



Riverina Water
Delivery Program
2022/2023 – 2025/2026
and Operational Plan
2022/2023

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1.1 About this document

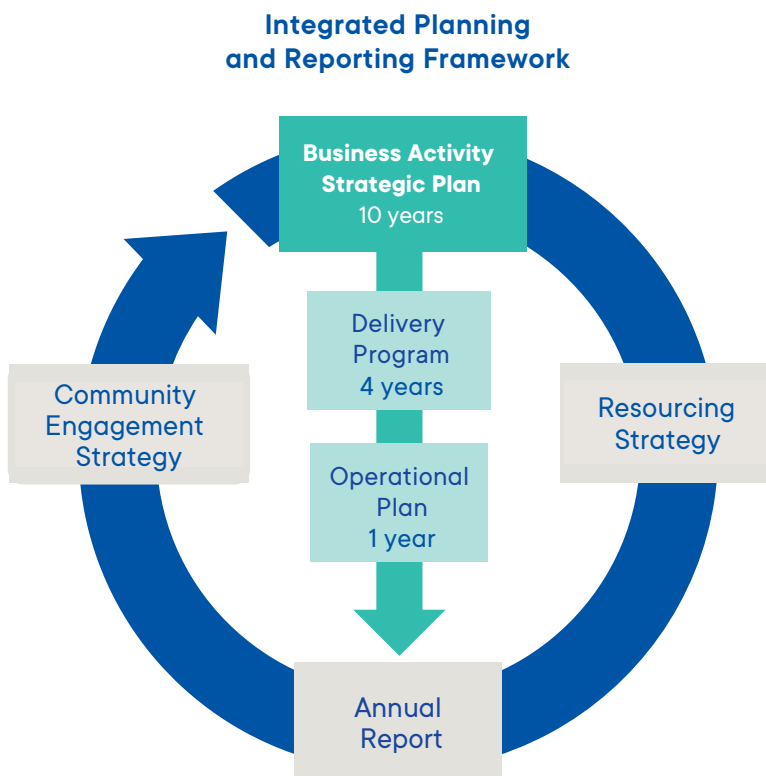
Riverina Water County Council must comply with the NSW local government Integrated Planning and Reporting Framework. To meet these obligations, we have developed a Business Activity Strategic Plan (BASP) that outlines:

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

This document provides additional detail on the projects, activities and actions we will deliver to achieve these strategic priorities and strategies.

It combines:

- › a Delivery Program – that outlines the principle activities we will deliver over the next four years (2022/2023 – 2025/2026)
- › an Operational Plan – that details the specific actions and projects we will undertake this year (2022/2023), and
- › our budget forecasts for the coming four years



We will engage and update our community in accordance with our Community Engagement Strategy and provide updates on our progress and achievements via:

- › 6-monthly reports against the Delivery Program, and
- › the Riverina Water Annual Report.

We will also adopt a new Operational Plan each financial year.

Our strategies, activities and actions have been developed with regard for the social, economic and environmental needs of the communities we serve in the Southern Riverina:

- › Wagga Wagga City Council
- › Federation Council
- › Greater Hume Council
- › Lockhart Shire Council



1.2 Guiding documents and plans

The IP&R Framework does not exist in isolation.

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) sets out our 30-year strategy for delivering water in accordance with these requirements.

This DP and OP document seeks to integrate and align with these requirements.

It also seeks to align with a range of internal strategies and plans, including:

- › Asset Management Plan 2022
- › Community Engagement Strategy 2019-21
- › Demand Management Plan 2012
- › Digital Strategy 2021
- › Internal Communications Strategy 2021-23
- › Net Zero Emissions Policy 2021
- › Workforce Management Plan 2020-2024



1.3 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

Delivery Program

2022/2023 – 2025/2026



Objective 1 - Our people

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



Strategic objective	We have a high-performance culture, achieved through accountability, diversity, respect and investment in our people.	
Strategies	Workforce	1.1 Attract, retain and develop our people
	Culture	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
	Systems & Practices	1.5 Invest in and evolve our HR systems, processes and frameworks

Objective 1 - Our people

Workforce	Culture	Systems & Practices
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1.1: Attract, retain and develop our people

Actions	Method of assessment	Accountability	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 strategies are developed Workforce Management Plan 2024 – 2028 is reviewed and implemented	Corporate Services	●	●	●	●
1.1.2. Continue to develop leadership skills across our organisation	Leadership development program is endorsed by Senior Exec 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	CEO Corporate Services	●		●	

Workforce	Culture	Systems & Practices
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1.2: Foster diversity, inclusion, respect and gender equality at all levels of our organisation

Actions	Method of assessment	Accountability	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	CEO 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	●			

Workforce	Culture	Systems & Practices
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1.3: Create an engaging, positive, collaborative and innovative workplace culture

Actions	Method of assessment	Accountability	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 or transformative business solutions	Staff engagement is embedded in project planning and employee participation is encouraged	CEO		●		

Workforce	Culture	Systems & Practices
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1.4: Build upon our strong history of safety and wellbeing

Actions	Method of assessment	Accountability	22/23	23/24	24/25	25/26
1.4.1. Prioritise employee mental health, physical health and overall wellbeing	Wellbeing program is implemented 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 the insights	CEO		●	●	●

