



**Central
Tablelands
Water**

Business Paper

**Ordinary Meeting of
Central Tablelands Water**

18 February 2026

Blayney



Thursday, 12 February 2026

Notice to Members

Your attendance is requested at an Ordinary Meeting of Council to be held at the Darrell Sligar Centre Blayney on Wednesday, 18 February 2026 at 10.30am.
The public forum will commence at 10am.

Public Forum

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. Questions on Notice
13. Confidential Matters
14. Late Reports
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 is livestreamed. The live stream will allow members of the public to view 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 a Council Meeting, you agree to be audio and visually recorded. Please ensure that when you speak at this Council Meeting you are respectful to others and always use appropriate language.

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The live stream 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 18 FEBRUARY 2026

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12. QUESTIONS ON NOTICE

5. CONFIRMATION OF MINUTES FROM PREVIOUS MEETING

5.1) MINUTES OF THE ORDINARY MEETING HELD ON 17 DECEMBER 2025

RECOMMENDATION:

That the Minutes of the Ordinary Meeting of Central Tablelands Water, held on 17 December 2025, being minute numbers 25/096 to 25/109 inclusive, be confirmed.

ATTACHMENTS

1. Minutes of the Ordinary Meeting held on 17 December 2025

Minutes of the Ordinary Meeting of Central Tablelands Water held at Canowindra, on Wednesday, 17 December 2025, commencing at 10am

Present

Cr Andrew Rawson	(Chairperson)	Cabonne
Cr. Marlene Nash		Cabonne
Cr. Craig Gosewisch	(Deputy Chairperson)	Blayney
Cr. John Newstead		Blayney
Cr. Paul Best		Weddin
Cr. Jan Parlett		Weddin
Charlie Harris	General Manager	
Lynette Safranek	Executive Manager Corporate Services	
Claire Wright	Executive Management Accountant	
Achal Deo	Governance & Executive Support Officer	
Katy Henry	Auditor	

Preceedings in brief:

One minute silence was observed in respect of the Bondi terror attack.

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

Nil

5. CONFIRMATION OF MINUTES FROM PREVIOUS MEETING

5.1) MINUTES OF THE ORDINARY MEETING HELD ON 29 OCTOBER 2025

25/096 RESOLVED:

That the Minutes of the Ordinary Meeting of Central Tablelands Water, held on 29 October 2025, being minute numbers 25/076 to 25/095 inclusive, be confirmed.

(Cr. Parlett/Cr. Nash)

Carried

Cr. Rawson, Cr. Nash, Cr. Gosewisch, Cr. Newstead, Cr. Best, Cr. Parlett

6. MATTERS ARISING FROM PREVIOUS MEETINGS

Nil

7. DISCLOSURES OF INTERESTS

There were no declarations of interest declared.

(Cr. Gosewisch/ Cr. Parlett)

Carried.

8. CHAIRPERSON'S MINUTES

8.1) CHAIRMAN'S REPORT

25/097 RESOLVED:

That the Chairperson's Minute, as read, be accepted and the contents therein be noted and endorsed.

(Cr. Rawson)

Carried

9. COUNCILLOR REPRESENTATION

Nil

10. NOTICES OF MOTION

Nil

11. REPORTS OF STAFF

11.1) CNSWJO BOARD MEETING - 12 NOVEMBER 2025 (CM.CF.3)

25/098 RESOLVED:

That Council Note the report from the Central NSW Joint Organisation (CNSWJO) Board meeting on 12 November 2025.

(Cr. Newstead/Cr. Best)

Carried

Cr. Rawson, Cr. Nash, Cr. Gosewisch, Cr. Newstead, Cr. Best, Cr. Parlett

11.2) LGNSW 2025 ANNUAL CONFERENCE - DELEGATES REPORT (CM.CF.1)

25/099 RESOLVED:

That Council note the delegates report on the LGNSW 2025 Annual Conference.

(Cr. Parlett/Cr. Newstead)

Carried

Cr. Rawson, Cr. Nash, Cr. Gosewisch, Cr. Newstead, Cr. Best, Cr. Parlett

11.3) STRATEGIC PROJECTS STAGE 2 - SAFE AND SECURE WATER PROGRAM (CA.CO.1)

25/100 RESOLVED:

That Council:

1. Endorse the project budget of \$375,348 ex GST on the basis that it is funded 50/50 with the NSW Government, to be reflected in the December Quarterly Budget Review Statement.

2. Accept the quote of \$60,117 ex GST from City Water Technology for the assessment of the capacity of the Blayney and Carcoar Water Treatment Plants.
3. Accept the quote of \$89,290 ex GST from NSW Public Works for the modelling of the reticulation network in Blayney, Canowindra, and Millthorpe.

(Cr. Gosewisch/Cr. Nash)

Carried

Cr. Rawson, Cr. Nash, Cr. Gosewisch, Cr. Newstead, Cr. Best, Cr. Parlett

11.4) PRINCIPLES FOR DECISION-MAKING – BELUBULA WATER SECURITY PROJECT (WS.SP.25)

25/101 RESOLVED:

That Council

1. Endorse the principles outlined in this report as the foundation for decision-making on the Belubula Water Security Project.
2. Incorporate the principles into all Belubula Water Security Project planning, assessment, and reporting processes.
3. Advocate for ongoing stakeholder engagement and transparent communication throughout the project lifecycle by the Belubula Water Security Project, Project Control Group.

(Cr. Parlett/Cr. Best)

Carried

Cr. Rawson, Cr. Nash, Cr. Gosewisch, Cr. Newstead, Cr. Best, Cr. Parlett

11.5) OPERATIONS AND PROJECT UPDATES (CA.PJ.1)

25/102 RESOLVED:

That Council note the update provided on operations and projects currently underway.

(Cr. Newstead/Cr. Gosewisch)

Carried

Cr. Rawson, Cr. Nash, Cr. Gosewisch, Cr. Newstead, Cr. Best, Cr. Parlett

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

25/103 RESOLVED:

That Council:

1. Note the Audit Risk and Improvement Committee Minutes of the meeting held on 13 November 2025, and
2. Endorse the updated 4-year Internal Audit plan for 2025/26 to 2028/29 financial years.

(Cr. Gosewisch/Cr. Parlett)

Carried

Cr. Rawson, Cr. Nash, Cr. Gosewisch, Cr. Newstead, Cr. Best, Cr. Parlett

11.7) POLICY REVIEWS (CM.PL.1)

25/104 RESOLVED:

That Council:

1. Endorse the following policies and place them on public display for a period of 28 days:
 - Access Information (GIPA) policy and Information Guide (GIPA)
 - Assets Disposal Policy
 - Related Parties Policy
 - Financial Assistance and Donations Policy
 - Unconnected Vacant Land Availability Charge Policy
 - Statement of Business Ethics Policy
 - Investment Policy.
2. If no substantial submissions are received during the public display period, the documents be adopted.
3. Policies endorsed under this Recommendation shall take precedence over previous Council resolutions where applicable.

(Cr. Newstead/Cr. Gosewisch)

Carried.

Cr. Rawson, Cr. Nash, Cr. Gosewisch, Cr. Newstead, Cr. Best, Cr. Parlett

11.8) CODE OF MEETING PRACTICE (CM.PL.1)

25/105 RESOLVED:

That Council adopt the Code of Meeting Practice presented to the meeting.

(Cr. Gosewisch/Cr. Newstead)

Carried.

Cr. Rawson, Cr. Nash, Cr. Gosewisch, Cr. Newstead, Cr. Best, Cr. Parlett

11.9) CORPORATE SERVICES UPDATE (CM.CP.2)

25/106 RESOLVED:

That Council note the information provided within the Corporate Services Update.

(Cr. Parlett/Cr. Best)

Carried.

Cr. Rawson, Cr. Nash, Cr. Gosewisch, Cr. Newstead, Cr. Best, Cr. Parlett

Precedings in brief:

Katy Henry entered the meeting room at 11.27am.

11.10) INVESTMENT REPORT AS AT 31 OCTOBER 2025 AND 30 NOVEMBER 2025 (FM.BA.1)

25/107 RESOLVED:

That Council note the report on Cash and Investments at 31 October 2025 and 30 November 2025.

(Cr. Best/Cr. Newstead)

Carried.

