



Riverina Water Delivery Program

2022/2023 – 2025/2026

Year 2

Riverina Water Operational Plan

2023/2024

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Version Purpose and description

0.1	Draft Delivery Program 2022/2023 – 2025/2026 and Operational Plan 2022/2023 – 27 April 2022
1.0	Endorsed by Riverina Water Board – 22 June 2022
2.0	Draft Delivery Program 2022/2023 – 2025/2026 Yr 2 and Operational Plan 2023/2024 – 27 April 2023 To be endorsed by Riverina Water Board – 22 June 2023
3.0	Delivery Program 2022/2023 – 2023/2026 Yr 2 and Operational Plan 2023/2024 endorsed by Riverina Water Board – 22 June 2023

Table of contents

Acknowledgment of Country	5		
About us	5		
Area of supply	6		
Our board	7		
Our management	7		
Delivery Program 2022/2023 - 2025/2056	9		
About the Delivery Program	10		
Our strategic priorities	10		
The planning context	11		
Achieving the Delivery Program	12		
Reporting and review	12		
Objective 1 - Our people	13		
1.1 Attract, retain and develop our people	14		
1.2 Foster diversity, inclusion, respect and gender equality at all levels of our organisation	14		
1.3 Create an engaging, positive, collaborative and innovative workplace culture	15		
1.4 Build upon our strong history of safety and wellbeing	15		
1.5 Invest in and evolve our HR systems, processes and frameworks	16		
Objective 2 - Our business	17		
2.1 Optimise our network and infrastructure	18		
2.2 Enhance and integrate our asset management system	19		
		2.3 Deliver business value through digitisation with a focus on accessible and accurate information, integrated and secure services that promote agile operations	20
		2.4 Adopt emerging technology that increases our efficiency	20
		2.5 Improve strategic planning and accountability	21
		2.6 Take actions that deliver responsible financial management and ensure long term sustainability	21
		2.7 Improve our operations to future proof our business	22
		2.8 Collaborate and share our knowledge with other organisations	22
		Objective 3 - Our community	23
		3.1 Actively support and participate in our community	24
		3.2 Create stronger connections with our diverse community to help deliver positive impact	24
		3.3 Continue to develop positive relationships with our First Nations community	25
		3.4 Provide exceptional customer service by tailoring and improving our systems, processes and service offers	25
		3.5 Understand and prepare to serve our customers of the future	26
		3.6 Share our knowledge and expertise to make a positive change in our global community	26
		Our service level promises	27

Budget summary	29	2.5 Improve strategic planning and accountability	50
Operational Plan 2023/2024	35	2.6 Take actions that deliver responsible financial management and ensure long term sustainability	51
Foreward	36	2.7 Improve our operations to future proof our business	51
About the Operational Plan	37	2.8 Collaborate and share our knowledge with other organisations	52
Where are we now?	37		
Achieving the Operational Plan	38	Objective 3 - Our community	53
Reporting and review	38	3.1. Actively support and participate in our community	54
Objective 1 - Our people	39	3.2 Create stronger connections with our diverse community to help deliver positive impact	55
1.1 Attract, retain and develop our people	39	3.3 Continue to develop positive relationships with our First Nations community	55
1.2 Foster diversity, inclusion, respect and gender equality at all levels of our organisation	40	3.4 Provide exceptional customer service by understanding our customers and tailoring and improving our systems, processes and service offerings to their needs	55
1.3 Create an engaging, positive, collaborative and innovative workplace culture	40	3.5 Understand and prepare to serve our customers of the future	56
1.4 Build upon our strong history of safety and wellbeing	41	3.6 Share our knowledge and expertise to make a positive change in our global community	56
1.5 Invest in and evolve our HR systems, processes and frameworks	42		
Objective 2 - Our business	43	Finance and revenue	57
2.1 Optimise our network and infrastructure	44	Budget summary	67
2.2 Enhance and integrate our asset management system	46	Glossary	71
2.3 Deliver business value through digitisation with a focus on accessible and accurate information, integrated and secure services that promote agile operations	48		
2.4 Adopt emerging technology that increases our efficiency	49		

Acknowledgment of Country

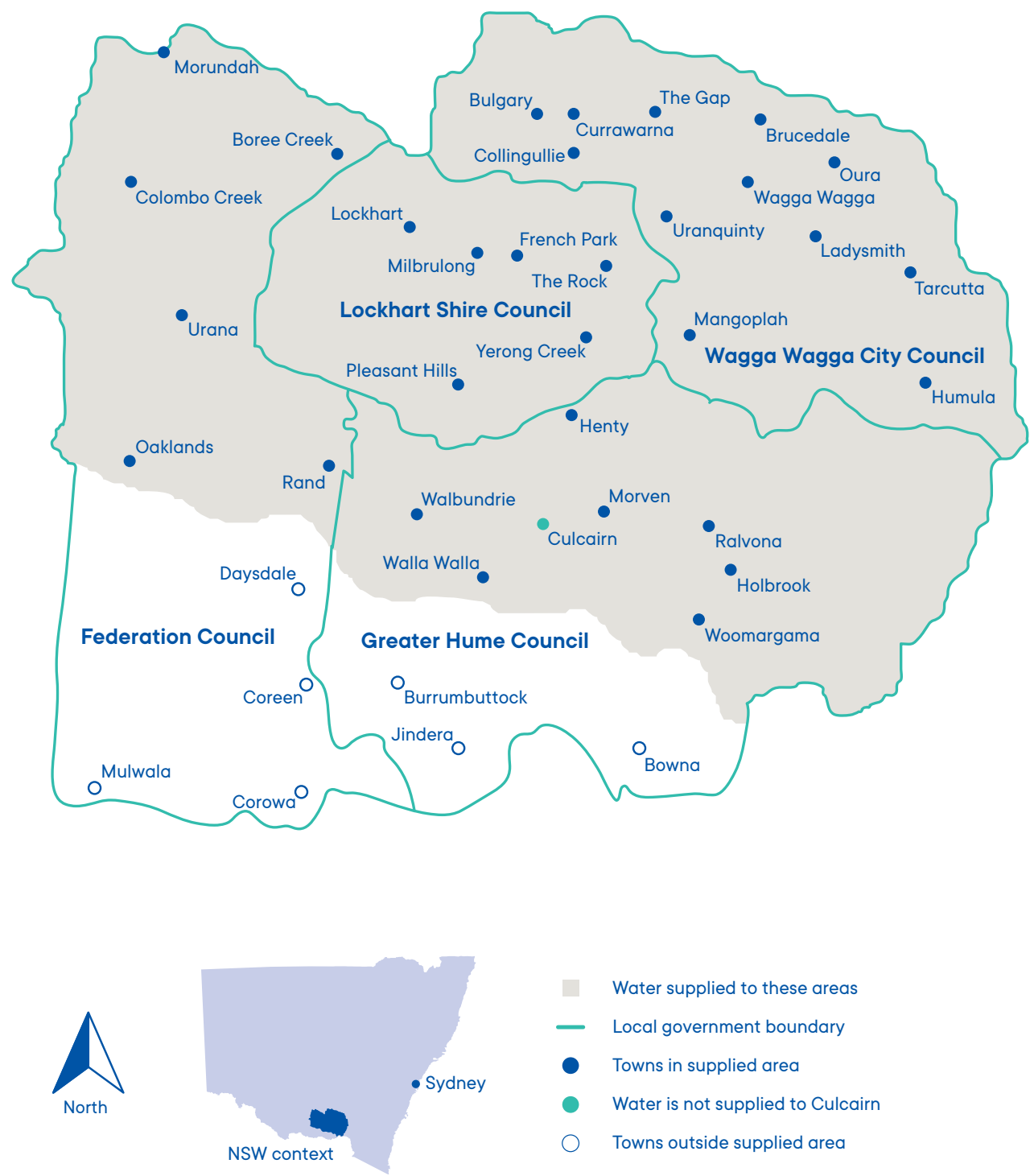
Riverina Water acknowledges the traditional custodians of the land, the Wiradjuri people, and pays respect to Elders past, present and emerging and extends our respect to all First Nations Peoples in our supply area.

