



**Riverina Water  
Business Activity  
Strategic Plan  
2022 - 2032**

# Our vision

Provide passionate and professional leadership in the water industry.

# Our mission

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

# Our 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

# Foreword

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

As a regional water utility it is important for us to have a document that defines how we want to grow into the future. We also need to outline how we commit to delivering on our mission which is to provide our community with safe, reliable water at the lowest sustainable cost.

This document is called a Business Activity Strategic Plan.

The Business Activity Strategic Plan guides us all in how to achieve these goals and how we can measure if we are on track or not.

This document is us.

This Business Activity Strategic Plan paints a picture of what we want the future to look like, and provides solutions on how we are going to get there

The Plan emphasises that partnerships are not only essential, but demonstrates the opportunities for shared value. This plan is a document that influences our other strategic Council documents and has the potential to influence the NSW State Government.

Local businesses, community clubs and organisations can also use this document when planning for

the future. Not only does this plan lay out what we want as a community and how we are going to do this , it also identifies who is responsible for doing it.

To see how successful we have been in reaching our future goals and to monitor our performance this includes a number of measures. A report on our progress against these measures will be conducted in 2023, at the conclusion of the term of the current Board.

We commend this plan to our community and look forward to seeing it come to fruition.



**Councillor Tim Koschel**  
Chairperson



**Andrew Crakanthorp**  
Chief Executive Officer

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# 1. Background



## 1.1 Who we are

**Water is the backbone of the Southern Riverina. It helps our communities grow and thrive. It's an essential resource which underpins everything we do from drinking, cooking and cleaning through to recreation, heating, cooling and the running of business, industry and agriculture – which not only feeds the Riverina, but Australia.**

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

Formed in 1997 as a county council (a single-purpose water supply council), we supply water to customers across four constituent local government areas.

Our Board is made up of a mix of councillors from each of these constituent councils.

Our formation is built on a long and proud history of 80 years of water supply in the Southern Riverina.

We look forward to building on this legacy as we move to position ourselves to succeed into the future.

## 1.2 What we do

**We deliver safe and reliable drinking water to a community of more 73,000 people across more than 15,000 square kilometres in the Southern Riverina of NSW.**

We have more than 33,000 properties connected directly to our water supply network across towns including Holbrook, Lockhart, Urana and Wagga Wagga.

Our customers are diverse. They range from households, to farmers, business, industry and other institutions such as hospitals, aged care facilities, the Royal Australian Air Force Base Wagga and education institutions including Charles Sturt University.

We draw water from the Murrumbidgee River which runs through the heart of Wagga Wagga.

We also source water from 10 bores which makes up about 60 per cent of our source water supply.

Our water supply network includes:

- › 16 water treatment plants, and
- › more than 80 reservoirs

# Council 1 July 2021 – 30 June 2022

## Board Members



**Councillor Tim Koschel**  
(Chairperson)  
City of Wagga Wagga



**Councillor Doug Meyer**  
(Deputy Chairperson)  
Greater Hume Council



**Councillor Pat Bourke**  
Federation Council



**Councillor Tony Quinn**  
Greater Hume Council



**Councillor Gail Driscoll**  
Lockhart Shire Council



**Councillor Georgie Davies**  
City of Wagga Wagga



**Councillor Dan Hayes**  
City of Wagga Wagga



**Councillor Michael Henderson**  
City of Wagga Wagga



**Councillor Jenny McKinnon**  
City of Wagga Wagga

## Management



**Andrew Crakanthorp**  
Chief Executive Officer

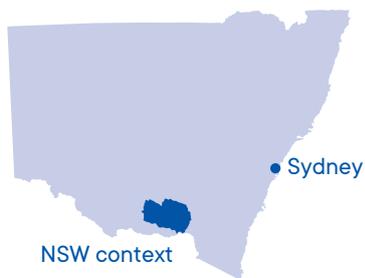
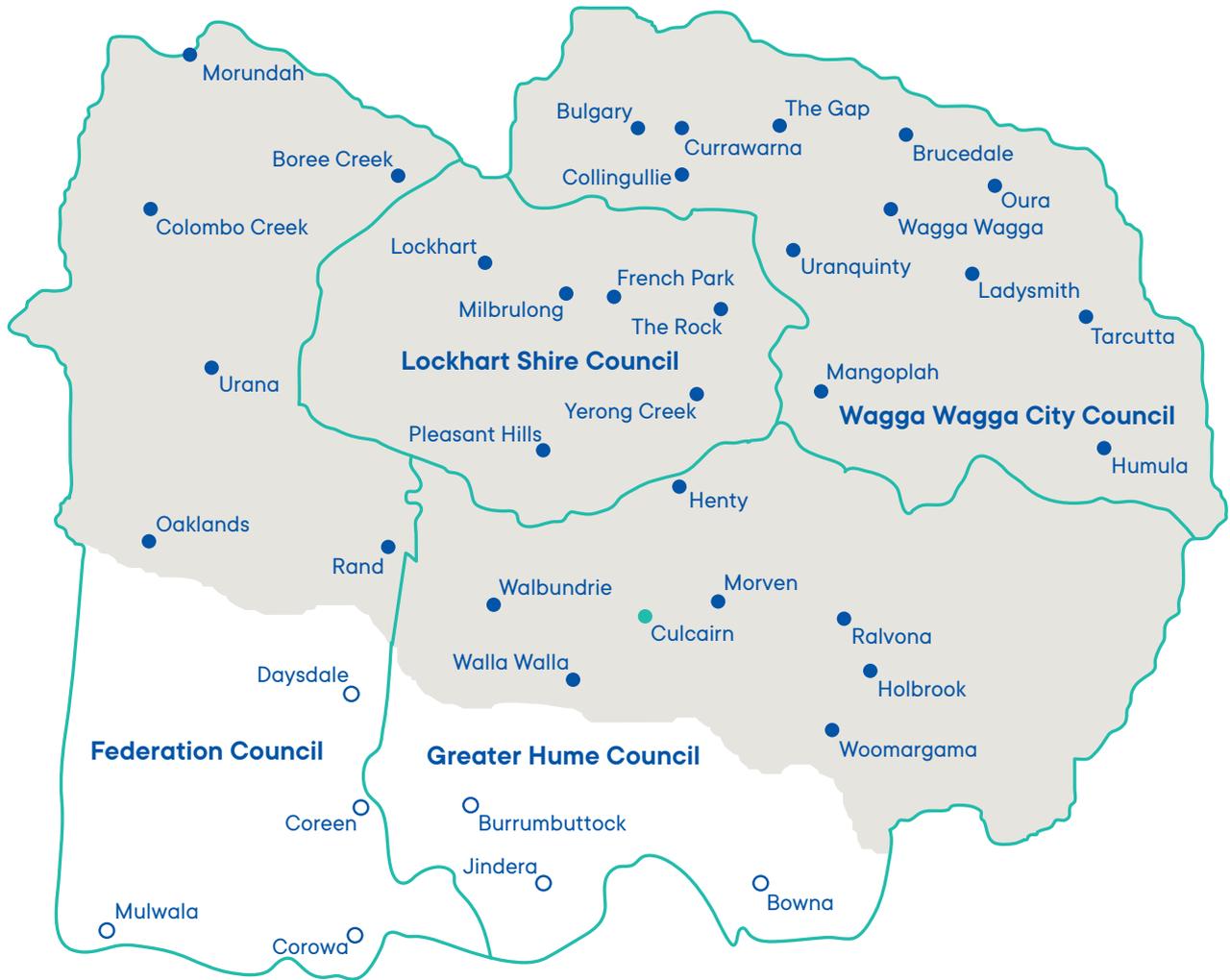


**Bede Spannagle**  
Director Engineering



**Emily Tonacia**  
Director Corporate Services

# 1.3 Area of supply



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

## 1.4 Our constituent Councils

Our future direction aligns with the social, economic and environmental needs of the communities we serve - Wagga Wagga, Federation, Greater Hume and Lockhart Shire Councils.