Cr. Rawson, Cr. Nash, Cr. Gosewisch, Cr. Newstead, Cr. Best, Cr. Parlett

Proceedings in brief:

Katy Henry delivered a presentation on the conduct of the audit for the Council.

The presentation outlined the Audit Work Program 2025–2028, key focus areas for the 2024–25 Local Government Sector Report, the Report on the Conduct of the Audit including financial results and analysis, and specific matters relating to cash, cash equivalents and investments, and infrastructure, property, plant and equipment. The session concluded with questions and answers and closing remarks.

**11.11) ANNUAL FINANCIAL STATEMENTS AND AUDIT REPORT FOR YEAR
ENDING 30 JUNE 2025 (FM.FR.1)**

25/108 RESOLVED:

That Council:

1. Receive the 2024/25 Financial Statements and Auditors Reports, and
2. Note the Final Management Letter.

(Cr. Gosewisch/Cr. Newstead)

Carried.

Cr. Rawson, Cr. Nash, Cr. Gosewisch, Cr. Newstead, Cr. Best, Cr. Parlett

12. QUESTIONS ON NOTICE

Nil

13. LATE REPORTS

13.1 INVESTMENT POLICY REVIEW (CM.PL.1)

25/109 RESOLVED:

That Council:

1. Endorse the Investment Policy and place it on public display for a period of 28 days:
2. If no substantial submissions are received during the public display period, the document be adopted.

(Cr. Newstead/Cr. Gosewisch)

Carried.

Cr. Rawson, Cr. Nash, Cr. Gosewisch, Cr. Newstead, Cr. Best, Cr. Parlett

14. CONCLUSION OF THE MEETING

Next Meeting: The next meeting of Central Tablelands Water will be held at Blayney on Wednesday, 18 February 2026 at 10am

There being no further business, the Chairperson declared the meeting closed at 11.57am.

11. REPORTS OF STAFF

11.1) OPERATIONS AND PROJECT UPDATES (CA.PJ.1)

Author: General Manager

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

RECOMMENDATION:

That Council note the update provided on operations and projects currently underway.

REPORT

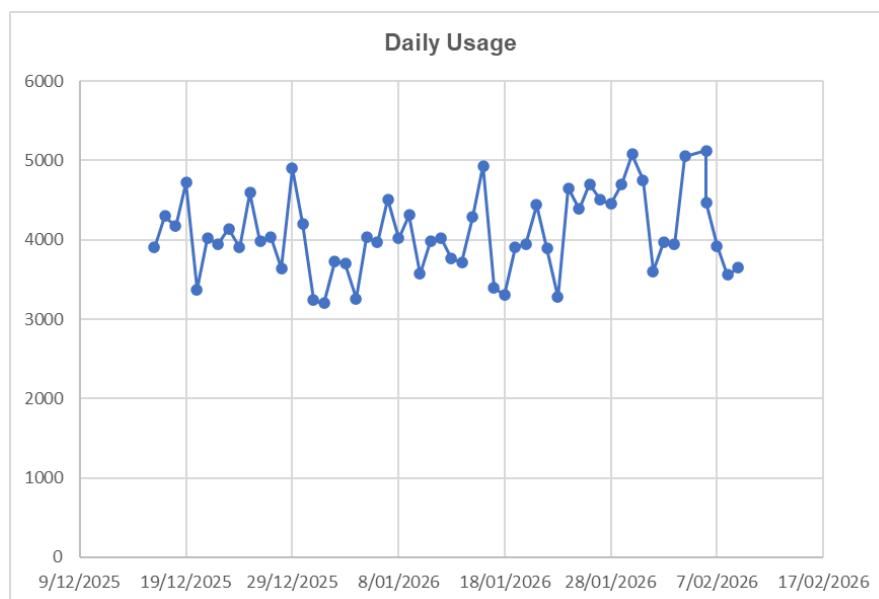
Customer Service

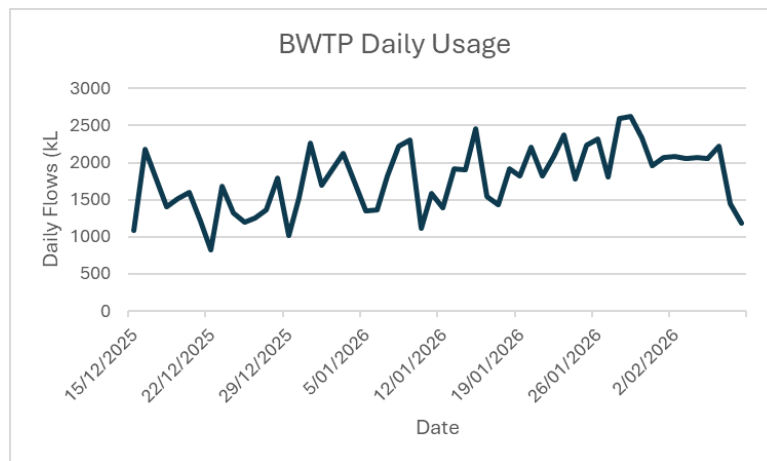
During December 2025 and January 2026, Council received a total of 107 customer service requests. These included 79 meter or service issues (typically leaks or faults), 9 meter replacements, 1 hydrant leak, 9 water quality concerns, 2 low-pressure reports, 3 general maintenance requests, and 2 “no water” reports.

During the same period, 9 main breaks were repaired, and a total of 36 water meters were replaced as part of ongoing maintenance and replacement programs.

Treatment Plant Water flows

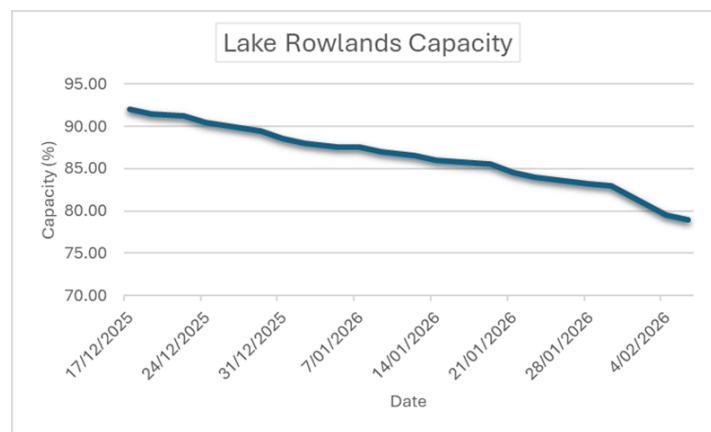
Water Treatment Plant Daily Flows for period 16 December 2025 to 3 February 2026.





Lake Rowlands Level

Lake Rowlands levels as at 2 February was 79%. Environmental flows released from Lake Rowlands on 28 & 30 January and 2 February total a cumulative volume of 55 ML.



Water Meters

CTW has implemented a replacement program for customer water meters that have exceeded 7,000 kL, as well as meters identified with low or zero readings. The program aims to maintain confidence in the accuracy of water metering and compliance with AS3565.4, which requires meters to measure within $\pm 4\%$ of actual flow.

New meters have been purchased, and replacement works have commenced in accordance with the scheduled program. This proactive approach ensures ongoing reliability of water usage data and supports accurate billing and operational reporting across the service area.

Smart Meters

The Smart Water Meters project is being progressed in collaboration with the Central NSW Joint Organisation Water Alliance, to explore opportunities for the deployment of smart metering technology across the network. CTW staff have participated in product demonstrations from multiple suppliers to understand equipment capabilities, data management, and operational requirements.

The project is in the early stages, with internal analysis underway to determine the most suitable technology for the region, considering long-term benefits such as reduced maintenance, data accuracy, and data confidentiality. A business case is being prepared to

guide procurement decisions and ensure alignment with broader regional water management objectives.

Canowindra Depot Upgrade

The Canowindra Depot upgrade is a capital works project aimed at improving the functionality, accessibility, and operational capability of the Canowindra depot facility. The scope of the project includes upgrades to disabled parking and car parking areas, new fencing works, a compliant disabled-accessible washroom, and the provision of a new modular office building to support local operations. The project supports improved staff amenity, accessibility compliance, and service delivery outcomes for the Canowindra area.

A Development Application has been lodged with Cabonne Council and is currently on public exhibition. In parallel, the required documentation for the Construction Certificate is being prepared, subject to DA approval. Following approvals, construction is expected to commence promptly, with completion targeted within the current financial year.