About us

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

We deliver safe and reliable drinking water to a community of more than 73,000 people across more than 15,000 square kilometres.

Area of supply



Our Board



Councillor Tim Koschel
Wagga Wagga City Council
Chairperson



Councillor Doug Meyer OAM
Greater Hume Council
Deputy Chairperson



Councillor Pat Bourke
Federation Council



Councillor Georgie Davies
Wagga Wagga City Council



Councillor Gail Driscoll
Lockhart Shire Council



Councillor Dan Hayes
Wagga Wagga City Council



Councillor Michael Henderson
Wagga Wagga City Council



Councillor Jennifer McKinnon
Wagga Wagga City Council



Councillor Tony Quinn
Greater Hume Council

Our Management



Andrew Crakanthorp
Chief Executive Officer



Troy Van Berkel
Director Engineering



Emily Tonacia
Director Corporate Services

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, honesty and integrity.





Riverina Water Delivery Program 2022/2023 – 2025/2026

(Reviewed Feb 2023)

About the Delivery Program

The Delivery Program 2022/2023 – 2025/2026 is a statement of commitment from Riverina Water to our stakeholders about what we will deliver during the board term to achieve the strategic objectives established in our Business Activity Strategic Plan (BASP). The Delivery Program allows the board to determine what is achievable over the next 4 years, what the priorities are, and how programs will be scheduled.

As this current board term is only 3 years, the 2025/2026 year in this Delivery Program is indicative only and will effectively form the basis of the first year of the Delivery Program to be developed following the appointment of the new Riverina Water Board in October 2024.

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

Our strategic priorities

Our people

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



Our business

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



Our community

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

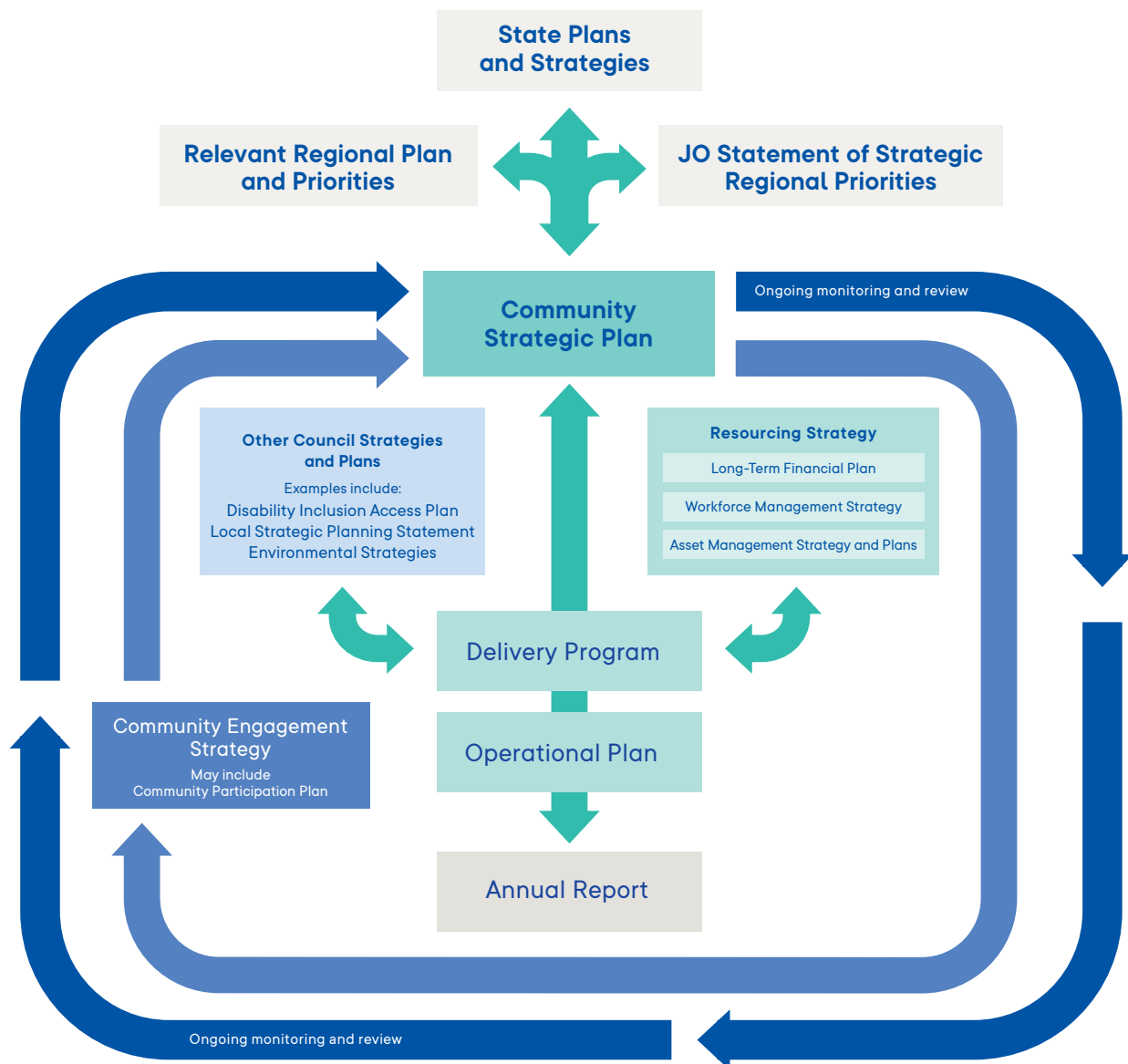


Our focus areas

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

The planning context

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



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



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

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

Importantly the Delivery Program also allows Riverina Water to demonstrate how its "business as usual" (BAU) activities help achieve the BASP objectives.