### Community strategic priorities

Constituent Council	Actions we can help deliver	Inclusive & accessible services	Economic growth	Affordability	Infrastructure	Environmental sustainability	Communication & collaboration	Strong leadership
<b>Wagga Wagga City Council</b>	"Provide and maintain appropriate infrastructure and services that support current and future needs."	✓	✓			✓	✓	✓
<b>Federation Council</b>	"Maintain and improve water supply... services and systems to meet the needs of residents and industry."	✓	✓	✓	✓	✓	✓	✓
<b>Greater Hume Council</b>	"Manage water resources and water quality responsibly."	✓	✓		✓	✓	✓	✓
<b>Lockhart Shire Council</b>	"Explore opportunities to utilise renewable energy and water saving practices."	✓	✓		✓	✓	✓	✓

## 1.5 About this document

Riverina Water County Council must comply with the NSW local government Integrated Planning and Reporting Framework.

This Business Activity Strategic Plan (BASP) outlines:

- › our strategic priorities for the next 10 years, and
- › the strategies we will adopt to achieve these priorities

Additional detail on the projects, activities and actions we will deliver to achieve these strategic priorities and strategies, is outlined in our Delivery Program and Operational Plan.

The BASP should also be read alongside our Resourcing Strategy and Community Engagement Strategy. This BASP has been developed having regard to the Community Strategic Plans of our four constituent councils.

As we are responsible for water supply we must also comply with the requirements and timeframes of the NSW Government’s Best-Practice Management of Water Supply and Sewerage Guidelines (2007).

Our Integrated Water Cycle Management Strategy (2021) sets out our strategy for delivering water in accordance with these requirements.



# 1.6 How to read this document

	Business Activity Strategic Plan	Delivery Program	Operational Plan	Resourcing Strategy
<b>Coverage</b>	10 years	4 years	1 year	
<b>Describes</b>	<ul style="list-style-type: none"> <li>› Our vision and mission for the council</li> <li>› The business and strategic priorities we will strive to achieve</li> <li>› How our strategic objectives for the future align with the Community Strategic Plans of our constituent councils</li> </ul>	<ul style="list-style-type: none"> <li>› The strategies and activities we will undertake to implement the strategic priorities in the Business Activity Strategic Plan</li> <li>› Who is responsible for delivery</li> <li>› Four-year budget projections</li> </ul>	<ul style="list-style-type: none"> <li>› The individual projects, actions and activities we will undertake each year to achieve the commitments in our Delivery Program</li> <li>› Who is responsible for delivery</li> <li>› Detailed annual budget forecasts</li> </ul>	<ul style="list-style-type: none"> <li>› <b>Long Term Financial Plan</b> 30 year projections</li> <li>› <b>Workforce Management Plan</b> 4 year timeframe</li> <li>› <b>Asset Management Strategy and Plan</b> 20 year timeframe</li> </ul>
<b>Reviewed</b>	Every 4 years	Every 4 years	Annually	Every 4 years Updated annually

## 2. Our strategic direction



## 2.1 Our plan on a page

### 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

## 2.2 Our people

<b>Strategic objective</b>	<b>We have a high-performance culture, achieved through accountability, diversity, respect and investment in our people.</b>	
<b>Strategies</b>	<b>Workforce</b>	› Attract, retain and develop our people
	<b>Culture</b>	› Foster diversity, inclusion, respect and gender equality at all levels of our organisation › Create an engaging, positive, collaborative and innovative workplace culture › Build upon our strong history of safety and wellbeing
	<b>Systems &amp; Practices</b>	› Invest in and evolve our HR systems, processes and frameworks

## 2.3 Our business

<b>Strategic objective</b>	<b>We strive to be an industry leader by continuously improving our operations and the management of our assets.</b>	
<b>Strategies</b>	<b>Assets &amp; Networks</b>	› Optimise our network and infrastructure › Enhance and integrate our asset management system › Seek opportunities to reach new customers in existing supply area
	<b>Technology &amp; Data</b>	› Collect and utilise data in new ways to measure our success › Adopt emerging technology that increases our efficiency › Deliver improved service, greater value, agility and security with our digital assets and tools
	<b>Operational Excellence</b>	› Improve strategic planning and accountability › Take actions that ensure financial sustainability › Improve our operations to future proof our business › Collaborate and share our knowledge with other organisations

## 2.4 Our community

<b>Strategic objective</b>	<b>We enable our community and customers to thrive by providing exceptional service and demonstrating social responsibility.</b>	
<b>Strategies</b>	<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>› Actively support and participate in our community</li> <li>› Provide our community stakeholders with tailored opportunities to engage with us</li> <li>› Respectfully engage with our First Nations community and their heritage</li> </ul>
	<b>Customer Focus</b>	<ul style="list-style-type: none"> <li>› Engage and understand the current needs of our customers</li> <li>› Provide exceptional customer service by tailoring and improving our systems, processes and service offers</li> <li>› Understand and prepare to serve our customers of the future</li> </ul>
	<b>Civic Leadership</b>	<ul style="list-style-type: none"> <li>› Demonstrate our commitment to environmental sustainability</li> <li>› Help the community better manage its water usage through demand management initiatives</li> <li>› Share our knowledge and expertise to make a positive change in our global community</li> </ul>

## 2.5 Our focus areas

**Three areas of focus support and inform our strategic priorities and the strategies. These are areas of importance to Riverina Water and are the lenses through which we consider our people, our business and our community.**

This means we:

<p><b>Customer-centricity</b> We put customers at the heart of everything we do</p>	<ul style="list-style-type: none"> <li>› Use data and evidence to engage our customers and understand their current and future needs</li> <li>› Tailor and adapt our services to meet customer expectations</li> <li>› Collaborate with colleagues to deliver exceptional service to our internal customers</li> </ul>
<p><b>Innovation</b> We are a successful organisation that pursues innovation and continuous improvement at all times</p>	<ul style="list-style-type: none"> <li>› Identify and implement changes to our approaches, processes and ways of working to improve service delivery</li> <li>› Look for ways to use technology to innovate</li> <li>› Capture, recognise and reward innovative and new ideas</li> <li>› Create a culture of innovation and continuous improvement</li> </ul>
<p><b>Sustainability</b> We are an environmentally responsible and financially secure organisation. We aspire to have a positive impact on our natural world</p>	<ul style="list-style-type: none"> <li>› Deliver our net zero commitment and improve the long-term environmental sustainability of our business</li> <li>› Communicate our sustainability commitments and actions to our customers, our people and the broader community</li> <li>› Explore new opportunities to further reduce our overall environmental impact</li> <li>› Take actions to secure our financial sustainability and ensure our investments achieve the best returns</li> </ul>

		Customer centricity	Innovation	Sustainability
<b>Our people</b>	› Attract, retain and develop our people		●	●
	› Foster diversity, inclusion, respect and gender equality at all levels of our organisation			●
	› Create an engaging, positive, collaborative and innovative workplace culture		●	●
	› Build upon our strong history of safety and wellbeing		●	
	› Invest in and evolve our HR systems, processes and frameworks		●	●
<b>Our business</b>	› Optimise our network and infrastructure	●	●	●
	› Enhance and integrate our asset management system		●	●
	› Seek opportunities to reach new customers in existing supply area	●	●	●
	› Collect and utilise data in new ways to measure our success	●	●	
	› Adopt emerging technology that increases our efficiency		●	●
	› Deliver improved service, greater value, agility and security with our digital assets and tools	●	●	●
	› Improve strategic planning and accountability		●	●
	› Take actions that ensure financial sustainability			●
	› Improve our operations to future proof our business	●	●	●
	› Collaborate and share our knowledge with other organisations		●	
<b>Our community</b>	› Actively support and participate in our community	●		
	› Provide our community stakeholders with tailored opportunities to engage with us	●		
	› Respectfully engage with our First Nations community and their heritage	●		●
	› Engage and understand the current needs of our customers	●		
	› Provide exceptional customer service by tailoring and improving our systems, processes and service offers	●		
	› Understand and prepare to serve our customers of the future	●		
	› Demonstrate our commitment to environmental sustainability			●
	› Help the community better manage its water usage through demand management initiatives	●		
	› Share our knowledge and expertise to make a positive change in our global community	●	●	●

