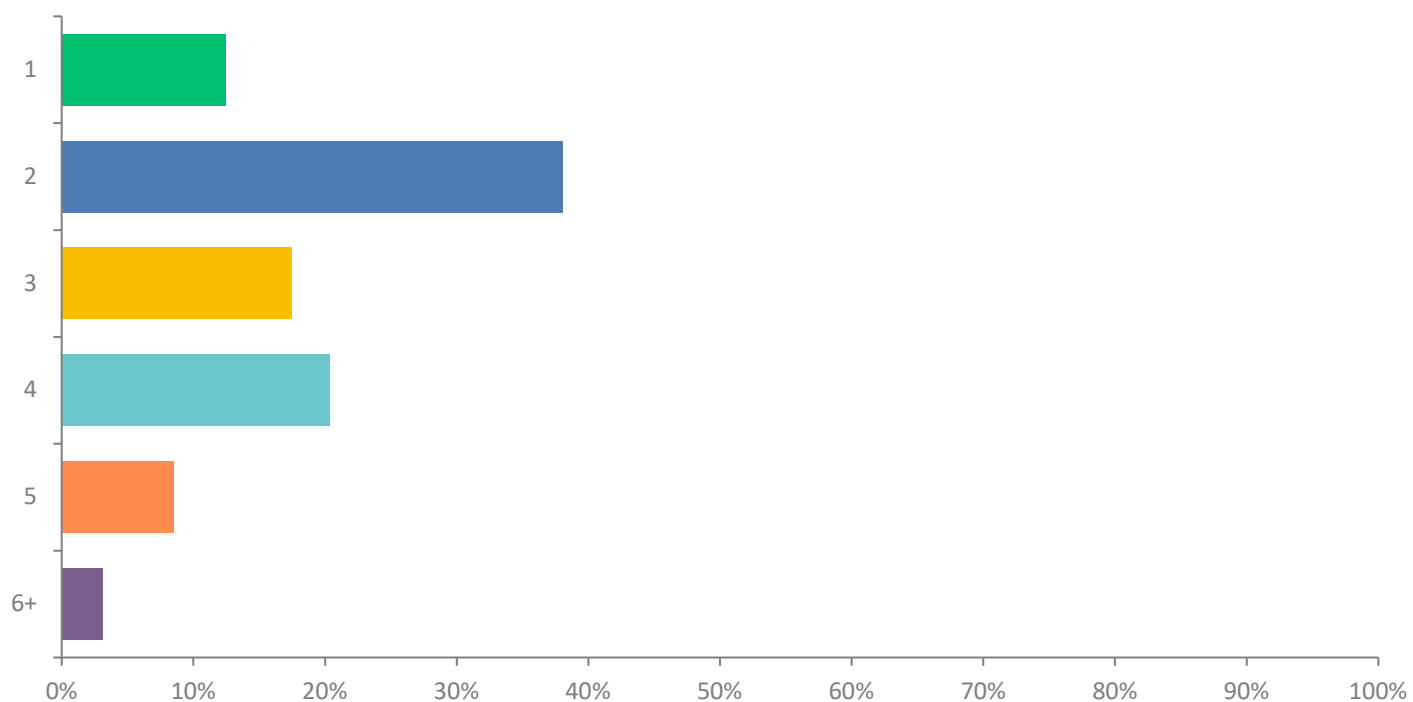
Survey participation - dwellings



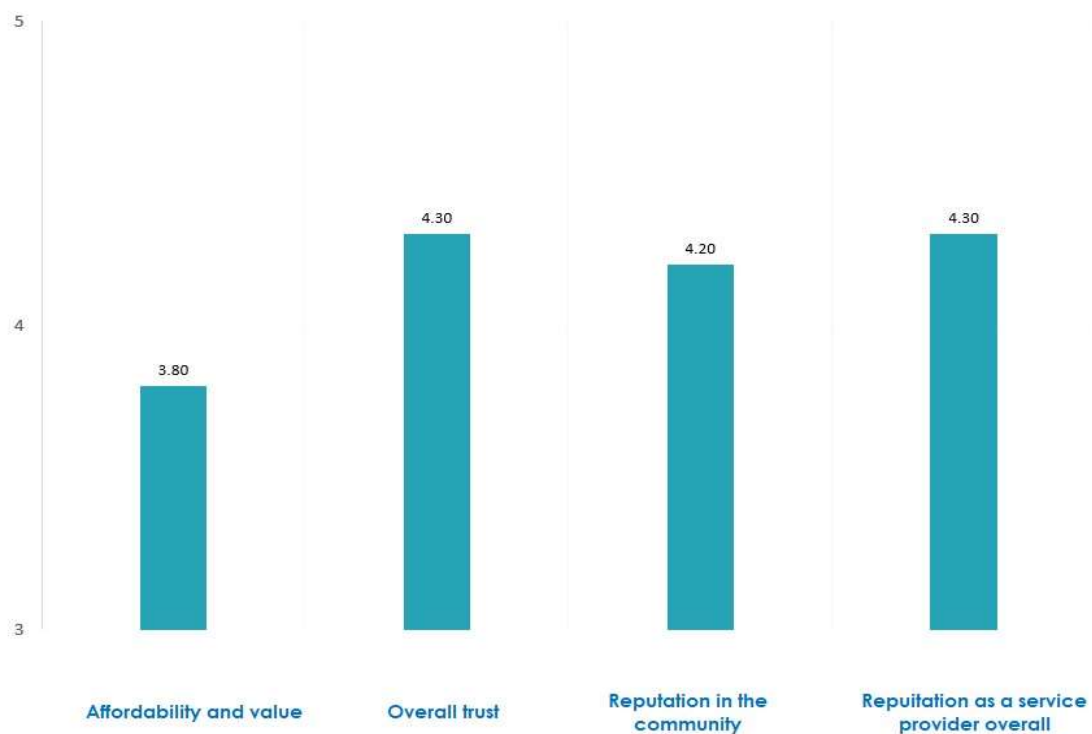
Survey participation - dwellings



Survey participation – household size



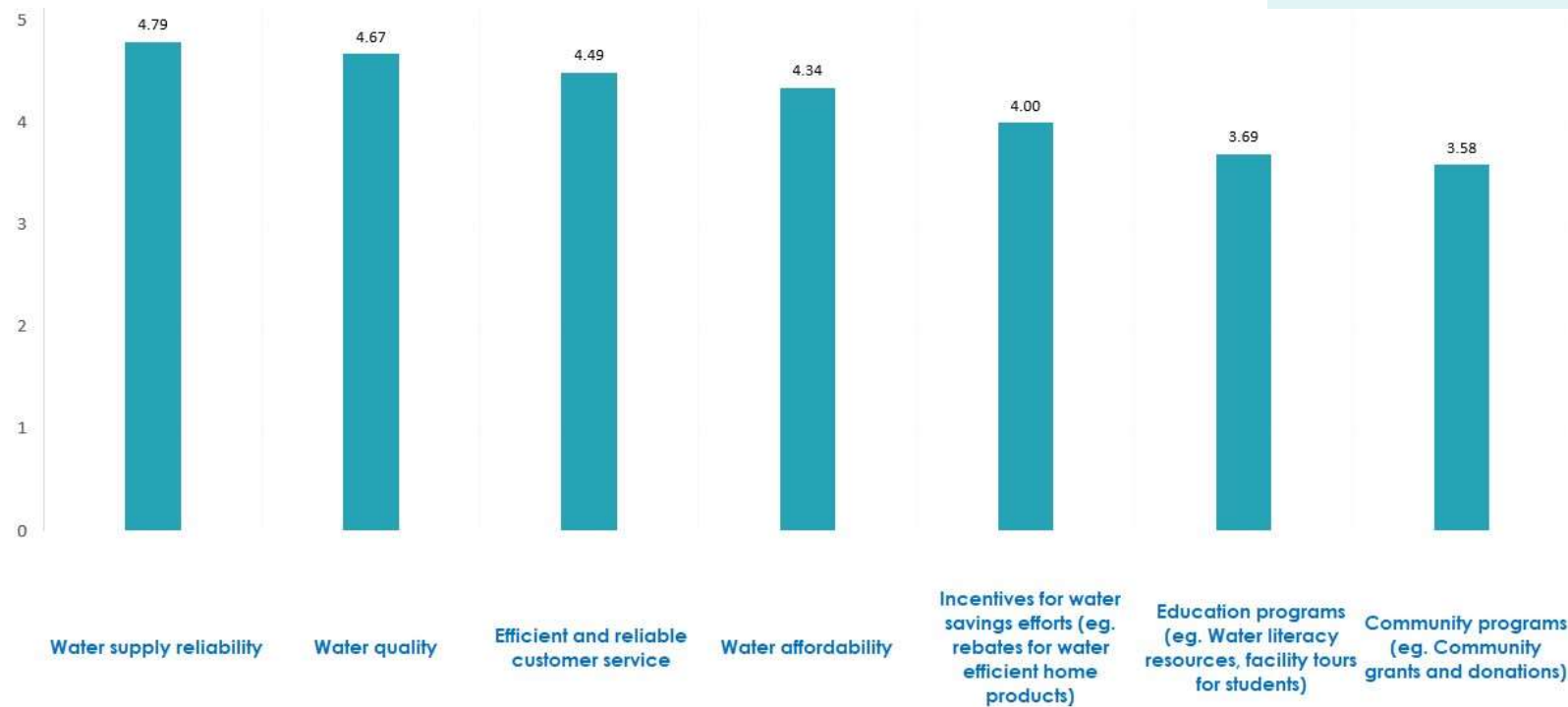
Customer perceptions



2024 respondents were asked to give a score to how they perceive Riverina Water in terms of their typical yearly bill, trust in the organisation, community reputation and reputation as a provider.

Riverina Water business priorities

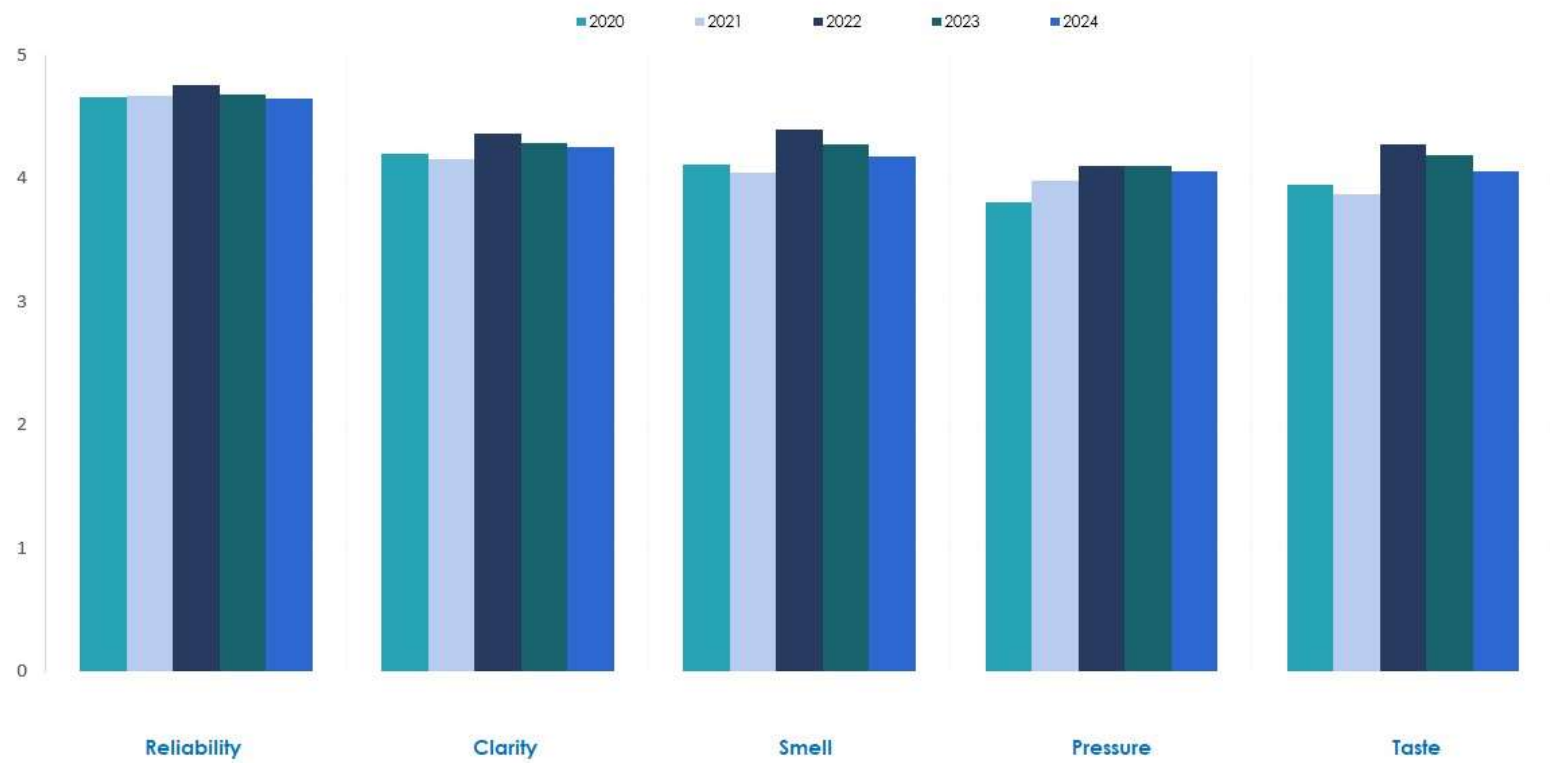
2024 respondents were asked which aspects of Riverina Water's business they believe should be prioritised highly. 5 = Most important priority.



Satisfaction with Water Quality

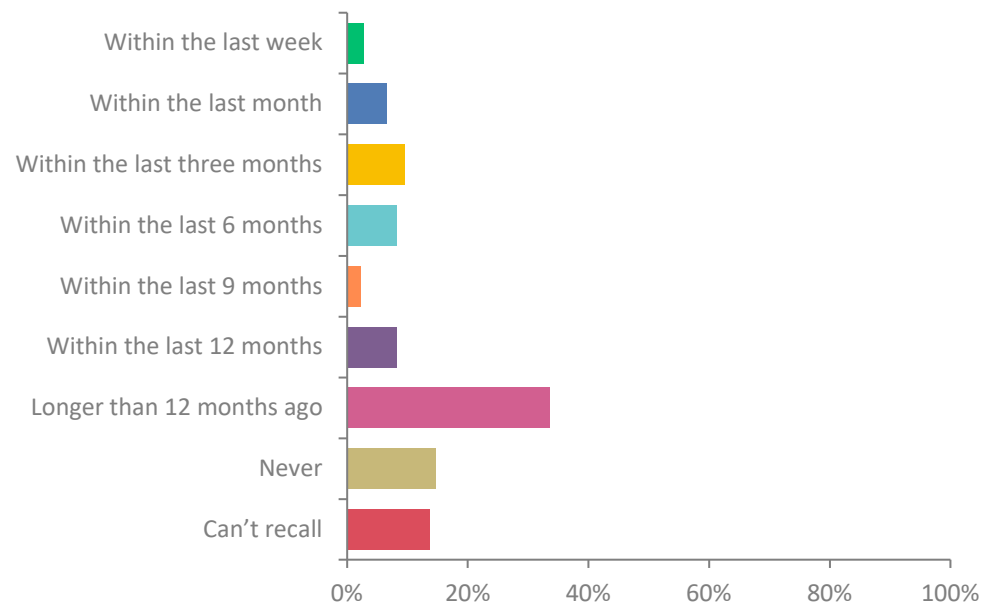
	1 VERY DISSATISFIED	2	3	4	5 VERY SATISFIED	CAN'T SAY	TOTAL	WEIGHTED AVERAGE
Water taste	3.49% 16	7.19% 33	15.03% 69	27.23% 125	45.97% 211	1.09% 5	459	4.06
Water smell	2.18% 10	4.58% 21	14.38% 66	29.63% 136	47.28% 217	1.96% 9	459	4.18
Water clarity	1.09% 5	4.36% 20	12.85% 59	31.37% 144	49.46% 227	0.87% 4	459	4.25
Water pressure	2.61% 12	7.19% 33	14.38% 66	32.24% 148	42.92% 197	0.65% 3	459	4.06
Water supply reliability	1.09% 5	0.43% 2	4.57% 21	19.78% 91	73.70% 339	0.43% 2	460	4.65

Satisfaction with Water Quality - trends



Last contact with Riverina Water

Respondents who contacted Riverina Water within the past 12 months (169 people) were asked additional questions on how they contacted us, the reason and when their request was responded to. They were then asked to rate Riverina Water's Customer Service based on 9 indicators.



Contact with Riverina Water - methods

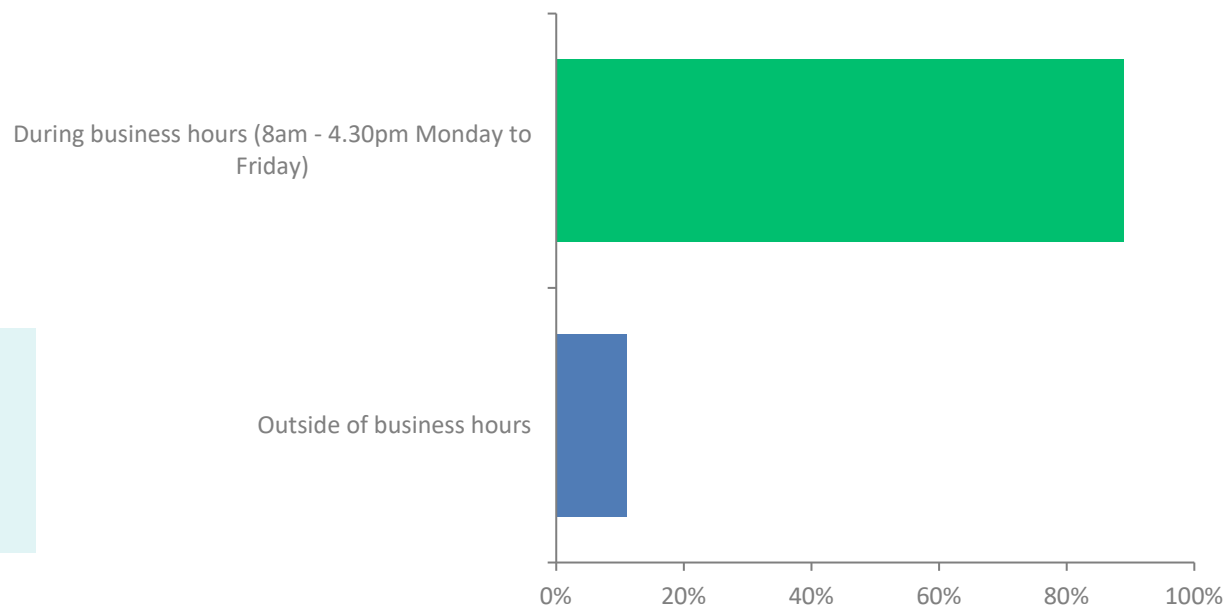
ANSWER CHOICES	RESPONSES	
Telephone	72.78%	123
Riverina Water website	5.33%	9
Email	10.65%	18
Social Media	1.18%	2
Letter	0%	0
Visited Riverina Water office	10.06%	17
TOTAL		169

Contact with Riverina Water - purpose

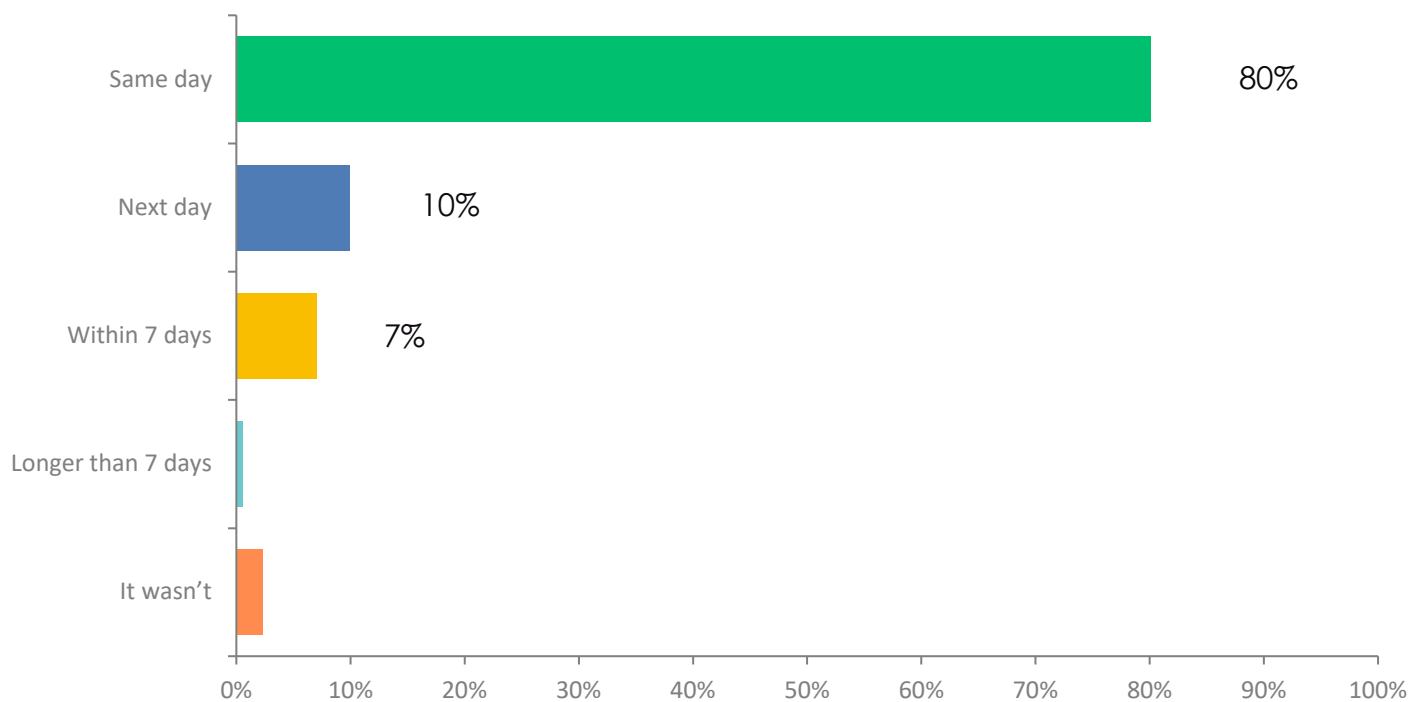
ANSWER CHOICES	RESPONSES	
Account enquiry	50.0%	81
Payment of account	16.05%	26
Connection of water supply	1.85%	3
Pressure / flow interruption	7.41%	12
Report a broken pipe	12.96%	21
Leaking meter / meter tap	8.02%	13
Water quality	3.09%	5
Education resources or fact finding	0.62%	1
TOTAL		162

Contact with Riverina Water - when

Of respondents who made enquiries **89%** were received during business hours and **11%** after hours.



