



**Central  
Tablelands  
Water**

**Business Paper**

**Ordinary Meeting of  
Central Tablelands Water**

**20 August 2025**

**Blayney**





Friday, 15 August 2025

## **Notice to Members**

### **Notice to Members**

Your attendance is requested at a Confidential Ordinary Meeting of Council to be held at the Darrel Sligar Centre, 110 Hills Lane, Blayney on Wednesday, 20 August 2025 at 10am.

### **Public Forum**

### **Meeting Agenda**

1. Opening Meeting
2. Acknowledgement of Country
3. Recording of Meeting Statement
4. Apologies and Applications for a Leave of Absence by Members
5. Confirmation of Minutes from Previous Meeting(s)
6. Matters Arising from Previous Meetings
7. Disclosures of Interests
8. Chairperson's Minute
9. Councillor Representation
10. Notices of Motion
11. Reports of Staff
12. Late Reports
13. Questions on Notice
14. Confidential Matters
15. Conclusion of the Meeting

Yours faithfully

A handwritten signature in blue ink, appearing to read "C. Harris", is positioned above the printed name.

C. Harris  
**General Manager**



**ACKNOWLEDGEMENT OF COUNTRY**

I would like to acknowledge the Wiradjuri people who are the Traditional Custodians of the Land. I would also like to pay respect to their people both past and present and extend that respect to other Aboriginal Australians who are present.

**RECORDING OF MEETING STATEMENT**

In accordance with the Central Tablelands Water Code of Meeting Practice, this meeting will be audio recorded and will be uploaded to Council's website within 2 weeks after the meeting. The audio recording will allow members of the public to listen to the proceedings of the Council meetings. The objective of this service is to eliminate geographic and other access barriers for the community wishing to learn more about Council's decision making processes. By speaking at the Council Meeting you agree to be audio recorded. Please ensure that if and when you speak at this Council Meeting that you ensure you are respectful to others and use appropriate language at all times. Whilst Council will make every effort to ensure that audio recordings are available, it takes no responsibility for, and cannot be held liable for technical issues beyond its control. Technical issues may include, recording device failure or malfunction, or power outages. Audio recordings are a free public service and are not an official record of Council meetings. Recordings will be made of all Council meetings (excluding confidential items) and published within 2 weeks after the meeting. For a copy of the official public record, please refer to Council's Business Papers and Minutes page on Council's website. Council does not accept any responsibility for any verbal comments made during Council meetings which may be inaccurate, incorrect, defamatory, or contrary to law and does not warrant nor represent that the material or statements made during the meeting are complete, reliable, accurate or free from error. The audio recording is primarily set up to capture the proceedings of the Council meeting and members of the public attending a Council meeting need to be aware they may be recorded as part of the proceedings.



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**HELD ON WEDNESDAY 20 AUGUST 2025**

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**5. CONFIRMATION OF MINUTES FROM PREVIOUS MEETING**

**5.1) MINUTES OF THE ORDINARY MEETING HELD ON 18 JUNE 2025**

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**RECOMMENDATION:**

That the Minutes of the Ordinary Meeting of Central Tablelands Water, held on 18 June 2025, being minute numbers 25/032 to 25/052 inclusive, be confirmed.

**ATTACHMENTS**

1. Minutes of the Ordinary Meeting held on 18 June 2025



**Minutes of the Ordinary Meeting of Central Tablelands Water held at Canowindra, on Wednesday, 18 June 2025, commencing at 10.07am**

**Present**

Cr. Andrew Rawson	(Chairperson)	Cabonne
Cr. Craig Gosewisch	(Deputy Chairperson)	Blayney
Cr. Paul Best		Weddin
Cr. John Newstead		Blayney
Cr. Jan Parlett		Weddin
Charlie Harris	(General Manager)	
Peter McFarlane	(Director Finance & Corporate Services)	
Lynette Safranek	(Corporate Service Manager)	
Achal Deo	(Governance & Executive Support Officer)	

**4. APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY MEMBERS**

**25/032 RESOLVED:**

That a leave of absence be granted to Cr Marlene Nash following receipt of an apology for non-attendance.

(Cr. Parlett/Cr. Gosewisch)

**5. CONFIRMATION OF MINUTES FROM PREVIOUS MEETING**

**5.1) MINUTES OF THE ORDINARY MEETING HELD ON 16 APRIL 2025**

**25/033 RESOLVED:**

That the Minutes of the Ordinary Meeting of Central Tablelands Water, held on 16 April 2025, being minute numbers 25/013 to 25/026 inclusive, be confirmed.

(Cr. Best/Cr. Parlett)

*Carried*

**5.2) MINUTES OF THE EXTRAORDINARY MEETING HELD ON 7 MAY 2025**

**25/034 RESOLVED:**

That the Minutes of the Extraordinary Meeting of Central Tablelands Water, held on 7 May 2025, being minute numbers 25/027 to 25/031 inclusive, be confirmed.

(Cr. Best/Cr. Parlett)

*Carried*

**6. MATTERS ARISING FROM PREVIOUS MEETINGS**

Nil



## **7. DISCLOSURES OF INTERESTS**

Nil

## **8. PUBLIC FORUM**

Nil

## **9. CHAIRPERSON'S MINUTES**

Nil

## **10. COUNCILLOR REPRESENTATION**

Cr. Andrew Rawson represented CTW at:

- WHS Workshop – Canowindra- 16 April 2025
- CTW Extraordinary Meeting- Canowindra- 7 May 2025
- CNSWJO Meeting– 19 May 2025
- CTW Well-Being Day – Canowindra – 21 May 2025
- Murray Darling Basin – 28 May 2025
- JO Meeting – 29 May 2025
- Pipeline Meeting Orange Mayor & General Manager – 13 June 2025
- Water Portfolio Mayors Meeting – 18 June 2025

## **11. NOTICES OF MOTION**

Nil

## **12. REPORTS OF STAFF**

### **12.1) NATIONAL WATER GRID FUNDING - STAGE 2 SUB-REGIONAL TOWN WATER STRATEGY (WS.SD.2)**

#### **25/035 MOTION:**

That Council endorses the application for Stage 2 of the Sub-Regional Town Water Strategy to the National Water Grid Fund.

Moved: Cr Newstead/Cr. Gosewisch

#### **AMENDMENT:**

An amendment was moved by the chairperson, Cr. Rawson:

That Council:

1. Be Provided a report stage 1 of the Sub-Regional Town Water Strategy at the next Council meeting.
2. Endorses the application for Stage 2 of the Sub-Regional Town Water Strategy to the National Water Grid Fund.

The amendment became the substantive motion and was put.



**RESOLVED:**

That Council:

1. Be provided a report on stage 1 of the Sub-Regional Town Water Strategy at the next Council meeting.
2. Endorses the application for Stage 2 of the Sub-Regional Town Water Strategy to the National Water Grid Fund.

(Cr. Newstead/Cr. Gosewisch)

*Carried*

**12.2) LGNSW WATER MANAGEMENT CONFERENCE 2025 (CM.CF.1)**

**25/036 RESOLVED:**

That Council endorse the early bird registration of the Chairperson, Deputy Chairperson, and Cr. Paul Best as an alternative Councillor, to accompany the General Manager and Executive Manager Operations & Technical Services to attend the LGNSW Water Management Conference 2025 in Albury from 9 to 11 September 2025.

(Cr. Newstead/Cr. Gosewisch)

*Carried*

**12.3) INTEGRATED PLANNING & REPORTING (GO.PR.1)**

**25/037 RESOLVED:**

That in accordance with Sections 402-406 of the Local Government Act 1993 and Clause 219 of the Local Government (General) Regulations 2005, and following the statutory period of 28 days of public exhibition, Council now resolve to adopt the following draft plans:

- a) Business Activity Strategic Plan
- b) Operational Plan 2025-26
- c) Long Term Financial Plan 2025-2035
- d) Delivery Program 2025-2029
- e) Workforce Management Plan 2022-2026
- f) Asset Management Plan 2025

(Cr. Best /Cr. Newstead)

*Carried*

**12.4) POLICY REVIEW: WORK HEALTH & SAFETY (CM.PL.1)**

**25/038 RESOLVED:**

That Council endorse the updated Work Health & Safety (WHS) Policy.

(Cr. Gosewisch/Cr. Newstead)

*Carried*



**12.5) LEGISLATIVE COMPLIANCE REGISTER (CM.PO.1)**

**25/039 RESOLVED:**

That Council note the Legislative Compliance Register report.

(Cr. Gosewisch/Cr. Newstead)  
*Carried*

**12.6) CORPORATE SERVICES UPDATE (RM.PC.1)**

**25/040 RESOLVED:**

That Council note the Corporate Services Update Report.

(Cr. Gosewisch/Cr. Best)  
*Carried*

**12.7) POLICY REVIEW: DIALYSIS REBATE POLICY (CM.PO.1)**

**25/041 RESOLVED:**

That Council:

1. Endorse the Dialysis Rebate Policy;
2. Place the Dialysis Rebate Policy on public display for a period of 28 days; and
3. If no substantial submissions are received during the public display period, the Policy be adopted.

(Cr. Parlett/Cr. Gosewisch)  
*Carried*

**12.8) MEETING TIMES AND DATES (GO.CO.2)**

**25/042 MOTION**

That Council hold its Ordinary Meetings between October 2025 and December 2026 on the following date:

22 October 2025	-	Canowindra	20 May 2026	-	Grenfell
26 November 2025	-	Blayney	17 June 2026	-	Canowindra
17 December 2025	-	Grenfell	19 August 2026	-	Blayney
18 February 2026	-	Canowindra	26 October 2026	-	Grenfell
15 April 2026	-	Blayney	25 November 2026	-	Canowindra

**MOVED:**

**(Cr. Gosewisch/Cr. Newstead)**



**AMENDMENT**

That Council defer this report for further consideration and report back to the August 2025 meeting.

(Cr. Gosewisch/Cr. Newstead)  
*Carried*

**12.9) LOCAL GOVERNMENT REMUNERATION TRIBUNAL (GR.LR.4)**

**25/043 RESOLVED:**

That Council endorse its policy of paying the maximum fees to the Chairperson and Members of Central Tablelands County Council, as determined by the Local Government Remuneration Tribunal for Category County Council – Water.

(Cr. Newstead/Cr. Best)  
*Carried*

**12.10) FINANCIAL MATTERS - INVESTMENT REPORT AS AT 31 MAY 2025 (FM.BA.1)**

**25/044 RESOLVED:**

That the information in relation to Cash and Investments at 31 May 2025 be noted.

(Cr. Parlett/Cr. Gosewisch)  
*Carried*

**12.11) QUARTERLY BUDGET REVIEW STATEMENT - 31 MARCH, 2025 (FM.FR.1)**

**25/045 RESOLVED:**

That Council adopt the Quarterly Budget Review Statement for the period ended 31 March 2025 and the variations therein be voted.

(Cr. Best/Cr. Gosewisch)  
*Carried*

**12.12) PROPOSED CHANGES TO QUARTERLY BUDGET REVIEW STATEMENT REPORTING (FM.FR.1)**

**25/046 RESOLVED:**



That Council note the proposed changes to the Quarterly Budget Review Statement requirements by the Office of Local Government.

(Cr. Gosewisch/Cr. Newstead)  
*Carried*

**12.13) 2025/26 OPERATIONAL PLAN - MAKING OF FEES AND CHARGES (FM.PL.1)**

**25/047 RESOLVED:**

1. That in accordance with Sections 501, 502, 503, 539, 541, and 552 of the Local Government Act 1993, Council make the following water charges for the 12 months commencing 1 July 2025:

**Water User Charges**

Residential/ Rural	\$4.12 per kilolitre
Non-Residential	\$4.12 per kilolitre
Industrial	\$4.12 per kilolitre
Non-Potable Water	\$3.30 per kilolitre
Standpipe Sales	\$10.50 per kilolitre
Temporary Access Standpipe	\$6.20 per kilolitre
Automatic Filling Stations	\$9.00 per kilolitre
Bulk Water	\$2.47 per kilolitre

**Water Availability Charges – Per Annum**

20mm	\$352.00
25mm	\$550.00
32mm	\$902.00
40mm	\$1,408.00
50mm	\$2,200.00
80mm	\$5,632.00
100mm	\$8,800.00
150mm	\$19,800.00
200mm	\$35,200.00
Fire Service (Fire Use only)	\$352.00
Unconnected Built upon Properties	\$176.00
Unconnected Vacant Properties	\$176.00
Developer Charge (per ET)	\$7,351.00
Capital Contribution Charge (per ET)	\$7,351.00

2. That in accordance with Section 566 of the Local Government Act 1993, Council charge interest on overdue water charges at a rate of 10.50% for the 12-month period commencing 1 July, 2025.
3. That all remaining fees and charges be made.



(Cr. Newstead/Cr. Best)  
*Carried*

*Proceedings in brief:*

*The meeting was adjourned at 12.35pm and recommenced at 1.05pm*

(Cr Gosewisch/Cr. Newstead)  
*Carried*

**12.14) PROJECT UPDATES (CA.PJ.1)**

**25/048 RESOLVED:**

That Council note the update on the various projects currently underway.

(Cr. Best/Cr. Newstead)  
*Carried*

**13. QUESTIONS ON NOTICE**

(General Manager)

Nil

**14. CONFIDENTIAL MATTERS**

**25/049 RESOLVED:**

That, as the business for the Ordinary Meeting has now concluded, Council Proceed into Committee of the Whole to discuss the items referred to in the report.

(Cr. Gosewisch/Cr. Parlett)  
*Carried*

**14.1) ELECTRICITY PROCUREMENT (CM.AG.12)**

*This matter is considered to be confidential under Section 10A(2) (c) (di) (dii) of the Local Government Act, as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business; AND commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; AND commercial information of a confidential nature that would, if disclosed (ii) confer a commercial advantage on a competitor of the Council.*

**25/050 RESOLVED:**

That Council note the confidential report on Council electricity procurement.



(Cr. Newstead/Cr. Gosewisch)  
*Carried*

**25/051 RESOLVED:**

That, as the deliberation of the Committee is concluded, the Council reconvene the Ordinary Meeting.

(Cr. Parlett/Cr. Gosewisch)  
*Carried*

**REPORT OF THE COMMITTEE OF THE WHOLE**

**25/052 RESOLVED:**

That the recommendations of the Confidential reports be adopted.

(Cr. Gosewisch/Cr. Newstead)  
*Carried*

**15. LATE REPORTS**

Nil

**16. CONCLUSION OF THE MEETING**

**Next Meeting:** The next meeting of Central Tablelands Water will be held at Blayney on Wednesday, 20 August 2025 at 10am.

There being no further business, the Chairperson declared the meeting closed at 1.35pm.



## 12. REPORTS OF STAFF

### 12.1) COUNCIL'S ORGANISATION STRUCTURE (GO.CO.1)

**Author:** General Manager

**IP&R Link:** Strategic Priority 1: Provide a high quality and reliable drinking water supply

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#### **RECOMMENDATION:**

1. That Council adopt the Organisation Structure shown in the report with Directorates of:
  - Corporate Services
  - Finance
  - Operational & Technical Services

#### **REPORT**

Section 332 of the Local Government Act states:

- (1) *A council must, after consulting the general manager, determine the resources to be allocated towards the employment of staff.*
- (1A) *The general managers must, after consulting the council, determine the positions within the organisation structure of council.*
- (1B) *The positions within the organisational structure of the council are to be determined so as to give effect to the strategic plans (including the community strategic plan) and delivery program of the Council.*

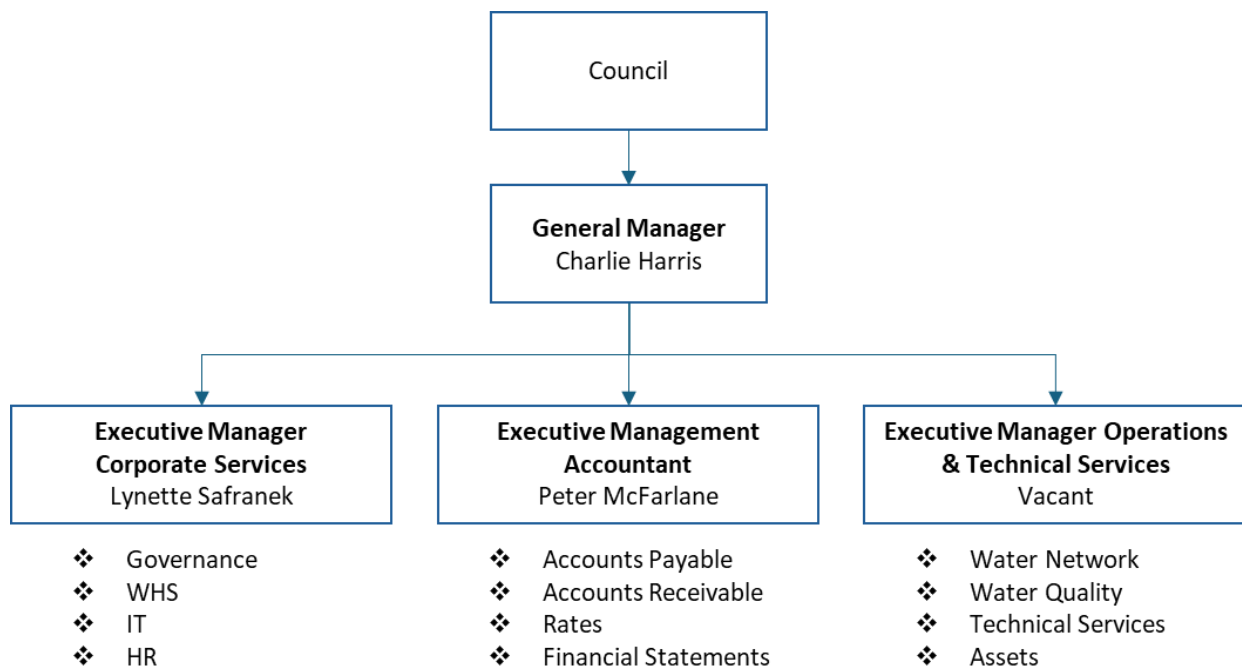
Council can change its structure at any time but must consider the matter at least in the first year of the Council term.

The positions within the organisation structure of the Council are determined to give effect to the priorities set out in the Business Activity Strategic Plan, Delivery Program and Operational Plan of the Council.

This report provides an overview of the current organisation structure within Council, with no proposal to vary the overall structure.

The Directorates and Sections of the organisation structure are as follows:





### Link to Delivery Plan

The recommendation in this report relates to the Delivery Plan strategic priorities:

1. Provide a high quality and reliable drinking water supply.
2. An efficient, sustainable and customer focussed organisation.
3. Regional Leadership Collaboration.

### **BUDGET IMPLICATIONS**

In accordance with the adopted 2025/26 Operational Plan. The existing organisation structure includes 27.6 FTE as adopted in the 2025/26 financial year budget.

### **POLICY IMPLICATIONS**

Compliance with requirements of the Local Government Act, Section 332-334.

### **ATTACHMENTS**

Nil



**12.2) LOCAL GOVERNMENT NSW ANNUAL CONFERENCE 2025 (CM.CF.1)**

**Author:** General Manager  
**IP&R Link:** Strategic Priority 3: Regional leadership and collaboration – 3.1: Regional collaboration and partnerships – 3.2: Regional Leadership in the Water Sector – 3.2.2: Continue to collaborate and build upon the strong relationship with the other water county councils and advocate collectively on water industry issues.

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**RECOMMENDATION:**

That Council:

1. Give approval for the Chairperson, Deputy Chairperson, General Manager or their representative to attend the 2025 Local Government NSW Annual Conference in Penrith, from 23 to 25 November 2025.
2. Appoint the Chairperson, or their chosen delegate to be the voting delegate at the Conference.
3. Support Riverina Waters motion to the LGNSW Conference, advocating for inclusion of County Councils in the Development Assessment process.

**REPORT**

The Local Government NSW Annual Conference is to be held at the Panthers Penrith and Western Sydney Conference Centre from Sunday 23 to Tuesday 25 November 2025.

Central Tablelands Water is an associate member of Local Government NSW (LGNSW). LGNSW is an independent organisation that exists to serve the interests of New South Wales general and special purpose councils.

LGNSW's objective is to strengthen and protect an effective, democratic system of Local Government across NSW by supporting and advocating on behalf of member councils and delivering a range of relevant, quality services.

This Conference is the annual policy-making event for NSW general-purpose councils, associate members and the NSW Aboriginal Land Council. It is the pre-eminent event of the local government year where local councillors come together to share ideas, debate issues, and work towards a better future in a post-COVID NSW.

All NSW councils, regional, country and metropolitan, meet from across the state, inclusive of mayors, councillors, general managers and senior staff.

In past years, the Chairperson, Deputy Chairperson, or their representatives, and General Manager have attended the annual LGNSW Conference, and it is expected that Council would again be represented at the 2025 Annual Conference of LGNSW.

As early bird registrations for this conference close on 30 September, the General Manager is seeking interest from those councillors who would like to attend the conference. By completing the conference registrations early, a saving of \$300 per registration can be achieved.



Further information regarding the conference program is available via the following link:  
<https://lgnswconference.org.au/program/>.

**Motion to the 2025 Local Government NSW (LGNSW) Conference:**

CTW and its Water County Council associates have for several years have been lobbying for the Government to recognise County Councils as an approval agency through the NSW Planning Portal. Development Applications are currently referred to County Councils on a discretionary and ad-hoc basis. This has implications on CTWs ability to fully service a potential development and adequately meet its level of service to our existing customers.

Riverina Water will be putting a motion forward to this year's conference on behalf of it's member Councils and County Councils for the LGNSW to lobby and advocate on behalf of County Councils for inclusion in the Development Application process.

It is recommended Council support the motion as adopted by Riverina Water at its June ordinary council meeting for inclusion at the November 2025 LGNSW conference.

**BUDGET IMPLICATIONS**

Operational Plan FY25/26.

**POLICY IMPLICATIONS**

Nil

**ATTACHMENTS**

- 1 LGNSW Conference\_Riverina Water Motion 4 Pages



## R18 Submission advocating for inclusion of County Councils in the development assessment process

**Organisational Area** Chief Executive Officer

**Author** Andrew Crakanthorp, Chief Executive Officer

**Summary** In July 2021 the NSW Government introduced a new online Planning Portal. Unfortunately, County Councils were not involved in any pre-implementation consultations and are still not included within the new Planning Portal system. This report proposes a process to improve the NSW Planning Portal and thus improve overall planning efficiencies.

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### RECOMMENDATION that Council:

- (a) approve the Chief Executive Officer and/or his delegate to make a submission to the relevant Ministers and State Government Officers seeking regulatory reform for the inclusion of County Councils into the Development Application process.
- (b) Submit a motion to the LGNSW 2025 Annual Conference seeking support for LGNSW to lobby on behalf of its member Councils for the inclusion of County Council's in the Development Application process.

### BACKGROUND

In July 2021 the NSW Government introduced a new online Planning Portal. Unfortunately, County Councils were not involved in any pre-implementation consultations and are still not included within the new Planning Portal system.

### REPORT

In an attempt to address this patently unworkable situation, in 2023 Goldenfields Water submitted a motion to the LGNSW Annual Conference seeking to have situation changed. The motion failed to gain the support of the conference by a mere two votes. The CEO at Riverina Water has offered to progress the matter via a further motion to the LGNSW Annual Conference in 2025.

There is currently no mechanism in the development assessment process that mandates the referral of development applications to NSW County Councils for consultation and concurrence where a proposed development may impact on the functions of a County Council.

The effect of this is, that development applications are referred to County Councils on a discretionary basis, which is resulting in sub-optimal outcomes and undermining the ability of the county councils to carry out their functions efficiently and effectively.



R18

This has resulted in past subdivision developments being approved and then individual lot owners not able to proceed, as access to water was not possible or financially viable at the time. This poses significant reputational risk to our organisations and places some customers in a position of loss due to inappropriate planning mechanisms being conditioned to control risk.

In 2023 Goldenfields Water Staff sought legal advice as part of the review of the current planning regulations and to seek any opportunities that may exist for outdated regulations to be reformed.

Three options were available for Council to consider and Option 1 – to seek a new State Environmental Planning Policy (SEPP) for County Councils is recommended.