# 3. How we measure success



## 3.1 What success looks like

	Our people	Our business	Our community
<b>In 10 years</b>	<ul style="list-style-type: none"> <li>› Riverina Water is a recognised and awarded employer of choice</li> <li>› Staff turnover levels sit below industry benchmarks</li> <li>› We have the right combination of skills, knowledge and experience to achieve our goals</li> <li>› Staff indicate Riverina Water is a positive, respectful and safe place to work</li> <li>› Our workforce reflects the diversity of our community</li> <li>› We continue our tradition of strong safety culture</li> <li>› We have a culture of innovation and continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>› We deliver agreed service levels with our assets efficiently</li> <li>› Our asset management is compliant with ISO 55000</li> <li>› We have effective two-way communication with our constituent councils</li> <li>› Our customer base is increased on 2022 levels</li> <li>› Our KPIs are relevant, ambitious and quantifiable</li> <li>› We apply contemporary technology to operate efficiently</li> <li>› We plan ahead and are accountable for our promises</li> <li>› We are financially secure</li> </ul>	<ul style="list-style-type: none"> <li>› Our communities' lives are enriched by Riverina Water</li> <li>› Our communities and customers understand the vital role we play in their everyday lives</li> <li>› We have a meaningful and genuine relationship with the First Nations community</li> <li>› We receive excellent feedback and awards for our customer service</li> <li>› We are acknowledged as an industry leader</li> <li>› We operate with net-zero emissions</li> <li>› Average household water consumption trends downwards</li> </ul>

## 3.2 How we measure success

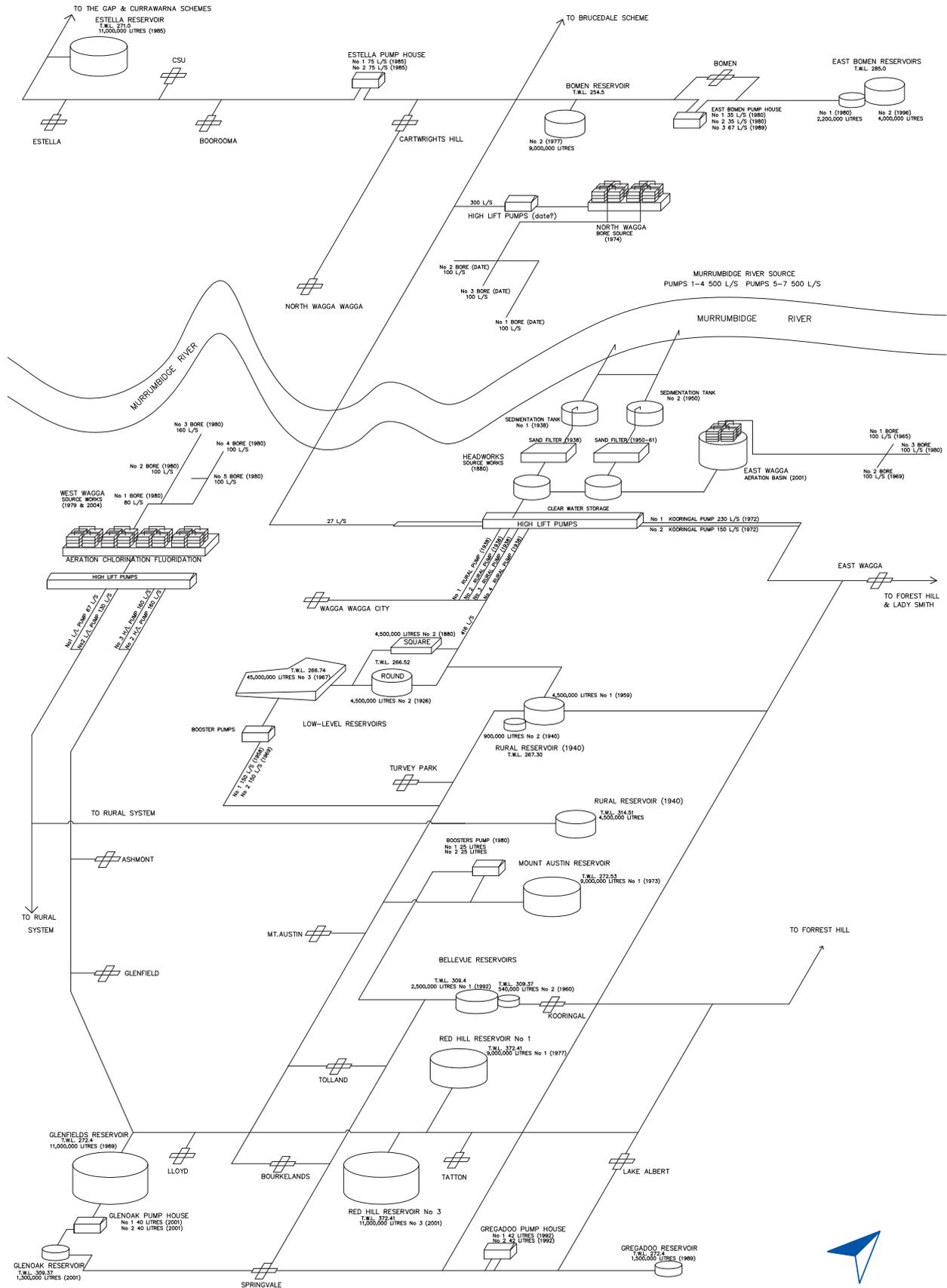
- › Riverina Water is committed to delivering on our promises; to our customers, our community and our people
- › To ensure we deliver our strategic priorities, their supporting strategies and actions, we set, monitor and report against clear performance measures
- › Responsibility for delivering our strategies and actions is allocated to senior leaders across the Council
- › Ongoing monitoring and review of performance against this Business Activity Strategic Plan will also satisfy the requirements of the NSW Government's Integrated Planning and Reporting Framework for local government
- › Details of the performance measures and accountability for our strategies and actions are outlined in detail in our Delivery Program and Operational Plan documents