Contact with Riverina Water – response time



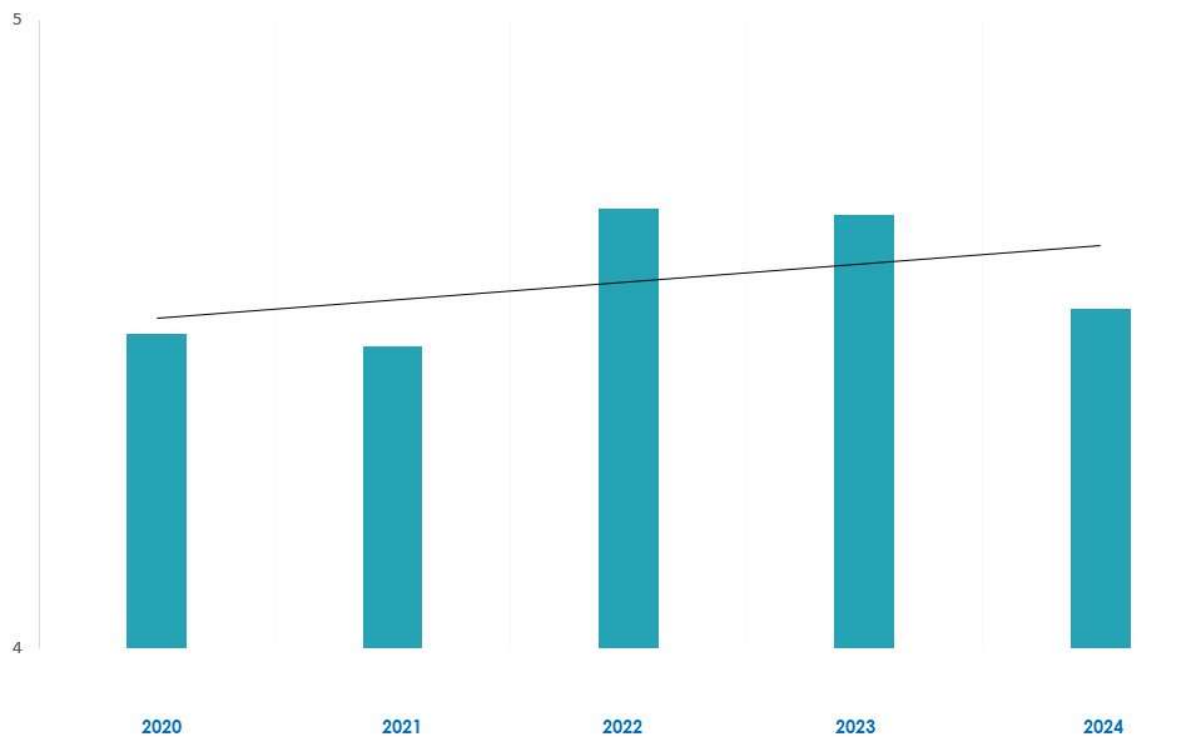
Satisfaction with Customer Service

	1 VERY DISSATISFIED	2	3	4	5 VERY SATISFIED	CAN'T SAY	TOTAL	WEIGHTED AVERAGE
The ability to meet your needs on the first contact.	1.16% 2	2.31% 4	3.47% 6	14.45% 25	78.61% 136	0% 0	173	4.67
Handling your transaction accurately	1.16% 2	1.16% 2	3.47% 6	13.87% 24	79.19% 137	1.16% 2	173	4.71
Ease of doing business here	0.58% 1	1.73% 3	7.51% 13	12.14% 21	76.88% 133	1.16% 2	173	4.65
Contact was dealt with quickly	1.74% 3	2.33% 4	3.49% 6	13.95% 24	78.49% 135	0% 0	172	4.65

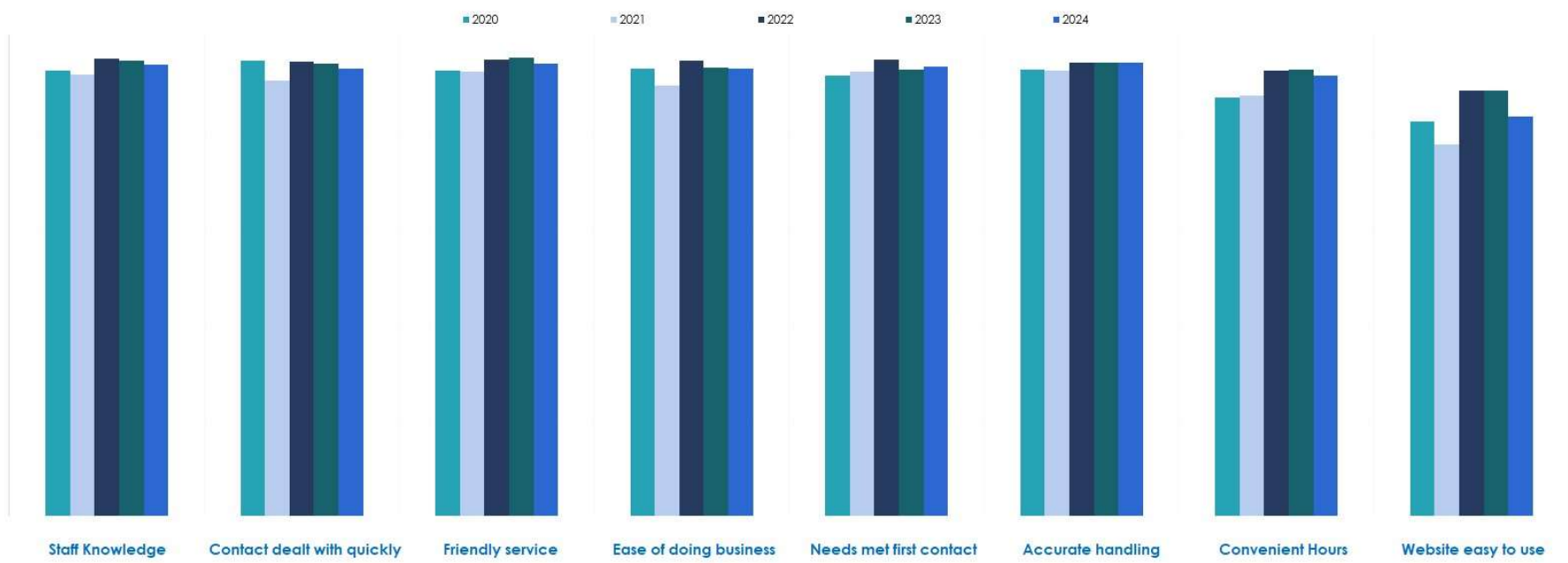
Satisfaction with Customer Service

	1 VERY DISSATISFIED	2	3	4	5 VERY SATISFIED	CAN'T SAY	TOTAL	WEIGHTED AVERAGE
Knowledge & skill of staff	0.58% 1	1.16% 2	5.20% 9	14.45% 25	78.03% 135	0.58% 1	173	4.69
Friendly and caring service	0.58% 1	1.73% 3	4.62% 8	13.29% 23	78.61% 136	1.16% 2	173	4.70
Convenient hours of operation	0.58% 1	0% 0	9.83% 17	20.81% 36	68.21% 118	0.58% 1	173	4.57
Information is easy to find on the website	2.31% 4	2.89% 5	12.72% 22	23.12% 40	36.99% 64	21.97% 38	173	4.15
Overall satisfaction with service	1.73% 3	1.16% 2	9.25% 16	16.18% 28	70.52% 122	1.16% 2	173	4.54

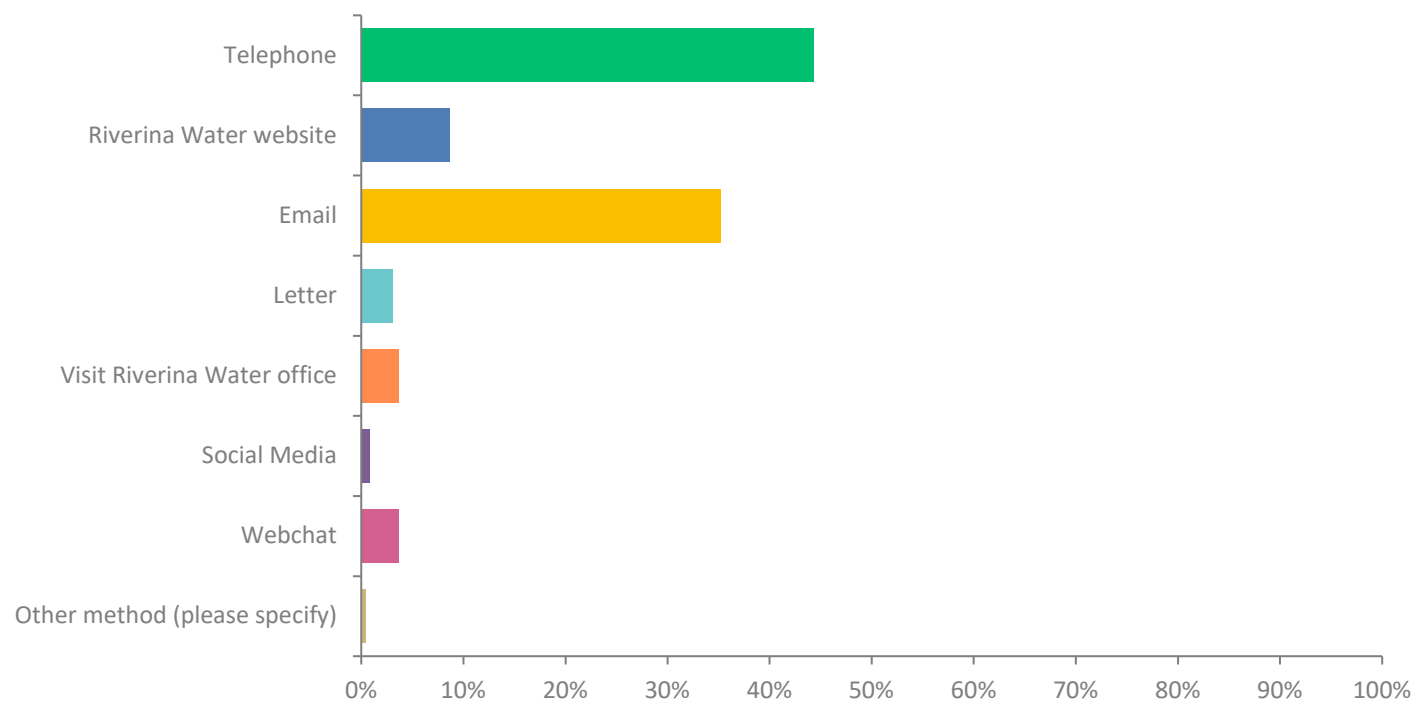
Overall customer service satisfaction- trend



Satisfaction with Customer Service - trends



Preferred future contact method



Free text feedback summary

93 survey respondents provided additional feedback in the free answer section.

Positive Feedback

15% of all comments were fully positive. Comments indicate customers appreciate the value and quality of water provided by Riverina Water, and commend the service, particularly after-hours responsiveness.

Water Quality

Respondents queried the hardness of the water, chlorine levels, and occasional brown or discolored water. Riverina Water will investigate any individual responses that are of concern.

Customer Service & Communication

There were requests for programs or rebates to encourage households to install water-saving devices, the ability to view usage and account information online, more education resources, and proactive ways of alerting customers to high bills/possible leaks.

Infrastructure & Maintenance

There concerns about frequent pipe breaks, particularly in San Isidore. Riverina Water will investigate any individual responses that are of concern.

Overall, there is a strong sense of satisfaction with Riverina Water's water quality and service, but also some areas where community feels improvements could be made. The feedback level reflects a community that is engaged and proactive about their water supply and services.

R8 Draft Donations and Sponsorship Policy

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary An action of the Customer and Community Engagement Strategy and current Operational Plan is to review the Donations Policy to create a clear framework for facilitating both donations and sponsorship requests, noting these should undergo similar but different processes.

RECOMMENDATION that Council adopt the Donations and Sponsorships Policy, noting there were no submissions received during the public exhibition period.

Report

In reviewing the previous Community Grants Program and developing the Customer and Community Engagement Strategy, workshops with the Board identified the need to review the existing Donations Policy.

Internally, reflection on the current policy identified several gaps, process issues and other challenges.

Riverina Water had a sponsorship policy previously, which was renamed to the current Donations Policy in 2019. The new draft policy brings these two concepts together in one document, overlapping where appropriate and defining a clear separation when needed.

This will allow Riverina Water to better manage the types of requests for funding it receives, with benefits including:

- Ensuring donations do not conflict with the required process around grants funding, noting the reduced funding pool for this initiative.
- Allowing Riverina Water to better capitalise on sponsorship opportunities
- Creating two different funding limits for donations and sponsorships reflective of the typical types of requests received
- Improving governance and assessment processes in general

› R8.1 Draft Donations and Sponsorship Policy [↓](#)

Strategic Alignment

Our Community

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

Financial Implications

Nil. The current budget includes funding for both donations, sponsorships and Water Aid membership combined.

Workforce Implications

Not applicable.

Risk Considerations

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



Donations and Sponsorship Policy 1.25

Part 1: Introduction

1.1 Policy Summary

Riverina Water is proud to provide financial donations or sponsorships to support new or existing programs, services or events which contribute to the quality of life for communities in the Riverina Water supply area (see map in section 2.2).

This policy sets out the principles for Riverina Water's financial or in-kind donation or sponsorship towards a program, service or event.

This policy also outlines Riverina Water's position regarding donations to Riverina Water.

1.2 Policy Objectives

This policy aims to provide clear definitions and guidelines for donations and sponsorships, to ensure an accessible, open and transparent process for such requests.

1.3 Background

Riverina Water has previously adapted its policy on donations and sponsorships in recent years and has now reviewed the policy approach in the context of its new Customer and Community Engagement Program; and other initiatives such as grants.

Donations or sponsorships can be reapplied for year-on-year using the application form on the Riverina Water website. Each application will be assessed based on merit against the criteria and process stated in this policy by the CEO and the Chairperson.

All donations and sponsorships will be undertaken in a professional and co-ordinated manner and in accordance with relevant Riverina Water policies.

1.4 Scope of Policy

This policy applies to all Riverina Water staff and Board Members.

This policy operates in addition to all other obligations under the Local Government Act 1993, any other legislation, or relevant codes and policies regarding the disclosure of any interests.



Part 2: Application and process information

2.1 Definitions

Donations

For the purposes of this Policy, donation is defined as an altruistic arrangement in which Riverina Water provides a contribution in money or in-kind goods or services (but not the supply of water), to support a program, service or event in the Riverina Water supply area which may or may not have specified benefits to Riverina Water. Donations can include sponsorship of programs, services and events that are deemed to have worthwhile community outcomes and meet the eligibility criteria.

A donation is not:

- An endorsement of any product, service or factional cause by Riverina Water
- Part of normal assistance programs of Riverina Water
- Advertising (excluding recognition of a donation or sponsorship arrangement)
- Access to water or reduced charges

Sponsorships

For the purposes of this Policy, sponsorship is defined as an arrangement in which Riverina Water provides a contribution of money or in-kind goods or services (not the supply of water), to support a project or event that has strategic value and offers substantial reputational benefits to Riverina Water. Benefits must comply with conflict-of-interest policy, but the benefits of sponsorship are organisational not considered employee 'gifts'. Benefits may include, but are not limited to the following:

- Strong engagement opportunities enabling Riverina Water to connect with its community in a meaningful and relevant way that would not be possible without sponsorship.
- Acknowledgement of Riverina Water's sponsorship via the advertising and marketing undertaken.
- In the case of an event, an invitation to Riverina Water staff members to attend (or tickets supplied for promotional purposes) and verbal acknowledgment of Riverina Water's support on the event.

A sponsorship is not:



- An endorsement of any product, service or factional cause by Riverina Water
- Part of normal assistance programs of Riverina Water
- Access to water or reduced charges

2.2 Eligibility

- Applications must be to fund a program, service or event which occurs in the same financial year the donation is requested.
- All applicants must be located in the Riverina Water supply area (see map below) and projects must be delivered in the Riverina Water supply area.



Please see the additional criteria specific to either donations or sponsorships:

Donations

To be eligible for a donation, applicants must be:

Version 2
Last revised date Feb 2022
Next scheduled review Feb 2026



- Incorporated not-for-profit community organisations
- Preschool, primary and high schools

Riverina Water will not provide donations to:

- Individuals or groups of individuals
- Unincorporated organisations
- Local government councils
- For-profit commercial organisations
- Political parties or unions

Riverina Water does not donate funds for:

- Conferences
- Seminars
- Individuals
- Record attempts

Sponsorships

To be eligible for sponsorship, applicants must be incorporated organisations.

Riverina Water will not provide sponsorships to:

- Individuals or groups of individuals
- Unincorporated organisations
- Political parties or unions

Riverina Water does not provide sponsorship funds for:

- Individuals
- Record attempts

Incorporated not-for-profits

In reference to the above, incorporated not-for-profit bodies are organisations that are registered and approved as not-for-profit bodies by NSW Fair Trading including:

- Charities
- Organisations with Deductible Gift Recipient or Public Benevolent Institution status
- Cooperatives



- Trusts that are registered with the Australian Charities and Not-for-profits Commission

2.3 Funding amounts

In general,

- Donations can be requested up to a maximum of \$3,500
- Sponsorships can be requested up to a maximum of \$6,000

Donation applications above the \$3,500 maximum will result in one of the following outcomes:

- Be declined
- If eligible and considered appropriate, a lesser amount offered by Riverina Water via the internal assessment process
- If appropriate, discuss with the applicant if the request can be considered under the sponsorship criteria
- If eligible and considered appropriate in the internal assessment process, refer the application to the Board.

Sponsorship applications above the \$6,000 maximum will result in one of the following outcomes:

- Be declined
- If eligible and considered appropriate, a lesser amount offered by Riverina Water via the internal assessment process
- If eligible and considered appropriate in the internal assessment process, refer the application to the Board.

The Board meets bi-monthly and all applicants must consider this timeframe in their request.

2.4 Application and assessment

Applications

Applications will be accepted from the start of each new financial year and will be considered until the annual program budget is exhausted.

Eligible organisations can receive one approved application per financial year.



Applicants should first review current guidelines for Riverina Water's annual Enriching Communities grants program. Requests that would be more suitable for a community grant should be made under this program and Riverina Water reserves the right to decline donation requests and refer applicants to this competitive program.

Organisations seeking donations in consecutive years must make a new application each financial year, with no guarantee of recurring funding can be given. If requested, applicants will need to provide an acquittal of past funding in order to reapply for a further donation.

Applications should be made via the appropriate form on Riverina Water's website; or can be received in writing via email to community@rwcc.nsw.gov.au or post. Applicants are encouraged to include any additional or supporting information.

Assessment

All applications will be assessed by Riverina Water's Customer and Communications team for eligibility and alignment with the relevant criteria, including:

- How it enhances the social, cultural or environmental life of our community
- Remaining unallocated funds in the program budget
- Funding provided to similar programs or initiatives

In addition, sponsorships will be considered against the level of strategic benefit to Riverina Water, including the application's capacity to:

- Increase customer understanding and perceived value of Riverina Water's products and services
- Increase awareness of Riverina Water and the role Riverina Water plays in the community
- Generate positive associations with the Riverina Water brand and product service offering

Eligible applications will be assessed against the criteria by the Chairperson (or Deputy Chairperson due to conflict of interest or unavailability) and Chief Executive Officer (or acting CEO or Director Corporate Services due to conflict of interest or unavailability).

Following assessment, Riverina Water reserves the right to propose a different funding amount to that originally requested.



In reference to section 2.3, funding amounts up to \$3,500 for donations and \$6,000 for sponsorship may be approved by the Chairperson and CEO or the nominated stand-in.

These applications will be assessed within 10 business days of submission of all required information.

As per section 2.3, eligible and appropriate applications above the funding maximums will be reported to the Board for determination.

All decisions of Riverina Water are final.

Successful applicants

Successful applicants invoices are required to provide an invoice to Riverina Water within 10 working days of approval.

Invoices must be received by the end of financial year. Failure to do so will result in funding being rescinded and may impact consideration of future applications.

Part 3: Governance

3.1 Reporting and other requirements

The CEO will report to the Riverina Water Board on an annual basis, providing an overview of all sponsorships made by Riverina Water. At this time, the CEO may request conditional pre-approval from the Board for strategic ongoing sponsorships or donations for the coming financial year.

Riverina Water is obliged to consider the provisions relating to granting financial assistance in the Local Government Act (Section 356).

3.2 Merchandise and activations

In addition to or in lieu of funding, Riverina Water may consider providing promotional merchandise and/or staff resources to participate in an activation at an appropriate event, project or initiative. These will be assessed based on the same criteria detailed in section 2.4.

3.3 Gifts and benefits to Riverina Water

Individual Riverina Water representatives cannot accept gifts or benefits due to a donation or sponsorship application or arrangement.



By nature, donations or sponsorships typically offer some form of benefit to Riverina Water. Outside of recognition and promotion of Riverina Water's support, other benefits may be accepted by Riverina Water by determination of the CEO under the following conditions:

- To be awarded by Riverina Water to the general public for promotional purposes
- If there is a business reason for a Riverina Water representative to attend a function in an official capacity such as a guest speaker or award presenter
- If participation or attendance offers strategic benefit to Riverina Water
- If participation or attendance offers an opportunity for staff development or recognition

Any acceptance must be in alignment with Riverina Water's Code of Conduct and Gifts and Benefits Procedure.

3.4 Conflict of interest

Riverina Water staff and Board members assessing and determining donation requests must identify and declare any potential conflicts of interest in accordance with the Conflicts of Interest Policy 1.6.

Groups/associations must declare if any members are Riverina Water employees. This will be assessed as part of the application form.

Part 4: Legislation, terminology and references

Part 2.3 of the Local Government Act establishes the role, functions and objectives of councils which provide the basis for Riverina Water's active role in community, cultural and social development.

Part 5: Implementation and delegation

Donations will be approved and administered in line with this policy and application and acquittal forms.



Part 6: Non compliance

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

Policy number	1.25
Responsible area	CEO
Approved by	22/047
Approval date	27 April 2022
Legislation or related strategy	Local Government Act 1993 Conflicts of Interest Policy
Documents associated with this policy	Donation Application Form
Policy history	Policy adopted 18 December 2019 (19/180), replacing the former Sponsorship Policy 1.25 originally adopted 26 April 2016

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

END OF POLICY STATEMENT

R9 Proposed Donation of Permanent Filling Station

Organisational Area Corporate Services

Author Josh Lang, Customer and Communications Team Leader

Summary Riverina Water has an opportunity to provide a Tap2Go filling station to an organisation that will both benefit the community and create a long-term efficiency.

RECOMMENDATION that Council:

- a) Approve funding of up to \$6000 to Erin Earth for the purchase of a permanent water bottle filling station, to be funded from the unused annual allocation for member Councils
- b) That Erin Earth be required to provide an acquittal to Riverina Water at completion of the project

Report

Erin Earth is a local community based organisation active in caring for the environment and demonstrating sustainable living techniques to the local community. It is a registered not-for-profit charity with a mix of paid staff and volunteers. It is located within a half hectare native garden at 1 Kildare Street, Wagga Wagga, on what used to be two asphalt tennis courts and a dumping ground for the nearby school. Over time, Erin Earth has transformed the space into a biodiversity and education hub open to the community.

Erin Earth wishes to install a permanent water bottle filling station at its site, similar to the Tap2Go stations Riverina Water provides to member councils each financial year.

Erin Earth was not able to be provided funding during the Riverina Water 2023/24 Enrich community grants program due to the competitiveness of the program.

It was noted by the assessment panel that other opportunities should be explored to support Erin Earth.

Erin Earth currently utilises Riverina Water's temporary bubbler/bottle filling stations at events at a minimum of four times per year. This service is provided free of charge to community events, with Riverina Water absorbing staff and resource costs associated with this process, including:

- Administration
- On-site and off-site water sample testing of proposed source tap
- Sanitation and cleaning of the station/s to be used

It is proposed that the unexpended funds from the 2023/24 council Tap2Go installation budget be used for this initiative. Under the current Customer and Community Engagement Strategy, member councils are entitled to the following allocation each financial year:

- Wagga City: 2
- Federation, Greater Hume and Lockhart Shire: 1 each

Councils are advised each year of the allocation. Wagga City has used its 2023/24 allocation, as has Lockhart Shire. Federation and Greater Hume have not taken up the option this financial year. With this in mind, it means no other community will be disadvantaged by allocating the funding to Erin Earth.

A current list of stations and more information can be found at <https://rwcc.nsw.gov.au/tap2go>

Strategic Alignment

Our Community

Actively support and participate in our community

Financial Implications

Unexpended fund from the existing council Tap2Go station budget will be utilised.

Workforce Implications

Reduce regular work for staff to provide temporary stations.

Risk Considerations

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

R10 Adoption revised Delivery Program 2022/23-2025/26 and Operational Plan 2024/25

Organisational Area Corporate Services

Author Wendy Reichelt, Governance & Corporate Planning Officer and
Natasha Harris, Manager Finance & Sourcing

Summary This report presents the Revised Delivery Program 2022/23-2025/26 and 2024-25 Operational Plan to the Board for endorsement following public exhibition. Also presented is the standalone Long Term Financial Plan.

RECOMMENDATION that Council:

- a) Adopt the 2024-25 Operational Plan and revised Delivery Program 2022/23 – 2025/26, as exhibited and following close of public comments, subject to the proposed changes listed in the body of this report; and
- b) Confirm Fees and Charges for the 2024-25 financial year, as outlined in the 2024-25 Operational Plan.

Report

The draft 2024-25 Operational Plan documents (draft word and financials in excel) and the revised Delivery Program 2022/23-2025/26 were presented to the Board for review at the 18 April 2024 meeting. The Long-Term Financial Plan (LTFP) information was also presented to that meeting as required under the Integrated Planning and Reporting (IP&R) best practice guidelines. Following the 18 April meeting the word and excel documents were placed on public exhibition for a period of 28 days as required.

There were no submissions received on the draft documents, which have now been graphically designed into the combined Year 3 Delivery Program and 2024-25 Operational Plan. This is the first time that the LTFP has been presented as a standalone document. The LTFP is a key part of Riverina Water's resourcing strategy which comprises the LTFP, the Asset Management Plan and the Workforce Strategic Plan.

A more comprehensive review of the resourcing strategy is to be conducted every 4 years (2025) as part of the review of the BASP and development of the new four-year delivery program.

It is recommended that the 2024-25 Operational Plan and revised Delivery Program 2022/23 – 2025/26 can now be adopted subject to the following proposed changes:

Fees & Charges

The Office of Local Government (OLG) has determined, since exhibition of the plans, that the fee to be charged for a certificate under Section 603 of the Act be increased by \$5 to \$100 for the 2024/25 financial year.

The OLG has also determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2024 to 30 June 2025 (inclusive) be 10.5% per annum (currently 9.0% per annum).

The above amounts have been included in the schedule of Fees & Charges.

