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APPENDICES

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1. INTRODUCTION

This Delivery Program and Operational Plan has been prepared in accordance with the requirements of Chapter 13, Part 2 of the Local Government Act, 1993. It includes the proposed activities and financing of Riverina Water's activities for the year.

Riverina Water is responsible for the water supply functions within Lockhart, Urana, Wagga Wagga and part Greater Hume local government areas.

Council is a Category 1 business as defined by the National Competition Policy.

In accepting this responsibility Riverina Water County Council provides reticulated water to all urban and village areas within the County district. Water is also available to land within the rural area, where supply lines exist or can be laid at practical and economical recoverable cost.

Riverina Water provides a comprehensive service in the location, treatment, storage, movement and delivery of drinking quality water, and associated services.

This Delivery Program is for the 4 years commencing July 2013, the Operational Plan for the Year commencing July 2013. Both may be read in conjunction with Riverina Water County Council Strategic Business Plan 2012.

2. GUIDING DOCUMENTS AND PLANS

The guiding documents which support this Delivery Program and Operational Plan are set out below.

- Local Government Act 1993
- Local Government (General) Regulation 2005
- Best Practice Management Guidelines for Water Supply and Sewerage
- Water Sharing Plans
- Integrated Water Cycle Management Strategy
- Strategic Business Plan and Resourcing Strategy for Water Supply 2012
- Code of Conduct
- Asset Management Plan 2012
- Demand Management Plan 2012
- Workforce Plan 2012
- Development Servicing Plan 2013
- RWCC Guidelines to Determine Water Services Connections (new in June 2013)
- RWCC Guidelines to Determine Access to Water Supply (new in June 2013)

There are also numerous Acts and regulation aimed at various parts of Council's operations.

2.1 Integrated Water Cycle Management Plan and Strategic Business Plan and Resourcing Strategy for Water Supply

The NSW Office of Water (NOW) Guidelines for Best-Practice Management of Water Supply and Sewerage recommend the development of integrated water cycle management (IWCM) plans. It explores the integration of water supply, sewerage and stormwater so that water is used optimally.

In 2009 an IWCM Evaluation Study was commenced in partnership with our four Constituent Councils. The Evaluation Study was completed in March 2010 and recommends that Riverina Water make a Detailed Strategy. The Detailed Strategy was completed in 2011 and this will be the guiding strategic document for projects over the ensuing 30 years.

The IWCM Plan is a foundation for strategic planning documents adopted in December 2012 including documents to meet NOW Best Practice and satisfy the Division of Local Government's Integrated Planning and Reporting Guidelines. The Strategic Business Plan and Resourcing Strategy for Water Supply is the key guiding document.

3. PRINCIPAL ACTIVITIES – SERVICES TO BE PROVIDED

Goals

- To provide water supply to customers in accordance with acceptable levels of service.
- To build on a reputation as a leading 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.

3.1 Services – objectives & targets

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

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

Pressure & Flow

Provide pressures between 12 and 120 metres head at the water meter when service has no flow.

Provide water to each connection at an available flow rate not less than:

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

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

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

Direct pumping from Council water mains is not permitted.

Consumption Restrictions in Droughts

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

Restrictions may also be applied at the request of NSW Office of Water or to comply with an adopted Water Sharing Plan.

The strategy will include a permanent conservation measure (ban on sprinklers between 10am and 5pm), pricing (stepped tariff), targets for reduced demand, changes to irrigation culture, regulations, information and rebates.

Interruptions to Supply

Planned

Domestic customers will receive 24 hours written notice and industrial customers will receive 7 days written notice.

Unplanned

Not to occur more than 2 times per year if lasting up to 12 hours.

Not to occur more than 5 times per year if lasting up to 5 hours.

Water for Fire-Fighting

Provide fire flows in reticulation systems in accordance with NSW Water Directorate Fire Flow guidelines.

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

Internal systems designed for fire fighting purposes must recognise that direct pumping from Council water mains is not permitted.

Potable Water Supply

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

Response Time

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

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

- 1 hour (during working hours)
- 2 hours (after working hours)

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

- 3 hours (during working hours)
- 4 hours (after working hours)

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

- One working day.

Priority 4 - defined as a minor problem or complaint, which can be dealt with at a time convenient to the customer and the water authority.

- Within 2 weeks.

Catastrophe

Any situation of this nature would prompt immediate action involving senior personnel and emergency services with the aim of containing and resolving the situation as quickly as possible.

Customer Complaints and Enquiries of General Nature

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

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

(Source: Riverina Water Strategic Business Plan and Resource Strategy for Water Supply, 2012)

Special Customers

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

Customer Relations

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

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

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

The Levels of Service (LOS) listed above are the primary driving force for RWCC's actions. These LOS will largely shape the objectives and requirements for operation, maintenance and provision of capital works within RWCC's water supply schemes. Achievement of target levels of service is the primary objective of the system.

Framework for Management of Drinking Water Quality

The 2011 Australian Drinking Water Guidelines introduced a framework for a risk management approach to Drinking Water Quality. This framework addresses four key areas:

- Commitment to Drinking Water Quality Management
- System Analysis and Management
- Supporting Requirements
- Review

Riverina Water is committed to the development of a Water Quality System that will use the framework structure and principals. Key elements of the framework have been developed from the Hazard Analysis and Critical Control Point (HACCP) system. The HACCP system is a risk management based quality system developed in the food industry and Riverina Water has received HACCP Certification as evidence that those elements of the Framework have been properly developed and implemented. Riverina Water's "Water Safety Plan" was developed in 2006/07, and has received continuous HACCP re-certification. In 2012 Riverina Water developed a Water Quality Management Plan in accordance with new NSW Health Guidelines and based on HACCP.

3.2 Services – means of achieving

Strategies / Actions	Measures
- Monitor urban and rural per capita demands and determine if they significantly exceed the design peak demand levels of service.	Average kilolitres per quarter not exceeding design.
- Manage demand effectively using a range of measures	Treated water consumption and water targets in MI per day
- Regularly monitor urban and village growth, and augment supply as required in line with ten year plan, and current needs	Customer needs met
- Maintain network analysis of Wagga urban water system	Staff updating model outputs.
- Maintain the water supply infrastructure in good working order.	Some but infrequent breakdowns.
- Monitor the operation of the water supply system to ensure continuity of supply.	Continuity of supply maintained.
- Reinforce throughout the organisation that we are customer orientated. - Maintain a request and complaint handling system that ensures both attention to the request and advice of action taken or to be taken.	Timely responses.
- Use customer newssheets to disseminate information to customers. - Utilise the local media when appropriate to increase awareness within the community. - Meet with sectional or interest groups or invite them to meet with us to communicate and receive feedback on relevant issues.	Numerous media outlets used to advise customers on demand management and Senior staff attend various meetings as required.
- Increase inspection and documentation of consumer pipework where there is potential for contamination from backflow.	Required protection devices in use and management systems maintained.

3.3 Services – manner of assessment

- Carry out water sampling and testing to meet 2011 Australian Drinking Water Guidelines, monitor and act on test results.
- Maintain a current register of testable backflow prevention devices required and installed, and monitor the testing frequency.
- Record all information and calls concerning system failure, lack of supply, or water quality, and monitor response nature and time. Report monthly to General Manager, and to Councillors.

4. PRINCIPAL ACTIVITIES – CAPITAL WORKS

Capital Works that will allow Riverina Water to meet its mission and responsibility to customers and the community generally have been proposed for 2013/2014 and projected for the succeeding three years. These capital works are listed in the following two pages.

4.1 Capital Works – objectives and targets

The objectives are to manage and carry out the capital works programme as effectively and efficiently as possible, so that each facility is brought into service at the appropriate time, within the financial year proposed.

4.2 Capital Works – means of achieving

Each project that has been funded (from revenue, loans, reserves, subsidy or contributions) will be allocated to an appropriate staff member for coordination. Implementation is to be by means most appropriate to the need and circumstances. Items specifically identified for letting out to contract include:

- Supply of pressure pipes, fittings and meters
- Construction of reservoirs
- Construction of Water Treatment Plants
- Painting of reservoirs
- Supply of pumps and motors
- Drilling of bores
- Electrical distributions / control systems
- Consultants' services.

Improving the delivery of capital projects utilising outsourced project management is identified as a key activity.

4.3 Capital Works – manner of assessment

The capital works schedule will be reviewed at not less than quarterly intervals, and progress monitored and reported to the General Manager. The successful and timely commissioning of each item and the actual cost compared to estimate will be monitored.

CAPITAL WORKS PLAN

Details of the Capital Works plan for 2013/2014, 2014/15, 2015/16 and 2016/17 are available in Appendix “E”.

The Capital Works Program is in accordance with recently completed strategies and works over the next four years are prioritised using a Criticality Assessment. Overall estimated expenditure is in line with the adopted Strategic Business Plan and Resourcing Strategy and Financial Plan as summarised below.

SUMMARY

\$'000

	2013/14		2014/15		2015/16		2016/17	
	Wagga Urban	Townships & Rural	Wagga Urban	Townships & Rural	Wagga Urban	Townships & Rural	Wagga Urban	Townships & Rural
MANAGEMENT	6,752	15	1,263	15	1,263	10	1,263	-
SOURCES	-	275	-	-	-	-	-	-
TREATMENT	3,220	1,515	22,520	-	10,020	120	5,020	-
DISTRIBUTION	1,880	4,472	2,435	2,329	2,015	2,435	1,715	435
TOTALS	11,852	6,277	26,218	2,344	13,298	2,565	7,998	435
GRAND TOTALS – WAGGA & RURAL	18,129		28,562		15,863		8,433	

5. PRINCIPAL ACTIVITY – DEMAND MANAGEMENT

Demand management is funded within the Capital Works Programme, as detailed in Section 4 of this report. A budget of \$300,000 is allocated for demand management programs in 2013/14. This allocation addresses our adopted priorities of completing the Nature Strip Program, school education and commercial water audits.

5.1 Residential Nature Strip Lawn Replacement Program

The Commonwealth funded program concludes in July 2013. Due to initial long delays regarding insurance issues, much activity has been compressed at the end of the scheme. A contingency fund will be required to avoid unfair exclusion to rebates. This will not be matched with Commonwealth dollars but is necessary to close the program in a fitting manner. As all rebate offers are not taken up, the number of offers will exceed the number of nature strips completed. Only in June 2013 can we determine a meaningful prediction of the value of nature strips completed. The lag between legitimate offers before closing and the final inspection of these same completed works makes the requirement for contingency funding.

There are very strong indications that the project has achieved its primary objective, which is to effect a cultural shift in how our customers value water. Both customers and industry have developed a conversation new to our region regarding lawn, irrigation, landscaping, the availability of water and the value of water. And the completed nature strips remain as both a banner and a reminder of the alternatives to lawn.