Objective 1 - Our people

Workforce	Culture	Systems & Practices				
1.5: Invest in and evolve our HR systems, processes and frameworks						
Actions	Method of assessment	Accountability	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		●		

Objective 2 – Our business

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



Strategic objective	We strive to be an industry leader by continuously improving our operations and the management of our assets.	
Strategies	Assets & Networks	<ul style="list-style-type: none">2.1 Optimise our network and infrastructure2.2 Enhance and integrate our asset management system
	Technology & Data	<ul style="list-style-type: none">2.3 Deliver business value through digitisation with a focus on accessible and accurate information, integrated and secure services that promote agile operations2.4 Adopt emerging technology that increases our efficiency
	Operational Excellence	<ul style="list-style-type: none">2.5 Improve strategic planning and accountability2.6 Take actions that deliver responsible financial management and ensure long term sustainability2.7 Improve our operations to future proof our business2.8 Collaborate and share our knowledge with other organisations

Objective 2 - Our business

Assets & Networks	Technology & Data	Operational Excellence				
2.1: Optimise our network and infrastructure						
Actions	Method of assessment	Accountability	22/23	23/24	24/25	25/26
2.1.1. Supply water to all viable urban areas, villages and rural land within the County district	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	Regularly monitor and maintain water supply system	Engineering	●	●	●	●
2.1.3. Monitor water quality to ensure supply is in accordance with 2011 Australian Drinking Water Guidelines	Ongoing water sampling and testing	Operations	●	●	●	●
2.1.4. Monitor and manage the risks posed by PFAS in the Lachlan Aquifer in collaboration with DPIE Water	Ongoing monitoring of PFAS levels	Operations	●	●	●	●
2.1.5. Build, operate, monitor and maintain assets at least lifecycle cost, while meeting agreed levels of service	Operational costs are minimised without adversely affecting performance through the use of an asset renewal and augmentation timetable	Engineering / Corporate Services	●	●	●	●
2.1.6. Undertake a number of demand management strategies to mitigate overall consumption and peak demand pressures on the system	Apply water restrictions and management strategies when necessary	Engineering	●	●	●	●

2.2: Enhance and integrate our asset management system and practices

Actions	Method of assessment	Accountability	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 ratings for all asset classes in the central asset management system	Condition ratings uploaded to system	Assets	●	●	●	
2.2.3. Integrate central asset management system with financial information	Asset management system integrated with financial system	Engineering	●			
2.2.4. Implement Esri GIS system	GIS system operational	Works	●			
2.2.5. Identify, assess and appropriately manage risks associated with asset failures	Risk management approach in place	Engineering			●	●
2.2.6. Develop and input asset maintenance schedules for major assets	All assets that require maintenance have schedules built	Engineering	●	●	●	●

Objective 2 - Our business

Assets & Networks

Technology & Data

Operational Excellence

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

Actions	Method of assessment	Accountability	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	85% of R&D budget is expended	Corporate Services		●		
2.3.4. Riverina Water structures provide clear direction, transparency, and accountability	Staff survey	Corporate Services	●	●	●	●

Assets & Networks

Technology & Data

Operational Excellence

2.4: Adopt emerging technology to increase our efficiency

Actions	Method of assessment	Accountability	22/23	23/24	24/25	25/26
2.4.1. Implement our Net Zero policy	Net Council emissions reduced	Engineering	●	●	●	●
2.4.2. Invest in research and development (e.g. renewables)	Opportunities for investment are investigated and a business case is developed and considered	CEO		●		
2.4.3. Transition to renewable energy sources and reduce greenhouse gas emissions	Meet targets in Net Zero policy	CEO		●	●	●

Assets & Networks

Technology & Data

Operational Excellence

2.5: Improve strategic planning and accountability

Actions	Method of assessment	Accountability	22/23	23/24	24/25	25/26
2.5.1. Develop accountability tools in line with our mission and vision	Implement KPIs for the Council and its departments	CEO		●	●	●
2.5.2. Deliver, monitor and review plans and frameworks in line with regulatory and governance requirements	All legislative requirements are met and ARIC audits are completed	CEO	●	●	●	●

Objective 2 - Our business

Assets & Networks	Technology & Data	Operational Excellence
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2.6: Take actions that deliver responsible financial management and ensure long term sustainability

Actions	Method of assessment	Accountability	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 organisational requirements	Capital and liquidity ratios	Corporate Services	●	●	●	●
2.6.3. Drive smart business decisions through proactive development and delivery of financial metrics and business insights	Management reports are provided for each meeting	Corporate Services	●	●	●	●

Assets & Networks	Technology & Data	Operational Excellence
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2.7: Improve our operations to future proof our business

Actions	Method of assessment	Accountability	22/23	23/24	24/25	25/26
2.7.1. Investigate sustainable and ethical procurement practices	Current state and gap analysis are completed	Finance & Sourcing	●			
2.7.2. Adopt viable circular economy practices in the planning and delivery of assets, products and services	Circular economy policy and action plan is developed and endorsed by the Board	CEO	●	●		
2.7.3. Update our water cycle and environmental management plans	Plans approved by DPIE Water	Engineering	●			
2.7.4. Protect and restore field work-sites to eliminate and prevent degradation	No soil loss or siltation and vegetation is restored	Engineering	●	●	●	●