Operating Budget



- \$25,000 additional Capital Grant revenue for Collingullie (Village) Expansion - Safe and Secure Funding (Stage 2)
- \$36,598 additional IT expenditure and licence fees due to cost increases
- \$20,247 additional administration salary expenses for adjustments to FLOW project staffing
- \$100,000 additional consultancy expense for Walla Walla investigations
- \$2,096 additional expense for legislated increases to Councillor and ARIC member fees

Capital Expenditure Budget

- \$200,000 brought forward from 2028/29 for Koorungal Road pipeline to Red Hill Road reservoir, to align to the WWCC Lake Albert pipeline project
- \$31,800 additional budget for computer server network security upgrades as a result of an Operational Technology Security Review
- \$23,320 additional budget for computer and other IT equipment for PABX (telephone) renewals and racking

The Riverina Water Operational Plan 2024-25 and the revised Delivery Program 2022/23 – 2025/26 are presented to the Board for adoption to commence 1 July 2024.

The proposed adjustments do not have a material adverse impact to Riverina Water's future financial position as discussed at the February budget workshop.

- › **R10.1** **2024-25 OP final** [↓](#) 
- › **R10.2** **LTFP 2024/25-2033/34** [↓](#) 

Strategic Alignment

Our Business

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

Financial Implications

The proposed recommended adjustments result in an increase of \$133,941 to the Operational Budget and increase of \$255,120 to capital expenditure.

The anticipated operating result for the 2024-25 financial year is a surplus of \$413,480.

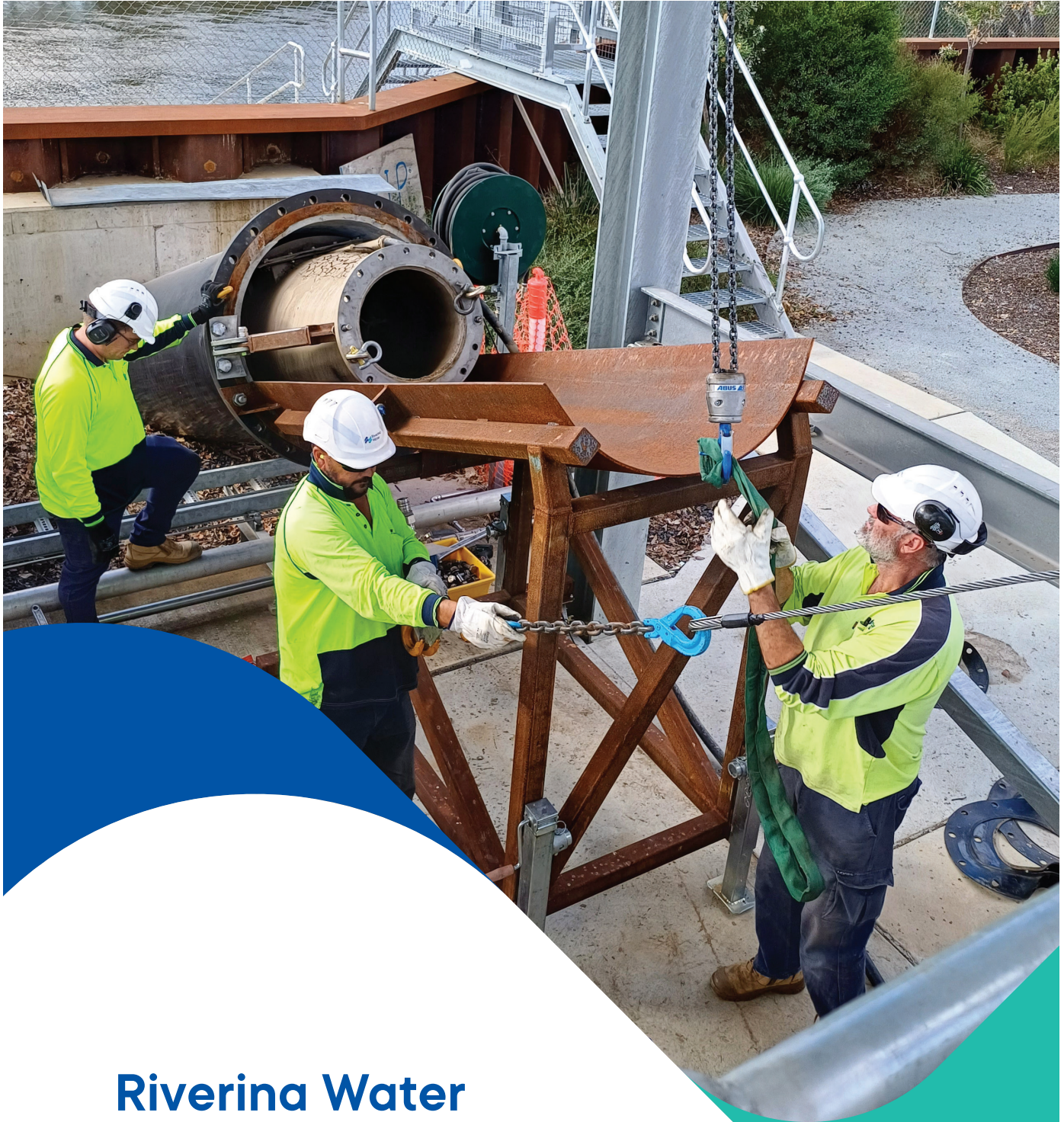
Pricing scenarios and associated financial implications were discussed by the Board during their consideration of the Operational Plan at the February 2024 Budget workshop.

Workforce Implications

This report aligns with the Workforce Plan Strategy identified in the Operational Plan.

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 Delivery Program 2022/2023 – 2025/2026

Year 3

Riverina Water Operational Plan 2024/2025



All Images: Riverina Water County Council

Disclaimer

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

You can contact us:

By phone (02) 6922 0608

By email admin@rwcc.nsw.gov.au

Or by visiting our office at 91 Hammond Avenue Wagga Wagga

Version Purpose and description

- 0.1 Draft Delivery Program 2022/2023 – 2025/2026 and Operational Plan 2022/2023 – 27 April 2022
- 1.0 Endorsed by Riverina Water Board – 27 June 2024
- 2.0 Draft Delivery Program 2022/2023 – 2025/2026 Year 2 and Operational Plan 2023/2024 – 27 April 2023
Endorsed by Riverina Water Board – 22 June 2023
- 3.0 Draft Delivery Program 2022/2023 – 2025/2026 Year 3 and Operational Plan 2024/2025 – 18 April 2024
Endorsed by Riverina Water Board – 27 June 2024



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Living Water by Owen Lyons

Acknowledgment of Country

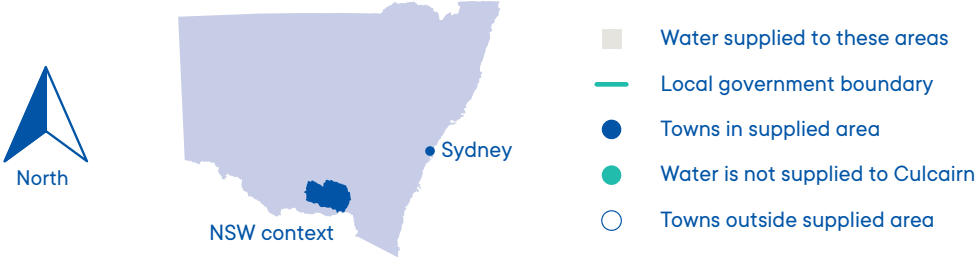
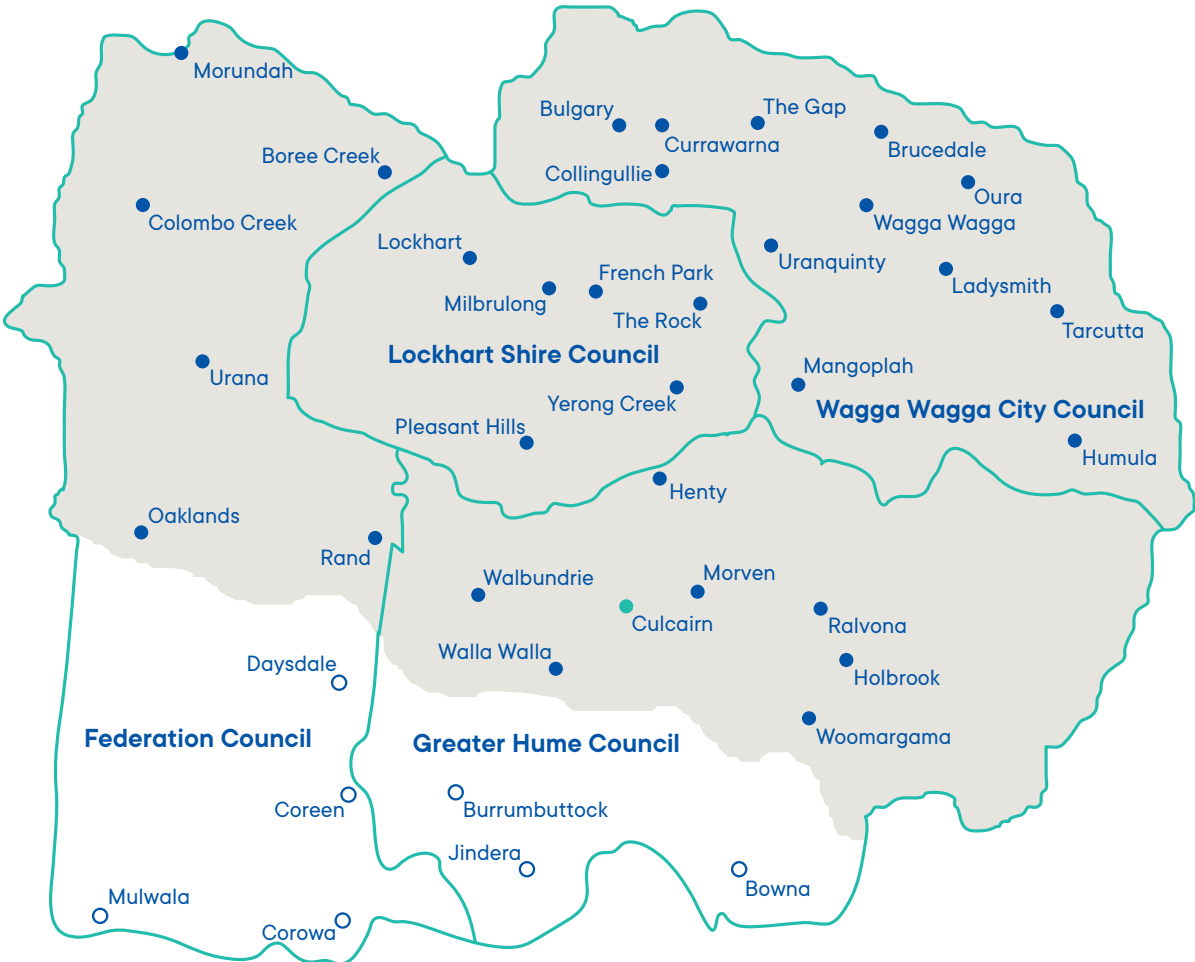
Riverina Water acknowledges the traditional custodians of the land, the Wiradyuri people, and pays respect to Elders past, present and emerging and extends our respect to all First Nations Peoples in our supply area.

About us

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

We deliver safe and reliable drinking water to a community of more than 77,000 people across more than 15,000 square kilometres.

Area of supply



Our Board



Clr Tim Koshel
(Chairperson)
Wagga Wagga City Council
Elected to Board in 2016 -
re-elected as Chairperson
in 2024



Clr Doug Meyer OAM
(Deputy Chairperson)
Greater Hume Council
Elected to Board in 2012 -
re-elected as Deputy
Chairperson in 2024



Clr Pat Bourke
Federation Council
Elected to Board in 2017



Clr Georgie Davies
Wagga Wagga City Council
Elected to Board in 2022



Clr Gail Driscoll
Lockhart Shire Council
Elected to Board in 2022



Clr Michael Henderson
Wagga Wagga City Council
Elected to Board in 2022



Clr Jennifer McKinnon
Wagga Wagga City Council
Elected to Board in 2022



Clr Tony Quinn
Greater Hume Council
Elected to Board in 2016



Clr Dallas Tout
Wagga Wagga City Council
Elected to Board in 2023

Our Management



Andrew Crakanthorp
Chief Executive Officer
January 2018 to present



Emily Tonacia
Director Corporate Services
July 2021 to present



Troy van Berkel
Director Engineering
May 2023 to present



Our vision

Provide passionate and professional leadership in the water industry.

Our mission

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

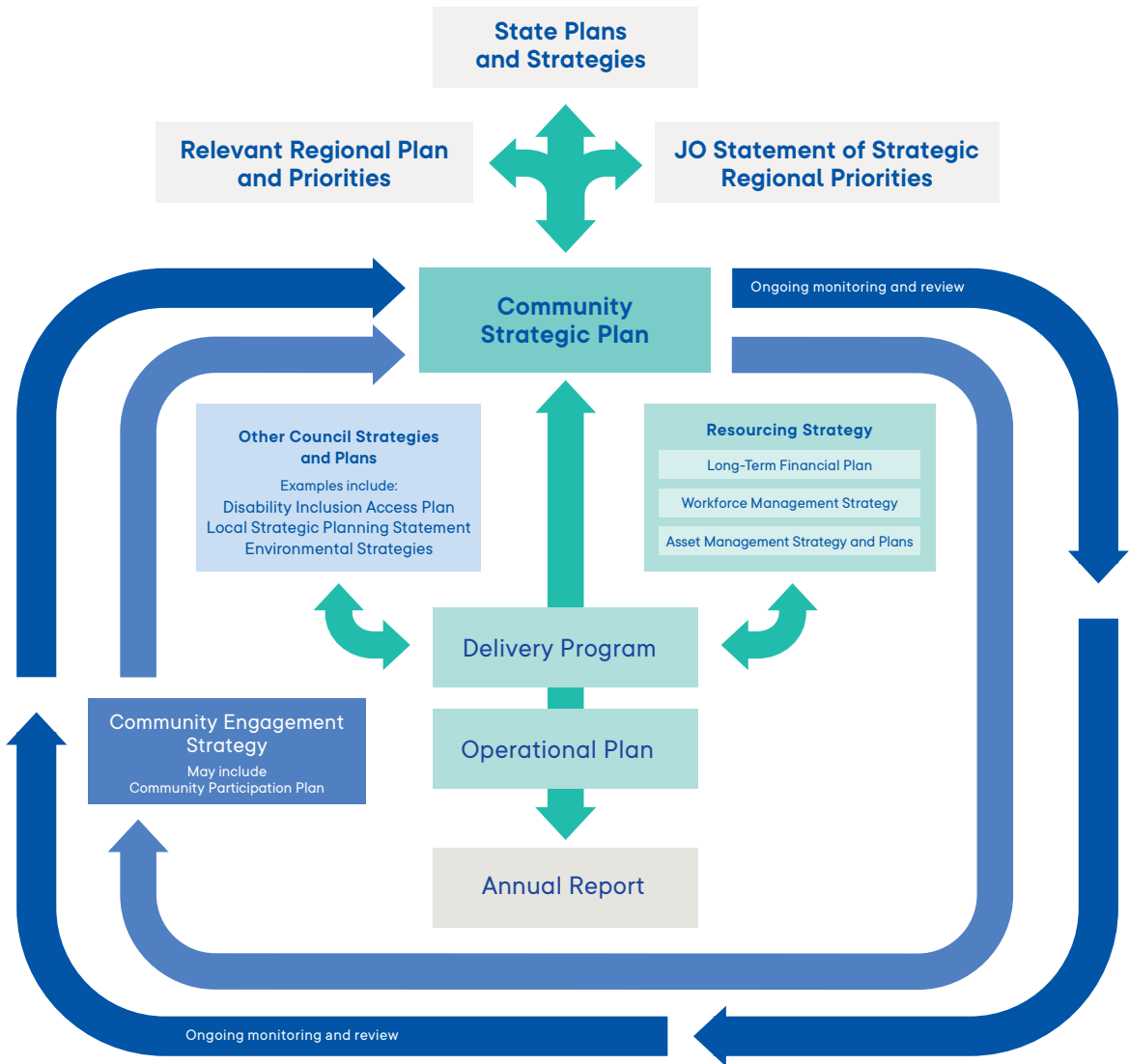
Our values

Respect, Connection, Safety, Cooperation.



Riverina Water planning context

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



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



It should be noted that this framework is in the process of being updated. Whilst Riverina Water will continue to reference its adopted Integrated Water Cycle Management Strategy, the Regulatory Assurance Framework outcomes are now to be integrated into our corporate planning and reporting requirements (please refer to the information below for further context).

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

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

Importantly the Delivery Program also allows Riverina Water to demonstrate how its “business as usual” (BAU) activities help achieve the Business Activity Strategic Plan (BASP) objectives.

Regulatory assurance framework

Local water utilities can best meet the needs of their customers when their decisions and activities are based on effective, evidence-based strategic planning. Strategic planning is crucial to identifying and managing key risks to:

- › Water security
- › Water quality
- › The environment
- › Assets and infrastructure
- › Customers
- › Financial sustainability.

Under the new *Regulatory and assurance framework for local water utilities*, the Department of Primary Industry and Environment (DPIE) expects local water utilities to conduct effective, evidence-based strategic planning for water supply that applies the principles of adaptive planning and integrated water cycle management and considers climate risks.

Riverina Water adopted its Integrated Water Cycle Management Strategy (IWCM) in 2021 which gives DPIE assurance that Riverina Water has a strategic planning approach to a reasonable standard. The Department will be working with us to develop a clear transition program from an IWCM strategy to the new regulatory assurance framework, which we will be required to report against annually.

The strategic planning outcomes as outlined in the framework are:

Understanding service needs	<ul style="list-style-type: none"> › What are our customers' needs, values and preferences › What current and future demands are placed on our water supply › How will Riverina Water consider and address objectives, priorities and evidence of other relevant state and regional strategic planning, including the NSW Water Strategy and regional water strategies
Understanding water security	<ul style="list-style-type: none"> › What is Riverina Water's access to current and potential water supply sources › How will Riverina Water address current and future risks around continuity and reliability of access to water supply sources
Understanding water quality	<ul style="list-style-type: none"> › How will Riverina Water address current and future water quality risks in its supply systems › How will Riverina Water meet relevant regulatory standards such as on drinking water quality management
Understanding environmental impacts	<ul style="list-style-type: none"> › How will Riverina Water meet relevant regulatory standards, such as licence requirements set by the environmental regulator
Understanding system capacity, capability and efficiency	<ul style="list-style-type: none"> › What is the capacity and capability of systems to deliver water and future capacity and capability needs › How will Riverina Water consider water efficiency in our systems
Understanding other key risks and challenges	<ul style="list-style-type: none"> › How will Riverina Water address other key risks in its systems now and in the future › How will Riverina Water meet relevant regulatory standards › How has Riverina Water considered climate change › How is Riverina Water planning for drought › How is Riverina Water planning and preparing for incidents, emergencies and extreme events and ensuring continuity of service
Understanding solutions to deliver services	<ul style="list-style-type: none"> › How are options for delivering services and managing risks analysed › How are supply and demand side options for water supply identified and evaluated › How are assets managed over their lifecycle to ensure service levels are met › How are the preparedness and resilience management during extreme events considered

Understanding resourcing needs	<ul style="list-style-type: none"> › What resourcing is needed to deliver services and manage risks › What is the life-cycle cost of managing assets › What technical and operational skills are needed to deliver services and manage risks › How does Riverina Water do workforce planning
Understanding revenue sources	<ul style="list-style-type: none"> › What are the revenue sources available to fund the delivery of services › What is the customers' ability to pay for services › What is the customers' willingness to pay for services
Make and implement sound strategic decisions	<ul style="list-style-type: none"> › Based on its understanding of, and adequate consideration of, service needs, risks and resources how does Riverina water set service levels and efficient revenue requirements for providing services over an adequate forward period to capture asset lifecycle › How are customers engaged in decision-making and informed of choices between service levels, risks and cost › How does Riverina water ensure its long-term financial sustainability, including managing unexpected financial shocks in future periods without having to introduce substantial or socially destabilising revenue or expenditure adjustments › How does Riverina Water implement service levels and monitor and report on performance to understanding if it is meeting service levels and managing risks
Implement sound pricing and prudent financial management	<ul style="list-style-type: none"> › How does Riverina Water set and structure its water supply pricing to recover its revenue requirement, promote efficient water use of water, and achieve equitable and affordable pricing and intergenerational equity › How does Riverina Water implement a cost-reflective and consumption-based tariff structure, long term stable price path and intergenerational equity › How does Riverina Water set appropriate developer charges to recover the infrastructure cost of servicing growth › How does Riverina Water consider payment of tax equivalents and dividends › How does Riverina Water consider affordable access to essential water services for all customers
Promote integrated water cycle management	<ul style="list-style-type: none"> › How are urban water cycle outcomes including water security, public health, environmental and urban amenity and liveability identified, achieved and funded › How does Riverina Water consider opportunities and method to increase resource efficiency and recovery in urban water management › How is Riverina Water supporting customers to increase water literacy and support water efficiency measures

We will be looking at how best to incorporate and integrate the strategic planning outcomes and assurance process in our Business Activity Business Plan (BASP), Delivery Program and actions in the Operational Plan.



Riverina Water Delivery Program 2022/2023 – 2025/2026

(Reviewed Feb 2024)

About the Delivery Program

The Delivery Program 2022/2023 – 2025/2026 is a statement of commitment to our stakeholders about what we will deliver during the board term to achieve the strategic objectives established in our Business Activity Strategic Plan (BASP).

As this current board term is only 3 years, the 2025/2026 year in this Delivery Program is indicative only. A new Delivery Program will be developed following the

appointment of the new Riverina Water Board in October 2024.

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

Our strategic priorities

Our people

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



Our business

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



Our community

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



Our focus areas

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

Achieving the Delivery Program

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

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

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

Reporting and review

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

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

Year 3 Delivery Program 2022/2023 – 2025/2026

(Reviewed Feb 2024)

1. Our people

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

Strategies

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



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

Our people		1.3 Create an engaging, positive, collaborative and innovative workplace culture		
Activity	Success indicator	Lead Area	Delivery Year	
1.3.1	Collaborate with our staff and ensure strong employee engagement and communication across the organisation	Internal staff engagement strategies are reviewed and updated	Corporate Services	22/23
				23/24
				24/25
				25/26
1.3.2	Prepare our people to embrace change based on the organisational and community needs	Change management strategies are developed and implemented	Corporate Services	24/25
1.3.3	Create a value-based reward system that rewards outstanding performance and fosters adequate feedback	Values-based reward system is developed and implemented	Corporate Services	22/23
1.3.4	Strengthen mechanisms to capture staff ideas and implement innovative and transformative business solutions	Staff engagement is embedded in project planning and employee participation is encouraged	CEO	24/25

Our people		1.4 Build upon our strong history of safety and wellbeing		
Activity	Success indicator	Lead Area	Delivery Year	
1.4.1	Prioritise employee mental health, physical health and overall wellbeing	Wellbeing program is implemented and staff survey results show improved wellbeing	Corporate Services	23/24
				24/25
1.4.2	Maintain a strong safety culture across the organisation	Safety obligations are well understood and adhered to	CEO	22/23
				23/24
				24/25
1.4.3	Develop and monitor WHS metrics	WHS metrics are developed, monitored and modifications are made where required based on insights	CEO	23/24 24/25 25/26

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

2. Our business

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

Strategies

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



Our business 2.1 Optimise our network and infrastructure

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

Our business 2.2 Enhance and integrate our asset management system and practices			
Activity	Success indicator	Lead Area	Delivery Year
2.2.1	Implement central asset management system in ERP solution (FLOW)	Asset management register operational in Flow	22/23
			23/24
			24/25
2.2.2	Develop condition and criticality ratings for all asset classes in the central asset management system	Condition ratings uploaded to system	22/23
			23/24
			24/25
2.2.3	Integrate central asset management system with financial information	Systems integration	22/23
			23/24
			24/25
2.2.4	Implement Esri GIS system	GIS system operational	22/23
			23/24
			24/25
2.2.5	Identify, assess and appropriately manage risks associated with assets	Risks associated with assets managed appropriately	23/24
			24/25
			25/26
2.2.6	Develop and input asset maintenance schedules for major assets	Maintenance schedules are in place	22/23
			23/24
			24/25
			25/26

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

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

Our business 2.4 Adopt emerging technology that increases our efficiency

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

Our business 2.5 Improve strategic planning and accountability

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

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

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

Our business 2.7 Improve our operations to future proof our business

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

Our business 2.8 Collaborate and share our knowledge with other organisations

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

3. Our community

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

Strategies

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



Our community 3.1 Actively support and participate in our community

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

Our community 3.2 Create stronger connections with our diverse community to help deliver positive impacts

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

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

Activity	Success indicator	Lead Area	Delivery Year
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	Values and viewpoints of Aboriginal peoples and communities are reflected in our operations and decisions	22/23
			23/24
			24/25
			25/26

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

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

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

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

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

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

Our service level promises

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

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

Pressure and flow

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

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

Diameter of service pipe (mm)				
20	25	32	40	50
Minimum flow rate (litres per minute)				
20	35	60	90	160

Trickle feed option is on an economic basis case by case.

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

Direct pumping from Riverina Water mains is not permitted.