5.2 Permanent Conservation Measures

The use of fixed hoses and sprinklers is prohibited between 10 am and 5 pm each day as a permanent conservation measure. This is aimed to reduce evaporative losses from sprinklers irrigating lawns and gardens. This will continue indefinitely with only a small cost in advertising and policing.

5.3 Pricing

The State Government's published Guidelines of Best-Practice Management of Water Supply and Sewerage promote specific water pricing structures which Riverina Water is obliged to follow.

In 2009/10, Riverina Water introduced a stepped pricing structure for water usage. A second (higher) price per kilolitre takes effect once water consumption exceeded 125 kl per quarter on individual parcels of land. In 2011/12 the step was reduced from 150 kl to 125 kl to send a stronger pricing signal to high water consumers. This higher tariff was cost neutral as the consumption reduced in tandem with the higher price. The reduction in per capita consumption will result in scope to redistribute the spare capacity to accommodate growth with existing infrastructure and under existing Water Access Licenses and Water Sharing Plans.

Pricing, apart from enforced restrictions, is the most effective of all demand management tools and must be used in conjunction with other measures which may require substantial funding, such as rebates.

In 2013/14 the water accounts will again include a bar graph showing the trend in the customers' water consumption over the previous 5 readings.

5.4 School Education Program

To date Riverina Water have not had any structured school education program. Following a substantial review of what other water utilities provide, a program has been developed aiming at all 45 primary schools within the County District, and usually for Year 4 students.

The Keep Australia Beautiful EnviroMentors have an existing program that can be adapted to suit the needs of clients. Working with their educators a program has been developed to run in terms 3 and 4 of 2013. The fee estimate for this engagement is \$38,236 and is part of the demand management allocation.

5.5 Media and Community Promotions of Demand Management

Riverina Water gives strong support to the efficient use of water, by involvement with relevant programmes and through publicity in advertising and editorial contributions when water is featured in the regional press. Riverina Water contributes to Water Week displays in both equipment and personnel. Council staff are available to give advice on household plumbing, water use and leak detection.

A range of helpful and supportive fact sheets is available and on display at 91 Hammond Avenue and other locations, including Council's website. Leaflets to inform and assist customers with demand management may continue to be distributed with accounts.

5.6 Measuring Results

Measuring the results of demand management measures is an imperfect science as other factors, and specifically the prevailing weather, can mask the trends in consumption.

One tool for tracking demand management will be the continuation of published weekly water targets for the Wagga Wagga urban area.

Trends in annual consumption will be tracked to gauge long term demand management results.

In addition, the take up rate of any program, including the nature strip program, will be a measure of the communities' response to demand management.

6. PRINCIPAL ACTIVITIES – ASSET REPLACEMENT

Asset replacement is funded within the Capital Works Programme, as detailed in Section 4 of this report.

Asset replacement is in accordance with Council's Asset Management Plan 2012, including criticality assessments.

6.1 Asset Replacement – objectives and targets

- To operate and maintain existing, and build new assets, at least life cycle cost, while meeting agreed levels of service.
- To prioritise the replacement of assets and ensure existing assets are not augmented unnecessarily due to excessive and inappropriate customer usage.
- To incorporate continuous improvement practices in all activities.
- To minimize operational costs without adversely affecting performance. To minimize the impact and cost of breakdowns.
- To ensure the system is capable of meeting needed levels of service, both current and future.
- To provide required asset renewal and augmentation to a timetable that meets needs without over servicing.

6.2 Asset Replacement - means of achieving

Strategies / Actions	Measures
Develop and maintain a rolling replacement plan for all assets with review every 4 years.	Program documented and executed.
Identify potential system capacity deficiencies and incorporate in capital works programme.	Monitoring, pressure testing and failure analysis undertaken.
Maintain water network analysis programme to identify timetable of system improvements and extensions.	Network model calibrated and run.
Utilise Asset Register and associated technology and pipeline breakage history to determine the timing of mains replacement to minimise over all costs.	Pipe break definitions improved in reports.

6.3 Asset Replacement – manner of assessing

- Monitor reliability and performance of assets, using breakdown and failure recording referred to in Section 3.3
- Monitor progress and cost of annual asset replacement programme, compared to capital works plan and estimates.
- Follow the Asset Management Plan 2012, including criticality assessments.

6.4 Wagga Water Treatment Plant

Replacement of the 40 ML/d Wagga Water Treatment Plant is Council's most significant asset replacement item. The estimated cost is \$40M. The rated capacity will be increased to 55 ML/d. A completed feasibility study has defined the project. In 2012/13 the Concept Design will be undertaken.

6.5 Southern Trunk Main

Replacement and augmentation of the top end of the Southern Trunk Main is a current priority with design work already under way in 2012. The overall cost over three years will be approach \$5M.

7. PRINCIPAL ACTIVITIES – SALE OF ASSETS

Assets which are not needed for current or future plans, and which can be disposed of for some return, should be sold. No major items in this category have been identified in the current plan.

7.1 Sale of Assets – objectives

To realise a cash return or equivalent by disposal of unnecessary assets.

In 2013/14 this will include:

- disposal of plant and motor vehicles that are replaced.
- disposal of scrap metal and other sundry items.

7.2 Sale of Assets – means of achieving

- monitor the plant and motor vehicle second hand market. Offer plant and vehicles for trade-in, sale by tender or public auction in order to provide the best financial return to Council.
- scrap metal and other surplus sundry items will be made available for sale by written sealed offers.

7.3 Sale of Assets – manner of assessing

- sales of assets will be considered satisfactory where the most advantageous of all offers received is accepted.

8. PRINCIPAL ACTIVITIES – BUSINESS OR COMMERCIAL ACTIVITIES

Riverina Water County Council is required to act as a successful business, under the provisions of the Local Government Act. Activities are conducted in accord with good business practice; however its actual commercial operations are currently limited to:

- (a) System monitoring, professional advice, installations and repairs for Gumly Gumly Private Irrigation District. This work is fully charged to the District, and is expected to continue.
- (b) Occasional installation or maintenance work on pipelines, water supply systems or chlorinators operated by other authorities or owners. This work is fully charged to the relevant owner.

9. PRINCIPAL ACTIVITIES – HUMAN RESOURCES & WORK HEALTH & SAFETY

Riverina Water County Council recognises the value of staff, and the key role they play in serving customers and the community.

Riverina Water County Council is continuing a structured safety management system so that we can achieve a consistently high standard of safety performance. In addition, it will serve to ensure Riverina Water meets the obligations of its internal WHS Policy and the relevant NSW WHS legislation.

9.1 Human Resources – objectives and targets

- To maintain an efficient, effective, safe and non-discriminatory working environment, which gives employees a high degree of job satisfaction.
- To ensure appropriate staff numbers with the necessary skills to meet current and future requirements in order that levels of service can be met.
- To provide employees with training and support so they can make optimum contribution to our mission and goals.
- To ensure that staff receive appropriate and equitable remuneration consistent with duties, skills, knowledge, and market levels.
- To develop a skilled and committed workforce.
- To maximise staff competency and productivity levels.
- To achieve open and accurate information flow.
- To equal or better the cost of equivalent private sector operations.

9.2 Human Resources – means of achieving

Strategies / Actions	Measures
Identify and develop leadership potential in staff. Extend delegation and matching accountability to all levels of the organisation. Establish mechanisms for team building and operation.	Responsibilities accepted and met.
Continue system of position descriptions and skills based remuneration.	Fair pay levels.
Promote, enable and encourage multi-skilling.	Needed skills in use.
Continue practical operations of Occupational Health & Safety Committee, and Staff Consultative Committee.	Welfare of staff.
Continue staff training system (refer to training plan Section 7.5).	Competencies attained.

9.3 Human Resources – manner of assessing

Success of human resources activities is indicated by:

- Training levels achieved
- Low staff turnover
- Low levels of absenteeism
- Lack of industrial disputes
- Survey of job satisfaction during skills review.

The Workforce Plan, developed in 2013, will assist in improving the methods of assessment of staff.

Work Health & Safety Goals & Objectives 2013/2014

Objective/Goal

Riverina Water's WHS goal for 2013/14 is to build on our previously implemented WHS systems and continuously monitor and improve on the organisations WHS performance. Improvement is to be achieved through eliminating any risks that may lead unsafe work conditions and/or actions. The objective is to provide a safe workplace and safe systems of work. Our aim over the period 1st July, 2013 – 30th June, 2014 is to implement or continue with the following strategies to achieve the overall objective / goal for this 12-month period.

Objectives	Means of Achieving	Target / Measure
Continually promote & monitor responsibilities within the WHS Management System	<ul style="list-style-type: none"> Promote WHS responsibilities to all staff through regular Newsflash articles and induction processes. Ensure all non-conformances are addressed. 	<p>WHS responsibilities undertaken by all staff. Can be measured through annual staff evaluations.</p> <p>Incident investigations to be monitored and corrective actions listed & completed.</p>
Provide effective staff support through provision of appropriate and sufficient resources.	<ul style="list-style-type: none"> Regular discussion with work teams on needs. Ensure monitoring of human resources & equipment. Provide for adequate resources in Operational Plan / Budgets. 	<p>Minutes of meetings or discussions between workers and supervisors/managers.</p> <p>Health & Safety committee issues appropriately addressed.</p>
Improve Communication and Consultation	<ul style="list-style-type: none"> Continue promotion of "Take & Break & Talk Safety" & incentive by way of rewards (i.e. Kit Kats / Fruit / Luncheon) New requirement for manager to attend at least one meeting per team per quarter. Provide timely and appropriate feedback. 	<p>Monthly meetings held with all work teams with documented evidence being provided by Supervisors.</p> <p>Team meeting sheets show manager attendance. (1 per quarter)</p> <p>Issues raised are discussed with management & outcomes reached with feedback directly to the work team within a reasonable time frame.</p> <p>Diary or other appropriate recording of meetings with timely feedback to employees on raised issues.</p>
Develop & Review Safe Work Procedures	<ul style="list-style-type: none"> Review, reformat & consolidate existing SWMS Ongoing review of WHS Policies & procedures with a view to their effectiveness and legal compliance 	<p>Up to date supervisor manuals.</p> <p>Ensure document control register reflects up to date procedures and reviews.</p>
Develop & complete an annual CIAP (Continuous Improvement Action Plan)	<ul style="list-style-type: none"> Develop CIAP in consultation with Management following annual WHS audits <ul style="list-style-type: none"> Internal audits StateCover Self Evaluation Tool & manager's consultation with work groups 	<p>CIAP developed & progress made on required actions</p> <p>Audit result to reflect increased compliance over previous audit.</p>