Riverina Water County Council and its fellow County Councils are advocating for a new SEPP that requires development applications to be referred to County Councils for consultation and/or concurrence, in accordance with the consultation and concurrence provisions of the EPA Act and EPA Regulation.

Therefore, staff are seeking approval from the Board to commence this request for reform in updating the planning provisions to incorporate County Councils which appear to have been left behind.

#### › R18.1 LGNSW Annual Conference - Motion

#### Strategic Alignment

Our Business

Improve strategic planning and accountability

#### Financial Implications

The recommendation does not impact on Council's financial position.

#### Workforce Implications

Nil

#### Risk Considerations

Corporate Governance And Compliance	
Avoid	Riverina Water will avoid risks relating to corporate governance and compliance including ethical, responsible and transparent decision making and procedural/policy, legal and legislative compliance.



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## Riverina Water County Council – November 2025

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### MOTION FOR LGNSW ANNUAL CONFERENCE 2025

#### Motion:

*That LGNSW advocates that County Councils be recognised as a concurrent 'Approval Agency' within the State Environmental Planning Policy (Infrastructure)/(ISEPP) in relation to the services detailed under their individual proclamations.*

1. *A new Clause be inserted within the ISEPP recognising County Councils as a concurrent 'Approval Agency' with reference to their functions as a Proclaimed Authority under the Local Government Act and in accordance with the relevant provisions regarding consultation and concurrence within the EP&A Act.*
2. *County Councils be recognised as a Public Authority in reference to developments not requiring consent, via the following amendments to the ISEPP:*
  - a. *amend clause 13 within the ISEPP to provide that a reference to a council is a reference to a County Council, where a County Council exercises the relevant functions of the council in respect of the impacts of the proposed development, and*
  - b. *amend clause 16(2) to include County Councils as a public authority that is required to be notified and consulted with in respect of certain development.*
3. *County Councils to be included within the State Planning Portal as a concurrent 'Approval Agency' in relation to all responsibilities/services/obligations detailed within their individual Proclamations.*

#### BACKGROUND

Through an historic approach of seeking efficiencies within amending state planning legislation, County Councils have been neglected and unacknowledged as a Public Authority to be consulted with. As such, there is currently no mechanism in the development assessment process that mandates the referral of development applications to NSW County Councils for consultation and concurrence where the proposed development may impact on the functions of a County Council.

The effect of this, is that development applications, and/or developments not requiring consent are referred to County Councils on a discretionary basis. This has and continues to result in sub-optimal outcomes and undermining the ability of the County Councils to carry out their functions efficiently and effectively.

#### REPORT

In January 2021 a new NSW Planning Portal was introduced and made mandatory for Local Government Councils by July 2021. Relevant State planning agencies failed to recognise and consult with County Councils as a relevant Public Authority to be included within the development assessment process.

The County's contacted NSW Planning for discussion around the functions of the portal and how County Council's will be included into the system for referral and concurrent approvals of developments through their obligations under the Water Management and Local Government Acts and associated regulations.

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**Riverina Water County Council – November 2025**

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An 'onboarding' workshop was hosted by Planning on the 10 August 2021 with all four County Councils represented. These discussions provided a significant amount of frustration for the County Council's, noting that there is no mechanism for them to enact their authority and that we were never considered as a stakeholder group in its initial development and roll out.

This initiated a full review of County Council's current legislative requirements under the Local Government Act, EP& A Act, and the Water Management Act. Results have provided a very clear view, that there currently exists an inadequate framework for County Councils to be recognised and to manage the functions of water and sewer to ensure short, medium and long-term planning provisions.

County Council staff have been liaising and working with relevant State Planning Authorities such as DPIE through the Town Water Risk Reduction Program (TWRRP) to include provisions within the relevant legislation and have us included within the Planning Portal as a concurrent approval agency; however, no progress has been made.



**12.3) SAFE AND SECURE WATER PROGRAM - STREAM 2 STRATEGIC FUNDING (CA.ME.1)**

**Author:** General Manager

**IP&R Link:** – 1.3: Best Practice Asset management – 1.1: Service provision through fit for purpose infrastructure – 1.5: Efficient use of water – 2.2: Sound Financial management – 2.3: Continuous Improvement Whilst Managing Risk – 2.4: A capable and motivated workforce

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**RECOMMENDATION:**

1. That Council note the report and approve to continue with the strategic projects as outlined in the Stage 1 of the Safe and Secure Water Program - SSWP216 Funding Deed.
2. That Council endorse the signing of the funding deed for Stage 2, delivery of the Safe and Secure Water Program – SSWP216 funding.

**REPORT**

Council has successfully secured funding under the Safe and Secure Water Programs Stream 2, to undertake a strategic planning initiative aimed at strengthening the future direction of Central Tablelands Water (CTW).

The strategic project comprises nine discrete tasks, each selected to align with the Regulatory Assurance Framework and support the development of robust data and information to enable confident, evidence-based decision-making. These tasks also reflect several of Council's broader strategic objectives.

Following discussions with the Department of Climate Change, Energy, the Environment and Water (DCCEE), the project has been approved to proceed in two stages:

- Stage 1: Development of the scope of works and detailed costing for each task.
- Stage 2: Delivery of the full project.

DCCEE have agreed to staging the project into 2 discrete stages. The first stage enables development of the scope of works and costing of each task for the project. The second stage will be for the delivery of the project.

The completed project will include:

1. Review & update the Levels of Service (LoS) framework for council's water business including analysis of current situation.
2. Asset Condition assessment of Carcoar and Blayney water treatment plants (WTP) to evaluate their ability to achieve level of service.
3. Carcoar and Blayney WTP Capacity and Capability process assessment.
4. Network capacity and capability of Canowindra, Millthorpe and Blayney to evaluate their ability to meet levels of service.
5. Development of Total Asset Management Plans.
6. Preparation of the Long Term Financial Plan.



7. Complete a detailed water supply risk assessment and emergency response plan, including integration into the business continuity plan.
8. Develop resourcing and workforce plan.
9. Review and update Business Activity Strategic Plan.

Initially, the funding was conditional on project completion by December 2025. However, due to significant delays in departmental responses to draft documents and queries, Council raised concerns with DCCEEW regarding the feasibility of meeting the deadline. As a result, an extension to December 2026 was granted for the program, allowing the project to proceed under more realistic timeframes.

Council has consulted with DCCEEW on the Stage 1 scope of works and subsequently went to market to determine the estimated cost of delivering all nine tasks. The budgets submitted totalled \$447,900 + GST, exceeding the original budget allocation.

Council committed \$300,000 to stage 2 – delivery of the project in its 25/26FY budget, with funding split 50% grant and 50% Council contribution. In response to the budget overrun, a revised project delivery method was developed. This involved engaging a consultant project manager to oversee and deliver the project internally. An RFQ was issued to attract a suitably qualified individual with subject matter expertise in one or more of the project disciplines, enabling cost efficiencies.

Following assessment of submissions, the revised project budget total has been reassessed at \$332,354.00. It is expected indexation of costs for external consultant will lead to an increase in submitted prices due to delays in progression of the project.

The primary risk for this project is the potential for increase to project delivery costs and overrun of the budget. To mitigate this risk regular reporting on project progress and expenditure will be implemented to manage the risk of budget overspend for stage 2 delivery of the project. It is also anticipated that Council's internal staff will contribute to project delivery, another mitigation measure for cost overruns.

It is recommended to proceed with Stage 2 of the Strategic Projects to deliver the 9 tasks based on the following:

- The criticality and regulatory requirement of undertaking strategic planning.
- Development of robust data and information to enable confident, evidence-based decision-making.
- The opportunity to receive 50% funding to complete the strategic planning works.
- The estimated project budget for stage 2 is within tolerance and can be funded by existing funds and flood reimbursement funds.
- The benefits of proceeding far out way the implications of the alternative.

### **BUDGET IMPLICATIONS**

Council has allocated \$300,000 in its 25/26 operation budget to deliver stage 2 of the project. This budget consists of 50% grant funding and 50% Council funding.

Prior to developing and executing the funding deed for stage 2, DCCEEW will incorporate the revised project budget into the funding deed for stage 2 works. Therefore 50% of the overall project costs will still be provided by DCCEEW.

It is proposed that operational savings through stage 1 works and reimbursement funds from the 2022 floods will contribute to any expenditure over the adopted budget. Reporting on progress and expenditure will be provided to Council at each ordinary Council meeting to monitor expenditure, committed and expected project completion costs. Any additional funding



requirements will be notified to Council for endorsement through a Quarterly Budget Statement procedure.

Stage 1 budget was \$54,000 funded 50/50 and included in 24/25FY and will carry over to 25/26FY. Expenditure to date is \$17,000 and costs to complete stage 1 are expected to be less than the budget figure.

**POLICY IMPLICATIONS**

Nil

**ATTACHMENTS**

Nil.



**12.4) CENTRAL WEST WATER & SEWER PROGRAM - FLOOD DAMAGE REINBURSEMENT. (GR.SL.3)**

**Author:** General Manager

**IP&R Link:** – 1.4.3: Continue to review operational processes with the objective of further mitigating environmental impacts. – 2.2.5: Secure grant funding where available to support the delivery and development of services and infrastructure. Strategic Priority 3: Regional leadership and collaboration

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**RECOMMENDATION:**

1. That Council note the report on the reimbursement of costs associated with November 2022 flood impacts.

**REPORT**

Councillors will recall that on 14 November 2022 a catastrophic storm event accompanied by record rainfall caused widespread destruction across the district, including areas serviced by CTW. There was CTW infrastructure was destroyed or damaged during the event including the Eugowra pump station, Manildra creek crossing water main and many service connections in Eugowra.

While Councils were able to obtain funding under State and Federal Disaster Recovery Funding Arrangements (DRFA) for general recovery efforts, the guidelines did not include provision for water and sewer assets. This omission left Councils exposed to drinking water supply issues and public health risks.

Despite the essential nature of these assets, government agencies determined they did not meet DRFA funding criteria. Councils actively lobbied through the NSW Reconstruction Authority and the National Emergency Management Agency to have this addressed, but no viable pathway emerged.

The situation was further complicated by the \$145 million in funding provided by the State Government to the Northern Rivers region in May 2022, following the March 2022 flood disaster. That funding included support for water and sewer infrastructure, highlighting a clear inconsistency in the allocation of disaster recovery resources.

In response, a joint letter co-signed by the four most affected Councils was sent to Mr Philip Donato, MP and Mr Roy Butler, MP, formally requesting the inclusion of water and sewer infrastructure under DRFA funding.

In July 2025, Council was advised that the NSW Government had committed \$27 million in funding to the four impacted Councils. This funding is intended to support the rebuilding of infrastructure or to reimburse costs already incurred in response to the event. CTW has been allocated \$300,000 as reimbursement for expenses associated with the disaster.

The General Manager has commenced discussions with the NSW Reconstruction Authority, which will administer the grant. The funding guidelines and requirements for the funding deed are currently being developed and are expected to be finalised in the coming months.

**BUDGET IMPLICATIONS**



Funds reimbursed through this program will be allocated to the operational reserves in the 25/26 financial year to support future operational activities.

**POLICY IMPLICATIONS**

N/A

**ATTACHMENTS**

Nil



**12.5) COUNCIL MEETING DATES (GO.CO.2)**

**Author:** General Manager  
**IP&R Link:** Strategic Priority 2: An efficient, sustainable and customer focused organisation

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**RECOMMENDATION:**

That Council:

1. Continue to hold its Ordinary Meetings bi-monthly, on the third Wednesday of the month, for the remainder of this Council term.
  - December 2025
  - 29 October 2025
  - February, April, June, August, October, December 2026
  - February, April, June, August, October, December 2027
2. Extraordinary Meetings may be arranged, if required.

**REPORT*****Ordinary Meetings***

Section 396 of the *Local Government Act 1993* requires County Councils to meet at least four (4) times per year.

It is suggested that Council continue to hold its Ordinary Meetings on the third Wednesday of every second month, for the remainder of this Council term, as outlined below:

- December 2025
- 29 October 2025 (last Wednesday of October)
- February, April, June, August, October, December 2026
- February, April, June, August, October, December 2027
- February, April, June, August, October, December 2028

Last month a report was presented to extend the amount of council meetings due to new OLG compliance requirements in relation to the timing of presenting the Quarterly Budget Report Statements (QBRs), the Audited Annual Financial Statements, and Auditor Reports.

October 2025 ordinary Council meeting is out of sequence with the standard bi-monthly third Wednesday of the month schedule, to enable financial statement preparation and Quarterly Budget Review Statements to be completed.

On review of the compliance requirements, if additional meetings are required to meet reporting guidelines, an extraordinary meeting may be called in accordance with Section 366 of the Local Government Act 1993.

***Pre-meeting Briefing Session and Councillor workshops***

Prior to each Ordinary Meeting, the General Manager *may* arrange a pre-meeting briefing session to brief members on business to be considered.

It is proposed to hold a Councillor workshop in February or March each year, to review and inform of updates to CTW IP&R Plans: Business Activity Strategic (BAS) Plan, Delivery Program, Operation Plan, Asset Management Plan, and Workforce Strategy; as well as budget



planning for Councillors to provide direction on the Operational Plan (Budget) and 10-year Long Term Financial Plan (LTFP), with consideration of scenarios and implications.

**BUDGET IMPLICATIONS**

Nil.

**POLICY IMPLICATIONS**

Nil.

**ATTACHMENTS**

Nil.



**12.6) APPLICATION FOR ANNUAL LEAVE - GENERAL MANAGER (PE.LE.1)**

**Author:** General Manager  
**IP&R Link:** Strategic Priority 2: An efficient, sustainable and customer focused organisation – 2.4: A capable and motivated workforce

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**RECOMMENDATION:**

That Council approve annual leave for the period requested by the General Manager and that the Corporate Services Manager, Lynette Safranek, be appointed as Acting General Manager with associated delegations during this time.

**REPORT**

Application is made for annual leave to be granted to the General Manager for the following period:

- 18 September 2025 until 24 September 2025 inclusive (5 working days)
- 9 February 2026 until 20 February 2026 inclusive (10 working days)

CTW's Corporate Services Manager, Lynette Safranek has consented to act as General Manager during the above period.

**BUDGET IMPLICATIONS**

Operational Plan 2025/26

**POLICY IMPLICATIONS**

Nil

**ATTACHMENTS**

Nil.



**12.7) POLICY REVIEW: INFORMATION, COMMUNICATION, & TECHNOLOGY (ICT)  
(CM.PL.1)**

**Author:** Corporate Service Manager  
**IP&R Link:** – 1.2: Compliance and Regulation

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**RECOMMENDATION:**

That Council:

1. Endorse the Information, Communication, & Technology (ICT) Policy,
2. Place the ICT Policy on public display for a period of 28 days, and
3. If no substantial submissions are received during the public display period, the Policy be adopted.
4. Rescind the Email & Internet and Mobile Phone policies, due to their incorporation into ICT Policy.

**REPORT**

This policy is a combination of the current mobile phone device, and email and internet policies.

This policy reinforces that Council staff and Councillors must be efficient, economical, and ethical in their use and management of Council resources. Communication devices and services, such as mobile phones, computers, internet, email, and social media platforms are Council resources provided for Council purposes. All users have a responsibility to ensure their proper use.

The ICT Procedure outlines all the functions, processes, activities, and transactions of CTW and its employees, and the appropriate and inappropriate use of CTW communication and technology assets.

The procedure has been developed to provide instructions of use and information for staff to understand the intricacies of this area, along with an understanding of possible disciplinary actions should the equipment and services be misused.

The ICT Policy and Procedure have been reviewed by the General Manager and staff were provided an opportunity to comment on the documents prior to submission to Council for endorsement.

It should be noted that staff considered including a section on AI but after review it has been determined that AI requires its own Policy and Procedure. This will be worked on for submission to the October Council Meeting.

This policy and its procedure will be updated each term of Council, or as required.

**BUDGET IMPLICATIONS**

Nil

**POLICY IMPLICATIONS**

Nil



**ATTACHMENTS**

- 1 Draft ICT Policy - 2025
- 2 Draft ICT Procedure - 2025
- 3 Email & Internet Policy 2016 - to be rescinded
- 4 Draft Mobile Phone Policy 2016 - to be rescinded



**DRAFT**

**POLICY**



**CENTRAL TABLELANDS WATER**

# **INFORMATION & COMMUNICATION TECHNOLOGY (ICT) POLICY**



## DOCUMENT CONTROL

Document Title		Information Communication & Technology (ICT) Policy			
Policy Number		CTW-PR005			
Responsible Officer		<u>Executive Manager</u> Corporate Services <del>Manager</del>			
Reviewed by		General Manager			
Date Adopted		<del>23 September</del> <u>xx August</u> 2025			
Adopted by		Council			
Review Due Date		August 2029			
Revision Number		2			
Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1	12/10/2016		DFCS		16/079
2	July 2025	Combination of mobile phone device & email and internet policies, as well as new information	<del>CSME</del> <u>MCS</u>	Council	



### **Purpose**

The purpose of this policy is to provide guidelines regarding the appropriate use of the Council supplied equipment and rules around security access to network resources. These rules are in place to protect the employees and Council. Inappropriate use exposes Council to risks including virus and spam attacks, compromise of network systems and services, and legal issues.

Council staff and Councillors must be efficient, economical and ethical in their use and management of Council resources. Communication devices and services, such as mobile phones, computers, internet and email are Council resources provided for Council purposes. All users have a responsibility to ensure their proper use.

### **Scope**

This Policy applies to all employees, volunteers, Councillors, and contractors including all personnel affiliate with third parties.

Internet/Intranet related systems, including but not limited to computer equipment, software operating systems, storage media, network accounts providing e-mail, Web browsing are the property of Council. These systems are to be used for business purposes in serving the interests of Council, our customers, and community in the course of normal operations.

A "Mobile Device" for the purposes of this policy will be any device that is reliant on a carrier Mobile Network for the purpose of transmission of voice and/or data traffic. Mobile Devices include but shall not be limited to: Mobile Phones, Smart Phones, Laptops, and Tablet devices.

### **Policy Statement**

While CTW's computer equipment and network aims to provide a reasonable level of privacy, users should be aware that the data created on the corporate systems remains the property of CTW.

For security and network maintenance purposes, authorised individuals within CTW or its IT Contractor (Fourier) may monitor equipment, systems and network traffic at any time.

The communication equipment (laptops, mobile phones, etc.), services, and technology used are the property of CTW. CTW reserves the right to monitor internet and email traffic, and access data that is composed, sent, or received through its online connections.

Stealing, using, or disclosing someone else's password is unacceptable and will result in disciplinary action.

A new employee IT Access Form is required to be completed and approved by the relevant Manager prior to Council's IT provider creating a user and network access. Once the employee has commenced and inducted into the IT system, the form will be placed on the employee's personnel file.



## Policy Review

This policy will be reviewed each council term, or more frequently if needed, with reference to any relevant legislation, best practice guides, or other related factors.

## References

- Local Government Act 1993
- Local Government (General) Regulation 2005
- Workplace Surveillance Act 2005 No 47
- Workplace Surveillance Regulation 2012
- CTW ICT Procedure

## Variation

Council reserves the right to review, vary or revoke this policy.

## Definitions

A communication device	<ul style="list-style-type: none"> <li>• Telephones, mobile phones, computers (including but not limited to desktop computers, notebook, laptop, tablet, iPads, and servers)</li> <li>• The principles contained in this policy, however, are equally applicable to any other communication device provided by CTW.</li> </ul>
Business Activity	<ul style="list-style-type: none"> <li>• Term covering all the functions, processes, activities and transactions of CTW and its employees</li> </ul>
Internet	<ul style="list-style-type: none"> <li>• Email, internet, mobile applications, social media platforms, and “peer-to-peer” networking sites</li> <li>• Again, the principles contained in this policy are equally applicable to all service or platforms provided via the internet.</li> </ul>



**DRAFT**

**PROCEDURE**



**CENTRAL TABLELANDS WATER**

# **INFORMATION & COMMUNICATION TECHNOLOGY (ICT) PROCEDURE**



**DOCUMENT CONTROL**

Document Title		Information Communication & Technology (ICT) Procedure			
Policy Number		CTW-PR005			
Responsible Officer		Executive Manager Corporate Services			
Reviewed by		Staff			
Date Adopted		Xx August 2025			
Adopted by		General Manager			
Review Due Date		August 2029 (at the same time as the Policy)			
Revision Number		2			
Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1	12/10/2016	Policies were adopted	DFCS		16/079
2	Aug 2025	Incorporated information from mobile phone device, and email and internet policies	EMCS	GM	N/A



## Purpose

The purpose of this policy is to provide guidelines regarding the appropriate use of the Council supplied devices, and use of internet and email.

Council staff and Councillors must be efficient, economical, and ethical in their use and management of Council resources. Communication devices and services, such as mobile phones, computers, internet, and email, are Council resources provided for Council purposes. All users have a responsibility to ensure their proper use.

## SCOPE

This Policy applies to all persons at Central Tablelands Water (CTW), including Councillors, employees, volunteers, contractors, and consultants.

## POLICY STATEMENT

### 1. Council Devices

- Management expects all employees who have been allocated mobile phones, laptops, tablet devices (such as iPads) to take the utmost care and responsibility for them. Employees are required to:
  - take all responsible precautions to ensure that the devices are not damaged, lost, or stolen
  - keep devices clean and in a serviceable condition to the best of their ability, and
  - report all irregularities in the operation of the devices immediately to senior management.
- A mobile phone is provided for work purposes. However, CTW recognises that in reasonable circumstances employees may need to make or receive personal phone calls on a CTW mobile phone. In these circumstances personal use of Council's mobile phone is a benefit not a right.
- Senior Management will monitor usage patterns and investigate any significant variances and if CTW believes an employee is using a mobile phone irresponsibly or unreasonably then the employee will be required to reimburse CTW for all personal calls. Senior Management also reserves the right to withdraw the mobile phone at any time.
- Employees shall be responsible for all call charges if they have access to a CTW mobile phone whilst they are on leave other than where it can be established that calls were work related.
- If a phone or computer is lost, stolen or damaged it should be reported to Senior Management as soon as possible. Depending on the circumstances in which the phone was lost, stolen or damaged, the employee may be held responsible for replacing the phone if the loss, damage or theft was caused or contributed to by the employee's lack of care.
- Mobile devices will be fitted with the Android find my location, and location services are to be turned on at all times. The disabling of such features by employees may result in disciplinary action.
- Information stored on the mobile device is not backed up by CTW, it is the responsibility of the employee to ensure that CTW information is stored on an approved device.

### 2. Use of Internet and Social Media

- All employees are expected to use the internet and social media responsibly and productively. Internet access is limited to job-related activities only and personal use is not permitted.
- All internet and social media data that is composed, transmitted and/or received by CTWs computer systems is considered to belong to CTW and is recognised as part of its official data. Therefore, all data is subject to disclosure for legal reasons or to other appropriate third parties.
- CTW allows job-related activities to include research and educational tasks that may be found via the internet to assist with an employee's role.



- The equipment, services, and technology used to access the internet are the property of CTW and the CTW reserves the right to monitor internet traffic and access data that is composed, sent, or received through its online connections.

**3. Use of emails**

- All emails sent or received via the CTW email address are the property of CTW and can be subject to monitoring and screening.
- Emails sent via the Council email system should not contain content that is deemed to be offensive. This includes, though is not restricted to, the use of vulgar or harassing language and/or images.
- Viruses and scam emails should be reported to CTW's IT provider immediately, and care needs to be taken to prevent unauthorised use of copyright material.

**4. Unacceptable use of devices, internet, social media, and emails**

The following is an outline of unacceptable use of CTW devices, internet, social media, and emails:

- All devices are not to be left unattended, lent to persons outside of CTW, or handled in a manner that would cause harm to the device.
- All internet and social sites, and downloads, may be monitored and/or blocked by CTW if they are deemed to be harmful and/or not productive to business.
- Sending or posting discriminatory, harassing, or threatening messages or images on the internet or via CTW email service.
- Downloading, copying, or pirating software and electronic files that are copyright or without authorisation.
- Hacking into unauthorised websites.
- Sending or posting information that is defamatory to the company, its products/services, colleagues and/or customers.
- Introducing malicious software onto the company network and/or jeopardising the security of the organisation's electronic communications system.
- Sending or posting chain letters, solicitations, or advertisements not related to business purposes or activities.
- Passing off personal views as representing those of CTW.
- Using computers or mobile phones to perform any form of fraud, and/or software, film or music piracy is strictly prohibited.
- Employees must avoid any action or situation that could create the appearance that CTW property is being improperly used for an employee's benefit or the benefit of any other person or third party.
- Employees must not use the mobile phone while operating a motor vehicle unless hands free Bluetooth is installed in an employee's vehicle. The incursion of any penalties and fines will be solely at the employee's cost.
- The private use of personal mobile phones during business hours must not interfere with the employee's work performance or detract from the employee performing their normal duties.
- The approved user must not use their mobile phone in any manner that would constitute unacceptable and/or inappropriate mobile telephone use.