2.8: Collaborate and share our knowledge with other organisations

Actions	Method of assessment	Accountability	22/23	23/24	24/25	25/26
2.8.1. Identify other organisations as benchmarks for operational excellence	Undertake benchmarking via the analysis of current data and insights available	CEO	●	●	●	●
2.8.2. Create opportunities for Riverina Water to collaborate with other industry experts	Ongoing participation in committees and conferences	CEO	●	●	●	●

Objective 3 – Our community

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



Strategic objective	We enable our community and customers to thrive by providing exceptional service and demonstrating social responsibility.	
Strategies	Community Engagement	<div>3.1 Actively support and participate in our community</div> <div>3.2 Create stronger connections with our diverse community to help deliver positive impact</div> <div>3.3 Continue to develop positive relationships with our First Nations community</div>
	Customer Focus	<div>3.4 Provide exceptional customer service by tailoring and improving our systems, processes and service offers</div> <div>3.5 Understand and prepare to serve our customers of the future</div>
	Civic Leadership	<div>3.6 Share our knowledge and expertise to make a positive change in our global community</div>

Community Engagement
Customer Focus
Civic Leadership
3.1: Actively support and participate in our community

Actions	Method of assessment	Accountability	22/23	23/24	24/25	25/26
3.1.1. Provide and support education opportunities for youth, tertiary and the wider community	Participate in at least one youth education opportunity per annum	Corporate Services	●	●	●	●
3.1.2. Strengthen opportunities to collaborate with constituent councils, JOs and industry	Annual meeting between Riverina Water CEO and Chairperson, and GM and Mayor of the constituent councils	CEO	●	●	●	●
3.1.3. Provide access to tap water in community spaces in the Riverina Water supply area	Installation of Tap2Go refill stations in consultation with constituent councils	Engineering	●	●	●	●
3.1.4. Investigate and implement ways we can invest in our community to achieve desired outcomes	Review the Community Grants Program and investigate opportunities to support our communities in the most impactful ways	Corporate Services	●	●	●	●

Community Engagement
Customer Focus
Civic Leadership
3.2: Create stronger connections with our diverse community to help deliver positive impact

Actions	Method of assessment	Accountability	22/23	23/24	24/25	25/26
3.2.1. Drive strong community engagement through an endorsed strategy	Updated Community Engagement Strategy endorsed by Board	Corporate services	●	●	●	●
3.2.2. Improve our understanding and strengthen our connection with our diverse community	Diverse community groups are engaged to understand their needs Community Engagement Strategy is updated to reflect findings	Corporate services		●		

Objective 3 - Our community

Community Engagement

Customer Focus

Civic Leadership

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

Actions	Method of assessment	Accountability	22/23	23/24	24/25	25/26
3.3.1. Develop and implement adequate strategies, frameworks and education systems to support Council's commitment to strengthening our relationship with our First Nations community	Values and viewpoints of Aboriginal peoples and communities are reflected in our operations and decisions	CEO	•	•	•	•

Community Engagement

Customer Focus

Civic Leadership

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

Actions	Method of assessment	Accountability	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	Review and implement a revised Customer Service Charter	Corporate Services	•	•	•	
3.4.3. Strive to 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	•	•	•	•

Community Engagement

Customer Focus

Civic Leadership

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

Actions	Method of assessment	Accountability	22/23	23/24	24/25	25/26
3.5.1. Collaborate with constituent councils to attract businesses and encourage supply area growth	Marketing material to support industry growth is created Annual meeting with GM and constituent council staff	CEO	●	●	●	●
3.5.2. Monitor emerging trends in customer service technology and business processes	Attend industry conferences and/or participate in industry groups	CEO	●	●	●	●

Community Engagement

Customer Focus

Civic Leadership

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

Actions	Method of assessment	Accountability	22/23	23/24	24/25	25/26
3.6.1. Ongoing support and participation in altruistic and/or knowledge-sharing programs and initiatives	Participated in programs and initiatives that have impact broader than our local community	CEO	●			
3.6.2. Continue to provide professional input to the Federal Government	Ongoing engagement	CEO	●	●	●	●

Operational Plan 2022/2023



Objective 1 – Our people

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



Workforce

1.1 Attract, retain and develop our people

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
1.1.1	Develop and implement workforce strategies to ensure capacity, capability and readiness for future organisational requirements						
1.1.1.1	Create and adopt a new workforce plan	New workforce plan created and endorsed	People & Culture			●	
1.1.1.2	Complete a full skills systems review	Skills system review completed	People & Culture		●		
1.1.1.3	Equip staff with annual training plan supported by budget	Mandatory training identified and undertaken – other training scheduled	People & Culture				●
1.1.1.4	Develop and implement a professional development program	Professional development program is operational	People & Culture		●		
1.1.4	Proactively engage in initiatives that make Riverina Water an employer of choice						
1.1.4.1	Create and support flexibility in work arrangements and practices	Flexible work policy and employee guidance are implemented	People & Culture	●			

Objective 1 - Our people

Culture

1.2: Foster diversity, inclusion, respect and gender equality at all levels of our organisation