Consumption restrictions

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

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

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

Interruptions to supply

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

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

Water for firefighting purposes

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

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

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

Potable water supply

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

Response time

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

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

1 hour (during working hours)

2 hours (after working hours)

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

3 hours (during working hours)

4 hours (after working hours)

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

One working day

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

Within 2 weeks

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

Management of drinking water quality

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

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

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

4. Review, evaluation and auditing

- a. Evaluating and audit
- b. Continual improvement

Catastrophe

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

Customer complaints and enquiries of a general nature

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

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

Special customers

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

Customer relations

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

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

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

Budget summary



Capital works plan

Description	Last year	Current year	Projected years		
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	\$	\$	\$	\$	\$
Capital Works Expenditure	22,573,611	15,920,094	14,000,000	21,000,000	16,000,000

Budgeted financial statements

Income statement	Last year	Current year	Projected years		
	2023/2024 \$	2024/2025 \$	2025/2026 \$	2026/2027 \$	2027/2028 \$
Income from continuing operations					
Revenue					
Rates and annual charges	6,513,860	5,960,773	6,075,788	6,193,104	6,312,766
User charges and fees	25,539,690	24,767,573	25,262,724	25,767,778	26,282,934
Interest and investment revenue	1,050,455	1,330,000	1,511,272	1,327,212	1,089,773
Other revenues	2,630,556	345,000	351,900	358,938	366,117
Grants and contributions provided for operating purposes	15,000	15,000	15,000	15,000	15,000
Grants and contributions provided for capital purposes	2,547,521	2,025,000	2,030,000	2,060,450	2,091,357
Total income from continuing operations	38,297,082	34,443,346	35,246,684	35,722,483	36,157,947
Expenses from continuing operations					
Employee benefits and on-costs	11,889,337	12,623,033	13,309,641	13,654,238	13,927,322
Borrowing costs	103,886	98,589	952,952	873,728	785,971
Materials and contracts	11,630,981	11,572,245	11,662,221	10,348,567	10,555,538
Depreciation and amortisation	9,074,879	9,470,000	9,640,460	9,813,988	10,990,640
Other expenses	255,000	266,000	267,000	268,020	269,060
Total expenses from continuing operations	32,954,083	34,029,866	35,832,274	34,958,541	36,528,531
Operating result from continuing operations	5,342,999	413,479	(585,590)	763,942	(370,585)
Net operating result for the year	5,342,999	413,479	(585,590)	763,942	(370,585)
Net operating result before grants and contributions provided for capital purposes	2,795,478	(1,611,521)	(2,615,590)	(1,296,508)	(2,461,941)

Budgeted financial statements

Balance sheet	Last year	Current year	Projected years		
	2023/2024 \$	2024/2025 \$	2025/2026 \$	2026/2027 \$	2027/2028 \$
Assets					
Current assets					
Cash and cash equivalents	16,920,609	13,331,378	27,586,662	15,923,553	8,803,311
Receivables	6,846,353	4,244,035	4,522,244	4,465,260	4,467,313
Inventories	4,083,170	4,062,550	4,094,137	3,632,966	3,705,625
Total current assets	27,850,132	21,637,962	36,203,044	24,021,779	16,976,249
Non-current assets					
Infrastructure, property, plant and equipment	389,861,732	396,311,826	400,671,366	411,857,378	416,866,739
Total non-current assets	389,861,732	396,311,826	400,671,366	411,857,378	416,866,739
Total assets	417,711,864	417,949,788	436,874,410	435,879,157	433,842,988
Liabilities					
Current liabilities					
Payables	3,408,808	3,388,195	3,480,211	3,372,506	3,435,998
Borrowings	154,943	154,943	1,651,489	1,729,076	1,808,685
Provisions	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000
Total current liabilities	7,505,751	7,485,138	9,073,700	9,043,582	9,186,682
Non-current liabilities					
Borrowings	1,705,114	1,550,171	19,471,822	17,742,746	15,934,061
Total Non-current liabilities	1,705,114	1,550,171	19,471,822	17,742,746	15,934,061
Total liabilities	9,210,865	9,017,125	28,545,522	26,786,328	25,120,743
Net assets	408,500,999	408,914,479	408,328,888	409,092,830	408,722,244
Equity					
Retained earnings	166,192,999	166,606,479	166,020,888	166,784,830	166,414,244
Revaluation reserves	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000
Council equity interest	408,500,999	408,914,479	408,328,888	409,092,830	408,722,244
Total equity	408,500,999	408,914,479	408,328,888	409,092,830	408,722,244

Workforce Strategic Plan



The Workforce Strategic Plan is part of Riverina Water’s Resourcing Strategy and clearly articulates how Riverina Water aims to continue to perform its function to the community by ensuring a workforce that is high-performing and highly skilled.

A Workforce Strategic Plan at a minimum must:

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

Our organisational structure



Our workforce challenges

A number of local constraints affect our workforce. Some of these are:

- › Ageing workforce – 23% of our workforce is 55 years or older (May 2023). This poses a significant risk to the retention of corporate knowledge at Riverina Water.
- › Minimal documentation of processes and procedures.
- › Differing needs of a multigenerational workforce.
- › Sourcing skills in a labour constrained region.

The Riverina Water Workforce Strategic Plan 2023/2024-2025/2026 has taken into consideration mid-level workforce planning. It addresses present and future risks in developing a high-performance workforce that is able to deliver the actions identified in the Delivery Program.

To ensure we are able to reach our goal, we will focus on four key strategic objectives over the life of the Plan.

These are:

1. Attraction and retention
2. Resource planning
3. Succession planning
4. Technological upskilling





Attraction and retention

We will actively seek to attract, recruit and retain talented and high-performing employees, to contribute to our diverse workforce and further their careers in local government.

Our commitments

- › We will seek opportunities to attend career expos and engage with schools and tertiary institutions to promote Riverina Water as an employer of choice and enhance our graduate and apprenticeship program.
- › We will continue to develop high-performing leadership capabilities to inspire and lead our people.
- › We will provide clear, accessible and relevant information on our internet and showcase the benefits of working for Riverina Water.
- › We will implement a Reward, Engagement and Recognition program.



Resource planning

We will continuously work to improve the way we work and proactively plan to ensure that we have the right people with the right skills and capabilities in the right role and at the right time to fulfil our organisational goals.

Our commitments

- › We will define our organisational capability and functions using the RACI framework.
- › We will build a planning structure that takes into consideration our current and future plans whilst taking into consideration technological change skills and organisational set-up.
- › We will investigate outsourcing/skills exchange programs across affiliated councils or third-party providers.



Succession planning

We will develop a structured and proactive approach to ensure that knowledge retention and internal capabilities are developed and that the risk of losing operational and industry knowledge is minimised.

Our commitments

- › We will identify and develop a succession plan for critical positions, including conducting a skills gap analysis between the critical roles and suitable internal candidates.
- › We will develop monthly reports on relevant workforce data to enhance decision making and effective and efficient planning.
- › We will review position descriptions and skills to ensure alignment with the role requirements.
- › We will create opportunities for employees to obtain new skills via structured and unstructured learning programs such as mentoring, on-the-job learning and job shadowing.
- › We will ensure training plans address skills requirements to address capability shortfall and create internal capacity.
- › We will create a knowledge management framework.
- › We will establish and implement a transition to retirement plan that addresses knowledge transfer and retention by leveraging the key role the ageing population plays in our business and ensuring that this is transitioned to the next generation of leaders and operational staff.



Technological upskilling

We will develop and embed a framework to support our workforce with the required technical training and tools that are required for them to upskill, increase competencies and knowledge of Riverina Water's systems and processes.

Our commitments

- › We will define fit-for-purpose technological training for teams and individuals to enhance their technical capabilities in their roles.
- › We will adapt Riverina Water's induction process to include training on relevant organisational technology.
- › We will develop a change management framework to ensure that all organisational changes are well embedded with adequate training resources provided to the workforce.

Implementation, monitoring and review

The actions in the Workforce Strategic Plan are integrated into the yearly Operational Plan. As we develop and adopt the Operational Plan each year, we will include the workforce strategies identified in the context of priority, financial implications and resource availability.

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

We review the Workforce Strategic Plan annually to check in on the internal and external environment to identify any changes that may result in the need to modify or re-prioritise our focus.





Riverina Water Operational Plan 2024/2025

Foreward

On behalf of Riverina Water County Council, I am pleased to present our Operational Plan for 2024-2025.

This Operational Plan describes the actions we will undertake in the 2024-25 financial year towards meeting the Year 3 commitments of the Delivery Program 2022/2023 – 2025/2026.

This Operational Plan will be resourced through the annual budget which reflects income and operational and capital expenditure planned for during 2024-2025. Like other years we rely on a number of factors when modelling our budget and continue to seek to provide quality drinking water at the lowest sustainable cost.

For **Our People** we will be looking to develop our next enterprise agreement with staff along with implementing initiatives identified in our workforce strategic plan and our newly adopted WHS strategic plan. We will also be undertaking our tri-annual staff survey and look forward to those results.

For **Our Business** a big focus will be in bedding down our new finance, asset management and human resource systems. A number of capital project initiatives will be finalised that have been carried over from 2023-2024, reflecting management re-prioritisation and improved planning.

For **Our Community** we will be implementing our Reconciliation Action Plan as well as finalising our Disability Action Plan. We will be continuing our community grants program and further exploring ways we can enrich our community.

We look forward to 2024-2025 and will be providing six-monthly reports on how we are tracking.



Andrew Crakanthorp
Chief Executive Officer



About the Operational Plan

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

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

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

Where are we now?

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

Strategic pillar

1. Our people

Key challenges and opportunities

- › Increased turnover of staff in recent years has seen a loss of corporate knowledge.
- › Having attraction and retention strategies to ensure we have the right staff at the right time.
- › Change in staff, change in ways of doing things and subsequent change in culture and how best to understand and manage that.
- › Opportunity to build on our safety and wellbeing.

2. Our business

Key challenges and opportunities

- › Changing weather patterns are seeing wetter and cooler summers affecting water sales compounded by increases in operating costs.
- › Opportunities for simplifying and streamlining organisational processes and governance.
- › Opportunity to embed our new finance, asset management and people management system.
- › Opportunity to build our enterprise risk management.

3. Our community

Key challenges and opportunities

- › Opportunity to increase community awareness of what Riverina Water does.
- › Changing ways that customers prefer to do business.
- › Opportunity to deliver community engagement initiatives and positively contribute to our communities.
- › Opportunity to strengthen our relationship with our First Nations community.

Achieving the Operational Plan (OP)

Actions in the Operational Plan (OP) are allocated to directorate or department level depending on the action.

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

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

Reporting and review

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

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

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

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

1. Our people

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



Strategy 1.1 Attract, retain and develop our people

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4		
DP 1.1.1 Develop and implement workforce strategies to ensure capacity, capability and readiness for future organisational requirements								
1.1.1.1	Implement actions and outcomes from first year of Workforce Plan	Strategy	All action items for the financial year have been completed	People & Culture	●	●	●	●
1.1.1.2	Equip staff with relevant annual training plan	BAU	Planned training delivered	People & Culture	●	●	●	●
1.1.1.3	Undertake review of hourly working week arrangements	Strategy	Review is completed and a decision is reached to inform the Award Negotiation	CEO				●

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4		
DP 1.1.2 Continue to develop leadership skills across our organisation								
1.1.2.1	Continue to embed the Capability Framework across the organisation	Strategy	Leadership capability framework is rolled out	People & Culture	●	●	●	●
DP 1.1.3 Gear recruitment and onboarding practices towards attracting talent and inducting them into our good organisational culture								
1.1.3.1	Undertake all necessary recruitment in order to meet operational requirements	BAU	100% advertised positions are filled	People & Culture	●	●	●	●
1.1.3.2	Review staff induction booklet and onboarding and offboarding procedures	BAU	Onboarding and offboarding processes and documentation are up to date and effective New starters survey shows 85% satisfaction rate with induction	People & Culture	●	●		
DP 1.1.4 Proactively engage in initiatives that make Riverina Water an employer of choice								
1.1.4.1	Undertake award negotiation including discussion on harmonisation of award hours	Strategy	Agreed Award commences 1 July 2025	CEO		●	●	●

Strategy 1.2 Foster diversity, inclusion, respect and gender equality at all levels of the organisation

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4		
DP 1.2.1 Establish programs and systems that enhance and support our commitment to diversity, equity and inclusion								
1.2.1.1	Implement EEO plan and policy	Strategy	Implementation plan successfully actioned	People & Culture	●	●	●	●
DP 1.2.2 Embed our organisational values								
1.2.2.1	Continue to embed corporate values and associated behaviours as per the action plan	Strategy	All action items for the financial year are achieved	People & Culture	●	●	●	●

Strategy 1.3 Create an engaging, positive, collaborative and innovative workplace culture

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4		
DP 1.3.1 Collaborate with our staff and ensure strong employee engagement and communication across the organisation								
13.1.1	Continue to improve internal communication to foster collaboration and connection across the organisation	Strategy	Internal communications strategy implemented	Customer & Comms	●	●	●	●
13.1.2	Undertake staff survey and develop actions plan from results	Strategy	Survey completed and reported to Manex	People & Culture	●			
DP 1.3.2 Prepare our people to embrace change based on the organisational and community needs								
13.2.1	Implement change management and training plan for staff in the rollout of all phases of the FLOW project	Strategy	Training plan delivered as scheduled Staff evidence understanding and application of system to their work	DCS	●	●	●	●
DP 1.3.4 Strengthen mechanisms to capture staff ideas and implement innovative and transformative business solutions								
13.4.1	Continue to implement staff engagement initiatives that bring insights for management consideration and action	Strategy	Listening Lounge Sessions held and reviewed WHS workplace insight visits held and reviewed	DCS CEO DE	●	●	●	●

Strategy 1.4 Build upon our strong history of safety and wellbeing

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4		
DP 1.4.1 Prioritise employee mental health, physical health and overall wellbeing								
14.1.1	Continue implementation of WELL program including psychosocial wellbeing	BAU	WELL KPI measures are achieved – participation rate of up to 60% up to 4 events annually	People & Culture WHS	●	●	●	●

	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
DP 1.4.2	Maintain a strong safety culture across the organisation							
1.4.2.1	Continue to develop and implement WHS communication plan	BAU	Communication program delivered on time	WHS	●	●	●	●
1.4.2.2	Continue implementation of the WHS Strategic Plan 2024	Strategy	WHS major programs commenced (Systems, Governance and Training)	WHS	●	●	●	●
DP 1.4.3	Develop and monitor WHS metrics							
1.4.3.1	Use current systems to begin to develop metrics to align with WHS strategy and processes	BAU	Metrics enable informed WHS decisions by Manex	WHS	●	●	●	●
1.4.3.2	Conduct annual analysis and comparison of workers compensation claims	BAU	Reports submitted to Manex, WHS Committee and ARIC	WHS	●	●	●	●

Strategy 1.5 Invest in and evolve our HR systems, processes and frameworks

	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
DP 1.5.1	Implement and evolve fit for purpose systems, processes and frameworks							
1.5.1.1	Undertake Staff Annual Review Process (SARP)	BAU	SARP exercises are finalised in a timely manner	People & Culture		●	●	
1.5.1.2	Commence implementation of HRIS system in line with FLOW Project plan	Strategy	System Go Live	People & Culture	●	●	●	●
1.5.1.4	Implement outcomes from review of skills system	Strategy	Action items from review are finalised	People & Culture	●	●	●	●
1.5.1.5	Deliver monthly HR metrics reports	BAU	HR reports presented to Manex	People & Culture	●	●	●	●

2. Our business

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



Strategy 2.1 Optimise our network and infrastructure

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4
DP 2.1.1 Supply water to all viable urban areas, villages and rural land within the county district						
2.1.1.1	Install water supply mains and services infrastructure to service new developments as required	BAU	Growth projects installed	Development requirements met	Works	● ● ● ●
2.1.1.2	Complete Boree Creek to Morundah pipeline	Strategy	Pipeline installed and operational	Works Projects	● ● ● ●	
2.1.1.3	Complete detailed design for Urana WTP replacement	Strategy	Detailed design completed	Projects	● ● ● ●	
2.1.1.4	Upgrade telemetry and radio communications	BAU	Completion of upgrade program	Operations	● ● ● ●	
2.1.1.5	Undertake electrical and control switchboard improvements at high-risk sites identified in the switchboard audit to ensure compliance with Australian Standards	BAU	Prioritised switchboards upgraded	Operations	● ● ● ●	
2.1.1.6	Upgrade water treatment plant at Woomargama	BAU	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	BAU	Water filling stations in appropriate locations	Works Operations	● ● ● ●	
2.1.1.8	Create and implement inspection regime for reservoirs	BAU	Inspections programmed	Operations	● ● ● ●	

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4		
DP 2.1.2 Ensure our water supply system is capable of meeting current and future levels of service								
2.1.2.1	Undertake water main renewals, upgrades and system improvements to maintain or improve levels of service	BAU	Renewals profiles met Development requirements met	Works	●	●	●	●
2.1.2.2	Monitor network performance and investigate supply complaints	BAU	Engineering reports capture customer complaints and response in line with adopted levels of service	Works Operations	●	●	●	●
2.1.2.3	Conduct programmed refurbishment and upgrades of pump stations	BAU	Upgrades completed in line with capex	Operations	●	●	●	●
2.1.2.4	Implement repair options at Rand 1 Reservoir	BAU	Repair completed	Projects	●	●	●	●
DP 2.1.3 Manage water quality to ensure supply is in accordance with 2011 Australian Drinking Water Guidelines								
2.1.3.1	Complete replacement of new shade cover at North Wagga WTP	BAU	Shade cover installed	Projects	●	●	●	●
2.1.3.2	Upgrade or replace online and remote monitoring equipment at WTPs	BAU	Equipment replaced as per program	Operations	●	●	●	●
2.1.3.3	Upgrade or replace laboratory equipment at WTPs	BAU	Equipment replaced as per program	Operations	●	●	●	●
2.1.3.4	Develop preventative maintenance plan for mains flushing	BAU	Plan developed and implemented	Works	●	●	●	●
2.1.3.5	Implement recommendations from Drinking Water Management audit	Strategy	Recommendations from audit actioned	Operations	●	●	●	●

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4		
DP 2.1.4 Monitor and manage the risks posed by PFAS in the Lachlan Aquifer in collaboration with DPIE Water								
2.1.4.1	Attend PFAS technical advisory group and communications working group meetings as per terms of reference	BAU	Attendance as required	Operations Customer & Comms	●	●	●	●
DP 2.1.5 Build, operate, monitor and maintain assets at least lifecycle cost, whilst meeting agreed levels of service								
2.1.5.1	Deliver the adopted fleet replacement program	BAU	Replacement vehicles ordered	Projects	●	●	●	●
2.1.5.2	Continue programmed development of Hammond Ave site in line with site master plans	BAU	Development completed as programmed	Projects	●	●	●	●
2.1.5.3	Undertake programmed construction at The Rock depot	BAU	Completion of Construction Stage 1	Projects	●	●	●	●
DP 2.1.6 Undertake a number of demand management strategies to mitigate overall consumption and peak demand pressures on the system								
2.1.6.1	Commence implementation of actions identified in the Drought Management Plan	Strategy	Possible actions identified and prioritised	Operations		●	●	

Strategy 2.2 Enhance and integrate our asset management system

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4		
DP 2.2.1 Implement central asset management system in ERP solution (FLOW)								
2.2.1.1	Embed new asset management practices	Strategy	New practices adopted	Assets	●	●	●	●
DP 2.2.2 Develop condition and criticality ratings for all asset classes in the central asset management system								
2.2.2.1	Input criticality ratings for above ground infrastructure assets	BAU	Condition ratings updated	Assets	●	●		
DP 2.2.6 Develop and input asset maintenance schedules for major assets								
2.2.6.1	Develop and implement preventative maintenance programs across major assets	BAU	Preventative maintenance programs developed and undertaken	Projects Assets Works Operations		●	●	●

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

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4		
DP 2.3.1 Ensure secure and accurate data that is actionable and enables intelligent decision making								
2.3.1.1	Develop a data strategy and data management framework	Strategy	Data strategy aligns with established data management principles and supports business goals	ICT	●	●		
2.3.1.2	Review Business Intelligence and analytics approach and capability		Demonstrable business improvement in data-driven decision making	ICT		●	●	
2.3.1.3	Commence data digital remote water meter reading trial	Strategy	Evaluation of data used to determine further development	ICT		●	●	

	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
DP 2.3.3	Strengthen mechanisms to capture staff ideas and implement innovative or transformative business solutions							
2.3.3.1	Commence conceptualisation of innovation at Riverina Water	Strategy	Concepts for supporting organisational innovation are presented to MANEX with a preferred way forward determined	DCS				●
DP 2.3.4	Ensure Riverina Water structures provide clear direction, transparency and accountability							
2.3.4.1	Develop, publish and educate users on how to use ICT service requests portal	BAU	Adoption of ICT service catalogue, improved delivery of services, usage of the ICT Self Service Portal shows increases month to month	ICT	●	●		

Strategy 2.4 Adopt emerging technology that increases our efficiency

	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
DP 2.4.1	Implement our Net Zero policy							
2.4.1.1	Review Net Zero policy and roadmap	Strategy	Workshop held with new Board	CEO				●
2.4.1.2	Investigate grant funding opportunities to support appointment of a project officer	Strategy	Funding opportunities investigated	CEO		●		●
DP 2.4.2	Invest in research and development (renewables)							
2.4.2.1	Design micro grid control systems for solar plant project that meets project objectives	Strategy	Design completed and internally reviewed	Projects	●	●	●	●

Strategy 2.5 Improve strategic planning and accountability

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4		
DP 2.5.1 Develop accountability tools in line with our mission and vision								
2.5.11	Implement the findings of the organisational reporting review	BAU	Development of an integrated reporting guide	Governance & Risk	●	●	●	●
DP 2.5.2 Deliver, monitor and review plans, frameworks and policies in line with regulatory and governance requirements								
2.5.2.1	Implement action plan and ensure ongoing compliance with Risk & Audit Guidelines	Strategy	ARIC operates within the Risk & Audit Guidelines	Governance & Risk	●	●	●	●
2.5.2.2	Develop processes to ensure relevant registers are created, maintained and reviewed regularly	BAU	Registers available and current	Governance & Risk		●		●
2.5.2.3	Finalise internal IT policy development and review	BAU	All IT policies developed and up to date	ICT	●	●	●	●
DP 2.5.3 Continue to mature enterprise risk management, culture and frameworks to ensure compliance and business continuity								
2.5.3.1	Implement action plan resulting from organisational risk management review	Strategy	Action plan communicated to staff Risk assessment considered for all business areas and projects	Governance & Risk	●	●	●	●
2.5.3.2	Continue development and roll out of mobile device management	BAU	Demonstrated increase in the security posture on mobile devices	ICT	●	●		
2.5.3.3	Improve security access for all Riverina Water IT systems	BAU	Solutions investigated and implemented	ICT	●	●	●	●

	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
2.5.3.4	Develop and implement metrics relating to risk management for internal reporting	Strategy	Reports on risk metrics to MANEX	Governance & Risk	●	●	●	●
2.5.3.5	Ensure effective preparedness for business interruption via effective development, management and testing of business continuity plans	BAU	BCP plan and subplans tested and updated	Governance & Risk		●		●

Strategy 2.6 Take actions that deliver responsible financial management and ensure long term sustainability

	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
DP 2.6.1 Implement and review sound financial processes and practices								
2.6.1.1	Ensure budgets are monitored and managed through regular budget reviews with managers	BAU	12 management meetings are undertaken for the year	Finance & Sourcing	●	●	●	●
2.6.1.2	Undertake process and governance review, aligning Finance & Sourcing operations to best practice	BAU	One operational process/function reviewed each quarter	Finance & Sourcing	●	●	●	●
DP 2.6.2 Ensure sufficient funds are available for long term operational requirements								
2.6.2.1	Undertake annual long term financial planning review	Strategy	Long term financial plan is updated	Finance & Sourcing				●
2.6.2.2	Enhance strategic cashflow management and cash investment in line with the Investment Policy to ensure returns are maximised	Strategy	Average returns exceed the relevant benchmark (AusBond Bank Bill index)	Finance & Sourcing	●	●	●	●

Strategy 2.7 Improve our operations to future proof our business

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4
DP 2.7.1 Investigate sustainable and ethical procurement practices						
2.7.1.1	Commence review of Riverina Water's compliance with sustainable and ethical procurement practices	Strategy	Forward action plan developed	Finance & Sourcing		● ●
DP 2.7.2 Adopt circular economy practices in the planning and delivery of assets, products and services						
2.7.2.1	Commence engagement with NSW government regarding the SAP at Bomen	Strategy	Discussions held with State government	CEO		● ●
DP 2.7.4 Protect and restore sites to eliminate and prevent degradation						
2.7.4.1	Implement river and creek banks stabilisation program in line with design report	BAU	Planned stages completed	Projects		● ●

Strategy 2.8 Collaborate and share our knowledge with other organisations

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4
DP 2.8.2 Create opportunities for Riverina Water to collaborate with other industry experts						
2.8.2.1	Maintain professional memberships and contribute to forums as appropriate	BAU	Membership and forum contribution	CEO		● ●