Water Loss Project

The Water Loss project is being progressed as a staged program, focused on improving system monitoring and understanding of network performance. Priority sites have been identified for new bulk flow meter installations, and the status of existing meters has been reviewed.

Initial works have commenced to integrate bulk flow meters with telemetry and the SCADA system. Supporting this, GIS mapping is being developed to identify historical water main break locations and to track bulk flow meter installation points, including the development of a calculation framework to support analysis.

Data loggers have been installed at critical locations within the Blayney system, with further rollout planned for Millthorpe and Canowindra in subsequent stages.

Quarterly water loss assessments are being undertaken to inform this project and other related initiatives. Subject to approval of the electrical panel contractors' tender, works will be expedited to enhance monitoring capability and progress bulk flow meter installations.

Blayney Office Yard Improvement

The Blayney office car park improvement project is being progressed to address asset condition and functionality. Preliminary design works have been completed, and the scope of works has been finalised.

The proposed works include improvements to the internal drainage system, maintenance and upgrade of the deteriorating sealed surface, and enhancements to overall parking capacity.

Request for Quotation documentation is currently being prepared and is scheduled to be released to the market in the coming week. Subject to procurement and delivery timeframes, the project is expected to be completed within the current financial year.

Sub Regional Town Water Strategy (SRTWS)

The Sub Regional Town Water Strategy (SRTWS) continues to progress as a collaborative regional initiative involving Central Tablelands Water, Orange City Council and Cabonne Council, with the aim of strengthening long-term water security across participating service areas.

An Expression of Interest for funding under the National Water Grid Fund has been submitted to support progression to Stage 2, and outcomes of this application are awaited.

The strategy aligns with broader regional water security planning, including investigations associated with the Belubula Water Security project, which is examining options such as increasing storage capacity at Lake Rowlands and potential transfer infrastructure between key catchments to enhance resilience for communities across the Belubula Valley and beyond. The SRTWS supports integrated planning across neighbouring water utilities and reflects joint advocacy for sustainable water supply solutions for the Central Tablelands region.

Belubula Water Security Project (BWSP)

The Belubula Water Security Project continues to be overseen through the established Project Control Group governance framework. The project experienced disruption following the resignation of the Project Manager in October, with interim arrangements put in place to enable project activities to continue while recruitment for a replacement progressed.

As previously reported, the Chair of the Project Control Group has reaffirmed the commitment to complete the final business case by June, with no extension to timeframes or funding anticipated. CTW has raised concerns regarding the need for appropriate consultation on technical matters that may impact existing or future CTW assets. In response, the Project Control Group and project leadership have committed to ensuring consultants engage directly with CTW to review key assumptions and technical inputs prior to finalisation of reports for PCG consideration.

Orange Pipeline Project

The Orange Pipeline Project is currently focused on operational coordination and water quality management arrangements between CTW and Orange City Council (OCC).

A joint meeting was held on 4 February involving officers from both councils to discuss proposed flushing programs, including infrequent and emergency flushing scenarios, and strategies to minimise dead zones through controlled water transfers. Key action items were identified, including the review and alignment of standard operating procedures, establishment of common water quality monitoring points at the Millthorpe Reservoir, and clarification of applicable operational scenarios and approval pathways for boundary valve operations.

Further actions include identifying scour valve locations in consultation with relevant landowners and preparing an associated communication plan. Subject to operational readiness and approvals, flushing works are planned to commence in June. A follow-up coordination meeting with the same working group is scheduled for late March.

Asset Revaluation

CTW, in collaboration with the Central NSW Joint Organisation, has appointed Marsh as the independent valuer to undertake the revaluation of Council's water assets for the 2026/27 financial year. Marsh has commenced work across the participating councils, with site inspections scheduled in February 2026 to assess asset condition. The draft valuation report is anticipated by mid-2026, with the final report expected in early 2027.

The valuer has been provided with CTW's asset register, including proposed updates, to ensure the revaluation reflects current asset holdings and condition. This process supports accurate financial reporting, asset management planning, and long-term investment decision-making for the organisation.

BUDGET IMPLICATIONS

Works are proceeding in accordance with the budget, with no variations currently being considered or approved.

POLICY IMPLICATIONS

Nil

ATTACHMENTS

Nil.

11.2) SAFE AND SECURE WATER PROGRAM: STAGE 2 UPDATE (CA.CO.1)

Author: General Manager
IP&R Link: Strategic Priority 1: Provide a high quality and reliable drinking water supply – Strategic Priority 2: An efficient, sustainable and customer focused organisation

RECOMMENDATION:

That Council receive and note the status of works under for the Safe & Secure Water Program (funding deed SSWP216).

REPORT

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

These works will clearly identify the long term challenges and costs involved in providing service to our customers, enabling Council to make fully informed decisions.

The works to be completed as part of this project are:

1. Review and update of Levels of Service framework.
2. Asset condition assessment of the Carcoar and Blayney water treatment plants (WTP), pump stations and reservoirs.
3. Carcoar and Blayney WTP process capacity assessment.
4. Network capacity and capability assessment for Canowindra, Millthorpe, and Blayney to understand their capacity to meet current and future requirements.
5. Development of Total Asset Management Plans.
6. Preparation of the Long Term Financial Plan, ensuring linkages between finances and asset management.
7. Completion of a detailed water supply risk assessment and emergency response plan, integrating into the Business Continuity Plan.
8. Development of a resourcing and workforce plan.
9. Review and update Strategic Plan.

Pending timely approvals from DCCEEW, it is targeted to complete these works by for adoption by June 2026.

Funding Deed

The funding deed was signed by DCCEEW and Council on 16 January 2026, finalising stage 1 of the project, and officially commencing stage 2.

Following signing of the deed, contracts were signed with:

- NSW Public Works to deliver Task 4 Network modelling, and
- City Water Technology to deliver Task 3 Water treatment plant capacity assessment.

Pulse HR have been engaged to deliver Task 8 Development of a resourcing and workforce plan.

Update by Task

Task 1 – Levels of Service Framework

A workshop has been held with staff to gain a deep understanding of current levels of service. A draft document is being developed considering the framework from DCCEEW for Levels of Service. This will feed into Task 5 asset management planning and task 8 workforce planning.

Task 2 – Condition Assessment

A draft inspection methodology has been developed and is being reviewed by DCCEEW. The initial inspections will be undertaken by the head consultant on this project, with training being provided to Council staff so they can complete condition inspections in the longer term to help asset management planning.

Work has been undertaken with Council's asset management system provider to enable barcode identification of assets, and development of inspection forms within the system to reduce task duplication.

Task 3 – Carcoar and Blayney WTP Capacity Assessment

Consultation has taken place with Blayney Shire Council and Cabonne Council to reach a combined understanding of growth rates for Blayney, Millthorpe, and Canowindra to enable the modelling of both Task 3 and Task 4.

The adopted dwelling growth rates are shown below:

Village	2023	2028	2033	2038	2043	2048	2053	2055
Blayney	1,229	1,229	1,290	1,351	1,561	1,873	2,188	2,380
Canowindra	685	720	755	790	825	860	895	930
Millthorpe	288	379	399	418	438	458	478	491

Table 1: Adopted dwelling growth rates

These growth rates will be used to consider the capacity of the treatment plants and will guide the timing of any potential upgrades needed to maintain service to Councils customers.

City Water Technology have attended site for an inspection of both treatment plants and met with Councils operators. The high priority data requested has been provided to them and work has commenced on the modelling.

Task 4 – Blayney, Canowindra and Millthorpe Network Modelling

The same growth figures in Table 1 have been provided to NSW Public Works. The GIS mapping of Councils water network has been updated and provided through for the development of the network model, including likely growth areas for each town for modelling the growth impacts. Data surrounding billing and consumption has also been provided to model usage patterns across the network.

Task 5 – Asset Management Planning

Detailed analysis has been undertaken on Councils asset register, with proposed changes to the data structure currently being worked through to improve renewal planning into the future. This has included close work with Metrix, the provider of Councils asset management system.

Initial analysis has been undertaken on renewal requirements over a 50-year horizon to enable input into the development of the Long Term Financial Plan.

Task 6 – Long Term Financial Plan

Council officers have commenced initial preparation work for the development of the LTFP, Data inputs are being generated considering the planning within Task 5 and Councils historic expenditure.