Elimination/reduction of risks	<ul style="list-style-type: none"> • Workplace inspections to be undertaken every 4-6 months • Timely reporting of accident/incidents/near misses • Improved investigation reports. • Manager involvement and response to incidents • Hazard register in place & reviewed regularly 	<p>Inspection schedules up to date. Identified issues controlled within an appropriate time frame.</p> <p>All reports and investigations received within the required timeframes</p> <p>Interim controls in place immediately, permanent controls considered, reviewed 6 monthly by management. Feedback to be given to staff.</p>
Continue on-going WHS training of new & existing staff	<ul style="list-style-type: none"> • Undertake inductions of new staff. • Continue internal and external training programs for staff. • As procedures/SWMS are released, appropriate training or instruction is given. 	<p>Induction & review of all new staff (evidence available through completion of Individual Induction Booklets).</p> <p>Annual training plan in place and skills gap analysis.</p> <p>Training record sheets received & skills database updated.</p>
Improve Safety Culture	<ul style="list-style-type: none"> • Continuous promotion and monitoring of safety performance • Ensure follow up actions are scheduled and implemented where incident investigations identify organisational systems are insufficient or defective or employee actions are less than desired. • Senior staff to lead by example ('walk the talk') • Continue with Watch Out Award and other incentive programs. 	<p>Noticeable reduction in incidents relating to human factors.</p> <p>All incident reports involving human error element have follow up actions planned and implemented.</p> <p>Noticeable increase in senior staff presence on job sites and areas outside of office.</p> <p>Recognition of good safety performances</p>
Maintain & Improve Health & Well Being of Staff	<ul style="list-style-type: none"> • Continue with \$100 health incentive subsidy • Target (specific) health programs • Provision of EAP program 	<p>"Take up" of staff into fitness programs. walking, cycling sports etc. outside of work hours</p> <p>Participation and interest show in health promotions/training in house</p> <p>Monitor usage of this service</p>

Training Plan 2013/14

A training plan has been drawn up for Council staff, based on a number of criteria, including necessary licenses, skill acquisition, Work Health and Safety and career development.

A significant provision of \$300,500 is included in Council's budget for the next financial year for this purpose.

10. ENVIRONMENTAL PROTECTION AND EFFICIENCY

Unlike a general purpose council, Riverina Water County Council is not required to address the general state of the environment; however it is responsible for environmental protection in relation to all its works and activities. The movement and treatment of water, and the disturbance of soil during construction work must have due regard for environmental issues.

Carbon emissions are significant in our operations due to pumping and treatment processes and also fleet and plant operation.

10.1 Environmental Protection – objectives and targets

Riverina Water draws on the surface and groundwater resource in the Murrumbidgee and Murray Valleys, and is bound by state statutes and policies, administered by the NSW Department of Environment and Heritage, and that Department's NSW Office of Water. It is essential that any water we return to the environment is of an appropriate quality.

It is also important that any water we produce and manage is governed to reduce related environmental impacts such as dry-land salinity. Over-watering in parts of Wagga Wagga will recharge groundwater and increase salinity issues closer to the river. Joint efforts with constituent councils are required to address such environmental impacts.

Any disturbance of the soil during pipelaying, or other water supply work is to be protected by recognised soil and water conservation practices during the project, and returned to a state equal or better than pre-existing on completion of the work.

Riverina Water aims to minimise the amount of electricity used, and thus contribute to programmes which reduce greenhouse gas emissions.

Council's fleet is almost exclusively diesel powered and this is considered to be the more practical and cost effective means of achieving environmental aims, when compared to petrol or hybrid vehicles.

Land and buildings owned by Riverina Water are to be cared for in an environmentally sustainable way.

Riverina Water aims to reduce wastage and make customers aware that water is a finite resource that the provision of water supply is costly, and that inefficient and wasteful practices should be eliminated.

10.2 Environmental Protection – means to achieve

10.2.1 Filtration plant effluent. Progressively upgrade the sludge and backwash disposal system at each filtration plant, to minimise suspended matter in effluent leaving the plant. Investigations and planning for new Water Treatment Plants at Wagga and Urana is a significant part of this budget and all environmental considerations will be part of the planning.

During 2005/06 a sludge and backwash treatment plant was commissioned at the Wagga Wagga Waterworks. This allows all sludge and backwash water from the Water Treatment Plant to be treated so that the effluent returned to the river meets EPA licence requirements.

10.2.2 Soil and water management.

Courses on practical soil and water management have been completed. Practices such as site containment, storm flow and sediment control, and re-vegetation are undertaken wherever needed on work sites.

A sludge tanker and a vacuum unit are on hand and used in conjunction with underboring, to eliminate any flow of muddy waters from the work site.

Continue close liaison with constituent councils on issues such as dry-land salinity and assist with the introduction of appropriate measures.

10.2.3 Electricity use

Riverina Water will continue to work at reducing electricity consumption, by installing more efficient equipment and minimising power losses. This will assist the reduction in greenhouse gas emissions in NSW. The introduction of carbon trading schemes will be monitored with regard to requirements on the water industry. Riverina Water is a very large consumer of electricity (approximately \$2M per annum) and all improvements to efficiency will offset rises in the price of electricity. Power factor correction programs will continue in 2013/14.

10.2.4 Native vegetation

An environmental project, to restore native vegetation and generally improve the river bank and Marshalls Creek, at Council's Hammond Avenue property, has been completed in recent years. Further improvements will be deferred until detailed plans are developed which are consistent with the new treatment plant, new inlet works, bank stabilization and flood mitigation works.

10.2.5 Fleet

The replacement and purchase of vehicles will continue to consider environmental criteria. The performance and environmental benefits of the current diesel fleet will continue to be monitored.

10.3 Environmental Protection – manner of assessing

Strategies / Actions	Measures
Water returned to the environment from the filtration plant will be monitored for quality.	EPA standards achieved.
All field work-sites will be protected and restored to eliminate degradation.	No soil loss or siltation. Vegetation restored.
Soiled water from Urban field site works will be returned for proper disposal.	No soiled water entering town drainage systems.
Electrical efficiency will be considered in infrastructure design.	Electrical efficiency taken into account.
Marshalls Creek environmental project to restore native vegetation and protect creek bed.	Native vegetation restored. Stable creek bed.
Fleet replacements to consider environmental criteria	
Decommission of Bores	Decommissioned as per NOW guidelines.

11. PRINCIPAL ACTIVITIES – EQUAL EMPLOYMENT OPPORTUNITY

11.1 Equal Employment Opportunity – objectives and targets

To comply with standard requirements for Equal Employment Opportunity, so as to ensure all people are fairly treated in employment practices.

11.2 Equal Employment Opportunity – means of achieving

Implement and carry out the Equal Employment Opportunity policy and operational plan adopted by Council. A copy of the policy statement on the succeeding page summarises the principle provisions. Copies of the full Equal Employment Opportunity policy and operational plan have been circulated throughout the office, works, depot and other workplace locations.

11.3 Equal Employment Opportunity – manner of assessing

Evaluation of the effectiveness will be carried out as detailed in the policy and operational plan.

RIVERINA WATER COUNTY COUNCIL EQUAL EMPLOYMENT OPPORTUNITY

POLICY STATEMENT

PURPOSE

Riverina Water County Council is committed to the promotion and provision of equality of opportunity. Its activities and business affairs will be managed so that the philosophy and principles of equal opportunity are core values.

SCOPE

This policy applies to applicants for employment, volunteers and all employees of Riverina Water. All persons will be treated fairly and will not be disadvantaged because of age, carer status, disability, sexual orientation, marital status, parental status, physical features, political belief or activity, pregnancy, breastfeeding, race, religious belief or activity, gender or any other factors that are not related to individual job performance and the ability to develop in the workplace.

EQUALITY COMMITMENTS

Riverina Water is committed to:

- Clear wording when advertising vacant positions. The standard wording “Riverina Water County Council is an E.E.O. Employer” is to be placed in all advertisements for staff positions, to inform the workforce and the community that Riverina Water is committed to a discrimination free workplace;
- Ensuring equal employment opportunity underpins Riverina Water’s recruitment, promotion, training, development, personnel policies and management practices & support material (including handbooks, manuals, forms, induction booklets etc);
- Ensuring applications for positions, including transfers and promotions and for career development (e.g. training, study assistance programs) are assessed without bias on the basis of availability and individual merit;
- Promoting a harmonious learning environment where all persons are treated with respect and dignity and in which no form of intimidation or harassment is tolerated;
- Preventing occurrences of unlawful direct discrimination, indirect discrimination, harassment and victimisation;

- Complying with our own equal opportunities policy and associated policies (i.e. grievance procedure);
- Ensuring all new policies and procedures adhere to EEO principles;
- Including E.E.O. responsibilities as a management and supervisory function;
- Providing mechanisms for resolving employment discrimination complaints.

IMPLEMENTATION

The General Manager has specific responsibility for the effective implementation, review, and monitoring the effectiveness of this policy.

In order to implement this policy Riverina Water will:

- Communicate this policy during induction to all existing and new staff;
- Provide appropriate training and recruitment systems to ensure that any RWCC selection committee will not discriminate in the selection or recruitment of applicants;
- Ensure adequate resources are made available to fulfil the objectives of the policy.

MONITORING & REVIEW

Riverina Water will establish appropriate information and monitoring systems to assist the effective implementation of our equal opportunities policy.

COMPLAINTS

Individuals who believe they have suffered any form of discrimination are entitled to raise the matter through the agreed procedures. All complaints of discrimination will be dealt with seriously, promptly and confidentially.

