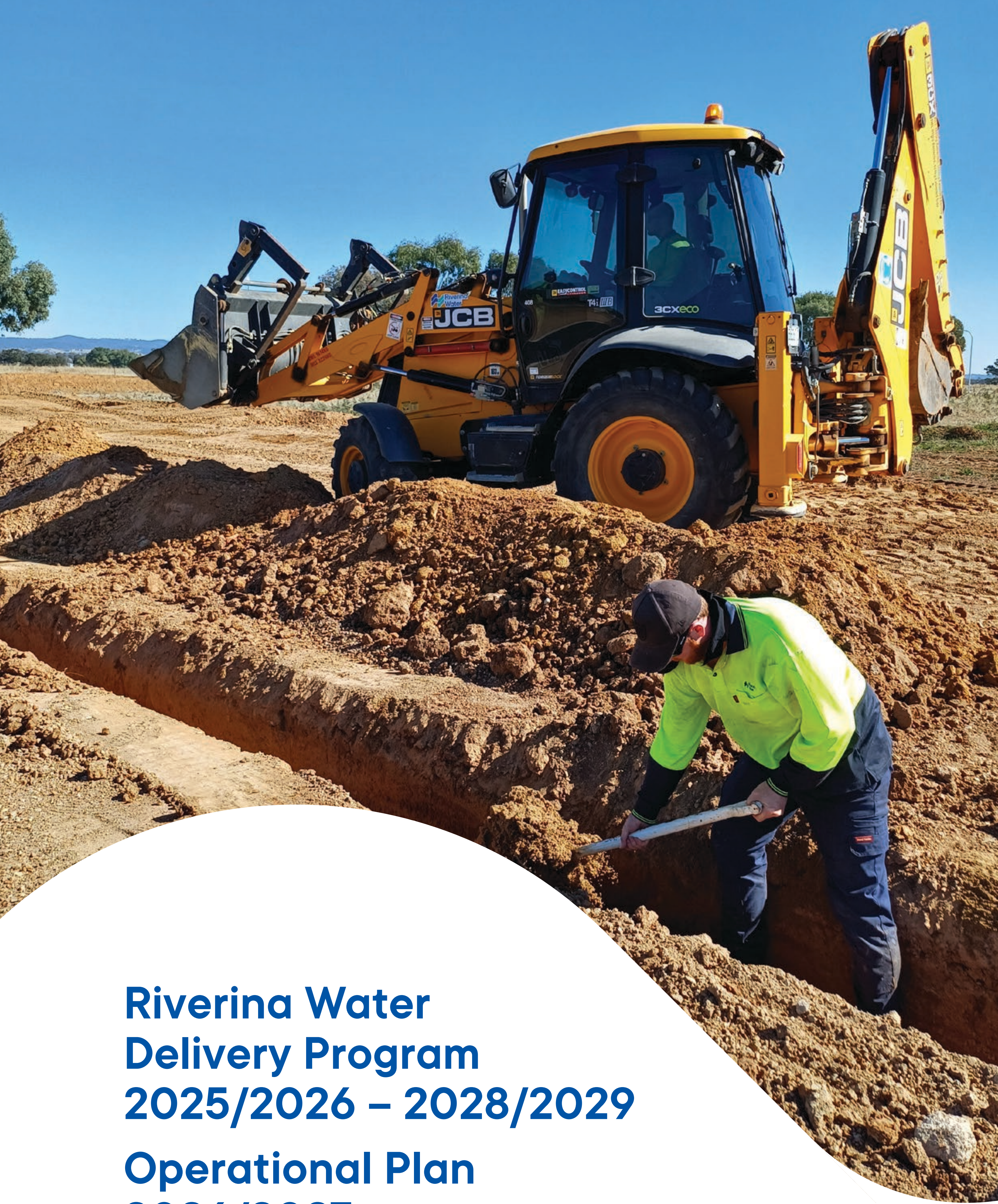


Riverina Water Delivery Program 2025/2026 – 2028/2029

Operational Plan 2026/2027

Riverina Water

All Images: Riverina Water County Council

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

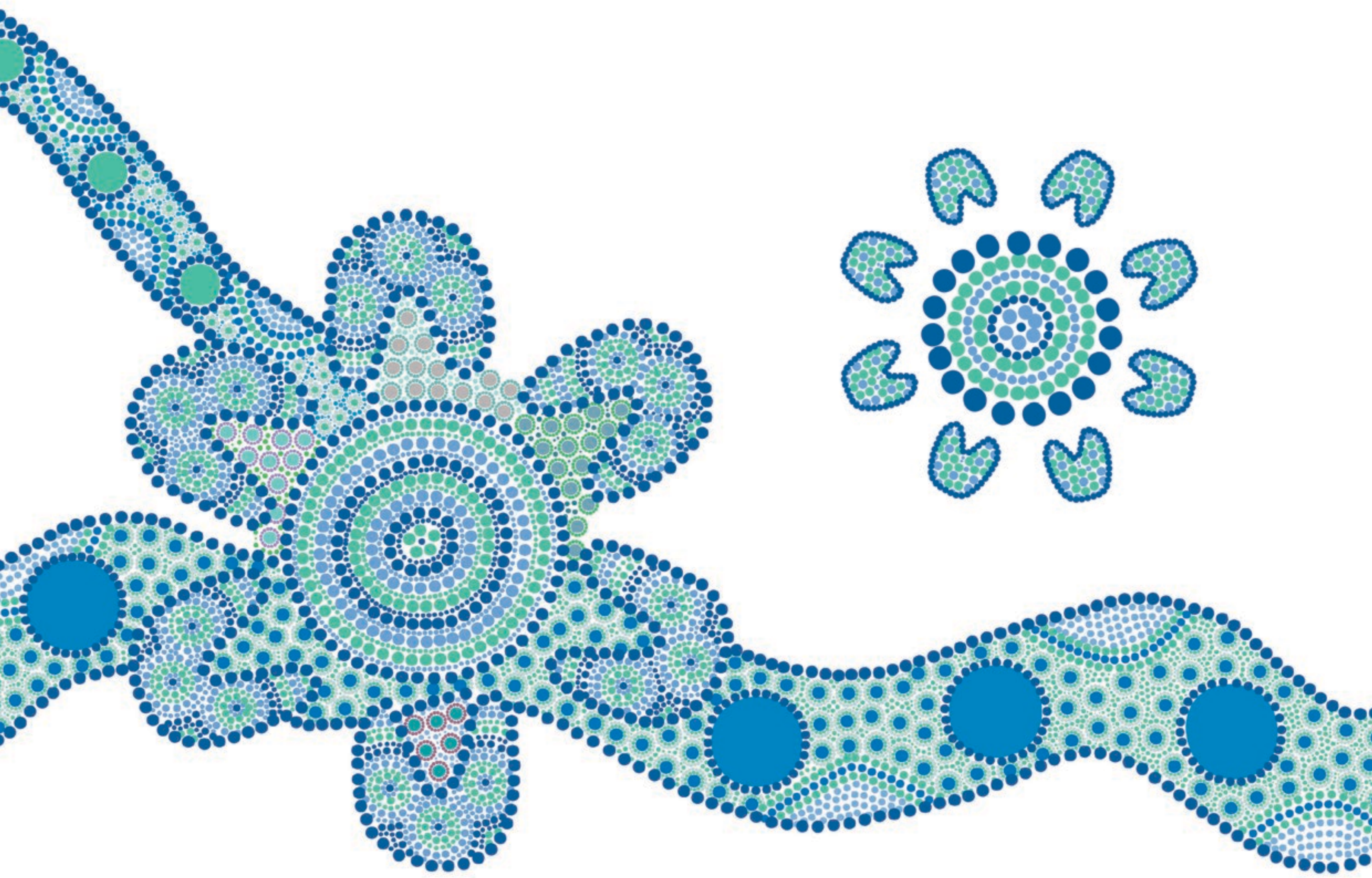
Version	Purpose and description
0.1	Draft Delivery Program 2025/2026 - 2028/2029 and Operational Plan 2025/2026 – 24 April 2025
1.0	Endorsed by Riverina Water Board – June 2025

Contents

Acknowledgement of Country

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

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



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

All other images: Riverina Water County Council

Foreword

On behalf of Riverina Water we are pleased to present our 2025/2026 - 2028/2029 Delivery Program and our Operational Plan 2026 - 2027. We present these as a combined Delivery Program/Operational Plan or DPOP.

The DPOP identifies four-year strategies that will contribute to the strategic objectives we have identified in our business activity strategic plan, *Leading into 2035*. Our DPOP is built around the four pillars in *Leading into 2035*.

These pillars are:

- Our people
- Our operations
- Our sustainability; and
- Our community

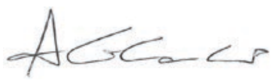
We believe that striving to achieve our strategic objectives will significantly assist us to realise our vision for Riverina Water to provide passionate and professional leadership in the water industry.

The Delivery Program 2025/2026 - 2028/2029 is a statement of commitment from the Board on what we will deliver during this Board term. The Operational Plan 2026 - 2027 specifies the actions we will undertake this financial year to contribute to the strategies identified in the Delivery Program.

The DPOP is underpinned by planning including our long-term financial plan (LTFP) and our asset management plan. Resourcing is achieved through our annual budget informed by current and operational commitments as well as our longer-term financial planning and capital works budget. Our workforce management plan and IT strategic plan help us to ensure that we have the people and technological resources we need to deliver the actions contained within the DPOP.

We look forward to providing regular updates to the Board and our community on how we are going and commend the 2025/2026 - 2028/2029 Delivery Program and Operational Plan 2026 - 2027 to you.