**5. Use compliance**

- Stealing, using, or disclosing someone else's password.
- Any employee identified using a CTW supplied mobile phone, or computers in a manner that is unacceptable or inappropriate will be subject to disciplinary action and possible criminal prosecution.



- If an employee is unsure about what constituted acceptable Internet usage, they should ask their supervisor for further guidance and clarification. All terms and conditions as stated in this document are applicable to all users of Central Tablelands Water’s network and Internet connection. All terms and conditions as stated in this document reflect an agreement of all parties and should be governed and interpreted in accordance with the policies and procedures mentioned above. Any user violating these policies is subject to disciplinary actions deemed appropriate by Central Tablelands Water.

**6. Departure or Termination**

- On departure or termination of employment, or otherwise at the request of the General Manager, an employee who has been issued with a CTW mobile phone, computer, or device must return the device to their immediate supervisor or the General Manager.
- Any battery chargers or other accessories supplied by CTW for use with the devices must also be returned.
- These devices must be returned prior to their last payroll payment, otherwise deductions to recoup the value of the asset may be made from the employees last payment.

***This Procedure is approved by the General Manager, Charlie Harris.***

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*Signature*

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*Date*





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## Email and Internet Policy



**DOCUMENT CONTROL**

<b>Document Title</b>		Email and Internet Policy			
Policy Number		CTW-PR005			
Responsible Officer		Director Finance and Corporate Services			
Reviewed by					
Date Adopted		December 2015			
Adopted by		Council			
Review Due Date		June 2020			
Revision Number		3			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1	19/12/15				15/097
2	12/10/16				16/079



## Purpose

This Internet Usage Policy applies to all employees of Central Tablelands Water who have access to computers and the Internet to be used in the performance of their work. Use of the Internet by employees of Central Tablelands Water is permitted and encouraged where such use supports the goals and objectives of the business. However, access to the Internet through Central Tablelands Water is a privilege and all employees must adhere to the policies concerning Computer, Email and Internet usage. Violation of these policies could result in disciplinary and/or legal action leading up to and including termination of employment. Employees may also be held personally liable for damages caused by any violations of this policy. All employees are required to acknowledge receipt and confirm that they have understood and agree to abide by the rules hereunder.

## Computer, email and internet usage

- Company employees are expected to use the Internet responsibly and productively. Internet access is limited to job-related activities only and personal use is not permitted.
- Job-related activities include research and educational tasks that may be found via the Internet that would help in an employee's role.
- All Internet data that is composed, transmitted and/or received by Central Tablelands Water's computer systems is considered to belong to Central Tablelands Water and is recognised as part of its official data. It is therefore subject to disclosure for legal reasons or to other appropriate third parties.
- The equipment, services and technology used to access the Internet are the property of Central Tablelands Water and the company reserves the right to monitor Internet traffic and monitor and access data that is composed, sent or received through its online connections.
- Emails sent via the company email system should not contain content that is deemed to be offensive. This includes, though is not restricted to, the use of vulgar or harassing language/images.
- All sites and downloads may be monitored and/or blocked by Central Tablelands Water if they are deemed to be harmful and/or not productive to business.
- The installation of software such as instant messaging technology is strictly prohibited.

## Unacceptable use of the internet by employees includes, but is not limited to:

- Sending or posting discriminatory, harassing, or threatening messages or images on the Internet or via Central Tablelands Water's email service.



- Using computers to perpetrate any form of fraud, and/or software, film or music piracy.
- Stealing, using, or disclosing someone else's password without authorisation.
- Downloading, copying or pirating software and electronic files that are copyrighted or without authorisation.
- Sharing confidential material, trade secrets, or proprietary information outside of the organisation.
- Hacking into unauthorised websites.
- Sending or posting information that is defamatory to the company, its products/services, colleagues and/or customers.
- Introducing malicious software onto the company network and/or jeopardising the security of the organisation's electronic communications systems.
- Sending or posting chain letters, solicitations, or advertisements not related to business purposes or activities.
- Passing off personal views as representing those of the organisation.

If an employee is unsure about what constituted acceptable Internet usage, they should ask their supervisor for further guidance and clarification.

All terms and conditions as stated in this document are applicable to all users of Central Tablelands Water's network and Internet connection. All terms and conditions as stated in this document reflect an agreement of all parties and should be governed and interpreted in accordance with the policies and procedures mentioned above. Any user violating these policies is subject to disciplinary actions deemed appropriate by Central Tablelands Water.

### **User compliance**

I understand and will abide by this Internet Usage Policy. I further understand that should I commit any violation of this policy, my access privileges may be revoked, disciplinary action and/or appropriate legal action may be taken.

\_\_\_\_\_  
Employee signature

\_\_\_\_\_  
Date





**Central  
Tablelands  
Water**

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## **Mobile Phone Device Policy**



## DOCUMENT CONTROL

Document Title		Mobile Phone Device Policy			
Policy Number		CTW-PR026			
Responsible Officer		Director Finance and Corporate Services			
Reviewed by					
Date Adopted		December 2016			
Adopted by		Council			
Review Due Date		June 2020			
Revision Number		2			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1	12/10/15				16/079



## Purpose

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The purpose of this policy is to provide employees of Central Tablelands Water (hereafter CTW) with guidelines regarding the appropriate use of their Council supplied mobile phone device and private mobile phones used during the course of performing their duties for Council.

## Policy Statement

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1. Mobile phone usage should conform with Council's Code of Conduct.
2. Mobile phones are a CTW resource, and accordingly should be used ethically, effectively, efficiently and carefully.
3. Employees should be conscientious in their use of CTW resources including mobile phones, and must not permit their misuse by any other person or body.
4. Employees must avoid any action or situation that could create the appearance that CTW property is being improperly used for an employee's benefit or the benefit of any other person or third party.
5. Employees must not use the mobile phone while operating a motor vehicle unless a 'hands free car kit' or Bluetooth is installed in an employee's vehicle. The incursion of any penalties and fines will be solely at the employees cost.
6. Employees who have been provided with a mobile phone with email and internet access must comply with CTW's Email and Internet Policy.
7. The private usage of personal mobile phones during business hours must not interfere with the employees work performance or detract from the employee performing their normal duties.
8. A mobile phone is provided predominantly for work purposes. However, CTW recognises that in reasonable circumstances employees may need to make or receive personal phone calls on a CTW mobile phone. In these circumstances personal use of Council's mobile phone is a benefit not a right.
9. Senior Management will monitor usage patterns and investigate any significant variances and if CTW believes an employee is using a mobile phone irresponsibly or unreasonably then the employee will be required to reimburse CTW for all personal calls. Senior Management also reserves the right to withdraw the mobile phone at any time.
10. Employees shall be responsible for all call charges if they have access to a CTW mobile phone whilst they are on leave other than where it can be established that calls were work related.
11. Senior Management expects all employees who have been allocated mobile phones



to take the utmost care and responsibility for them. Employees are required to:

- take good care of the mobile phone;
  - take all responsible precautions to ensure that the device is not damaged, lost or stolen;
  - keep mobile devices clean and in a serviceable condition to the best of their ability, and;
  - report all irregularities in the operation of the mobile device immediately to the Director Finance & Corporate Services.
12. If a phone is lost, stolen or damaged it should be reported to the Director Finance & Corporate Services as soon as possible. Depending on the circumstances in which the phone was lost, stolen or damaged, the employee may be held responsible for replacing the phone if the loss, damage or theft was caused or contributed to by the employee's lack of care.
  13. Mobile devices will be fitted with the Find My Iphone and Lone Worker applications, and location services are to be turned on at all times. The disabling of such features by employees may result in disciplinary action.
  14. Information stored on the mobile device is not backed up by CTW, it is the responsibility of the employee to backup personal data and to ensure that CTW information is stored on an approved device. CTW takes no responsibility for the loss of personal data.
  15. On termination of employment or otherwise at the request of CTW, an employee who has been issued with a CTW mobile phone must return the phone to their immediate supervisor or the Director of Finance & Corporate Services. Any battery chargers or other accessories supplied by CTW for use with the mobile phone must also be returned.
  16. The approved user must not use their mobile phone in any manner that would constitute unacceptable and/or inappropriate mobile telephone use. This includes but is not limited to:-
    - An employee may inappropriately use the mobile telephone by making unauthorised calls. For example, if the mobile telephone is supplied by CTW for work related use only, then excessive personal calls or SMS made by the employee, in particular lengthy calls both during work hours and after hours, would be unacceptable.
    - An employee may inappropriately use the mobile telephone to send a text message or to make a call to a fellow employee or a contractor who is working for CTW, the content of which amounts to unlawful discrimination, sexual harassment or bullying.
    - An employee may inappropriately use the mobile phone to download pornographic images or offensive ring tones.



- An employee may also inappropriately use the mobile telephone to engage in other conduct which is unacceptable.
- An employee may also inappropriately use the mobile telephone to engage in other conduct which is unacceptable and inappropriate. This would include breaching the duty of confidentiality the employee owes to CTW by relaying the employer's confidential information to a competitor or other third party.

**Any employee identified using a CTW supplied mobile phone in a manner that is unacceptable or inappropriate will be subject to disciplinary action and possible criminal prosecution.**

## References

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- Local Government Act 1993
- Local Government (General) Regulation 2005
- Workplace Surveillance Act 2005 No 47
- Workplace Surveillance Regulation 2012

## Variation

---

Council reserves the right to review, vary or revoke this policy.



**12.8) POLICY REVIEW: RISK MANAGEMENT POLICY AND FRAMEWORK (CM.PL.1)**

**Author:** Corporate Service Manager  
**IP&R Link:** – 1.2: Compliance and Regulation

---

**RECOMMENDATION:**

That Council:

1. Endorse the updated Risk Management Policy, Risk Management Framework, and the Modern Slavery Risk Assessment Plan,
2. Place the Risk Management Policy, Risk Management Framework, and the Modern Slavery Risk Assessment Plan on public display for a period of 28 days, and
3. If no substantial submissions are received during the public display period, Risk Management Policy, Risk Management Framework, and the Modern Slavery Risk Assessment Plan be adopted.

**REPORT*****Risk Management Policy and Framework***

The purpose of this policy is to express Central Tablelands Water (CTW) commitment to implementing organisation-wide risk management principles, systems, and processes that ensure the consistent, efficient, and effective assessment of risk in all Council's planning, decision-making, and operational processes.

The 2016 Enterprise Risk Management Policy has been in accordance with the AS/NZS ISO 31000:2018.

The Council is committed to the principles, framework, and process of managing risk as outlined in AS/NZS ISO 31000:2018 and commits to fully integrating risk management within the Council and applying it to all decision-making, functions, services, and activities of CTW in accordance with our statutory requirements.

Council aims to create a positive risk management culture, where risk management is integrated into all activities and managing risks is an integral part of governance, good management practice and decision-making at CTW. It is the responsibility of every staff member to observe and implement this policy and Council's risk management framework.

***Modern Slavery Risk Assessment Plan***

The Modern Slavery Risk Assessment Project was progressed through the CNSWJO and participating members.

The NSW Modern Slavery Amendment Act, 2021 requires local government to take reasonable steps to ensure that goods and services procured by and for Council are not the product of modern slavery.

The work on Modern Slavery undertaken by the CNSWJO is part of the regional Best Practice in Aggregated Procurement Program. The Toolkit for this program was fully funded by the NSW Government and its implementation comes at no extra cost to Council outside membership fees to the CNSWJO.



The policy and framework documents have been distributed to all staff for review and feedback. The Risk Management Policy is submitted to Council for endorsement and to be placed on public exhibition, prior to adoption after 28 days if there are no substantial submissions.

### **BUDGET IMPLICATIONS**

Risk is a part of the Operational Plan

### **POLICY IMPLICATIONS**

Nil

### **ATTACHMENTS**

- 1 Draft Risk Management Policy
- 2 Draft Risk Management Framework
- 3 Draft Modern Slavery Risk Management Plan



**DRAFT**

**POLICY**



**CENTRAL TABLELANDS WATER**

# **RISK MANAGEMENT POLICY**



**DOCUMENT CONTROL**

Document Title		Enterprise Risk Management Policy			
Policy Number		CTW-PR021			
Responsible Officer		Executive Manager Corporate Services			
Reviewed by		General Manager			
Date Adopted		X August 2025			
Adopted by		Council			
Review Due Date		June 2027			
Revision Number		2			
Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
2	July 2025	Redraft of 2016 policy to align with AS/NZS ISO 31000:2018	CSM		



## PURPOSE

The purpose of this policy is to express Central Tablelands Water (CTW) commitment to implementing organisation-wide risk management principles, systems, and processes that ensure the consistent, efficient, and effective assessment of risk in all Council's planning, decision-making, and operational processes.

## RISK MANAGEMENT FRAMEWORK

CTW provides critical services and infrastructure to its customers and visitors. The Council also has service agreements and contractual obligations with government and non-government agencies and organisations and has its own strategic goals and objectives that it seeks to achieve on behalf of the communities we serve.

It is therefore incumbent on the Council to understand the internal and external risks that may impact the delivery of these services, contracts, and strategic objectives and have processes in place to identify, mitigate, manage, and monitor those risks to ensure the best outcome for the Council, staff and the community. It is also our responsibility to ensure the efficient, effective, and ethical use of resources and services by ratepayers, residents, staff, and visitors.

CTW has developed a risk management framework consistent with AS/NZS ISO 31000:2018 to assist it to identify, treat, monitor, and review all risks to its operations and strategic objectives and apply appropriate internal controls.

The Council is committed to the principles, framework, and process of managing risk as outlined in AS/NZS ISO 31000:2018 and commits to fully integrating risk management within the Council and applying it to all decision-making, functions, services, and activities of CTW in accordance with our statutory requirements.

## RISK MANAGEMENT RESPONSIBILITIES

Council aims to create a positive risk management culture where risk management is integrated into all activities and managing risks is an integral part of governance, good management practice and decision-making at CTW. It is the responsibility of every staff member to observe and implement this policy and Council's risk management framework.

All staff are responsible for identifying and managing risk within their work areas. Key responsibilities include:

- complying with all policies, procedures and practices relating to risk management.
- senior staff and managers being familiar with, and understanding, the principles of risk management.
- all staff to alert management to risks that exist within their area, and
- performing any risk management activities assigned to them as part of their role.

Risk management is a core responsibility for all senior staff and managers at CTW. In addition to their responsibilities as staff members, senior staff and managers are responsible for:

- ensuring all staff manage their risks within their own work areas (risks should be anticipated, and reasonable protective measures taken),
- encouraging openness and honesty in the reporting and escalation of risks,
- ensuring all staff have the appropriate capability to perform their risk management roles,
- reporting to the General Manager on the status of risks and controls, and
- identifying and communicating improvements in CTW risk management practices.

CTW risk management function is available to support staff in undertaking their risk management activities.



To ensure Council is effectively managing its risk and complying with its statutory obligations, Councils Audit, Risk and Improvement Committee (ARIC) is responsible for reviewing the Council:

- risk management processes and procedures,
- risk management strategies for major projects or undertakings,
- control environment and insurance arrangements,
- business continuity planning arrangements, and
- fraud control plan.

#### **MODERN SLAVERY MANAGEMENT PLAN**

Any conduct constituting a modern slavery offence, or any conduct involving the use of any form of slavery, servitude or forced labour to exploit children or other persons taking place in the supply chain of organisations. See Modern Slavery Act 2018 (NSW) section 5.

The significance of a modern slavery risk or impact as determined by its scale (how grave it is), scope (how widespread the impact is or would be) and irremediable character (how hard it is to counteract or make good the resulting harm).

CTW's Modern Slavery Risk Assessment Management Plan covers how to identify risks and assess, the grievance mechanisms, as well as targets for monitoring and reporting.

#### **MONITORING AND REVIEW**

CTW is committed to continually improving its ability to manage risk. The Council will review this policy and its risk management framework at least every two (2) years to ensure it continues to meet the requirements of the Local Government Act 1993, the Local Government (General) Regulation 2021, and the Council requirements.



**DRAFT**

**PROCEDURE**



**CENTRAL TABLELANDS WATER**

# **RISK MANAGEMENT FRAMEWORK**



**DOCUMENT CONTROL**

Document Title		Risk management Framework			
Responsible Officer		Executive Manager Corporate Services			
Reviewed by		General Manager and Staff			
Date Adopted		X August 2025			
Adopted by		Council			
Review Due Date		June 2027			
Revision Number		1			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
	July 2025	New document	EMCS		



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## 1. INTRODUCTION

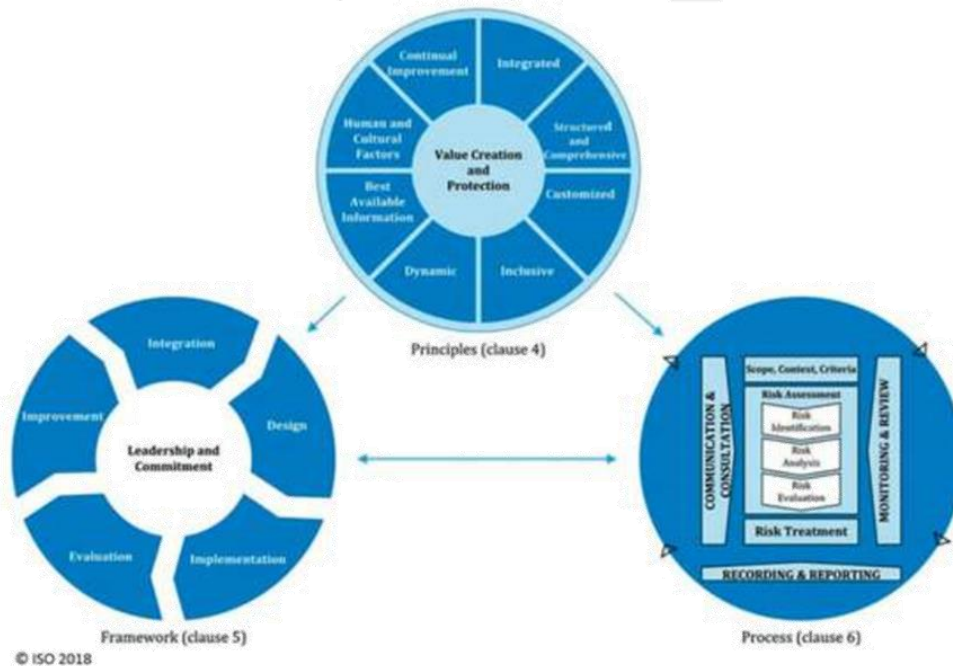
### 1.1 Purpose

The Central Tablelands Water Enterprise Risk Management Framework provides information on the roles, responsibilities, processes as well as procedures, standards, tools, and documentation to be used for managing risk.

Utilisation of the risk management framework will ensure that CTW strengthens management practices, decisions and resource allocation to protect the public's interest, provide value for money and ensure 'best practice' service to the customers.

CTW has chosen to align to the Australian ISO 31000:2018 Risk Management Guidelines.

Figure 1.0 Overview of ISO 31000:2018



### 1.2 What is a risk?

Risk is the effect of uncertainty being that positive or negative on an outcome. Risk is measured through a defined risk process which looks at the likelihood of the risk and the associated consequences that come with the risk.

### 1.3 What is risk Management

Risk management is a process of designing systems and procedures that will help control and manage risks that allows CTW to manage both negative consequences and future potential opportunities.



#### 1.4 Benefits of risk management

The benefits of CTW having a risk management framework are:

- Smarter decision making protecting the public interest
- Agile and adaptive to risk changes
- Informed decisions allowing for effective management of both negative and positive consequences
- Ability to focus resources to significant risks to reduce or gain impact
- Allow for individual accountability of risk identification and treatment.

#### 1.5 Goals of the framework

CTW is focused on identifying risks in order to make conscious decisions to accept, transfer or mitigate these risks in order to achieve CTW strategic goals and objectives. By designing and implementing a framework the objective is to achieve the following:

- Communicate the benefit of risk management practices
- Provide an integrated risk management system that services all aspects of strategic and operational business decision making
- Establish the roles and responsibilities for individual accountability
- Provide a framework that allows consistency, standardization and replication
- Provide a simplistic and easy risk process for every CTW employee to use
- Demonstrate periodic review and continuous improvement of the framework
- Ensure on-going sustainability of CTW as an organization.
- Engage a risk-based day-to-day thinking organization.
- Fit for purpose solutions
- Provide value for money.

#### 1.6 Risk management principles

The purpose of risk management is the creation and protection of value. It improves performance, encourages innovation, and supports the achievement of objectives.

The principles outlined in the figure below provide guidance on the characteristics of effective and efficient risk management, communicating its value and explaining its intention and purpose. The principles are the foundation for managing risk and should be considered when establishing the organization's risk management framework and processes. These principles should enable an organization to manage the effects of uncertainty on its objectives.



source: ISO 31000:2018



Risk	Definition
Integrated	Risk management is an integral part of all organizational activities
Structured and comprehensive	A structured and comprehensive approach to risk management contributes to consistent and comparable results
Customised	The risk management framework and process are customized and proportionate to the organization's external and internal context related to its objectives.
Inclusive	Appropriate and timely involvement of stakeholders enables their knowledge, views and perceptions to be considered. This results in improved awareness and informed risk management.
Dynamic	Appropriate and timely involvement of stakeholders enables their knowledge, views and perceptions to be considered. This results in improved awareness and informed risk management.
Best available information	The inputs to risk management are based on historical and current information, as well as on future expectations. Risk management explicitly takes into account any limitations and uncertainties associated with such information and expectations. Information should be timely, clear, and available to relevant stakeholders.
Human and cultural factors	Human behaviour and culture significantly influence all aspects of risk management at each level and stage.
Continual improvement	Risk management is continually improved through learning and experience.