3. Our community

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



Strategy 3.1 Actively support and participate in our community

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4	
DP 3.1.1 Provide and support education opportunities for youth, tertiary and the wider community							
3.1.1.1 Further expand Riverina Water's education program, investigating and delivering new resources to meet the needs of schools and community groups	Strategy	Education program is implemented – four schools utilise materials	Customer & Comms	●	●	●	●
3.1.1.2 Facilitate tours and or incursions to Riverina Water facilities	BAU	One tour or incursion delivered	Customer & Comms	●	●	●	●

	Activity		Measure	Responsibility	Q1	Q2	Q3	Q4
DP 3.1.2	Strengthen opportunities to collaborate with constituent councils, JOs and industry							
3.1.2.1	Chair and CEO to meet with four constituent councils in February 2025	BAU	Meeting held	CEO			●	
DP 3.1.3	Provide access to tap water in community spaces in the Riverina Water supply area							
3.1.3.1	Continue program of installing Tap2Go refill stations in constituent councils	BAU	Tap2Go refill stations are installed as per constituent council requests	Customer & Comms		●		●
3.1.3.2	Continue program of installing temporary Tap2Go stations at eligible events and opportunities	BAU	Temporary Tap2Go stations are provided at least 4 events	Customer & Comms		●		●
DP 3.1.4	Investigate and implement ways we can invest in our community to achieve desired outcomes							
3.1.4.1	Investigate and begin development of a water efficiency program	Strategy	Initiatives developed for delivery in 2025-2026	Customer & Comms	●	●	●	●
3.1.4.2	Deliver agreed community grants program	Strategy	100% of community grants are awarded	Customer & Comms	●	●	●	●
3.1.4.3	Continue to enrich our community via endorsed community partnerships	Strategy	100% of donation and sponsorship budget is expended	Customer & Comms	●	●	●	●
3.1.4.4	Continue to enrich our community via the delivery of donations and sponsorships	Strategy	100% of donation and sponsorship budget is expended	Customer & Comms	●	●	●	●

Strategy 3.2 Create strong connections with our diverse community to help deliver positive impact

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4		
DP 3.2.1 Drive strong community engagement through an endorsed strategy								
3.2.11	Develop and implement the next stage of the brand awareness campaign	Strategy	Brand awareness campaign successfully rolled out	Customer & Comms	●	●	●	●
DP 3.2.2 Improve our understanding and strengthen our connection with our diverse community								
3.2.21	Develop a Disability Action Plan	Strategy	DIAP is endorsed by Board	Customer & Comms	●	●	●	●

Strategy 3.3 Continue to develop positive relationships with our First Nations community

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4		
DP 3.3.1 Develop and implement adequate strategies, frameworks and education systems to support Council’s commitment to strengthening our relationship with our First Nations community								
3.1.11	Implement Reconciliation Action Plan	Strategy	Majority of RAP initiatives completed	Customer & Comms	●	●	●	●

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

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4		
DP 3.4.1 Develop and capture data regularly in regards to our customers to help us understand them, their needs and expectations								
3.4.11	Conduct annual customer survey	BAU	Annual customer survey is undertaken and results reported to June Board meeting	Customer & Comms		●	●	
3.4.12	Develop customer metrics, capture data and regularly monitor analytics to continuously improve our customer experience	Strategy	One new metric report is created	Customer & Comms	●	●	●	●

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4
DP 3.4.2 Ensure we have the best systems, processes and frameworks that reflect our commitment to our customer centricity						
3.4.2.1	Continue implementation of customer and billing modules in FLOW in line with project plan	Strategy	Project plan milestones are completed on time	Customer & Comms	●	
DP 3.4.3 Strive to support customers with sustainable pricing models that meet levels of service and both operational and infrastructure requirements						
3.4.3.1	Undertake annual pricing review	Strategy	New pricing structure is adopted for following year	Finance & Sourcing		●

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

Activity	Measure	Responsibility	Q1	Q2	Q3	Q4
DP 3.5.1 Collaborate with constituent councils to attract businesses and encourage supply area growth						
3.5.1.1	Participate in strategic planning sessions with member councils	BAU	Staff attend strategic and other planning meetings with member councils	CEO	●	●
DP 3.5.2 Monitor emerging trends in customer service technology and business process						
3.5.2.1	Participate in community of practice groups with industry and government stakeholders to understand emerging trends in customer experience	BAU	Attend four community of practice meetings and/ or attend one customer experience conference	Customer & Comms	●	●

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

Action	Measure	Responsibility	Q1	Q2	Q3	Q4
DP 3.6.1 Continue to provide professional input to the Federal Government						
3.6.1.1	Continue relationship with DFAT in Vietnam and Nepal and involvement in WaterAid	Strategy	Renewed membership of WaterAid and reports to the Board	CEO	●	●

Finance and revenue 2024/2025



Recommended development servicing charges

Urban (residential) development servicing charge

Urban - including township and village - single residential lots	Tax	2023/2024			2024/2025		
		Cost per lot (based on lot size)			Cost per lot (based on lot size)		
		<450m ²	450-2000m ²	>2000m ²	<450m ²	450-2000m ²	>2000m ²
Lots where developers have prepaid the fees appropriate at time of development		Nil - (note only applies for a single residence on the lot)			Nil - (note only applies for a single residence on the lot)		
Lots (not prepaid) existing prior to 01/01/1994 and 2nd or subsequent services (only where availability fees are being paid)	N	1st Service - Nil - (note only applies for a single residence on the lot) 2nd and subsequent service based on \$4,348 per E.T.			1st Service - Nil - (note only applies for a single residence on the lot) 2nd and subsequent service based on \$4,348 per E.T.		
Lots (not prepaid) created since 01/01/1994	N	\$4,678	\$4,678	\$5,614	\$4,874	\$4,874	\$5,850
Urban - including township and village - multiple residential units		Price for multiple units			Price for multiple units		
Lots where developers have prepaid the fees		Nil - provided correct charges have been prepaid			Nil - provided correct charges have been prepaid		
Lots (not prepaid) existing prior to 01/01/1994	N	Fee applicable for newly created lots less \$4,678			Fee applicable for newly created lots less \$4,874		
Lots (not prepaid) created since 01/01/1994							
Multi-residential lots (medium density 1-2 storey)		Developer charge per dwelling			Developer charge per dwelling		
Dual occupancy - 1 Bedroom							
Dual occupancy - 2 Bedrooms	N	\$4,678 if lot size > 450m ² per dwelling			\$4,874 if lot size > 450m ² per dwelling		
Dual occupancy - 3 or more Bedrooms							
Duplex - 1 Bedroom							
Duplex - 2 Bedrooms		Units priced, as below, if lot size <450m ² per dwelling			Units priced, as below, if lot size <450m ² per dwelling		
Duplex - 3 or more Bedrooms							
Units - 1 Bedroom	N	\$1,871			\$1,950		
Units - 2 Bedrooms	N	\$2,806			\$2,924		
Units - 3 or more Bedrooms	N	\$3,742			\$3,899		

Multi-residential lots (high density >2 storey)		Developer charge per dwelling	Developer charge per dwelling
Multi storey apartments - 1 Bedroom	N	\$1,543	\$1,608
Multi storey apartments - 2 Bedrooms	N	\$2,339	\$2,437
Multi storey apartments - 3 or more Bedrooms	N	\$3,134	\$3,266

NOTE: The minimum Developer Servicing Charge per Lot is \$4,874

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

Rural development servicing charge

Note: These charges are in addition to the applicable service connection fee.

The following charges relate to properties greater than 2000m². For smaller rural properties divide the listed charge by 1.2

The Development Servicing Charge for rural connections is based on E.T.'s determined from service size.

Rural location	Tax	2023/2024 Price per service connection \$					2024/2025 Price per service connection \$				
		20mm	25mm	*32mm	*40mm	*50mm	20mm	25mm	*32mm	*40mm	*50mm
Rural pipelines **	N	5,614	5,614	9,197	14,372	22,456	5,850	5,850	9,583	14,976	23,399

Additional costs

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

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

Commercial or industrial development servicing charges

Service size	Tax	2023/2024 \$					2024/2025 \$				
		<80 mm	80 mm	100mm (min 4 E.T.)	150 mm	200 mm	<80 mm	80 mm	100mm (min 4 E.T.)	150 mm	200 mm
Minimum charge	N	4,678	11,978	18,712	42,104	74,853	4,874	12,481	19,496	43,872	77,997

Recommended service connection fees

Urban service connection

Urban - including township and village - single residential/commercial/industrial developments	Tax	2023/2024					2024/2025				
		Price per service connection for single unit \$					Price per service connection for single unit \$				
		20mm	25mm	*32mm	*40mm	*50mm	20mm	25mm	*32mm	*40mm	*50mm
Lots where developers have prepaid the fees appropriate at time of Development	N	NIL	586	1,168	1,946	2,596	NIL	604	1,203	2,005	2,674
All other lots including 2nd or subsequent services	N	1,479	2,065	2,647	3,425	4,075	1,523	2,127	2,726	3,528	4,197

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

Urban - including township and village - multiple residential units	Tax	Price for multiple units \$					Price for multiple units \$						
		1 unit	2 units	3 units	4 units	5 units	Extra units	1 unit	2 units	3 units	4 units	5 units	Extra units
Lots where developers have prepaid the fees		No additional Service Connection Charge provided correct fees as per the following line have been paid					No additional Service Connection Charge provided correct fees as per the following line have been paid						
All other lots including 2nd or subsequent services	N	1,479	1,774	2,069	2,364	2,659	295	1,523	1,827	2,131	2,435	2,739	304

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

Urban - additional costs

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

b) Where the service requires a rail crossing and approval from the Railway Authorities	N	The fees and charges that rail authority imposes	The fees and charges that rail authority imposes
c) Where the service connection generates other similar extraordinary costs	N	A fee assessed on a similar basis	A fee assessed on a similar basis
Road underboring	N	\$138 per metre	\$142 per metre

Rural service connection

Rural location	Tax	2023/2024 Price per service connection \$					2024/2025 Price per service connection \$				
		20mm	25mm	*32mm	*40mm	*50mm	20mm	25mm	*32mm	*40mm	*50mm
Rural pipelines **	N	1,687	2,316	2,844	3,642	4,323	1,738	2,385	2,929	3,751	4,453

Walbundrie to Rand Pipeline Urangeline/ Bidgeemia Rural Scheme and other rural schemes

Refer to Engineering staff regarding availability and costing for these schemes

Refer to Engineering staff regarding availability and costing for these schemes

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

Additional costs

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

N

The fees and charges that rail authority imposes

The fees and charges that rail authority imposes

Where the service connection generates other similar extraordinary costs

N

A fee assessed on a similar basis

A fee assessed on a similar basis

Road underboring

N

\$138 per metre

\$142 per metre

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

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

Availability charges for 2024/2025

Availability charge per property, residential, strata unit or customer		2023/2024	2024/2025
Domestic	Tax	Per quarter	Per quarter
Built upon or connected property	N	\$45	\$45
Each additional dwelling erected on each parcel of property	N	\$45	\$45
Vacant land not connected (within 225 metres or adjacent to a main) - urban only	N	\$22.50	\$22.50
Commercial/Industrial			
Built upon or connected property	N	\$65	\$65
Non-metered connected premises	N	\$110	\$110
Each additional strata unit	N	\$65	\$65
Other			
Government Departments, including police stations, court houses, schools, staff housing, public offices, etc	N	\$65	\$65
Churches and similar "non-rateable" property	N	Usage charge only	Usage charge only
Additional fee for separate fire service connected	N	\$65	\$65

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

Usage charges for 2024/2025

Water Tariffs \$ per kilolitre	Tax	2023/2024	2024/2025
General tariff			
All users (except as detailed below)	N		
First 125 kls per quarter		1.56	1.61
Balance per kilolitre per quarter		2.34	2.41
Strata title units and flats			
First 125 kls per quarter per unit	N	1.56	1.61
Balance per kilolitre per quarter		2.34	2.41
(For Strata complexes and Flats where units are not individually metered the total metered consumption will be evenly apportioned between units).			
Industrial tariffs for processing and manufacturing industries as well as livestock marketing centres with consistent year round usage connected since 01/07/2009.			
First 41 kls per month	N	1.56	1.61
Balance above 42 kls per month		2.34	2.41
Balance above 3,000 kls per month		2.34	2.41
Applicable to large scale processing and manufacturing industries as well as livestock marketing centres with consistent year round usage and specifically approved by Council.			
First 3,000 kls per month	N	1.56	1.61
Balance above 3,000 kls per month		1.56	1.61
Commercial tariff			
All users (except as detailed below)	N		
First 125 kls per quarter/41 kls per month		1.56	1.61
Balance per kilolitre per quarter		2.34	2.41
Community facilities			
Hospitals, Schools / TAFE / University	N	1.56	1.61
Parks and Gardens, Council Swimming Pools			
Non-Potable Water			
First 125 kls per quarter	N	0.77	0.79
Balance per kilolitre per quarter		1.16	1.19
Metered supply to standpipe agents or constituent Councils	N	2.18	2.25

Supply from fixed standpipe and water filling stations (Minimum charge \$10.00 when via an Agent)	N	3.40	3.45
Bulk supply Application of this tariff will be at the discretion of the Council	N	1.56	1.61
Primary producers tariff Applicable to all rural services along Council's trunk mains	N	1.56	1.61
Rebates			
Eligible pensioner		\$30 per quarter	
Kidney dialysis machine users		20kl per quarter	

Sundry fees and charges

Sundry fees and charges	Tax	2023/2024	2024/2025
Search/Enquiry Certificate Fee - s603 (as for property transfer)	N	\$95	\$100
Fee for providing information in writing, including Special meter reading	N	\$83	\$85.50
Formal GIPA Access Application	N	\$32	\$33
Formal GIPA Processing Fee	N	\$69 per hour	\$71 per hour
Reconnection Fee - requires new service fee	N	Appropriate connection fee	Appropriate connection fee
Reconnection Fee - new service not required	N	\$185 + cost of meter if required	\$190.50 + cost of meter if required
Remove flow restricting device	N	\$185	\$190.50
Meter Repairs - s636 LG Act	Y	\$119 per hour	\$122.50 per hour
Meter test deposit	N	\$80	\$82.50
Test fees for backflow prevention devices			
Rpz devices	N	\$125	\$129
Other devices	N	\$98	\$101
Leak detection (minimum 1 hour)	Y	\$119 per hour	\$122.50 per hour
Water main locating involving potting or excavation	N	\$119 per hour	\$122.50 per hour
Dishonoured payments fee	N	Relevant bank fee incurred	
Interest on overdue accounts	N	9% per annum	10.5% per annum
Written quotation fee	Y	\$91	\$93.50
Service call	Y	\$119 per hour	\$122.50 per hour
Plumbing permit including standard inspections	N	\$119	\$122.50
Additional plumbing inspection due to non- compliance	N	\$195	\$201
Non-compliance with water restrictions	N	\$275	\$283.50
Water filling station access	N	\$295	\$304

Replacement water filling station key	Y	\$60	\$62
Pressure and flow analysis application fee	N	\$192	\$198
Clearing of shrubs and small bushes	Y	\$119 per hour	\$122.50 per hour
Repair to damaged water main	N	Actual costs plus 20%	Actual costs plus 20%
Private works	Y	Actual costs plus 20% unless a fixed quotation	Actual costs plus 20% unless a fixed quotation
Copy of water notice	Y	\$11.50	\$12
Copy of financial data on properties	Y	\$10.50	\$11
Copy of 603 certificate administration	Y	\$11.50	\$12
Fee for reallocation of electronic payment	Y	\$10.50	\$11

Capital works plan

Description	Current year 2024/2025 \$
Management	
Land and buildings for admin, depots and workshops	1,448,252
Plant and equipment (incl. Solar installation)	2,947,901
Intangibles	453,081
Minor Capital Works Budget	500,000
Total management	5,349,234
Sources	
Sources	212,500
Total sources	212,500
Treatment plants	
Treatment plants	2,412,660
Total treatment plants	2,412,660
Pumping stations	
Pumping stations	1,695,700
Total pumping stations	1,695,700
Reservoirs	
Reservoirs	600,000
Total reservoirs	600,000
Mains, services and meters	
Mains	4,185,000
Sub-total mains	4,185,000
Services	880,000
Sub-total services	880,000
Meters	585,000
Sub-total meters	585,000
Total mains, services and meters	5,650,000
Totals	15,920,094

Budgeted financial statements

	Current year 2024/2025 \$
Income statement	
Income from continuing operations	
Revenue	
Rates and annual charges	5,960,773
User charges and fees	24,767,573
Interest and investment revenue	1,330,000
Other revenues	345,000
Grants and contributions provided for operating purposes	15,000
Grants and contributions provided for capital purposes	2,025,000
Total income from continuing operations	34,443,346
Expenses from continuing operations	
Employee benefits and on-costs	12,623,033
Borrowing costs	98,589
Materials and contracts	11,572,245
Depreciation and amortisation	9,470,000
Other expenses	266,000
Total expenses from continuing operations	34,029,866
Operating result from continuing operations	413,479
Net operating result for the year	413,479
Net operating result before grants and contributions provided for capital purposes	(1,611,521)

Budgeted financial statements

	Current year 2024/2025 \$
Balance sheet	
Assets	
Current assets	
Cash and cash equivalents	13,331,378
Receivables	4,244,035
Inventories	4,062,550
Total current assets	21,637,962
Non-current assets	
Infrastructure, property, plant and equipment	396,311,826
Total non-current assets	396,311,826
Total assets	417,949,788
Liabilities	
Current liabilities	
Payables	3,388,195
Borrowings	154,943
Provisions	3,942,000
Total current liabilities	7,485,138
Non-current liabilities	
Borrowings	1,550,171
Total Non-current liabilities	1,550,171
Total liabilities	9,017,125
Net assets	408,914,479
Equity	
Retained earnings	166,606,479
Revaluation reserves	242,308,000
Council equity interest	408,914,479
Total equity	408,914,479

Glossary

- › **Annual Report**
Report on Riverina Water's implementation of the Delivery Program and Operational Plan, as well as information prescribed by the Regulation.
- › **Asset/s**
Things owned by Riverina Water that have current or future economic value. Riverina Water's main water supply assets include: water source works including water supply bores; treatment plants; reservoirs; pumping stations; water mains; land and buildings; plant and equipment.
- › **Asset Management planning**
Includes an asset management policy, an asset management strategy and asset management plan for each class of assets. The strategy and plans are minimum of 10 years.
- › **BASP**
Business Activity Strategic Plan. 10- year plan identifying the main priorities for Riverina Water, strategic objectives and strategies for achieving those objectives.
- › **BAU**
Business as Usual. Ongoing activities – core business.
- › **Board**
Governing body of Riverina Water. Made up of councillors from Greater Hume Council, Federation Council, Lockhart Shire and Wagga Wagga City Council.
- › **Capex**
Capital expenditure budget.
- › **Constituent council**
Member council of Riverina Water – Greater Hume Council, Federation, Lockhart and Wagga Wagga City Council.
- › **DIAP**
Disability Action Plan. A document that set our Riverina Water's strategy for identifying and addressing practice which might result in discrimination against people with disability.
- › **DP**
Delivery Program. 4-year plan. Identifies principal activities and strategies to deliver the BASP. Reviewed every year as part of the development of the Operational Plan. Includes 4-year budget forecasts.
- › **DPIE**
Department of Primary Industries and Energy.
- › **EEO**
Equal Employment Opportunity.
- › **FLOW**
Operational name for the enterprise resource solution.
- › **IP&R**
Integrated planning and reporting.
- › **ICT**
Information and Communication Technology.
- › **IT/OT**
Integration of information technology and operational technology.
- › **IWCM**
Integrated Water Cycle Management. 30-year strategic plan.
- › **Journey map/s**
A research-based way of visualising how customers experience our services and revealing areas for improvement.
- › **LTFP**
Long term financial plan. Minimum of 10 years. Reviewed annually as part of the development of the Operational Plan.
- › **Manex**
Management executive group.
- › **Measure**
The way achievement of an action is assessed. Also referred to as a success indicator.
- › **Net Zero roadmap**
Includes an action plan, milestones and pathway for communication to enable Riverina Water to meet its Net Zero emissions targets.
- › **OP**
Operational Plan. 1 year plan detailing the activities and actions to achieve the Delivery Program. Includes annual budget.
- › **PFAS**
Per-and Polyfluoroalkyl substances.
- › **RAP**
Reconciliation Action Plan. A formal plan setting out how Riverina Water is committed to contributing to reconciliation with Aboriginal and Torres Strait Islander peoples.
- › **Regulation**
Local Government Regulations 2021.

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





Riverina Water Long Term Financial Plan 2025 - 2034



All Images: Riverina Water County Council

Disclaimer

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

You can contact us:

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Or by visiting our office at 91 Hammond Avenue Wagga Wagga

Version Purpose and description

- 0.1 Long Term Financial Plan – Riverina Water Board – 18 April 2024
- 1.0 Endorsed by Riverina Water Board – 27 June 2024

Acknowledgment of Country

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

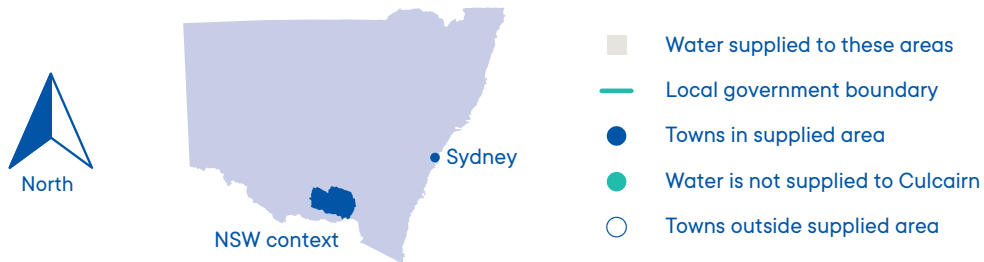
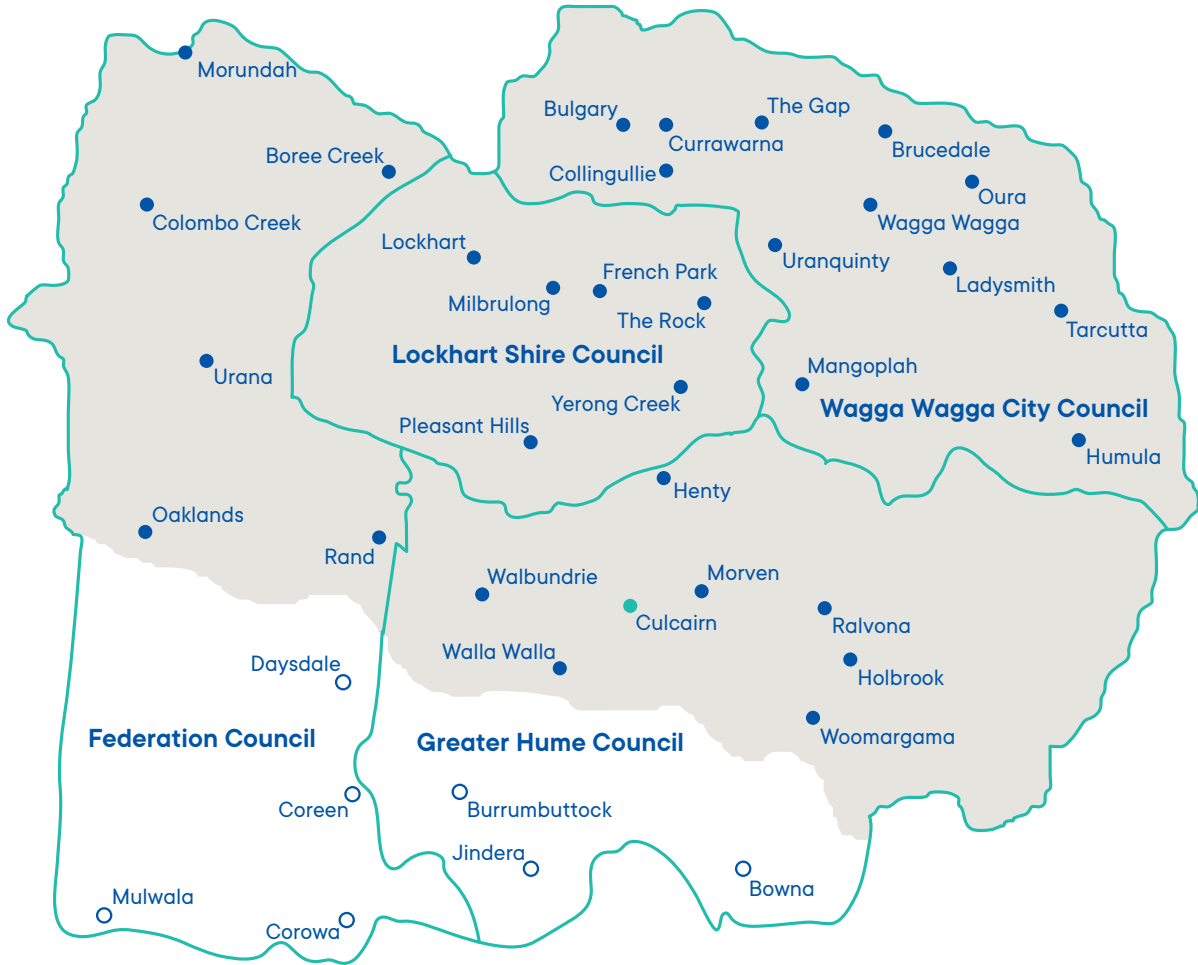
About us

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

We deliver safe and reliable drinking water to a community of more than 77,000 people across more than 15,000 square kilometres.