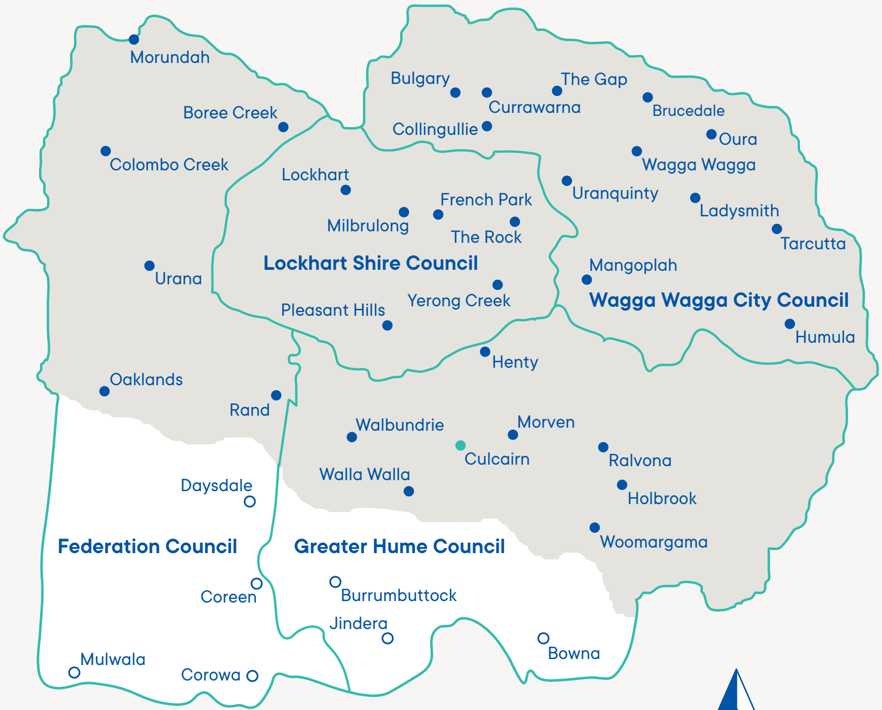
Clr Gail Driscoll
Board chair



Andrew Crakanthorp
Chief Executive Officer

Who we are

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



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

Our supply network

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

Our water supply network includes:

> More than **80** reservoirs

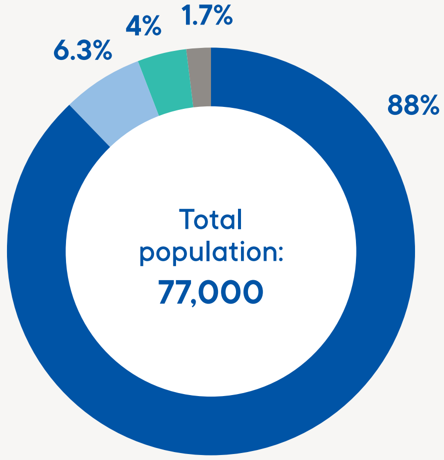
> More than **1800** kilometres of water mains

> **16** water treatment plants

Our customers

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

Our customers are diverse and range from households, to farmers, business, industry and other institutions such as
hospitals, aged care facilities and education institutions such as Charles Sturt University.



- City of Wagga Wagga
- Greater Hume
- Lockhart
- Federation

Our board

Clr Gail Driscoll
Lockhart Shire
Elected to Board in 2022
Elected as Chairperson April 2026

Clr Allana Condron
Wagga Wagga City
Elected to Board in 2024
Elected as Deputy Chairperson April 2026

Clr Pat Bourke
Federation
Elected to Board in 2017

Clr Georgie Davies
Wagga Wagga City
Elected to Board in 2022

Clr Brian Liston
Greater Hume
Elected to Board Oct 2024

Clr Jenny McKinnon
Wagga Wagga City
Elected to Board in 2022

Clr Lea Parker
Greater Hume
Elected to Board Oct 2024

Clr Amelia Parkins
Wagga Wagga City
Elected to Board in 2026

Clr Dallas Tout
Wagga Wagga City
Elected to Board in 2023

Our vision

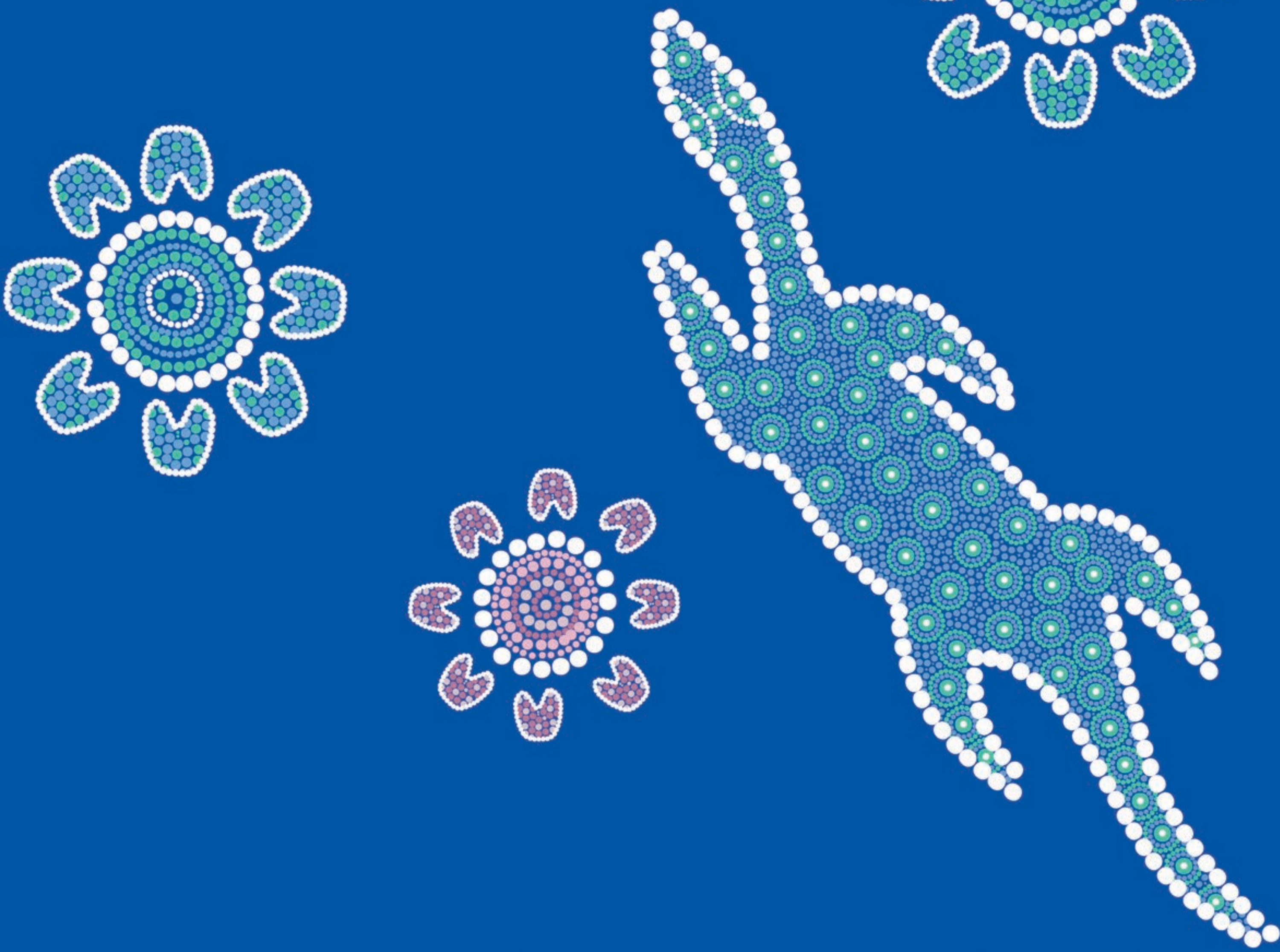
Provide passionate and professional leadership in the water industry.

Our mission

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

Our values

Respect, Connection, Safety, Cooperation.



Our organisation

Our executive team

Andrew Crakanthorp
Chief Executive Officer
Appointed 2018

Emily Tonacia
Director Corporate Services
Appointed 2021

Troy van Berkel
Director Engineering
Appointed 2023

Currently there are 128 staff working for Riverina Water (February 2026)

Chief Executive Officer

- Executive Assistant
- Work Health and Safety

Engineering

- Assets & Engineering Services
- Operations
- Projects
- Works

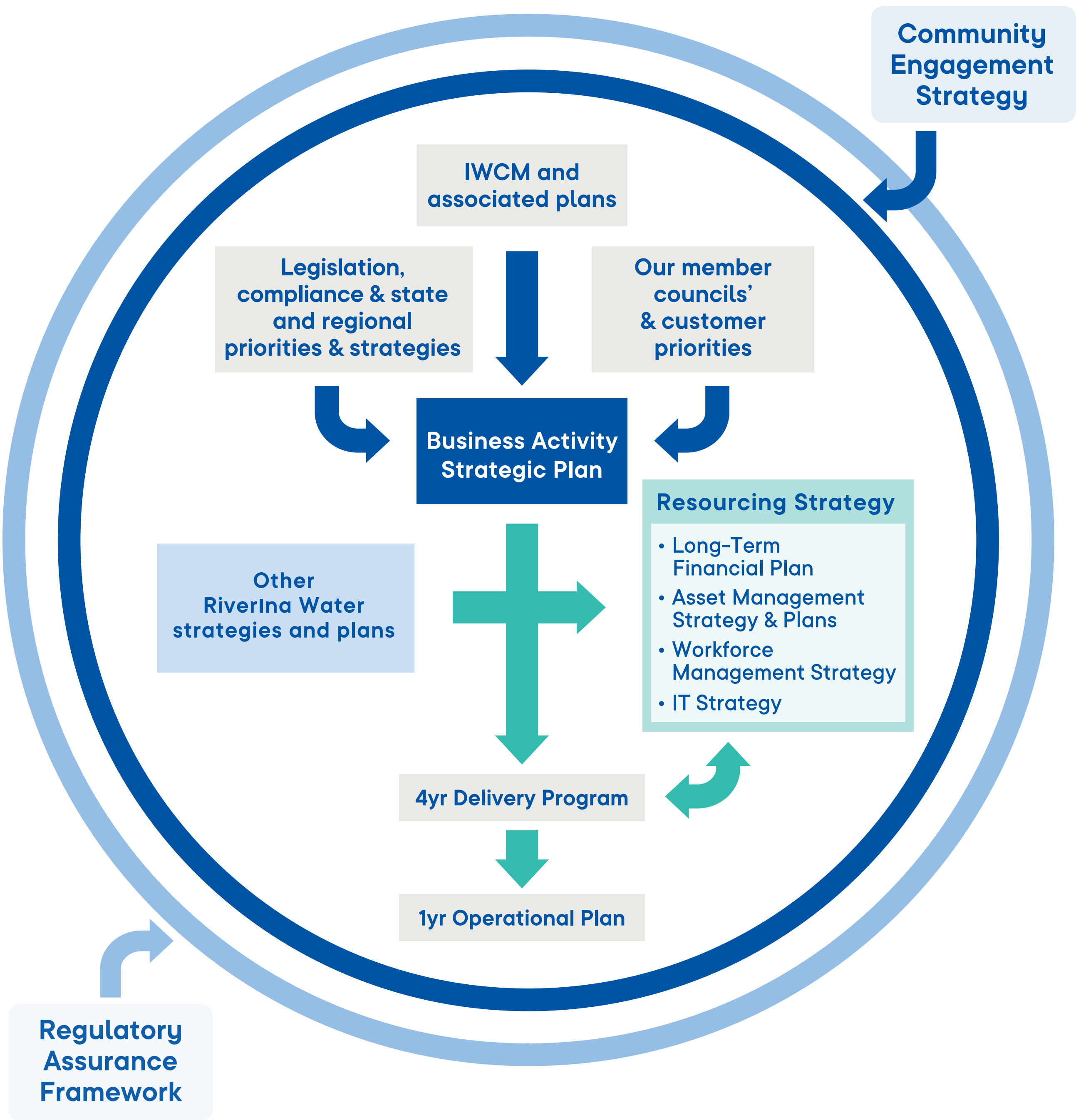
Corporate Services

- Customer, Engagement & Strategy
- Finance & Sourcing
- Risk, Audit & Governance
- People & Culture
- Information & Communication Technology

Our 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 for the organisation and for the community. This framework is oversighted by the Office of Local Government.