### 1.7 Scopes and limitations

The scope of this document is extended to all potential risk categories to CTW in accordance with the risk matrix in Appendix B and are summarised below:

Risk Category	Areas of risk within this category
Environment	<ul style="list-style-type: none"> <li>Incidents with water</li> <li>Failure to observe Environmental legislation</li> <li>Environmental adverse impacts on living organisms through the organisations waste, contamination, pollution causing activities</li> <li>Planning of future design</li> <li>Projects and environmental impact from change</li> <li>Climate variability</li> <li>Land management</li> <li>Cultural heritage</li> <li>Degradation of community amenity/recreation</li> </ul>
Health and Safety	<ul style="list-style-type: none"> <li>Death of employee or multiple employees</li> <li>Water supply</li> <li>Death or injury to contractor/member of public</li> <li>Employee wellbeing</li> </ul>



Risk Category	Areas of risk within this category
Financial	<ul style="list-style-type: none"> <li>• Death of employee or multiple employees</li> <li>• Water supply</li> <li>• Death or injury to contractor/member of public</li> <li>• Over-expenditure on project delivery</li> <li>• Operational inefficiencies</li> <li>• Inadequate cost recovery</li> <li>• Long term affordability of services</li> </ul>
Service Delivery (Service Interruption)	<ul style="list-style-type: none"> <li>• Unable to supply water functionality to CTW constituents</li> <li>• Unable to maintain assets functionality to meet required service levels</li> <li>• IT security risks effecting supply of data and information sources</li> <li>• Inadequate forecasting of variation to service demands based on</li> <li>• population increase, climate variability, customer behaviour, legislative requirements.</li> </ul>
Reputation	<ul style="list-style-type: none"> <li>• Major and/or recurrent failure leading to significant media publications</li> <li>• Social media</li> <li>• Impact upon social/community values</li> <li>• Major and/or recurrent failures leading to the discredit of the organisation with regulators/suppliers/contractors etc.</li> <li>• Uncontrolled and unmonitored social media</li> <li>• Pricing increases</li> <li>• Gap between delivery of services and community expectation</li> <li>• Failure in leadership – issues that will reduce community belief that we have a clear vision for the future and are well organised</li> <li>• Major occurrence of any of the following, leading to significant media coverage and loss of community trust: <ul style="list-style-type: none"> <li>- breach of environmental responsibilities</li> <li>- breach of health and safety compliance</li> <li>- failure of service</li> <li>- breach of regulatory/statutory compliance</li> </ul> </li> <li>• financial mismanagement</li> </ul>
Compliance and Legal	<ul style="list-style-type: none"> <li>• Failure to comply to legislation and acts</li> <li>• Failure to comply to licencing conditions</li> <li>• Failure to meeting reporting deadlines</li> <li>• Inadequate adherence to conveyancing processes</li> <li>• Absence of appropriate land/property tenure</li> <li>• Inconsistent application of internal policies</li> </ul>
Projects	<ul style="list-style-type: none"> <li>• Delay in completion date of project</li> <li>• Project requirements not satisfied</li> <li>• Project quality compromised</li> <li>• Project budget exceeded</li> </ul>
Fraud	<ul style="list-style-type: none"> <li>• Misappropriation of assets</li> <li>• Conflicts of interest</li> <li>• Theft or misuse of confidential information</li> </ul>



Risk Category	Areas of risk within this category
Information Technology	<ul style="list-style-type: none"> <li>Technology</li> <li>Cyber Security/Data breach</li> <li>Business Continuity</li> <li>Critical infrastructure</li> </ul>
Modern Slavery	<ul style="list-style-type: none"> <li>Any conduct constituting a modern slavery offence, or any conduct involving the use of any form of slavery, servitude or forced labour to exploit children or other persons taking place in the supply chain of organisations</li> </ul>

### 1.8 Definitions

Table 1: Key risk definitions

Definition	Meaning
Risk	Effect of uncertainty on objectives
Risk Management	Coordinated activities to direct and control an organisation with regard to risk
Risk management Framework	Set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation
Risk Management Policy	Statement of the overall intentions and direction of an organisation related to risk management
Risk Attitude	Organisations approach to assess and eventually pursue, retain, take or turn away from risk.
Risk management plan	Scheme within the risk management framework specifying the approach, the management components and resources to be applied to the management of risk
Risk Management Process	Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

### 1.9 Risk appetite and risk tolerance

#### **Risk Appetite**

Risk appetite is the amount of risk, on a broad level, that Council is willing to accept in pursuit of value, and should reflect:

- Capacity to take on risk;
- Council strategic and operational objectives; and
- Evolving industry and market conditions.



Council has minimal to no appetite for risks that:

- Compromise the health, safety and wellbeing of staff, contractors and members of the community.
- Significantly disrupts essential services.
- Have a significant negative impact on its long-term financial sustainability and assets.
- Constitute a serious non-compliance with its legal obligations.
- Results in significant or irreparable damage to the environment.
- Results in widespread and sustained damage to its reputation.

***Risk Tolerance***

Risk tolerance provides more detail about Council's risk appetite. Risk tolerance defines the absolute limits (expressed as metrics for specific performance indicators) that Council will not exceed. Risk tolerance implies that Council cannot effectively deal with risks beyond these limits.

Council generally considers "high" and "extreme" risks as not being tolerable and requires action to reduce either the likelihood of the risk occurring and or the consequences should the risk occur. In regard to "moderate" and "low" risks, reasonable and practical actions will be taken along with ongoing monitoring to ensure Council's risk exposure does not increase.



## 2. RISK MANAGEMENT STRUCTURE

This section highlights the accountability and roles of all CTW employees in the risk management framework. It focuses on risk roles and responsibilities and how to escalate.

### 2.1 Roles and responsibilities

Risk is the responsibility of all employees. Risk responsibility will be defined to ensure that the level of risk being evaluated will be directed to the right level for sign off.

*Table 2: Roles and Responsibilities Table*

<b>Roles</b>	<b>Responsibilities</b>
Board	Board members are responsible in oversight of the following: <ul style="list-style-type: none"> <li>• Alignment to the strategic risk management policies and processes</li> <li>• Critical decisions aligned to the strategic risk appetite</li> </ul>
General Manager	The General Manager is responsible in oversight of the following: <ul style="list-style-type: none"> <li>• Adherence to the risk management policy</li> <li>• Alignment to the strategic risk management policies and processes</li> <li>• Alignment to the CTW risk management policies and processes</li> <li>• Critical decision making aligned to CTW risk appetite</li> <li>• Championing a risk management culture and supporting the enhancement of risk management practices across the organisation</li> <li>• Guiding executive managers on the appropriate risk appetite in alignment with the Enterprise Risk management framework</li> <li>• Embedding risk thinking into all strategic, and operational decisions</li> <li>• Participation in any strategic risk analysis workshop for the business</li> </ul>
All Staff	Staff are responsible for: <ul style="list-style-type: none"> <li>• Alignment to this risk management framework Identification of risks within standard operating procedures</li> <li>• Participation in risk processes including identification, analysis, evaluation and treatment</li> <li>• Notification of risks that are outside of their control to their appropriate section leader or group manager</li> <li>• Utilisation of the correct risk processes and risk</li> </ul>
Audit, Risk, and Improvement Committee (ARIC)	<ul style="list-style-type: none"> <li>• Provide advice on the adequacy of Council's current risk management framework and associated procedures for effective identification and management of financial and business risks, including fraud</li> <li>• Review the impact of the risk management framework on its control environment and insurance arrangements</li> <li>• Review whether a sound and effective approach has been followed in developing strategic risk management plans for major projects or undertakings</li> <li>• Review whether a sound and effective approach has been followed in establishing business continuity planning arrangements, including whether plans have been tested periodically</li> </ul>



## 2.2 Escalations

All Central Tablelands Water staff have the responsibility to identify and escalate risks to their managers, where they are unable to find a suitable treatment. Any stakeholder in CTW has the right to raise a risk, analyse it and identify appropriate treatment.

Identification of the severity of a risk will be done through use of the Risk Assessment Table.

Delegation of risk will be identified in the CTW risk matrix, highlighting accountability and responsibility if specified, where not specified it is up to the individual to treat the risk or escalate it where required as described in the relevant risk response procedures.

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### 3. MANDATE AND COMMITMENT

#### 3.1 Our commitment

CTW recognizes that risk management is an integral part of good management practice. We are committed to establishing an organizational culture that ensures a consistent and systematic application to risk management, one that is embedded in all of our activities and business processes.

It is aligned to this risk management framework and enables the correct procedures and plans to be created.

CTW aims to evaluate potential benefits alongside identified risks as part of our strategic planning process in order to achieve positive outcomes and a consistent approach across the whole of the business.

Our risk management policy covers the implementation, objectives, and responsibilities of risk management within CTW. Our key objectives are to enable:

- Informed business decisions based on risk assessment
- Identification, prioritization, and management of risks in a consistent and transparent manner
- Strategic planning processes to be improved as a result of a structured consideration of all risks
- Reduction of risks through continuous improvement
- Residual risks to be clearly identified and managed
- Compliance with relevant legislation and improved internal governance
- CTW resources to be safeguarded.

It is the responsibility of General Manager to endorse and support the risk management process. Managing risk is every employee's responsibility at CTW.

#### 3.2 Authorities for compliance

CTW works under the Local Government Act 1993. Best Practice Management guidelines have been developed for NSW Local Water Utilities governed by the ACT. These guidelines stipulate the requirements for risk management and accountability across 6 key criteria. All CTW risks must be managed in accordance with these requirements. CTW works in compliance with their internal Governance frameworks, which stipulate the requirements of actions and behaviours to ensure we align to all relevant legislations and best practices that we are required to comply to within our industry.

CTW also works in alignment with the Australian ISO 31000:2018 Risk Management Principles and Guidelines (AS ISO 31000).

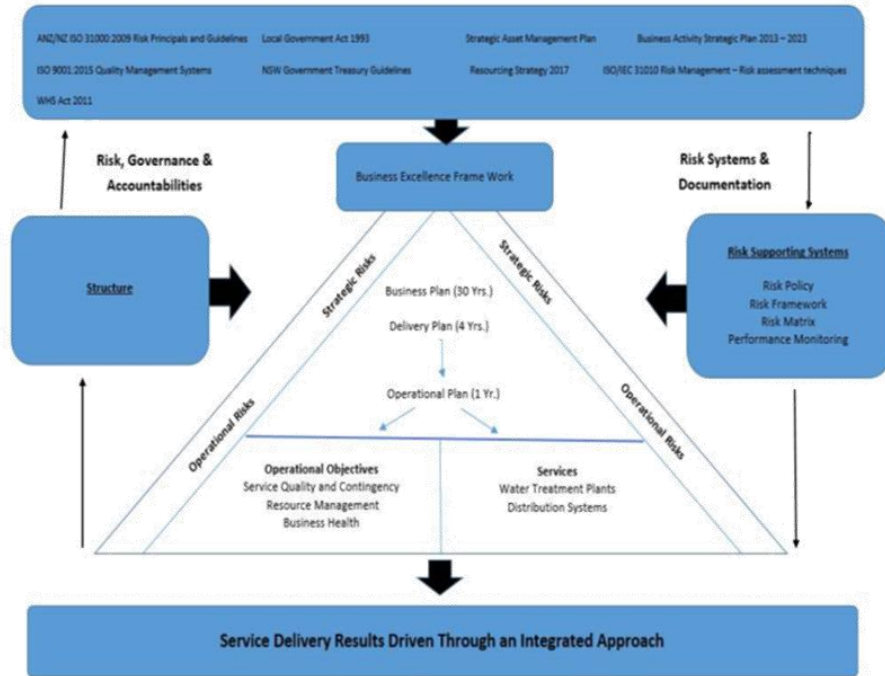
#### 3.3 Governance through procedures

CTW is committed to governance through plans, systems and programs that align with this risk management framework and the Council's risk management policy.



#### 4. RISK MANAGEMENT FRAMEWORK

The figure below demonstrates the relationships between strategic and operational plans and the risk framework at CTW.



##### 4.1 Risk hierarchy

Risks should be associated with each cascading plan that is aligned to our overall strategic vision (25-year plan). The strategic plan will be evaluated against the strategic risk matrix to ensure that all external risk categories are considered in future planning. The Operational Plan will link to this risk management framework.

Plans	Hierarchy of Risk	Accountability
Strategic Business Activity Plan	<b>Strategic Risks</b> <ul style="list-style-type: none"> <li>• Risks that have a positive or negative effect on achieving strategic purpose or objectives</li> <li>• Risks at this levels that impact resource allocation to achieve objectives</li> <li>• Risk of external Government risk that impact or change the strategic alignment</li> </ul>	Board and General Manager
Delivery Program (Aligned with Asset Management Plan)	<b>Delivery Risks</b> <ul style="list-style-type: none"> <li>• Risk regarding lack of alignment to the strategic plan</li> <li>• Risk in regard to service quality and continuity</li> <li>• Risk in regard to sustainable resource management</li> <li>• Risk in regard to business health</li> <li>• Risk in regard to community leadership</li> <li>• Risk in regard to readiness for change</li> </ul>	4-year council board



Plans	Hierarchy of Risk	Accountability
Work Health and Safety Plan	<b>WHS Risks</b> <ul style="list-style-type: none"> <li>• Risk in regard to failing to comply with legislation</li> <li>• Risk in regard to workers compensation claims</li> <li>• Risk in regard to insurance premiums</li> </ul>	General Manager & Executive Managers
Resourcing Strategy Plan	<b>Resourcing Risks</b> <ul style="list-style-type: none"> <li>• Risk in lack of resource to support deliverables within the delivery plan which is cascaded to the operational and group business plans</li> <li>• Risk of human capital</li> <li>• Risk of financial equity</li> <li>• Risk of capacity within assets</li> </ul>	Executive Corporate Services Manager
Operational Plan (Annually)	<b>Operational Risks</b> <ul style="list-style-type: none"> <li>• Risk in alignment to the delivery plan</li> <li>• Risk of over committing resources</li> <li>• Risk in lack or review against objectives during the annum</li> <li>• Risk of external context adjusting business objectives</li> </ul>	Executive Managers
Asset Management Plan	<b>Asset Management Risks</b> <ul style="list-style-type: none"> <li>• Risk in lack of asset management planning</li> <li>• Risk in lack of understanding asset life cycle management</li> </ul>	Executive Managers
Business Contingency Management Plan & Emergency Incident Response Plan	<b>Business Contingency Risks</b> <ul style="list-style-type: none"> <li>• Risk in not capturing critical tasks to supply to public</li> <li>• Risk in not having planned scenarios to ensure execution captures all critical tasks</li> <li>• Risk in not having Incident response protocol and command hierarchy</li> </ul>	General Manager & Executive Managers
Project Management Plans	<b>Project Risks</b> <ul style="list-style-type: none"> <li>• Risk in lack of identification of critical risks that will impact supply</li> <li>• Risk in not accounting for correct legislation, codes and regulatory requirements</li> </ul>	General Manager & EMOTS

#### 4.2 Risk management frameworks

Our default risk management table for effective risk management is the GWCC risk assessment tables (Appendix B). This risk assessment table will be the key tool to refer to for effective risk assessment, aiming to always reduce the risk to the lowest possible form.

Risk will be managed through different risk scenarios or levels of risk that could occur at CTW.

Risk	When to use this	User
CTW Risk Assessment Tables	CTW risk matrix is used to assess all external and internal risks that could have the potential threat to CTW. The associated risk tables are to be used by all levels of staff at CTW.	ALL



CTW has external regulators, where in circumstances we may need to reference their prescribed risk assessment tables instead of our own, in this scenario approval of use is to be given by the owner of user listed below:

- Australian Drinking Water Guidelines Risk Assessment Tables
  - Australian Drinking Water Guidelines has its own prescriptive requirements for treating risk, when the risk is associated with drinking water quality, please refer to their risk assessment tables - Chapter 3: Framework for Management of Drinking Water Quality
    - Production and Services Manager.

#### 4.3 Risk registers

Risk registers are required to ensure all external and internal threats and opportunities have been captured, this allows for effective risk evaluation, analysis and treatment.

Council will maintain a centralized online Risk Register (Pulse) which provides an accurate and complete record of risk assessment and management activities. The Risk Register is maintained by the Risk Owners and administered by the Corporate Services Manager.

The Risk Register includes the following core information:

Data Field	Data Field Explanation
Risk ID	Unique identifier which identifies the risk (system generated)
Risk Code	Only to be used for the classification of WHS & DWMS risks
Risk Owner	Risk owner by position title (only one risk owner for each risk)
Risk Area	The section of Council responsible for the risk
Risk Category	Relevant to the risk, using the risk categories listed in the Risk Matrix, each risk is to be categorised.
Risk Description	A description of the risk, possible causes and impacts
Inherent Risk	Inherent risk before controls or mitigating action; risk rating as per Risk Matrix
Mitigation Strategy	Existing controls that are in place
Residual Risk	Risk rating after the application of controls
Future Actions	Identify and capture any future actions that need to be carried out to further reduce risk in order to manage the risk to an acceptable level.
Due Date	Stipulate when actions are due to be completed
Target Risk	Proposed risk rating after the implementation of mitigating
IP&R Link	Council's IP&R objective that the risk impacts

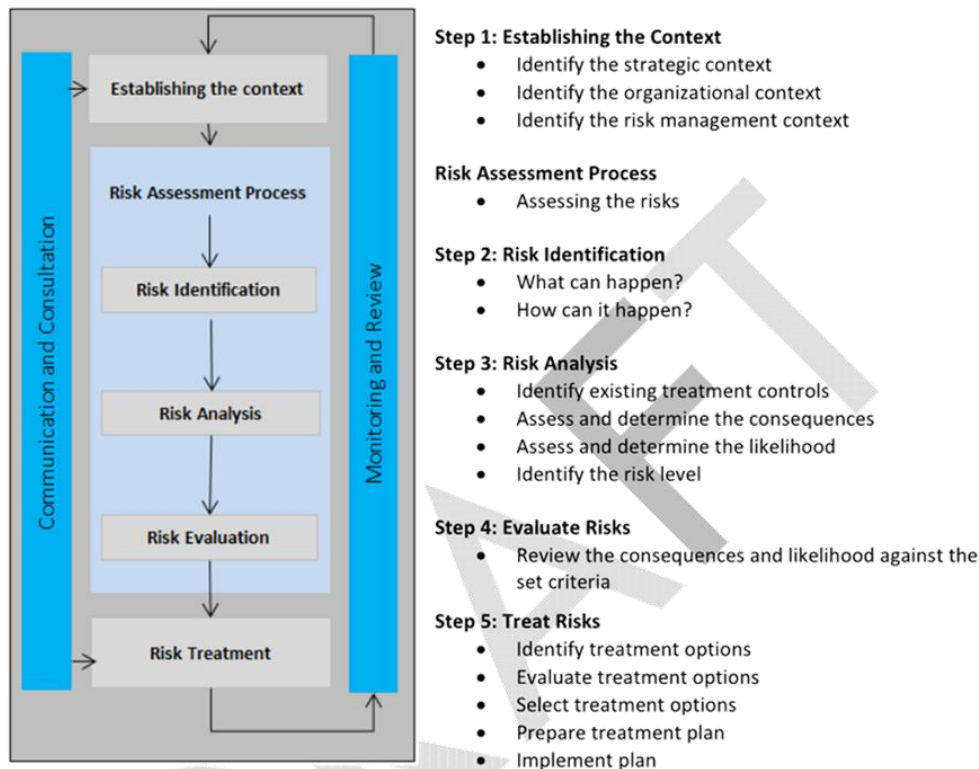
Risk Owners will be responsible for reviewing and moderating risks within their area of responsibility and accountability ever six months, to ensure that the assessment and actions taken are acceptable.



#### 4.4 Risk management process

The risk management process is defined by the ISO Australian 31000:2018 Risk Management Guidelines highlights the key steps in the risk management process.

##### *Risk Assessment Process Summarized*



At all stages of the process communication and consultation must be present, to ensure that the information has been gathered and taken into account.

Risk Management involves adopting and applying a systematic process to identify, analyse, assess, control, and monitor these hazards so that the risks those hazards present to the business and its employees is reduced and maintained within an acceptable level – a level referred to as ‘As low as reasonably practicable’.

Risk management is, and needs to be, a proactive process. For the Risk Management Process to be truly effective it requires constant participation and analysis by all persons performing works or planning works within CTW.

*Establishing the Context* - it's important to consider all external and internal environments when establishing the context, major external influences should be via your stakeholder requirements and input:

- Central Tablelands Water Strategic Business Plan
- Central tablelands Water Delivery Program
- Central Tablelands Water Annual Operational Plan



CTW's Risk Management Policy should consider all external and internal environmental impacts that have been identified and stipulate these requirements. This policy should identify understanding the external context which are external risks that are exposures that result from environmental conditions that CTW are not able to control or influence, while internal context is internal risks that are focused around the internal environment and the objectives the organization is wanting to achieve.

**External Context**

- Review strengths, weaknesses, opportunities and threats (SWOT Analysis)
- Look at relationships, perceptions and values of external stakeholders

**Internal Context**

- Objectives and strategies that are in place
- Governance and structure
- Roles and accountability
- Human resources, systems, and processes
- Changes to processes and compliance
- Risk appetite of the organization

Risk management process has three stages to the Risk Process:

- Identify the Risks/Hazards
- Assess the Risks both raw and residual
- Put in place control measures to remove or minimize the risks prior to starting or use business as usual procedures.



Central Tablelands Water Risk Management Process		
Communication & Consultation	Establishing The Context	
	It's important to consider all external and internal environments when establishing the context, major external influences should be via your stakeholder requirements and input.	
	External Context	Internal Context
	External risks are exposures that result from environmental conditions that CTW are not able to control or influence	Internal risks are focused on the internal environment and the objectives that the organization is wanting to achieve
	Risk Identification	
	Risk identification is about identifying risk within the risk categories or any other sources or risk, areas of impacts, potential event and identifies the causes and potential consequences. Risk Identification can be done through any of the following forums:	
	<ul style="list-style-type: none"><li>• Strategic Planning</li><li>• Day to Day Organizational activities</li><li>• Review against standards and guidelines</li><li>• Incident or Complaints</li><li>• Investigation Processes</li></ul>	
	Identify a list of threats and opportunities from these areas, and identify what could enhance, prevent, degrade, accelerate or delay the achievement of success in these processes or objectives.	
	Risk Analysis (Raw Risk)	
	Risk Analysis looks at what, where when and how the risk can arise, using the risk matrix the risk is assessed against criteria to get a risk score of low, moderate, high, or very high. When reviewing the risk, you also review the existing controls that are already in place and how effective those controls are. Risk Analysis allows you to evaluate the risk exposure through a likelihood and consequences table. GWCC risk assessment tables which are used for all CTW operations	
Monitor and Review	Risk Evaluation (Treated Risk)	
	After risk analysis you would have identified a risk score, reviewed the risk and its current controls, and determined if the risk level is acceptable or if you require more controls in place. If multiple risks have been identified, prioritize the order that these should be treated.	
	Risk Treatment	
	Risk treatment plans may involve redesign of existing controls, introduction of new controls or monitoring of existing controls. Depending on the risk score; certain risks can be managed using business as usual procedures and processes however some risks require treatments options that will require a lot of resource, time and energy to manage. Risk in the pursuit of opportunity also needs to be considered, if the opportunity is worth more than the risk a decision can be made to continue without treatment with the appropriate consultation.	
	CTW depending on the Risk Score will either avoid, transfer, mitigate or accept the risk, refer to the GWCC risk assessment tables Don't only consider the risk treated but consider if risks have been introduced because of the treatment you have put in place	
Monitoring the risk		
To ensure effectiveness of the risk treatment, dependent on the level of treatment, monitoring of the risk it is essential to ensure that the treatment continues to reduce the risk to the correct level. Use our risk register to monitor risks effectively		
TREATED RISKS ARE ONLY AS GOOD AS THEIR CONTROLS ARE MANAGED		



## **5. MONITOR AND REVIEW**

Monitoring and review of the risk processes should be managed in alignment with our procedures and processes that CTW has in place.

Specifically for risk treatment management, the risk register will be used for monitoring the treatment of risks.

Annually our performance targets for risk should reflect our organizational objectives and align with our risk appetite.

## **6. COMMUNICATION AND CONSULTATION**

Where there are changes in processes or treatment requirements of risk through monitoring, review or continuous improvement it is important that the correct training, education and communication is maintained so that all employees are aligned to the new changes.

All training will be done in alignment with the procedures from the Resourcing Strategy.

## **7. CONTINUOUS IMPROVEMENT OF RISK TREATMENTS**

Risk treatment once identified does not mean that the risk treatment isn't reviewed again; as processes change or evolve risk treatment should be reviewed. Risk treatment should be reviewed through the Plan, Do, Check, Act Cycle to ensure that the treatment is still effective, or if a better treatment option can be applied.

Take into account when the risk treatment was applied, was it treated to the best level, or were there constraints due to financial, time or other factors that are now not in place.

Risks should have a review date set to review them in the risk register, however if external or internal changes occur prior to this date, the risk treatment will need to be re-evaluated using the risk assessment process.

Once risk treatments are reviewed, if these risks can be lowered this will work towards our overall organization risk score with an aim to minimize risks overall as an organization.

## **8. IMPLEMENTATION OF THE RISK MANAGEMENT FRAMEWORK**

To ensure that this enterprise risk management framework is effective, implementation and sustainability of it is essential, in theory this is ensuring that risk based approach thinking is part of how CTW operates as an organization.

For effective implementation all groups must support and align to the implementation of the Risk management Framework.



## 9. TRAINING

### 9.1 Risk workshops to support implementation

CTW will hold risk workshops to enable groups to identify their key risks and use the risk assessment tables and risk process to effectively analysis, evaluate, treat and monitor risks.

### 9.1 Risk training

CTW will put together documentation to support new employees in how to effectively manage risk in their daily roles and will be divided into:

- Field crew training (rolled out by WHS)
- Office based training
- Leadership training.

The risk training will be supported with information on the CTW intranet system, allowing the opportunity for staff to continue to access frameworks, tools and supporting aids to continue to embed risk thinking into their daily practices.