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
1.2.1	Establish programs and systems that enhance and support our commitment to diversity, equity and inclusion						
1.2.1.1	Develop a Disability Inclusion Action Plan	Disability Inclusion Action Plan is endorsed by the Board	People & Culture		●		
1.2.1.2	Review the Equal Employment Opportunity policy and develop supporting operational plan	EEO policy and plan endorsed by the Board. Implementation plan with clear deliverables endorsed by Senior Executive	People & Culture		●		
1.2.2	Embed our organisational values into people practices and culture to support a quality employee experience						
1.2.2.1	Engage staff to review and refresh Riverina Water's values and embed them within the organisation	New values are endorsed by the Board	CEO	●	●		

Culture

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

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
1.3.1	Collaborate with our staff and ensure strong employee engagement and communication across the organisation						
1.3.1.1	Develop an internal Communications Strategy	Internal Communications Strategy is endorsed by Senior Executive and implementation commenced	Customer & Community	●			
1.3.1.2	Continue to drive internal communications between staff on relevant platforms	Staff participation and engagement on Yammer	Customer & Community	●	●	●	●
1.3.1.3	Continue collaboration and consultation through the Staff Consultative Committee	Consultative Committee meetings are held as scheduled	CEO	●	●	●	●
1.3.3	Create a value based reward system that rewards outstanding performance and fosters adequate feedback						
1.3.3.1	Implement a reward and recognition program	Reward and Recognition program is endorsed by the Senior Executive	People & Culture		●		

Culture
1.4: Build upon our strong history of safety and wellbeing

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
1.4.2	Maintain a strong safety culture across the organisation						
1.4.2.1	Promote regular and appropriate WHS education and training to staff	WHS education is provided to staff annually	WHS	●	●	●	●
1.4.2.2	Review and update WHS policies, procedures, guidelines and frameworks regularly	Policies and procedures are reviewed in line with schedule	WHS				●
1.4.2.3	Continue to provide systems and frameworks for managing workplace safety and recovery at work for injured workers	Systems and frameworks are reviewed annually	WHS	●	●	●	●
1.4.2.4	Improve musculoskeletal ergonomic and workplace modification as required	Reduction in musculoskeletal claims	WHS	●			

Systems & Practices
1.5: Invest in and evolve our HR systems, processes and frameworks

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
1.5.1	Collaborate with our staff and ensure strong employee engagement and communication across the organisation						
1.5.1.1	Review current human resource policies & procedures and create a forward plan for the development of new documents to ensure a fit for purpose framework	A review of HR policies and procedures is completed in line with adopted schedule	People & Culture			●	
1.5.1.2	Review the organisation structure as required by the Local Government Act	Report is presented to the Board by Feb 23	CEO	●			

Objective 2 – Our business

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



Assets & Networks
2.1: Optimise our network and infrastructure

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
2.1.1	Supply water to all viable urban areas, villages and rural land within the County district						
2.1.1.1	Investigate and respond to requests to connect to water supply	Potential new connections are provided with the information to make an informed decision	Works	●	●	●	●
2.1.1.2	Identify viable areas to supply in conjunction with forward capital works.	Viable service areas identified	Works		●	●	
2.1.1.3	Continue discussions with constituent Councils on future service delivery opportunities	Viable service delivery opportunities identified	Engineering	●	●		
2.1.2	Ensure our water supply system is capable of meeting current and future levels of service						
2.1.2.1	Identify potential system capacity deficiencies and incorporate in Capital Works Program (CWP)	Network analysis undertaken and deficiencies incorporated into CWP	Operations / Works		●	●	
2.1.2.2	Understand industrial and residential demand growth in various areas with particular regard to the Bomen Special Activation Precinct.	Strategic infrastructure plan developed for demand growth	Engineering		●	●	
2.1.2.3	Implement 30-year Peak Day 'game plan' to optimise the production and transfer of supplies between the integrated water supply systems: Wagga Wagga, North Wagga and Western Trunk systems	30-year Peak Day game plan is successfully implemented	Engineering	●	●	●	●
2.1.2.4	Deliver annual adopted Capital Expenditure program	85% delivered by 30 June	Engineering				●

Objective 2 - Our business

Assets & Networks

2.1: Optimise our network and infrastructure

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
2.1.3	Monitor water quality to ensure supply is in accordance with 2011 Australian Drinking Water Guidelines						
2.1.3.1	Undertake water quality testing per regulations and Drinking Water Management System	Riverina Water meets governance in DWMS and Health requirements	Operations / Works	●	●	●	●
2.1.3.2	Investigate and implement options to treat blue green algae	Completion of investigation/s implemented in consultation with regulators if required	Operations / Works	●	●	●	●
2.1.4	Monitor and manage the risks posed by PFAS in the Lachlan Aquifer in collaboration with DPIE Water						
2.1.4.1	Monitor the risks posed by PFAS in the Lachlan Aquifer in collaboration with DPIE Water	Receiving and undertaking water quality sample reports on PFAS annually	Operations	●		●	
2.1.5	Build, operate, monitor and maintain assets at sustainable lifecycle cost, while meeting agreed levels of service						
2.1.5.1	Manage assets within control appropriately	Operational costs are minimised without adversely affecting performance through the use of an asset renewal and augmentation timetable	Engineering Corporate Services	●	●	●	●
2.1.6	Undertake a number of demand management strategies to mitigate overall consumption and peak demand pressures on the system						
2.1.6.1	Apply water restrictions and management strategies when necessary	PDD remains under peak capacity	Engineering	●	●	●	●
2.1.6.2	Revise existing Demand Management Plan	Revised Demand Management Plan is endorsed by the Board	Engineering	●	●		