As a county council responsible for provision of water, we are also required to meet the planning expectations of the *Regulatory and assurance framework for local water utilities* (the RAF). This framework is oversighted by the Department of Primary Industry and Environment.



As per the RAF, the role of local water utilities is to deliver safe, secure, efficient and affordable water services to customers and communities, providing public health outcomes, and supporting economic development, liveability and the environment. The RAF outlines a number of key objectives that, if able to be demonstrated, would show that Riverina Water is undertaking our role as expected.

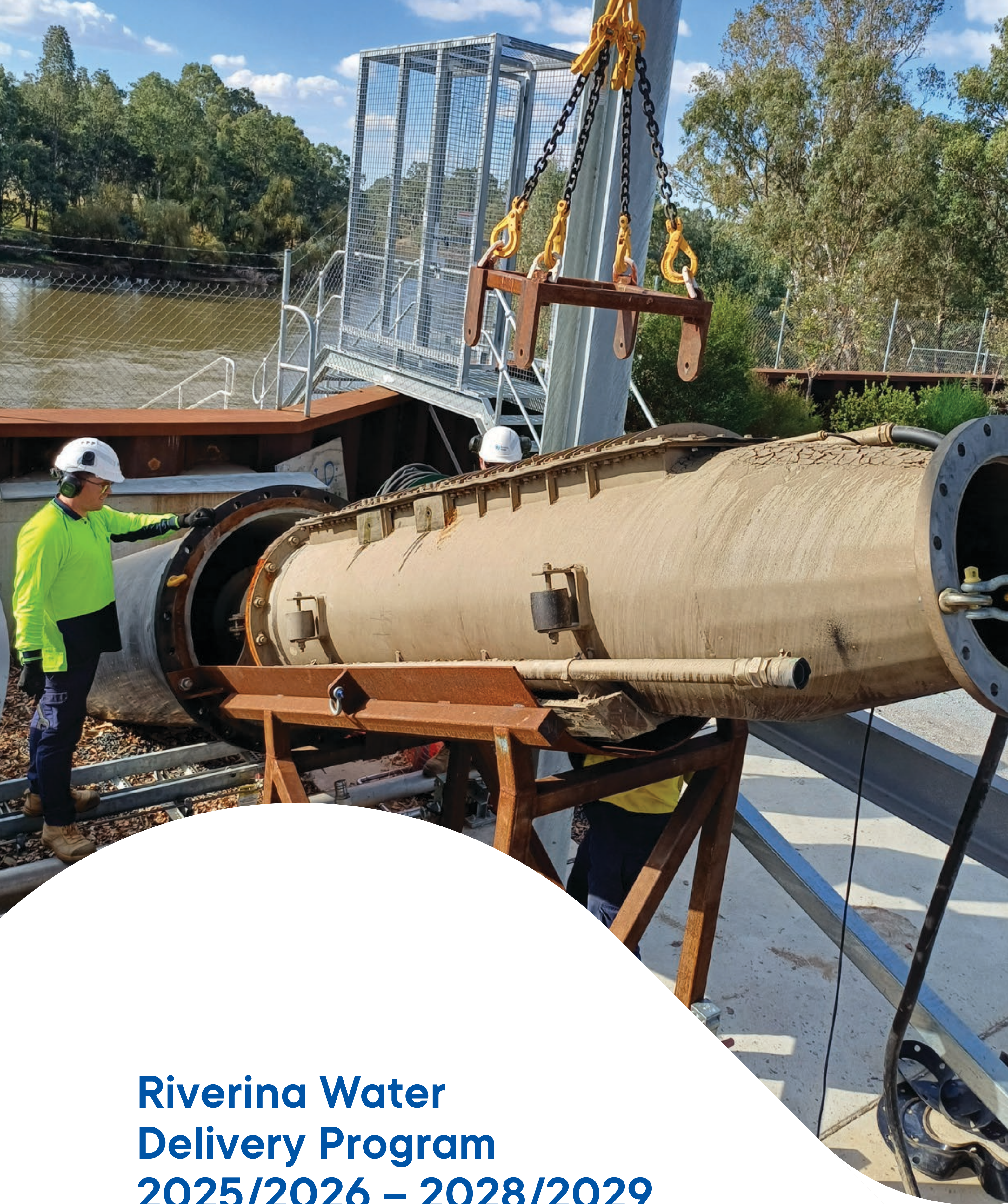
To be quality assured through the RAF, Riverina Water is required to demonstrate that we

- Understand service needs
- Understand water security
- Understand water quality
- Understand our environmental impacts
- Understand our system capacity, capability and efficiency
- Understand our other key risks and challenges
- Understand solutions to deliver services
- Understand our resourcing needs
- Understand our revenue sources
- Make and implement sound strategic decisions
- Implement sound pricing and prudent financial management
- Promote integrated water cycle management

Where are we now?

Below are some of the key challenges and opportunities facing Riverina Water. We take these into account when planning our Delivery Program strategies.

	Key challenges and opportunities
Our people	› Building leadership capability and a culture of one team › Maintaining corporate knowledge › Ensuring we retain trained and engaged staff › Keeping our people safe
Our operations	› Introduction of the Regulatory Assurance Framework and meeting its objectives › Embedding our project management methodology › Opportunities to strengthen corporate systems and integration › Meeting our capital works program within resourcing
Our sustainability	› PFAS contamination in our water sources › Being on the front foot for development in our service area and an improved partnership approach with member councils › Opportunity to improve our sustainability and reduce our operational footprint › Remaining financially sustainable whilst balancing affordability for our customers
Our community	› Opportunity to increase community awareness of what we do › Changing ways that customers prefer to do business › Opportunity to deliver community engagement initiatives and positively contribute to our communities › Opportunity to increase water literacy in our community



Riverina Water Delivery Program 2025/2026 – 2028/2029

The Delivery Program 2025/2026 - 2028/2029 outlines what we will deliver over this next four years to achieve the strategic objectives in our business activity strategic plan, *Leading into 2035*.

Leading into 2035 has been informed by customer feedback and annual customer survey results; our integrated water cycle management plan (IWCM) and associated asset management plans; the priorities of our community as captured in our constituent councils' community strategic plans; and state, regional and local strategies and plans.

The resourcing strategy for *Leading into 2035* consists of the LTFP (long term financial plan), the workforce management plan, asset management plan, and the IT strategic plan.

The 10-year strategic focus for *Leading into 2035* is established around four pillars; our People, Our Operations, Our Sustainability and Our Community. Each pillar has a strategic objective for 2035.

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

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

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

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

What's in the Delivery Program

The Delivery Program (DP) identifies four-year strategies that will contribute to our strategic objectives. These strategies are broadly allocated to a lead Service area tasked with delivery and reporting to the Board and community on progress.

Each of the strategies in the DP has a key performance indicator or indicators, which will be a compilation from the operational plans that support the DP. Targets are provided where appropriate.

It should be noted that the strategies in the DP may contribute to more than one strategic objective and that actions in the Operational Plan (OP) may contribute to more than one DP strategy. Secondary alignment will be taken into account in our reporting.

The Delivery Program is supported by the Workforce Management Plan and the IT Strategic Plan and informed by the Asset Management Plan.

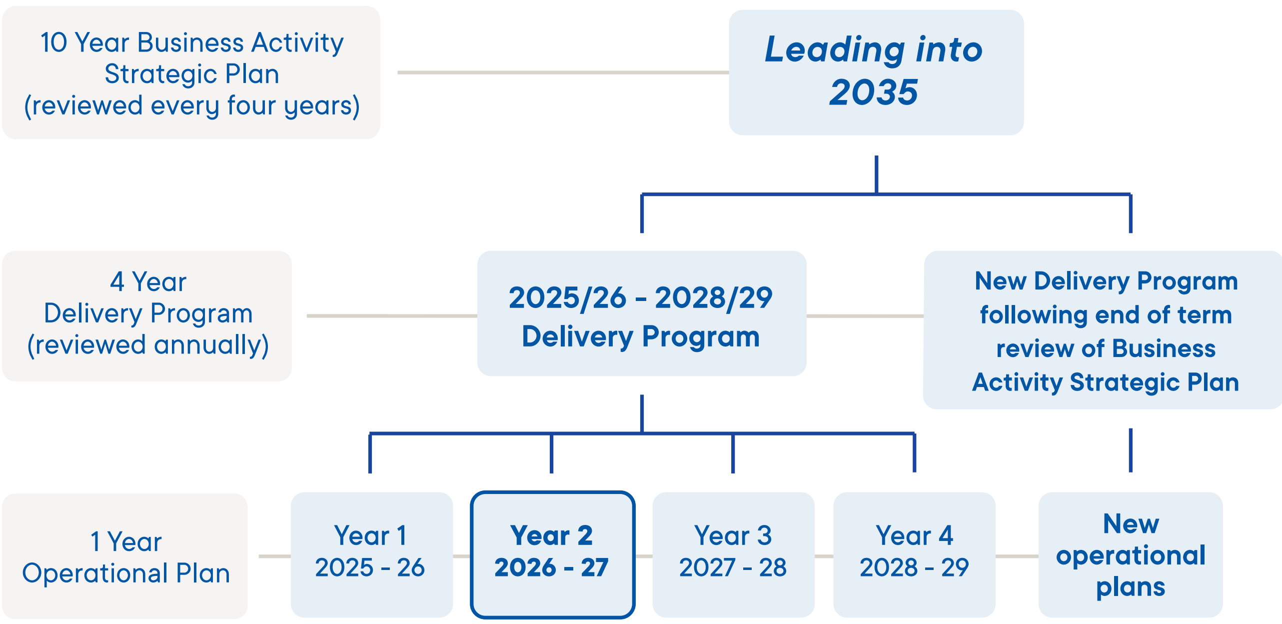
Resourcing the Delivery Program

The DP contains a budget summary for the four years including capital work expenditure, and budgeted and planned financial position. The Workforce management strategy and the IT strategy help us to ensure we have the resourcing we need to deliver our plan.

How we will achieve the Delivery Program

The Delivery Program is delivered through one-year operational plans (ie 4x operational plans per Delivery Program). The Delivery Program is reviewed annually in the preparation of the Operational Plan to ensure that the four-year strategies are still relevant and achievable.