Task 7 – Update of Business Continuity Plan

A draft review of the plan has been commenced.

Task 8 – Workforce Plan

Pulse HR has commenced work in partnership with Council officers. This will run in parallel with asset management planning and LTFP development to ensure Council has sufficient resources to deliver the required works.

Task 9 – Strategic Plan Update

An initial review of documentation has been undertaken, with the structure to be considered through consultation with DCCEEW.

BUDGET IMPLICATIONS

Works are proceeding in accordance with the budget, with no variations currently being considered or approved.

POLICY IMPLICATIONS

The work being completed is aligned with DCCEEW's Regulatory and Assurance Framework.

ATTACHMENTS

Nil.

11.3) 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

RECOMMENDATION:

That Council:

1. Approve annual leave for the period requested by the General Manager, and
2. The Executive Manager Corporate Services be appointed as Acting General Manager, with associated delegations during this period of leave.

REPORT

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

- 18 June 2026 until 3 July 2026 inclusive (12 working days)

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

BUDGET IMPLICATIONS

Leave entitlement is included in CTW's Operational Plan

POLICY IMPLICATIONS

Nil

ATTACHMENTS

Nil.

11.4) PANEL TENDER - ELECTRICAL CONTRACTOR PANEL 20251127 (CA.CO.1)**Author:** General Manager**IP&R Link:** Strategic Priority 1: Provide a high quality and reliable drinking water supply

RECOMMENDATION:

That Council:

1. Receive the Electrical Contractor Panel report.
2. Accept the twelve (12) contractors recorded in this report, for the provision of Electrical Contracting Services, in accordance with tender number 20251127.
3. Endorse the contract term as 19 February 2026 to 18 February 2029, unless otherwise superseded by future tenders.
4. Delegate authority to the General Manager and the Executive Manager Operations and Technical Services to accept any additional suppliers seeking inclusion to the Electrical Contractor Panel during the term of this contract, who meet the criteria.

REPORT

Central Tablelands Water (CTW) has an extensive and complex network consisting of many critical sites that rely on electrical instrumentation and other general electrical components. To achieve efficiencies in response to the operation and maintenance requirements of the network, CTW sought expressions from suitably qualified electrical contractors to be registered on a panel of pre-qualified electrical contractors.

The process to seek submissions from qualified electrical contractors was undertaken as a Request for Tender (RFT) in accordance with the clause 167 of the *Local Government (General) Regulation 2021*.

The objectives of this RFT are to:

- Engage qualified contractors who are trade-certified electricians, competent to deliver services in compliance with AS/NZS 3000 and all other relevant legislation, codes, and standards.
- Deliver comprehensive electrical services including routine maintenance, repairs, and servicing of electrical and control equipment across CTW facilities.
- Provide technical expertise and professional advice on system upgrades, improvements, and future planning.
- Collaborate effectively with CTW staff, consultants, and other contractors to ensure efficient project and service delivery.
- Offer responsive support including after-hours and emergency services when required.
- Demonstrate value for money and align with CTW's procurement objectives in the delivery of services.
- Undertake a broad scope of electrical tasks, ranging in scale and complexity, from minor works requiring a minimum of one hour to major projects.

The contractors' requirements identified in the request for tender were:

- Licensing and qualifications suitable for the work to be undertaken.
- Company and personnel requirements, demonstrating industry experience.
- Work Health & Safety compliance.
- Compliance with Electrical Legislation.

The submissions were assessed against mandatory requirements, including description on the above, pricing schedule, and insurances meeting minimum requirements.

Being included in the panel contract does not infer work is guaranteed. Any engagement through the panel contract will be conducted on an as needs basis and in a manner that provides value for Council.

Tender Evaluation

Twelve (12) tenders were received for the Electrical Panel Contract issued on 19 January 2026, with a closing date of 9 February 2026 at 5:00pm. All tenders were assessed for completeness and compliance prior to detailed evaluation.

After review, all tenderers met the mandatory requirements, including insurance, licensing, and contractual acceptance.

During the 3-year contract, to ensure a reliable service, the selection of a suitable contractor from the panel will consider:

- Nature and location of maintenance work
- Size and complexity of task/s
- Contractor availability and expertise.

The following 12 tenders conform, and staff recommend Council endorse them for inclusion on the Electrical Contractor Panel:

- 360 Engineering Pty Ltd
- ENACON Group Pty Ltd
- Grounded Electrical and Data Pty Ltd
- H1 Electrical Pty Ltd
- Kelso Electrical
- Kwick Electrical Pty Ltd
- Lachlan Valley Electrical
- One Group Industries Pty Ltd
- SAFEgroup Automation
- Thompson Power
- TWS(NSW)PTY LTD t/as Level Electrical Orange
- Wepelec.

BUDGET IMPLICATIONS

Engagement of Electrical Contractors is budgeted for in the operation and capital budgets in each financial year.

POLICY IMPLICATIONS

- NSW Local Government Legislation
- NSW Local Government Regulation
- CTW Procurement Policy

ATTACHMENTS

Nil

11.5) QUARTERLY BUDGET REVIEW STATEMENT - 31 DECEMBER 2025 (FM.FR.1)**Author:** Executive Management Accountant**IP&R Link:** – 2.2: Sound & Sustainable Financial Management – 2.2.1: Review and monitor Councils financial position.**RECOMMENDATION:**

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

REPORT

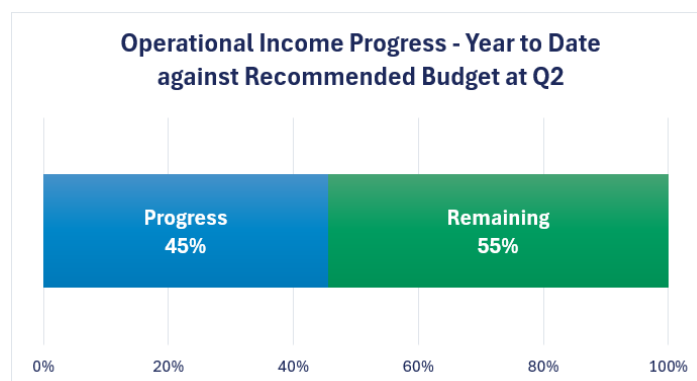
The Quarterly Budget Review Statement (QBRs) for the period ended 31 December 2025 is submitted for consideration by Council in accordance with clause 203 of the Local Government (General) Regulation 2005.

Budget Commentary***Operational Budget***

The operational budget is improved against the approved deficit budget of (\$729k) for 2025/26. Changes to both operational income and expenditure reflect actual and planned changes across staffing, contracts, and income. The proposed deficit (operating deficit before capital amounts) budget for adoption is (\$298k).

	Current Year Original Budget \$000's	Approved Revised Budget \$000's	Recommended Changes Q2 \$000's	Projected Year End Result \$000's
Operational Income	9,413	9,446	177	9,624
Operational Expenditure	10,123	10,175	(253)	9,922
Net Operating Result excluding capital	(710)	(729)	431	(298)

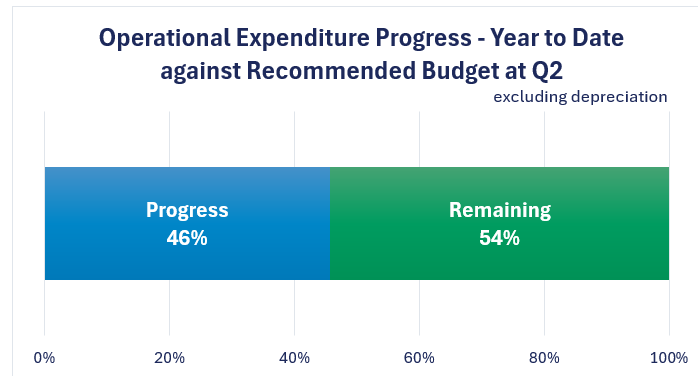
Operational income is tracking to recommended annual budget, the recommended increase to interest of \$152k is due to maintained interest rates above 4% and higher than planned cash level due to capital program timing. Water sales track slightly below a straight-line budget as higher consumption periods are billed in the second half of the financial year.



The recommended increase of \$177k to the operational income results in a total expected income expected of \$9.624m. All changes are itemised in the QBRs attachment.

Operational expenditure is tracking slightly below budget due to staff vacancies, delaying both salary costs and completion of works.