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
2.2.1	Implement central asset management system in ERP solution (FLOW)						
2.2.1.1	Implement asset management module in FLOW	AM module successfully implemented	Assets	●	●		
2.2.2	Develop condition ratings for all asset classes in the central asset management system						
2.2.2.1	Migrate existing condition ratings for pipe assets	Conditions ratings are fully migrated	Assets		●	●	
2.2.2.2	Migrate existing condition ratings for above ground assets	Conditions ratings are fully migrated	Assets			●	●
2.2.3	Integrate central asset management system with financial information						
2.2.3.1	Integrate asset management system with financial system	Integration is completed	Assets	●	●		
2.2.4	Implement Esri GIS system						
2.2.4.1	Integrate and implement new GIS system	System operations are established	Works (GISO)	●	●	●	●
2.2.6	Develop and input asset maintenance schedules for major assets						
2.2.6.1	Develop and input asset maintenance schedules for major assets	All major assets that require maintenance have schedules developed. All required maintenance schedules migrated into Flow	Assets			●	●

Objective 2 - Our business

Technology & Data

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

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
2.3.1	Increase capacity for data analytics						
2.3.1.1	Develop a data strategy	Data strategy is endorsed by Senior Executive	Technology & Information				●
2.3.2	Utilise data collection and analytics tools						
2.3.2.1	Implementation of Enterprise Resource Planning (ERP) program	ERP is implemented in line with project plan	CEO	●	●	●	●
2.3.2.2	Document end to end enterprise solution architecture	Architecture is documented	Information & Technology				●
2.3.4	Riverina Water structures provide clear direction, transparency, and accountability						
2.3.4.1	Develop and establish an ICT governance framework appropriate for Riverina Water usage incl. security, vendor mgmt, and risk management	ICT governance framework is documented and approved	Information & Technology				●
2.3.4.2	Develop and rollout an ICT services catalogue	ICT services catalogue is developed	Information & Technology				●

Technology & Data

2.4: Adopt emerging technology to increase our efficiency

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
2.4.1	Implement our Net Zero Policy						
2.4.1.1	Commence implementing the Net Zero Roadmap	Implementation of Net Zero roadmap as per schedule	Projects	●	●	●	●

Operational Excellence
2.5: Improve strategic planning and accountability

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
2.5.2	Deliver, monitor and review plans and frameworks in line with regulatory and governance requirements						
2.5.2.1	Report to ARIC in line with forward meeting schedule, internal audit program and compliance requirements	All legislative requirements are met and ARIC audits are completed	Governance & Records		●		●
2.5.2.2	Implement new risk management and audit guidelines and practices	New guidelines and practices are implemented	Governance & Records	●	●	●	●

Operational Excellence
2.6: Take actions that deliver responsible financial management and ensure long term sustainability

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
2.6.1	Implement and review sound financial processes and practices						
2.6.1.1	Undertake review of Council's current policy to ensure that investments are managed to yield maximum return	Updated investment policy is adopted	Finance & Sourcing		●		
2.6.1.3	Undertake 12 monthly management report meetings per year	12 meetings are undertaken	Finance & Sourcing	●	●	●	●
2.6.2	Annually review Council's financial planning and forecasting						
2.6.2.1	Annually review Council's financial planning and forecasting	Updated financial planning is provided to the Board annually	Finance & Sourcing			●	

Objective 2 - Our business

Operational Excellence

2.7: Improve our operations to future proof our business

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
2.7.1	Investigate sustainable and ethical procurement practices						
2.7.1.1	Review current sustainable and economic procurement practices at Riverina Water and opportunities for improvement	Review completed with future actions proposed	Finance & Sourcing				●
2.7.2	Adopt viable circular economy practices in the planning and delivery of assets, products and services						
2.7.2.1	Assess our current economy and seek opportunities to increase circularity	Current state and gap analysis are completed	CEO				●
2.7.3	Update our water cycle and environmental management plans						
2.7.3.1	Develop Drought Management and Contingency Plan	Plan approved by DPIE Water	Operations	●	●		
2.7.3.2	Revise existing Environmental Management Plan	Environmental Management Plan is endorsed by the Board and implementation commenced	Engineering				●
2.7.4	Protect and restore field work-sites to eliminate and prevent degradation						
2.7.4.1	Undertake appropriate training for staff in protection and restoration of work sites	No negative feedback received from customers or staff of constituent councils	Works	●	●	●	●

Operational Excellence

2.8: Collaborate and share our knowledge with other organisations

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
2.8.1	Identify other organisations as benchmarks for operational excellence						
2.8.1.1	Share information with the GM Working group for Rous County, Central Tablelands County and Goldenfields County	Initiatives from other county councils are taken up as appropriate	CEO	●	●	●	●
2.8.2	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	Member/s of staff attend at least two conferences per year as guest speaker	CEO		●		●