Achieving the Delivery Program

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

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

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

Reporting and review

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

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

Delivery Program

2022/2023 – 2025/2026

(Reviewed Feb 2023)

1. Our people

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

Strategies

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



Our People	1.1 Attract, retain and develop our people
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Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
1.1.1 Develop and implement workforce strategies to ensure capacity, capability and readiness for future organisational requirements	Workforce Management Plan 2023/2026 is reviewed and implemented	Corporate Services	●	●	●	●
1.1.2 Continue to develop leadership skills across our organisation	Leadership development program is endorsed by Senior Executive and implemented	Corporate Services		●	●	●
1.1.3 Gear recruitment and onboarding practices towards attracting talent and inducting them into our good organisational culture	Recruitment processes and supporting HR policies are reviewed	Corporate Services			●	
1.1.4 Proactively engage in initiatives that make Riverina Water an employer of choice	Applications for advertised Riverina Water positions produce strong candidate fields	Corporate Services	●		●	

Our People	1.2 Foster diversity, inclusion, respect and gender equality at all levels of the organisation
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Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
1.2.1 Establish programs and systems that enhance and support our commitment to diversity, equity and inclusion	Programs and systems are developed and implemented	Corporate Services	●	●	●	
1.2.2 Embed our organisational values into people practices and culture to support a quality employee experience	Organisational values are updated and embedded within the organisation	CEO	●	●		

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

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

Our People		1.5 Invest in and evolve our HR systems, processes and frameworks					
	Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
1.5.1	Implement and evolve fit for purpose systems, processes and frameworks	HR management framework and action plan are developed and implemented	Corporate Services	●	●	●	
1.5.2	Develop and implement knowledge management processes to improve efficiency and enable informed decisions	Knowledge management framework is developed and implemented	Corporate Services		●	●	

2. Our business

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

Strategies

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



Our Business 2.1 Optimise our network and infrastructure

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

Our Business 2.2 Enhance and integrate our asset management system and practices

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

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

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

Our Business 2.4 Adopt emerging technology that increases our efficiency

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

Our Business 2.5 Improve strategic planning and accountability

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

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

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

Our Business 2.7 Improve our operations to future proof our business

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

Our Business 2.8 Collaborate and share our knowledge with other organisations

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

3. Our community

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

Strategies

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



Image: Jack of Hearts

Our Community 3.1 Actively support and participate in our community

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

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

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

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

Activity	Success indicator	Lead Area	22/23	23/24	24/25	25/26
3.3.1 Develop and implement adequate strategies, frameworks and education systems to support Riverina Water's commitment to strengthening our relationship with our First Nations community	Values and viewpoints of Aboriginal peoples and communities are reflected in our operations and decisions	CEO	●	●	●	●

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

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

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

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

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

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

Our service level promises

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 and 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
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Minimum flow rate (litres per minute)

20	35	60	90	160
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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 Level 1 Restriction during daylight savings, pricing (stepped tariff), targets for reduced demand, changes to irrigation 3.1 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 complaints 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 Riverina Water's actions. These LOS will largely shape the objectives and requirements for operation, maintenance and provision of capital works within Riverina Water's water supply schemes. Achievement of target levels of service is the primary objective of the system.

Management of drinking water quality

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

Further development of the ADWG (2011) provided a more structured risk-based approach to drinking water management and satisfies the requirement for a quality assurance program in the *Public Health Act 2010*.

The ADWG (2011) is structured into four general areas comprising of:

1. Commitment to drinking water quality management
 - › Commitment to management
2. System analysis and management
 - › Assessment of the water supply systems
 - › Preventative measures for drinking water
 - › Operational procedures and process control
 - › Verification
 - › Management of incidents and emergencies
3. Supporting requirements
 - › Training and awareness
 - › Community involvement
 - › Research and development
 - › Documentation and reporting
4. Review, evaluation and auditing
 - › Evaluating and audit
 - › Continual improvements

Budget summary



Capital works plan

		Current year		Projected years	
Description	2022/2023 \$	2023/2024 \$	2024/2025 \$	2025/2026 \$	2026/2027 \$
Management					
Land and buildings for admin, depots and workshops	2,325,810	1,070,000	4,572,072	2,960,000	730,000
Plant and equipment (incl. Solar installation)	3,434,663	2,884,547	1,562,993	5,534,000	12,364,000
Intangibles	2,809,001	1,500,000	-	-	-
Total management	8,569,474	5,454,547	6,135,065	8,494,000	13,094,00
Sources	161,344	57,500	142,500	162,500	105,000
Total sources	161,344	57,500	142,500	162,500	105,000
Treatment plants	5,320,317	2,542,900	2,296,200	1,891,800	787,500
Total treatment plants	5,320,317	2,542,900	2,296,200	1,891,800	787,500
Pumping stations	150,000	190,000	2,125,700	1,025,000	-
Total pumping stations	150,000	190,000	2,125,700	1,025,000	-
Reservoirs	1,286,562	2,115,700	1,960,000	340,000	1,400,000
Total reservoirs	1,286,562	2,115,700	1,960,000	340,000	1,400,000
Mains, services and meters					
Mains	4,123,332	3,895,000	5,385,000	5,230,000	4,845,000
Sub-total mains	4,123,332	3,895,000	5,385,000	5,230,000	4,845,000
Services	639,000	1,040,000	1,040,000	880,000	880,000
Sub-total services	639,000	1,040,000	1,040,000	880,000	880,000

Meters	631,558	775,000	425,000	2,900,000	2,900,000
Sub-total meters	631,558	775,000	425,000	2,900,000	2,900,000
Total mains, services and meters	5,393,890	5,710,000	6,850,000	9,010,000	8,625,000
Totals	20,881,587	16,070,647	19,509,465	20,923,300	24,011,500

Budgeted financial statements

Income statement	Current year			Projected years	
	2022/2023 \$'000	2023/2024 \$'000	2024/2025 \$'000	2025/2026 \$'000	2026/2027 \$'000
Income from continuing operations					
Revenue:					
Rates and annual charges	5,424	6,514	6,650	6,790	6,932
User charges and fees	24,541	25,095	25,597	26,109	26,631
Interest and investment revenue	200	332	279	460	276
Other revenues	339	290	296	301	308
Grants and contributions provided for operating purposes	15	15	15	15	15
Grants and contributions provided for capital purposes	3,150	2,000	2,030	2,060	2,091
Total income from continuing operations	33,669	34,246	34,867	35,735	36,253
Expenses from continuing operations					
Employee benefits and on-costs	10,485	11,580	11,811	12,048	12,289
Borrowing costs	1,031	104	961	884	799
Materials and contracts	8,462	10,410	10,619	10,831	11,048
Depreciation and amortisation	8,791	8,700	8,857	9,016	9,178
Other expenses	227	255	256	257	258
Total expenses from continuing operations	28,996	31,049	32,504	33,036	33,572
Operating result from continuing operations	4,673	3,197	2,363	2,699	2,681
Net operating result for the year	4,673	3,197	2,363	2,699	2,681
Net operating result before grants and contributions provided for capital purposes	1,523	1,197	333	639	590