There is a significant decrease in operational expenses to reflect current staffing levels and associated on-costs across network, treatment, and management. The December Council meeting resolution (25/100) endorsed an increase to the Strategic Projects budget of \$75k with associated co-funding. All changes are itemised in the QBRS attachment.

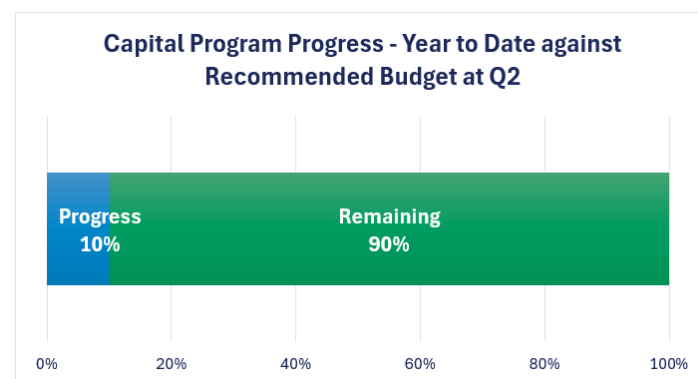


The recommended decrease of \$253k to the operational expenditure results in a total expenditure planned for the year of \$9.922m including depreciation. All changes are itemised in the QBRS attachment.

Capital Budget

	Current Year Original Budget \$000's	Approved Revised Budget \$000's	Recommended changes Q2 \$000's	Projected Year End Result \$000's
Capital Expenditure	1,907	3,159	(294)	2,864

Commencement of capital works has been delayed due to the staff vacancies in the Engineering section. Positions are now filled, and the capital program review has identified the projects that need to be reprogrammed into subsequent financial years.



The recommended decrease of \$294k to capital expenditure results in a total capital program of \$2.864m for the year. The projects replanned are Gooloogong Bore, Reticulation Mains Renewals, Bangaroo Booster Pump, Carcoar Town Reservoir Pump Relocation, and Manildra Bridge Trunk Mains Crossing. Additionally, \$115k has been added for concrete relining of three reservoirs.

Reserves and Liquidity

The proposed budget maintains the Unrestricted Cash Balance of \$500k with the operational deficit being balanced from previously accumulated surplus funds held in the Infrastructure Renewal internal allocation.

The reprogramming of the capital works will hold more funds in the Infrastructure Renewal internal allocation across financial year end to be utilised in subsequent years.

The delay to the capital works program has increased the total cash and investments held at 31 December, this balance is expected to reduce as work is completed.

It is notable that the unrestricted cash amount can be significantly impacted by the level of accounts payable and receivable at a point in time.

BUDGET IMPLICATIONS

The overall QBRS position is a significant improvement on adopted budget, noting this is primarily being driven by a lack of capacity not a change in requirements to maintain service levels. Council will need to ensure the ongoing operational and maintenance requirements are completed through backlog. Ongoing, Council will need to ensure that expenditure is controlled within budget over the remainder of the financial year to minimise any potential adverse impacts on the operating deficit before capital.

Council's cash position remains sound with funds held being higher than anticipated due to delays with the completion of the capital expenditure program.

POLICY IMPLICATIONS

Nil

ATTACHMENTS

- 1 Quarterly Budget Review Statement Q2 2025-26



Central Tablelands Water
Quarterly Budget Review Statement for the period
1 October 2025 to 31 December 2025

Contents	page
Responsible Accounting Officer's Statement	1
Quarterly Budget Review Statement Overview	2
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Developer Contributions Summary - Section 64	6
Capital Works Program	7
Budget Variations Commentary	9
Leak Allowances	10

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2021.

It is my opinion that the Quarterly Budget Review Statement for Central Tablelands Water for the quarter ended 31 December 2025 indicates that Council's projected financial position at 30 June 2026 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed  Date 9 Feb 2026

Name C. Wright

Responsible Accounting Officer, Central Tablelands Water

Quarterly Budget Review Statement - Financial Overview Central Tablelands Water Budget review for the quarter ended - 31 December 2025											
Description		Previous Year Actual 2024/25 \$000's	Current Year Original Budget 2025/26 \$000's	Approved Changes Review Q1 \$000's	Approved Changes Review Q2 \$000's	Approved Changes Review Q3 \$000's	Revised Budget \$000's	Recommended changes for council resolution \$000's	Projected Year End (PYE) Result 2025/26 \$000's	VARIANCE ORIGINAL budget v PYE 2025/26 \$000's	ACTUAL YTD 2025/26 \$000's
Net Operating Result before grants and contributions provided for capital purposes	Consolidated	(361)	(710)	(19)	-	-	(729)	431	(298)	412	(310)
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets	Consolidated	3,401	4,060	(19)	-	-	4,041	431	4,472	412	1,762
Borrowings	Total Borrowings	-	-	-	-	-	-	-	-	-	-
Liquidity	External Restrictions	218	1,218	-	-	-	1,218	-	1,218	-	303
	Internal Allocations	12,280	11,342	(1,131)	-	-	10,211	294	10,505	(837)	13,639
	Unallocated	500	500	-	-	-	500	-	500	-	500
	Total Cash, Cash Equivalents and Investments	12,998	13,060	(1,131)	-	-	11,929	294	12,223	(837)	14,442
Capital	Capital Funding	1,174	1,907	1,252	-	-	3,159	(294)	2,864	958	287
	Capital Expenditure	1,174	1,907	1,252	-	-	3,159	(294)	2,864	958	287
	Net Capital	-	-	-	-	-	-	-	-	-	-

		Opening Balance As as 1 July 2025 \$000's	Total Cash Contributions Received As at this Q \$000's	Total Interest Earned As at this Q \$000's	Total Expended As at this Q \$000's	Total Internal Borrowings (to)/from As at this Q \$000's	Held as Restricted Asset As at this Q \$000's	Cumulative balance of internal borrowings (to)/from As at this Q \$000's
Developer Contributions	Total Developer Contributions	190	80	5	-	-	275	-

Income and Expenses Budget Review Statement Central Tablelands Water Budget review for the quarter ended - 31 December 2025										
Description	Previous Year Actual 2024/25 \$000's	Current Year Original Budget 2025/26 \$000's	Approved Changes Review Q1 \$000's	Approved Changes Review Q2 \$000's	Approved Changes Review Q3 \$000's	Revised Budget \$000's	Recommended changes for council resolution \$000's	Projected Year End (PYE) Result 2025/26 \$000's	VARIANCE ORIGINAL budget v PYE 2025/26 \$000's	ACTUAL YTD 2025/26 \$000's
INCOME										
Access Charges	2,019	2,415	-	-	-	2,415	-	2,415	-	1,246
User Charges	5,691	6,176	15	-	-	6,191	-	6,191	15	2,685
Other Revenue	93	92	-	-	-	92	(13)	78	(13)	47
Grants & Contributions - Operating	10	250	19	-	-	269	38	306	56	21
Interest and Investment Income	612	430	-	-	-	430	153	583	153	312
Other Income	35	-	-	-	-	-	-	-	-	-
Net gain from disposal of assets	136	50	-	-	-	50	-	50	-	64
Total Income from continuing operations	8,595	9,413	34	-	-	9,446	177	9,624	211	4,376
EXPENSES										
Employee benefits and on-costs	2,584	3,331	-	-	-	3,331	(180)	3,151	(180)	1,477
Materials & Services	2,971	3,325	52	-	-	3,377	(73)	3,304	(21)	1,470
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Water purchase charges	34	41	-	-	-	41	-	41	-	21
Other Expenses	17	24	-	-	-	24	-	24	-	10
Net Loss from Disposal of Assets	101	-	-	-	-	-	-	-	-	-
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	5,707	6,720	52	-	-	6,773	(253)	6,519	(201)	2,978
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	2,887	2,692	(19)	-	-	2,674	431	3,104	412	1,398
Depreciation, amortisation and impairment of non financial assets	3,248	3,402	-	-	-	3,402	-	3,402	-	1,708
Surplus / Deficit from continuing operations before capital amounts	(361)	(710)	(19)	-	-	(729)	431	(298)	412	(310)
Grants and Contributions - Capital	513	1,368	-	-	-	1,368	-	1,368	-	364
Surplus / Deficit from continuing operations after capital amounts	153	657	(19)	-	-	639	431	1,070	412	54

Notes

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Notes

Original Budget +/- approved budget changes in previous quarters = REVISED Budget

Revised Budget +/- recommended changes this quarter = PROJECTED year results

The quarterly recommended changes to the revised budget are to include:

- 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan
- 2) any impacts of year to date expenditure on recommended changes to the budget

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.