Additional training requirements may also be developed as a result of any “lessons learned”. For example, workplace health and safety incident reviews, complaints and other areas for improvement that are identified.



## 10. TOOLS REFERENCE

### 10.1 Risk tools – quick links

The following tools will be made available.

Tool	Definition for Use	Link
Operational Risk Assessment Tables	Use to evaluate risk for all business risks including WHS risks.	Risk Assessment Tables
Risk Assessment Process	Aids in how to evaluate a risk and apply the correct treatment, ideally being elimination of the risk	Risk Assessment Process
Plan, Do, Check, Act (PDCA) Cycle	Aids in ensuring that risk is not only evaluated, but also treated and monitored, whilst continually improving the risk	PDCA Cycle
Risk Implementation Plan	A guide to implementing risk into a group or department, with check lists and audit tools	Risk Implementation Plan
Risk Register	Where risks that have been identified, and treated a captured and monitored	Risk Register Database how to use it successfully
SWOT Analysis	Tool to support assessment of current risks and opportunity presented	SWOT Analysis Overview
Project Risk Handover check sheet	Transferring risks associated with projects into the Risk Database.	Project Risk Handover Checklist



## 11. APPENDIX

### Appendix A - ISO Guide 73:2009, Definitions

(Extracted from the AS/NZS 31000:20109 Risk Management – Principles and Guidelines)

Definition	Meaning
Communication and Consultation	Continual and iterative processes that an organization conducts to provide, share or obtain information and to engage in dialogue with stakeholders regarding the management of risk
Consequences	Outcome of an event affecting objectives, expressed qualitatively, quantitatively or semi-qualitatively
Control	Measure that is modifying risk; an existing process, policy, device, practice or other action that acts to minimize negative risk or enhance positive opportunities
Establishing the Context	Defining the external and internal parameters to be taken into account when managing risk, and setting the scope and risk criteria for the risk management policy
Event	Occurrence or change of a particular set of circumstances
External Context	<p>External environment in which the organization seeks to achieve its objectives. This can include cultural, social, political, legal, regulatory, financial technological, economic, natural, and competitive environment, whether international, national, regional or local.</p> <ul style="list-style-type: none"> <li>• Key drivers and trends having impact on the objectives of the organization.</li> <li>• It also looks at the relationships with perceptions and values of external stakeholders.</li> </ul>
Internal Context	<p>Internal environment in which the organization seeks to achieve its objectives.</p> <ul style="list-style-type: none"> <li>• Governance, organizational structure, roles and accountabilities</li> <li>• Policies, objectives and strategies that are in place to achieve them.</li> <li>• The capabilities, understood in terms of resources and knowledge</li> <li>• Information systems, information flows and decision-making processes</li> <li>• Relationships with, and perceptions and values of internal stakeholders</li> <li>• The organizations culture</li> <li>• Standards, guidelines, and models adopted by the organization</li> <li>• Form and extern of contractual relationships</li> </ul>
Levels of Risk	Magnitude of a risk or combination of risks, expressed in terms of the combination of consequences and their likelihood
Likelihood	Chance of something happening
Monitoring	Continual checking, supervising, critically observing or determining the status in order to identify change from the performance level required or expected
Residual Risk	Risk remaining after risk treatment
Review	Activity undertaken to determine the suitability, adequacy and effectiveness of the subject matter to achieve established objective
Risk	Effect of uncertainty on objectives <sup>2</sup>
Risk Analysis	Process to comprehend the nature of risk and to determine the level of risk
Risk Assessment	Overall process of risk identification, risk analysis and risk evaluation



Definition	Meaning
Risk Criteria	Terms of reference against which the significance of a risk is evaluated
Risk Evaluation	Process of comparing the results or risk analysis with risk criteria to determine whether the risk and /or its magnitude is acceptable or tolerable
Risk Identification	Process of finding, recognizing and describing risks
Risk Management	Coordinated activities to direct and control an organization with regard to risk
Risk Management Framework	<p>A structured and disciplined approach to aligning strategy, people, processes, technology, and knowledge for the purpose of evaluating and managing the uncertainties that we could face while creating value. It is applicable to all aspects of CTW.</p> <p>Set of components that provide the foundations and organizational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organization</p>
Risk Management Plan	Scheme within the risk management framework specifying the approach, the management components, and resources to be applied to the management of risk
Risk Management Policy	Statement of the overall intentions and direction of an organization related to risk management
Risk Management Process	Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analyzing, evaluating, treating, monitoring and reviewing risk.
Risk Owner	Person or entity with the accountability and authority to manage a risk
Risk Profile	Description of any set of risks
Risk Rating	Qualitative expression of the combined consequence and likelihood of the occurrence of a specified event. Either Low, Medium, High or Very High are the levels or rating CTW hold.
Risk Source	Element which alone or in combination has the intrinsic potential to give rise to risk
Risk Treatment	Process to modify risk
Stakeholder	Person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity
Strategic Risk	Risk that occurs within the CTW strategic business plan, mission, purpose, key directions, and cascading objectives that will have a significant impact on the business in the longer term or substantial impacts.



## Appendix B - Risk Matrix and Consequence Table

### Risk Matrix

Likelihood	Consequence					
		Insignificant	Minor	Moderate	Major	Catastrophic
	Almost Certain	MEDIUM	HIGH	HIGH	EXTREME	EXTREME
	Likely	MEDIUM	MEDIUM	HIGH	HIGH	EXTREME
	Possible	LOW	MEDIUM	HIGH	HIGH	HIGH
	Unlikely	LOW	LOW	MEDIUM	MEDIUM	HIGH
	Rare	LOW	LOW	MEDIUM	MEDIUM	HIGH

### Risk Response

Rating	Required Response
<b>EXTREME</b>	Do not proceed with any activities where the risk is in this category without specialist assistance to further treat/reduce risk including the development of contingency plans and/or transference strategies. This level of risk requires immediate, General Manager level attention. Solutions need to be developed and actioned immediately; action plans may require close attention by the General Manager until the risk is managed to the desired level. Only the General Manager can authorize work to be undertaken at this level of risk.
<b>HIGH</b>	Activities with the risk in this category require immediate attention of appropriate Manager. Do not proceed with any treatment option without clear and timely action plans identified to reduce the risk. Action plans must be approved by appropriate Manager. Only the relevant Manager can authorize work to be undertaken at this level of risk.
<b>MEDIUM</b>	Activities with the risk in this category require attention with a degree of priority. Remedial action should be identified, and implementation commenced with appropriate priority. Only the relevant Coordinator/Engineer can authorize work to be undertaken at this level of risk.
<b>LOW</b>	LOW While control issues may exist at this level, their impact is deemed low. All staff are expected to review the assessment and controls; and, where controls are not satisfactory remedial action should be identified and implemented where practical.

### Likelihood Descriptors

Probability Factor	Descriptor	Probability of Occurrence
Almost Certain	There is a >90% chance that the event will occur once in the next 12 months. Frequent past history.	Within 6 months
Likely	There is a 65% - 90% chance that the event will occur once in the next 12 months. Some past history.	next 12 months.
Possible	There is a 35% - 65% chance that the event will occur once in the next 12 months. Some past warning signs or previous events.	Within 3 -5 years
Unlikely	There is a 10% - 35% chance that the event will occur in the next 12 months.	Within 10 – 20 years
Rare	There is a <10% chance that the event will occur once in the next 12 months. No known past history or event.	More than 20 years



*Consequence*

<b>Risk Category</b>	<b>Insignificant</b>	<b>Minor</b>	<b>Moderate</b>	<b>Major</b>	<b>Catastrophic</b>
<b>Environment</b>	Environmental incident to localized area with recovery in days	Environmental incident to localized area with recovery in weeks	Serious environmental damage affecting numerous locations with recovery in months	Breach of environmental Legislation resulting in legal proceedings or penalties imposed against CTW, or serious environmental damage of regional significance with recovery in years. EPA notifiable incident	Serious breach of Environmental legislation resulting in protracted legal proceedings or significant findings/ penalties against CTW, or Long-term environmental damage of regional significance with recovery in 25+ years
<b>Health and Safety</b>	A workplace incident resulting in injury (or potential injury), where the injured person is unable to perform normal duties for a period of less than 7 days.	A workplace incident resulting in injury (or potential injury), where the injured person is unable to perform normal duties for a period of greater than 7 days, but less than 90 days, or a lost time injury resulting in less than 5 days absence.	A workplace incident resulting in serious injury or illness, where the injured person is unable to perform normal duties for a period of greater than 90 days), or a workplace incident requiring SafeWork NSW notification.	A workplace incident resulting in a permanent injury causing significant incapacitation, or a workplace incident requiring SafeWork NSW notification of a "non-disturbance of the incident scene"	Serious breach of environmental legislation resulting in protracted legal proceedings or significant findings/ penalties against CTW, or Long-term environmental damage of regional significance with recovery in 25+ years
<b>Finance</b>	Negligible financial loss; less than \$10,000; up to 10% of program/project value	Minor financial loss; \$10,000 - \$50,000; 10% - 15% of program/project value	Significant financial loss; \$50,000 - \$500,000; 15% - 25% of program/project value	Major financial loss; \$500,000 - \$1m; 25% - 50% of program/project value	Extensive financial loss; in excess of \$1m; >50% of program/project value
<b>Service Delivery (Service Interruption)</b>	< 4 hrs	Up to 1 day	1 day to 1 week	1-week to 1 month	More than 1 month
<b>Reputation</b>	Isolated, internal or minimal attention or complaint	Heightened local community concerns and criticism	Significant public criticism with or without media attention; short to midterm loss of support from community	Serious public outcry, state media attention and long-term loss of support from community	Extensive public outcry; national media attention; loss of State Government support with appointment of administrator



Risk Category	Insignificant	Minor	Moderate	Major	Catastrophic
<b>Compliance and Legal</b>	Isolated non-compliance or breach; minimal failure of internal controls	Contained non-compliance or action with short term significance; some impact on normal operations	Significant claim or breach involving Statutory authority or investigation; prosecution possible	Major breach with litigation/fines and long-term significance; critical failure of internal controls	Extensive litigation/ fines with possible class action; indictable offences
<b>Projects</b>	No measurable operational impact	Minor delay	Moderate delay, impact on quality	Significant delay, project overbudget	Indefinite delay, project requirements not met, quality compromised
<b>Fraud</b>	Financial loss to company is less than \$1,000, no media coverage, isolated employee dissatisfaction, event does not need to be reported to authorities	Financial loss to company is between \$1,000 and \$10,000, limited local media coverage, general employee morale problems, incident is reportable to authorities, but no follow-up	Financial loss to company is between \$10,000 and \$100,000, short-term regional or national media coverage, widespread employee morale problems, incident must be reported to authorities and immediate corrective action is necessary	Financial loss to company is between \$100,000 and \$10M, national long term media coverage, widespread employee morale problems and turnover, incident must be reported to authorities and sanctions against company result	Financial loss to company is more than \$10M, international long-term media coverage, widespread employee morale issues; multiple senior leaders leave, incident must be reported to authorities and significant sanctions and financial penalties result
<b>Information Technology</b>	No measurable operational impact	Minor downtime or outage in single area of the organization; addressed with local management and resources	Significant downtime or outage in multiple areas of the organization; substantial management required	Loss of critical functions across multiple areas of the organization; long term outage; extensive management with external resources required	Extensive and total loss of critical and/ or entire organisation; disaster management required



**DRAFT**

**POLICY**



**CENTRAL TABLELANDS WATER**

# **MODERN SLAVERY RISK ASSESSMENT MANAGEMENT PLAN**



## DOCUMENT CONTROL

Document Title		Modern Slavery Risk Assessment Management Plan			
Policy Number		CTW-PR021			
Responsible Officer		Corporate Services Manager			
Reviewed by		General Manager			
Date Adopted		X August 2025			
Adopted by		Council			
Review Due Date		June 2027			
Revision Number					
Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
New	July 2025	New Plan	CSM		



## PURPOSE

The purpose of this Management Plan is to implement organisation-wide anti-slavery risk management, systems, and processes that ensure the consistent, efficient, and effective assessment of anti-slavery risk in all Council's planning, decision-making, and operational processes.

## DEFINITIONS

ASC	Anti-Slavery Commission
Grievance Mechanism	A process for managing a complaint or grievance about modern slavery that is consistent with the criteria set out in Principle 31 of the United Nations Guiding Principles.
IRIT	NSW Anti-slavery Commissioner's Inherent Risk Identification Tool. Forms part of the Anti-Slavery Commission Guidance on Reasonable Steps.
Modern Slavery	Any conduct constituting a modern slavery offence, or any conduct involving the use of any form of slavery, servitude or forced labour to exploit children or other persons taking place in the supply chain of organisations. See Modern Slavery Act 2018 (NSW) section 5.
Salient Risk	The significance of a modern slavery risk or impact as determined by its scale (how grave it is), scope (how widespread the impact is or would be) and irremediable character (how hard it is to counteract or make good the resulting harm).
SME	Small or medium enterprise or business.
Tier One Suppliers	a company that directly provides goods or services to another company, forming the first level of the supply chain.

## IDENTIFICATION AND ASSESSMENT

- Initial risk assessment against current suppliers with an annual spend over \$150K should be completed. The risk assessment initially addresses Modern Slavery risks of tier one suppliers.
- The initial risk assessment should also include an audit of high-risk products regardless of spend value.
- Subsequent risk assessments on new suppliers with an annual spend over \$150K should be conducted annually. The risk assessment initially addresses Modern Slavery risks of tier one suppliers.
- CTW will create a centralised database and collate data regarding all new and existing suppliers.
- CTW will send questionnaires to all new suppliers annually and a review will be conducted against all suppliers with a spend over \$150K biennially. CTW will assign a risk rating to each of these suppliers based on a ASC methodology.
- Before proceeding with any purchase over \$150K this rating should be reviewed before going through the Tender process.

## TENDERS AND QUOTATIONS

- a) All tenders and quotations require a further Preliminary Questionnaire to be completed by the supplier with their documentation prior to consideration of the Tender/Quotation. If the supplier does not complete the Questionnaire the submission will become invalid, subject to clause (d) below.



- b) If the risk of the Supplier remains high after consideration of the Tender/Quotation, then Council should approach the Supplier to see if they can lower their risk.
- c) Evaluation of the risk to Council will need to be considered prior to the awarding of a Tender/Quotation. A weighting of between 5% and 10% should be set.
- d) Caution should be taken not to overburden SMEs and/or Aboriginal businesses. Consideration of the size and resources of these businesses should be considered when evaluating the Tender/Quotation.

### **OPERATIONAL TARGETS**

The following data should be collected and reported annually to the ASC.

- a) Percentage of employees completed the three levels of modern slavery training:
  - i. General
  - ii. Tender/Quotation
  - iii. Executive
- b) Percentage of questionnaires sent to high-risk suppliers.
- c) Percentage of Grievance Mechanisms submitted.
- d) Percentage of agreed and activated Remediation plans.

### **GRIEVANCE MECHANISM**

A grievance and remediation form should be available to all employees and suppliers.

All grievances should be addressed within 28 days of receiving a completed and signed Grievance Mechanism Form.

### **ASSIGNED RESPONSIBILITY**

The Accounts Payable Officer should collate data for all new Suppliers, Suppliers with a spend greater than \$150K, and all other Suppliers that provide high-risk products regardless of spend. Collated data should be forwarded to annually to CNSWJO for addition to the Centralised Data Base.

Any staff raising a Quotation/Tender are responsible for the review and assessment of the Supplier's submission using data collected from the Preliminary Questionnaire submitted with the Tender/Quotation documents.

Acceptance of the risk to council will be the responsibility of Councillors, General Manager and Executive Managers.

The processing of Grievances and remediation of same will be the responsibility of Executive Manager Corporate Services.

Annual reporting to the Auditor General and Anti-Slavery Commission with regards to Modern Slavery will be the responsibility of the Executive Management Accountant.

Annual review of the effectiveness of the risk management measures described in this plan should be the responsibility of the Executive Management Accountant, along with any updates to legislation and guidelines.



**12.9) POLICY REVIEW: CONCEALED LEAKS (CM.PL.1)**

**Author:** Corporate Service Manager  
**IP&R Link:** – 1.2: Compliance and Regulation

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**RECOMMENDATION:**

That Council:

1. Endorse the updated Concealed Leaks Policy,
2. Place the Concealed Leaks Policy on public display for a period of 28 days, and
3. If no substantial submissions are received during the public display period Concealed Leaks Policy be adopted.

**REPORT**

This policy was presented to Council in February 2025 for adoption, however, in dealing with the policy in relation to a Ratepayer request, it became evident that the terms ‘concealed’ and ‘rural residential’ needed to be clarified further.

**Concealed Leak**

*A concealed leak is a water leak on your property that is not visible, such as when there is a leak in underground pipes. A concealed leak doesn't include a leak within your property like a constantly running toilet or a burst pipe in an internal wall.*

**Rural Residential**

*Council does not have a classification of ‘rural residential’, therefore this policy only applies to Rural ratepayers.*

Refer to the track changes in the draft Policy (Attachment A) to review to other minor clarifications.

This document is submitted to Council for endorsement to place on public exhibition prior to adoption.

**BUDGET IMPLICATIONS**

Nil

**POLICY IMPLICATIONS**

Nil

**ATTACHMENTS**

- 1 Draft Concealed Leaks Policy - August 2025



**DRAFT**

**POLICY**



**CENTRAL TABLELANDS WATER**

# **CONCEALED LEAKS POLICY**



**DOCUMENT CONTROL**

Document Title		Concealed Leaks Policy			
Policy Number		CTW-PR044			
Responsible Officer		Executive Management Accountant			
Reviewed by		General Manager			
Date Adopted		X September 2025			
Adopted by		Council			
Review Due Date		September 2029			
Revision Number		5			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1	12/10/2016		DFCS		16/079
2	14/10/2020		DFCS		20/095
3	15/12/2022		DFCS		22/103
4	19/02/2025		DFCS & GESO		25/003
<u>5</u>	<u>28/07/2025</u>	<u>Clarification of 'concealed leak' and 'rural'</u>	<u>ECSM</u>		



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DRAFT



### Introduction

The purpose of this Policy is to outline how Central Tablelands Water (CTW) will apply water account adjustments in relation to higher than usual water consumption caused by undetected concealed water leakages.

### Policy Statement

Council provides potable water to the boundary of a property; water that has subsequently passed through a meter service connection becomes the responsibility of that property owner. This policy is not intended to provide ~~full~~ compensation to customers for water charges as a consequence of an undetected ~~concealed~~ water leak on their property. As an act of good faith and the interest of good public relations, CTW provides a means by which an adjustment to their water account can be obtained, subject to the provisions of this policy being met.

~~Customers should not rely on CTW to notify of water leaks but should monitor their water consumption using their water meter. Submission of an application under the CTW Concealed Leak Policy and subsequent acceptance of the application does not constitute an admission of liability by CTW. By applying under this policy, customers acknowledge that any approval to provide compensation is made solely as a gesture of goodwill. It does not imply any legal obligation or liability on the part of CTW for leaks occurring on the property side of the water meter.~~

Customers are responsible for monitoring their own water usage via their water meter and should not rely on CTW to detect or notify them of potential water leaks.

### Policy Objectives

The property owner (as listed on the water account) is responsible for the reticulation, use and payment of all water which passes through their water meter. The property owner, whether residential or non-residential, is responsible for the maintenance and repair of their internal plumbing.

If a property is rented, it is the owner's responsibility to make an application under the policy, not the tenant. Any payment arrangements between the tenant and owner in respect of water charges has no bearing upon the assessment of the application. Failure by the tenant to notify the owner of a concealed leak is a matter between the owner and the tenant.

CTW has no obligation to grant an allowance on water accounts affected by leaks in private plumbing. It will only consider, at its absolute discretion, applications for water account adjustments due to undetected water leakage which are made in writing.

The ~~Director of Finance and Corporate Services~~Executive Management Accountant is responsible for the administration of this policy. The General Manager will ultimately determine and approve all allowances relating to applications for adjustments up to 1,000 kilolitres (kL). Any adjustments over 1,000 kL will be directed to Council for approval. The General Manager will determine and approve all allowances relating to applications from CTW staff and councillors in accordance with the eligibility criteria of this policy.

### Policy Scope

CTW will apply an adjustment to the customer's water account in accordance with the criteria and rules set out in this policy and related documentation.



This policy applies to customers as per Appendix A where a concealed leak has occurred on the property, resulting in excessive water use.

This policy applies to concealed leaks only and does not apply to water loss from:

- Leaking taps, toilet cisterns, hot water systems or other water appliances;
- Faulty plumbing or human error resulting in the filling of a rainwater tank;
- Property sprinkler or other irrigation systems; or
- Swimming pools, spas, ponds and other outdoor water features, or their related fittings.

Unless expressly stated otherwise in the eligibility criteria outlined in this policy, any customer seeking an adjustment to a water account must apply in writing to CTW and must be the water account holder for that property.

Should an application for relief under the concealed leaks policy be unsuccessful, Council will consider requests for a payment arrangement including extended time for payment or waiving interest charges.

All approved adjustments will be applied to the water account for the property where the concealed leak occurred; monetary refunds will not be issued.

### Eligibility Criteria

In the case of a water leak on the property, a customer will be eligible for an adjustment to their water account charges if they meet all of the following criteria:

1. The leak was undetected and concealed (refer to as per definition below and applicability criteria and criteria in Annex B);
2. The customer took action to permanently repair the leak within 7 calendar days of becoming made aware of the leak.
3. The CTW account holder completes the Concealed Water Leakage Allowance Application form (Annex B) and submits this together with a licenced plumber's invoice to support the application. It should be noted that all pipe work repair, in accordance with the Plumbing and Drainage Act 2002 and related plumbing standard AS/NZS 3500, should be completed by a licenced plumber. Where the customer completes the repair, they should arrange for a licenced plumber to check the repair to ensure compliance with relevant legislation and plumbing standards.
4. Applications will not be considered in respect of any property that has been vacant for more than 6 months.
5. 4. The leak occurred and was repaired within the period of the previous water accounts or 30 days from the date of the recent water account. Any applications where the leak occurred more than 30 days prior to the application will not be considered.
6. If an account is in arrears for over 6 months, without an approved payment arrangement in place, no relief is available under this policy.
7. Non-residential connections and government agencies are not eligible for relief under this policy.

### Ineligibility Criteria and Definition:

This policy does not apply to properties that fall under the following categories:

#### 1. Commercial properties:

Properties primarily used for business activities, including retail, office spaces, hospitality and other non-residential activities.

#### 2. Industrial Properties:



- [Sites used for manufacturing, warehousing, factories and processing plants.](#)
- 3. Rural Properties:**  
[Properties located outside of the village and town areas and primarily used for agricultural, farming or pastoral purposes.](#)
- 4. Properties with Livestock:**  
[Any property, regardless of its location in a town or village, that houses or maintains livestock.](#)
- 5. Account in Arrears:**  
[If an account is in arrears for over 4 months, without an approved payment arrangement in place, no relief is available under this policy.](#)
- 5. Vacant Property:**  
[Applications will not be considered in respect of any property that has been vacant for more than 6 months.](#)
- 8-6. Government Agencies:**  
[Government agencies, being Local, State or Federal Governments are not eligible to apply under this policy.](#)
- 9-7. Claim**  
 No claim for relief will be considered where property owned less than six (6) months.

Where the leak has occurred within a community title scheme (CTS), [such as Strata title properties](#), the application for an adjustment must be submitted as follows:

- Where the CTS is individually sub-metered and the sub-meters have been approved to be read and billed by CTW, and the leak occurred on private property, i.e. the leak consumption registered on the individual sub-meter, the property owner must submit the required documentation.
- Where the CTS is individually sub-metered, and the sub-meters have been approved to be read and billed by CTW, and the leak occurred on common land, the body corporate must submit the required documentation.
- Where the CTS is not individually sub-metered, or the sub-meters have not been approved to be read and billed by CTW, the body corporate acting on behalf of all property owners must submit the required documentation.

The rebate amount will be provided as per [AppendixAnnex A](#), the amount rebated will also be determined by the policy in place at the date of rebate application. Annex A details the maximum period/s for when an account can be adjusted and the period/s should include the period in which the leak was repaired and if the leak was not repaired within 7 calendar days, then the period in which the customer was notified of a potential water leak or high-water consumption.