This is also the opportunity to review the Long Term Financial Plan (LTFP) to ensure that it reflects any changes that will affect our financial forecasts and sustainability.



Reporting and review

Riverina Water reviews the Delivery Program each year and reports on progress every six months through the DPOP 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 strategies are progressing and still contributing to the strategic objectives contained within *Leading into 2035*.

If there are changes required to the Delivery Program these will be highlighted in reports to the Board and incorporated into the revised DPOP for the following year.

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

How to read the DPOP

Delivery Program

Leading into 2035 pillar

What this will look like in 2035

Our people

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

1.1 Build high performing teams

10 year strategic objective

We take personal responsibility, understand what is needed to succeed and effectively work together to achieve outstanding results

What this means

The area undertaking or reporting on the action

How we will determine the successful completion of the Strategy (4 year) - roll up from 4 x Operational Plans

↑ improvement or increase; ✓ achievement of; ↓ decrease

Targets are provided where applicable

Strategy		Service area	Indicator
1.1.1	Foster cross-functional collaboration	Executive People & Culture	↑ Staff survey rating for cross unit collaboration

4 year Delivery Program Strategy

Operational Plan

*Reporting to the Board**

2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr

Operational Plan action

How we will determine the successful achievement of the action. Target if set relates to date; number; frequency etc

The area undertaking or reporting on the action

*Reporting to the Board

We are required under IP&R guidelines to report on the progress of our DPOP to the Board and community every 6 months.

Progress and percentage complete for all actions will be shown in both the Qtr 2 and Qtr 4 report.

Commentary will be provided in the Qtr shown against the Operational Plan action.

The Qtr 2 report on progress is provided to the February Board meeting.

Progress will be shown as Completed; On Track; Requires Attention; Not yet started

The Qtr 4 report is provided to the August Board meeting and informs the Annual Report. Progress will be shown as Completed; Incomplete; To be carried over 2026 - 2027.

This report includes the achievement of the measures for the OP and progress to the measures for the DP.

Explanations for these status' will be provided in the reports where required.

Our people

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

1.1 Build high performing teams

We take personal responsibility, understand what is needed to succeed and effectively work together to achieve outstanding results

Strategy		Service area	Indicator
1.1.1	Foster cross-functional collaboration	Executive People & Culture	↑ Staff survey rating for cross unit collaboration
1.1.2	Strengthen leadership, culture and engagement	Executive People & Culture	↑ Staff survey rating for leadership and engagement
1.1.3	Establish a structured succession and resourcing framework	People & Culture	✓ Key identified roles have a succession plan in place Target: 75%

1.2 Ensure workforce capability

We attract diverse talent and develop a skilled workforce to be able to meet our business and customer needs

Strategy		Service area	Indicator
1.2.1	Strengthen staff capability, agility and innovation through leveraging IT data, strategic insights and expert collaboration	ICT	↓ Number of helpdesk tickets for capability related tasks
1.2.2	Enhance and promote our Employee Value Proposition (EVP)	People & Culture	↑ Staff survey rating for leadership and engagement
1.2.3	Establish and integrate essential capabilities and knowledge	People & Culture	↑ Staff survey rating for organisational commitment to ongoing training and development of staff

1.3 Foster unity of belonging and purpose

We have an inclusive workplace where every person at Riverina Water feels they are part of one team working together to achieve our goals

Strategy		Service area	Indicator
1.3.1	Ensure inclusive and equitable policies, systems and workplaces	People & Culture Executive	↑ Increase in workforce diversity
1.3.2	Expand employment pathways to support diverse career progression	People & Culture	✓ New career pathways are established Target: Min 2

1.4 Partner with our people to ensure they go home safe and well

We consult, train and empower our people to undertake their work safely. Together we strive for an injury and illness free workplace

Strategy		Service area	Indicator
1.4.1	Demonstrate due diligence and duty of care through a systems-based approach to protect our people from harm and to strengthen our WHS culture	WHS	↑ WHS Management internal audit findings improve from "partially effective" to "effective"
1.4.2	Empower staff to take ownership of safety at Riverina Water	WHS Executive	↓ Reduction in time lapse between notification and resolution of incidents
1.4.3	Achieve strong safety leadership by embedding safety as a core value in our workplace culture	WHS Executive	↑ Increase in positive safety behaviour reporting Target: 25% p/a
1.4.4	Prioritise employee wellbeing and support	People & Culture Executive	↑ Staff survey results for employee wellbeing

Our operations

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

2.1 Develop and maintain robust information and management systems

We conduct our business using secure and agile systems that enable us to do our jobs well, inform decision making and achieve our goals

Strategy		Service area	Indicator
2.1.1	Enhance the integration and capabilities of our asset systems to empower asset owners with the tools and data needed for informed decision making	Assets	✓ 90% of work captured in the asset management system resulting in improved efficiency and reduced reactive repairs
2.1.2	Develop and commence implementation of Data Strategy, Digital Strategy and IoT Strategy	ICT	✓ Data Strategy, Digital Strategy and IoT Strategy adopted and implementation ongoing
2.1.3	Strengthen security by advancing Essential 8 maturity levels to enhance the protection of organisational systems	ICT	↑ Essential 8 maturity levels Target: 70% maturity
2.1.4	Strengthen ICT security culture through awareness, behaviour and continuous improvement	ICT	↑ Improvement in ICT security awareness and practice evidenced in reports and campaigns

2.2 Assure ongoing service delivery

We operate and maintain fit for purpose assets to ensure ongoing water supply and water quality to our current and future customers in line with our regulatory requirements and agreed service levels

Strategy		Service area	Indicator
2.2.1	Enhance maintenance and operations through proactive planning, data driven decision making and asset management	Operations Works Assets	↑ Increase in planned maintenance Target: >50% ↓ Decrease in unplanned overtime
2.2.2	Enhance the effectiveness and efficiency in the delivery of services	Executive Customer, Engagement & Strategy	✓ Service reviews undertaken Target: 4
2.2.3	Enhance water quality management by strengthening practices, culture and regulatory compliance	Operations	✓ 100% Compliance with the Australian Drinking Water Quality Guidelines
2.2.4	Efficiently deliver the capital works program by optimising budgets and resources to ensure assets support current and future service needs	Engineering Projects	✓ Capital works completed on schedule Target: >70%
2.2.5	Enable sustainable growth by proactively responding to development applications and advancing infrastructure planning to ensure reliable water supply for our community	Assets	✓ Development applications reviewed and responded to within set timeframes Target: 100%
2.2.6	Align ICT service delivery with Information Technology Information Library (ITIL) principles	ICT	✓ IT services are aligned with ITIL principles Target: 100%
2.2.7	Apply a structured business analysis framework to enhance efficiency, optimise service delivery and drive business transformation	ICT	✓ Business projects in the ICT space apply the structured business analysis framework Target: 75%

2.3 Proactively manage risks and opportunities

We encourage a positive risk culture to manage risks and to pursue innovation and continuous improvement across Riverina Water

Strategy		Service area	Indicator
2.3.1	Complete system-based risk assessment (summer readiness) with implemented controls and proposed actions addressing gaps outside of risk appetite	Engineering	✓ Ability to meet water demand during extended outages Target: 100%
2.3.2	Enhance risk identification, assessment and treatment capability across Riverina Water	Risk, Audit & Governance	↑ Formal risk assessments completed and actioned
2.3.3	Evaluate and establish the feasibility and benefits for digital metering technologies to determine the strategic position on potential rollout and alignment with operational goals	Works	✓ Completion of business case and feasibility study for digital solutions
2.3.4	Proactively monitor and manage PFAS water supply risks to meet regulatory requirements and ensure reliability and safety of water supply	Executive Operations	✓ PFAS within Australian Drinking Water Guideline limits
2.3.5	Ensure Riverina Water is adequately insured in line with business operation requirements	Risk, Audit & Governance	✓ All arising claims or events in the period have been adequately covered and or paid

2.4 Provide effective leadership and governance

We show effective leadership to our people and community ensuring that our activities and operations are conducted in accordance with our values and good governance

Strategy		Service area	Indicator
2.4.1	Foster a culture that encourages accountability, professionalism and the best outcomes for Riverina Water	Executive	↑ Staff engagement survey results ↑ Completion of actions in DPOP Target: 100%
2.4.2	Ensure policies, guidelines and procedures are current, suit organisational requirements and are effectively implemented	Executive Risk, Audit & Governance	✓ Currency and availability of policies, guidelines and procedures Target: 100%
2.4.3	Create and implement a governance structure to align IT initiatives with organisation goals	ICT	✓ All significant ICT initiatives have been supported by an identified clear alignment to organisational goals
2.4.4	Collaborate with key stakeholders to support supply area growth and manage current and emerging issues	Executive	✓ Water infrastructure projects are either delivered, responded to or planned to meet supply area growth requirements

Our sustainability

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

3.1 Responsibly manage our impact on the natural environment

We operate with an understanding or our natural resource responsibilities and seek to minimise our impact on the environment

Strategy		Service area	Indicator
3.1.1	Implement sustainable practices to support our long-term transition to net zero	Executive Engineering	↓ Reduction in greenhouse emissions Target: 50%
3.1.2	Protect and restore sites to prevent environmental degradation, ensuring sustainable land and water management	Projects Works	✓ No environmental degradation from Riverina Water activities

3.2 Strategically manage our assets and finances

We plan our finances and enhance and integrate our asset management to remain sustainable

Strategy		Service area	Indicator
3.2.1	Inform business decisions by strong financial data and governance	Finance & Sourcing	✓ Key business decisions directly informed by financial analysis
3.2.2	Ensure robust financial planning that enables Riverina Water to achieve its stated objectives in the medium to long term	Finance & Sourcing	✓ Performance measures as disclosed in the annual financial statements are met
3.2.3	Strategically manage financial assets	Finance & Sourcing	✓ Investment portfolio consistently outperforms the benchmark Ausbond Bank Bill Index return
3.2.4	Optimise our infrastructure through improved asset life cycle management	Assets	↑ Overall improvement in asset ratings as reported in financial statements

3.3 Successfully deliver integrated strategies and plans

We do not plan in isolation. Our strategies and plans are informed, considered and well executed

Strategy		Service area	Indicator
3.3.1	Develop and adopt water supply infrastructure master plans with a clear roadmap for delivery, considering resources, priorities and constraints, including Western, Southern and Northern trunk strategies	Engineering	✓ Adopted infrastructure master plans
3.3.2	Provide clear direction and accountability through integrated planning and reporting	Executive Customer, Engagement & Strategy	✓ Plans and reports evidence integration
3.3.3	Establish a standardised project management framework	Engineering	✓ Project management frameworks established and integrated into planning and delivery

3.4 Plan for and respond to changes in the internal and external context

We are a resilient organisation that anticipates change and can positively respond to internal and external challenges