# Appendices



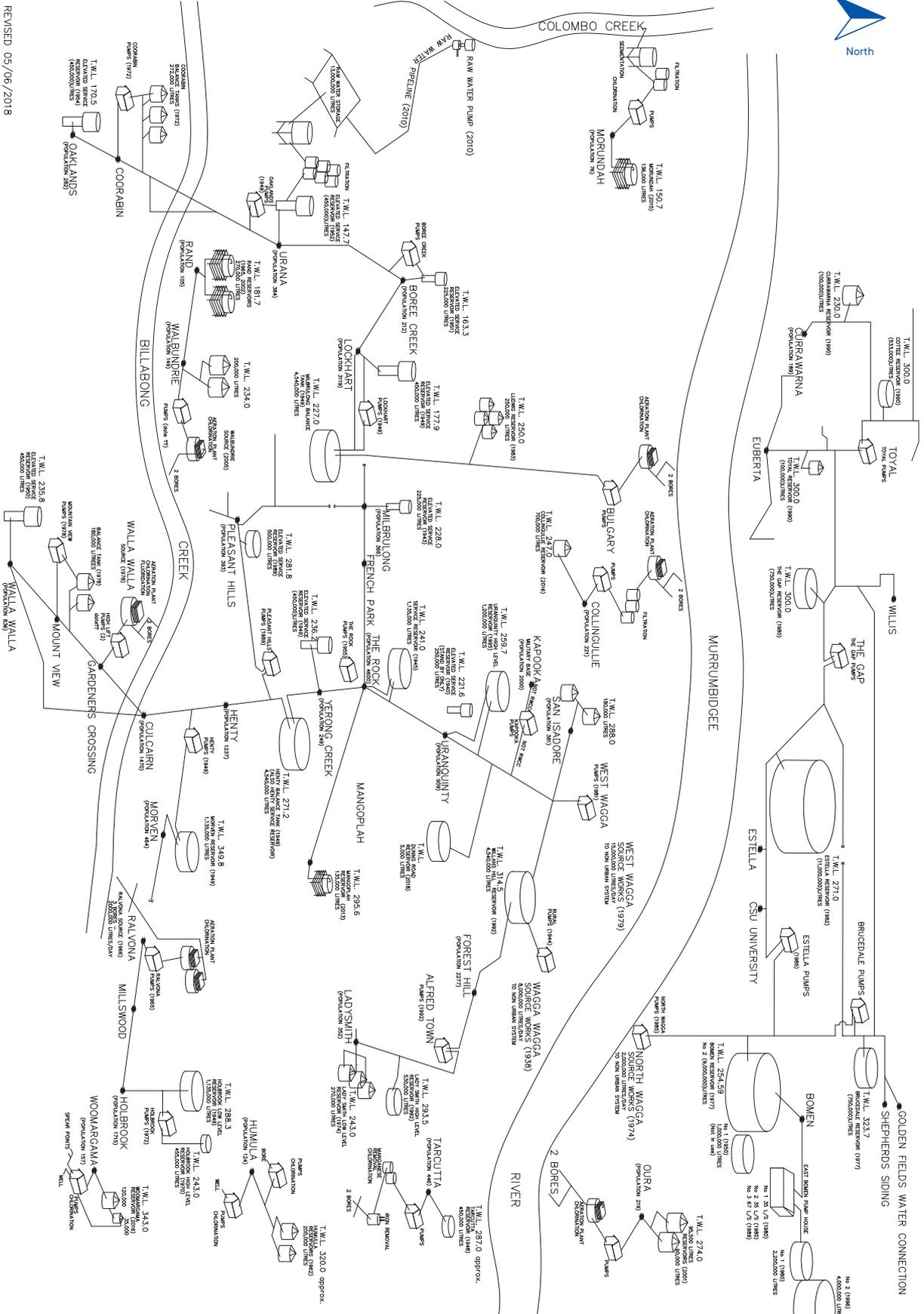
# Appendix A - Areas services map

## Wagga Wagga distribution scheme



REVISED 05/06/2017

# Non-urban distribution scheme



# Executive Summary

This Demand Management Plan reviews Riverina Water County Council's (RWCC) existing and potential demand management measures and recommends further actions to achieve best-practice demand management and to satisfy the drivers of demand management for Riverina Water.

### Methodology and Background Data

Due to the large size and number of the RWCC water supply schemes, different demand analyses approaches were used (see section 4). The Wagga Wagga, Southern Trunk Main and Western Trunk Main Systems analyses included a climate corrected historical baseline water production and baseline demand forecast analyses with 1% customer growth (see section 5 and 6). The demand analyses of the independent villages (which have populations of less than 1500) were undertaken using historical demand records and local growth rate assumptions (see section 7). These analyses are derived from the RWCC's IWCM Detailed Strategy (November 2011).

### Demand Management Drivers

Some of the demand management drivers within RWCC serviced areas are:

- ❑ Peak Day Demand (PDD) infrastructure, including cost of infrastructure, high discretionary water use (PDD to average daily demand ratio in RWCC is very high)
- ❑ Only 20% of existing infrastructure is designed to supply 1 or 2 consecutive days of PDD
- ❑ Stringent groundwater sharing allocations
- ❑ Lack of water availability during drought
- ❑ Need to reduce capital works costs (i.e. new Wagga Wagga Water Treatment Plant)
- ❑ Increasing regulatory requirements

### Demand Management Planning

The demand management end use model prepared for the IWCM Detailed Strategy study was used to analyse the benefits of implementing demand management programs in RWCC serviced areas. Outcomes of the Integrated Resource Planning (IRP) for the Urban Water Project prepared by the Institute for Sustainable Futures, were also used in the preparation of this study. RWCC has implemented some programs that have been completed and is currently implementing some other programs. Some of the demand management measures that are currently in place such as public and schools education programs and water pricing change were also analysed to identify

### Executive Summary

This Drought Management Plan has been developed to address demand-side and supply-side management of drought issues in the Riverina County Council (RWCC) water supply area. These actions are key components of RWCC's Drought Management System. The underlying approach is to address drought in accordance with the NSW Office of Water's Best-Practice Management Guidelines and the Water Directorate Guidelines.

This plan is presented to satisfy NSW Office of Water Best-Practice Management Guidelines' requirement and aims to regulate water supply in the events of reduced supply in RWCC water supply area. It includes actions and responses to drought situations that may affect RWCC's water supply.

This Drought Management Plan provides a series of scenarios and actions required by RWCC to respond to drought situations. These responses are in the form of water restrictions and options for additional actions addressing both demand and supply.

A drought end use model has been applied to develop demand triggers for the Wagga Wagga & Southern Trunk Main Systems and the Western Trunk Main System. Demand triggers were also developed for each of the independent village systems and the Holbrook System.

This plan includes a new set of water restrictions triggers for each water restriction trigger zone. These triggers are developed on the basis of considering the supplies from each trigger zones.

Council also needs to ensure there are appropriate documented drought communication systems in place. These are needed to implement and to monitor the effectiveness of the drought management actions implementation. This will ensure the community is informed in a timely manner and comply with restriction requirements.

Drought Management is subject to weather variability and consumer reactions to restrictions. This Plan provides a guide to management of drought and will need to be varied if circumstances require.

### Executive Summary

#### General

Riverina Water County Council's (RWCC) asset management plan has been developed to describe how Riverina Water manages its assets to meet its responsibilities in a sustainable way.

This asset management plan is a key component of an asset management system comprised of the policy, strategy and plan. The main purpose of the asset management plan is to provide a blueprint to operate and maintain physical assets over their entire life cycle. Thereby achieving the current and in the future levels of service (LOS) at the lowest sustainable cost, while satisfying regulatory requirements.

RWCC is responsible for the water supply functions within the local government areas of Wagga Wagga City Council, Lockhart Shire, Urana Shire and parts of the Greater Hume Council areas. Riverina Water's system is divided into the three major systems of Wagga Wagga, Southern Trunk and Western Trunk. There are also eight independent systems operated by RWCC, those being Tarcutta, Humula, Woomargama, Morundah, Walbundrie/Rand, Collingullie, Oura and Holbrook.

Riverina Water's main water supply assets include:

- Water source works including water supply bores
- Treatment plants
- Reservoirs
- Pumping stations
- Water mains (including distribution, rural and reticulation)
- Land & Buildings
- Plant and Equipment

#### Levels of Service (LOS)

Riverina water has defined LOS that explicitly define the standards required for the water supply system from the perspective of the individual customer. RWCC's goals for the LOS are:

- To provide water supply to customers in accordance with acceptable LOS
- To build on reputation as a leading water utility
- To offer a comprehensive service in the location, treatment, storage, movement and delivery of water and associated services.

RWCC's levels of service are included in Section 2.2.

#### Life Cycle Management and Asset Condition

RWCC has an up to date asset register in the database software AssetFinda. This database is integrated with RWCC's Geographic Information System (GIS) and provide live update of spatial data integration. Asset condition ratings and asset maintenance data assist RWCC with decisions relating to asset condition and expected renewal or replacement programs.

#### Operations and Maintenance Plans

The General Manager and Director of Engineering are responsible for Riverina Water's asset development, operation, and maintenance.

The aim of the operation and maintenance plan is to ensure that the service objectives are achieved at the least cost and that the impact of breakdowns or outages is minimised. Council has developed draft O&M Manuals for most of their Water Treatment Plants.

RWCC has developed maintenance management systems and has systems in place for organising and recording scheduled maintenance. Unscheduled maintenance is carried out in response to customer complaints, alarms, or requests from operators.

### Capital Works Plan

RWCC has developed a 30-year capital works program and maintains a significant annual investment in capital works. The estimated investment over the next 30 years is \$375 M; 54% of this amount is for renewal, 17% is to serve growth and 29% for improving levels of service.

### Risk and Criticality

This Asset management plan applies risk assessment as a tool to assess the importance of major assets to meet the LOS. A high-level asset criticality assessment process has identified the critical asset systems prioritised on likelihood and consequence of system failures causing LOS impacts.

### Financial considerations

To maintain a sustainable long-term approach to assets planning requires preparation of long-term financial plans.

The asset status is the ratio of the depreciated value of the asset to their replacement cost. In 2020/21 asset status of the Council assets is 58%. RWCC is planning to invest \$202 Million in renewals during the next 30 years.