Area of supply





Our vision

Provide passionate and professional leadership in the water industry.

Our mission

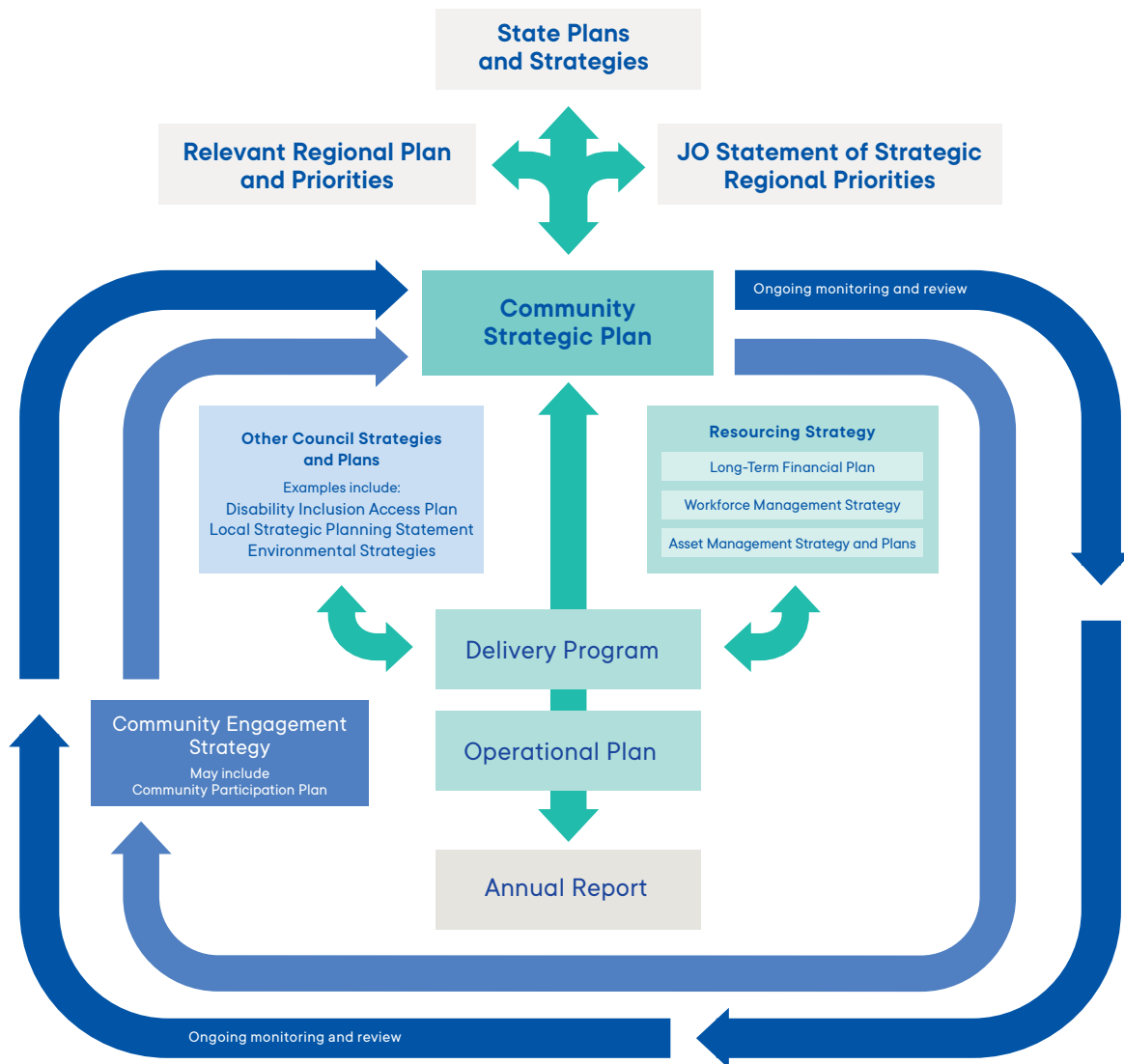
To provide our community with safe reliable water at the lowest sustainable cost.

Our values

Respect, Connection, Safety, Cooperation.

Riverina Water planning context

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



As a council responsible for water supply, Riverina Water must also comply with the requirements of the NSW Government's Best-Practice Management of Water Supply and Sewerage Guidelines (2007). Our Integrated Water Cycle Management Strategy 2021 (IWCM) sets out

Riverina Water's 30-year strategy for delivering water in accordance with these requirements.

The Long Term Financial Plan (LTFP) is an integral part of the Riverina Water resourcing strategy.

About the Long Term Financial Plan

Riverina Water has prepared a Long Term Financial Plan (LTFP) to inform decision making and to demonstrate how the objectives of the Business Activity Strategic Plan (BASP), Delivery Program and Operational Plan will be resourced and funded.

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

The LTFP enables Riverina Water to identify and address future challenges, and ensures compliance to legislation, and the integrated planning and reporting requirements set out for Local Government in NSW.

Planning assumptions:

- › Conservation average water sales forecast at 13,475ML
- › 3% increase to water consumption charges, and other fees and charges in FY24/25
- › 2% per annum growth in connections
- › 2% per annum increase in operational expenditure

Income statement

Income statement	Current year					Projected years					
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from continuing operations											
Revenue											
Rates and annual charges	6,513,860	5,960,773	6,075,788	6,193,104	6,312,766	6,434,822	6,559,318	6,686,304	6,815,831	6,947,947	7,082,706
User charges and fees	25,539,690	24,767,573	25,262,724	25,767,778	26,282,934	26,808,393	27,344,361	27,891,048	28,448,669	29,017,442	29,597,591
Other revenues	2,630,556	345,000	351,900	358,938	366,117	373,439	380,908	388,526	396,297	404,222	412,307
Grants and contributions provided for operating purposes	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Grants and contributions provided for capital purposes	2,547,521	2,025,000	2,030,000	2,060,450	2,091,357	2,091,357	2,091,357	2,091,357	2,091,357	2,091,357	2,091,357
Interest and investment revenue	1,050,455	1,330,000	1,511,272	1,327,212	1,089,773	1,051,120	1,051,120	1,051,120	1,051,120	1,051,120	1,383,120
Total income from continuing operations	38,297,082	34,443,346	35,246,684	35,722,483	36,157,947	36,774,130	37,442,063	38,123,355	38,818,273	39,527,088	40,582,081
Expenses from continuing operations											
Employee benefits and on-costs	11,889,337	12,623,033	13,309,641	13,654,238	13,927,323	14,205,869	14,489,987	14,779,786	15,075,382	15,376,890	15,684,428
Borrowing costs	103,886	98,589	952,952	873,728	785,971	697,007	603,926	507,940	405,050	304,185	201,797
Materials and contracts	11,630,981	11,572,245	11,662,222	10,348,567	10,555,538	9,466,649	9,681,982	9,901,621	10,125,654	10,354,167	11,887,250
Depreciation and amortisation	9,074,879	9,470,000	9,640,460	9,813,988	10,990,640	11,188,472	11,389,864	11,594,882	11,803,590	12,016,054	12,232,343
Other expenses	255,000	266,000	267,000	268,020	269,060	270,122	271,204	272,308	273,434	274,583	275,755
Total expenses from continuing operations	32,954,083	34,029,866	35,832,275	34,958,541	36,528,532	35,828,118	36,436,963	37,056,538	37,683,109	38,325,879	40,281,573
Operating result from continuing operations	5,342,999	413,479	(585,590)	763,941	(370,585)	946,012	1,005,100	1,066,817	1,135,163	1,201,209	300,508
Net operating result for the year	5,342,999	413,479	(585,590)	763,941	(370,585)	946,012	1,005,100	1,066,817	1,135,163	1,201,209	300,508
Net operating result before grants and contributions provided for capital purposes	2,795,478	(1,611,521)	(2,615,590)	(1,296,509)	(2,461,942)	(1,145,345)	(1,086,256)	(1,024,539)	(956,194)	(890,147)	(1,790,849)

Balance sheet

Balance sheet	Current year					Projected years					
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Assets											
Current assets											
Cash and cash equivalents	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Investments	12,370,672	9,581,758	20,658,436	11,595,937	6,063,349	6,474,987	6,788,892	7,239,959	7,855,777	8,684,715	8,675,246
Receivables	6,846,353	4,244,035	4,522,244	4,465,260	4,467,313	4,557,918	4,647,690	4,741,270	4,839,056	4,941,809	5,033,639
Inventories	4,083,170	4,062,550	4,094,137	3,632,966	3,705,625	3,323,360	3,398,955	3,476,061	3,554,710	3,634,932	4,173,136
Total current assets	24,300,195	18,888,343	30,274,817	20,694,163	15,236,287	15,356,265	15,835,537	16,457,291	17,249,543	18,261,456	18,882,021
Non-current assets											
Investments	3,549,937	2,749,619	5,928,226	3,327,616	1,739,962	1,858,088	1,948,167	2,077,607	2,254,325	2,492,200	2,489,483
Infrastructure, property, plant and equipment	377,524,732	383,974,826	388,334,366	399,520,378	404,529,739	403,341,267	401,951,403	400,356,522	398,552,932	396,536,878	394,304,535
Intangible assets	12,337,000	12,337,000	12,337,000	12,337,000	12,337,000	12,337,000	12,337,000	12,337,000	12,337,000	12,337,000	12,337,000
Total non-current assets	393,411,669	399,061,445	406,599,592	415,184,994	418,606,701	417,536,355	416,236,570	414,771,129	413,144,257	411,366,078	409,131,018
Total assets	417,711,864	417,949,788	436,874,410	435,879,158	433,842,988	432,892,620	432,072,107	431,228,420	430,393,800	429,627,534	428,013,039
Liabilities											
Current liabilities											
Payables	3,408,807	3,388,195	3,480,211	3,372,506	3,435,998	3,348,303	3,414,359	3,481,737	3,550,462	3,620,562	3,844,521
Borrowings	154,943	154,943	1,651,489	1,729,076	1,808,685	1,891,670	1,977,883	2,038,508	2,037,575	2,138,962	2,245,456
Employee benefit provisions	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000	3,942,000
Total current liabilities	7,505,750	7,485,138	9,073,700	9,043,582	9,186,682	9,181,972	9,334,242	9,462,245	9,530,038	9,701,524	10,031,977

Balance sheet	Current year					Projected years						
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Non-current liabilities												
Borrowings	1,705,114	1,550,171	19,471,822	17,742,746	15,934,061	14,042,391	12,064,508	10,026,000	7,988,425	5,849,463	3,604,007	
Total non-current liabilities	1,705,114	1,550,171	19,471,822	17,742,746	15,934,061	14,042,391	12,064,508	10,026,000	7,988,425	5,849,463	3,604,007	
Total liabilities	9,210,864	9,035,309	28,545,522	26,786,328	25,120,743	23,224,363	21,398,750	19,488,245	17,518,463	15,550,987	13,635,984	
Net assets	408,500,999	408,914,479	408,328,888	409,092,830	408,722,244	409,668,257	410,673,357	411,740,174	412,875,337	414,076,547	414,377,055	
Equity												
Retained earnings	166,192,999	166,606,479	166,020,888	166,784,830	166,414,244	167,360,257	168,365,357	169,432,174	170,567,337	171,768,547	172,069,055	
Revaluation reserves	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000	242,308,000	
Council equity interest	408,500,999	408,914,479	408,328,888	409,092,830	408,722,244	409,668,257	410,673,357	411,740,174	412,875,337	414,076,547	414,377,055	
Total equity	408,500,999	408,914,479	408,328,888	409,092,830	408,722,244	409,668,257	410,673,357	411,740,174	412,875,337	414,076,547	414,377,055	

Cash flow statement

Cash flows from operating activities	Current year					Projected years					
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Receipts											
Rates & Annual Charges	6,422,913	5,963,910	6,075,136	6,192,439	6,312,088	6,434,129	6,558,612	6,685,584	6,815,096	6,947,198	7,081,942
User Charges & Fees	24,747,170	24,849,154	25,210,406	25,714,414	26,228,503	26,752,873	27,287,730	27,833,285	28,389,751	28,957,346	29,536,292
Investment & Interest Revenue Received	1,330,224	1,431,494	1,312,050	1,466,705	1,171,867	1,043,931	1,046,433	1,044,327	1,041,857	1,038,659	1,383,389
Grants & Contributions	2,579,516	2,077,928	2,044,637	2,073,240	2,104,113	2,106,357	2,106,357	2,106,357	2,106,357	2,106,357	2,106,357
Other	622,836	2,642,605	343,000	349,760	356,756	364,015	371,296	378,722	386,296	394,022	401,902
Payments											
Employee Benefits & On-Costs	(12,054,625)	(12,593,651)	(13,278,906)	(13,642,087)	(13,919,123)	(14,197,506)	(14,481,456)	(14,771,085)	(15,066,507)	(15,367,837)	(15,675,194)
Materials & Contracts	(13,127,311)	(11,554,869)	(11,687,626)	(9,976,610)	(10,614,060)	(9,158,319)	(9,742,868)	(9,963,725)	(10,189,000)	(10,418,780)	(12,321,177)
Borrowing Costs	(103,886)	(98,589)	(952,952)	(873,728)	(785,971)	(697,007)	(603,926)	(507,940)	(405,050)	(304,185)	(201,797)
Other	(71,675)	(232,176)	(228,658)	(315,752)	(245,338)	(310,026)	(246,524)	(247,134)	(247,757)	(248,392)	(184,939)
Net cash provided (or used in) Operating Activities	10,345,162	12,485,806	8,837,088	10,988,381	10,608,834	12,338,449	12,295,654	12,558,390	12,831,044	13,104,388	12,126,776
Cash Flows from Investing Activities											
Receipts											
Sale of Investment Securities	10,079,391	3,589,231	-	11,663,109	7,120,242	-	-	-	-	-	12,186
Payments											
Purchase of Investment Securities	-	-	(14,255,284)	-	-	(529,764)	(403,984)	(580,507)	(792,536)	(1,066,813)	-
Purchase of Infrastructure, Property, Plant & Equipment	(22,573,611)	(15,920,094)	(14,000,000)	(21,000,000)	(16,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) Investing Activities	(12,494,220)	(12,330,863)	(28,255,284)	(9,336,892)	(8,879,758)	(10,529,764)	(10,403,984)	(10,580,507)	(10,792,536)	(11,066,813)	(9,987,814)

Cash flows from operating activities	Current year					Projected years					
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash flows from Financing Activities											
Receipts											
Proceeds from Borrowings & Advances	-	-	21,000,000	-	-	-	-	-	-	-	-
Payments											
Repayment of Borrowings & Advances	(154,943)	(154,943)	(1,581,804)	(1,651,489)	(1,729,076)	(1,808,685)	(1,891,670)	(1,977,883)	(2,038,508)	(2,037,575)	(2,138,962)
Net cash flow provided (used in) Financing Activities	(154,943)	(154,943)	19,418,196	(1,651,489)	(1,729,076)	(1,808,685)	(1,891,670)	(1,977,883)	(2,038,508)	(2,037,575)	(2,138,962)
Net increase/(decrease) in cash & cash equivalents	(2,304,000)	-	-	-	-	-	-	-	-	-	-
Plus: Cash & cash equivalents - beginning of year	3,304,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Cash & cash equivalents - end of the year	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Cash & Cash Equivalents - end of the year	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Investments - end of the year	15,920,609	12,331,378	26,586,662	14,923,553	7,803,311	8,333,075	8,737,059	9,317,566	10,110,102	11,176,915	11,164,729
Cash, cash equivalents & investments - end of the year	16,920,609	13,331,378	27,586,662	15,923,553	8,803,311	9,333,075	9,737,059	10,317,566	11,110,102	12,176,915	12,164,729
Representing											
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	8,424,000	8,424,001	8,424,001	8,424,002	8,424,002	8,424,003	8,424,003	8,424,004	8,424,004	8,424,005	8,424,005
- Unrestricted	8,496,608	4,907,377	19,162,661	7,499,551	379,309	909,072	1,313,056	1,893,563	2,686,098	3,752,911	3,740,724
	16,920,609	13,331,378	27,586,662	15,923,553	8,803,311	9,333,075	9,737,059	10,317,566	11,110,102	12,176,915	12,164,729



R11 Determination of fees for Board Members, Chairperson and ARIC members

Organisational Area Corporate Services

Author Emily Tonacia, Director Corporate Services

Summary The Local Government Remuneration Tribunal has determined a 3.75% increase in fees for Board Members from 1 July 2024. In line with previous years, this report recommends increasing board member and chairperson fees for both the board, and the Audit, Risk & Improvement Committee (ARIC) also in line with the determination amount.

RECOMMENDATION that Council:

- Approve a 3.75% increase in board member and chairperson fees for the 2024/25 financial year in line with the determination made by the Local Government Remuneration Tribunal.
- Approve a 3.75% increase in ARIC member and chairperson fees for the 2024/25 financial year.
- Receive a report in June 2025 for the newly elected board to resolve the basis of annual increase for ARIC Chairperson and member fees.

Report

The Local Government Remuneration Tribunal (the Tribunal) handed down its 2024 Annual Report and Determination on the fees payable to councillors and mayors (or in Riverina Water's case, board members, and chairperson) on 29 April 2024.

The Tribunal has granted a 3.75% increase in the fees payable to councillors and mayors. The increase will take effect on and from 1 July 2024, with the determined amounts for County Councils to be as follows:

Councillor/Member Annual Fee (\$) effective 1 July 2024

Category	Minimum	Maximum
Water	\$2,030	\$11,280

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2024

Category	Minimum	Maximum
Water	\$4,360	\$18,520

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

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

Accordingly, the annual fees for the Riverina Water board members for 2024/25 will be \$11,280 per member, and for the board chair \$29,800 (\$11,280 plus \$18,520).

Audit, Risk & Improvement Committee

Previous practice has been for Audit Risk & Improvement Committee (ARIC) fees to be increased in line with the determination for board members and chair each year.

Accordingly, the fees for ARIC members will increase to \$756.90 per meeting (\$3,784.50 per annum based on 5 meetings per year). For the chair, the fee will increase to \$1015.19 per meeting (\$5,075.95 per annum based on 5 meetings per year).

Travel by vehicle will be set at 85 cents per km (or as determined by the Taxation Office) and reasonable accommodation will be paid as determined by the CEO on receipt of an invoice.

It is suggested that a review of the ARIC fees be conducted by management prior to the appointment of a new Chair (1 July 2025) and the methodology that will be used to determine annual increase in ARIC fees be determined by the Board at its June 2025 meeting.

Strategic Alignment

Not applicable.

Financial Implications

The recommended increase in fees has been accommodated in the 2024-25 Operational Plan.

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.

R12 Role of the Chairperson and Board Members during the Election Caretaker Period

Organisational Area Chief Executive Officer

Author Melissa Vincent, Executive Assistant

Summary The Office of Local Government (OLG) has prepared a *Pre-election guide for councils*. The guide provides comprehensive guidance to Councils on the rules, restrictions and other considerations that apply to the decisions of Councils and the way they exercise their functions in the lead up to the election.

RECOMMENDATION that Council:

- a) Receive and note the report
- b) Note that a further report will be submitted to the August meeting to assign delegated authority in the period following the election until a Chairperson is elected at the first meeting of the new Board
- c) Note that a further report will be submitted to the August 2024 meeting with a view to rescheduling the October 2024 ordinary meeting of the Board.

Report

The OLG has prepared a *Pre-election guide for councils*. The guide provides comprehensive guidance to Councils on the rules, restrictions and other considerations that apply to the decisions of Councils and the way they exercise their functions in the lead up to the election. A copy of the guide can be downloaded from the OLG website [here](#).

Of note are the following matters which are brought to the Board's attention:

The use of Council resources for election purposes

The rules governing the use of council resources for election purposes are prescribed under the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct). The main obligations under this are:

- Clause 8.17: this provides that council resources (including council staff), property or facilities must not be used for the purpose of assisting anyone's election campaign unless the resources, property or facilities are otherwise available for use or hire by the public and any publicly advertised fee is paid for use of the resources, property or facility.

- Clause 8.18: this provides that council letterhead, council crests, council email or social media or other information that could give the appearance it is official council material, must not be used for the purpose of assisting anyone's election campaign.

Riverina Water resources include council ICT facilities (phones, social media sites, email addresses), intellectual property, staff and council facilities.

Council publications during the 'regulated period'

There are strict rules to ensure voters are not misled about the information candidates and their supporters can publish or distribute.

These rules are applicable during what is known as 'regulated period' which starts when the electoral rolls close 40 days before the election and ends on election day. The 'regulated period' commences on Friday 16 August 2024.

The key requirement is that all 'electoral material' published or distributed during the 'regulated period' must contain the name and address of the person who authorised the material and the name and address of the printer.

Attendance at Community Events

The Chairperson and Board Members will continue to need to exercise their official functions in the lead up to the election. This is both permissible and appropriate.

The Chairperson or Board Members who are candidates may continue to attend or preside over Riverina Water arranged or community events in the lead up to the election in an official capacity.

However, the Chairperson or Board Members who are candidates must not use Riverina Water arranged events they attend in an official capacity to actively campaign for re-election.

Media comments by Chairperson or Board Members prior to election

There is nothing preventing the Chairperson or Board Members who are candidates from offering media comment, provided comment is not made in an advertisement, newspaper column or a radio or television broadcast paid for, produced by Riverina Water or made with Riverina Water resources.

When making media or any other public comment, the Chairperson or Board Members should continue to comply with the Riverina Water's adopted media policy.

Caretaker restrictions in the 4 weeks preceding election day

Under the *Local Government (General) Regulation 2005 (s393B)*, Riverina Water is required to assume a 'caretaker' role in the four (4) weeks prior to election day.

The caretaker period commences on Friday 16 August 2024 and ends on Saturday 14 September 2024.

During the caretaker period, Riverina Water, the Chief Executive Officer (CEO) and other delegates of Riverina Water must not exercise the following functions:

- Enter into any contract or undertaking involving expenditure or receipt by Riverina Water of an amount equal to or greater than \$150,000 or 1% of Riverina Water's revenue from rates and charges in the preceding financial year (whichever is the larger).
- Determine 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; or
- Appoint or reappoint Riverina Water's CEO (except for temporary appointments).

'Controversial development application' means a development application for designated development under section 4.10 of the *Environmental Planning and Assessment Act 1979* for which at least 25 persons have made submissions during community consultation.

Planning for the first meeting of the new council following election

Postal votes for the elections may be received up to 13 days after the election, meaning that the election results for the four constituent Councils are not likely to be declared before Monday 30 September 2024.

At each of the first meetings of the four constituent Councils post the election, the nominations for Councillors to be appointed (elected) to Riverina Water's board will be voted on. Riverina Water has tentatively scheduled its first meeting for Thursday 24 October 2024. A separate report will be presented to the August 2024 meeting with a view to rescheduling the October 2024 ordinary meeting of the Board to a later date to accommodate the first meetings of the four constituent councils.

Delegations during the election period

Under the *Local Government Act*, all current Board Members and Chairperson elected by the Board Members cease to hold their civic offices on election day Saturday 14 September 2024.

This means that Riverina Water will be without a governing body from 14 September 2024 until the election of delegates from the four constituent councils at the first meeting of the new councils.

Prior to the election, Riverina Water should ensure that appropriate delegations are in place for the CEO so that the CEO can continue to exercise the functions of Riverina Water as required between election day and the first meeting of the Board following the election.

There is nothing to prevent Riverina Water from authorising the CEO to exercise the civic and ceremonial functions normally exercised by the Chairperson during this time.

Strategic Alignment

Our Business

Improve our operations to future proof our business

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.

R13 Lost Time Injury Statistics July 2023 - 14 June 2024

Organisational Area Chief Executive Officer

Author Gabrielle Calverley, WHS Coordinator

Summary This report presents information on Lost Time Injury statistics for the period 1 July 2023 to 14 June 2024 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 March 2024.