Strategy		Service area	Indicator
3.4.1	Proactively manage water entitlements to meet current and future demand and support growth	Executive	✓ Overall water entitlements are increased in order to meet future demand as identified in the IWCMP
3.4.2	Achieve organisational resilience through adequate incident management response planning	Risk, Audit & Governance	✓ Incidents are managed within the set targets as per the individual response plans Target: 85%
3.4.3	Embed centre-led procurement practices that are aligned with LGNSW determined principles for sustainable procurement	Finance & Sourcing	✓ Compliance with updated procurement policies and procedures Target: 100%
3.4.4	Ensure drought preparedness to help mitigate the impacts of drought	Operations	✓ Drought management plan in place and supporting documentation completed

Our community

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

4.1 Build stronger relationships with our diverse communities

We engage openly, listen actively and collaborate meaningfully with our diverse community to foster trust, mutual understanding and long-lasting connections

Strategy		Service area	Indicator
4.1.1	Respectfully engage with our First Nations Community and their heritage	Executive Customer, Engagement & Strategy	✓ Reconciliation Action Plans developed and implemented in line with Reconciliation Australia
4.1.2	Increase the awareness, understanding and perceived value of the role Riverina Water plays in the community	Customer, Engagement & Strategy	↑ Customer awareness of Riverina Water's roles and impact measured via annual survey Target: 10% increase in awareness
4.1.3	Build and maintain strong relationships across stakeholders to improve the flow of information and ensure decisions are inclusive and well-informed	Customer, Engagement & Strategy	✓ Specific stakeholder engagement sessions are delivered Target: At least one per year

4.2 Understand and respond to our customer needs and expectations

We actively seek feedback, anticipate customer needs and deliver responsive services that enhance satisfaction and build trust

Strategy		Service area	Indicator
4.2.1	Enhance customer experience through digital and technology uplift	Customer, Engagement & Strategy	↑ Customers using digital services via customer portal Target: 25% of customer base
4.2.2	Develop an enhanced understanding of customers and their expectations through data, insights and analytics to help inform our service offering	Customer, Engagement & Strategy	↑ Customer survey participation rates Target: 10% increase
4.2.3	Support the financial wellbeing of our customers	Customer, Engagement & Strategy	✓ Customer satisfaction when accessing financial assistance Target: 85% satisfaction

4.3 Actively support and contribute to our community

We champion initiatives that enrich our community and demonstrate our commitment to making a positive impact

Strategy		Service area	Indicator
4.3.1	Invest in our community and support the enhancement of the social, cultural and environmental life of our community	Customer, Engagement & Strategy	✓ Community awareness of the benefits created by community support initiatives as measured in annual survey Target: 30% positive responses

4.4 Improve water literacy in our community

We help our customers and community to understand where their water comes from and manage their water usage

Strategy		Service area	Indicator
4.4.1	Promote responsible water use by delivering clear education, practical resources and consistent messaging that supports lasting behaviour change	Customer, Engagement & Strategy	↑ Customer awareness of water supply process as measured in annual survey Target: 10% increase in awareness over four years
4.4.2	Provide accessible and relevant educational information and opportunities to our customers and the community	Customer, Engagement & Strategy	✓ Primary schools in supply area utilise educational material or participate in education opportunity Target: 50%

Our corporate planning, review and reporting timeframes

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

Delivery Program budget summary

Budgeted financial statements

Income statement	Last year	Current year	Projected years	
	2025/2026 $	2026/2027 $	2027/2028 $	2028/2029 $
Income from continuing operations				
Revenue				
Rates and annual charges	6,584,587	7,359,115	7,512,450	7,668,851
User charges and fees	31,045,392	27,411,957	27,959,996	28,518,996
Other revenues	742,135	674,395	678,140	681,960
Grants and contributions provided for operating purposes	205,150	25,856	25,856	25,856
Grants and contributions provided for capital purposes	3,039,138	3,118,629	3,162,942	3,208,141
Interest and investment revenue	1,687,000	1,792,476	1,556,679	1,519,701
Total income from continuing operations	**43,303,402**	**40,382,428**	**40,896,062**	**41,623,504**
Expenses from continuing operations				
Employee benefits and on-costs	15,985,544	17,168,316	18,198,415	18,653,375
Borrowing costs	409,643	1,134,470	1,383,084	1,248,790
Materials and contracts	12,527,262	13,236,843	11,855,425	12,151,810
Depreciation and amortisation	10,012,500	10,012,500	10,192,725	11,376,194
Other expenses	266,000	266,000	267,250	268,531
Net losses from the disposal of assets	815,000	-	-	-
Total expenses from continuing operations	**40,015,949**	**41,818,130**	**41,896,898**	**43,698,700**
Operating result from continuing operations	**3,287,453**	**(1,435,701)**	**(1,000,835)**	**(2,075,196)**
Net operating result for the year	**3,287,453**	**(1,435,701)**	**(1,000,835)**	**(2,075,196)**
Net operating result before grants and contributions provided for capital purposes	**248,315**	**(4,554,331)**	**(4,163,777)**	**(5,283,337)**

Budgeted financial statements

Balance sheet	Last year	Current year	Projected years	
	2025/2026 $	2026/2027 $	2027/2028 $	2028/2029 $
Assets				
Current assets				
Cash and cash equivalents	2,000,000	2,000,000	2,000,000	2,000,000
Investments	19,772,988	18,227,551	13,484,761	8,493,964
Receivables	6,064,902	5,608,443	5,566,259	5,510,758
Inventories	3,806,552	4,022,167	3,602,407	3,692,467
Total current assets	**31,644,443**	**29,858,161**	**24,653,428**	**19,697,189**
Non-current assets				
Investments	11,612,770	10,705,128	7,919,665	4,988,545
Infrastructure, property, plant and equipment	459,931,631	470,822,137	481,629,412	485,253,218
Intangible assets	8,819,000	8,819,000	8,819,000	8,819,000
Total non-current assets	**480,363,402**	**490,346,265**	**498,368,077**	**499,060,764**
Total assets	**512,007,844**	**520,204,426**	**523,021,505**	**518,757,952**
Liabilities				
Current liabilities				
Payables	3,306,808	3,577,496	3,555,568	3,634,063
Borrowings	454,943	454,943	2,266,851	2,376,790
Employee benefit provisions	4,954,250	4,954,250	4,954,250	4,954,250
Total current liabilities	**8,716,000**	**8,986,688**	**10,776,669**	**10,965,103**

Balance sheet	Last year	Current year	Projected years	
	2025/2026 $	2026/2027 $	2027/2028 $	2028/2029 $
Non-current liabilities				
Borrowings	8,087,641	17,449,236	19,477,170	17,100,379
Employee benefit provisions	66,750	66,750	66,750	66,750
Total non-current liabilities	**8,154,391**	**17,515,986**	**19,543,920**	**17,167,129**
Total liabilities	**16,870,391**	**26,502,674**	**30,320,589**	**28,132,232**
Net assets	**495,137,453**	**493,701,752**	**492,700,916**	**490,625,721**
Equity				
Retained earnings	173,266,453	171,830,752	170,829,916	168,754,720
Revaluation reserves	321,871,000	321,871,000	321,871,000	321,871,000
Council equity interest	495,137,453	493,701,752	492,700,916	490,625,720
Total equity	**495,137,453**	**493,701,752**	**492,700,916**	**490,625,720**

Capital works plan

Description	Last year 2025/2026 $	Current year 2026/2027 $	Projected years 2027/2028 $	 2028/2029 $
Capital works expenditure	22,649,131	20,903,006	21,000,000	15,000,000

Riverina Water Operational Plan 2026/2027

CEO Foreword

This Operational Plan 2026 - 2027 sets out the actions we will take in the year ahead to deliver on our Delivery Program 2025/2026 – 2028/2029 and continue progressing our long-term strategy, *Leading into 2035*.

Riverina Water is operating in a period of strong regional growth. Meeting this demand requires careful planning in collaboration with our constituent councils, responsible financial management and continued investment in infrastructure and asset renewals. Our focus remains on delivering safe, reliable drinking water at the lowest sustainable cost, while ensuring we are well positioned for the future.

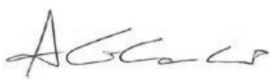
Safety continues to underpin everything we do. We will build on our work to strengthen safety systems, leadership capability, culture and employee engagement across the organisation. At the same time, we will prioritise succession planning and knowledge management to ensure critical skills and expertise are retained as our workforce evolves.

Technology and innovation will play an increasing role in how we deliver services. During this period, we will strengthen ICT strategy and cyber security, continue digitising operational systems and explore opportunities to responsibly leverage emerging technologies, including artificial intelligence. We will also progress business case development for smart metering to enhance customer service, water efficiency and network performance.

Recognising that water is a valuable and finite resource, we will continue demand management initiatives under the NSW Water Efficiency Framework and expand community education to support sustainable water use. We will also continue to monitor and manage emerging water quality risks to ensure the ongoing safety and reliability of supply.

We remain committed to inclusion and community connection. Over the coming year, we will transition into the next stage of our Reconciliation Action Plan and implement our first Disability Inclusion Action Plan, alongside continued delivery of our Customer and Community Engagement Strategy.

We look forward to reporting on our progress and continuing to serve our growing region.



Andrew Crakanthorp
Chief Executive Officer

About the Operational Plan

The Operational Plan 2026 - 2027 (OP) is management's action plan for Year 2 of the 2025/2026 - 2028/2029 Delivery Program (DP). An operational plan is prepared each year identifying projects, programs or activities to help Riverina Water to deliver on the strategies within the DP for that year.

The Operational Plan includes a detailed annual budget 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.

Achieving the Operational Plan

Actions in the Operational Plan (OP) are allocated to Service areas or to the Executive (CEO/Directors) depending on the action. The Executive are allocated actions where the achievement of the action is tasked across the organisation or senior management has responsibility for implementation. More than one Service area may be tasked with an action and this will be shown against the relevant action.

As the OP is an annual plan, progress is generally measured in terms of outputs. If possible, measures will have targets.

Not every strategy in the DP is actioned every year in the Operational Plan. The OP will be marked with "No action this year" when a DP strategy does not have an action in that particular year.

If an action is not achieved in a given year, a decision may be made to roll that into the following year's Operational Plan and this will be reported to the Board and community in the Qtr 4 progress report.

Reporting and review

DPOP strategies and 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 occurs on a quarterly basis.

As well as progress of the OP being monitored by management each quarter, a Quarterly Budget Review is made 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 progress of an action. It will also highlight 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.