E.E.O. STRATEGIES

During the course of the preparation of the E.E.O. Program the following strategies will be observed:

- Maintain the wording of advertisements for vacant positions to ensure they offer all potential applicants equal employment opportunities
- Ensure equal employment opportunity underpins Riverina Water's recruitment, promotion, training, development, personnel policies and management practices & support material (including handbooks, manuals, forms, induction booklets etc.)
- Applications for positions, including transfers and promotions and for career development (e.g. training, study assistance programs) are to be assessed without bias on the basis of availability and individual merit
- Riverina Water will keep records of job applications, interviews, selection & training programs
- Provide career counselling
- Improve career opportunities for staff currently employed in areas of limited career structure
- Reinforce the staff grievance procedure
- Prevent harassment of staff
- Continue the training program for all staff
- Continue with job rotation program where practicable
- Ensure all new policies and procedures adhere to EEO principles
- Make E.E.O. responsibilities a routine part of management and supervisory functions
- Provide mechanisms for resolving employment discrimination complaints
- Continue to improve staff access to information about Riverina Water and conditions of employment

12. FINANCE AND REVENUE – ESTIMATES OF INCOME & EXPENDITURE 2013/14

The Forecast Operating Result for 2012/2013 indicates an Operating Result of a surplus of \$4,018,000

The Budgeted Operating Result for 2013/2014 indicates an Operating Result of a surplus of \$2,812,000

12.1 Notes on Estimates of Income and Expenditure 2013/2014

12.1.1 Financial Results & Projections

\$,000	Forecast 2012/2013	Budget 2013/2014	Proposed 2014/2015	Proposed 2015/2016	Proposed 2016/2017
Operating Result	4,018	2,812	1,304	2,158	1,871
Increase/(Decrease)) Net Current Assets	16,811	(9,658)	(5,158)	(518)	3,701
Net Current Assets	24,781	15,123	9,938	9,420	13,121

12.1.2 Cost Recovery

Water sales in 2006/07 reached a record level of 16,286 megalitres as the drought continued, 2010/11 saw a low of 10,010 due to wet weather. Over the last ten years the range has been 10,010 megalitres to 16,286 megalitres per annum. With our current level of funds, accepting some risk of a low sales year is not unreasonable, and from the trend analysis undertaken, water sales for 2013/14 have been budgeted at 11,404 megalitres, the average water usage for the past 4 years less 5%, due to demand management measures.

In order to fully cover operating costs and depreciation an increase in tariff is required for 2013/14 of 10%.

NSW Office of Water (NOW) Best Practice Management of Water Supply guidelines recommend to encourage water conservation, high water residential customers should be subject to a stepped price increase of at least 50% for incremental usage above a level up to 600 kl/annum per household. Riverina Water had decreased this tariff step to 500 kl/annum. This is calculated on a monthly or quarterly basis, depending on the nature of the consumer.

The 2013/14 residential tariff for urban and non-urban is \$1.21 cents per kilolitre for the first 125 kilolitres per quarter then \$1.83 per kilolitre per quarter.

Access charges will increase to \$35 per quarter.

12.1.3 Capital Works Programme 2013/2014

This budget continues with the capital works programme as forecast in our Strategic Business Plan and Resourcing Strategy 2012, network modelling and more refined investigation reports, and a risk based criticality assessment. Striking the best balance between maintaining adequate infrastructure and what can be achieved in any one year with the resources allowed has always been difficult, and emphasis is placed on key projects and improving resourcing techniques to achieve delivery.

The 2013/14 capital works programme will be financed as follows:

	\$'000
a) Capital Contributions	\$4,263
b) Revenue Allocations	\$4,935
c) Loan Funding and Reserves	\$8,931
	<hr/>
Total	\$18,129

12.1.4 Restricted Assets: Cash and Investment

Assets recognised in the statement of financial position, the general purpose financial report, shall identify by way of note, those assets the uses of which are restricted, wholly or partially, by regulations or other externally or internally imposed requirements where those restrictions are relevant to assessments of the performance, financial position or financing and investing of the Council.

Council's cash and investment internal restriction included in Council's operational plan are:

- a) Employee Leave Entitlements: The standard provision in local government is to fund 30% of the total Employee Leave Entitlement Liability. A provision of 30% of the Employee Leave Entitlement has been made.

Restricted Cash & Investment 30 th June 2014	\$'000
Asset Replacement	275
Sales Fluctuations	2,500
Employee Leave Entitlements	890
Unexpended Loans	6,760
Un-restricted Cash & Investments	3,350
	<hr/>
Estimate 30 th June 2014	\$13,775

12.1.5 Assumptions used in preparation of Estimates

Other matters taken into consideration in the preparation of the Estimates 2013/2014 were:

- An increase in Wages and Salaries of 3.5%
- An inflation figure on other items of 3.5%
- The trend in water sales over the previous 10 years has been analysed, and on this basis, sales have been budgeted on the average consumption of the past 4 years less 5%. The actual sales will be largely dependent on seasonal weather conditions and continued success of our Demand Management Strategy.
- The level of Availability Charges, Water Tariffs and Miscellaneous Charges outlined in Section 12 of this Report for Urban and Non-Urban Section of the Fund has been utilized in the calculation of the estimated income for 2013/2014.
- Tax equivalents, payment is included.
- Dividend payments are not included in cost recovery.

12.2 Budget

Financial Statements summarising the Anticipated Result for 2012/2013 and Projected Budgets for 2013/14, 2014/15, 2015/16 and 2016/17 are included as Appendix “F”.

13. FINANCE & REVENUE – CHARGES AND FEES

13.1 Connection Costs

Connection fees have two basic components – a development servicing charge (a contribution towards infrastructure based on the potential increase in demand on the system), and a Service Connection Fee (the (averaged) cost of physically installing the connection and meter). Land developers are also required to meet the reticulation costs.

13.2 Development Servicing Charge

A new Development Servicing Plan (DSP) was prepared in accordance with NOW guidelines and is currently placed on public exhibition. The DSP will be formally adopted by Council in June 2013.

In accordance with the DSP, the Developer Charge for 2013/2014 is \$4,800 per E.T. (Equivalent Tenement).

Equivalent Tenement figures for developments will be determined in accordance with “Section 64 Determinations of equivalent tenements guidelines” published by the NSW Water Directorate.

In applying these guidelines the following multipliers will be used to determine Local E.T.’s:-

- Single Residential: Local E.T. = recommended E.T. (Table 1 of Guidelines)
- Multi Residential: Local E.T. = 0.7 x suggested E.T.
- Rural (Stock and Domestic) up to 25mm Service:
Local E.T. = recommended E.T. (Table 1 of Guidelines)
and will typically be that for a large residential Lot > 2000m²
- Rural (Stock and Domestic) greater than 25mm Service
Local E.T. = $\frac{(\text{meter size})^2}{25^2}$ x recommended E.T. (Table 1 of Guidelines)
- Commercial/Industrial:
Local E.T. = 0.7 x recommended E.T. (Table 2 and 3 of Guidelines)
OR = Assessed Peak days Demand ÷ 3.8 kl,

The methodology to calculate the number of E.T.’s for a development is to primarily use the NSW Water Directorate guidelines, as referred to in this Operational Plan. However it is only when these guidelines do not address the type of development is the alternate method used, where we assess peak day demands and divide by 3.8kl.

The developer charge for any newly created parcel of land or development will be based on a minimum of one E.T.

13.3 Large Service Infrastructure Contribution

Prior to the Development Servicing Plan, there were minimum infrastructure charges set for larger service. The infrastructure charges have now been replaced by the E.T. based Development Servicing Charge (DSC).

Notwithstanding this, minimum assumed E.T.’s have been set for larger service sizes. The minimum DSC for a 100mm service will be calculated on the basis of 4 E.T.

For other service sizes refer to table at the end of Section 13.8.1.

13.4 Service Connection Fee

The average cost of physically connecting allotments in Wagga Wagga is estimated to be \$1,268. The estimated costs for larger services and rural services are set out in table 13.8.2.

13.5 Service Connection Fees - Multiple Units

Multiple units will incur a development charge as per 13.2 above. The cost of the physical service will be \$1,268 for the first unit and \$254 for each additional unit connected to the same service, and \$1,268 for each free standing unit, with separate services. Riverina Water will determine the service size in consultation with the developer.

13.6 Service Connection Fees - Rural Connections

The service connection fee for rural connections is based on average installation costs and is set out in Section 13.8.2. The connection fee is in addition to the development servicing charge.

Where mains or spur lines need upgrading or extending due to a new connection, an additional capital contribution is calculated on an individual basis.

13.7 Reticulation Mains Construction and Costs

Land developers are required to meet the full cost of reticulation mains construction within the area being developed. Minimum reticulation main sizes will be 100mm diameter in residential areas and 150mm diameter in commercial/Industrial areas. Council will meet the additional cost of increased diameter pipes laid by Council to provide flow through the area to serve other land.

13.8 Recommended Fees

The two connection cost components are documented in:-

- Section 13.8.1 Development Servicing Charges, and
- Section 13.8.2 Service Connection Fees.

13.8.1 Recommended Development Servicing Charges

URBAN (RESIDENTIAL) DEVELOPMENT SERVICING CHARGE

NOTE: This charge is in addition to the applicable service connection fee.

URBAN – including Township & Village – SINGLE RESIDENTIAL LOTS	T a x	COST PER LOT (based on Lot size)		
		<450m²	450 – 2000m²	>2000m²
Lots where developers have prepaid the fees appropriate at time of Development		NIL – (Note only applies for a single residence on the Lot)		
Lots (not prepaid) existing prior to 1/1/1994 and 2 nd or subsequent services (only where availability fees are being paid)	N	1 st Service - NIL - (Note only applies for a single residence on the Lot) 2 nd and subsequent service based on \$4,800 per E.T.		
Lots (not prepaid) created since 1/1/1994	N	\$4,800	\$4,800	\$5,760
URBAN – including Township & Village – MULTIPLE RESIDENTIAL UNITS		PRICE FOR MULTIPLE UNITS		
Lots where developers have pre-paid the fees		Nil – Provided correct charges have been pre-paid		
Lots (not prepaid) existing prior to 1/1/1994	N	Fee applicable for newly created lots Less \$4,800		
Lots (not prepaid) created since 1/1/1994:				
MULTI-RESIDENTIAL LOTS (MEDIUM DENSITY 1-2 STOREY)		Developer Charge Per Dwelling		
Dual Occupancy – 1 Bedroom	N	\$4,800 if lot size > 450m2 per dwelling		
Dual Occupancy – 2 Bedrooms				
Dual Occupancy -3 or more Bedrooms				
Duplex – 1 Bedroom		Applicable Charge for units if lot size <450m ² per dwelling		
Duplex – 2 Bedrooms				
Duplex – 3 or more Bedrooms				
Units - 1 Bedroom	N	\$1,920		
Units – 2 Bedrooms	N	\$2,880		
Units – 3 Bedrooms	N	\$3,840		
MULTI-RESIDENTIAL LOTS (HIGH DENSITY > 2 STOREY)		Developer Charge Per Dwelling		
Multi Storey Apartments – 1 Bedroom	N	\$1,584		
Multi Storey Apartments – 2 Bedrooms	N	\$2,400		
Multi Storey Apartments – 3 or more Bedrooms	N	\$3,216		
NOTE: The minimum Developer Servicing Charge per Lot is \$4,800				
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.		

RURAL DEVELOPMENT SERVICING CHARGES

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

The Development Servicing Charge for rural connections is based on E.T.'s determined from service size. The following charges relate to properties greater than 2000m². For smaller rural properties divide the listed charge by 1.2

RURAL LOCATION	T a x	PRICE PER SERVICE CONNECTION				
		20mm	25mm	32mm	*40mm	*50mm
		\$	\$	\$	\$	\$
RURAL PIPELINES **	N	5,760	5,760	9,437	14,745	23,040
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.						
NOTE: Due to limitations of existing reticulation a capital contribution towards upgrading may also be required for some rural connections, calculated on an individual basis.						