Budgeted financial statements

Balance sheet	Current year			Projected years	
	2022/2023 \$'000	2023/2024 \$'000	2024/2025 \$'000	2025/2026 \$'000	2026/2027 \$'000
Assets					
Current assets					
Cash and cash equivalents	22,762	18,130	29,699	19,490	6,289
Receivables	4,096	4,168	4,357	4,342	4,302
Inventories	3,064	3,770	3,845	3,922	4,000
Total current assets	29,922	26,068	37,901	27,754	14,591
Non-current assets					
Infrastructure, property, plant and equipment	360,580	367,950	377,994	389,280	403,479
Total non-current assets	360,580	367,950	377,994	389,280	403,479
Total assets	390,502	394,018	415,895	417,034	418,070
Liabilities					
Current liabilities					
Bank overdraft	-	-	-	-	-
Payables	2,510	2,940	2,997	3,056	3,115
Borrowings	111	117	1,620	1,704	1,820
Provisions	4,555	4,555	4,555	4,555	4,555
Total current liabilities	7,176	7,612	9,172	9,315	9,490
Non-current liabilities					
Borrowings	1,823	1,706	19,660	17,956	16,136
Total Non-current liabilities	1,823	1,706	19,660	17,956	16,136
Total liabilities	8,999	9,318	28,832	27,271	25,626
Net assets	381,503	384,700	387,063	389,763	392,444

Equity					
Retained earnings	164,157	167,354	169,717	172,417	175,098
Revaluation reserves	217,346	217,346	217,346	217,346	217,346
Council equity interest	381,503	384,700	387,063	389,763	392,444
Total equity	381,503	384,700	387,063	389,763	392,444



Riverina Water Operational Plan 2023/2024

Foreward

On behalf of Riverina Water, I am pleased to present our Operational Plan for 2023/2024.

This Operational Plan describes the actions we will undertake during the 2023-24 financial year towards meeting the Year 2 commitments of the Delivery Program 2022/2023 – 2025/2026.

This Operational Plan will be resourced through the annual budget.

The Strategic Planning documents for Riverina Water are based around three important pillars.

› **Our people**

One of our key focus areas for 2023/2024 will be on implementing our newly adopted Workforce Plan which identifies the key challenges for Riverina Water and has created an action plan to address those challenges.

› **Our Business**

We will be implementing our new financial and asset management software which experienced some implementation delays during 2022/2023. The new software will provide Riverina Water with a state of the art technology platform that enhances the services we provide to our customers.

Also scheduled for 2023/2024 will be a focus on improved data management and integration of our systems, ongoing maturity of our enterprise risk management approach and further work on implementing our Net Zero policy.

Our capital works program will see a number of key projects commencing as well as some pro-active maintenance for our infrastructure.

› **Our Community**

We will be developing educational resource kits, facilitating tours and open days and developing customer metrics and regularly monitoring analytics to continuously improve our customer experience.

We look forward to continuing to deliver quality services to our communities across the region during 2023/2024 and providing six monthly reports on how we are tracking.



Andrew Crakanthorp
Chief Executive Officer

About the Operational Plan

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

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

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

Where are we now?

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

Strategic pillar	Key challenges and opportunities
1. Our people	<ul style="list-style-type: none">› Relatively high turnover of staff in last two years has seen the loss of some corporate knowledge.› Having attraction and retention strategies to ensure we have the right staff at the right time.› Change in staff leading to change in culture, and how best to understand and manage that.› Opportunity to build on our existing safety culture by better utilisation of Vault.
2. Our business	<ul style="list-style-type: none">› Changing weather patterns are seeing wetter and cooler summers affecting water sales compounded by increases in operating costs.› Opportunities for simplifying and streamlining organisational processes and governance.› Opportunity to implement new finance and asset management system.› Supply chain issues are impacting on some of our major capital works projects including a new pipeline between Boree Creek and Morundah.
3. Our community	<ul style="list-style-type: none">› Relatively low community awareness of Riverina Water and what it does.› Opportunity to deliver community engagement initiatives and positively contribute to our communities.› Changing ways that customers prefer to do business.› Opportunity to strengthen our relationship with our First Nations community.

Achieving the Operational Plan (OP)

Actions in the OP are allocated to directorate or department level depending on the action.

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

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

Reporting and Review

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

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

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

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

1. Our people

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



Our People 1.1 Attract, retain and develop our people

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP1.1.1	Develop and implement workforce strategies to ensure capacity, capability and readiness for future organisational requirements							
1.1.1.1	Implement actions and outcomes from first year of Workforce Plan	Actions and outcomes are implemented as per action plan	Strategy	People & Culture	•	•	•	•
1.1.1.2	Equip staff with relevant annual training plan	Training is delivered as per plan	BAU	People & Culture	•	•	•	•
1.1.1.3	Undertake review of hourly working week arrangements	Review is presented to LGEA, USU & ETU Unions	Strategy	People & Culture			•	•

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP1.1.2	Continue to develop leadership skills across our organisation							
1.1.2.1	Develop Supervisors Handbook	Supervisors handbook is rolled out to supervisors in the organisation	BAU	People & Culture				●
1.1.2.2	Implement leadership capability framework	Leadership capability framework is implemented with leaders in the organisation	Strategy	People & Culture				●

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

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP1.2.1	Establish programs and systems that enhance and support our commitment to diversity, equity and inclusion							
1.2.1.1	Develop EEO plan to support reviewed policy	EEO plan endorsed by management	Strategy	People & Culture				●
DP1.2.2	Embed our organisational values into people practices and culture to support a quality employee experience							
1.2.2.1	Commence embedding of new organisational values	Organisational values are promoted and understood by staff	Strategy	CEO	●	●	●	●

Our People 1.3 Create an engaging, positive, collaborative and innovative workplace culture

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP1.3.1	Collaborate with our staff and ensure strong employee engagement and communication across the organisation							
1.3.1.1	Implement the internal communications strategy	Internal communication activities are delivered in line with strategy	Strategy	Customer & Comms	●	●	●	●
1.3.1.2	Undertake staff survey and develop action plan from results	Staff survey is completed and action plan adopted	BAU	People & Culture		●		

1.3.13	Introduce collaborative organisation-wide training sessions and activities	12 organisation-wide training sessions are conducted	BAU	People & Culture	●	●	●	●
1.3.14	Implement reward and recognition program	Reward and recognition system is endorsed	BAU	People & Culture			●	

Our People 1.4 Build upon our strong history of safety and wellbeing

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP1.4.1	Prioritise employee mental health, physical health and overall wellbeing							
1.4.1.1	Continue implementation of WELL program including psychosocial wellbeing	Monthly actions and initiatives are implemented in line with WELL calendar/ action register	BAU	People & Culture	●	●	●	●
DP1.4.2	Maintain a strong safety culture across the organisation							
1.4.2.1	Conduct annual Safety Breakfast	Event is held and positive feedback received	BAU	WHS		●		
1.4.2.2	Develop and implement a WHS communication plan that incorporates regular toolbox meetings and newsletters	Plan developed and implemented	BAU	WHS			●	
DP1.4.3	Develop and monitor WHS metrics							
1.4.3.1	Use current systems to begin to develop meaningful metrics for WHS	Metrics are developed and evaluated	Strategy	WHS			●	
1.4.3.2	Conduct annual analysis and comparison of workers compensation claims	Annual report presented to MANEX, WHS Committee and ARIC	BAU	WHS		●		