#### **Not-for-profit Organisations and Associations**

Where the leak occurred on not-for-profit property, the application must be made by the appropriate administrator for that not-for-profit organisation or association.

Not-for-profit organisations or associations may be requested to provide evidence of a not-for-profit status with a rebate application. Approval for a rebate is at the discretion of the General Manager and will be reviewed on a case-by-case basis.

It is important to note that only residential connections operated by a ~~Not-for-Profit~~ [Not-for-Profit](#) Organisation are eligible for relief under this policy.



**Roles and Responsibilities**

The General Manager and ~~Director of Finance and Corporate Services~~Executive Management Accountant are responsible for ensuring the implementation of this Policy.

**Definition**

What is a concealed leak?

A concealed leak is a water leak on your property that is not visible, such as when there is a leak in underground pipes. A concealed leak doesn't include a leak within your property like a constantly running toilet or a burst pipe in an internal wall.

**Annex A – Concealed Leak Rebate**

Customer Type	CTW water usage rebate % offered above average usage*	Maximum period for which a rebate can be calculated	Frequency at which rebate can be applied for by property owner/s at the subject property for the water usage component of the rebate
Residential properties only^	50%	<u>Within the period of the previous water account or 30 days from the date of the recent water account</u> <del>Two billing quarters</del>	Once

^ Residential properties, do not include rural ~~residential connections but not rural~~ connections.

\* 50% of the difference between the average three (3) year's corresponding quarterly billing periods and the actual water used. Where prior period usage data is not available for three (3) years previous corresponding periods, then the most recent available usage data will be used.

The average daily consumption for approved dialysis and medical customers shall include annual allowances as per CTW Dialysis policy.





## Annex B – Concealed Leak Allowance Application

### Concealed Water Leakage Allowance Application Form

Prior to completion of this form ensure eligibility criteria has been achieved.

#### Owner Details:

Owners Surname/s:	
Owners <b>full</b> Given Names:	
Phone Number - Business Hours:	Home:
<a href="#">Have you self-assessed the eligibility criteria and your application has met all the eligible criteria?</a>	
Yes/No	

#### Property Details:

Customer Account Number:
Property Address:

#### Leakage Details:

Where did the leak occur <i>(provide an explanation; is it underground, was it visible)?</i>		
What caused the leakage <i>(corrosion, faulty installation, tree roots, etc.)?</i>		
Date leakage detected:		
How was the leakage detected <i>(notified by CTW, found it when driving past, etc.)?</i>		
Please attach any further information that will assist us with the application (application for hardship etc.)		
Information Attached?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Have you applied for a leakage allowance previously?	Yes <input type="checkbox"/>	No <input type="checkbox"/>



**Repair Details:**

Date repaired:		
Did a licensed plumber repair the leak?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
If yes, please attach a copy of the plumber's invoice along with an explanation from the plumber regarding the concealed leakage and return with your application. Page 1		

**Declaration**

By signing this application, I declare that the information is true and correct. I confirm that I have read the criteria for applying for a concealed leakage concession.

Signature:	Date:
------------	-------

**Criteria for Financial Relief Due to Concealed Water Leaks**

1. CTW has no obligation to adjust water accounts affected by leakage in private plumbing. It will consider applications for water leakage allowances due to undetected water leaks in the following circumstances:
  - i. The undetected water leak was in a location that was not readily visible or apparent (e.g. below ground, under a concrete slab, in a wall cavity, etc.)
  - ii. The undetected leak was repaired by a licenced plumber in a timely and effective manner to minimise water loss. Repairs must be completed within 7 days of a water account being issued or the customer becoming aware of a possible leak via notification by CTW or otherwise.

A customer is deemed to be notified by CTW of a possible water leak:

  - On the day a customer receives a "Higher Than Normal Usage" card via mail or similar notification by a CTW representative
  - On the day a CTW staff member telephones the property owner (or managing agent).
2. This policy applies to concealed leaks only and does not apply to water loss from:
  - Leaking taps, toilet cisterns, hot water systems or other water appliances;
  - Faulty plumbing or human error resulting in the filling of a rainwater tank;
  - Property sprinkler or other irrigation systems; or
  - Swimming pools, spas, ponds and other outdoor water features, or their related fittings.
3. All requests for undetected water leakage allowance must be in writing and provide the following information:
  - i. A statement from the property owner clearly outlining:
    - the date and circumstances leading to the leak being detected;
    - the date the leakage was repaired by a licenced plumber;
    - the cause of the leakage;
    - the reason why the leakage was not readily visible or apparent; and



- ii. A statement signed by the licenced plumber who repaired the leak, clearly explaining why the leak was undetected by the customer and certifying that the repairs comply with AS/NZS 3500
4. An application for undetected water leakage allowance may be declined if it is found that:
  - i. the customer failed or neglected any visible or obvious defects in their private water service;
  - ii. the customer ignored or failed to investigate any visible signs of leakage including soaking or dampness in walls, consistently wet grass or damp patches in lawns or running toilets;
  - iii. the customer failed to repair and or renew the faulty pipework, fittings and fixtures for which they are responsible;
  - iv. any documentation or statements received are found to be misleading or false;
  - v. the undetected leakage was caused by wilful, accidental or negligent damage to the customers internal plumbing
5. If an application for water leakage allowance is not approved, the customer will be advised in writing and granted a further 28 days from the date of the advice to either pay the account in full or enter into a suitable payment arrangement.
6. If an application for a leakage allowance is approved, the customer will be advised in writing that payment of the adjusted account will be due 28 days from the date of the advice.
7. A water leakage allowance will be granted on a "one off" basis. ~~However, the allowance can be applied over two consecutive billing periods where there is evidence that the leak may have affected the consumption charges over more than one billing cycle.~~ Requests for reduction in water charges for subsequent water leaks will not be considered.
8. Where a leakage allowance is granted, the following will apply:
  - i. the water account for the period will be adjusted based on the average consumption for the period that the undetected leakage occurred
  - ii. the average consumption will be calculated by averaging three (3) previous corresponding billing periods (i.e. if the water account in question was issued in May, the three (3) previous corresponding May water accounts will be averaged)
  - iii. the leakage allowance is applied to the billing period/s in which the undetected leakage occurred ~~up to a maximum of two (2) consecutive billing periods.~~

**Office Use Only**

**Date received -**

Account Number:		Letter received from Plumber:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Pensioner:	Yes <input type="checkbox"/> No <input type="checkbox"/>			
Approved:	Yes <input type="checkbox"/> No <input type="checkbox"/>	Signed General Manager:		
Total Credit:		Journal Number:		
Customer Notified:	Yes <input type="checkbox"/> No <input type="checkbox"/>	Date Journal Processed:		



## **12.10) POLICY REVIEW: RURAL WATER SUPPLY (CM.PL.1)**

**Author:** Corporate Service Manager  
**IP&R Link:** – 1.2: Compliance and Regulation

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### **RECOMMENDATION:**

That Council:

1. Endorse the updated Rural Water Supply Policy,
2. Place the Rural Water Supply Policy on public display for a period of 28 days, and
3. If no substantial submissions are received during the public display period Rural Water Supply Policy be adopted.

### **REPORT**

This policy was last reviewed and adopted in 2016.

A review of this policy has been undertaken and there were no 'content' changes, with minor changes to date of future reviews and reference to the Local Government Act and Regulation (refer to Attachment 1).

This policy is submitted to Council for endorsement and to place on public exhibition prior to adoption if no substantial submissions are received during the public display period.

### **BUDGET IMPLICATIONS**

Within Operational Plan 2025/26

### **POLICY IMPLICATIONS**

Nil

### **ATTACHMENTS**

- 1 Rural Water Supply Policy



**DRAFT**

**POLICY**



**Central  
Tablelands  
Water**

# **Rural Water Supply Policy**



## DOCUMENT CONTROL

Document Title		Rural Water Supply Policy			
Policy Number		CTW-PR004			
Responsible Officer		<u>Executive Manager Operations and Technical Services</u>			
Reviewed by		<u>General Manager</u>			
Date Adopted		<u>December 2016</u> <u>August 2025</u>			
Adopted by		Council			
Review Due Date		<u>June 2029</u> <u>20</u>			
Revision Number		2			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
<u>1</u>	<u>19/12/15</u>				<u>16/097</u>
<u>2</u>	<u>28/07/25</u>	<u>Revised to include ownership of GM supply and other updates</u>	<u>GM</u>		



## Introduction

*The purpose of this Policy is to outline how Central Tablelands Water (CTW) will provide potable water through its network.*

## Policy Statement

~~Central Tablelands Water provide only potable water through its network.~~ Any connection to a rural property is considered to meet the required quality standards as defined in Central Tablelands Water – Drinking Water Management System. Central Tablelands Water guarantee this water quality up to the Water meter that is provided for the property owner's connection.

## Policy Objectives

1. The Property Owner agrees that once the water supply passes through the water meter, the Property Owner becomes the owner of the water and accepts all risk associated with or arising because of the supply. The property Owner accepts that in receiving the water through the water meter that they indemnify Central Tablelands Water from any liability resulting from the use of the water through the supply.
2. The metering and supply point will be located adjacent to Council's water main and only available if the water main is 100mm or larger. The water supply infrastructure from the Central tablelands Water main, up to and including the water meter, is the property of Central Tablelands Water.
3. On-site storage with a minimum capacity of 20 kilolitres must be provided. The property owner is responsible for the location and maintenance of the storage tank.
4. The infrastructure between the meter discharge point and the consumer's on-site storage tank is the sole responsibility of the property owner, including any maintenance requirements of this infrastructure.
5. Supply from Council's main will be governed by a flow control, nominally set to a limit of 6.3 litres per minute.
6. As Rural properties are classified as high risk for cross contamination due to use of hazardous chemicals and connection to livestock facilities a back flow prevention device will also be fitted to the service. This device is to safeguard against contaminated water from re-entering our potable water network. The responsibility of costs for testing and maintaining this device is the sole responsibility of the property owner.
7. A pressure-reducing valve will be placed on Council's side of the meter should the pressure exceed 1200 kPa. The responsibility of costs for maintaining and replacing this device is the sole responsibility of the property owner. Pressure at the outlet of the meter will be minimum of 200kPa, unless otherwise specified.
8. The water supply is required to be directly connected from the metering point to the storage tank with a single supply line. No connections in any form are permissible in the supply line between the water meter and the storage tank.
9. The discharge to the storage tank is to be via the top of the tank water level in the storage tank is to be controlled automatically by a float valve. A minimum air gap of 100mm must be maintained between the bottom of the float valve and top of the tank overflow.
10. All components of the customers infrastructure remain the responsibility of the property owner, including materials and installation.
11. All installation work is to be carried out by a Licensed Plumber in accordance with the AS/NZS 3500.1 Plumbing and Drainage Standards or current equivalent.
12. Water supply is made available for domestic purposes and/or the watering of livestock.



13. Where the private installation is required to cross over other privately owned land, that owner's written permission is to be submitted to Council prior to the supply being connected.
14. Where the private installation is required to be placed in a road or rail reserve, the local government council or authority responsible is to be consulted and any required conditions complied with. Council is to be provided with the authority's written permission for the work proposed, prior to the supply being connected.
15. Compliance with all conditions and signed certificate of compliance from a licensed plumber is required prior to final connection of the water mains by Council staff.
16. Council imposes an availability charge on all services. This charge is dependent on the size of the service. Additionally, Council imposes a charge on all water that is consumed through the meter. Quarterly accounts are rendered for the availability charge and water consumption charges.
17. The cost of connecting the water supply includes the provision of a 20mm meter, flow control device, pressure reducing valve (if necessary) and a back flow prevention device. All of these devices remain the property of Central Tablelands Water. All maintenance and care of Central Tablelands Water infrastructure devices remain the responsibility of the Property Owner. The cost of providing the supply will be advised through a formal quotation and will be payable in full prior to any connections being made.
18. The Property Owner is responsible for the maintenance and operation of the water supply from the meter. Council will not accept any responsibility for the loss of water or resultant cost from and after the installed meter.
19. In addition to the above conditions, contained in clauses 1 to 19, Council reserves the right to alter or amend any of the conditions of supply in line with changing standards and policies. Your failure to abide by any of these conditions in the future may lead to Council refusing to continue to supply your property with water.

### Policy Review

This policy will be reviewed each council term or more frequently if needed, with reference to any relevant legislation, best practice guides, or other related factors.

### References

- [Local Government Act 1993](#)
- [Local Government \(General\) Regulation 2005](#)

### Variation

Council reserves the right to review, vary or revoke this policy.



**12.11) CORPORATE SERVICES UPDATE (RM.PC.1)**

**Author:** Corporate Service Manager  
**IP&R Link:** – 2.3: Continuous Improvement Whilst Managing Risk – 2.3.4: Review and update CTW's Work, Health & Safety (WHS) policy and procedures in accordance with WHS legislation. – 2.3.3: Conduct risk analysis and implement SWMS and risk mitigation actions as needed. – 2.4: A capable and motivated workforce – 2.4.2: Provide staff with professional development opportunities to meet future needs.

---

**RECOMMENDATION:**

That Council note the Corporate Services Update Report.

**REPORT*****Work Health & Safety (WHS)***

Following successful completion of the Asbestos Awareness and Liquified Chlorine Gas Safe Use training, we are working on upgrading more of the Safe Working Method Statements (SWMS), ensuring the PPE supplied is sufficient, registering staff on the Dust Disease Register, and have organised Spirometry (Lung Capacity) tests on 30 July.

About a third of CTW's SWMS have been reviewed with the staff who use the SWMS and have been placed into an updated best practice SafeWork format. We are now working to identify controls and risks before testing and finalising this batch of SWMS. It is anticipated this work will be completed by the end of September.

An investigation into how we can load the SWMS to an online portal or App, for access by staff electronically continues.

WHS re-induction sessions were completed by all staff (except 1) during June 2025.

We are currently working through a StateCover WHS Self-Audit and Action Plan for 2025-27, and a Statewide Continuous Improvement Program.

***Risk Management***

A review of Council's Risk Management Policy and Framework has been completed and is presented to Council in a separate report.

***Staff Training***

The following training sessions have been completed:

- CPR: 17 & 24 June
- Asbestos Awareness: 25 & 26 June
- Chlorine Gas Safe Use: 1 & 2 July

Some Cabonne Council staff participated in the Asbestos and Chlorine training. This was a benefit to CTW as it reduced the total cost of training by 40% but also demonstrates CTW's collaboration with other Central NSW Councils.

We have 13 staff enrolled in the Cert III Water Operations, commencing in September 2025. This training is possible through NSW Government funding.



All but one staff member participated in Fraud & Corruption Awareness training in July 2025 by Marsh and Statewide.

### ***Recruitment***

Interviews were conducted for the Executive Management Accountant (EMA) position. We are pleased to announce that Claire Wright has accepted the offer and will commence with CTW on 25 August 2025. Claire has local government and corporate finance experience.

CTW are participating in the OLG FreshStart grant program, fully funded by the NSW Government, with the aim of appointing two Trainee Network Water Operators. Interviews and medical checks were undertaken in June and August. We appointed James Brown as a Trainee Network Operator in June and have a second Trainee starting in late August. Charles is currently at the Canowindra Depot, with time to be spent at the Water Treatment Plants during his 2-year traineeship.

The Executive Manager Operation & Technical Services (EMOTS) interviews were held in late July with no successful applicants resulting from the interviews. Recruitment continues for the EMOTS position. However, one candidate, Tarun Pant, was approached to fulfil a temporary role as Project Manager. Tarun commenced with CTW on 11 August and is working on specific projects, reporting to the General Manager.

CTW successfully recruited a new Network Operator, Max Gillespie, who commenced on 14 July and is based at the Blayney Depot.

We are advertising for an Engineering Coordinator and Technical Officer. These roles replace the vacant Project Manager and Asset Officer positions.

### ***Communications and Media***

The Fact Sheet “Investing in Our Water Future” was emailed and mailed to all ratepayers following the approval of the 2025/26 Operational Plan as part of the IP&R suite of documents.

Council has placed the Water NSW ‘washing machine’ promotion on its Facebook and Website. CTW are about to have a series of social media posts over the next few months to promote water saving initiatives.

As part of Local Government Week from 4-10 August, a free tour of the Carcoar Water Treatment Plant was promoted on the CTW website, Facebook, and Newsletter. The only restrictions for participating in this tour is that community members must be over 16 years and able to climb stairs unassisted. Unfortunately, there were no registrations for this tour.

### ***Governance***

The Corporate Services Manager attended the LG Professionals Governance Member Network Forum, online, on 17 July. Topics included Courageous Conversations, AI, Governance Better Practice Guide and an ‘around the room’ update from participating council officers.

Work continues updating Council policies, with several presented in separate reports to this meeting, for Council’s endorsement.

## **BUDGET IMPLICATIONS**

Any budget implications are included in the 2025/26 Operational Plan.

This is Page No. 104 of the Agenda presented to the Ordinary Meeting of Central Tablelands County Council held at Blayney on 20 August 2025



**POLICY IMPLICATIONS**

CTW Work Health & Safety Policy

**ATTACHMENTS**

1 2025



# FACT SHEET: Investing in Our Water Future

## What's Changing?

From 1 July 2025, Council will begin implementing a staged increase in water access charges to support the ongoing delivery of safe, reliable, quality drinking water and upgrade ageing infrastructure.

### Water Access Charges

2025/26: 20% increase  
 2026/27: 20% increase  
 2027/28 and beyond: Return to standard annual CPI- based adjustments

### Water Usage Charges

A 4% increase in user charges from \$3.96 to \$4.12 per Kilolitre (kl)

## How It Affects You

For example, a typical residential household:

- Standard 20mm connection
- Average usage: 155 kilolitres per year
- Approx. increase \$84.80 per year or \$1.63 per week

## Why The Increase Is Needed

- Some of our water infrastructure is nearly 80 years old
- Rising construction and material costs since the pandemic
- Enables safe, reliable water supply now and into the future
- Required to fully recover the cost of providing water services

## Council Is Committed To:

- Responsible long-term infrastructure renewal
- Investing in essential services
- Maintaining financial sustainability and service reliability

## Find Out More

Visit: [www.ctw.nsw.gov.au](http://www.ctw.nsw.gov.au)

Email: [water@ctw.nsw.gov.au](mailto:water@ctw.nsw.gov.au)

Phone: 6391 7200

Office Hours: 8.30am – 4.30pm





## Capital Renewal

The increase in Access Rates charge is a decision that the Council did not make lightly. In 1881, CTW continues to deliver quality, reliable water to residents covered by Blayney, Cabonne, and Weddin Councils. The infrastructure is aging and requires constant upgrade and improvements. Along with the ageing infrastructure, regulatory costs placed upon the organisation continue to rise.

CTW continue to look for grant funding to assist with the capital expenditure required to improve its ageing infrastructure. Below are the capital projects which have received \$35,411 of funding approved by Council for the 2025/26 financial year:

Water Metering Upgrades	Quandialla Bore Site - Upgrades
Pump Refurbishments	Carcoar WTP Chlorine Lifting System
Water Main Land Acquisition	Renewals at Carcoar WTP
Smart Metering Project	Manildra - Reticulation Main Bridge Renewal
Reservoir Access Ladders Renewal	Quandialla Reservoir Bore Site - Upgrades
Quandialla Bore - Turbidity Analyser	

## Pensioner Rebate

Pensioners are entitled to a rebate of up to \$87.50 each year on their water account. This rebate will appear as a deduction of \$21.88 on each account.

To be eligible you must be the owner and reside in the property. To apply for a pensioner rebate, you must complete an application form available on Council's website or from Council's administration office. A copy of your pensioner concession card must be provided along with your application.

## Dialysis Rebate

CTW will provide customers using Dialysis machines at home with a free allowance of 10 kilolitres of water per annum, applied equally across billing periods. This allowance is provided directly on the CTW account sent to the property owner. It is assumed that the property is a rental, and the tenant is compliant with this policy, that the allowance is passed on to the tenant, where this is relevant.

Residents may apply for the allowance by writing to CTW and enclosing a medical certificate or letter from NSW Health, detailing the person on dialysis and the proper use of the dialysis machine.

In emergency or fault situations CTW has systems in place to identify customers in the area who need immediate notification and crews will endeavour to provide assistance to dialysis customers to minimise disruptions to their treatment.



**12.12) AUDIT RISK AND IMPROVEMENT COMMITTEE (ARIC) (CM.AU.1)**

**Author:** Corporate Service Manager  
**IP&R Link:** – 2.3: Continuous Improvement Whilst Managing Risk – 2.3.1: Manage the risk management framework including the risk register.

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**RECOMMENDATION:**

That Council note the Audit Risk and Improvement Committee minutes for the meetings held on 22 May and 14 August 2025.

**REPORT**

The confirmed Minutes of the Audit Risk & Improvement Committee (ARIC) meeting held on 22 May 2025 and the draft Minutes of meeting held on 14 August 2025 are presented for Council's consideration.

Items covered at these meetings included:

***May 2025 (Attachment 1)***

- Update on the progress of the Fraud Health Risk Assessment and Project Management Audit recommendations.
- Policy review progress
- CTW overview
- Committee endorsed the request to proceed with the fraud risk assessments in the second half of the calendar year.
- Annual Financial Statement update.

***August 2025 (Attachment 2)***

- Update on the progress of the Fraud Health Risk Assessment and Project Management Audit recommendations.
- Eight (8) policies were presented for review.
- CTW overview
- Interim Audit Management Letter review
- Update on ATO ruling in relation to Superannuation payments for ARIC members
- Consideration of Fraud Risks
- ARIC Annual Report (Attachment 3)
- Acknowledgement of Director Finance & Corporate Services, Peter McFarlane, service to the ARIC and CTW.

**BUDGET IMPLICATIONS**

Nil

**POLICY IMPLICATIONS**

Nil

**ATTACHMENTS**

- 1 May 2025 ARIC Minutes
- 2 Draft August 2025 ARIC Minutes



**3** ARIC 2024/25 Annual Report



**Minutes of the Audit Risk & Improvement Committee Meeting of Central Tablelands  
Water held Online, on Thursday, 22 May 2025, commencing at 11.12am**

**Present**

Donna Rygate	(Chairperson – Independent Member – Voting)
Liz Jeremy	(Independent Member – Voting)
Stephen Coates	(Independent Member – Voting)
Farisha Ali	(NSW Audit Office)
Charlie Harris	(General Manager)
Lynette Safranek	(Corporate Service Manager)
Achal Deo	(Governance & Executive Support Officer - Secretariat)

Proceedings in brief:

***The Committee noted all items are resolved by consensus and that, rather than recording movers and seconders, its minutes will record any instances of dissent.***

**1. WELCOME**

The Chairperson opened the meeting at 11.12am.

**2. ACKNOWLEDGEMENT OF COUNTRY**

The Chairperson gave an acknowledgement of country.

**3. DECLARATION OF ANY CONFLICT OF INTEREST**

Nil

**4. DECLARATION OF ANY UNETHICAL BEHAVIOURS REPORTED TO COUNCIL**

The General Manager provided recap of the reported matter from the last ARIC meeting and advised that the matter will be reported to the Independent Commission Against Corruption.

**5. APOLOGIES FOR NON-ATTENDANCE**

Apologies were received from Cr. Craig Gosewisch and Peter MacFarlane, Director Finance & Corporate Services.

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This is Page No. 1 of the Minutes of the Audit Risk & Improvement Committee Meeting held 22 May 2025.



**6. CONFIRMATION OF MINUTES****6.1) MINUTES OF THE AUDIT RISK & IMPROVEMENT COMMITTEE HELD ON 14 FEBRUARY 2025****RESOLVED:**

That the Minutes of the Audit Risk & Improvement Committee of Central Tablelands Water, held on 14 February 2025, be confirmed.

*Carried*

**7. REPORTS OF STAFF****7.1) INTERNAL AUDIT STATUS REPORT AND ACTION PLANS (CM.AU.3)****RESOLVED:**

1. That Audit Risk & Improvement Committee note the report regarding progress on the actioning of Fraud Health Risk Assessment and Project Management Audit recommendations.

*Carried*

**7.2) POLICY REVIEWS (CM.PL.1)****RESOLVED:**

That the Committee note the updated policies in accordance with ARIC Terms of Reference Requirement [per Schedule 1 (s.428A of Act)] to ensure appropriate policies and procedures are in place for the management and exercise of delegations.