COMMERCIAL OR INDUSTRIAL DEVELOPMENT SERVICING CHARGES

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

Development Servicing Charges for Industrial or Commercial developments are based on a charge of \$4,800 per E.T. (Equivalent Tenement).

For **Industrial Development**, E.T.'s will be calculated by one of the following 2 methods – whichever gives the Higher E.T.

Method 1: Use the Water Directorate Guidelines, and multiply the recommended E.T. value by a factor of 0.7.

Method 2: Where the Water Directorate Guidelines are silent about the particular type of development, calculate the E.T. by dividing the assessed peak day demand by 3.8 kilolitres. (e.g. a peak day demand of 19 kilolitres = 5 E.T.)

NOTE: At the time of subdivision, if no development type is specified (such as light industrial) the Developer Servicing Charge will be based on 1 E.T. per Lot. The charges will then be re-assessed when the owner makes application for connection to the water supply.

For **Commercial Development**, E.T.'s will be calculated according to the Water Directorate Guidelines, in particular Table 2, and by multiplying the recommended E.T. Value by a factor of 0.7

NOTE:

1. At the time of requesting a service connection, the applicable E.T.'s will be recalculated and credit will be given for any previously paid E.T.'s.
2. Notwithstanding all of the above, there will be a minimum Development Servicing Charge of \$4,800 per Lot, AND the following minimum development servicing charges will apply to each service connection, based on service connection size.

SERVICE SIZE	T a x	<80mm	80mm	100mm (minimum 4 E.T.)	150mm	200mm
Minimum Charge	N	\$4,800	\$12,290	\$19,200	\$43,200	\$76,800

13.8.2 Recommended Service Connection Fees

URBAN SERVICE CONNECTION

NOTE: This fee is in addition to the Developer Servicing Charge

The following urban connection fees include the costs of providing a tapping from a water main, service pipe to property boundary and the corresponding size water meter, and in the case of 20mm and 25mm services a household tap adjacent to the meter.

URBAN – including Township & Village – SINGLE RESIDENTIAL/ COMMERCIAL/ INDUSTRIAL DEVELOPMENTS	T a x	PRICE PER SERVICE CONNECTION FOR SINGLE UNIT					
		20mm	25mm	32mm	*40mm	*50mm	
Lots where developers have prepaid the fees appropriate at time of Development	N	NIL	\$502	\$999	\$1,666	\$2,220	
All other lots including 2 nd or subsequent services	N	\$1,268	\$1,770	\$2,267	\$2,934	\$3,488	
* The availability of a service connection greater than 25mm diameters is dependent on capacity to supply with the reticulation network and must have Engineering Approval.							
URBAN – including Township & Village – MULTIPLE RESIDENTIAL UNITS		PRICE FOR MULTIPLE UNITS					
		1 unit	2 units	3 Units	4 units	5 units	Extra Units
Lots where developers have pre-paid the fees		No Additional Service Connection Charge provided correct fees as per the following line have been paid					
All other lots including 2 nd or subsequent services	N	\$1,268	\$1,521	\$1,775	\$2,029	\$2,282	\$254
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 internal 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					
b) Where the service requires a rail crossing and approval from the Railway Authorities	N	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.					
Road Underboring	N	\$114.00 per metre					

RURAL SERVICE CONNECTION

The following rural service connection fees include the tapping, provision of service pipe for a distance not greater than 40 metres, and the water meter. The service connection and meter will generally be located adjacent to or within the road reserve containing the water main.

All plumbing work, including installations on private property must be carried out by a licensed plumber engaged by the customer. This includes the component of a service line beyond the 40 metres included in the fee.

RURAL LOCATION	T a x	PRICE PER SERVICE CONNECTION				
		20mm	25mm	32mm	*40mm	*50mm
		\$	\$	\$	\$	\$
RURAL PIPELINES **	N	1,444	1,946	2,442	3,110	3,664
WALBUNDRIE TO RAND PIPELINE URANGELINE/BIDGEEMIA RURAL SCHEME & OTHER RURAL 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 Rail Authorities	N	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				
Road Underboring	N	\$114.00 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.						
NOTE: Due to limitations of existing reticulation a capital contribution towards upgrading may also be required for some rural connections, calculated on an individual basis.						

LARGE SERVICE CONNECTIONS

This is the actual cost of installing the service connection and will be determined on a case by case basis.

13.9 Availability and Usage Charges

The availability and usage charges as used in preparing the estimates are detailed in the following schedules.

13.9.1 Availability charges for 2013/2014 for the Wagga Wagga Urban Area are the same level as the Rural, Towns & Villages.

AVAILABILITY CHARGE PER PROPERTY, RESIDENTIAL, STRATA UNIT OR CUSTOMER		
DOMESTIC	Tax	
Built upon or connected property	N	\$35.00
Each additional dwelling erected on each parcel of property	N	\$35.00
Vacant land not connected (within 225 metres or adjacent to a main)-urban only	N	\$15.00
COMMERCIAL / INDUSTRIAL		
Built upon or connected property	N	\$40.00
Non-metered connected premises	N	\$80.00
Each additional strata unit	N	\$40.00
OTHER		
Government Departments including, police stations, court houses, schools, staff housing, public offices etc.	N	\$40.00
Churches and similar "non-rateable" property	N	Usage charge only
Additional fee for separate fire service connected	N	\$40.00

NOTE: A rural property comprises of all adjacent or adjoining land held under the one ownership.

13.9.2 Usage charges for 2013/2014 are as follows:

WATER TARIFFS \$ per kilolitre	T a x	2012/2013	2013/2014
General Tariff – all users (except as detailed below) <i>First 125 kls per quarter</i> <i>Balance per kilolitre per quarter</i>	N	1.10 1.66	1.21 1.83
Strata Title Units and Flats <i>First 125 kls per quarter per unit</i> <i>Balance per kilolitre per unit</i> (For Strata complexes and Flats where units are not individually metered the total metered consumption will be evenly apportioned between units)	N	1.10 1.66	1.21 1.83
Industrial Tariffs for processing or manufacturing industries with consistent year round usage connected since 1/7/2009 <i>First 41 kilolitres per month</i> <i>Balance above 42kl per month</i> <i>Balance above 3,000 kl per month</i> Applicable to large scale processing or manufacturing industries with consistent year round usage and specifically approved by Council <i>First 3,000 kl per month</i> <i>Balance above 3,000 kl per month</i>	N N	 1.10 1.66 1.66 1.10 1.10	 1.21 1.83 1.83 1.21 1.21
Commercial Tariff all users (except as detailed below): <i>First 125 kls per quarter/41 Kl per month</i> <i>Balance per kilolitre per quarter</i>	N	1.10 1.66	1.21 1.83
Community Facilities: Hospitals, Schools / TAFE / University, Parks and Gardens, Council Swimming Pools	N	1.10	1.21
Non-Potable water <i>First 125 kilolitres per quarter</i> <i>Balance per kilolitre per quarter</i>	N	0.55 0.83	0.61 0.91
Metered supply to standpipe agents or constituent Councils	N	1.60	1.66
Supply from fixed standpipe and water filling stations (Minimum charge \$10.00 when via an Agent)	N	2.55	2.63
Bulk Supply Application of this tariff will be at the discretion of the Council	N	1.10	1.21
Primary Producers Tariff Applicable to all rural services along Council's trunk mains	N	1.10	1.21
REBATES			
Eligible pensioner		\$21.87 per quarter	
Kidney dialysis machine users		20 kl per quarter.	

NOTE: Water used for fire fighting purposes will not be charged. If applicable, it is the responsibility of the customer to notify Council, in order for the necessary billing adjustments to be made.

NOTE: With regard to Industrial Tariffs, referred on the previous page, Consistent use is deemed to be when individual monthly consumption is between .75 and 1.25 times the average monthly consumption based on the previous 12 month rolling average.

13.10 Other Charges**13.10.1 Sundry Fees & Charges**

	Tax	2012/2013	2013/2014
Search / Enquiry Certificate Fee – S603 (as for property transfer)	N	\$65	\$70
Fee for providing information in writing, including Special meter reading	N	\$60	\$70
Formal GIPA Access Application	N	\$30	\$30
Reconnection fee – requires new service	N	Appropriate connection fee	Appropriate connection fee
Reconnection fee (new service not required)	N	\$152 + cost of meter if required	\$157 + cost of meter if required
Remove Flow Restricting Device	N		\$157
Meter Test Deposit	N	\$65	\$70
Test Fees for Back Flow Prevention Devices	N	\$100	
RPZ Devices		\$ 80	\$103
Other Devices			\$ 82
Leak Detection (Minimum 1 hour)	Y	\$95 per hour	\$98.50 per hour
Water main location involving potting or excavation	N	\$95 per hour	\$98.50 per hour
Dishonoured cheque fee	N	Double the relevant bank fee incurred	Double the relevant bank fee incurred
Interest on overdue accounts	N	10%	9%
Service call e.g. – damaged service or meter	Y	\$95 per hour	\$98.50 per hour
Plumbing Permit including standard inspections	N	\$95	\$98.50
Additional Plumbing Inspection due to non-compliance	N	\$157	\$162.50
Non-compliance with water restrictions	N	\$230	\$230
Water Filling Station Access	N	\$265	\$270
Replacement Water Filling Station Key	Y	\$55	\$55
Pressure and flow analysis application fee	N	\$157	\$162.50
Clearing of shrubs and small bushes	Y	\$95 per hour	\$98.50 per hour

14. FINANCE & REVENUE – PRICING POLICY

Riverina Water County Council supports a pricing system, which is equitable and reflects the actual cost of the service provision over the long term. Cross-subsidisation between classes of customers is to be minimised, however some standardisation of pricing is necessary to avoid unreasonable charges for remote areas. The township and rural pricing of water was equalized in 2012/2013.

A New Development Servicing Plan has been developed and is currently on display. This will retain the principal of Development Servicing Charges based on an E.T. (Equivalent Tenement) Basis.

Service connection fees include a much wider differential, so that the non-urban areas meet additional costs related to the longer lengths of service lines required.

The pricing systems should be transparent, and understandable, and an excessive number of different tariffs is to be avoided.

The abandonment of rating and water allowances and the introduction of access (availability) and usage charges in 1994 was undertaken after a thorough examination of numerous pricing combinations.

To introduce a stepped (inclining block) tariff for all categories of consumers except certain community based facilities such as hospitals, education facilities, parks and gardens, primary producers and council swimming pools. All existing commercial and industrial users will progress to the full stepped tariff in 2013/2014, unless specifically exempted by Council.