Our People		1.5 Invest in and evolve our HR systems, processes and frameworks						
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP1.5.1	Implement and evolve fit for purpose systems, processes and frameworks							
1.5.1.1	Continue to implement Staff Annual Review Process (SARP)	Actions are delivered in line with agreed implementation plan	Strategy	People & Culture	●	●	●	●
1.5.1.2	Commence implementation of HRIS system in line with FLOW Project plan	Project plan milestones are completed on time	Strategy	People & Culture			●	●
1.5.1.3	Review HR audit findings and develop forward plan for best practice, governance, policies and procedures	Audit report that includes management responses and action dates is endorsed by ARIC	Strategy	People & Culture		●		
1.5.1.4	Review staff induction booklet and onboarding and offboarding procedures	New onboarding/ offboarding processes are adopted.	BAU	People & Culture			●	
1.5.1.5	Implement outcomes from review of skills system	Outcomes are implemented in line with action plan	Strategy	People & Culture				●
DP1.5.2	Develop and implement knowledge management processes to improve efficiency and enable informed decisions							
1.5.2.1	Develop strategy and action plan to address knowledge management and business process gaps across the organisation	Strategy and action plan are endorsed by MANEX	Strategy	Director Corporate Services				●

2. Our business

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



Our Business 2.1 Optimise our network and infrastructure

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.1.1	Supply water to all viable urban areas, villages and rural land within the Riverina Water supply area							
2.1.1.1	Install water supply mains and services infrastructure to service new developments as required	Completion of works to enable water supply to new developments	BAU	Works	●	●	●	●
2.1.1.2	Replace existing WTP at Morundah with pipeline from Boree Creek	Construction of pipeline 50% or more complete Control system designed and implemented	Strategy	Works Projects	●	●	●	●
2.1.1.3	Complete detailed design for Urana WTP replacement	Detailed design completed	Strategy	Projects	●	●	●	●
2.1.1.4	Upgrade telemetry and radio communications	Current analog sites are transferred to the digital system	BAU	Operations	●	●	●	●
2.1.1.5	Undertake electrical and control switchboard improvements at Ralvona to ensure compliance with Australian Standards	Switchboards meet current Australian Standards.	BAU	Operations			●	
2.1.1.6	Upgrade water treatment facility at Woomargama	Staged completion of the new water treatment plant	BAU	Operations	●	●	●	●
2.1.1.7	Continue program of maintenance and installation of bulk water filling stations to enable access for water carters and contractors	Water filling station activities completed in line with Capex budget	BAU	Works	●	●	●	●

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.1.2	Ensure our water supply system is capable of meeting current and future levels of service							
2.1.2.1	Undertake water main renewals, upgrades and system improvements to maintain or improve levels of service	Completion of projects in line with Capex program and budget	BAU	Works	●	●	●	●
2.1.2.2	Monitor network performance and investigate supply complaints	Engineering reports capture customer complaints and response in line with adopted levels of service	BAU	Works Operations	●	●	●	●
2.1.2.3	Purchase additional water licences to ensure ability to meet future demands	Additional water licence secured	Strategy	Operations				●
2.1.2.4	Conduct minor refurbishment and upgrades of pump stations (like-for-like replacements)	Upgrades completed in line with capital budget	BAU	Operations	●	●	●	●
2.1.2.5	Evaluate options to make repairs at Rand Reservoir 1	Completed options report including budget	BAU	Projects	●	●	●	●
2.1.2.6	Acquire land and easements for The Rock Reservoir and access track	Land acquired	BAU	Projects	●	●		
DP2.1.3	Manage water quality to ensure supply is in accordance with 2011 Australian Drinking Water Guidelines							
2.1.3.1	Replace North Wagga WTP shade cover	Construction of new shade structure completed	BAU	Projects	●	●	●	
2.1.3.2	Upgrade/replace online and remote monitoring equipment at WTPs	Equipment replaced as per program	BAU	Operations	●	●	●	●
2.1.3.3	Upgrade/ replace laboratory equipment at WTPs	Equipment replaced as per program	BAU	Operations		●		

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.1.4	Monitor and manage the risks posed by PFAS in the Lachlan Aquifer in collaboration with DPIE Water							
2.1.4.1	Continue to collaborate with state agencies (NSW EPA, NSW DPE and NSW Health) that regulate/ manage natural resources contaminated by PFAS	One meeting per year held with all relevant parties	BAU	Operations	●	●	●	●
DP2.1.5	Build, operate, monitor and maintain assets at least lifecycle cost, whilst meeting agreed levels of service							
2.1.5.1	Deliver the adopted fleet replacement program	Replacement vehicles ordered	BAU	Projects	●	●	●	●
2.1.5.2	Continue programmed development of Hammond Avenue site	All programmed works for 2023/2024 completed	BAU	Projects	●	●	●	●
2.1.5.3	Undertake programmed construction at The Rock depot	Construction of stage 1	BAU	Projects	●	●	●	●

Our Business 2.2 Enhance and integrate our asset management system

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.2.1	Implement central asset management system in ERP solution (FLOW)							
2.2.1.1	Implement asset management module in FLOW	Asset Management module 'live' in FLOW	Strategy	Assets			●	●
DP2.2.2	Develop condition and criticality ratings for all asset classes in the central asset management system							
2.2.2.1	Input current condition and criticality ratings for pipe assets	Current condition ratings for pipes input into asset management system in FLOW	BAU	Assets Works	●	●	●	
2.2.2.2	Input current condition and criticality ratings for above ground infrastructure assets	Current condition ratings for above ground infrastructure input into asset management system in FLOW	BAU	Assets Operations Projects	●	●	●	

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.2.3	Integrate central asset management system with financial information							
2.2.3.1	Develop strong financial management of assets through the integration of financial and asset systems	Integration of finance data into asset systems is completed	Strategy	Finance & Sourcing	●	●	●	●
DP2.2.4	Implement Esri GIS system							
2.2.4.1	Implement ESRI GIS system and integrate with associated corporate systems	ESRI GIS system implementation and integration complete and 'live'	Strategy	Works	●	●	●	
DP2.2.5	Identify, assess and appropriately manage risks associated with assets							
2.2.5.1	Provide safe access, secure enclosure and surveillance cameras at reservoirs	Design of reservoir access upgrade	BAU	Projects	●	●	●	●
2.2.5.2	Continue the asset demolition programme to remove decommissioned and abandoned assets/facilities	Programmed items/assets demolished	BAU	Projects			●	●
2.2.5.3	Conduct analysis of customer complaint data to map trends in recurring asset issues.	Data analysis successfully incorporated into Engineering reports	BAU	Operations	●	●	●	●
DP2.2.6	Develop and input asset maintenance schedules for major assets							
2.2.6.1	Develop and input asset maintenance schedules for assets within asset management system	Asset maintenance schedules in asset management system	Strategy	Assets	●	●	●	●