Objective 3 – Our community

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



Objective 3 - Our community

Community engagement 3.1. Actively support and participate in our community

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
3.1.1	Provide and support education opportunities for youth, tertiary and the wider community						
3.1.1.1	Support opportunities for youth education initiatives	At least one education initiative is undertaken for the year	Customer & Community	●	●	●	●
3.1.2	Strengthen opportunities to collaborate with constituent councils, JOs and industry						
3.1.2.1	Have one on one meetings with Mayors and GM's of four constituent Councils	Meetings held annually	CEO			●	
3.1.2.2	Attend the meetings of Riverina JO	Council represented at each meeting of Riverina JO	CEO	●	●	●	●
3.1.2.3	Attend meetings of relevant business and community groups	Attendance at meetings as requested	CEO	●	●	●	●
3.1.3	Provide access to tap water in community spaces in the Riverina Water supply area						
3.1.3.1	Continue program of installing Tap2Go refill station in each constituent council as requested	Completion of request by constituent council for installation of refill station	Works	●	●	●	●
3.1.3.2	Review the report on the outcomes of the Community Grants Program to date	Review of the Community Grants Program is conducted and way forward determined	Customer & Community		●		
3.1.3.3	Review existing practices and develop new opportunities to participate in and support our community	Framework for community involvement is developed	Customer & Community				●
3.1.3.4	Participate in community events within the Riverina Water supply area	Support at least one community event within each constituent per annum	Customer & Community	●	●	●	●
3.1.4	Investigate and implement ways we can invest in our community to achieve desired outcomes						
3.1.4.2	Review existing practices and develop new opportunities to participate in and support our community	Framework for community involvement is developed and endorsed					
3.1.4.3	Participate in community events within the Riverina Water supply area		CEO				

Community engagement**3.2: Create stronger connections with our diverse community to help deliver positive impact**

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
3.2.1	Drive strong community engagement through an endorsed strategy						
3.2.1.1	Review and endorse the Community Engagement Strategy	Updated Community Engagement Strategy endorsed by Board	Customer & Community			●	
3.2.1.2	Implement outcomes identified in the Community Engagement Strategy	Implementation as per schedule contained within adopted Strategy	Customer & Community	●	●	●	●

Community engagement**3.3: Continue to develop positive relationships with our First Nations community**

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
3.3.1	Develop and implement adequate strategies, frameworks and education systems to support Council's commitment to strengthening our relationship with our First Nations community						
3.3.1.1	Develop a Reconciliation Action Plan	Reconciliation Action Plan is endorsed by the Board	CEO				●
3.3.1.2	Provide cultural awareness training to all staff	Cultural awareness training program is developed and established	People & Culture				●
3.3.1.3	Identify opportunities to engage and support our First Nations Community	Opportunities that are identified are implemented	CEO	●	●	●	●

Objective 3 - Our community

Customer focus

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

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
3.4.1	Develop and capture data regularly in regards to our customers to help us understand them, their needs and expectations						
3.4.1.1	Undertake annual customer survey, review results and ensure any actions are captured in customer experience strategy	Annual Customer survey is undertaken	Customer & Community			●	●
3.4.1.2	Develop customer metrics, capture data and regularly monitor analytics to continuously improve our customer experience	At least one detailed data report is produced and metric developed	Customer & Community				●
3.4.2	Ensure we have the best systems, processes and frameworks that reflect our commitment to our customer centricity						
3.4.2.1	Develop Customer Service Charter	Customer Service Charter endorsed by the Executive team	Customer & Community			●	
3.4.2.2	Seek opportunities to assist financially vulnerable or at risk customer groups	Forward action plan is created for viable opportunities identified and included in implementation plan as agreed	Customer & Community				●
3.4.3	Strive to support customers with sustainable pricing models that meet levels of service and both operational and infrastructure requirements						
3.4.3.1	Seek opportunities to assist financially vulnerable or at risk customer groups	Opportunities that are identified are implemented	Customer & Community				●
3.4.3.2	Undertake annual pricing review	Adequate price path is determined	Finance & Sourcing			●	

Customer focus**3.5: Understand and prepare to serve our customers of the future**

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
3.5.1	Collaborate with constituent councils to attract businesses and encourage supply area growth						
3.5.1.1	Meet with staff of constituent councils as requested and actively participate in planning activities	Annual meeting with GM and constituent council staff	CEO		●		●
3.5.2	Monitor emerging trends in customer service technology and business processes						
3.5.2.1	Support attendance of staff at industry conferences and/or to participate in industry groups	Staff provide reports on outcomes of their attendance at conferences	CEO	●	●	●	●

Civic leadership**3.6: Share our knowledge and expertise to make a positive change in our global community**

	Project, program or action	Measure	Responsible officer	Q1	Q2	Q3	Q4
3.6.1	Ongoing support and participation in altruistic and/or knowledge-sharing programs and initiatives						
3.6.1.1	Review and confirm our relationships with third parties in relationship to our provision of overseas aid	Report is provided to the Board as required	CEO		●		●
3.6.2	Continue to provide professional input to the Federal Government						
3.6.2.1	Seek opportunities to have "a seat at the table" on both Federal and State Government matters	Reports on number of meetings attended and issues discussed	CEO	●	●	●	●

Finance and revenue



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 \$4,348 per E.T.		
Lots (not prepaid) created since 01/01/1994	N	\$4,348	\$4,348	\$5,218