The stepped tariff will also act as one of the incentives to conserve water.

This will be again reviewed in the future when other demand strategies have been developed according to Integrated Water Cycle Management Plan.

Strategies / Actions	Measures
Stepped tariff, subject to some concession for large year round users.	Stepped pricing applied.
New capital works are to continue to require capital contributions from developers. Specific works will be at full cost to the developer while headworks will be partly developer and partly water sales funded, as per the Development Servicing Plan	Funding balance achieved.

15. FINANCE & REVENUE – CHARGES FOR WORK ON PRIVATE LAND

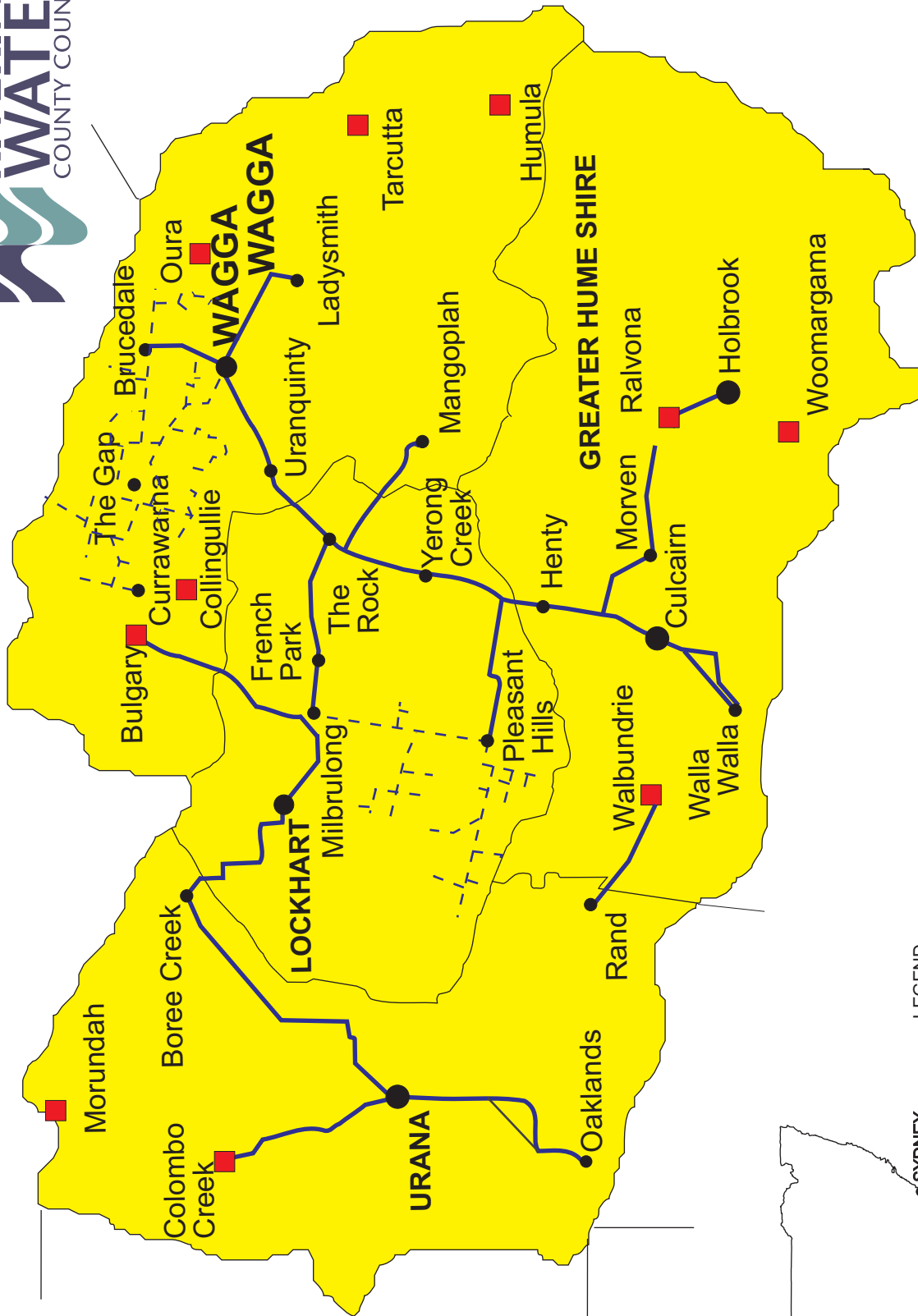
Riverina Water County Council does not seek nor carry out significant amounts of work on private land, however occasionally it is of mutual benefit to do so.

When work for other parties or an individual is carried out, the charges are based on:

- Preparation of a fixed quotation, or
- Actual costs including overheads.

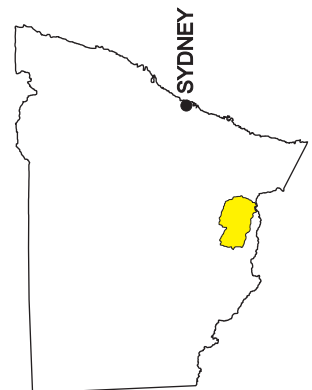
In both cases, charges include:

- labour costs
- labour overheads
- engineering overheads
- materials used
- stores overheads
- purchases and hired equipment
- RWCC equipment hire.



LEGEND

- Pipeline, major
- Pipeline, minor
- Independent Water Supply
- Local Government Boundary



AREA OF SUPPLY

APPENDIX B

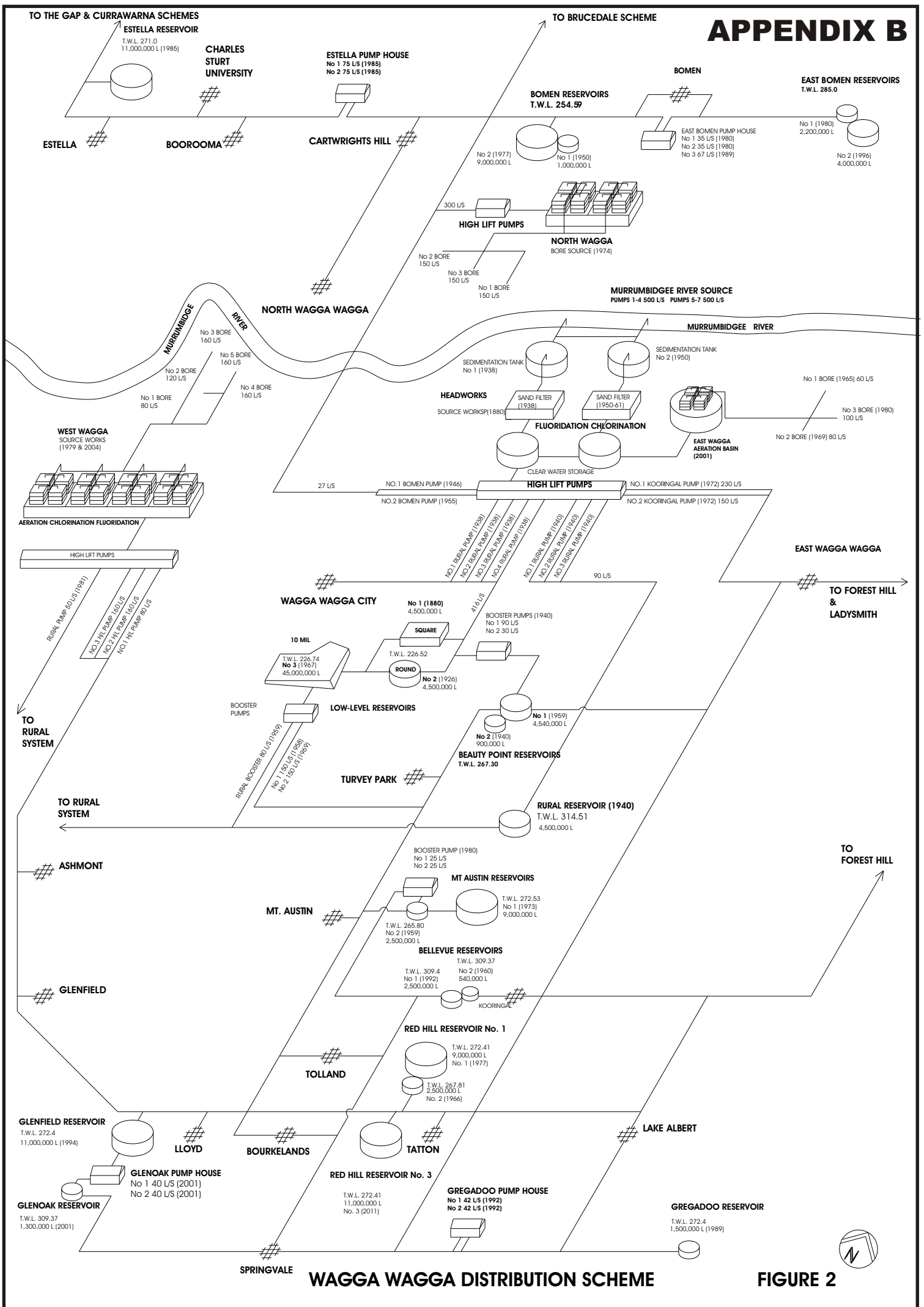
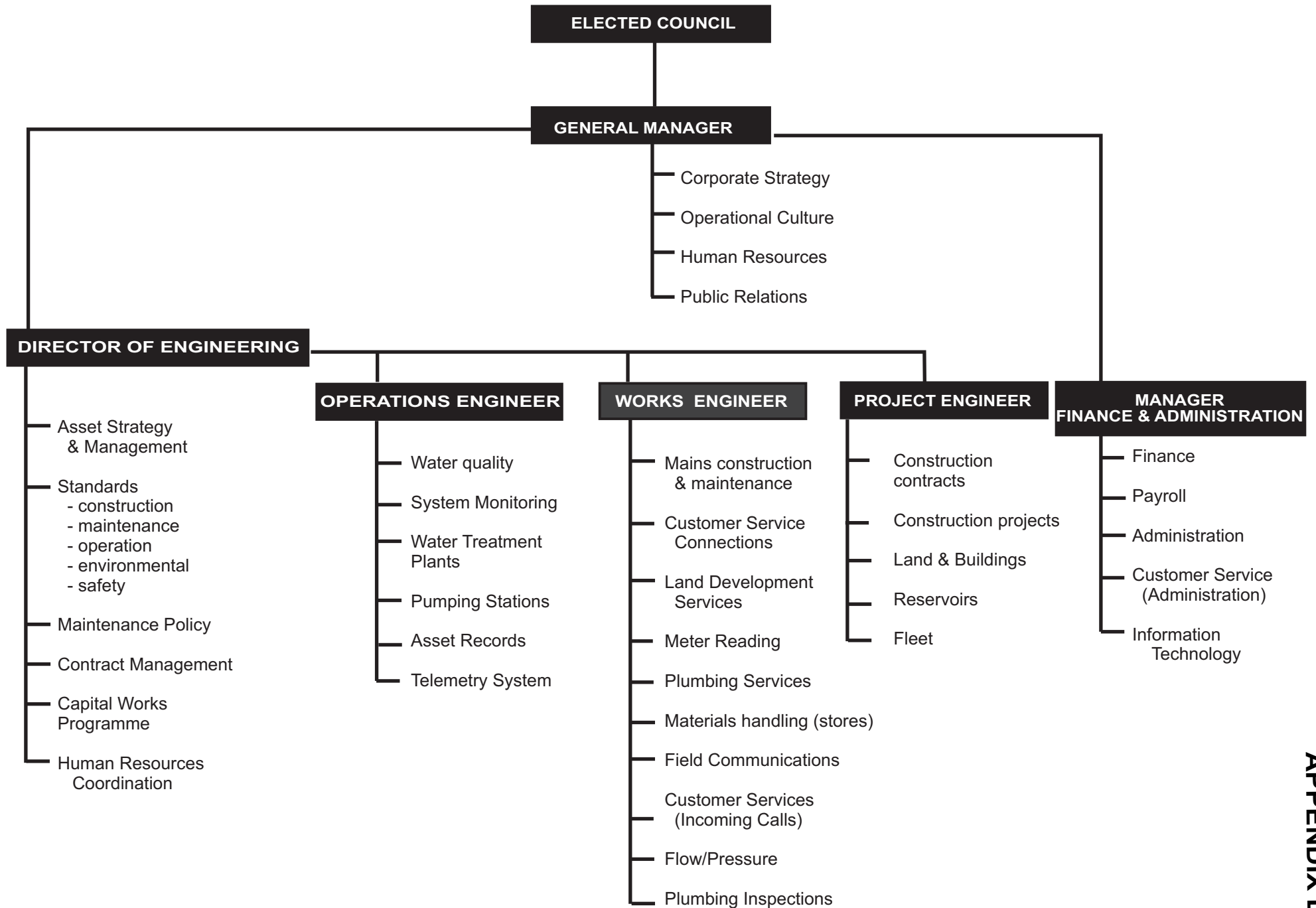