The narrative is important in understanding why budget changes are necessary.

Capital Budget Review Statement Central Tablelands Water Budget review for the quarter ended - 31 December 2025										
Description	Previous Year Actual 2024/25 \$000's	Current Year Original Budget 2025/26 \$000's	Approved Changes Review Q1 \$000's	Approved Changes Review Q2 \$000's	Approved Changes Review Q3 \$000's	Revised Budget \$000's	Recommended changes for council resolution \$000's	Projected Year End (PYE) Result 2025/26 \$000's	VARIANCE ORIGINAL budget v PYE 2025/26 \$000's	ACTUAL YTD 2025/26 \$000's
CAPITAL FUNDING										
Rates & other untied funding	-	-	-	-	-	-	-	-	-	-
Capital Grants & Contributions	233	-	109	-	-	109	-	109	109	51
Reserves - External Restrictions	91	-	-	-	-	-	-	-	-	-
Reserves - Internally Allocated	816	1,636	1,143	-	-	2,779	(294)	2,485	848	126
New Loans	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	35	270	-	-	-	270	-	270	-	110
Total Capital Funding	1,174	1,907	1,252	-	-	3,159	(294)	2,864	958	287
CAPITAL EXPENDITURE										
WIP	-	-	-	-	-	-	-	-	-	-
New Assets	338	565	112	-	-	676	-	676	112	25
Asset Renewal	836	1,342	1,140	-	-	2,482	(294)	2,188	846	262
Other - specify	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure	1,174	1,907	1,252	-	-	3,159	(294)	2,864	958	287
Net Capital Funding - Surplus / Deficit	-	-	-	-	-	-	-	-	-	-

Notes

Original Budget +/- approved budget changes in previous quarters = REVISED Budget

Revised Budget +/- recommended changes this quarter = PROJECTED year results

Where the Total Capital Funding and the Total Capital Expenditure values do not match an explanation is to be provided.

Carry over funding from previous year should be identified and any proposed carry forwards into next financial year are to be explained.

The quarterly recommended changes to the revised budget are to include:

- 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan
- 2) any impacts of year to date expenditure on recommended changes to the budget

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.

The narrative is important in understanding why budget changes are necessary.

Cash and Investments Budget Review Statement										
Central Tablelands Water										
Budget review for the quarter ended - 31 December 2025										
Description	Previous Year Actual Balance 2024/25 \$000's	Current Year Original Budget 2025/26 \$000's	Approved Changes Review Q1 \$000's	Approved Changes Review Q2 \$000's	Approved Changes Review Q3 \$000's	Revised Budget \$000's	Recommended changes for council resolution \$000's	Projected Year End (PYE) Balance Result 2025/26 \$000's	VARIANCE ORIGINAL budget v PYE 2025/26 \$000's	ACTUAL YTD 2025/26 \$000's
Total Cash, Cash Equivalents & Investments	12,998	13,060	(1,131)			11,929	294	12,223	837	14,442
EXTERNALLY RESTRICTED										
Developer contributions	190	1,190	-			1,190	-	1,190	-	275
Specific purpose unexpended grants	2	2	-			2	-	2	-	2
Other contributions	26	26	-			26	-	26	-	26
Total Externally Restricted Cash	218	1,218	-	-	-	1,218	-	1,218	-	303
Cash, cash equivalents & investments not subject to external restrictions	12,780	11,842	(1,131)	-	-	10,711	294	11,005	837	14,138
INTERNAL ALLOCATIONS										
Employee leave entitlements	713	683	-			683	-	683	-	713
Infrastructure replacement	10,136	9,308	(1,131)			8,177	294	8,471	837	11,431
Plant and vehicle replacement	850	730	-			730	-	730	-	914
Development reserve	461	461	-			461	-	461	-	461
Consultancy	120	160	-			160	-	160	-	120
Total Internally Allocated	12,280	11,342	(1,131)	-	-	10,211	294	10,505	837	13,639
Unallocated	500	500	-	-	-	500	-	500	-	500

External Restrictions - must be used for a specific purpose and are not to be used for general operations. The funds are bound by legislation or third party agreement that restricts their use.

Internal Allocations - Council have allocated by resolution or policy to identified programs of work and any forward plans identified by Council. These allocations are at the discretion of council.

Summary Developer Contributions Central Tablelands Water Budget review for the quarter ended - 31 December 2025														
Description	Opening Balance As at 1 July 2025 \$000's	Contributions Received						Interest	Interest	Amounts	Amounts	Internal	Held as	Cumulative balance of
		Cash	Cash	Non-Cash	Non-Cash	Non-Cash	Non-Cash	Earned	Earned	Expended	Expended	Borrowings (to)/from	Restricted Asset	internal borrowings (to)/from
		Q1 \$000's	Q2 \$000's	Q1 \$000's	Q2 \$000's	Q1 \$000's	Q2 \$000's	Q1 \$000's	Q2 \$000's	Q1 \$000's	Q2 \$000's	Q1 \$000's	As at this Q \$000's	As at this Q \$000's
S64 Contributions	190	51	29	-	-	-	-	3	3	-	-	-	275	
Other														
Total Developer Contributions	190	51	29	-	-	-	-	3	3	-	-	-	275	-

Notes

All developer contributions received are to be disclosed, and distinguished as cash or non cash. Recognition occurs when council gains control over the asset (cash or non cash).

Councils have obligations to provide facilities from contribution revenue levied on developers under the provisions of s7.4, s7.11 and s7.12 of the Environmental Planning and Assessment Act 1979.

Developer contributions may only be expended for the purpose for which the contributions were required, however council may apply contributions according to the priorities established in work schedules for the contribution plan.
'Amounts Expended' only includes monetary expenditure. The result should be a positive and not negative result.

Capital Works Program Central Tablelands Water Budget review for the quarter ended - 31 December 2025									
Description	Current Year Original Budget 2025/26 \$000's	Approved Changes Review Q1 \$000's	Approved Changes Review Q2 \$000's	Approved Changes Review Q3 \$000's	Revised Budget \$000's	Recommended changes for council resolution \$000's	Projected Year End (PYE) Result 2025/26 \$000's	VARIANCE ORIGINAL budget v PYE 2025/26 \$000's	ACTUAL YTD 2025/26 \$000's
NEW ASSETS									
Business/Corp System	110	-			110	-	110	-	-
Acquisition of Crown Lands sites relating to existing CTW structures	50	-			50	-	50	-	-
Smart Metering Project	150	-			150	-	150	-	4
Telemetry Upgrades	100	65			165	-	165	65	3
Water Loss Program Meters	-	35			35	-	35	35	7
Blayney Administration Office CCTV	5	-			5	-	5	-	-
Blayney Office - Outdoor Drainage and Yard Seal	100	-			100	-	100	-	-
Water Supply Network									
Gooloogong Bore - Online CHL and Turbidity analyser	50	-			50	-	50	-	-
Carcoar WTP Reservoir - New - Emergency Grant Funding - Cowra to CTW Project	-	5			5	-	5	5	5
Mains Extension - Derowie Street Manildra	-	6			6	-	6	6	6
Total New Assets Expenditure	565	112	-	-	676	-	676	112	25
RENEWALS									
Vehicle Replacements	540	-			540	-	540	-	229
Other Plant and Equipment Replacement	32	-			32	-	32	-	-
Computer Hardware	54	-			54	-	54	-	3
Blayney Administration Office Indoor Refurbishment	30	-			30	-	30	-	-
Depot Upgrades - Canowindra, Grenfell and Blayney	140	368			508	(77)	430	290	-
Canowindra Depot - Refurbishment	-	-			-	77	77	77	23
Trunk Mains									
Manildra Reticulation Mains - relocation across new bridge	64	-			64	(64)	-	(64)	-
Western Artery	-	19			19	-	19	19	1
Reticulation Mains Renewal Program - Blayney, Carcoar, Millthorpe and Canowindra	-	361			361	(200)	161	161	1
Treatment Plant									
Carcoar WTP - Equipment Renewals	64	-			64	-	64	-	-
Carcoar WTP - Chlorine Lifting System	50	-			50	-	50	-	-
Blayney WTP - Equipment Renewals	32	-			32	-	32	-	4
Carcoar WTP - PLC upgrade	-	70			70	-	70	70	-
Water Supply Network									
Quandialla Site Upgrades - Electrical/Telemetry, Bore Site	75	-			75	-	75	-	-
Quandialla Site Upgrades - Electrical/Telemetry, Reservoir Site	75	-			75	-	75	-	-
Reservoir access ladders	160	-			160	-	160	-	-
Lake Rowlands Destratisification upgrades	25	-			25	-	25	-	-