## Appendix E - Budgeted financial statements

Income statement	Current year		Projected years		
	2021/2022 \$'000	2022/2023 \$'000	2023/2024 \$'000	2024/2025 \$'000	2025/2026 \$'000
<b>Income from continuing operations</b>					
<b>Revenue:</b>					
Rates and annual charges	5,172	5,214	5,269	5,325	5,381
User charges and fees	22,030	24,541	24,786	25,034	25,284
Interest and investment revenue	250	200	200	200	200
Other revenues	466	339	343	346	349
Grants and contributions provided for operating purposes	225	225	225	225	225
Grants and contributions provided for capital purposes	3,958	3,150	3,195	3,241	3,287
<b>Total income from continuing operations</b>	<b>32,101</b>	<b>33,669</b>	<b>34,018</b>	<b>34,371</b>	<b>34,726</b>
<b>Expenses from continuing operations</b>					
Employee benefits and on-costs	10,741	10,530	10,717	10,931	11,150
Borrowing costs	281	1,031	912	824	731
Materials and contracts	8,739	8,348	8,515	7,386	7,559
Depreciation and amortisation	7,550	7,580	7,716	7,855	7,997
Other expenses	630	227	110	110	111
<b>Total expenses from continuing operations</b>	<b>27,941</b>	<b>27,716</b>	<b>27,970</b>	<b>27,106</b>	<b>27,548</b>
<b>Operating result from continuing operations</b>	<b>4,160</b>	<b>5,953</b>	<b>6,048</b>	<b>7,265</b>	<b>7,178</b>
<b>Net operating result for the year</b>	<b>4,160</b>	<b>5,953</b>	<b>6,048</b>	<b>7,265</b>	<b>7,178</b>
<b>Net operating result before grants and contributions provided for capital purposes</b>	<b>202</b>	<b>2,802</b>	<b>2,852</b>	<b>4,024</b>	<b>3,891</b>

Balance sheet	Current year		Projected years		
	2021/2022 \$'000	2022/2023 \$'000	2023/2024 \$'000	2024/2025 \$'000	2025/2026 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	18,734	26,049	14,932	6,170	7,132
Receivables	3,769	3,947	3,896	3,866	3,914
Inventories	3,034	2,898	2,956	2,564	2,624
<b>Total current assets</b>	<b>25,537</b>	<b>32,894</b>	<b>21,784</b>	<b>12,600</b>	<b>13,670</b>
<b>Non-current assets</b>					
Infrastructure, property, plant and equipment	341,318	354,820	370,340	384,950	389,256
Intangible assets	9,776	9,776	9,776	9,776	9,776
<b>Total non-current assets</b>	<b>351,094</b>	<b>364,596</b>	<b>380,116</b>	<b>394,726</b>	<b>399,032</b>
<b>Total assets</b>	<b>376,631</b>	<b>397,490</b>	<b>401,900</b>	<b>407,326</b>	<b>412,702</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Bank overdraft	-	-	-	-	-
Payables	2,264	2,184	2,208	2,118	2,156
Borrowings	1,587	1,662	1,749	1,839	1,933
Provisions	4,852	4,852	4,852	4,852	4,852
<b>Total current liabilities</b>	<b>8,703</b>	<b>8,698</b>	<b>8,809</b>	<b>8,809</b>	<b>8,941</b>
<b>Non-current liabilities</b>					
Borrowings	1,847	16,758	15,008	13,169	11,236
<b>Total non-current liabilities</b>	<b>1,847</b>	<b>16,758</b>	<b>15,008</b>	<b>13,169</b>	<b>11,236</b>
<b>Total liabilities</b>	<b>10,550</b>	<b>25,456</b>	<b>23,817</b>	<b>21,978</b>	<b>20,177</b>
<b>Net assets</b>	<b>366,081</b>	<b>372,034</b>	<b>378,083</b>	<b>385,348</b>	<b>392,525</b>

<b>Equity</b>					
Retained earnings	157,004	162,957	169,006	176,271	183,448
Revaluation reserves	209,077	209,077	209,077	209,077	209,077
Council equity interest	366,081	372,034	378,083	385,348	392,525
<b>Total equity</b>	<b>366,081</b>	<b>372,034</b>	<b>378,083</b>	<b>385,348</b>	<b>392,525</b>

## Executive Summary

The Integrated Water Cycle Management (IWCM) Strategy is a local water utility’s (LWU’s) 30-year strategy for the provision of appropriate, affordable, cost-effective and sustainable urban water services that meet community needs and protect public health and the environment. The key outcomes of a LWU’s IWCM Strategy are a 30-year Total Asset Management Plan (TAMP), a 30-year financial plan and a drought and emergency response contingency plan (DERCP). The development of Riverina Water’s IWCM Strategy has followed the DPIE Water IWCM Strategy Check List. The following tasks have been completed to date.

- IWCM Issues Paper
- Integrated Water Supply Systems Modelling
- Stakeholder and community consultation

## Growth Strategy

### Residential

Wagga Wagga City has played host to two distinct housing market roles; drawing young adults, attracted to education, transport, employment opportunities and providing homes to both young and mature family households. The importance of Wagga Wagga as a destination for both families and young adults is expected to continue over the forecast period. New residential development opportunities in Estella (University), Springvale (Lloyd), North Wagga Wagga (Bomen), and Forest Hill will cater for an increase in families to the area while continued ‘infill’ development in Wagga Wagga (Central) will provide household growth for young adults.

Growth in the areas outside Wagga Wagga is expected to be minimal, based on projections from Riverina Water’s constituent councils. This expectation is reflected in the Department of Planning projections that show relatively little or no growth in the other LGAs. The forecast 30-year service population is shown in Figure S.1.

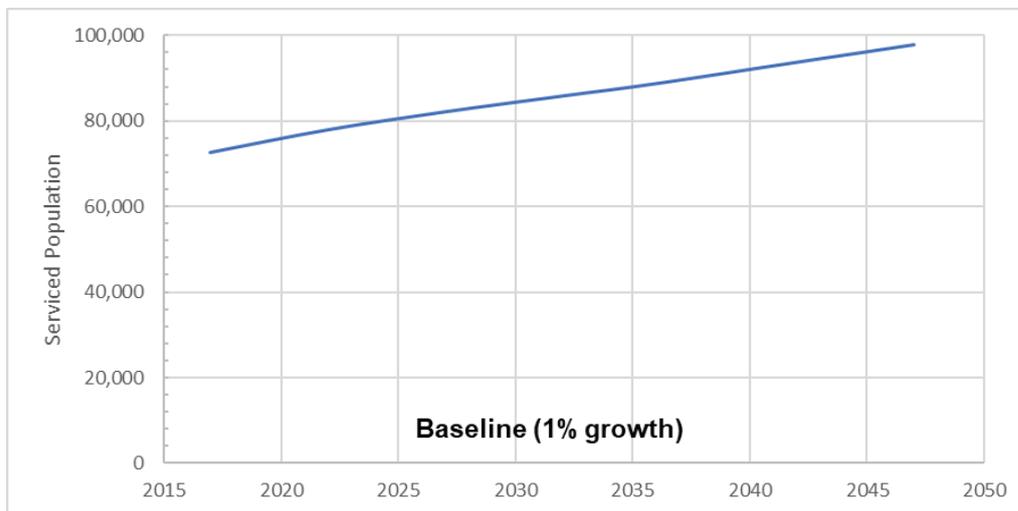


Figure S.1: Forecast service population for Riverina Water

### Non-residential

The bulk supply to the RAAF Airbase and Kapooka Army Recruit Training Centre is expected to increase over the next ten years as a result of a 10% and 33% increase in recruits respectively, over this period.

The NSW Government has announced the creation of a Special Activation Precinct (SAP) in the north-east area of Wagga Wagga (called Bomen) to create a world-class business precinct, capitalise on the inland rail, and promote advanced manufacturing, agribusiness, and freight and logistics. The Wagga Wagga precinct will cover an area of approximately 4,500 hectares, including 300 hectares already developed as part of the Bomen Business Park. Building on already-planned private and government investments, the precinct will create up to 6,000 new jobs across a range of industries.

Other major non-residential customers such as Charles Sturt University, Teys Abattoirs and Heinz Watties already have active programs to minimise water consumption with respect to their future operations.

### Business Objectives and performance

Riverina Water's Delivery Program sets out the following goals with respect to services to be provided:

- To provide water supply to customers in accordance with acceptable levels of service at lowest sustainable cost.
- To build on a reputation as a leading water utility service provider.
- To offer a comprehensive service in the abstraction, treatment, storage, movement and delivery of water and associated services.
- To achieve a substantial reduction in outdoor water use through demand management measures with a focus on outdoor use and the irrigation of turf.
- To include demand reduction as an alternative to augmentation where systems are stressed.

The service objectives have been developed in line with the above goals.

An IRIS Research survey, commissioned by Riverina Water in 2018, produced some very strong results for Council. The vast majority of residents who have had dealings with Riverina Water have expressed a high level of satisfaction with their experience. Residents across the board have expressed their satisfaction with the quality of the water service that Riverina Water delivers.

A review of the business performance was also undertaken, to identify risks and issues to be addressed in the IWCM Strategy.

### The IWCM Strategy

A list of management actions and non-build solutions to address the identified risks are listed in Table S.1.