*Carried*

**7.3) CTW OVERVIEW (RM.PC.1)****RESOLVED:**

1. That the CTW Overview report be Noted.

*Carried*

**7.4) 4-YEAR - INTERNAL AUDIT SCOPE FOR FRAUD RISK (CM.AU.1)****RESOLVED:**

That the Committee endorse the request for quotation to proceed with the fraud risk assessments in the second half of the calendar year.

*Carried*

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This is Page No. 2 of the Minutes of the Audit Risk & Improvement Committee Meeting held 22 May 2025.



*Proceedings in brief:*

*Farisha Ali joined the meeting at 12pm.*

**6.5) ANNUAL FINANCIAL STATEMENTS UPDATE 2024/25 (FM.FR.1)**

**RESOLVED:**

That the Committee:

1. Note the 2024-25 Audit Engagement Plan, and
2. Note the early closure draft formatted General Purpose Financial Statements for 2024/25.

*Carried*

**8. GENERAL BUSINESS**

Nil

**9. NEX TMEETING**

**Next Meeting:** The next meeting of Central Tablelands Water will be held at Blayney Community Centre on Thursday, 14 August 2025 at 11am.

**10. CONCLUSION OF THE MEETING**

There being no further business, the Chairperson declared the meeting closed at 12.08pm.

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This is Page No. 3 of the Minutes of the Audit Risk & Improvement Committee Meeting held 22 May 2025.



**Minutes of the Audit Risk & Improvement Committee Meeting of Central Tablelands  
Water held at Blayney Shire Community Centre, on Thursday, 14 August 2025,  
commencing at 2.15pm**

**Present**

Donna Rygate	(Chairperson – Independent Member – Voting)
Liz Jeremy	(Independent Member – Voting)
Stephen Coates	(Independent Member – Voting)
Cr. Craig Gosewisch	(Councillor Observer)
Katy Henry	(Intentus Office – Auditor)
Charlie Harris	(General Manager)
Peter McFarlane	(Director Finance & Corporate Services)
Lynette Safranek	(Corporate Service Manager)
Achal Deo	(Governance & Executive Support Officer - Secretariat)

Proceedings in brief:

***The Committee noted all items are resolved by consensus and that, rather than recording movers and seconders, its minutes will record any instances of dissent.***

**1. WELCOME**

The Chairperson opened the meeting at 2.15pm.

**2. ACKNOWLEDGEMENT OF COUNTRY**

The Chairperson gave an acknowledgement of country.

**3. DECLARATION OF ANY CONFLICT OF INTEREST**

Standing disclosures of interests have been submitted by all members.

**4. DECLARATION OF ANY UNETHICAL BEHAVIOURS REPORTED TO COUNCIL**

The matter was referred to General Business for further discussion.

**5. APOLOGIES FOR NON-ATTENDANCE**

Farisha Ali, NSW Audit Office

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This is Page No. 1 of the Minutes of the Audit Risk & Improvement Committee Meeting held 14 August 2025.



**Minutes of the Audit Risk & Improvement Committee Meeting of Central Tablelands  
Water held at Blayney Shire Community Centre, on Thursday, 14 August 2025,  
commencing at 2.15pm**

**Present**

Donna Rygate	(Chairperson – Independent Member – Voting)
Liz Jeremy	(Independent Member – Voting)
Stephen Coates	(Independent Member – Voting)
Cr. Craig Gosewisch	(Councillor Observer)
Katy Henry	(Intensus Office – Auditor)
Charlie Harris	(General Manager)
Peter McFarlane	(Director Finance & Corporate Services)
Lynette Safranek	(Corporate Service Manager)
Achal Deo	(Governance & Executive Support Officer - Secretariat)

Proceedings in brief:

***The Committee noted all items are resolved by consensus and that, rather than recording movers and seconders, its minutes will record any instances of dissent.***

**1. WELCOME**

The Chairperson opened the meeting at 2.15pm.

**2. ACKNOWLEDGEMENT OF COUNTRY**

The Chairperson gave an acknowledgement of country.

**3. DECLARATION OF ANY CONFLICT OF INTEREST**

Standing disclosures of interests have been submitted by all members.

**4. DECLARATION OF ANY UNETHICAL BEHAVIOURS REPORTED TO COUNCIL**

The matter was referred to General Business for further discussion.

**5. APOLOGIES FOR NON-ATTENDANCE**

Farisha Ali, NSW Audit Office



## **6. CONFIRMATION OF MINUTES**

### **6.1) MINUTES OF THE AUDIT RISK & IMPROVEMENT COMMITTEE HELD ON 22 MAY 2025**

**RESOLVED:**

That the Minutes of the Audit Risk & Improvement Committee of Central Tablelands Water, held on 22 May 2025 be confirmed.

*Carried*

## **7. REPORTS OF STAFF**

### **7.1) INTERNAL AUDIT STATUS REPORT AND ACTION PLANS (CM.AU.3)**

**RESOLVED:**

That the Audit Risk & Improvement Committee note the report regarding progress on the actioning of Fraud Health Risk Assessment and Project Management Audit recommendations.

*Carried*

### **7.2) POLICY REVIEWS (CM.PL.1)**

**RESOLVED:**

That ARIC Note the updated policies in accordance with ARIC Terms of Reference Requirement [per Schedule 1 (s.428A of Act)] to ensure appropriate policies and procedures are in place for the management and exercise of delegations.

*Carried*

*Proceedings in brief:*

*Katy Henry joined the meeting at 2.43pm*

Item 7.5 was brought forward.

Katy Henry gave an overview of Interim Audit Management Letter. She highlighted key points during the meeting, including the Cyber Security Compliance Report and the Credit Card Limit action, both of which have been addressed by management.

It was further noted that outstanding matters referenced in the Management Letter, which are currently being addressed by management, are due for review during the final audit.

The Director Finance & Corporate Services advised that the draft Financial Statements for the year ending 30 June 2025 will be circulated out of session, on 15 August 2025. The ARIC members agreed that any, feedback would be provided significant by Tuesday 19 August, prior to the Council Meeting.



**7.5) FINANCIAL STATEMENTS UPDATE - 2024-25 (FM.AC.1)**

**RESOLVED:**

1. That the Committee Note the progress on the Financial Statements the year ending 30 June 2025.
2. That the Committee receive the Interim Audit Management Letter for the year ending 30 June 2025.

*Carried*

*Katy Henry left the meeting at 2.53pm.*

**7.3) CTW OVERVIEW (RM.PC.1)**

**RESOLVED:**

That the CTW Overview report be Noted.

*Carried*

**7.4) SUPERANNUATION AND AUDIT RISK AND IMPROVEMENT COMMITTEE MEMBERS (CM.AU.1)**

**RESOLVED:**

That the Committee note the update regarding superannuation and payments to Committee members.

*Carried*

*Proceedings in brief:*

*Cr. Craig Gosewisch left the meeting at 3.10pm*

**7.6) CONSIDERATION OF FRAUD RISKS - 30 JUNE 2025 (CM.AU.4)**

**RESOLVED:**

That the Audit Risk & Improvement Committee note the Intentus letters in relation to the Consideration of Fraud Risks and the General Managers response.

*Carried*

*Proceedings in brief:*

*It was noted that Council would prepare a draft response to letter from Intensus for the chair's consideration out of session.*



## **8. GENERAL BUSINESS**

The General Manager, Charlie Harris provided the Committee with the following updates:

1. The General Manager informed the Committee of a newly identified matter involving the misuse of a vehicle by an employee. This issue was addressed, the staff member has resigned, and Council has implemented enhanced monitoring of vehicle usage.
2. An update was provided in relation to a reported issue in relation to project management which involved legal advice, and independent audit review, and a report to the Independent Commission Against Corruption (ICAC).

To mitigate the risk of future occurrences, the General Manager advised that CTW will be transitioning to an online procurements module within Synergy. This module includes segregation of duties and alignment with delegations to strengthen internal controls and reduce the risk of future fraudulent activity.

The Chairperson, Donna Rygate raised the following:

1. The Chairperson presented the draft Audit, Risk & Improvement Committee (ARIC) Annual Report, which was reviewed and endorsed by all independent committee members.
2. The Chairperson raised the presentation of draft ARIC meeting minutes being taken to Council meetings prior to subsequent ARIC meetings where the minutes can be confirmed. In order to address the timing gap between meetings, all members agreed to the Chair endorsing the draft minutes for presentation to Council.

### **Acknowledgement of Service for Peter McFarlane**

The Chairperson informed the Committee that this meeting marked the final ARIC meeting for Peter McFarlane, Director of Finance and Corporate Services, and extended him well wishes on his upcoming retirement in October 2025.

The Chairperson acknowledged Peter's significant contributions to CTW and his dedicated service, including his participation in ARIC meetings since 2017. His valuable input and commitment over the years were formally recognised and appreciated by the Committee.

## **9. NEXT MEETING**

**Next Meeting:** The next meeting of Central Tablelands Water will be held online, via Teams, on Thursday, 13 November 2025 at 11am.

## **10. CONCLUSION OF THE MEETING**

There being no further business, the Chairperson declared the meeting closed at 3.28pm.





## Central Tablelands Water – Audit, Risk and Improvement Committee Annual Report to Council – 2024-25

### Executive Summary

On behalf of the Audit, Risk and Improvement Committee ('Committee' or 'ARIC'), I present the ARIC report for Central Tablelands Water (CTW) covering the 1 July 2024 – 30 June 2025 year.

The ARIC is an independent forum that provides oversight and assistance to improve the risk management, governance and compliance, internal control and external accountability of BSC.

CTW's ARIC operates in accordance with relevant legislation, the Office of Local Government's *Guidelines for Risk Management and Internal Audit for Local Government in NSW (Guidelines)* and its Charter which sets out the roles and responsibilities of the Committee, its authority, membership and the tenure of its members, the operation of its meetings, how decisions are made and its reporting responsibilities. The Charter is reviewed regularly, is amended as necessary to reflect evolving regulatory guidance issued by the Office of Local Government, and is referred to Council for adoption.

This report covers the role of the ARIC, the report's purpose, ARIC membership and attendance, key activities over the year, and focus issues going forward.

### Role of the Committee

As noted in the *Guidelines*, the Local Government Act requires each council to 'establish an audit, risk and improvement committee to continuously review and provide independent advice to the General Manager and the governing body of the council on:

- whether the council is complying with all necessary legislation, regulations and other legal requirements
- the adequacy and effectiveness of the council's risk management framework, fraud and corruption prevention activities, financial management processes, and the council's financial position and performance
- the council's governance arrangements

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- the achievement by the council of the goals set out in the council's community strategic plan, delivery program, operational plan and other strategies
- how the council delivers local services and how it could improve the performance of its functions more generally
- the collection of performance measurement data by the council, and
- any other matters prescribed by the Local Government Regulation (including internal audit).'

### **Purpose of Report**

This report provides background to the Committee's membership, activities during the period and areas for attention in the year to come.

### **Committee Membership**

Over the course of 2024-25, the Committee had the following members:

#### *Independent Members:*

- Donna Rygate (Chair)
- Ron Gillard
- Liz Jeremy
- Stephen Coates

#### *Councillor Members:*

- Councillor Marlene Nash (non-voting)
- Councillor Craig Gosewisch (non-voting)
- Councillor John Newstead (non-voting alternate)

#### *Independent Member Profiles*

Donna Rygate is an experienced independent chair/director, business leader and skilled problem solver who currently holds various board, panel and committee chair and/or member roles. She has worked in executive, policy, communications, governance, corporate and operational roles in and around the public sector for more than 35 years. From 2014 to 2018 Donna was Chief Executive of Local Government NSW. She has an Economics degree with Honours in Government and Public Administration, a Masters degree in Planning, a Diploma of Governance, a Juris Doctor degree (law masters), and a Graduate Diploma in Legal Practice. She is also an Australian Institute of Company Directors course graduate, a Fellow of the Institute of Public Administration and a Fellow of the Institute of Community Directors Australia. Donna is chair of six local government audit committees, a member of one Commonwealth Government audit committee, chair of two State Government audit committees, and a member of three State Government audit committees.

Ron Gillard has attained a broad range of commercial experience in the Australian manufacturing and investment sectors, as well as from participating in significant business ventures in Australia, the US and Europe. Since commencing his management consulting business in 2005, he has also held a number of honorary executive positions on boards and/or committees for not-for-profits, community organisations, and other institutions. At various times during this same period, Ron has been appointed as an Independent Member to ARICs of nineteen regional councils and two joint organisations. He is currently the Chair of six and member of a further ten. Ron holds a Masters Degree in Commerce.

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Liz Jeremy is an experienced professional with a career that spans several decades with significant roles in local and regional government and governance, including serving as General Manager at Bellingen Shire Council, Executive Officer at the Mid North Coast Joint Organisation, Chair of the General Managers Advisory Committee for the Mid North Coast Region of Councils and the Mid North Coast Joint Organisation, along with Board Director at Statewide Mutual. Academic achievements include a Bachelor of Business and Master of Business Administration. Liz is now Practice Lead at Concatenation and has membership of the Audit Risk and Improvement Committees for Nambucca Valley Council, Narromine Council, Brewarrina, Central Tablelands Weeds, Central Tablelands Water, and the Far West Joint Organisation and its member councils of Bourke, Cobar, Walgett and Castlereagh Macquarie County Council.

Stephen Coates has over 20 years' experience leading assurance and advisory teams in both a private and public-sector context. He was previously a partner in a large international advisory firm and has held senior roles in advisory and consulting services, technology risk consulting, and assurance services. He also has strong commercial operational experience and has held several non-Executive Director roles. His focus is on helping Boards, Committees, and executive leadership make good decisions. He's an experienced internal audit and technology risk professional and works with governments, leading companies, and not-for-profit organisations as a Board Advisor, non-Executive Director and Company Secretary. He is a Past-President of IIA-Australia and the Asian Confederation of Institutes of Internal Auditors, and a past member of the global International Internal Audit Standards Board (IIASB). As an experienced independent member and Chair of several public sector Audit & Risk Committees Stephen brings insight and oversight to governance mechanisms. His participation benefits Audit & Risk Committees through significant experience, the ability to ask probing questions to elicit necessary answers and considering the organisation's needs as it executes governance requirements. Stephen also presents global training and coaching workshops on related competencies, with recent presentations in Malaysia, Singapore, Thailand, UAE, Fiji, Vietnam, and Australia. He also regularly volunteers to grow the profession. He uses his skills to transform organisations' governance, risk, assurance, and compliance processes to deliver value at reasonable cost.

During the year, the ARIC was supported and informed by:

- Graham Haley and Charlie Harris (General Manager)
- Peter McFarlane and Lynette Safranek (Director Finance & Corporate Services)
- Noel Wellham (Director of Operations & Technical Services)
- Achal Deo (Governance & Executive Support Officer)

### **Meetings of the Committee**

The table below sets out the meetings of the Committee held during the reporting period and the attendance of Committee Members at these meetings.



Date	7/8/2024	14/11/2024	14/2/2025	22/5/2025	Attended
Donna Rygate	x	x	x	x	4/4
Ron Gillard	x	x	x	N/A	3/3
Liz Jeremy	x	x	x	x	4/4
Stephen Coates	N/A	N/A	N/A	x	1/1
Cr Marlene Nash	x	N/A	N/A	N/A	1/1
Cr Craig Gosewisch	N/A	x			1/3
Cr John Newstead	N/A		x		1/2

### **Committee Activities in the Reporting Period**

The ARIC's key during the year include those noted below.

#### **Internal Audit**

- Progress report on Project Management Audit and Fraud Health assessment (14/11/2024)
- Four year draft internal audit program 2024-2028 (14/11/2024)
- Progress report on Project Management Audit and Fraud Health assessment (14/02/2025 and 22/05/2025)

#### **Compliance and Governance**

- Draft Investment Policy (14/11/2024)
- Councillor Payment of Expenses and Provision of Facilities Policy (14/11/2024)
- Draft Internal Audit Charter (14/11/2024)
- Updated to secondary Employment Policy (14/02/2025)
- Draft Internal Audit Charter (14/02/2025)
- Code of Conduct and Code of Meeting Practice policies (22/05/2025)

#### **Risk Management and Fraud Control**

- Draft Fraud and Corruption Control Policy and Plan (14/11/2024)
- Business email compromise incident (14/11/2024)
- 4 Year internal audit scope for fraud risk assessment in the second half of the calendar year (22/05/2025)

#### **External Audit**

- Interim final management letter dated 1 August 2024 (7/08/2024)

#### **Financial Management**

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- Audited Financial Statement for year ending 30 June 2024 (14/11/24)
- Engagement Closing Report for year ending 30 June 2024 (14/11/24)
- Final Management Letter for year ended 30 June 2024 (14/02/2025)
- 2024-25 Audit engagement plan (22/05/2025)

### **Compliance**

- Third independent member selected and appointed
- ARIC Annual Report to council for 23-24 (7/08/2024)

### **2025-26: The Year Ahead**

2024-25 saw the first full year of ARIC's operation under the Office of Local Government's long delayed reforms. Work was undertaken to progress CTW's transition to the new framework, but more needs to be done to ensure full implementation.

The Committee's primary focus in 2025-26 will also be on the following areas:

- Internal Audit
- CTW still lacks an adequate internal audit program with a long-term lens on critical operations
- While the end of the 2024-25 saw a pleasing improvement in terms of implementation of prior audit recommendations, this will continue to be a key area of ARIC attention
- Risk Management – CTW's risk management framework and associated procedures must continue to improve to facilitate effective management of business and financial risks.
- Fraud control
- Project management
- Continuing the implementation of OLG's new ARIC arrangements as we progress through their first four year cycle

Donna Rygate

**Independent Chair**

**Central Tablelands Water Audit, Risk and Improvement Committee**

10 August 2025

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**12.13) DISCLOSURES BY COUNCILLORS AND DESIGNATED PERSONS (GO.CO.3)****Author:** Director Finance & Corporate Services**IP&R Link:** Strategic Priority 2: An efficient, sustainable and customer focused organisation – 2.3: Continuous Improvement Whilst Managing Risk**RECOMMENDATION:**

That the “Disclosures by Councillors and Designated Persons” Returns for the period ending 30 June 2025, as tabled be received.

**REPORT**

In accordance with Section 440AAB of the Local Government Act 1993, all returns disclosing interests of Councillors and designated persons, for the period 1 July 2024 to 30 June 2025, must be tabled at the first meeting of Council following the last day for lodgement of the returns.

Accordingly, a copy of the returns for each Councillor who held office as at 30 June 2025, as well as the General Manager, Director Finance & Corporate Services, Corporate Services Manager and independent members of the Audit & Risk Improvement Committee (ARIC) who were all designated persons during the 2024/25 period.

**BUDGET IMPLICATIONS**

Nil

**POLICY IMPLICATIONS**

Nil

**ATTACHMENTS**

Nil.



**12.14) FINANCIAL MATTERS - INVESTMENT REPORT AS AT 31 JULY 2025**  
**(FM.BA.1)**

**Author:** Director Finance & Corporate Services  
**IP&R Link:** – 2.3.1: Manage the risk management framework including the risk register. – 2.2: Sound Financial management – 2.2.1: Review and update long term financial plan (LTFP).

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**RECOMMENDATION:**

That the information in relation to Cash and Investments at 31 July 2025 be noted.

**REPORT****Cash and Investments**

The investment summary below represents Council's total investments as of 31 July, 2025 in accordance with clause 212 of the Local Government (General) Regulation 2005 and Section 625 of the Local Government Act 1993.

The above investments have been made in accordance with the Local Government Act 1993, the Local Government General Regulation 2005 and Council's Investment Policy.



Peter McFarlane  
Responsible Accounting Officer

**INVESTMENT COMMENTARY**

After making the decision to leave the cash rate unchanged at its July 2025 meeting, the Reserve Bank (RBA), at its most recent August meeting decided to reduce the cash rate to 3.60%. This is the third cut in the cash rate in 2025 and markets are expecting further cuts before the end of the year.

The RBA made this decision based upon the release of the June quarter Consumer Price Index (CPI) which indicated that inflation had reduced to an annual rate of 2.1%. This is well within the RBA's target range of 2.0% to 3.0%. There had also been an increase in the unemployment rate from 4.1% to 4.3% in July which gave the RBA assurance that the economy was slowing and a cut in rates was a safe option.

Most Approved Deposit Taking Institutions have reduced their term deposit rates in response cuts in the cash rate however sometimes opportunities arise when Institutions are seeking funds to satisfy short term liquidity needs. Council is still operating mainly at the 12 month point of the yield curve but has taken shorter terms where it presents good value.

**BUDGET IMPLICATIONS**

Council's 2025/26 operational budget has factored in a reduction in the interest rates over the course of the year so budgeted interest income will still be achieved.



As term deposits mature Council, reviews the market opportunities and will change institutions to obtain superior interest returns. This is done in accord with the requirements of the investment policy.

### **POLICY IMPLICATIONS**

Council's Investment Policy allows the flexibility to continue to operate effectively in the current market with minimal risk.

Council is always seeking the best return possible whilst applying the risk parameters of the Investment Policy.

Council's rolling maturity profile also provides the capacity to respond to most unplanned liquidity requirements.