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

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.3.1	Ensure secure and accurate data that is actionable and enables intelligent decision making							
2.3.1.1	Develop a data strategy and data management framework	Strategy and roadmap endorsed by MANEX	Strategy	ICT	●	●	●	
2.3.1.2	Review Business Intelligence and Analytics approach and capability	Demonstrable improvement in data-driven decision making	Strategy	ICT			●	●
2.3.1.3	Commence data acquisition pilot	Demonstrable business improvement in data-driven decision making	Strategy	ICT				●
DP2.3.2	Ensure seamless and intelligent systems and processes that enable us to do our job well							
2.3.2.1	Implement and integrate FLOW finance modules	Project plan milestones are completed on time	BAU	Finance & Sourcing	●	●	●	●
2.3.2.2	Plan and commence digital capture of all paper-based records	50% of all paper-based records are captured digitally	BAU	Director Corporate Services				●
2.3.2.3	Undertake a review of Vault and prepare forward action plan	Increased adoption, improved quality of reporting	BAU	ICT		●	●	
2.3.2.4	Modernise communication technology including meeting rooms, call centre and PABX	Improved customer and internal user experience, reduced complexity, reduced administration	BAU	ICT	●	●		
DP2.3.3	Strengthen mechanisms to capture staff ideas and implement innovative or transformative business solutions							
2.3.3.1	Commence conceptualisation of innovation at Riverina Water	Concepts for supporting organisational innovation are presented to MANEX with a preferred concept/way forward determined	Strategy	Director Corporate Services				●

	Action	Measure	Responsibility		Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.3.4	Ensure Riverina Water structures provide clear direction, transparency and accountability							
2.3.4.1	Review and align IT/OT	Improved operational efficiency, stability and security across project and operational activities	Strategy	ICT	●	●	●	●
2.3.4.2	Develop and rollout an ICT services catalogue	Adoption of ICT service catalogue, improved delivery of services	Strategy	ICT	●	●	●	●

Our Business 2.4 Adopt emerging technology that increases our efficiency

	Action	Measure	Responsibility		Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.4.1	Implement our Net Zero policy							
2.4.1.1	Finalise design and approvals for Solar Pilot plant including connection to grid and flood study	Design completed and documents submitted for approval	Strategy	Projects	●	●	●	●
2.4.1.2	Undertake sitework and procurement of equipment for Solar Pilot plant	Sitework completed and orders placed for equipment	Strategy	Projects	●	●	●	●
2.4.1.3	Design Solar Pilot plant control system	Solar Pilot plant control system design completed	Strategy	Projects	●	●	●	●
2.4.1.4	Create renewable energy program	Program is endorsed	Strategy	Projects	●	●	●	●
2.4.1.5	Continue to explore opportunities to transition to electric vehicles	Electric vehicle replacement options are assessed as they arise	Strategy	Projects	●	●	●	●

Our Business 2.5 Improve strategic planning and accountability

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.5.1	Develop accountability tools in line with our mission and vision							
2.5.1.1	Undertake a review of all organisational reporting (both internal and external) and develop forward plan for corporate system integration, alignment and streamlining	Review is completed and forward plan is adopted by MANEX	BAU	Governance Risk & Corporate Performance			●	
DP2.5.2	Deliver, monitor and review plans, frameworks and policies in line with regulatory and governance requirements							
2.5.2.1	Develop and deliver internal audit action plan in line with new risk management audit guidelines	Risk management audit guidelines are fully implemented	BAU	Governance Risk & Corporate Performance	●	●	●	●
2.5.2.2	Review registers to ensure that data is current and meets regulatory and governance requirements	All registers are current and meet regulatory and governance requirements	BAU	Governance Risk & Corporate Performance		●		
DP2.5.3	Continue to mature enterprise risk management, culture and frameworks to ensure compliance and business continuity							
2.5.3.1	Review existing organisational risk management approach and develop a forward action plan	Forward action plan is developed and endorsed by MANEX	BAU	Governance Risk & Corporate Performance	●	●	●	●
2.5.3.2	Conduct review of ICT Disaster Recovery planning	Review is conducted	Strategy	ICT				●
2.5.3.3	Adopt mobile device management to increase security and administrative oversight	Demonstrated increase in security posture on mobile devices	BAU	ICT				●

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

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.6.1	Implement and review sound financial processes and practices							
2.6.1.1	Undertake regular financial management/ budget meetings	12 management meetings are undertaken for the year	BAU	Finance & Sourcing	●	●	●	●
2.6.1.2	Develop centre-led procurement framework	Policies, processes, systems and other documents are endorsed by MANEX	Strategy	Finance & Sourcing	●	●	●	●
DP2.6.2	Ensure sufficient funds are available for long term operational requirements							
2.6.2.1	Undertake annual long term financial planning review	Long term financial plan is updated and placed on public exhibition	Strategy	Finance & Sourcing			●	
DP2.6.3	Drive smart business decisions through proactive development and delivery of financial metrics and business insights							
2.6.3.1	Commence the development of advanced financial reporting post FLOW implementation	1 x new financial management report is developed	BAU	Finance & Sourcing				●

Our Business 2.7 Improve our operations to future proof our business

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.7.2	Adopt circular economy practices in the planning and delivery of assets, products and services							
2.7.2.1	Attend relevant industry sessions regarding circular economy	Sessions attended and report provided to MANEX	BAU	CEO		●	●	●
2.7.2.2	Review policies to consider how circular economy principles can be incorporated	Relevant policies are reviewed	BAU	Director Corporate Services			●	●

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.7.4	Protect and restore sites to eliminate and prevent degradation							
2.7.4.1	Undertake river and creek banks stabilisation program	Planned stages completed	BAU	Projects	●	●	●	●
2.7.4.2	Undertake training for relevant staff in protection and restoration of work sites	Training completed by relevant staff	BAU	Works Projects Operations	●	●	●	●

Our Business 2.8 Collaborate and share our knowledge with other organisations

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP2.8.1	Contribute to relevant industry benchmarks for operational excellence							
2.8.1.1	Participate in and nominate for industry awards	Submission of nominations	BAU	CEO	●	●	●	●
2.8.1.2	Share information with the GM working group for Rous County, Central Tablelands County and Goldenfields County Councils	Meaningful actions and learnings from the meetings are provided to MANEX	BAU	CEO	●	●	●	●
DP2.8.2	Create opportunities for Riverina Water to collaborate with other industry experts							
2.8.2.1	Attend industry forums and conferences and deliver papers on recent successes	Present to at least one industry event each financial year	BAU	CEO	●	●	●	●

3. Our community

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



Our Community 3.1 Actively support and participate in our community

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP3.1.1	Provide and support education opportunities for youth, tertiary and the wider community							
3.1.1.1	Commence development of educational resource kit, framework and material	Educational resource kit, framework and material is endorsed	Strategy	Customer & Comms				●
3.1.1.2	Facilitate tours and open days	1 x open day is delivered to general public	BAU	Customer & Comms				●
DP3.1.2	Strengthen opportunities to collaborate with constituent councils JOs and industry							
3.1.2.1	Attend forums of business chambers in supply area	Attendance at two events each financial year	BAU	CEO	●	●	●	●
DP3.1.3	Provide access to tap water in community spaces in the Riverina Water supply area							
3.1.3.1	Continue program of installing Tap2Go refill stations in constituent councils	Tap2Go refill stations are installed as per constituent council request	BAU	Customer & Comms	●	●	●	●
DP3.1.4	Investigate and implement ways we can invest in our community to achieve desired outcomes							
3.1.4.1	Develop water efficiency program in line with endorsed Drought Contingency and Emergency Response (DC&ER) Plan	Water efficiency program is endorsed	Strategy	Customer & Comms				●
3.1.4.2	Develop and roll out new customer packs	Customer packs are released to public	Strategy	Customer & Comms				●
3.1.4.3	Deliver agreed community grants program	100% of community grants are awarded	Strategy	Customer & Comms	●	●	●	●
3.1.4.4	Continue to enrich our community via endorsed community partnerships	100% of community partnerships budget is expended	Strategy	Customer & Comms	●	●	●	●
3.1.4.5	Continue to enrich our community via the delivery of donations and sponsorships	100% of donation and sponsorship budget is expended	BAU	Customer & Comms	●	●	●	●