**Table S.1: List of management actions and non-build solutions**

Issue/Risk	Action
Potential for LTAAEL to be exceeded	Riverina Water to manage its annual groundwater extraction up to its LTAAEL. If LTAAEL is to be exceeded, consult with Goldenfields.  Prepare a Memorandum of Understanding (MoU) with Goldenfields Water.
Proposed replacement Water Sharing Plan (WSP)	Maintain watching brief on changes to legislation and consider acquiring further water entitlements and seek to maintain a buffer for variable climatic conditions.
Fluoridation plants do not comply with COP	Continue to work with NSW Health to minimize risk of replacing fluoridation plants that may be inconsistent with future changes to the Code of Practice (COP).  Replace existing fluoridation plants to meet NSW Health and NSW DPIE's requirements.

Issue/Risk	Action
Surface water entitlement expected to be exceeded	Initiate the process to acquire additional town water supply surface water entitlements and obtain additional high security licenses to supply new industries.  Implement demand management strategies to reduce demand.
Wagga Wagga SAP will greatly increase water demand; which Riverina Water will not be able to supply within its current license entitlements	Require developers provide their own water entitlement, which Riverina Water will use to source water on their behalf, then treat and supply it.
The sustainable yield and drought resilience of the groundwater source outside of Wagga Wagga are not known	Undertake secure yield assessments of the groundwater sources outside of Wagga Wagga.
Yanco Creek weir update	Maintain a 'watching brief' on the Yanco weir upgrade project to determine whether it impacts drought reliability and raw water quality at Yanco Creek (Morundah water supply system)
Drought resilience of the Wagga Wagga aquifer, and other town groundwater sources	Investigate the impact of the extraction over the last decade on the sustainable yield and drought resilience of the Wagga Wagga alluvial groundwater source.  Undertake secure yield assessments of other town groundwater sources, including Woomargama bores, Walla Walla bores, Humula bores, Tarcutta Bores and Bulgary Bores
MIB and Geosmin causing taste issues	Investigate catchment source of MIB if it reoccurs at Wagga Murrumbidgee River intakes, and suitable management/treatment options.
PFAS in Lachlan aquifer	Continue annual PFAS testing and investigate removal options.  Undertake a 30-year assessment of production/demand water balance with less/no input from East Wagga Bores and investigate options to supplement/replace the source.  Advocate greater involvement and correction activities from state agencies and Department of Defence to treat, remove, and manage PFAS before impact East Wagga bore field
Risk of contamination at Humula wells	Develop a Standard Operating Procedure (SOP) to utilize the alternate water source in Humula when the wells are affected by flood water inundation (ie. use of Humula Bore).  Investigate replacing the Humula wells with closed bores, or to protect the wells with a levee system.
Water clarity at Oura due to iron and manganese in the bore.	Investigate another bore source, water treatment options, supply from adjacent systems, or a reduced level of service.
Morundah filtered water clarity impacted	Maintained chlorination dosages for effective disinfection above what's required

Issue/Risk	Action
	Digitisation and upgrade control systems remote monitoring at the Morundah WTP Morundah WTP upgrade to include filter replacements
No Service Levels Agreements (SLAs) with Major Users	Establish service level agreements (SLAs) with the major users and GWCC, based on the outcome of historical demand analysis.
No alternative supply to Southern Trunk in case there was a supply interruption at West Wagga water treatment plant, pump station or West Wagga bore field	Investigate an alternate water supply options into Southern Trunk other than from West Wagga treatment plant, considering surface water option e.g. from the Wagga Wagga system supplied by Murrumbidgee River.
Supply reliability in San Isidore	Investigate a potential new water supply system adjacent to Mt Moorong with a supply reservoir located at a higher elevation, as part of water supply options for future residential development in the area.
Condition rating is not based on recent inspection.	Asset management system is being reviewed in conjunction with council's digital strategy, namely the Enterprise Resource Planning (ERP) system.  Develop condition ratings for all asset classes and update as assets are replaced in a central asset management system
Customer Relationship Management (CRM) system does not capture data effectively and is not linked	Update the CRM system in line with Riverina Water's digitization strategy, namely the ERP system.

A list of infrastructure works that form part of the strategy is provided in Table S.2.

**Table S.2: List of infrastructure works to address identified risks**

Issue/Risk	Action	Timeframe
Yield constraint of Bulgary bores	Investigate supply, treatment and transfer options into Western Trunk Main to supply 30-year projected demands. Consideration include: Augment the supply from the Urana Filtration Plant to supply both Urana and Oaklands to reduce the requirement from Bulgary Bores, consider transfer of water from Southern Trunk system into Western Trunk system. To be investigated with 30-year hydraulic model that includes interconnected supply systems	2020-2025
Dirty water originating from raw water rising mains from East and North Wagga borefields	Install access points into North Wagga and East Wagga bore rising mains for water jetting.	2020-2025
WQ Risk to Woomargama bores	Upgrade the Woomargama Treatment Plant, together with online turbidity/ chlorine meters and develop SOPs. Investigate replacement of abandoned spear points with second bore source to improve reliability/redundancy	2020-2025

Issue/Risk	Action	Timeframe
Oura bore water quality, and reservoir capacity and condition	Replace Oura reservoirs: <ul style="list-style-type: none"> <li>• New 1.2ML of storage or</li> <li>• Two 600 kL reservoirs</li> </ul>	2020-2030 2020-2030 and 2040-2050
WQ Risk due to Yanco weir upgrade	<ul style="list-style-type: none"> <li>• Replace Morundah WTP with robust treatment processes taking into account possible degradation of raw water quality, or</li> <li>• Construct pipeline from Urana Raw Water pump station to be investigated</li> <li>• Maintain watching brief of DPIE Water / WaterNSW project scope and business case justifying Yanco Weir upgrade</li> </ul>	2020-2025
WQ Risk due to Morundah plant performance	Upgrade/replace Morundah WTP. Consideration of issues listed above.	2020-2025
Supply from Southern Trunk to Western Trunk causing low pressure	Stop supply to the Western Trunk from the Southern Trunk.  To be investigated with 30-year hydraulic model that includes interconnected supply systems.	by 2030
Pressure issues in Western Trunk. Capacity of Bulgary Bores and West Wagga WTP pumps insufficient	Investigate Urana WTP and the Clear Water Storage Pump to supply both Urana and Oaklands, whilst Bulgary bores supply the rest of the Western Trunk  Stop supplying Western Trunk from Southern Trunk.  To be investigated with 30-year hydraulic model that includes interconnected supply systems	by 2030
WQ Risk due to uncovered aeration tanks	Ongoing CapEx programme to cover all aeration basins	2020-2025
WQ Risk due to iron bacteria in Tarcutta bore	Replace Tarcutta bore 5.	2022/2023
Supply reliability risks	These issues were investigated with 30-year hydraulic model that includes interconnected supply systems with the following outcomes:	
	Bellevue-Glenoak <ul style="list-style-type: none"> <li>• New 6.2 ML Glenoak Reservoir</li> <li>• Upgrade Bellvue PS to 10.2 ML/day</li> <li>• Upgrade Glenoak PS to 10.5 ML/day</li> </ul>	2037/2038 2035/2036 2029/2030
	North Wagga system <ul style="list-style-type: none"> <li>• Augment capacity of the Wagga Wagga WTP from 75ML/day to 105ML/day, with around 30 ML/day transferred to the North Wagga System.</li> </ul>	
	Estella <ul style="list-style-type: none"> <li>• New 11 ML Estella Reservoir</li> <li>• Upgrade Estella PS to 20.7 ML/day</li> </ul>	2028/2029 by 2030