Report

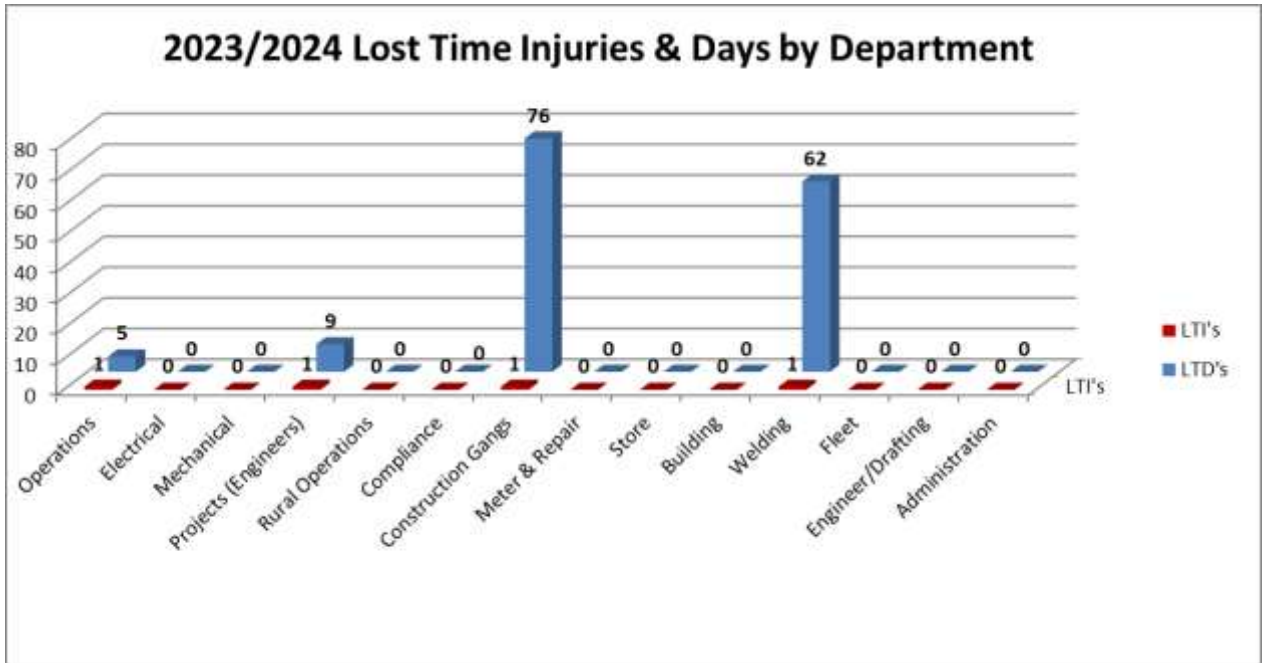
Date of Injury	Claim Status	Return to Work Date	Lost Time Injury (Days off work)	No of Days Lost (Premium impacting)
6/05/2024	OPEN	20/05/2024	9	9
16/10/2022	OPEN	UNFIT Worker is currently still recovering from shoulder surgery	76	76
25/05/2023	OPEN	7/07/2023	62	62
Total			147	147

Other WHS Statistics for the financial year:

Lost Time Days (LTD's) - **147 days**

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

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



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. The higher than usual number of days lost will impact adversely on the premium for 2024/25. The premium renewal amount will be advised to management just prior to the Board meeting and this information will be provided to the Board at the meeting.

Workforce Implications

Nil

Risk Considerations

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

R14 Local Government NSW - 2024 Water Management Conference

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary Arrangements are being put in place for representatives from Riverina Water to attend the 2024 Water Management Conference and this report provides the conference program and an update on those arrangements. The conference will be held in Goulburn on 23-25 July 2024.

RECOMMENDATION that:

- a) Riverina Water be represented at the Local Government New South Wales 2024 Water Management Conference
- b) The Chairman or his nominee attend as a voting delegate
- c) Nominations of other Board Members to attend be called
- d) The Chief Executive Officer and Manager Operations or their nominees attend as observers

Report

The Local Government New South Wales Water Management Committee has advised that the 2024 Conference will be held in Goulburn on 23-25 July 2024, hosted by Goulburn Mulwaree Council.

The draft Program is [linked](#) to this report. Registration for the conference have opened and it is expected registrations will be taken up until a fortnight before the conference.

Chairperson Koschel is unable to attend the conference this year and no other board members have yet expressed interest in attending. Riverina Water's Constituent Councils usually attend as the conference considers sewerage related matters as well as potable water matters.

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

The 2023 conference was held in Parkes in June with board members Driscoll, Meyer OAM and Henderson as well as the CEO, Director Engineering and Manager Operations attending as Council's delegates.

Accommodation has been secured for two registered delegates to attend in addition to the CEO and Manager Operations. This can be increased (or cancelled) should more Board Members express interest in attending or should no Board Members attend.

The purpose of this report is to lock in names for up to a further two elected representatives to attend. Representatives will drive to Goulburn on the afternoon of Tuesday 23 July 2024 and return at the conclusion of conference on the afternoon of Thursday 25 July 2024.

Strategic Alignment

Our Business

Collaborate and share our knowledge with other organisations

Financial Implications

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

Workforce Implications

Nil

Risk Considerations

Environmental Influences	
Avoid	Riverina Water will avoid risks that negatively impact the environment. Riverina Water will ensure that successful delivery is achievable without negative environmental impacts.

R15 Local Government NSW Annual Conference

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary The Local Government NSW Annual Conference is being held at Tamworth Regional Entertainment and Conference Centre from Sunday 17 November to Tuesday 19 November 2024 and this report recommends the appointment of the Chairperson as Council's voting delegate at the conference.

RECOMMENDATION that Council:

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

Report

The Local Government NSW (LGNSW) Annual Conference will be held at Tamworth Regional Entertainment and Conference Centre from Sunday 17 November to Tuesday 19 November 2024. The Conference includes the debate and resolution of motions setting the LGNSW advocacy agenda for the ensuing twelve-month period.

Motions for the Conference will close on Thursday 15 August 2024. Any motion to the conference would need to be discussed and endorsed at this meeting of the Board.

The 2023 Conference was held at the Rosehill Racecourse in November 2023, and Council was represented at that Conference via the attendance of the CEO (observer), together with Board Members Koschel and Henderson.

Provided in this [link](#) is the draft 2024 LGNSW Annual Conference Program.

As is past practice, Council will invite councillors and senior staff from the four constituent Councils to a dinner on the night that the conference dinner is not held. The local government elections will be held on the 14 September 2024 and the results of those elections will impact both the composition of the incoming Board, including the positions of Chairperson and Deputy Chairperson.

The first meeting of the incoming Board has been set at 24 October 2024 and a further report will be presented to that meeting to determine who will attend the conference.

Reservations for accommodation for up to four representatives to attend have been made. In accordance with the rules of the Association, Council can nominate one voting delegate to the conference, usually the Chairperson or their delegate.

The Business Paper for the Conference, including motions, will be forwarded to members at least one week prior to the Conference.

Financial Implications

The costs of being represented at the conference will be funded from the travelling expenses budget for 2024/25 and are expected to be \$3000 per attendee

Risk Considerations

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

R16 Acting Chief Executive Officer for 1 July 2024 - 30 June 2025

Organisational Area Chief Executive Officer

Author Andrew Crakanthorp, Chief Executive Officer

Summary This report concerns the appointment of an Acting Chief Executive Officer in instances where the Chief Executive Officer is absent anytime during the period 1 July 2024 – 30 June 2025.

RECOMMENDATION that:

- a) The Board appoints the Director Engineering to act in the role of Chief Executive Officer when the Chief Executive Officer is absent between 1 July and 30 September 2024;
- b) The Board appoints the Director Corporate Services to act in the role of Chief Executive Officer when the Chief Executive Officer is absent between 1 October and 31 December 2024;
- c) The Board appoints the Director Engineering to act in the role of Chief Executive Officer when the Chief Executive Officer is absent between 1 January and 31 March 2025;
- d) The Board appoints the Director Corporate Services to act in the role of Chief Executive Officer when the Chief Executive Officer is absent between 1 April and 30 June 2025.
- e) In the event a Director acting in the role of Chief Executive Officer is absent, the other Director act in the role of Chief Executive Officer.

Report

Sections 351 and 377 of the *Local Government Act 1993* (the Act) restrict the power to appoint an Acting Chief Executive Officer to the elected Board.

In order to ensure compliance with the Act and avoid the need for an extraordinary meeting or use of the Chairperson's emergency powers, it is recommended that the Board provide a resolution to cover temporary appoints to the position of Chief Executive Officer in the event that the Chief Executive Officer is absent.

Section 351 of the Act assigns the power to appoint an Acting Chief Executive Officer to the elected Board. Specifically, subsection 351(1) differentiates between the role of Board to appoint an Acting Chief Executive Officer and the role of the Chief Executive Officer to appoint temporarily to any other position. Furthermore, Section 377(1)(a) of the Act prohibits the Board from delegating the power to appoint a Chief Executive Officer.

The two most senior positions at Riverina Water other than the Chief Executive Officer are the Director Engineering and Director Corporate Services. It is logical that these two officers rotate in filling the role of Acting Chief Executive Officer.

Strategic Alignment

Our Business

Attract, retain and develop our people

Financial Implications

Costs associated with appointing an Acting CEO are included in the 2024/25 Operational Plan

Workforce Implications

Having staff act in the role of CEO provides an opportunity for career development and potential succession planning.

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.

R17 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.

› **R17.1 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: Wednesday, 19 June
2024 4:15:14 PM**

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

22/183	RESOLVED: On the Motion of Councillors D Meyer OAM and T Quinn			
That Council:				
<ul style="list-style-type: none"> (a) proceed with the compulsory acquisition of the land described as 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991; and (b) make an application to the Minister and the Governor for approval to acquire 4376 Olympic Highway, The Rock, NSW (part Lot 1 in Deposited Plan 596611), for the purpose of the construction of the Rock Reservoir and associated access in accordance with Section 186(1) of the Local Government Act 1993 (c) upon acquisition, classify the land as operational land in accordance with the Local Government Act. (d) Delegate authority to the CEO to sign all documents relating to the compulsory acquisition and pay requisite compensation for the land. 				
				CARRIED

Notes For Action

07 Dec 2022 9:50am Vincent, Melissa

The acquisition process continues as planned.

14 Feb 2023 11:20am Vincent, Melissa

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

08 Jun 2023 3:18pm Vincent, Melissa

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

19 Jun 2024 4:10pm Vincent, Melissa

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

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

11 Apr 2024 11:08am Vincent, Melissa

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

19 Jun 2024 4:11pm Vincent, Melissa

A workshop to update the Board on the risk assessment framework is being held on 27 June 2024

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

24/022	RESOLVED: On the Motion of Councillors G Driscoll and G Davies			
That the Board receive and note the report and authorise the CEO to continue to progress the matter with the aim of presenting a report to the August meeting of the Board.				
				CARRIED

Notes For Action

11 Apr 2024 11:10am Vincent, Melissa

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

19 Jun 2024 4:12pm Vincent, Melissa

OUTSTANDING ACTIONS REPORT

**Printed: Wednesday, 19 June
2024 4:15:14 PM**

Meeting	Date	Officer	Title	Target
A workshop on this matter is scheduled for 27 June 2024				

Meeting	Date	Officer	Title	Target
Board Meeting 18/04/2024	18/04/2024	Crakanthorp, Andrew	LGNSW Rural & Regional Summit	2/05/2024
Resolution				

24/038 RESOLVED:
On the Motion of Councillors G Driscoll and J McKinnon

That the Board note the attendance of Councillors Quinn and Bourke respectively at the Summit noting also that they will bring a report back to a future meeting of the Board on any matters discussed as they are relevant to Riverina Water.

CARRIED

Notes For Action

Meeting	Date	Officer	Title	Target
Board Meeting 18/04/2024	18/04/2024	Bruce, Robert	Remediation of Wagga Wagga High School farmland and filling of the Riverina Water 10 megalitre former reservoir	2/05/2024
Resolution				

24/048 RESOLVED:
On the Motion of Councillors M Henderson and G Davies

That Board:

- a) Accept the tender from Huon Contractors (NSW) Pty Ltd.
- b) Delegate authority to the Chief Executive Officer to sign Contract W318 with Huon Contractors (NSW) Pty Ltd for Remediation of Wagga Wagga High School Farmland and Filling of the former 10MG Reservoir for \$907,736 ex GST.
- c) Authorise the affixing of Riverina Water's Common Seal to all relevant documents as required.

CARRIED

Notes For Action

19 Jun 2024 4:13pm Vincent, Melissa
The contract has been executed and works on the site have commenced.

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

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

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

CARRIED

Notes For Action

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

R18 Works Report covering April 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 30th April 2024.

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

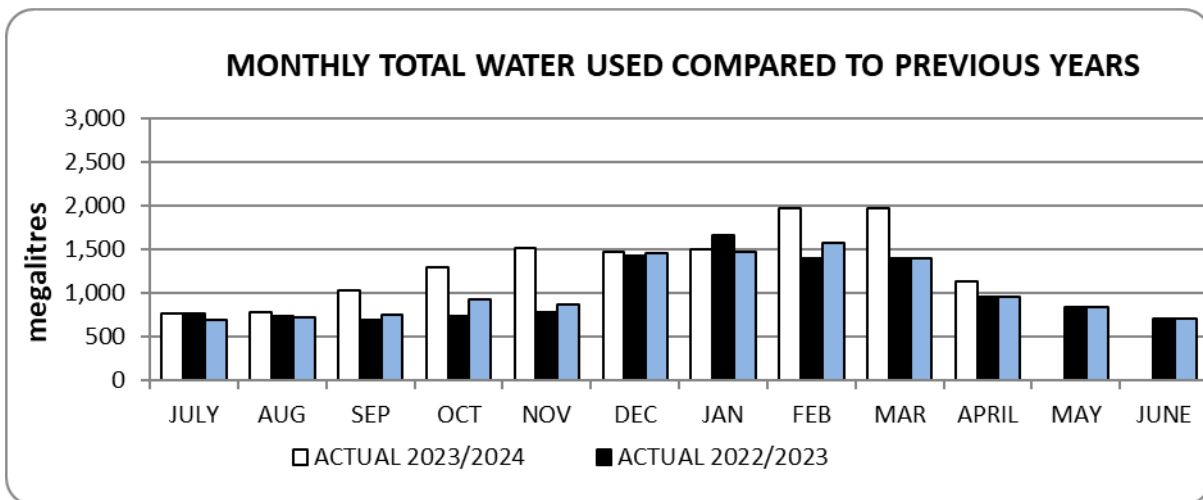
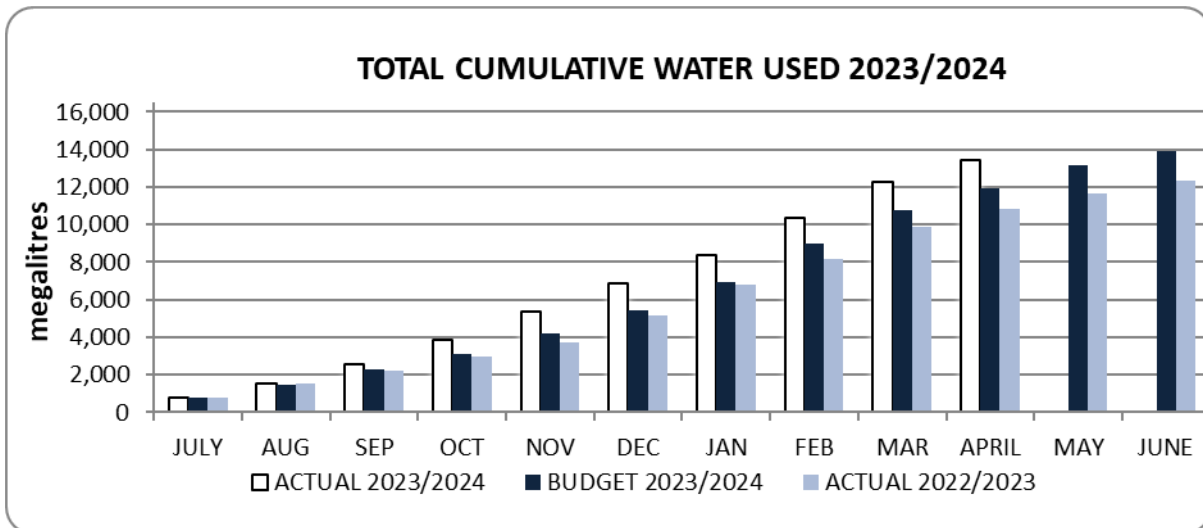
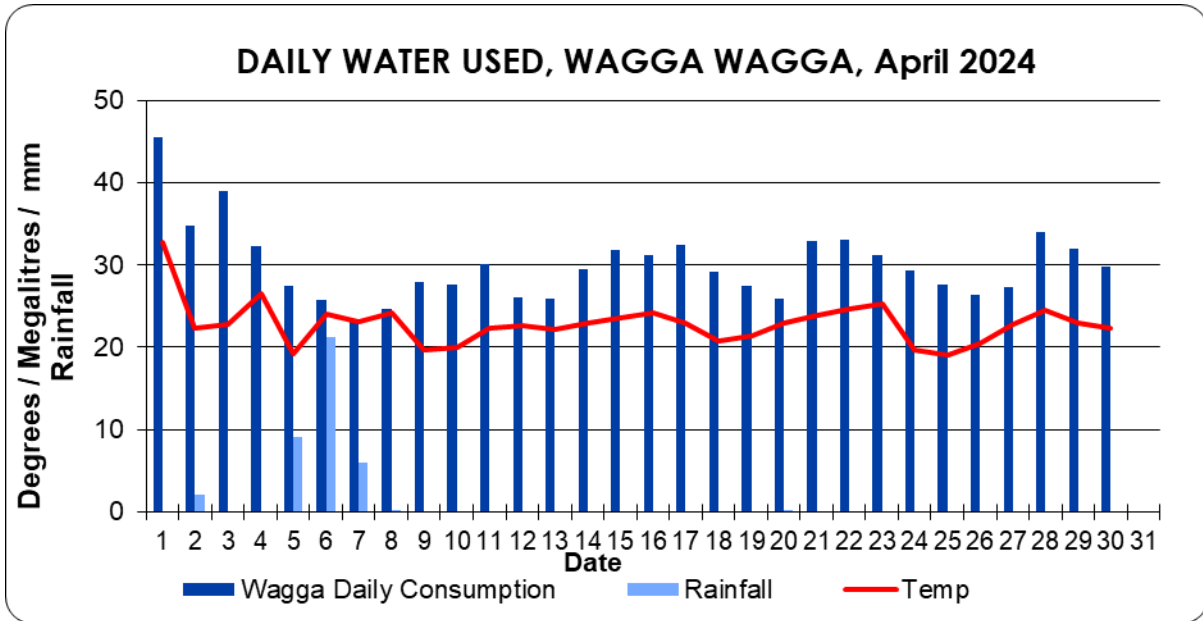
Report

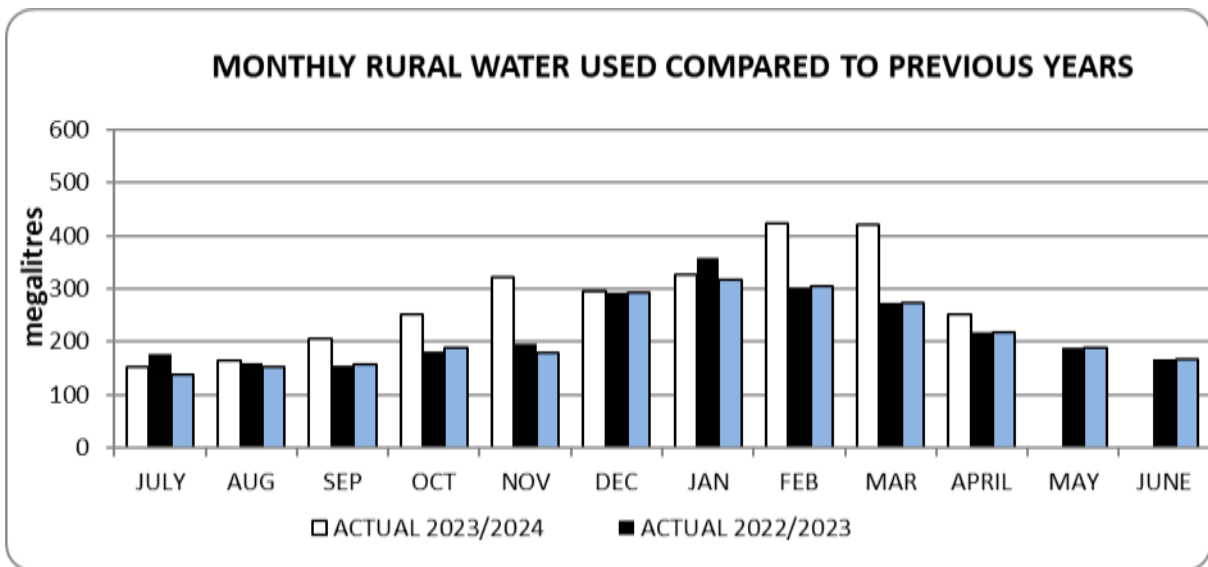
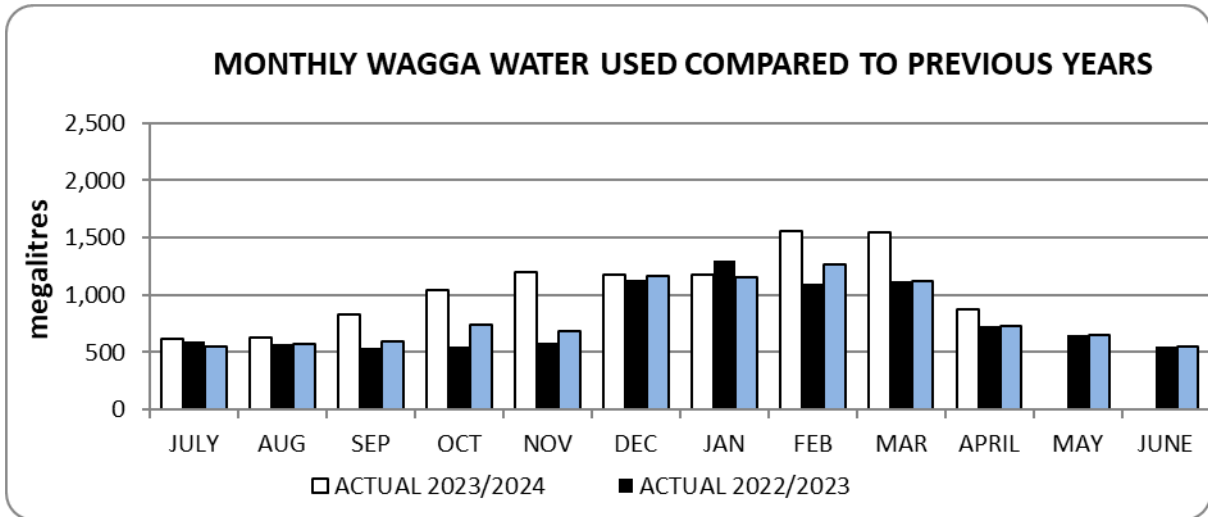
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 30th of April 2024.