Notes

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Capital Works Program Central Tablelands Water Budget review for the quarter ended - 31 December 2025									
Description	Current Year Original Budget 2025/26 \$000's	Approved Changes Review Q1 \$000's	Approved Changes Review Q2 \$000's	Approved Changes Review Q3 \$000's	Revised Budget \$000's	Recommended changes for council resolution \$000's	Projected Year End (PYE) Result 2025/26 \$000's	VARIANCE ORIGINAL budget v PYE 2025/26 \$000's	ACTUAL YTD 2025/26 \$000's
Bangaroo Booster Pump	-	7			7	(7)	-	-	-
Eugowra Booster Pump	-	78			78	-	78	78	-
Gooloogong Bore Switchboard	-	114			114	(114)	-	-	-
Carcoar Fluoride Plant Upgrade	-	100			100	-	100	100	-
Carcoar Town Reservoir - relocate pumps	-	25			25	(25)	-	-	-
Reservoir Relining	-	-			-	115	115	115	-
Total Asset Renewals Expenditure	1,342	1,140	-	-	2,482	(294)	2,188	846	262
Total Capital Expenditure	1,907	1,252	-	-	3,159	(294)	2,864	958	287
FUNDING									
Vehicle Sales	270	-			270	-	270	-	110
Plant Restriction	270	-			270	-	270	-	72
Capital Grant Funding	-	109			109	-	109	109	51
Internal Allocations	1,366	1,143	-	-	2,509	(294)	2,214	848	54
External Restrictions	-	-			-	-	-	-	-
Total Funding	1,907	1,252	-	-	3,159	(294)	2,864	958	287

Notes

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Capital Variations Central Tablelands Water Budget review for the quarter ended - 31 December 2025	
Budget variations recommended include the following items:	
Notes	Details
(a)	Reprogramming of the capital works program from 2025/26 into 2026/27 to align delivery and remaining staff capacity including: reticulation mains replacements \$200k, Bangaroo Booster Pump \$7k, Gooloogong Bore Switch \$114k and Carcoar Town Reservoir Pump Relocation \$25k
(b)	Reprogramming of Manildra bridge trunk main restoration from 2025/26 into 2026/27 due to changes in the proposed bridge construction type \$64k
(c)	Budget transfer from annual budget load for Depots to Canowindra Depot project - nil impact
(d)	Add Relining Reservoirs project \$115k

Operational Variations Central Tablelands Water Budget review for the quarter ended - 31 December 2025	
Budget variations recommended include the following items:	
Notes	Details
(i)	Decrease operational expenses; \$46k of pump station electricity and \$20k from water analysis to reflect current use, plus \$27k from internal audit fees for revised audit plan, plus \$50k from reservoirs, \$60k from meter replacements, \$75k from trunk mains, and \$25k from depot expenditure to reflect staffing
(ii)	Increase operational expenses; \$8k to printing for inclusion of a newsletter in each water notice, \$12k to postage due to 42% increase in mailing costs, \$2k to completion of Strategic Projects under Safe & Secure Water Program, \$4k to superannuation for the back payment of ARIC members, \$3k to Council livestreaming equipment and training
(iii)	Decrease operational income due to adjusted leaseback policy and staff vacancies \$13k
(iv)	Decrease operational expenses due to staff vacancies (salary, on-costs and travel) \$180k
(v)	Resolution 25/100: revised budget for Strategic Projects in Safe & Secure Water Program; increase to operational expenses \$75k, increase to operational grant income for co-funding \$37k and reprogram water network revaluation budget from 2026/27 to join CNSWJO project \$20k
(vi)	Increase operational income due to maintained interest rates on investments and slow capital program increasing investment balance held \$152k

Concealed Leak Allowances Granted - Financial Year to Date
Central Tablelands Water
 Budget review for the quarter ended - 31 December 2025

		No of Applications.	Total Allowance.	Total Allowance
		Granted	Kls	Granted \$
Total				
	Residential	13	1706.59	\$ 7,031.15
	Total	13	1706.59	\$ 7,031.15
July to September				
	Residential	10	1113.09	\$ 4,585.93
October to December				
	Residential	3	593.50	\$ 2,445.22

Note: Council's Concealed Leaks Policy provides for an allowance to be granted if eligibility criteria are met.

The granting of a leak allowance is at the absolute discretion of Council based upon individual circumstances.
 Property owners are responsible for the maintenance of private water infrastructure on their properties.

11.6) **INVESTMENT REPORT AS AT 31 DECEMBER 2025 AND 31 JANUARY 2026** **(FM.BA.1)**

Author: Executive Management Accountant
IP&R Link: Strategic Priority 2: An efficient, sustainable and customer focused organisation – 2.2: Sound & Sustainable Financial Management – 2.2.1: Review and monitor Councils financial position.

RECOMMENDATION:

That Council note the report on Cash and Investments at 31 December 2025 and 31 January 2026.

REPORT

Investment Commentary

Financial markets focused on the RBA's decision to continue holding the cash rate at 3.60% through December and January. Short-term bank bill yields edged higher, with three-month bills at 3.74% in December and 3.85% in January. Government bond yields also remained elevated, with the 10-year bond yield at 4.72%, supported by persistent inflation pressures.

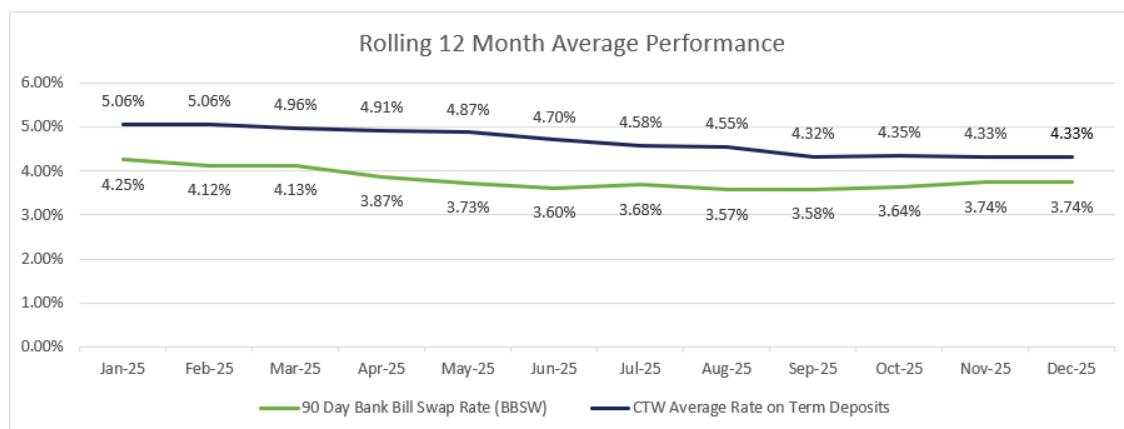
The continued increase in short-term term deposit yields provide opportunities to secure favourable rates while maintaining liquidity and capital security. Council is continuing to lock in 12-month terms for deposits unless an exceptional rate is being offered or a maturity gap can be filled with a favourable rate. Council's Finance Officer is constantly assessing if a better outcome, both risk and return, can be achieved by changing institutions.