Issue/Risk	Action	Timeframe
	<b>Brucedale</b> <ul style="list-style-type: none"> <li>New 1.5 ML Brucedale Reservoir</li> <li>Upgrade Brucedale PS to 1.5 ML/day</li> </ul>	2025/2026 by 2040
	<b>East Bomen</b> <ul style="list-style-type: none"> <li>New 6.0 ML East Bomen Reservoir</li> <li>Upgrade East Bomen PS to 12.0 ML/day</li> </ul>	2032/2033 by 2040
	<b>Western trunk</b> <ul style="list-style-type: none"> <li>Upgrade Urana WTP to 3.2 ML/day and upgrade Clear Water Storage pumps to 2.7 ML/day.</li> </ul>	2021/2022
	<b>Oaklands and Urana</b> <ul style="list-style-type: none"> <li>New 0.5 ML Oaklands Reservoir.</li> <li>New 1.0 ML Urana Reservoir</li> <li>Upgrade Oaklands PS to 0.7 ML/day</li> <li>New Urana Reservoir PS 1.7 ML/day</li> </ul>	after 2050 by 2030 2028/2029 by 2030
	<b>Lockhart</b> <ul style="list-style-type: none"> <li>New 2.5 ML Lockhart Reservoir</li> </ul>	by 2030
	<b>The Rock</b> <ul style="list-style-type: none"> <li>Supply from a new 2.0 ML reservoir to be constructed at The Rock, with new 1.6 ML/day PS</li> </ul>	2021/2022
	<b>Collingullie</b> <ul style="list-style-type: none"> <li>New 1.5 ML Collingullie Reservoir</li> </ul>	2035
	<b>Woomargama</b> <ul style="list-style-type: none"> <li>Replace WTP and pump station.</li> <li>Construct a second bore.</li> </ul>	2024/2025 2021/2022

### Total Asset Management Plan

Riverina Water's current Total Asset Management Plan has been updated to include the capital works for growth and improved levels of service (ILOS) identified, to address the risks. The 30-year capital works programs and the Total Asset Management Plan (TAMP) for the IWCM strategy, are presented in Figure S.2 and Figure S.3 respectively.

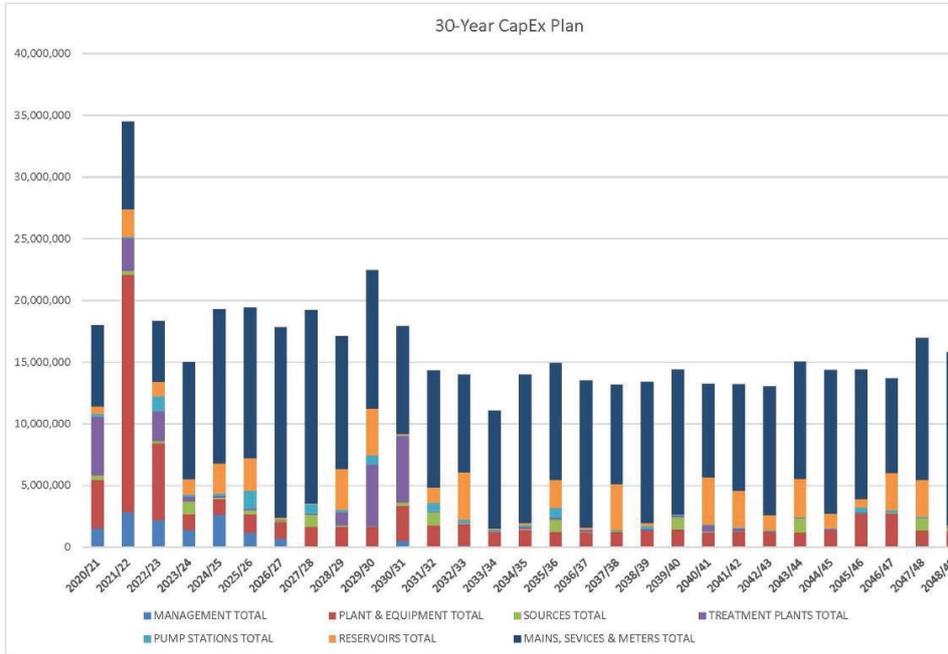


Figure S.2: 30-Year Capital Works Schedule

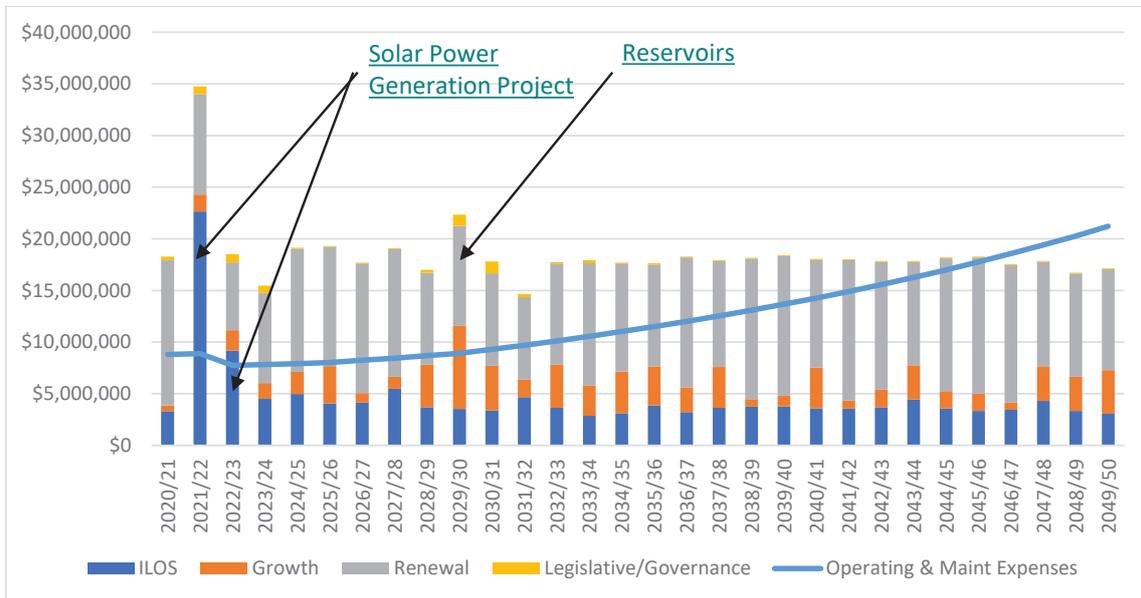


Figure S.3: 30-Year Total Asset Management Plan Expenditure

Long-term Financial Plan (LTFP)

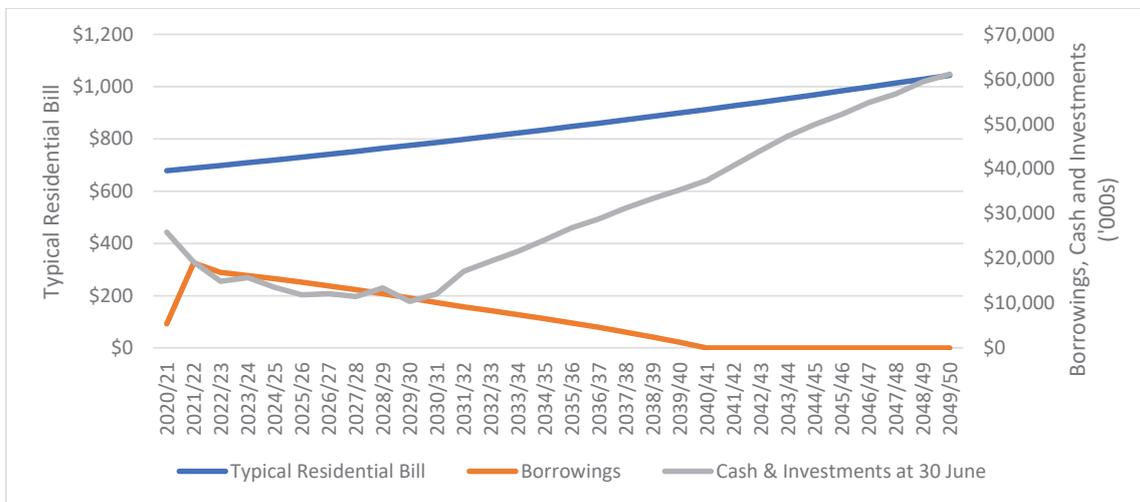
The overall goal of financial planning is to determine the lowest, sustainable price path for the water supply services on which to base Riverina Water’s tariff structure. The plan also presents the

sensitivity of financial forecasts to possible changes in key model variables. The impact of three variables were assessed in the financial modelling. These were:

- A percentage increase in the annual Typical Residential Bill (TRB)
- The reduction in annual energy costs from the Photovoltaic (PV) energy generation project
- The forecast annual growth rate.