Our Community		3.2 Create stronger connections with our diverse community to help deliver positive impact						
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP3.2.1	Drive strong community engagement through an endorsed strategy							
3.2.1.1	Develop and implement a brand awareness campaign	Brand awareness campaign is endorsed by Board	Strategy	Customer & Comms				●
DP3.2.2	Improve our understanding and strengthen our connection with our diverse community							
3.2.2.1	Develop a Disability Action Plan	DIAP is endorsed by Board	BAU	Customer & Comms				●
Our Community		3.3 Continue to develop positive relationships with our First Nations community						
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP3.3.1	Develop and implement adequate strategies, frameworks and education systems to support Council's commitment to strengthening our relationship with our First Nations community							
3.3.1.1	Develop a Reconciliation Action Plan	RAP adopted by the Board	BAU	CEO		●		
Our Community		3.4 Provide exceptional customer service by understanding our customers and tailoring and improving our systems, process and service offering to their needs						
	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP3.4.1	Develop and capture data regularly in regards to our customers to help us understand them, their needs and expectations							
3.4.1.1	Conduct annual Customer Survey	Annual customer survey is undertaken and results reported to June board meeting	BAU	Customer & Comms				●
3.4.1.2	Undertake customer journey mapping	Journey maps for all customer contact are created	Strategy	Customer & Comms				●
3.4.1.3	Develop customer metrics, capture data and regularly monitor analytics to continuously improve our customer experience	1 x new customer metric report is created	Strategy	Customer & Comms				●

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP3.4.2	Ensure we have the best systems, processes and frameworks that reflect our commitment to our customer centricity							
3.4.2.1	Continue implementation of customer and billing modules in FLOW in line with project plan	Project plan milestones are completed on time	BAU	Customer & Comms	●	●	●	●
DP3.4.3	Support customers with sustainable pricing models that meet levels of service and both operational and infrastructure requirements							
3.4.3.1	Undertake annual pricing review	New pricing structure is adopted for following financial year	BAU	Finance & Sourcing			●	

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

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP3.5.1	Collaborate with constituent councils to support supply area growth							
3.5.1.1	Meet with staff of constituent councils as requested and actively participate in planning activities	Staff attend strategic planning session/s as conducted by the four constituent councils	BAU	CEO	●	●	●	●

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

	Action	Measure		Responsibility	Qtr 1	Qtr 2	Qtr 3	Qtr 4
DP3.6.1	Provide ongoing support and participation in altruistic and/or knowledge-sharing programs and initiatives							
3.6.1.1	Renew membership of WaterAid and continue relationship with DFAT in Vietnam and annual visit to Nepal	Renewed membership and reports to MANEX and /or the Board	Strategy	CEO	●	●	●	●

Finance and revenue 2023/2024



Recommended development servicing charges

Urban (residential) development servicing charge

Urban - including township and village - single residential lots	Tax	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 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 \$4,678 per E.T.		
Lots (not prepaid) created since 01/01/1994	N	\$4,678	\$4,678	\$5,614

Urban - including township and village - multiple residential units	Price for multiple units	
Lots where developers have prepaid the fees	Nil - provided correct charges have been prepaid	
Lots (not prepaid) existing prior to 01/01/1994	N	Fee applicable for newly created lots less \$4,678
Lots (not prepaid) created since 01/01/1994		

Multi-residential lots (medium density 1-2 storey)	Developer charge per dwelling	
Dual occupancy - 1 Bedroom		
Dual occupancy - 2 Bedrooms	N	\$4,678 if lot size > 450m2 per dwelling
Dual occupancy - 3 or more Bedrooms		
Duplex - 1 Bedroom		
Duplex - 2 Bedrooms		Units priced, as below, if lot size <450m2 per dwelling
Duplex - 3 or more Bedrooms		
Units - 1 Bedroom	N	\$1,871
Units - 2 Bedrooms	N	\$2,806
Units - 3 or more Bedrooms	N	\$3,742

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

NOTE: The minimum Developer Servicing Charge per Lot is \$4,678

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 charge

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	Tax	Price per service connection				
		20mm	25mm	*32mm	*40mm	*50mm
Rural pipelines **	N	\$5,614	\$5,614	\$9,197	\$14,372	\$22,456

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 \$4,678 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 days demand of 19 kilolitres = 5 E.T.)

Note: At the time of subdivision, if no development type

is specified, 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: 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.

Notwithstanding all of the above, there will be a minimum Development Servicing Charge or \$4,348 per Lot, and the following minimum development servicing charges will apply to each service connection, based on service connection size.

Service size	Tax	<80mm	80mm	100mm (minimum 4 E.T.)	150mm	200mm
Minimum charge	N	\$4,678	\$11,978	\$18,712	\$42,104	\$74,853

Recommended service connection fees

Urban service connection

Urban - including township and village - single residential/commercial/ industrial developments	Tax	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	\$586	\$1,168	\$1,946	\$2,596

All other lots including 2nd or subsequent services	N	\$1,479	\$2,065	\$2,647	\$3,425	\$4,075
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* The availability of a service connection greater than 25mm is dependent on capacity to supply with the reticulation network and must have Engineering Approval.

Urban - including township and village - multiple residential units	Tax	Price for multiple units					
		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					

All other lots including 2nd or subsequent services	N	\$1,479	\$1,774	\$2,069	\$2,364	\$2,659	\$295
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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
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	\$138 per metre

Rural service connection

Rural location	Tax	Price per service connection				
		20mm	25mm	*32mm	*40mm	*50mm
Rural pipelines **	N	\$1,687	\$2,316	\$2,844	\$3,642	\$4,323
Walbundrie to Rand Pipeline Urangeline/Bidgeemia Rural Scheme and 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 Railway 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	\$138 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 2023/2024

Availability charge per property, residential, strata unit or customer

Domestic	Tax	Per quarter
Built upon or connected property	N	\$45
Each additional dwelling erected on each parcel of property	N	\$45
Vacant land not connected (within 225 metres or adjacent to a main) – urban only	N	\$22.50
Commercial/Industrial		
Built upon or connected property	N	\$50
Non-metered connected premises	N	\$95
Each additional strata unit	N	\$50
Other		
Government Departments, including police stations, court houses, schools, staff housing, public offices, etc	N	\$50
Churches and similar “non-rateable” property	N	Usage charge only
Additional fee for separate fire service connected	N	\$50