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 \$4,348
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	\$4,348 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	\$1,740
Units - 2 Bedrooms	N	\$2,609
Units - 3 or more Bedrooms	N	\$3,479

Multi-residential lots (high density >2 storey)	Developer charge per dwelling	
Multi storey apartments - 1 Bedroom	N	\$1,435
Multi storey apartments - 2 Bedrooms	N	\$2,174
Multi storey apartments - 3 or more Bedrooms	N	\$2,914

NOTE: The minimum Developer Servicing Charge per Lot is \$4,348

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
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Rural development servicing charge

Rural location	Tax	Price per service connection				
		20mm	25mm	*32mm	*40mm	*50mm
Rural pipelines **	N	\$5,218	\$5,218	\$8,548	\$13,357	\$20,870

Additional costs

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

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

Commercial or industrial development servicing charges

Service size	Tax	<80mm	80mm	100mm (minimum 4 E.T.)	150mm	200mm
Minimum Charge	N	\$4,348	\$11,132	\$17,392	\$39,131	\$69,566

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	\$569	\$1,134	\$1,890	\$2,521

All other lots including 2nd or subsequent services	N	\$1,436	\$2,005	\$2,570	\$3,326	\$3,957
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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	\$1,436	\$1,723	\$2,010	\$2,297	\$2,548	\$287
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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	\$134 per metre

Rural service connection

Rural location	Tax	Price per service connection				
		20mm	25mm	*32mm	*40mm	*50mm
Rural pipelines **	N	\$1,638	\$2,249	\$2,762	\$3,536	\$4,198
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 a 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	\$134 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 2022/2023

Availability charge per property, residential, strata unit or customer

Domestic	Tax	Per Quarter
Built Upon or connected Property	N	\$40
Each additional dwelling erected on each parcel of property	N	\$40
Vacant land not connected (within 225 metres or adjacent to a main) – urban only	N	\$17.50
Commercial/Industrial		
Built Upon or connected Property	N	\$45
Non-metered Connected Premises	N	\$90
Each Additional Strata Unit	N	\$45
Other		
Government Departments, including police stations, court houses, schools, staff housing, public offices, etc	N	\$45
Churches and similar “non-rateable” property	N	Usage charge only
Additional fee for separate fire service connected	N	\$45

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

Usage charges for 2022/2023

Water Tariffs \$ per kilolitre	Tax	2021/2022	2022/2023
General tariff			
All users (except as detailed below)	N		
First 125 kls per quarter		1.49	1.51
Balance per kilolitre per quarter		2.24	2.27
Strata title units and flats			
First 125 kls per quarter per unit	N	1.49	1.51
Balance per kilolitre per quarter		2.24	2.27
(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	1.49	1.51
Balance above 42 kls per month		2.24	2.27
Balance above 3,000 kls per month		2.24	2.27
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	1.49	1.51
Balance above 3,000 kls per month		1.49	1.51
Commercial tariff			
All users (except as detailed below)	N		
First 125 kls per quarter/41 kls per month		1.49	1.51
Balance per kilolitre per quarter		2.24	2.27
Community facilities			
Hospitals, Schools / TAFE / University	N	1.49	1.51
Parks and Gardens, Council Swimming Pools			
Non-potable water			
First 125 kls per quarter	N	0.74	0.75
Balance per kilolitre per quarter		1.11	1.13
Metered supply to standpipe agents or constituent Councils	N	2.09	2.12

Supply from fixed standpipe and water filling stations (Minimum charge \$10.00 when via an Agent)	N	3.30	3.35
Bulk supply Application of this tariff will be at the discretion of the Council	N	1.49	1.51
Primary producers tariff Applicable to all rural services along Council's trunk mains	N	1.49	1.51
Rebates			
Eligible Pensioner		\$30 per quarter	
Kidney Dialysis Machine Users		20 kls per quarter	

Sundry fees and charges

Sundry fees and charges	Tax	2021/2022	2022/2023
Search/Enquiry Certificate Fee - s603 (as for property transfer)	N	\$85	\$90
Fee for providing information in writing, including Special meter reading	N	\$79	\$81
Formal GIPA Access Application	N	\$31	\$32
Formal GIPA Processing Fee	N	\$66 per hour	\$67 per hour
Reconnection Fee - requires new service fee	N	Appropriate connection fee	Appropriate connection fee
Reconnection Fee - new service not required	N	\$177 + cost of meter if required	\$180 + cost of meter if required
Remove Flow Restricting Device	N	\$177	\$180
Meter Repairs - s636 LG Act	Y	\$114 per hour	\$116 per hour
Meter Test Deposit	N	\$77	\$78
Test Fees for Backflow Prevention Devices			
RPZ Devices	N	\$119	\$121
Other Devices	N	\$94	\$95
Leak Detection (Minimum 1 hour)	Y	\$114 per hour	\$116 per hour
Water Main Locating Involving Potting or Excavation	N	\$114 per hour	\$116 per hour
Dishonoured Payments Fee	N	Relevant bank fee incurred	Relevant bank fee incurred
Interest on Overdue Accounts	N	6%	6%
Written Quotation Fee	Y	\$87	\$88
Service Call	Y	\$114 per hour	\$116 per hour
Plumbing Permit including Standard Inspections	N	\$114	\$116
Additional Plumbing Inspection due to Non-Compliance	N	\$186	\$189
Non-Compliance with Water Restrictions	N	\$263	\$267
Water Filling Station Access	N	\$295	\$295