Water Sourced and Used

	2022	2023	2024
Rainfall	52.6	49.2	38.6
Wet days	9	8	6
Water Sourced April 2024 (MI)			
North Wagga bores	192.54	0.00	227.77
West Wagga bores	93.08	112.05	111.98
East Wagga bores	256.54	0.00	146.27
Murrumbidgee River	354.04	764.75	576.51
Sub Total	896.20	876.80	1,062.53
Bulgary bores	33.08	6.23	50.41
Urana source	0.00	0.00	0.00
Ralvona bores	20.03	15.31	19.40
Walla Walla bores	9.06	0.00	4.99
Goldenfields Water Supply System	2.84	2.15	4.94
Sub Total	65.01	23.69	79.74
Woomargama	1.03	0.74	1.21
Humula	0.36	0.35	0.44
Tarcutta	4.17	2.92	3.93
Oura	2.36	2.37	3.76

	2022	2023	2024
Walbundrie / Rand	2.92	2.87	3.73
Morundah	0.47	0.49	1.06
Collingullie	4.83	4.25	7.49
Sub Total	16.12	13.99	21.62
Totals	977.33	914.48	1,163.89
Water used April 2024 (MI)			
East Bomen	24.76	22.75	21.80
Estella	69.33	97.49	91.02
North Wagga	64.94	51.08	96.87
Wagga Wagga – low level	123.54	127.02	94.51
Wagga Wagga – high level	385.04	338.99	511.72
Wagga Wagga – Bellevue level	66.62	53.91	62.27
Sub Total	734.23	691.24	878.19
Ladysmith system	5.22	3.03	8.26
Brucedale scheme	23.30	17.62	22.56
Currawarna scheme	16.16	15.31	13.49
Rural Southern trunk main system	103.0	82.44	121.28
Rural Western trunk main system	33.50	35.68	52.06
Sub Total	181.17	154.08	217.65
Holbrook	20.08	15.38	19.44
Woomargama	1.03	0.74	1.21
Humula	0.36	0.35	0.44
Tarcutta	3.99	2.89	3.91
Oura	2.34	2.37	3.76
Walbundrie / Rand	2.92	2.87	3.73
Morundah	0.43	0.48	0.99
Collingullie	4.43	4.05	7.02
Sub Total	35.58	29.13	40.50
Totals	950.98	874.45	1,136.34





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	9	4	3	12		9				77	2	2
Wagga Wagga		2		2		3				14		
Forest Hill				2						3		
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						4		
Koorinal				1		2				11		
Turvey Park	1	1								3		
Lake Albert	1			1		2				13	2	
Ashmont			1							5		
Tolland				1						2		
Mt Austin				2		1				2		
Bourkelands										2		1
Tatton	2			1						2		
Glenfield						1				10		1
Lloyd										1		
Springvale			1							1		
East Wagga		1								3		
Gobbagombalin	1											
Gumly Gumly	4									1		
Brucedale										2		
Currawarna					2							
Oura	2									2		
San Isidore										1		
Tarcutta										1		
Bulgary				2								
Collingullie				1						1	1	
French Park				1						1		
Lockhart	1					2					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
Mangoplah				1								
Pleasant Hills				1								
The Rock										1		
Culcairn				1								
Henty	1											
Holbrook			2	2		1				2		
Walla Walla				1						1		
Woomargama											1	
Boree Creek										1		
Morundah				1								
Urana	1									1		
TOTAL	14	4	5	23	2	12	0	0	0	91	5	2

Water System Repairs

Wagga Wagga							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
1/4/2024	Forest Hill	150AC	Pipe failure (not specified)	No		20	20
3/4/2024	Wagga Wagga	220 CI	Pipe failure (not specified)	No		0	30
5/4/2024	Lake Albert	150 AC	Pipe failure – ground movement	No		0	15
7/4/2024	Glenfield Park	150 BPVC	Pipe failure (not specified)	Yes		0	5
11/4/2024	Forest Hill	100 BPVC	T/Band Broken/Leaking	No		12	5

14/4/2024	Gobbagombalin	100 BPVC	Pipe failure (not specified)	No		13	10
18/4/2024	Wagga Wagga	50 PVC	Pipe failure (not specified)	Yes		0	10
22/4/2024	Forest Hill	50 PVC	Accidental Damage	Yes		0	10
26/4/2024	Forest Hill	100 AC	Leaking SS clamp	Yes		0	5
30/4/2024	Ashmont	100 AC	Pipe failure – round split	Yes		0	5

Rural							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
4/4/2024	Pleasant Hills	63 PE	Pipe failure – ground movement	Yes		0	10
9/4/2024	Oaklands	150 BPVC	Pipe failure – ground movement	Yes		0	67
9/4/2024	Morven	150 BPVC	Pipe failure – ground movement	No		9	102
11/4/2024	The Rock	63 PE	Pipe failure – ground movement	No		4	12
12/4/2024	Ralvona	50 PVC	Pipe failure – long split	Yes		0	5
19/4/2024	Bidgeemia	63 PE	Pipe failure – ground movement	Yes		0	9
21/4/2024	Bidgeemia	63 PE	Pipe failure – ground movement	Yes		0	8
22/4/2024	Holbrook	100 AC	Pipe failure – ground movement	Yes		0	8
26/4/2024	Culcairn	100 AC	Leaking collar or joint	No		0	10
26/4/2024	Culcairn	100 AC	Pipe failure – round split	Yes		0	10
26/4/2024	Ladysmith	80 PVC	Pipe failure – round split	Yes		0	10
29/4/2024	The Rock	40 PE	Leaking collar or joint	Yes		0	5
30/4/2024	Pleasant Hills	63 PE	Pipe failure – ground movement	Yes		0	10

30/4/2024	Lockhart	100 AC	Leaking collar or joint	No		0	12
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Water Quality Complaints

Date	Town	Request details	Action Taken
12.04.24	Currawarna	Water tastes foul with strong chlorine taste in past month. The shower water has an off odour and feels different.	Water tested at meter Free Cl: 1.18 mg/L, Total Cl: 1.21 mg/L meets ADWG. Cleaning tap filters was recommended. Customer happy

New water mains laid

Location	63	100		150		200		300	450
	PE	OPVC	DICL	OPVC	DICL	OPVC	DICL	OPVC	DICL
Boree to Morundah				40m					
Harris Rd Stage 5					40m				
Brunslea Park Estate				1030m					

Replacement of Existing Mains

Location	50	63	100		150	150	200	300		375
	PE	OPVC	DICL	OPVC	DICL	OPVC	OPVC	OPVC	DICL	DICL
Thorne St			26m				148m			

Other Construction

Location or Project	Work done
Wagga WTP	Installation of New Raw Water Pump
Wagga WTP	High- & Low-Level Pump Service
Collingullie Bores	Head Plate Manufacturing
Morundah WTP	Soda Ash Pump Replacement
Morundah Pipeline	Air Valve Plates Machined
100m fire service	7 Hovell St
Boree to Morundah	Locations and site preparation

Major Repairs / Overhauls

Facility	Work done
Nil	

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	187
Estella Farrer Road	103
Forest Hill Elizabeth Avenue	15
Glenfield Red Hill Road	100
Henty Olympic Way	14
Holbrook Millswood Road	29
Lake Albert Plumpton Road	166
Lockhart Napier Road	86
Pleasant Hills Manson Street	10
The Rock	57
Urana Federation Way	85
Walla Walla Short St	7
Woomargama Murray Street	19
Yerong Creek Finlayson Street	52

Fleet Disposals

Vehicle No	Description	Vehicle Type	Make & Model	Year	KMs	Method	Price (ex GST)
88	Portable Welders Trailer	Trailer	N/A	1983	N/A	Pickles	\$576.82

Fleet Acquisitions

Vehicle No	Tenders received	Accepted Tenderer	Vehicle type	Make/Model	Price ex GST
460			Ute	Isuzu Dmax LSU	\$50,166.90

479			Ute	Toyota Hilux SR5	\$52,619.93
477			Truck	Hino Tipper	\$229,471.18
468			Hydro Vac	DCS Hino	\$520,000
485			Plant Trailer	Victorian Trailers	\$9,900

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.

R19 Works Report covering May 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 May 2024.

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

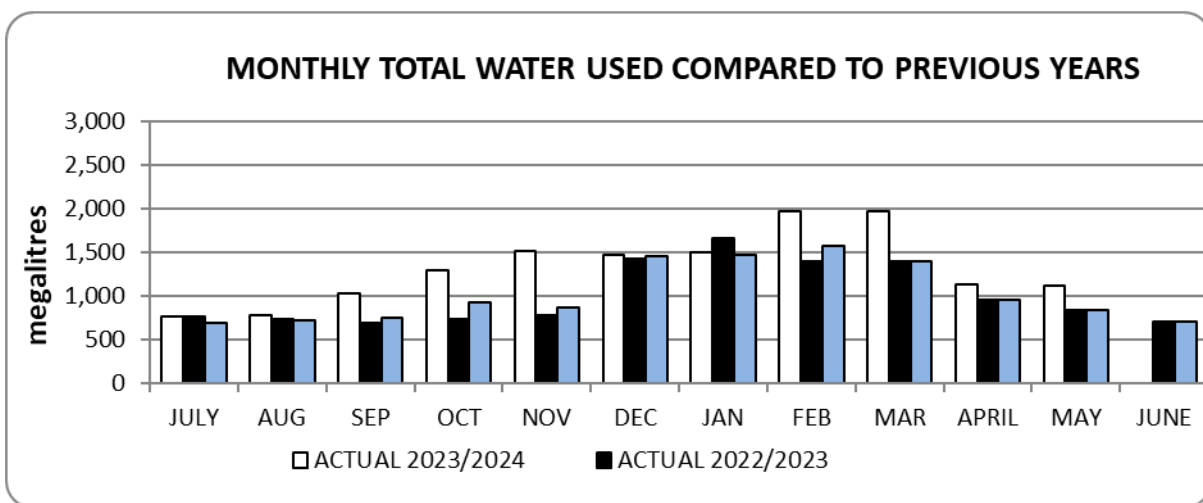
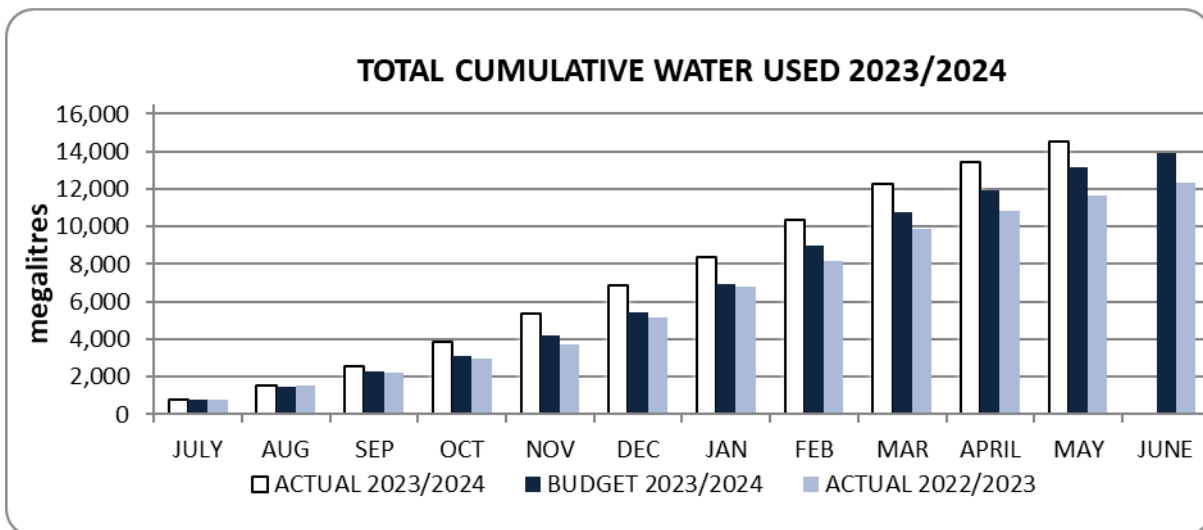
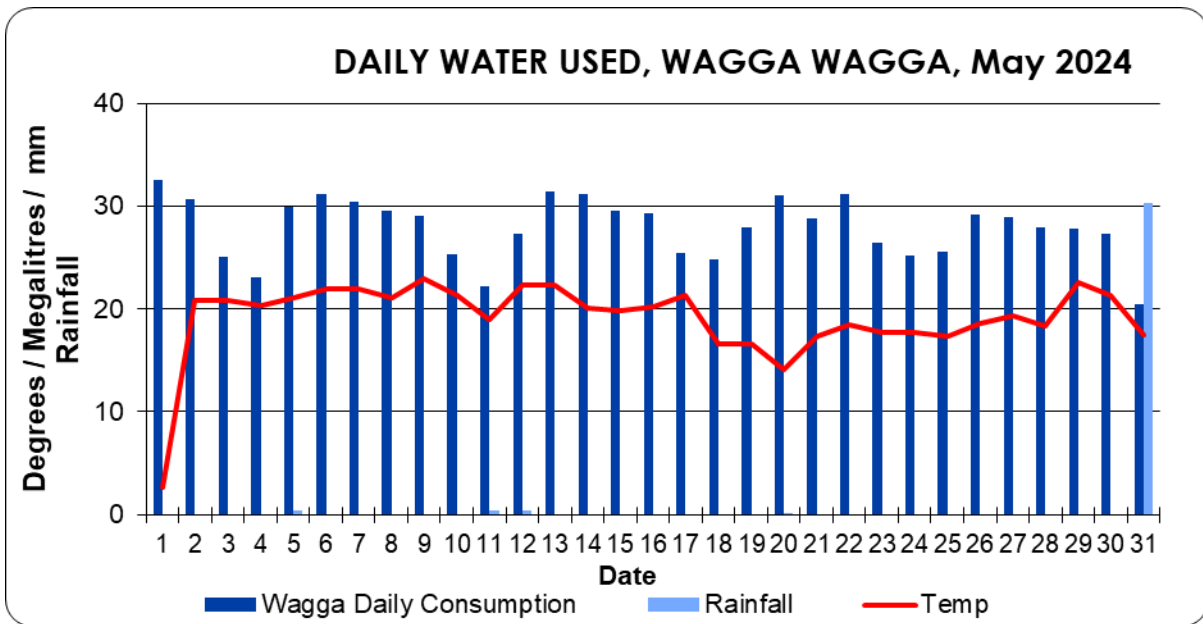
Report

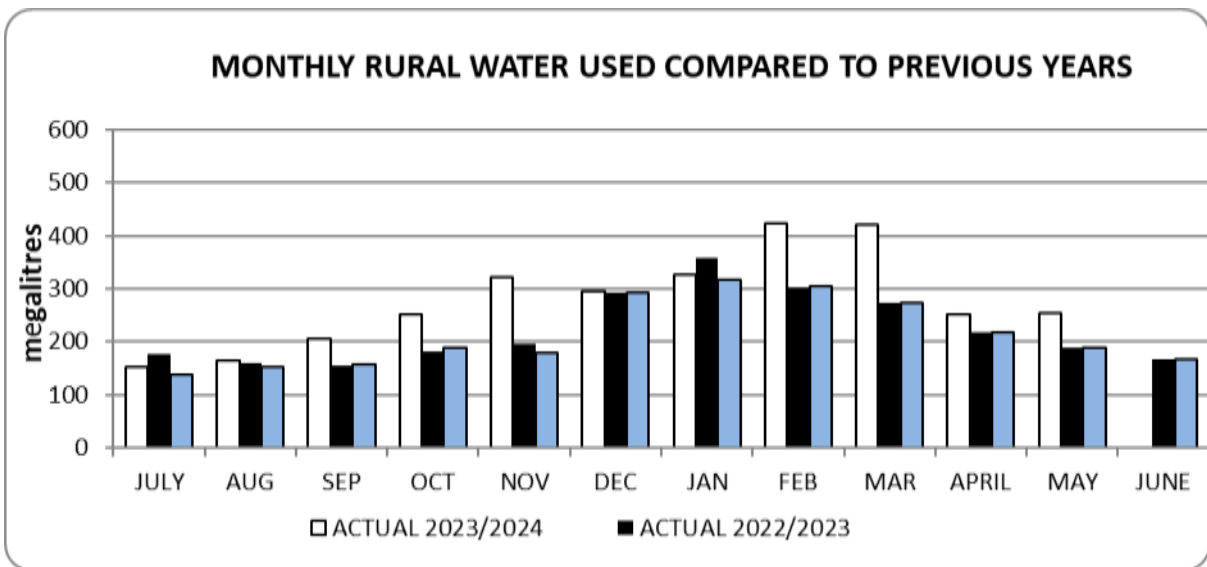
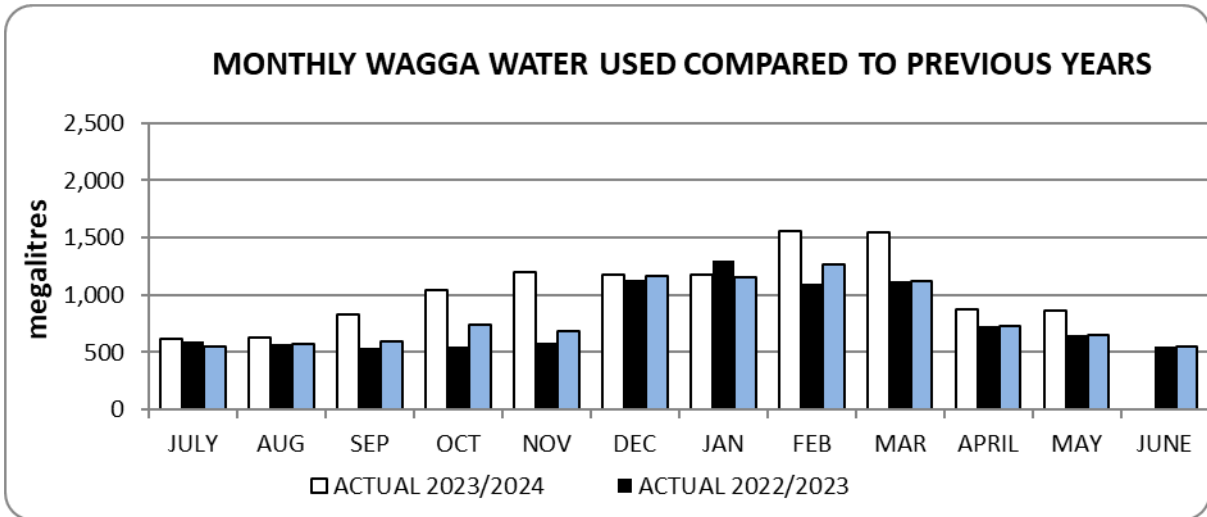
This report provides an overview of water usage, connections, maintenance and water quality matters from the 1st to the 31st May 2024.

Water Sourced and Used

	2022	2023	2024
Rainfall	53.0	25.8	31.8
Wet days	10	11	5
Water Sourced May 2024 (MI)			
North Wagga bores	184.23	0.00	231.16
West Wagga bores	84.70	115.62	118.06
East Wagga bores	149.63	0.00	216.88
Murrumbidgee River	372.59	728.54	477.70
Sub Total	791.15	844.16	1,043.80
Bulgary bores	31.16	0.00	48.52
Urana source	0.00	0.00	0.00
Ralvona bores	22.46	16.83	0.00
Walla Walla bores	0.00	0.00	2.27
Goldenfields Water Supply System	1.57	1.91	2.10
Sub Total	55.19	18.74	52.89
Woomargama	1.04	0.95	0.89
Humula	0.39	0.39	0.60
Tarcutta	4.88	2.80	3.91
Oura	2.26	1.78	4.30

	2022	2023	2024
Walbundrie / Rand	3.35	4.32	4.05
Morundah	0.50	0.48	0.32
Collingullie	4.29	4.17	8.40
Sub Total	16.71	14.89	22.47
Totals	863.05	877.79	1,119.16
Water used May 2024 (MI)			
East Bomen	20.07	14.74	23.18
Estella	72.49	81.57	93.95
North Wagga	67.60	93.72	91.75
Wagga Wagga – low level	114.04	108.90	90.13
Wagga Wagga – high level	339.60	320.36	492.18
Wagga Wagga – Bellevue level	35.41	36.21	67.81
Sub Total	649.21	655.50	859.00
Ladysmith system	3.81	3.15	6.84
Brucedale scheme	18.98	15.34	20.42
Currawarna scheme	9.82	12.04	15.69
Rural Southern trunk main system	85.7	85.79	119.83
Rural Western trunk main system	31.39	34.33	55.95
Sub Total	149.69	150.65	218.73
Holbrook	22.43	16.77	14.37
Woomargama	1.04	0.95	0.89
Humula	0.39	0.39	0.60
Tarcutta	4.75	2.72	3.63
Oura	2.26	1.78	4.30
Walbundrie / Rand	3.35	4.32	4.05
Morundah	0.95	0.47	0.27
Collingullie	3.95	3.93	8.01
Sub Total	39.12	31.33	36.12
Totals	838.02	837.48	1,113.85





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	25			21	8	7				62	9	6
Wagga Wagga	2				1	1				14	3	1
Forest Hill	3			2						2		
North Wagga				1	1						1	

Location	New connect – residential	New connect – non-residential	Services renewed	Services repaired	Quality complaints	Supply complaints *	Customer dealings complaints	Other complaints	Frost damage	Meter or Metercock fault	Leaking valves or hydrants	Locations
Estella	1									4		
Koorinal				3						10	1	
Turvey Park	2			1	2	2				2		
Lake Albert	2			6	1					8		
Ashmont						1				3	1	2
Tolland				2	1	1				4	1	
Mt Austin	2			3						4		
Bourkelands				2						2		
Tatton	4					1						
Glenfield										3	1	2
Lloyd	1			1	1					1		
Springvale										2	1	
East Wagga										1		
Boorooma						1				1		1
Gobbagombalin	8				1					1		
Brucedale				1								
Euberta					1							
Oura										1		
San Isidore						1						
Tootal				1								
Lockhart	4			3		1					2	
Mangoplah	1			1								
Milbrulong						1						
Bidgeemia				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
Uranquinty				1								
Henty			1	1								
Holbrook				1		1				2		1
Walla Walla		1		2								
Woomargama	1					1						
Oaklands				2								
Urana				1							1	
TOTAL	31	1	1	34	9	12	0	0	0	65	12	7

Water System Repairs

Wagga Wagga							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
6/5/2024	Wagga Wagga	250 AC	Pipe failure – round split	Yes		0	30
8/5/2024	Mt Austin	100 AC	Pipe failure – long split	No		22	10
22/5/2024	Wagga Wagga	100 AC	Tree Roots	Yes		0	5

Rural							
Date	Town	Main type	Cause	Live repair	Outage duration time	Customers affected	Water lost (KI)
1/5/2024	Holbrook	50 PVC	Pipe failure – material	No		0	0
1/5/2024	Holbrook	50 PVC	Pipe failure – material	Yes		0	0
7/5/2024	Bidgeemia	63 PE	Pipe failure – ground movement	Yes		0	9

7/5/2024	Brucedale	100 WPVC	Pipe failure – round split	Yes		0	15
9/5/2024	Urana	63 PE	Pipe failure – ground movement	No		1	54
14/5/2024	Lockhart	100 AC	Pipe failure – round split	Yes		0	5
14/5/2024	Pleasant Hills	63 PE	Pipe failure (not specified)	Yes		0	5
17/5/2024	Milbrulong	80 PVC	Pipe failure (not specified)	Yes		0	10
21/5/2024	Yerong Creek	100 BPVC	T/Band Broken/leaking	No		0	23
23/5/2024	Urana	150 BPVC	T/Band Broken/Leaking	Yes		0	9
30/5/2024	Ralvona	50 PVC	Pipe failure – ground movement	Yes		0	12

Water Quality Complaints

Date	Town	Request details	Action Taken
01.05.24	Tolland	Bad odour, smelly discoloured water in shower	Tested pH 7.5, Turbidity 0.5NTU, Free chlorine 1.2mg/L. All within ADWG.
01.05.24	Gobbagombalin	Strong smell of chlorine in water, sewer smell in bathroom.	Tested Free chlorine 1.3mg/L, no odour. All within ADWG.
10.05.24	Euberta	Dirty water	Flushed at meter, no dirty water
13.05.24	Lloyd	Brown water after flush	Flushed last night after hours
15.05.24	Turvey Park	Drinking water is dirty.	Boys said water was clear and owner said someone was there last night (on call)
16.05.24	Lake Albert	Owner Steven wants to enquire when PFOS and PFAS was last tested and the results please.	Contacted Steven, reassured him of current situation, latest non-detect at West Wagga Bore 24/4/24
22.05.24	North Wagga	Water quality enquiry	Tested Free Cl 1.4, Total Cl 1.6, Turbidity 0.6NTU. All within ADWG
15.05.24	Turvey Park	Dirty water	Removed meter and flushed service until clear. Did rewasher.

New water mains laid

Location	63	100		150		200		300	450
	PE	OPVC	DICL	OPVC	DICL	OPVC	DICL	OPVC	DICL
Boree to Morundah				7650m					

West Lloyd trunk main								210m	
Manor Estate		576m		642m	24m				

Replacement of Existing Mains

Location	50	63	100		150	150	200	300		375
	PE	OPVC	DICL	OPVC	DICL	OPVC	OPVC	OPVC	DICL	DICL
Lake Albert Manor Estate					180m					

Other Construction

Location or Project	Work done
10 million open res	Supply 80m of 63mm PE and 50mm meter
Lower main at Harris Rd stage 5	150mm ductile 6m
West Wagga Bore 4	Install new 250mm mag flow meter

Major Repairs / Overhauls

Facility	Work done
Wagga WTP	Raw Water Pump Installation
Bulgary WTP	Silica Pump Install and Chlorine Repairs
The Rock Filling Station	System Repairs
West Wagga Bore 4	Magflow Meter Repair
West Wagga WTP	Analyser Repairs
Humula Golf Club	HL Pump Repair
Collingullie WTP	Chlorine Repairs

Water Filling Station Activity

Location	Number of fills
Bomen Hereford Street	97
Estella Farrer Road	102
Forest Hill Elizabeth Avenue	61
Glenfield Red Hill Road	235
Henty Olympic Way	53

Holbrook Millswood Road	17
Lake Albert Plumpton Road	217
Lockhart Napier Road	161
Pleasant Hills Manson Street	28
The Rock	108
Urana Federation Way	88
Walla Walla Short St	33
Woomargama Murray Street	10
Yerong Creek Finlayson Street	32

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
462			Ute	Isuzu Dmax	\$41,921.82
487			Trencher	Vermeer RTX750	\$247,944.00

Strategic Alignment

Our Business

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

Financial Implications

Nil

Workforce Implications

N/A

Risk Considerations

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

CONF-1 Confidential Minutes of Audit, Risk and Improvement Committee held on 8 May 2024

Organisational Area Corporate Services

Author Wendy Reichelt, Governance & Corporate Planning Officer

Summary This report presents the minutes from the Audit, Risk and Improvement Committee meeting held on 8 May 2024.

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

CONF-2 Transport for NSW Compulsory Land Acquisition of part 89-91 Hammond Ave East Wagga Wagga

Organisational Area Engineering

Author Greg Vidler, Manager Projects

Summary Transport for NSW (TfNSW) intend to compulsory acquire land for the Marshalls Creek bridge reconstruction project. This report contains land details and outlines their compensation offer.

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:

(f) details of systems and/or arrangements that have been implemented to protect council, councillors, staff and Council property

CONF-3 Tender - RFT2024/04 W320 - Sludge Thickening Tank Remediation

Organisational Area Corporate Services

Author Catherine Smith, Procurement Coordinator; Greg Vidler, Manager Projects and Ryan Thompson, Cadet Engineer

Summary This report provides a recommendation on the preferred tenderer for the Sludge Thickening Tank Remediation 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