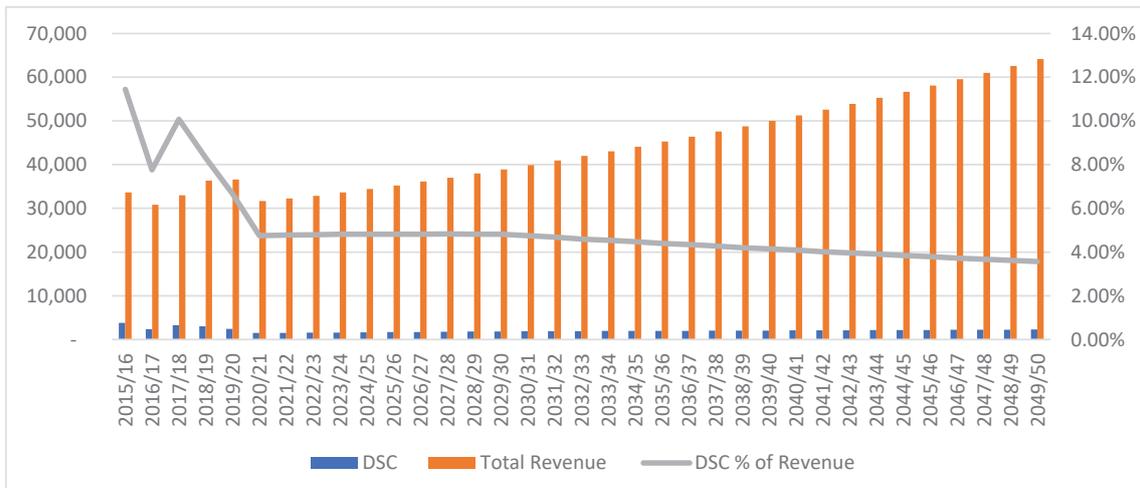
Riverina Water’s preferred Scenario includes a 1.5% annual increase in the TRB, \$1.3M annual reduction in energy costs and a 1.0% forecast growth rate.

The typical residential bill, levels of cash and investments, and borrowing outstanding during the forecast period are depicted in Figure S.4.



**Figure S.4: Cash & Borrowing Projections 1.5% TRB increase, \$1.3m electricity reduction, 1% annual growth**

The forecast Developer Charge, and its percentage of the total revenue is shown in Figure S.5.



**Figure S.5: Forecast Developer Charge and its percentage of total revenue**



**POLICY REGISTER**

**INTERNAL POLICY  
DRINKING WATER QUALITY MANAGEMENT**

<b>POLICY REFERENCE NUMBER:</b>		IP 2.7	
<b>Original publication date</b>		2007/08 Management Plan	
<b>Revision number</b>	<b>Issue Date</b>	<b>Approved</b>	<b>Approval date</b>
Name Change	26 Nov 2013		
1		Oct 2016	24 October 2016
This document is to be reviewed every 2 years. Next review date: <b>October 2018</b>			
<b>RESPONSIBLE OFFICER</b>		General Manager	

Riverina Water County Council is committed to managing its water supply effectively to provide a safe, high quality drinking water that consistently meets the NHMRC/NRMMC Australian Drinking Water Guidelines (2011), other regulatory requirements and consumer expectations.

To achieve this RWCC will:

- Work with stakeholders and relevant agencies to meet its objectives
- Maintain HACCP certification to provide a risk-based approach to drinking water quality management
- Integrate the needs and expectations of our consumers, stakeholders, regulators and employees into our planning
- Establish effective monitoring programs and reporting mechanisms to provide relevant and timely information and promote confidence in the water supply authority.
- Develop appropriate contingency plans and incident response
- Maintain awareness of current research and development activities to ensure that RWCC is up-to-date with current industry standards
- Be an active member of debate on public health issues and industry standards
- Continue to improve and review practices, assessing our performance against corporate objectives and stakeholder expectations.
- Provide regular education and training to ensure that all staff members are aware of their responsibilities for maintaining a safe water supply.

RWCC will implement and maintain a Water Quality Management Plan incorporating the principles of HACCP to effectively manage the risks to drinking water quality.

All managers and employees involved in the supply of drinking water are responsible for understanding, implementing, maintaining and continually improving the drinking water quality management system.

Graeme Haley  
**GENERAL MANAGER**



## WORK HEALTH AND SAFETY POLICY

### GOAL

Riverina Water County Council is committed to achieving a consistently high standard of workplace and community health and safety. Riverina Water will strive to develop, sustain and continuously improve on a level of workplace health & safety which it considers the best practice for this organisation.

### COMMITMENT

Riverina Water is committed to the prevention of work-related injury and ill health, through the provision of safe and healthy work environments, facilities, equipment and systems for our workers, volunteers, contractors, visitors and members of the public.

Riverina Water, led by the Chief Executive Officer, will demonstrate this commitment, by:

- Identifying, eliminating and/or minimising health and safety risks to reduce work related injury and illness;
- Ensuring Riverina Water has available and uses appropriate resources and processes to eliminate or minimise risks to safety, especially for higher risk activities;
- Establishing measurable health and safety objectives and targets and regularly reviewing our performance;
- Fulfilling all legal requirements *and* meeting the *AS/NZS ISO 45001 Standard* for safety;
- Continuously improving our Health and Safety Management System;
- Ensuring there are effective processes in place to record, investigate and carry out remedial actions should an incident occur, and to prevent a recurrence;
- Consulting and communicating with workers and the public (where relevant) to ensure they are empowered to actively participate in WHS risk management in the workplace and their community;
- Ensuring workers understand their general responsibilities for work health and safety and the specific responsibilities for safety relating to their job descriptions.

Signed:

A handwritten signature in black ink, appearing to read "A Crakanthorp".

Andrew Crakanthorp

CHIEF EXECUTIVE OFFICER

Date: 29 October 2020

#### Data and document control

Author: WHS Officer

Version 5

Page 1 of 2

Last revised date Oct 2020

EDRMS #

Next scheduled review Oct 2022

**Policy number** **4.3**

Responsible area	CEO / Work Health & Safety
Approved by	Riverina Water Board – Res 20/112
Original Approval date	December 1997
Legislation or related strategy	Work Health & Safety Act 2011

Policy history

Revision number	Issue Date	Approved	Approval date
0	January 2012	Res: 12/11	22 February 2012
1	April 2014	Res: 14/39	23 April 2014
2	April 2017	Res: 17/60	26 April 2017
3	August 2018	Res: 18/123	22 August 2018
4	October 2020	Res: 20/112	28 Oct 2020
5	August 2021	Update of title to CEO from General Manager	

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**

**Data and document control**

Author: WHS Officer	Version 5	Page 2 of 2
EDRMS #	Last revised date Oct 2020	
	Next scheduled review Oct 2022	

## Directory

### Headquarters

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### Postal address

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### Web

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(02) 6922 0608 (all hours)

### Office hours

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Monday to Friday

### Bank

National Australia Bank Ltd

### External auditors

NSW Audit Office

### Internal auditors

National Audits Group

### Emergency

Wagga Wagga  
**(02) 6922 0608 (all hours)**

The Rock  
**(02) 6922 0608 (all hours)**

Lockhart  
**(02) 6922 0608 (all hours)**

Uranquinty  
**(02) 6922 0608 (all hours)**

Urana/Oaklands  
**(02) 6922 0608 (all hours)**

Culcairn/Holbrook/Walla Walla  
**(02) 6922 0608 (all hours)**

## Customer information – payment facilities



### Telephone

Australia Post  
Telephone Billpay



### Billpay

Please call **13 18 16** to pay your bill using your credit card, or register to pay using your savings or cheque account from your bank, building society or credit union. Please have your water account ready as you will be required to key in payment details. **Your Billpay code and reference number is located beside the Australia Post symbol on the front of your account.** This service is available 7 days a week, 24 hours per day. **(For the cost of a local call).**



### Credit cards

Ring the **13 18 16** number as listed above.



### To pay by the internet

[www.postbillpay.com.au](http://www.postbillpay.com.au)

(Access to this option is also available via Council's Internet site listed above).



### Bpay

Phone your participating Bank, Credit Union or Building Society to make this payment from your cheque, savings or credit card account. **Your Biller Code and Reference Number is located beside the BPAY symbol located on the front of your account.**



### Mail

Send cheques to PO Box 456, Wagga Wagga with the "tear off payment slip". Keep the top portion of the account (with details of cheque etc.) for your record. No receipts will be issued unless the whole of the account is returned with the cheque.



### In person

Bring your account with you to pay at Australia Post Shops or Post Offices anywhere throughout Australia. Riverina Water County Council office at 91 Hammond Avenue, Wagga Wagga.