FIGURE 2



NON - URBAN DISTRIBUTION SCHEME



CAPITAL EXPENDITURE 2013 - 2017

Description	Current 2012/13 Budget	2013/14	2014/15	2015/16	2016/17
	\$	\$	\$	\$	\$
MANAGEMENT					
<i>STRATEGIES</i>					
Integrated					
Strategic Planning Documents - Urban	60,000	0	0	0	0
Demand Management					
Demand Management - Urban	80,000	300,000	150,000	150,000	150,000
Lawn Replacement Program - Urban	664,327	0	0	0	0
SUB-TOTAL STRATEGIES	804,327	300,000	150,000	150,000	150,000
LAND & BUILDINGS FOR ADMIN. DEPOTS AND WORKSHOPS					
Depot Buildings					
Store Building Hammond Ave - Urban	100,000	2,400,000	0	0	0
Depot Building The Rock- Non-Urban	10,000	0	15,000	10,000	0
Workshops					
Fitter/Electrician Workshop	1,400,000	66,212	0	0	0
Access,parking and Landscaping					
Levee protection stage 1 Hammond Ave - Urban	170,000	0	0	0	0
Levee protection feasibility study/land matters Hammond Ave - Urban	120,000	50,000	0	0	0
Levee protection stage 2 Hammond Ave - Urban	0	1,140,000	0	0	0
Alternate access Hammond Ave - Urban	0	1,500,000	0	0	0
Environmental works - Urban					
Environmental works - Urban	10,000	0	0	0	0
SUB-TOTAL LAND & BUILDINGS FOR ADMIN, DEPOTS & WORKSHOPS	1,810,000	5,156,212	15,000	10,000	0
PLANT & EQUIPMENT					
I.T. EQUIPMENT					
Computer Server Replacements & Software - Non-Urban	0	15,000	0	0	0
Corporate IT software upgrade/improvements - Urban	95,900	79,500	100,000	100,000	100,000
OFFICE FURNITURE & EQUIPMENT					
Office Furniture & Equipment - Urban	5,000	0	0	0	0
Office Furniture & Equipment - Non-Urban	5,000	0	0	0	0
WORKING PLANT & VEHICLE PURCHASES					
Routine plant & vehicle replacements	1,100,000	1,000,000	1,000,000	1,000,000	1,000,000
FIXED PLANT TOOLS & EQUIPMENT					
Fixed Plant Tools & Equipment - Urban	15,000	0	0	0	0
Fixed Plant Tools & Equipment - Non-Urban	1,000	0	0	0	0
SCADA SYSTEM, UPGRADES					
West Wagga WTP & Bores Control System Upgrade	0	70,000	0	0	0
Bulgary WTP Control System Upgrade	45,000	0	0	0	0
Solar magflow & RTU installations	15,000	10,000	0	0	0
Radio Telemetry Software Upgrade - Clear SCADA	0	45,000	0	0	0
CAD/GIS/ASSET MANAGEMENT SYSTEM					
Asset Management system & Implementation	10,000	20,000	10,000	10,000	10,000
GIS integration with asset management system	0	10,000	0	0	0
GIS Improvements	10,000	30,000	0	0	0
Engineering Software	3,000	3,000	3,000	3,000	3,000
COMMUNICATION EQUIPMENT					
Communication equipment	38,000	28,000	0	0	0
SUB-TOTAL PLANT & EQUIPMENT	1,342,900	1,310,500	1,113,000	1,113,000	1,113,000

Description	Current 2012/13 Budget	2013/14	2014/15	2015/16	2016/17
TOTAL MANAGEMENT	3,957,227	6,766,712	1,278,000	1,273,000	1,263,000
SOURCES					
Bores-renew/refurbish/decommission					
West Wagga Bore 4 - Reline & Riserless, Switchboard & Pump&Motor	280,000	0	0	0	0
West Wagga Bore 1 - Power Supply Transformer (Country Energy)	50,000	0	0	0	0
Bores Additional					
Walla Walla Bore 1B or 2B - Non-Urban	0	275,000	0	0	0
TOTAL SOURCES	330,000	275,000	0	0	0
TREATMENT PLANTS					
General improvements					
Wagga Dosing Pumps replacements - Urban	10,000	10,000	10,000	10,000	10,000
HACCP - Urban	5,000	0	0	0	0
Pit lid replacements at Water Treatment Plants - Urban	15,000	0	0	0	0
Rural Chlorinator replacements - Non-Urban	4,000	0	0	0	0
Rural Dosing Pumps replacements - Non-Urban	10,000	0	0	0	0
Rural Pit Lids replacements - Non-Urban	10,000	0	0	0	0
Safety Equipment					
Safety Equipment - Urban	5,000	5,000	5,000	5,000	5,000
Safety Equipment - Non-Urban	5,000	0	0	0	0
Specific Treatment Plant improvements					
West Wagga WTP - Bulk silica handling upgrade - Urban	34,316	0	0	0	0
Gardners Crossing WTP Fluoridation system upgrade - Non-Urban	5,000	15,000	0	0	0
Treatment Plant refurbishments					
Underground powerlines - Urban	80,000	800,000	0	0	0
WTP tender documentation - Urban	100,000	0	0	0	0
WTP stage 1 - Urban	0	2,400,000	22,500,000	10,000,000	5,000,000
WTP ancillary work including intake - Urban	100,000	0	0	0	0
Gardners Crossing WTP Gantry - Non-Urban	10,000	0	0	0	0
Urana WTP replacement - Non-Urban	240,000	1,500,000	0	0	0
Morundah WTP upgrade - Non-Urban	50,000	0	0	0	0
Waterworks Transformer Replacement	100,000	0	0	0	0
Woomagama WTP	0	0	0	120,000	0
Laboratory Equipment					
Laboratory Equipment - Urban	5,000	5,000	5,000	5,000	5,000
Laboratory Equipment - Non-Urban	5,000	0	0	0	0
TOTAL TREATMENT PLANTS	793,316	4,735,000	22,520,000	10,140,000	5,020,000
DISTRIBUTION					
PUMPING STATIONS					
General improvements					
Pit Lids replacements - Urban	10,000	0	0	0	0
Pit Lids replacements - Non-Urban	10,647	0	0	0	0
Flow recorders					
magflow communciation upgrades - Urban	30,000	10,000	10,000	10,000	10,000
magflow replacements - Non-Urban	20,000	0	0	0	0
Pumping Stations renewal & upgrade					
Pumping Stations renewal & upgrade - Urban	70,000	15,000	15,000	15,000	15,000
Pumping Stations renewal & upgrade - Non-Urban	10,000	0	0	0	0
Brucedale pumpstation - metering, electrical switchboard and VSD upgrade - Non-Urban	49,066	0	0	0	0