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

Usage charges for 2023/2024

Water Tariffs \$ per kilolitre	Tax	2022/2023	2023/2024
General tariff			
All users (except as detailed below)	N		
First 125 kls per quarter		1.51	1.56
Balance per kilolitre per quarter		2.27	2.34
Strata title units and flats			
First 125 kls per quarter per unit	N	1.51	1.56
Balance per kilolitre per quarter		2.27	2.34
(For Strata complexes and Flats where units are not individually metered the total metered consumption will be evenly apportioned between units).			
Industrial tariffs for processing and manufacturing industries as well as livestock marketing centres with consistent year round usage connected since 01/07/2009.			
First 41 kls per month	N	1.51	1.56
Balance above 42 kls per month		2.27	2.34
Balance above 3,000 kls per month		2.27	2.34
Applicable to large scale processing and manufacturing industries as well as livestock marketing centres with consistent year round usage and specifically approved by Council.			
First 3,000 kls per month	N	1.51	1.56
Balance above 3,000 kls per month		1.51	1.56
Commercial tariff			
All users (except as detailed below)	N		
First 125 kls per quarter/41 kls per month		1.51	1.56
Balance per kilolitre per quarter		2.27	2.34
Community facilities			
Hospitals, Schools / TAFE / University	N	1.51	1.56
Parks and Gardens, Council Swimming Pools			
Non-Potable Water			
First 125 kls per quarter	N	0.75	0.77
Balance per kilolitre per quarter		1.13	1.16
Metered supply to standpipe agents or constituent Councils	N	2.12	2.18

Supply from fixed standpipe and water filling stations (Minimum charge \$10.00 when via an Agent)	N	3.35	3.40
Bulk supply Application of this tariff will be at the discretion of the Council	N	1.51	1.56
Primary producers tariff Applicable to all rural services along Council's trunk mains	N	1.51	1.56
Rebates			
Eligible pensioner		\$30 per quarter	
Kidney dialysis machine users		20 kls per quarter	

Sundry fees and charges

Sundry fees and charges	Tax	2022/2023	2023/2024
Search/Enquiry Certificate Fee - s603 (as for property transfer)	N	\$90	\$95
Fee for providing information in writing, including Special meter reading	N	\$81	\$83
Formal GIPA Access Application	N	\$32	\$32
Formal GIPA Processing Fee	N	\$67 per hour	\$69 per hour
Reconnection Fee - requires new service fee	N	Appropriate connection fee	Appropriate connection fee
Reconnection Fee - new service not required	N	\$180 + cost of meter if required	\$185 + cost of meter if required
Remove flow restricting device	N	\$180	\$185
Meter Repairs - s636 LG Act	Y	\$116 per hour	\$119 per hour
Meter test deposit	N	\$78	\$80
Test fees for backflow prevention devices			
Rpz devices	N	\$121	\$125
Other devices	N	\$95	\$98
Leak detection (minimum 1 hour)	Y	\$116 per hour	\$119 per hour
Water main locating involving potting or excavation	N	\$116 per hour	\$119 per hour
Dishonoured payments fee	N	Relevant bank fee incurred	Relevant bank fee incurred
Interest on overdue accounts	N	6%	9% per annum
Written quotation fee	Y	\$88	\$91
Service call	Y	\$116 per hour	\$119 per hour
Plumbing permit including standard inspections	N	\$116	\$119
Additional plumbing inspection due to non-compliance	N	\$189	\$195
Non-compliance with water restrictions	N	\$267	\$275
Water filling station access	N	\$295	\$295

Replacement water filling station key	Y	\$60	\$60
Pressure and flow analysis application fee	N	\$186	\$192
Clearing of shrubs and small bushes	Y	\$116 per hour	\$119 per hour
Repair to damaged water main	N	Actual costs plus 20%	Actual costs plus 20%
Private works	Y	Actual costs plus 20% unless a fixed quotation	Actual costs plus 20% unless a fixed quotation
Copy of water notice	Y	\$11	\$11.50
Copy of financial data on properties	Y	\$10	\$10.50
Copy of 603 certificate administration	Y	\$11	\$11.50
Fee for reallocation of electronic payment	Y	\$10	\$10.50

Capital works plan

Description	Current year
	2023/2024 \$'000
Management	
Land and buildings for admin, depots and workshops	1,070,000
Plant and equipment (incl. Solar installation)	2,884,547
Intangibles	1,500,000
Total management	5,454,547
Sources	57,500
Total sources	57,500
Treatment plants	2,542,900
Total treatment plants	2,542,900
Pumping stations	190,000
Total pumping stations	190,000
Reservoirs	2,115,700
Total reservoirs	2,115,700
Mains, services and meters	
Mains	3,895,000
Sub-total mains	3,895,000
Services	1,040,000
Sub-total services	1,040,000
Meters	775,000
Sub-total meters	775,000
Total mains, services and meters	5,710,000
Totals	16,070,647

Budgeted financial statements

Income statement	Current year
	2023/2024 \$'000
Income from continuing operations	
Revenue:	
Rates and annual charges	6,514
User charges and fees	25,095
Interest and investment revenue	332
Other revenues	290
Grants and contributions provided for operating purposes	15
Grants and contributions provided for capital purposes	2,000
Total income from continuing operations	34,246
Expenses from continuing operations	
Employee benefits and on-costs	11,580
Borrowing costs	104
Materials and contracts	10,410
Depreciation and amortisation	8,700
Other expenses	255
Total expenses from continuing operations	31,049
Operating result from continuing operations	3,197
Net operating result for the year	3,197
Net operating result before grants and contributions provided for capital purposes	1,197

Budgeted financial statements

Balance sheet	Current year
	2023/2024 \$'000
Assets	
Current assets	
Cash and cash equivalents	18,130
Receivables	4,168
Inventories	3,770
Total current assets	26,068
Non-current assets	
Infrastructure, property, plant and equipment	367,950
Total non-current assets	367,950
Total assets	394,018
Liabilities	
Current liabilities	
Bank overdraft	-
Payables	2,940
Borrowings	117
Provisions	4,555
Total current liabilities	7,612
Non-current liabilities	
Borrowings	1,706
Total Non-current liabilities	1,706
Total liabilities	9,318
Net assets	384,700

Equity	
Retained earnings	167,354
Revaluation reserves	217,346
Council equity interest	384,700
Total equity	384,700

Glossary

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

- › **Regulation**
Local Government Regulations 2021
- › **Strategy**
Strategy refers to an adopted plan showing longer-term goals and how they are to be achieved (eg workforce, asset management, financial management). In the Operational Plan actions marked as strategy relate to an adopted plan, roadmap or policy.
- › **Tap2Go**
Riverina Water refill stations that enable people to easily access potable water for water bottles etc (ie public bubbler).
- › **Telemetry**
Automatic measurement and wireless transmission of data from remote sources.
- › **WELL program**
Staff wellbeing program
- › **Workforce Management Plan**
4-year plan to address the human resourcing requirements of the Delivery Program.
- › **WTP**
Water treatment plant