Replacement Water Filling Station Key	Y	\$60	\$60
Pressure and Flow Analysis Application Fee	N	\$183	\$186
Clearing of Shrubs and Small Bushes	Y	\$114 per hour	\$116 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
Print/Copy A4 Single Sided Black and White	Y	\$0.50	\$0.50
Print/Copy A4 Single Sided Colour	Y	\$2.55	\$2.55
Print/Copy A3 Single Sided Black and White	Y	\$1	\$1
Print/Copy A3 Single Sided Colour	Y	\$3.30	\$3.30
Copy of Water Notice	Y	\$11	\$11
Copy of Financial Data on Properties	Y	\$10	\$10
Copy of 603 Certificate Administration	Y	\$11	\$11
Fee for Reallocation of Electronic Payment	Y	\$10	\$10

Budget summary



Financial results and projections

\$000	Forecast 2021/2022	Budget 2022/2023	Proposed 2023/2024	Proposed 2024/2025	Proposed 2025/2026
Operating result	4,160	5,952	6,048	7,265	7,178
Increase/(decrease) Net current assets	(11,754)	7,357	(11,110)	(9,184)	1,070
Net current assets	25,537	32,894	21,784	12,600	13,670

The 2022/23 capital works programme will be financed as follows:

	\$'000
a) Capital contributions	3,150
b) Revenue allocations	13,410
c) Loan funding and reserves	4,522
Total	21,082

Budgeted restricted cash and investments	\$'000
Asset replacement	1,857
Sales fluctuations	3,000
Employee leave entitlements	2,426
Water treatment plant	228
Revenue from water licenses	333
Unexpended loans	12,000
Unrestricted cash and investments	6,205
Estimate 30th June 2023	26,049

Capital works plan

Description	Current year		Projected years		
	2021/2022 \$	2022/2023 \$	2023/2024 \$	2024/2025 \$	2025/2026 \$
Management					
Land and buildings for admin, depots and workshops	3,232,722	1,159,446	3,162,072	2,860,000	1,410,000
Plant and equipment (incl. Solar installation)	2,582,803	7,741,060	7,279,000	7,264,000	1,534,000
Intangibles	3,426,430	350,000	1,350,000	-	-
Total management	9,241,955	9,250,506	11,791,072	10,124,000	2,944,000
Sources	374,000	307,000	95,000	110,000	30,000
Total sources	374,000	307,000	95,000	110,000	30,000
Treatment plants	4,521,728	4,839,000	3,050,000	650,000	85,000
Total treatment plants	4,521,728	4,839,000	3,050,000	650,000	85,000
Pumping stations	226,000	140,000	140,000	1,985,700	1,025,000
Total pumping stations	226,000	140,000	140,000	1,985,700	1,025,000
Reservoirs	804,129	875,000	635,000	2,010,000	340,000
Total reservoirs	804,129	875,000	635,000	2,010,000	340,000
Mains, services and meters					
Mains	4,653,328	4,465,000	5,720,000	5,280,000	5,600,000
Sub-total mains	4,653,328	4,465,000	5,720,000	5,280,000	5,600,000
Services	1,130,403	880,000	880,000	880,000	880,000
Sub-total services	1,130,403	880,000	880,000	880,000	880,000
Meters	295,871	325,000	925,000	1,425,000	1,400,000
Sub-total meters	295,871	325,000	925,000	1,425,000	1,400,000
Total mains, services and meters	6,079,602	5,670,000	7,525,000	7,585,000	7,880,000
Totals	21,247,414	21,081,506	23,236,072	22,464,700	12,304,000

Budgeted financial statements

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

Budgeted financial statements

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

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

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 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.

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

Acronyms

›	BASP	Business Activity Strategic Plan
›	DP	Delivery Program
›	DPIE	Department of Primary Industries and Energy
›	LTAAEL	Long-Term Average Annual Extraction Limits
›	MoU	Memorandum of Understanding
›	OP	Operational Plan
›	PFAS	Per-and Polyfluoroalkyl substances

Directory

Headquarters

91 Hammond Avenue Wagga Wagga

Postal address

PO Box 456 Wagga Wagga 2650

E-mail

admin@rwcc.nsw.gov.au

Web

www.rwcc.nsw.gov.au

Telephone

(02) 6922 0608 (all hours)

Office hours

8.30am to 4.30pm
Monday to Friday

Bank

National Australia Bank Ltd

External auditors

NSW Audit Office

Internal auditors

National Audits Group

Emergency

Wagga Wagga

(02) 6922 0608 (all hours)

The Rock

(02) 6922 0608 (all hours)

Lockhart

(02) 6922 0608 (all hours)

Uranquinty

(02) 6922 0608 (all hours)

Urana/Oaklands

(02) 6922 0608 (all hours)

Culcairn/Holbrook/Walla Walla

(02) 6922 0608 (all hours)

Customer information – payment facilities



Telephone

Australia Post
Telephone Billpay



Billpay

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



Credit cards

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



To pay by the internet

www.postbillpay.com.au

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



Bpay

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



Mail

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



In person

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