Our people

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

1.1 Build high performing teams

We take personal responsibility, understand what is needed to succeed and effectively work together to achieve outstanding results

DP 1.1.1 Foster cross-functional collaboration

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.1.1.1	Create opportunities for cross functional collaboration	Cross functional collaboration opportunities are offered Target: 2 p/a	Executive	Qtr 4

DP 1.1.2 Strengthen leadership, culture and engagement

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.1.2.1	Continue uplift of leadership capabilities and culture via continued rollout of the leadership development program	100% of Riverina Water leaders have had exposure to the development initiatives	People & Culture	Qtr 4
1.1.2.2	Implement staff survey action plans	Year 2 identified actions are implemented Target: 30 June 2027	People & Culture	Qtr 4
1.2.2.3	Undertake bi-annual employee survey	Increased engagement in survey participation	People & Culture	Qtr 4
1.2.2.4	Develop a Diversity, Equity and Inclusion Strategy	Strategy is endorsed by Executive	People & Culture	Qtr 4

1.2 Ensure workforce capability

We attract diverse talent and develop a skilled workforce to meet our business and customer needs

DP 1.2.1 Strengthen staff capability, agility and innovation through leveraging IT data, strategic insights and expert collaboration

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.2.1.1	Increase the adoption and utilisation of Artificial Intelligence (AI) tools across the workforce	30% increase in staff utilising corporate adopted AI tools	ICT	Qtr 4

DP 1.2.2 Enhance and promote our Employee Value Proposition (EVP)

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.2.2.1	Continue to promote Riverina Water's EVP	At least 2 EVP promotional initiatives are undertaken	People & Culture	Qtr 4

DP 1.2.3 Establish and integrate essential capabilities and knowledge

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.2.3.1	Deliver annual training plan	75% of identified annual training is delivered	People & Culture	Qtr 4
1.2.3.2	Implement actions arising out of the Knowledge & Capability Strategy	Identified actions are implemented	Knowledge & Capability Lead	Qtr 4
1.2.3.3	Progress the OCR project	Project is delivered as per project plan	People & Culture	Qtr 4
1.2.3.4	Undertake an organisational review to support our organisational strategic plan, including our revised 30yr infrastructure master plan	Review and recommended changes are presented to the board	Executive	Qtr 4

1.3 Foster unity of belonging and purpose

We foster an inclusive workplace where every person at Riverina Water feels they are part of one team working together to achieve our goals

DP 1.3.1 Ensure inclusive and equitable policies, systems and workplaces

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.3.1.1	Implement Year 1 actions from the Disability Inclusion Action Plan (DIAP)	Actions identified for 2025-26 implemented	Executive	Qtr 4
1.3.1.2	Review and enhance staffing policies and operational standards	Policies and procedures are reviewed and endorsed as per the schedule	People & Culture	Qtr 4

1.4 Partner with our people to ensure they go home safe and well

We consult, train and empower our people to undertake their work safely. Together we strive for an injury and illness free workplace

DP 1.4.1 Demonstrate due diligence and duty of care through a systems-based approach to protect our people from harm and to strengthen our WHS culture

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.4.1.1	Implement Year 1 of the Work, Health & Safety Management System Improvement Programme	Policies and procedures review project 50% completed WHS Training improvement project 50% completed	WHS	Qtr 4

DP 1.4.2 Empower staff to take ownership of safety at Riverina Water

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.4.2.1	Embed the every day use of BeSafe for notification and investigation of incidents and near misses	2 x Lessons Learned distributed per quarter BeSafe 'add on' endorsed for risk assessment in the field	WHS	Qtr 4

DP 1.4.3 Achieve strong safety leadership by embedding safety as a core value in our workplace culture

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.4.3.1	Develop and implement a safety leadership program	At least 4 WHS SteerCo meetings completed	Executive	Qtr 4

DP 1.4.4 Prioritise employee wellbeing and support

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
1.4.4.1	Continue rollout of the WELL program	At least 6 wellbeing initiatives are delivered in the year	People & Culture	Qtr 4

Our operations

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

2.1 Develop and maintain robust information and management systems

We conduct our business using secure and agile systems that enable us to do our jobs well, inform our decision making and help us achieve our goals

DP 2.1.1 Enhance the integration and capabilities of our asset systems to empower asset owners with the tools and data needed for informed decision making

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.1.1.1	Develop processes for ongoing capture of pipe break data	Structured approach has been documented and implemented	Assets	Qtr 2
2.1.1.2	Develop and implement enhanced GIS data capture tools	New tools have been piloted and adopted	Assets	Qtr 4
2.1.1.3	Develop and implement an improved fleet management system	Structured approach has been documented and implemented	Assets	Qtr 4

DP 2.1.3 Strengthen security by advancing Essential 8 maturity levels to enhance the protection of organisational systems

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.1.3.1	Commence bi-annual assessment reporting out of Vanta regarding our compliance against Essential 8 Level 2	2 reports presented to ARIC	ICT	Qtr 4
2.1.3.1	Assess if the current agreed adopted Level 2 of Essential 8 is appropriate or if a change is required	Review completed and recommendation provided on whether to maintain or revise the current Level 2 maturity target	ICT	Qtr 4

DP 2.1.4 Strengthen ICT security culture through awareness, behaviour and continuous improvement

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.1.4.1	Cyber awareness training campaign is rolled out to all staff	100% of employees complete the awareness training campaign	ICT	Qtr 4

2.2 Assure ongoing service delivery

We operate and maintain our assets to ensure ongoing water supply and water quality to our current and future customers in line with our regulatory requirements and agreed service levels

DP 2.2.1 Enhance maintenance and operations through proactive planning, data-driven decision making and asset management

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.2.1.1	Develop a proactive maintenance schedule for critical assets leveraging staff knowledge based on system risk assessments	Implement preventative maintenance programs, covering a further 40% of high-risk critical assets	Assets	Qtr 4
2.2.1.2	Develop a proactive maintenance schedule for critical assets leveraging staff knowledge based on system risk assessments	Sustainable valve and hydrant maintenance program is developed and implemented as scheduled maintenance	Works	Qtr 2

DP 2.2.2 Enhance effectiveness and efficiency in the delivery of services

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.2.2.2	Deliver a prioritised maintenance response function for the water distribution system to minimise interruptions and meet service levels for reliable supply, system performance and service delivery	Achieve customer service levels related to network service delivery	Works	Qtr 4

2.2.2.3	Operate and optimise treatment plants and water supply systems to meet demand and deliver safe, compliant drinking water in line with service levels and the DWMS	Compliance with drinking water quality standards and ensure reliable operations to meet system demand	Operations	Qtr 4

DP 2.2.3 Enhance water quality management by strengthening practices, culture and regulatory compliance

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.2.3.1	Continued water quality improvement program and implement Year 2 priority actions	Implemented Year 2 water quality improvement program actions	Operations	Qtr 4
2.2.3.2	Update drinking water management plan to reflect external audit and gap analysis	Implement controls to address high risk gaps and reflect in drinking water management plan	Operations	Qtr 4

DP 2.2.4 Efficiently deliver the capital works program by optimising budgets and resources to ensure assets support current and future service needs

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.2.4.1	Prioritise the capital works program using the enterprise risk framework	100% of projects in the immediate capital plan are assessed and ranked based on risk criteria and supported by a project charter	Projects	Qtr 4
2.2.4.2	Prioritise mains replacement program based on asset condition and / or risk to service delivery	100% of mains replacement program in the immediate capital plan are assessed and ranked based on risk criteria and supported by a project charter	Works	Qtr 4
2.2.4.3	Commencement of detailed design for Wagga Wagga surface Water Treatment Plant augmentation	Preferred augmentation option confirmed, concept design completed and detailed design 50% complete	Projects	Qtr 2

DP 2.2.5 Enable sustainable growth by proactively managing development applications and advancing infrastructure planning to ensure a reliable and resilient water supply for our community

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.2.5.1	Using hydraulic analysis and other suitable data, identify network locations where service levels would be impacted by additional development	Areas of constrained growth documented	Assets	Qtr 2
2.2.5.2	Deliver network infrastructure to support growth and supply new developments within agreed levels of service	Growth and development infrastructure is given priority within existing capital works program, resource capacities and development priority	Works	Qtr 4

2.3 Proactively manage risks and opportunities

We encourage a positive risk culture to manage risks and to pursue innovation and continuous improvement across Riverina Water

DP 2.3.1 Complete system-based risk assessment (summer readiness) with implemented controls and proposed actions, addressing gaps outside of risk appetite

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.1.1	Continue system based risk assessment (summer readiness) identifying controls, gaps and proposed actions	System based risk assessment is completed for a total of 8 supply systems	Engineering	Qtr 4

DP 2.3.2 Enhance risk identification, assessment and treatment capability across Riverina Water

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.2.1	Implement Year 2 actions from forward plan to increase strategic risk management	80% of Year 2 actions completed from the Strategic Risk Management Forward Plan	Risk, Audit & Governance	Qtr 3
2.3.2.2	Implement Risk Management Software	System option identified, with implementation project commenced by June	Risk, Audit & Governance	Qtr 4

DP 2.3.3 Evaluate and establish the feasibility and benefits for digital metering technologies to determine the strategic position on their potential rollout and alignment with operational goals

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.3.1	Continue development of organisational business case by undertaking smart metering trial	Digital Meter trial complete	Works	Qtr 4

DP 2.3.4 Proactively monitor and manage PFAS water supply risks to meet regulatory requirements and ensure reliability and safety of water supply

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.4.1	Continue to work with key agencies to implement actions to mitigate PFAS risks including signing an MOU with Defence regarding East Wagga Bore Field	MOU signed and Tarcutta options assessment complete	Executive	Qtr 1

DP 2.3.5 Ensure Riverina Water is adequately insured in line with business operation requirements

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.3.5.1	Complete annual insurance renewal	Annual insurance policies are renewed prior to expiry date	Risk, Audit & Governance	Qtr 4

2.4 Provide responsible leadership and governance

We show effective leadership to our people and community, ensuring that our activities and operations are conducted in accordance with our values and good governance principles

DP 2.4.1 Foster a culture that encourage accountability, professionalism and the best outcomes for Riverina Water

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.4.1.1	Explore and commence process of implementation of a system to better manage the compliance register	System option identified, with implementation project commenced by June	Risk, Audit & Governance	Qtr 4

DP 2.4.2 Ensure policies, guidelines and procedures are current, suit organisational requirements and are effectively implemented

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
2.4.2.1	Create, review, and revise ICT policies as required	Identified policies are adopted	ICT	Qtr 4
2.4.2.2.	Maintain a structured review program to ensure policies, guidelines and procedures remain current, fit for purpose and effectively applied	≥90% of identified policies, guidelines and procedures reviewed, updated where required, approved and communicated	Risk, Audit & Governance	Qtr 4
2.4.2.3	Commence a records management uplift program to align Riverina Water practices with the requirements of the State Records Act 1998 (NSW) and the standard of State Records (NSW)	Year 1 actions arising out of RMAT assessment are implemented	Risk, Audit & Governance	Qtr 4