### **ATTACHMENTS**

- 1 Cash at Bank and Investments at 31 July 2025



		Credit Rating	Term (Days)	Rate	Maturity Date	% of Portfolio
<b>Short Term Deposits</b>	<b>\$ 12,100,000.00</b>					<b>94.89%</b>
Bank Vic - Curve Securites	600,000	BBB+	270	4.35%	13/03/26	4.71%
ING - Curve Securities	500,000	A	365	4.68%	11/03/26	3.92%
Unity Bank Ltd	500,000	BBB+	365	5.15%	4/08/25	3.92%
ING - Curve Securities	500,000	A	365	5.03%	16/10/25	3.92%
ING - Curve Securities	500,000	A	365	4.66%	26/03/26	3.92%
ING - Curve Securities	500,000	A	364	5.10%	3/11/25	3.92%
NAB - Curve Securities	500,000	AA-	180	4.30%	29/10/25	3.92%
NAB - Curve Securities	500,000	AA-	364	4.90%	12/09/25	3.92%
ING - Curve Securities	500,000	A	364	4.65%	13/03/26	3.92%
Bank of QLD - Curve Securities	500,000	A-	184	4.30%	5/12/25	3.92%
Macquarie Bank - Curve Securities	500,000	A+		4.15%	At Call	3.92%
NAB - Curve Securities	500,000	AA-	365	4.55%	2/04/26	3.92%
NAB - Curve Securities	500,000	AA-	182	4.55%	7/10/25	3.92%
Bank of QLD - Curve Securities	500,000	A-	181	4.70%	22/09/25	3.92%
NAB - Curve Securities	500,000	AA-	365	4.00%	2/07/26	3.92%
Bank Vic - Curve Securites	500,000	BBB+	181	4.35%	8/12/25	3.92%
MyState - Curve Securities	500,000	BBB+	365	5.00%	3/09/25	3.92%
AMP - Curve Securities	500,000	BBB+	152	4.30%	18/11/25	3.92%
Unity Bank Ltd	500,000	BBB+	365	4.15%	14/07/26	3.92%
NAB - Curve Securities	500,000	AA-	181	4.70%	15/09/25	3.92%
Westpac Banking Corporation	500,000	AA-	365	4.77%	3/02/26	3.92%
Westpac Banking Corporation	500,000	AA-	365	4.65%	3/03/26	3.92%
Bank of QLD - Curve Securities	500,000	A-	181	4.73%	30/09/25	3.92%
AMP - Curve Securities	500,000	BBB+	156	4.50%	7/11/25	3.92%
<b>At Call Bank Accounts</b>	<b>\$ 651,766.25</b>					<b>5.11%</b>
Commonwealth Bank - General Account	\$ 115,588.96	AA-	At Call	3.70%	N/A	
Commonwealth Bank - BOS Account	\$ 536,140.47	AA-	At Call	3.75%	N/A	
Unity Bank Ltd - Cheque Account	\$ 36.82	Unrated	At Call	0.00%	N/A	
<b>Total Value of Investment Funds</b>	<b>\$ 12,751,766.25</b>					<b>100%</b>
<b>Average Rate on Term Deposits</b>						
90 Day BBSW for July 2025	3.6814%					
Average Rate on Term Deposits	4.5785%					
Margin over 90 day BBSW	0.8971%					
Average Term - Short Term Deposits (days)	306					
<b>Long Term Credit Rating</b>						
	<b>Amount \$</b>	<b>%</b>				
AA-	\$ 4,651,729.43	36.47%				
A+	\$ 500,000.00	3.93%				
A	\$ 2,500,000.00	19.61%				
A-	\$ 1,500,000.00	11.76%				
BBB+	\$ 3,600,000.00	28.23%				
Unrated	\$ 36.82	0.00%				
<b>Total</b>	<b>\$ 12,751,766.25</b>	<b>100.00%</b>				

#### BANK RECONCILIATION

Balance as per Bank Statement - General Account	\$	112,543.60
Add: Visa card to be processed August 2025	\$	3,169.76
Less: Unpresented Cheque No. 846	-\$	124.40

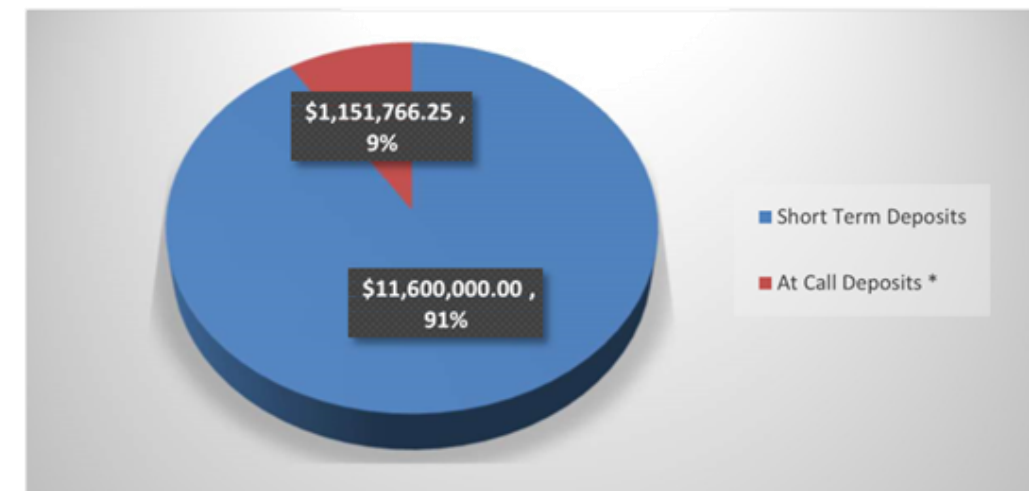
Balance as per Cash Book - General Account	\$	115,588.96
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#### GENERAL FUND

(a) Cash Book Balance	\$	651,766.25
(b) Bank Balance	\$	651,766.25

<b>Short Term Deposits</b>	<b>\$ 11,600,000.00</b>
<b>At Call Deposits *</b>	<b>\$ 1,151,766.25</b>

\* Includes Macquarie Bank on Call Account





**16.15) UNCOMPLETED WORKS - REVOTES OF EXPENDITURE AT 30 JUNE 2025**  
**(FM.BA.1)**

**Author:** Director Finance & Corporate Services  
**IP&R Link:** Strategic Priority 2: An efficient, sustainable and customer focused organisation – 2.2: Sound Financial management – 2.2.1: Review and update long term financial plan (LTFP).

**RECOMMENDATION:**

That Council revoke the uncompleted works and adjustments be made to the adopted 2025/26 Operational Plan.

**REPORT**

This report is to recommend the revoting of capital works projects that were not completed during the 2024/25 financial year. These revotes, if adopted by Council will then form part of the 2025/26 Operational Plan and will be incorporated into the September 2025 Quarterly Budget Review Statement.

It is noted that a number of capital projects had been removed from the 2024/25 Capital Budget as adopted in Quarterly Budget Review Statements during the 2024/25 year. Only those projects that remained in the revised budget at the March 2025 Budget Review can be revoked.

These revotes have been considered in consultation with the relevant staff and the Senior Management Team. These works if adopted by Council will be included in the 2025/26 Capital Budget.

Revotes consist of costs that have already been committed by way of purchase order or contract, together with planned works that have not been completed within the 2024/25 financial year. Revote figures included in the table below show the balance of the project budget to be included in 2025/26 financial year.

As a rule, unspent operational expenditure will not be revoked unless there is firm commitment by way of purchase order, contract outstanding or the funds relate to unexpended grant or contribution monies.

Council has one unexpended operational grant that will be carried over into 2025/26 and it is outlined below.

The recommended revotes are listed in the table below:

Details	Amount \$	Funding Source
Telemetry Upgrades	65,417	Infrastructure Restriction – Program Ongoing
Water Loss Program Meters	34,575	Infrastructure Restriction – Program Ongoing
Depot Refurbishments Program	367,594	Infrastructure Restriction. Canowindra Depot



Trunk Mains – Western Artery	18,946	Infrastructure Restriction 50% , Grant 50%
Bangaroo Booster Pump	6,686	Infrastructure Restriction. Yet to be commissioned .
Eugowra Booster Pump	77,832	Infrastructure Restriction. Works to be completed.
Gooloogong Bore Switchboard	113,617	Infrastructure Restriction. Works yet to be completed.
Carcoar Fluoride Plant Upgrade	100,000	Grant 100%. Works yet to occur.
Carcoar Town Reservoir – Relocate Pumps	25,000	Infrastructure Restriction. Works yet to occur.
Carcoar WTP – PLC Upgrade	70,000	Infrastructure Restriction. PLC yet to be installed.
Reticulation Mains Renewal Program – Blayney, Carcoar, Millthorpe and Canowindra	360,735	Infrastructure Restriction – Program Ongoing
<b>Total Capital Budget Revotes</b>	1,240,402	
Strategic Planning Grant – Stage 1- Operating	37,118	Works Underway - Funded 50% by Council and 50% from Safe and Secure Grant
<b>Total Operational Budget Revotes</b>	37,118	
<b>Total Revotes</b>	1,277,520	

All these revotes are fully cash funded from the source detailed above.

### **BUDGET IMPLICATIONS**

These revotes if approved will be incorporated into the September 2025 Quarterly Budget Review Statement.

The additional capital budget of \$1,240,402 will increase the adopted Capital Budget for 2025/26 from \$1,906,556 to \$3,146,968.

The additional Operational vote of \$37,118 will increase the adopted budgeted operating result before capital for 2025/26 from a deficit of \$710,043 to a deficit of \$729,002. (Difference is \$18,559 being the 50% Council funded share of the expenditure)

### **POLICY IMPLICATIONS**

Clause 211 (1) of the Local Government (General) Regulation 2005 requires that Council must not incur a liability for expenditure of money unless a meeting of Council has:

- a. approved the expenditure, and
- b. voted the money necessary to meet the expenditure.

The adoption of the revoted works will allow funding for those works to be included in the 2025/26 Operational Plan.



**ATTACHMENTS**

Nil.



**12.16) FINANCIAL STATEMENT CERTIFICATES 2024/25 (FM.FR.1)**

**Author:** Director Finance & Corporate Services  
**IP&R Link:** Strategic Priority 2: An efficient, sustainable and customer focused organisation – 2.2.1: Review and update long term financial plan (LTFP).

---

**RECOMMENDATION:**

That Council

1. Refer its Financial Reports to audit in accordance with Section 413(1) of the Local Government Act 1993.
2. Note that the Annual Financial Reports have been compiled in accordance with:
  - a) The Local Government Act 1993 (as amended) and the regulations made thereunder;
  - b) The Australian Accounting Standards and Professional pronouncements; and
  - c) The Local Government Code of Accounting Practice and Financial Reporting.
3. Endorse the Annual Financial Reports as fairly presenting the Council's operating result and financial position for the year, and that the Financial Reports accord with Council's accounting and other records.
4. State that it is not aware of any matter that would render this report false and misleading in any way.
5. In accordance with Section 413 (2) (c) of the Local Government Act 1993, authorises the Chairman, Councillor, General Manager and Responsible Accounting Officer to sign the required Statements relating to the General Purpose Financial Report and the Special Purpose Financial Report.
6. Delegate to the General Manager the authority to issue the Financial Statements upon receipt of the Auditor's Reports.
7. Endorse the internal restrictions as listed in Note C1-3 of the General Purpose Financial Statements.

**REPORT**

Section 413 (2) (c) of the Local Government Act 1993, requires Council to prepare Financial Reports and to refer those reports for audit within four (4) months after the end of the financial year (s416 (1)).

Council staff are completing a draft set of financial statements for 2024/25 and a copy will be tabled at the meeting.

As the financial statements are only in draft form (unaudited), a full commentary regarding the result will not be presented until after the audit has been completed.

As part of the Financial Reports, Council is required to present a statement of its opinion on the reports in accord with Sec 413 of the Local Government Act 1993. A copy of the form of the Councillors and Management Statements are attached for both the General Purpose Financial Report and the Special Purpose Financial Report.

Council's Responsible Accounting Officer and General Manager are required to endorse the certificates along with the Council members. All signatories will be signing the Certificates at the conclusion of the meeting.

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Council is also asked to endorse the listing of internal restrictions shown at Note C1-3. These restrictions have been reconciled after the determination of the cash and investment balances at 30 June, 2025. A listing of these restrictions are attached to this report.

Council retains an unrestricted cash balance of \$500K to provide working capital for any unplanned operational requirements.

Any transfer from internally restricted funds requires the endorsement of Council through either the adopted budget, through the quarterly budget review process (QBRS) or a separate resolution voting the funds by Council.

Once the auditor has completed the audit and has submitted their report, Council must fix a date for a meeting at which the auditor's report will be presented and give public notice of the date. This date must be at least seven (7) days after the date on which notice is given, but not more than five (5) weeks after the auditor's reports are given to Council.

The General Manager will also authorise lodgement of the accounts with the Office of Local Government upon receipt of the Audit reports. Pursuant to Section 377 of the Local Government Act this action requires the delegation of Council in accord with resolution six noted above.

### **BUDGET IMPLICATIONS**

Nil

### **POLICY IMPLICATIONS**

Nil

### **ATTACHMENTS**

- 1 Internal Restrictions at 30 June 2025
- 2 Councillors and Management Statement - GPFS 2024-25
- 3 Councillors and Management Statement SPFS 2024-25



C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

\$ '000	2025	2024
(b) Internal allocations		
Cash, cash equivalents and investments not subject to external restrictions	12,780	10,746
Less: Internally restricted cash, cash equivalents and investments	(12,280)	(9,946)
Unrestricted and unallocated cash, cash equivalents and investments	500	800
Internal allocations		
At 30 June, Council has internally allocated funds to the following:		
Plant and vehicle replacement	850	886
Infrastructure replacement	10,136	7,646
Employees leave entitlement	713	753
Development reserve	461	461
Consultancy	120	200
Total internal allocations	12,280	9,946
Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.		
(c) Unrestricted and unallocated		
Unrestricted and unallocated cash, cash equivalents and investments	500	800



## Central Tablelands Water

### General Purpose Financial Statements

for the year ended 30 June 2025

### Statement by Councillors and Management

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Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards issued by the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 20 August 2025.

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Cr Andrew Rawson  
Chairperson  
20 August 2025

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Cr John Newstead  
Councillor  
20 August 2025

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Mr Charlie Harris  
General Manager  
20 August 2025

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Mr Peter McFarlane  
Responsible Accounting Officer  
20 August 2025



## Central Tablelands Water

### Special Purpose Financial Statements

for the year ended 30 June 2025

### Statement by Councillors and Management

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#### Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached special purpose financial statements have been prepared in accordance with:

- NSW Government Policy Statement, *Application of National Competition Policy to Local Government*
- Division of Local Government Guidelines, *Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality*
- The Local Government Code of Accounting Practice and Financial Reporting
- Sections 3 and 4 of the NSW Department of Planning and Environment, *Water's Regulatory and assurance framework for local water utilities*.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records; and
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 20 August 2025.

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Cr Andrew Rawson  
Chairperson  
20 August 2025

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Cr John Newstead  
Councillor  
20 August 2025

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Mr Charlie Harris  
General Manager  
20 August 2025

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Mr Peter McFarlane  
Responsible Accounting Officer  
20 August 2025



**12.17) OPERATIONS AND PROJECT UPDATES (CA.PJ.1)****Author:** General Manager**IP&R Link:** Strategic Priority 1: Provide a high quality and reliable drinking water supply**RECOMMENDATION:**

That Council note the update on the various projects currently underway.

**REPORT*****Customer Service***

Council received 82 Customer Service requests during June and July. Most of the requests (73) were related to water meters and services.

9 x Main breaks were repaired during the time, 2 of these were recorded during business hours and 7 after hours.

There were 2 complaints:

1 x dirty water: This was identified as an issue on the customers internal plumbing.

1 x Low water pressure: This was an issue with the customers plumbing.

***Central NSW JO Board meeting***

The JO board met on 31 July 2025 in Parkes and was attended by the Chairman on behalf of CTW. Mrs Meredith Macpherson provided information in the regional water report. Of note in the report was the report on the University of Sydney Major Industry Project Placement Scheme Project (MIPPS)

The 2025 University of MIPPS student is currently finalising his thesis titled, Valuing Water Conservation to Better Support Water Resilience in Regional New South Wales. This project aims to validate the DCCEEW Water Conservation Cost-Benefit Guidelines CBA model by undertaking a more robust analysis of the value of a kilolitre of town water for Bathurst, Orange and Parkes. It seeks to address concerns identified by the region that the value of town water and its productive use is undervalued in strategic water planning frameworks, including the Murray Darling Basin Plan.

The CBA model used for this work is designed to be changed to account for different variables and situations and will be able to be used to determine the value and benefits of water conservation in other CNSWJO member councils and by LWUs more broadly. A report detailing the findings from this analysis, including recommendations for next steps, will be provided to the November Board meeting.

Opportunities for a 2026 project to continue the valuable partnership with the University of Sydney, are being canvassed with the Water Utilities Alliance. It's a great program and well worth the \$35k investment for work that would otherwise cost thousands in consultancy fees.

***Per-and polyfluoroalkyl substances (PFAS)***



The National Health and Medical Research Council (NHMRC) have released their advice regarding Per-and polyfluoroalkyl substances (PFAS), which will now become part of the Australian Drinking Water Guidelines (ADWG). Current advice can be found here [NHMRC Review of PFAS in Australian drinking water | NHMRC](#). Water Services Association of Australia (WSAA) has developed a set of fact sheets and Frequently Asked Questions (FAQs) for members, the general public and media enquiries. These are published here [Per- and Poly-Fluoroalkyl Substances \(PFAS\) Resources](#).

The CNSWJO Water Utilities Alliance continues to provide support to its members in navigating the new guidelines and is keeping a watching brief on the implications of these.

Drinking water quality remains a priority for the Alliance with work now completed on Drinking Water Management System External Audits and Audit Readiness Reviews. A meeting of water quality staff from councils across the region is scheduled to take place in the coming weeks to review the regional report recommendations from the readiness reviews, to share learnings and review opportunities for collaboration on improvements.

CTW have completed several tests in conjunction with NSW Health on PFAS in our source water systems and have confirmed the results of the tests do not indicate issues with PFAS in our source water. Test results have been published on our website here [Water Quality | Central Tablelands Water](#).

### ***Transitioning Local Water Utility Strategic Planning to Integrated Planning and Reporting***

An online inter-council group for Local Water Utility (LWU) managers and other council staff continues to meet to support members in transitioning LWU strategic planning into Integrated Planning and Reporting (IP&R) using the CNSWJO Practitioners Toolkit. Where progress has been made by some councils in this round of IP&R, for others, while interested, its early days and will take time.

Challenging this work has been the fifty or more councils across the state funded through the Safe and Secure Water Program to deliver integrated water cycle management plans under the old framework. To be finalised by December 2025, it is anticipated that this timeline will be extended due in part to lack of resourcing by DCCEEW to manage its own assurance framework. This and a limited understanding of IP&R by DCCEEW has not helped enable this transition.

The Aither evaluation of the Town Water Risk Reduction Program Phase one and the NSW Productivity and Equality Commission both made recommendations about the Integration of key elements of the Regulatory and Assurance Framework (RAF) into the IP&R framework. Despite this, DCCEEW remains firmly entrenched in its old regulatory culture.

To progress alignment of the RAF with IP&R, the CNSWJO and Alliance members are working with the NSW Water Directorate on a proposal to form a working group of LWUs from across the state who are known to be well advanced with their thinking on new approaches to LWU strategic planning. Participation by DCCEEW, Local Government NSW and the NSW Office of Local Government would also be sought.

While each council has different approaches to LWU strategic planning, the key message remains the need to be less prescriptive and to let each LWU choose its own course to achieving outcomes. The RAF needs to align with IP&R by collaboration and co-design, and



it is hoped that this sector-led initiative might achieve this. This work is in line with previous GMAC and Board resolutions.

At its meeting on 30 June, the Inter-council group agreed the value of the CNSWJO reviewing member councils' Delivery Plans for references to water and sewer related activities. Details will be collated and reviewed by the Water Utilities Alliance (WUA) and will inform the review of its Strategic Plan and other work in the strategic planning space.

### ***Regional Water Strategies***

While the NSW DCCEEW Director Regional Water Strategies declined invitations to participate in Statement of Strategic Regional Priority (SSRP) stakeholder consultations and to present to the May Board meeting, a follow up request was made for a progress report on implementation of actions from the Macquarie-Castlereagh Regional Water Strategy. The response is provided below.

Further advice on NSW Government funding for the finalisation and implementation of Regional Water Strategies and a submission to the Independent Pricing and Regulatory Tribunal (IPART) regarding this is provided in the Advocacy Report.

### ***Regional Water Portfolio Meeting***

This meeting is attended by Mayors and Chairman from CTW, Bathurst and Cowra and the General Managers of Parkes, Orange, CTW and JO Staff. The portfolio attendees agreed on the following:

- I. A memo be drafted for the Board in relation to the Belubula Water Security Project under the hand of the Chair;
- II. Coordinate a delegation of Mayors to meet with the Minister in Sydney in relation to the Belubula Water Security Project and other water security issues;
- III. Provide briefing notes to the delegation for information into the meeting; and
- IV. Provide a letter of support from the Board in regard to the Belubula Water Security Project to CTW for their meeting with the Minister

### ***Belubula Water Security Project (BWSP)***

The Chair, Project Manager, and Community Engagement Officer (DCCEEW Staff) from the BWSP met with the board on 25 June to receive an update on the project. The board had an opportunity to ask questions and raised their concerns of the project. Notable discussion points were:

- The operation concerns used for the options assessment.
- The level of Carcoar Dam in relation to Lake Rowlands and the likelihood of water being available to pump back when CTW requires the water wont be there.
- The water quality of Carcoar dam and that it is a recreational dam and provides a heightened risk in terms of water quality and therefore the treatment processes will be higher.
- Communication to the community and stakeholders, such as Orange has not been sufficient.

The response from the DCCEEW staff was positive and there has been a shift in their consideration of CTW concerns in progressing the next phase of the project.

Engineering, Heritage, Environmental and Economic consultants have all now been engaged to develop the plans required for the inputs into the final business case. Engineering consultants have attended the site and inspected the dam for developing the works required for the augmentation. The Project Manager has indicated that timing of the project is on track.



***Meeting with the Minister***

The Chairman and General Manager met with the Hon. Rose Jackson, MLC, Minister for Water and her water advisor, Cameron Munro, on July 15 to discuss the Belubula Water Security Project. The Minister was receptive to our concerns for ensuring town water security was the main priority for the BWSP. A letter to the Minister following the meeting is attached for your information.

***Canowindra Depot Upgrade.***

The request for quote for the demolition and site works has been released to selected contractors for quotation. The quotes will close on 28 August and assessments will occur after this date.

Separate quotations for modular buildings to suit the requirements have also been sent to suppliers and will be free issued to the contractor who will need to take delivery, place and finish off the connection to services and concreting.

A condition of consent of the Development Application includes the need for an accessible carpark. The requirement is for the carpark to be located within the Lot boundary. However, this is difficult due to the location of critical underground services. A request has been made to Cabonne Council for consideration of relocating the accessible carpark in the road reserve outside the property boundary. The location of the depot is not in a location of a through road and has a very wide road reserve. Therefore, there is little to no safety risks for the relocation to the road reserve and initial discussion have indicated this may be possible.

**BUDGET IMPLICATIONS**

2025/26 Operations plan

**POLICY IMPLICATIONS**

Nil

**ATTACHMENTS**

- 1 20250717\_Minister Jackson meeting 2 Pages





17 July 2025

The Hon. Rose Jackson MLC  
Minister for Water, Minister for Housing, Minister for Homelessness,  
Minister for Mental Health, and Minister for Youth  
[office@jackson.minister.nsw.gov.au](mailto:office@jackson.minister.nsw.gov.au)

Dear Minister Jackson,

**Re: Recent meeting on the Belubula Water Security Project**

Thank you again for taking the time to meet with us on Tuesday, we appreciate fitting us into your busy schedule. We are sincerely grateful for the ongoing support from both you and Cameron, and for your clear recognition of the importance of town water security across our region.

Central Tablelands Water (CTW) remains committed to playing a constructive and purposeful role in the Belubula Water Security Project. CTW is committed to working productively with DCCEE to ensure that the Full Business Case (FBC) incorporates realistic, evidence-based assumptions that can support a robust and defensible outcome that provides optimal investment in town water security.

As discussed in our meeting, there are complex challenges in aligning the operational priorities of CTW and WaterNSW. Assumptions used in determining the shortlisting projects and subsequent modelling had not fully considered the operational rules of CTW. We are concerned that some of the assumptions used for shortlisting of the options will not be defensible at the conclusion of the project. We understand that for the project to progress smoothly through Treasury and deliver the right long-term solution, every element of the FBC must be transparent, factual, and inclusive of all relevant perspectives,

CTW is best positioned to assess the operational impacts and risks associated with each option to our local town water supplies, especially regarding the treatment of lower-quality raw water. Ongoing consultation with CTW on the inputs into the FBC is essential to ensure assumptions are accurate and can stand up to scrutiny from both Treasury and INSW.

Hydrological modelling and the outputs from Sub-Regional Town Water Security Project have clearly demonstrated the pressures facing CTW and Orange due to population growth and climate volatility. These pressures reinforce the strategic importance of augmenting Lake Rowlands not just for CTW, but for the wider region's water security. CTW understands and embraces its role in working collaboratively with neighbouring utilities to support the region's long-term water security. Our focus is not just on CTW's needs but on securing sustainable town water for the broader Central Tablelands region.

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**Central Tablelands Water** ABN: 43 721 523 632 30 Church Street Blayney NSW (02) 6391 7200  
PO Box 61 Blayney NSW 2799 [water@ctw.nsw.gov.au](mailto:water@ctw.nsw.gov.au) [www.ctw.nsw.gov.au](http://www.ctw.nsw.gov.au)





We recognise that the Lake Rowlands to Carcoar Dam pipeline could provide benefits for WaterNSW licence holders who rely on Carcoar Dam, including improved volumes for general and high security licence holders. However, it is important to distinguish between the benefits to agricultural water users and those to town water security. Raising Lake Rowlands and delivering potable water to Orange and beyond will clearly provide superior outcomes for town water security, and we are confident a comprehensive and accurate FBC will reflect this. Achieving this requires a strong and supportive relationship with the NSW Government and its agencies.

We thank you for your ongoing commitment to this project and:

- Raising CTW's concerns with the Department.
- Upholding the prioritisation of town water infrastructure that underpins long term town water security.
- Acknowledging competing priorities while ensuring that only those options delivering town water security is supported for funding.
- Seeking flexibility on the confidentiality agreement that applies to the PCG process.
- Agreeing to meet with the Mayors and General Managers of Orange, Cabonne, and CTW during the Country Mayors meeting in early August, subject to availability.

We look forward to continuing support from yourself and NSW Government.

Yours faithfully,

A blue ink signature of Charlie Harris, consisting of a stylized 'C' followed by a horizontal line.

Charlie Harris  
General Manager

A blue ink signature of Andrew Rawson, featuring a stylized 'A' and 'R'.

Andrew Rawson  
Chair



**13. QUESTIONS ON NOTICE**

(General Manager)

No questions on notice were received.

**ATTACHMENTS**

Nil