Description	Current 2012/13 Budget	2013/14	2014/15	2015/16	2016/17
Ralvona Bore 3 - Bore control systems, power supply and switchboard upgrade - Non-Urban	15,561	0	0	0	0
West Wagga Shires pump upgrade - Urban	250,000	0	100,000	0	0
Refurbish pipework/fittings					
Refurbish pipework/fittings	20,000	0	0	0	0
SUB-TOTAL PUMPING STATIONS	485,274	25,000	125,000	25,000	25,000
MAINS					
System Improvements					
System Improvements - Urban	75,000	0	150,000	150,000	150,000
System Improvements - Non-Urban	5,000	0	20,000	20,000	20,000
Bellvue interconnection 1.28km along Holbrook Rd	0	200,000	0	0	0
Mimosa Dr (Low Pressure Area)	0	150,000	0	0	0
Reticulation Mains Extensions					
Reticulation Mains Extensions - Urban	30,000	0	60,000	60,000	60,000
Reticulation Mains Extensions - Non-Urban	0	0	10,000	10,000	10,000
Vincent Rd - Koorinal Rd to Vincent Rd - Urban	0	60,000	0	0	0
Reticulation for Developers					
Reticulation for Developers - Urban	500,000	400,000	400,000	400,000	400,000
Reticulation for Developers - Non-Urban	35,000	25,000	25,000	25,000	25,000
Trunk Mains Extensions					
Southern Trunk (Uranquinty Power Station) 6km x 150mm oPVC	0	0	0	0	250,000
Renew Reticulation Mains					
Renew Reticulation Mains - Non-Urban	164,000	0	0	0	0
Renew Reticulation Mains - Urban	300,000	0	200,000	200,000	200,000
Mount Austin / McDonough Ave Replacement	0	50,000	0	0	0
Travers St Replacement	0	60,000	0	0	0
Lake Albert Rd Replacement	0	150,000	0	0	0
Tarcutta St Replacement	0	50,000	0	0	0
Flinders St Replacement	0	100,000	0	0	0
Ladysmith Township - Non-Urban	0	50,000	0	0	0
The Gap / Brucedale System - Urban	52,000	50,000	150,000	150,000	150,000
Renew Trunk Mains					
Bomen Trunk Main B (north of river) - Urban	0	0	0	300,000	0
Southern Trunk - Kapooka Highway Realignment 2km 450mm DICL	0	900,000	0	0	0
Southern Trunk - West Wagga to Kapooka 2.2km 450mm DICL	0	990,000	0	0	0
Southern Trunk - Kapooka to Reservoir Offtake 4.5km 450mm DICL	0	0	0	2,250,000	0
Southern Trunk - Highway to New Reservoir 1.8km 450mm DICL	0	0	900,000	0	0
Low & High Level Rising Mains from CWS	0	0	420,000	0	0
Bulgary Bore Rising Main - 7.5km 200mm oPVC	0	0	400,000	0	0
Morven Balance tank to township (7km 150mm) - Non-Urban	5,000	200,000	0	0	0
Mountain View to Walla Reservoir (5.5km 100mm)	0	200,000	0	0	0
Bolton Park Watermain Realignment - WWCC 1/2 funded	415,000	0	0	0	0
Olympic Highway Kapooka Section Mains Renewal	50,000	0	0	0	0
Hydrants & Valve refurbish					
Hydrants & Valve refurbish - Urban	20,000	0	0	0	0
Hydrants & Valve refurbish - Non-Urban	10,000	0	0	0	0
SUB-TOTAL MAINS	1,661,000	3,635,000	2,735,000	3,565,000	1,265,000
RESERVOIRS					
New Reservoirs					
Walla Walla Reservoir - Replace Roof	30,000	0	0	0	0
Construction of Red Hill Reservoir (3)	16,500	0	0	0	0

Description	Current 2012/13 Budget	2013/14	2014/15	2015/16	2016/17
Woomargama Reservoir 3	70,000	0	0	0	0
Mangoplah - Non-Urban	47,000	300,000	300,000	0	0
Collingullie - Non-Urban	15,000	0	500,000	0	0
Shires - Non-Urban	100,000	1,400,000	0	0	0
Low Level Reservoir Investigation & Design	0	0	200,000	0	0
Reservoirs- Protective treatment					
Reservoirs- Protective treatment - Urban	20,000	0	0	0	0
Reservoirs- Protective treatment - Non-Urban	50,000	0	0	0	0
Reservoirs-upgrade ladders and access					
Reservoirs- upgrade ladders and access - Urban	15,000	15,000	15,000	15,000	15,000
Reservoirs- upgrade ladders and access - Non-Urban	60,000	0	0	0	0
Reservoirs-control valves and systems.					
Reservoirs-control valves and systems - Urban	10,000	0	0	0	0
Reservoirs-control valves and systems - Non-Urban	30,000	0	0	0	0
SUB-TOTAL RESERVOIRS	463,500	1,715,000	1,015,000	15,000	15,000
SERVICES					
Service Connections, new					
Service Connections, new - Urban	60,000	420,000	420,000	420,000	420,000
Service Connections, new - Non-Urban	15,000	60,000	60,000	60,000	60,000
Renew Services					
Renew Services - Urban	30,000	120,000	120,000	120,000	120,000
Renew Services - Non-Urban	15,000	30,000	30,000	30,000	30,000
SUB-TOTAL SERVICES	120,000	630,000	630,000	630,000	630,000
METERS					
Water meters replacement					
Water meters replacement - Urban	150,000	150,000	150,000	150,000	150,000
Water meters replacement - Non-Urban	30,000	30,000	30,000	30,000	30,000
Water meters (new services)					
Water meters (new services) - Urban	10,000	20,000	20,000	20,000	20,000
Water meters (new services) - Non-Urban	5,000	5,000	5,000	5,000	5,000
Remote metering					
Remote metering - Urban	20,000	5,000	5,000	5,000	5,000
Remote metering - Non-Urban	20,000	5,000	5,000	5,000	5,000
Water Filling Stations Upgrade					
WFS - Urban	0	55,000	0	0	0
WFS - Non-Urban	0	55,000	0	0	0
Water Filling Stations New					
WFS - Non-Urban	0	22,000	44,000	0	0
Standpipe replacement					
Standpipe replacement - Non-Urban	20,000	0	0	0	0
SUB-TOTAL METERS	255,000	347,000	259,000	215,000	215,000
TOTAL DISTRIBUTION	2,984,774	6,352,000	4,764,000	4,450,000	2,150,000
TOTALS	8,065,317	18,128,712	28,562,000	15,863,000	8,433,000

Riverina Water County Council

	2012/13 PROJECTED ACTUAL \$'000	2013/14 BUDGET \$'000	2014/15 BUDGET \$'000	2015/16 BUDGET \$'000	2016/17 BUDGET \$'000
OPERATING SUMMARY					
OPERATING INCOME					
Access Charges					
Urban	2,861	3,367	3,890	4,372	4,503
Non-Urban	761	892	1,026	1,149	1,183
	3,622	4,259	4,916	5,521	5,686
User Charges					
Consumption Charges					
Urban	14,593	12,229	13,452	14,797	15,241
Non-Urban	3,013	2,703	2,973	3,271	3,369
	17,606	14,932	16,425	18,068	18,610
Extra Charges					
	0	20	20	20	20
Other Income	715	716	732	747	767
Interest	300	350	150	150	150
Operating Grants & Contributions	195	195	195	195	195
Capital Grants & Contributions	1,300	4,263	2,300	2,300	2,300
Asset Sales	36	0	0	0	0
TOTAL OPERATING INCOME	23,774	24,735	24,738	27,001	27,728
OPERATING EXPENSES					
Management	6,773	8,112	9,176	10,120	10,655
Operations & Maintenance					
<i>Buildings & Grounds</i>					
Urban	555	583	603	625	646
Non-Urban	63	64	66	69	71
	618	647	670	693	717
<i>Management - Operations</i>					
Urban	300	600	621	643	665
Non-Urban	100	350	362	375	388
	400	950	983	1,018	1,053
<i>Sources</i>					
Urban	671	802	830	859	889
Non-Urban	173	150	155	161	166
	844	952	985	1,020	1,055
<i>Pumping Stations</i>					
Urban	523	405	419	434	449
Non-Urban	318	356	368	381	395
	841	761	788	815	844
<i>Reservoirs</i>					
Urban	118	236	244	253	262
Non-Urban	131	135	140	145	150
	249	371	384	397	411
<i>Treatment Plant</i>					
Urban	1,696	1,502	1,555	1,609	1,665
Non-Urban	505	390	404	418	432
	2,201	1,892	1,958	2,027	2,098
<i>Mains & Services</i>					
Urban	901	1,001	1,036	1,072	1,110
Non-Urban	551	650	673	696	721
	1,452	1,651	1,709	1,769	1,830
<i>Other Operations</i>	-173	-165	-171	-177	-183
Depreciation	6,550	6,750	6,953	7,161	7,376
TOTAL OPERATING EXPENSES	19,755	21,921	23,434	24,843	25,857
OPERATING RESULT	4,019	2,814	1,304	2,158	1,871

Riverina Water County Council
INCOME STATEMENT

	Current Year		Projected Years		
	2012/13	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations					
Revenue:					
Rates & Annual Charges	3,622	4,259	4,916	5,521	5,687
User Charges & Fees	18,203	15,549	17,058	18,716	19,278
Interest & Investment Revenue	300	350	150	150	150
Other Revenues	118	119	119	119	119
Grants & Contributions provided for Operating Purposes	195	195	195	195	195
Grants & Contributions provided for Capital Purposes	1,300	4,263	2,300	2,300	2,300
Other Income:					
Net gains from the disposal of assets	36	-	-	-	-
Total Income from Continuing Operations	23,774	24,734	24,738	27,001	27,729
Expenses from Continuing Operations					
Employee Benefits & On-Costs	8,436	9,049	9,366	9,694	10,033
Borrowing Costs	353	414	1,210	1,820	2,119
Materials & Contracts	1,382	2,537	2,622	2,671	2,762
Depreciation & Amortisation	6,550	6,750	6,953	7,161	7,376
Other Expenses	3,033	3,172	3,283	3,498	3,567
Total Expenses from Continuing Operations	19,755	21,923	23,434	24,844	25,857
Operating Result from Continuing Operations	4,018	2,812	1,304	2,158	1,871
Net Operating Result for the Year	4,018	2,812	1,304	2,158	1,871
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,718	(1,452)	(996)	(142)	(429)

Riverina Water County Council
BALANCE SHEET

	Current Year		Projected Years		
	2012/13	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS					
Current Assets					
Cash & Cash Equivalents	24,615	13,775	8,851	8,387	12,190
Receivables	3,094	2,914	3,021	3,314	3,417
Inventories	2,053	3,768	3,895	3,967	4,102
Other	124	160	165	173	177
Total Current Assets	29,886	20,617	15,932	15,840	19,887
Non-Current Assets					
Infrastructure, Property, Plant & Equipment	188,645	199,613	220,803	229,078	229,699
Intangible Assets	1,500	1,500	1,500	1,500	1,500
Total Non-Current Assets	190,145	201,113	222,303	230,578	231,199
TOTAL ASSETS	220,031	221,730	238,235	246,418	251,086
LIABILITIES					
Current Liabilities					
Payables	1,365	1,646	1,582	1,647	1,694
Borrowings	1,503	1,529	2,007	2,278	2,485
Provisions	2,236	2,319	2,405	2,495	2,587
Total Current Liabilities	5,105	5,494	5,994	6,420	6,766
Non-Current Liabilities					
Borrowings	16,273	14,744	29,417	34,988	37,409
Provisions	719	746	773	802	832
Total Non-Current Liabilities	16,992	15,490	30,190	35,790	38,241
TOTAL LIABILITIES	22,097	20,984	36,185	42,210	45,007
Net Assets	197,934	200,746	202,050	204,208	206,079
EQUITY					
Retained Earnings	66,217	69,029	70,333	72,491	74,362
Revaluation Reserves	131,717	131,717	131,717	131,717	131,717
Council Equity Interest	197,934	200,746	202,050	204,208	206,079
Total Equity	197,934	200,746	202,050	204,208	206,079