DP 2.4.3	Create and implement a governance structure to align IT initiatives with organisation goals			
	2026 - 2027 Action	**Key performance measure**	**Service area**	**Reporting Qtr**
2.4.3.1	Establish an ICT Steering Committee	Committee is established with clear and agreed charter	ICT	Qtr 4

DP 2.4.4	Collaborate with key stakeholders to support supply area growth and management of current and emerging issues			
	2026 - 2027 Action	**Key performance measure**	**Service area**	**Reporting Qtr**
2.4.4.1	Conduct regular meetings with our constituent councils on Riverina Water service delivery matters	Monthly and quarterly meetings held with Wagga Wagga City Council. Meetings held with three rural Council's as needed	Executive	Qtr 4

Our sustainability

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

3.1 Responsibly manage our impact on the natural environment

We operate with an understanding of our natural resource responsibilities and minimise our impact on the environment

DP 3.1.1 Implement sustainable practices to support our long term transition to net zero

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.1.1.1	Commence construction of solar plant to support our long term transition to net zero	Project milestones are being met within project plan	Projects	Qtr 4
3.1.1.2	Review and realign our approach to our current Net Zero roadmap, including consideration of ongoing resourcing (potentially through REROC)	Way forward is endorsed at Executive level and subsequent workshop with the Board	Executive	Qtr 4

DP 3.1.2 Protect and restore sites to prevent environmental degradation, ensuring sustainable land and water management

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.1.2.1	Undertake bank stabilisation construction works	Bank stabilisation works are completed as per project plan	Projects	Qtr 4

3.2 Strategically manage our assets and finances

We plan our finances and enhance and integrate our asset management to remain sustainable

DP 3.2.1 Inform business decisions by strong financial data and governance

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.2.1.1	Increase financial information around work functions and activities	2 new financial reports/ dashboard are released	Finance & Sourcing	Qtr 4
3.2.1.2	Embed and streamline finance service delivery and business processes	Two finance business processes are reviewed and improvements implemented	Finance & Sourcing	Qtr 4

DP 3.2.2 Ensure robust financial planning that enables Riverina Water to achieve its stated objectives in the medium to long term

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.2.2.1	Implement a financing strategy which clearly informs decision making for funding of major capital works, with consideration to current and future users (intergenerational equity), risk, and operational requirements	Financing strategy is endorsed	Finance & Sourcing	Qtr 2
3.2.2.2	Develop long term financial plan scenarios to model financial projections on a range of future service levels to improve decision making for the future	Long term financial plan scenarios are endorsed following public exhibition	Finance & Sourcing	Qtr 4
3.2.2.3	Revised Development Servicing Plan is operationalised	Process for CDS Fee tables update and outstanding Statement of Fee documents amendment is documented and implemented	Assets	Qtr 1

DP 3.2.3 Strategically manage financial assets

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.2.3.1	Make investment decisions in line with policy objectives as opportunities arise	Monthly investment reports are presented to the Board in accordance with legislative requirements	Finance & Sourcing	Qtr 4

DP 3.2.4 Optimise our infrastructure through improved asset life cycle management

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.2.4.1	Develop road map to improve asset management practices established, maintained and monitored	Asset Management Improvement Plan accepted, communicated, and implementation commenced	Assets	Qtr 4

3.3 Successfully deliver integrated strategies and plans

We do not plan in isolation. Our strategies and plans are informed, considered and well-executed

DP 3.3.1 Develop and adopt water supply infrastructure master plans with a clear roadmap for delivery, considering resources, priorities and constraints, including Western, Southern and Northern trunk strategies

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.3.1.1	Adopt 30 year infrastructure master plan that will provide a detailed roadmap for delivering infrastructure based on resources, priorities, and constraints	30 year Infrastructure masterplan is endorsed by board	Engineering	Qtr 3

DP 3.3.2 Provide clear direction and accountability through integrated planning and reporting

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.2.2.1	Develop a comprehensive overview of our corporate planning and reporting requirements across the entire organisation	Full planning and reporting schedule is developed	Customer, Engagement & Strategy	Qtr 4
3.3.2.2	Continue implementation of outcomes of Regulatory Assurance Framework Review	Identified outcomes for Year 2 are delivered and we have secured approval from Water NSW	Executive	Qtr 4

DP 3.3.3 Establish a standardised project management framework

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.3.3.1	Utilise project management software to align with project management methodology	All capital works projects managed by Project team in the system	Engineering	Qtr 4

3.4 Plan for and respond to changes in the internal and external context

We are a resilient organisation that anticipates change and can positively respond to internal and external challenges

DP 3.4.1 Proactively manage water entitlements to meet current and future demand and to support growth

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.4.1.1	Develop Water Entitlement Strategy	Water Entitlement Strategy is adopted by the Board	Executive	Qtr 4

DP 3.4.2 Achieve organisational resilience through adequate incident management response planning

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.4.2.1	Develop a fit-for-purpose incident management response framework, including the development and review of allocated sub-plans	1 sub plan reviewed and revised (Data Recovery)	Risk, Audit & Governance	Qtr 4

DP 3.4.3 Embed centre-led procurement practices that are aligned with LGNSW determined principles for sustainable procurement

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.4.3.1	Commence implementation of Year 1 actions from sustainable procurement roadmap	Year 1 action achieved	Finance & Sourcing	Qtr 4

DP 3.4.4 Ensure drought preparedness to help mitigate the impacts of drought

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
3.4.4.1	Implement drought management plan	Drought management plan is Board endorsed	Operations	Qtr 3

Our community

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

4.1 Build stronger relationships with our diverse communities

We engage openly, listen actively, and collaborate meaningfully with our diverse community to foster trust, mutual understanding, and long lasting connections.

DP 4.1.1 Respectfully engage with our First Nations community and their heritage

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.1.1.1	Adopt Riverina Water's second Reconciliation Action Plan 'Innovate', meaningfully engaging First Nations people to ensure innovative opportunities for reconciliation	The 'Innovate' Reconciliation Action Plan is adopted	Customer, Engagement & Strategy	Qtr 4
4.1.1.2	Implement new and ongoing actions arising out of the Reconciliation Action Plan	All required action items in the Reconciliation Action Plan, including ongoing actions, are delivered	Customer, Engagement & Strategy	Qtr 4

DP 4.1.2 Increase the awareness, understanding and perceived value of the role Riverina Water plays in the community

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.1.2.1	Invest in brand awareness initiatives, marketing, and information sharing	Annual marketing campaign developed and implemented	Customer, Engagement & Strategy	Qtr 4

DP 4.1.3 Build and maintain strong relationships across stakeholders to improve the flow of information and ensure decisions are inclusive and well-informed

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.1.3.1	Offer community consultation via the stakeholder engagement matrix	All opportunities for public participation are offered to relevant stakeholders	Customer, Engagement & Strategy	Qtr 4

4.2 Understand and respond to our customer needs and expectations

We actively seek feedback, anticipate customer needs and deliver responsive services that enhance satisfaction and build trust

DP 4.2.1 Enhance customer experience through digital and technology uplift

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.2.1.1	Commence implementation of actions arising our of website information and architecture review	70% of website content has been reviewed and updated	Customer, Engagement & Strategy	Qtr 4

DP 4.2.2 Develop an enhanced understanding of customers and their expectations through data, insights and analytics to help inform our service offerings

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.2.2.1	Complete annual customer survey	Customer Survey participation target of 1000+ community members	Customer, Engagement & Strategy	Qtr 4

DP 4.2.3 Support the financial wellbeing of our customers

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.2.3.1	Explore and determine initiatives around how Riverina Water can offer more personalised support to our customers	At least one additional personalised support mechanism is introduced	Customer, Engagement & Strategy	Qtr 4

4.3 Actively support and contribute to our community

We champion initiatives that enrich our community and demonstrate our commitment to making a positive impact

DP 4.3.1 Invest in our community and support the enhancement of the social, cultural and environmental life of our community

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.3.1.1	Provide funding opportunities that support community projects and initiatives	Funding available is fully expended	Customer, Engagement & Strategy	Qtr 4
4.3.1.2	Seek opportunities to be involved in initiatives that contribute to our industry, that potentially extend broader than our local community	Financial membership of Water Aid and participate in at least one initiative or offering	Executive	Qtr 4

4.4 Improve water literacy in our community

We help our customers and community to understand where their water comes from and manage their water usage

DP 4.4.1 Promote responsible water use by delivering clear education, practical resources and consistent messaging that supports lasting behaviour change

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.4.1.1	Finalise adoption of NSW water efficiency framework and commence implementation of Year 1 actions	Year 1 actions achieved	Executive	Qtr 4

DP 4.4.2 Provide accessible and relevant educational information and opportunities to our customers and the community

	2026 - 2027 Action	Key performance measure	Service area	Reporting Qtr
4.4.2.1	Implement our education program and offering	Five schools utilise education material or participate in education opportunity	Customer, Engagement & Strategy	Qtr 4

Operational Plan finance and revenue 2026/2027

Budgeted financial statements

Income statement	Last year 2025/2026 $	Current year 2026/2027 $
Income from continuing operations		
Revenue		
Rates and annual charges	6,584,587	7,359,115
User charges and fees	31,045,392	27,411,957
Other revenues	742,135	674,395
Grants and contributions provided for operating purposes	205,150	25,856
Grants and contributions provided for capital purposes	3,039,138	3,118,629
Interest and investment revenue	1,687,000	1,792,476
Total income from continuing operations	**43,303,402**	**40,382,428**
Expenses from continuing operations		
Employee benefits and on-costs	15,985,544	17,168,316
Borrowing costs	409,643	1,134,470
Materials and contracts	12,527,262	13,236,843
Depreciation and amortisation	10,012,500	10,012,500
Other expenses	266,000	266,000
Net losses from the disposal of assets	815,000	-
Total expenses from continuing operations	**40,015,949**	**41,818,130**
Operating result from continuing operations	**3,287,453**	**(1,435,701)**
Net operating result for the year	**3,287,453**	**(1,435,701)**
Net operating result before grants and contributions provided for capital purposes	**248,315**	**(4,554,331)**

Budgeted financial statements

Balance sheet	Current year 2026/2027 $
Assets	
Current assets	
Cash and cash equivalents	2,000,000
Investments	18,227,551
Receivables	5,608,443
Inventories	4,022,167
Total current assets	**29,858,161**
Non-current assets	
Investments	10,705,128
Infrastructure, property, plant and equipment	470,822,137
Intangible assets	8,819,000
Total non-current assets	**490,346,265**
Total assets	**520,204,426**
Liabilities	
Current liabilities	
Payables	3,577,496
Borrowings	454,943
Employee benefit provisions	4,954,250
Total current liabilities	**8,986,688**

Balance sheet	Current year 2026/2027 $
Non-current liabilities	
Borrowings	17,449,236
Employee benefit provisions	66,750
Total non-current liabilities	**17,515,986**
Total liabilities	**26,502,674**
Net assets	**493,701,752**
Equity	
Retained earnings	171,830,752
Revaluation reserves	321,871,000
Council equity interest	493,701,752
Total equity	**493,701,752**

Capital works plan

Description	Current year 2026/2027 $
Management	
Land and buildings for admin, depots and workshops	1,130,000
Plant and equipment (incl. solar installation)	12,703,000
Intangibles	-
Minor capital works budget	150,000
Total management	**13,983,000**
Sources	20,000
Total sources	**20,000**
Treatment plants	1,720,000
Total treatment plants	**1,720,000**
Pumping stations	150,000
Total pumping stations	**150,000**
Reservoirs	1,025,006
Total reservoirs	**1,025,006**
Mains, services and meters	
Mains	3,355,000
Sub-total mains	**3,355,000**
Services	600,000
Sub-total services	**600,000**
Meters	50,000
Sub-total meters	**50,000**
Total mains, services and meters	**4,005,000**
Totals	**20,903,006**

Annual fees and charges

Recommended development servicing charges

Urban (residential) development servicing charge

Urban - including township and village - single residential lots	Tax	2025/2026 Cost per lot (based on lot size) <450 m²	450-2000m²	>2000 m²	2026/2027 Cost per lot based on lot size) <450 m²	450-2000m²	>2000 m²
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 $4,992 per E.T.			1st Service - Nil - (note only applies for a single residence on the lot) 2nd and subsequent service based on $4,992 per E.T.		
Lots (not prepaid) created since 01/01/1994	N	$4,992	$4,992	$5,992	$4,992	$4,992	$5,992

Urban - including township & village - multiple residential units	Tax	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 $4,992	Fee applicable for newly created lots less $4,992
Lots (not prepaid) created since 01/01/1994			

Multi-residential lots (medium density 1-2 storey)	Tax	Developer charge per dwelling	Developer charge per dwelling
Dual occupancy - 1 Bedroom Dual occupancy - 2 Bedrooms Dual occupancy - 3 or more Bedrooms	N	$4,992 if lot size > 450m² per dwelling	$4,992 if lot size > 450m² per dwelling

Duplex - 1 Bedroom Duplex - 2 Bedrooms Duplex - 3 or more Bedrooms		Units priced, as below, if lot size <450m² per dwelling	Units priced, as below, if lot size <450m² per dwelling
Units - 1 Bedroom	N	$1,997	$1,997
Units - 2 Bedrooms	N	$2,995	$2,995
Units - 3 or more Bedrooms	N	$3,993	$3,993
Multi-residential lots (high density >2 storey)		**Developer charge per dwelling**	**Developer charge per dwelling**
Multi storey apartments - 1 Bedroom	N	$1,647	$1,647
Multi storey apartments - 2 Bedrooms	N	$2,496	$2,496
Multi storey apartments - 3 or more Bedrooms	N	$3,345	$3,345
NOTE: The minimum Developer Servicing Charge per Lot is		$4,992	$4,992
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

Rural location	Tax	2025/2026 Price per service connection $					2026/2027 Price per service connection $				
		20 mm	25 mm	*32 mm	*40 mm	*50 mm	20 mm	25 mm	*32 mm	*40 mm	*50 mm
Rural pipelines**	N	5,992	5,992	9,815	15,338	23,965	5,992	5,992	9,815	15,338	23,965

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

		2025/2026 $					2026/2027 $				
Service size	**Tax**	**<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	4,992	12,783	19,968	44,934	79,885	4,992	12,783	19,968	44,934	79,885

Recommended service connection fees

Urban service connection

Urban - including township and village - single residential/ commercial/ industrial developments	Tax	2025/2026 Price per service connection for single unit $					2026/2027 Price per service connection for single unit $				
		20 mm	25 mm	*32 mm	*40 mm	*50 mm	20 mm	25 mm	*32 mm	*40 mm	*50 mm
Lots where developers have prepaid the fees appropriate at time of Development	N	NIL	664	1,323	2,206	2,941	NIL	852	1,564	2,516	3,311
All other lots including 2nd or subsequent services	N	1,675	2,340	2,999	3,881	4,617	1,809	2,527	3,239	4,191	4,986

*** 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	2025/2026 Price for multiple units $						2026/2027 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	1,675	2,009	2,343	2,677	3,011	334	1,809	2,170	2,531	2,892	3,253	361

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	$156 per metre	$168 per metre

Rural service connection

Rural location	Tax	2025/2026 Price per service connection $					2026/2027 Price per service connection $				
		20 mm	25 mm	*32 mm	*40 mm	*50 mm	20 mm	25 mm	*32 mm	*40 mm	*50 mm
Rural pipelines ****	N	1,912	2,624	3,222	4,126	4,898	2,065	2,834	3,480	4,456	5,290
Walbundrie to Rand Pipeline Urangeline/ Bidgeemia Rural Scheme & 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	$156 per metre					$168 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 2026/2027

Availability charge per property, residential, strata unit or customer		2025/2026 $	2026/2027 $
Domestic	**Tax**	**Per quarter**	**Per quarter**
Built upon or connected property	N	49.50	53.00
Each additional dwelling erected on each parcel of property	N	49.50	53.00
Vacant land not connected (within 225 metres or adjacent to a main) - urban only	N	24.75	27.00
Commercial/Industrial			
Built upon or connected property	N	55.00	59.00
Non-metered connected premises	N	104.50	113.00
Each additional strata unit	N	55.00	59.00
Other			
Government Departments, including police stations, court houses, schools, staff housing, public offices, etc	N	55.00	59.00
Churches and similar "non-rateable" property	N	Usage charge only	Usage charge only
Additional fee for separate fire service connected	N	55.00	59.00

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

Usage charges for 2026/2027

Water Tariffs $ per kilolitre	Tax	2025/2026	2026/2027
General tariff			
All users (except as detailed below)	N		
First 125 kls per quarter		1.77	1.91
Balance per kilolitre per quarter		2.65	2.86
Strata title units and flats			
First 125 kls per quarter per unit	N	1.77	1.91
Balance per kilolitre per quarter		2.65	2.86
(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 & manufacturing industries as well as livestock marketing centres with consistent year round usage connected since 01/07/2009			
First 41 kls per month	N	1.77	1.91
Balance above 42 kls per month		2.65	2.86
Balance above 3,000 kls per month		2.65	2.86
Applicable to large scale processing & 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	1.77	1.91
Balance above 3,000 kls per month		1.77	1.91
Commercial tariff			
All users (except as detailed below)	N		
First 125 kls per quarter/41 kls per month		1.77	1.91
Balance per kilolitre per quarter		2.65	2.86
Community facilities			
Hospitals, Schools / TAFE / University	N	1.77	1.91
Parks and Gardens, Council Swimming Pools			
Non-Potable water			
First 125 kls per quarter	N	0.87	0.94
Balance per kilolitre per quarter		1.31	1.41
Metered supply to standpipe agents or constituent Councils	N	2.48	2.68

Water Tariffs $ per kilolitre	Tax	2025/2026	2026/2027
Supply from fixed standpipe and water filling stations (Minimum charge $10.00 when via an Agent)	N	3.80	4.10
Bulk supply Application of this tariff will be at the discretion of the Council	N	1.77	1.91
Primary producers tariff Applicable to all rural services along Council's trunk mains	N	1.77	1.91

Rebates			
Eligible pensioner		$30.00 per quarter	$30.00 per quarter
Kidney dialysis machine users		20 kl per quarter	50 kl per quarter

Sundry fees and charges for 2026/2027

Sundry fees and charges	Tax	2025/2026	2026/2027
Search/enquiry certificate fee - s603 (as for property transfer)	N	$100	$105
Fee for providing information in writing, including Special meter reading	N	$94	$101.50
Formal GIPA access application	N	$30	$30
Formal GIPA processing fee	N	$78 per hour	$84 per hour
Reconnection fee - requires new service fee	N	Appropriate connection fee	Appropriate connection fee
Reconnection fee - new service not required	N	$209.50 + cost of meter if required	$226.50 + cost of meter if required
Remove flow restricting device	N	$209.50	$226.50
Meter repairs - s636 LG Act	Y	$135 per hour	$146 per hour
Meter test deposit	N	$91	$98.50
Test fees for backflow prevention devices			
Rpz devices	N	$142	$153.50
Other devices	N	$111	$120
Leak detection (minimum 1 hour)	Y	$135 per hour	$146 per hour
Water main locating involving potting or excavation	N	$135 per hour	$146 per hour
Dishonoured payments fee	N		Relevant bank fee incurred
Interest on overdue accounts	N	10.5% per annum	9.5% per annum
Written quotation fee	Y	$103	$111
Service call	Y	$135 per hour	$146 per hour
Plumbing permit including standard inspections	N	$135	$146

Sundry fees and charges	Tax	2025/2026	2026/2027
Additional plumbing inspection due to non-compliance	N	$221	$238.50
Non-compliance with water restrictions	N	$312	$220
Water filling station access	N	$335	$362
Replacement water filling station key	Y	$68	$73.50
Pressure and flow analysis application fee	N	$218	$235.50
Clearing of shrubs and small bushes	Y	$135 per hour	$146 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	$13	$14
Copy of financial data on properties	Y	$12	$13
Copy of 603 certificate administration	Y	$13	$14
Fee for reallocation of electronic payment	Y	$12	$13

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; IT.
- **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 *Leading into 2035*. 10- year plan identifying the main priorities for Riverina Water, objectives and strategies for achieving those objectives.
- **BeSafe**
  Work health & safety management and reporting system.
- **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 Shire and Wagga Wagga City Council.
- **DIAP**
  Disability Inclusion 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 or strategies to deliver the BASP. Reviewed every year as part of the development of the Operational Plan. Includes 4- year budget forecasts.
- **IoT**
  Internet of Things.
- **IP&R**
  Integrated planning and reporting.
- **ICT**
  Information and Communication Technology.
- **ITIL principles**
  Information Technology Infrastructure Library - IT service delivery management methodology.
- **IT/OT**
  Integration of information technology and operational technology.
- **IWCM**
  Integrated Water Cycle Management. 30-year strategic plan.
- **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**
  Target to negate the amount of greenhouse gases produced by Riverina Water.
- **OCR project**
  Job evaluation system/PD review project.
- **OP**
  Operational Plan. 1 year plan detailing the activities and actions to achieve the Delivery Program. Includes annual budget.
- **PFAS**
  Per-and Polyfluoroalkyl substances.
- **RAF**
  Regulatory assurance framework.
- **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.
- **Service area**
  Organisational area, also known as a department or section.
- **Strategy**
  Strategy is a plan showing longer-term goals and how they are to be achieved (eg workforce strategy, asset management strategy).
- **Workforce management plan**
  4-year plan to address the human resourcing requirements of the Delivery Program.

Riverina Water