Portfolio Performance: 31 December 2025

Performance

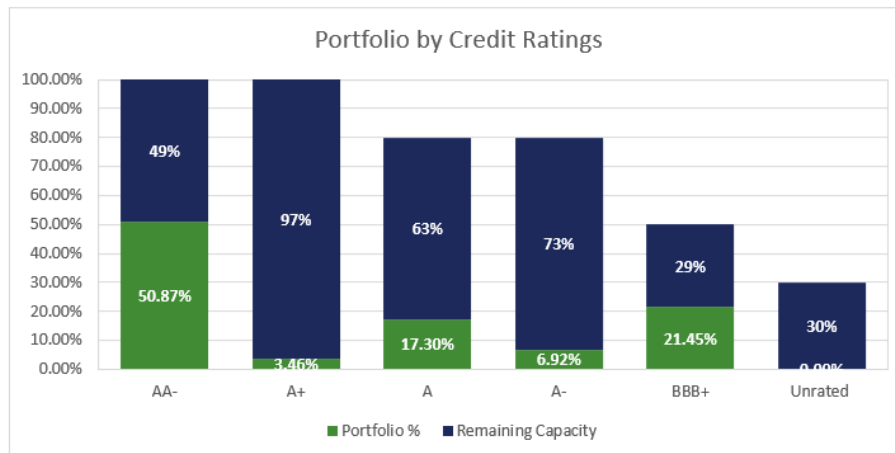
CTW's average rate of return on investments at 31 December 2025 was 4.33% against the 90 day Bank Bill Swap Rate (BBSW) of 3.74%.

CTW's portfolio is consistently delivering returns above the performance benchmark. Interest earned and accrued for the financial year to 31 December 2025 totals \$316,127.

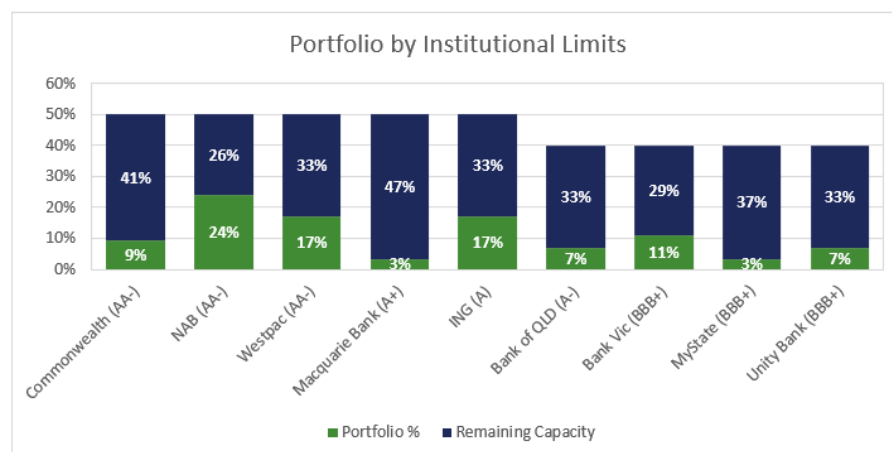


Compliance

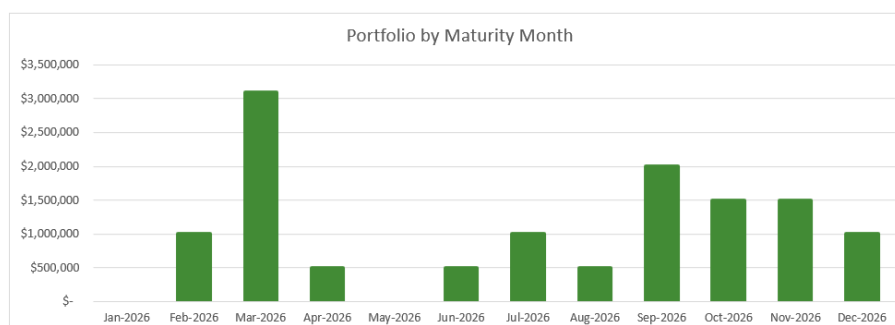
At the end of December 2025, investments were compliant with Council's Investment Policy limits by Credit Ratings, Institutions, and Maturity as shown below.



To minimise risk to CTW's investment portfolio CTW's investment policy limits the amount that can be invested by credit rating group (known as counterparty limits). Risk is considered to be lower with higher credit rated institutions, but returns potentially higher with lower credit rated institutions, therefore investments are balanced for risk and return.



To achieve diversification CTW's investment policy limits the total investment in any single institution based on the institution's credit rating. These limits work in conjunction with the above total credit rates (counterparty) limits. The remaining capacity shown is subject to compliance with the above credit rating limits.



Overall Council's portfolio is diversified across a variety of institutions, credit ratings and maturities, with sufficient capacity for favourable term deposit opportunities. Council has no exposure to unrated authorised deposit-taking institutions (ADIs). Council will seek to smooth maturities through-out the year and align with capital works schedules.

A list of investments held at 31 December 2025 is attached.

Most of Council's cash and investments are held in restrictions as per the table below:

31 December 2025	(000's)
Cash and Investments	14,451
Less Restrictions	
External	275
Internal	13,676
Total Restrictions	13,951
Unrestricted Cash	500

External restrictions are funds set aside for specific purposes such as grant funds or developer contributions.

Internal restrictions (sometimes referred to as internal allocations) are determined by Council through the development of the Operational plan, by the Quarterly Budget Review process or by special resolution of Council.

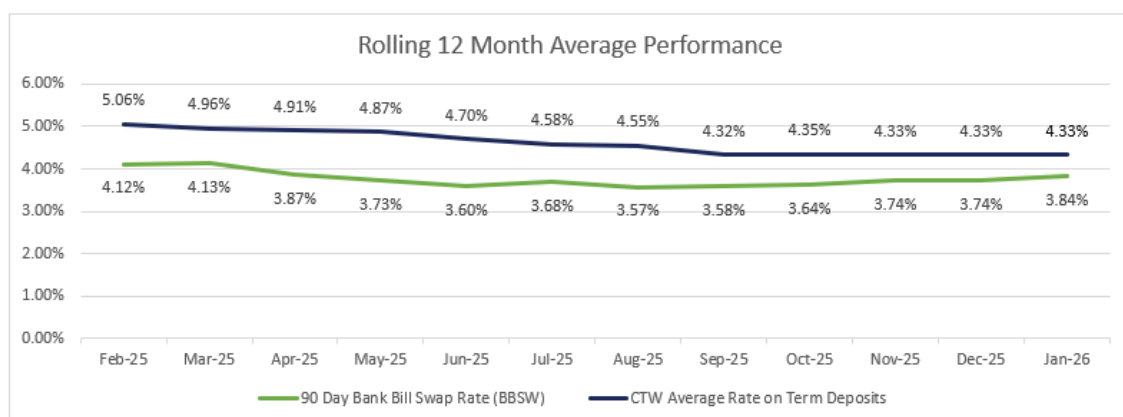
Unrestricted cash is available to meet any unexpected expenditure that may arise. It is notable that the unrestricted cash level can be impacted by the level of debtors and creditors held at the reporting date (increased cash level can indicate a higher level of creditors and/or a lower level of debtors and a lower cash level can indicate a higher level of debtors and/or a lower level of creditors).

Portfolio Performance: 31 January 2026

Performance

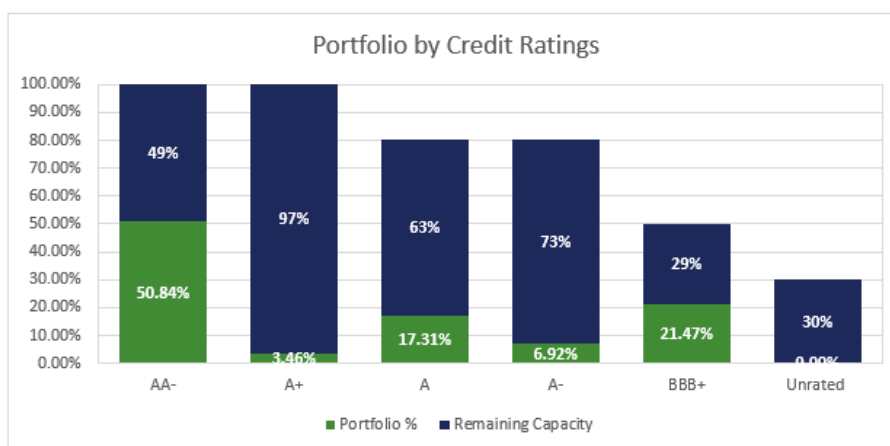
CTW's average rate of return on investments at 31 January 2026 was 4.33% against the 90 day Bank Bill Swap Rate (BBSW) of 3.84%.

CTW's portfolio is consistently delivering returns above the performance benchmark. Interest earned and accrued for the financial year to 31 January 2026 totals \$368,606.

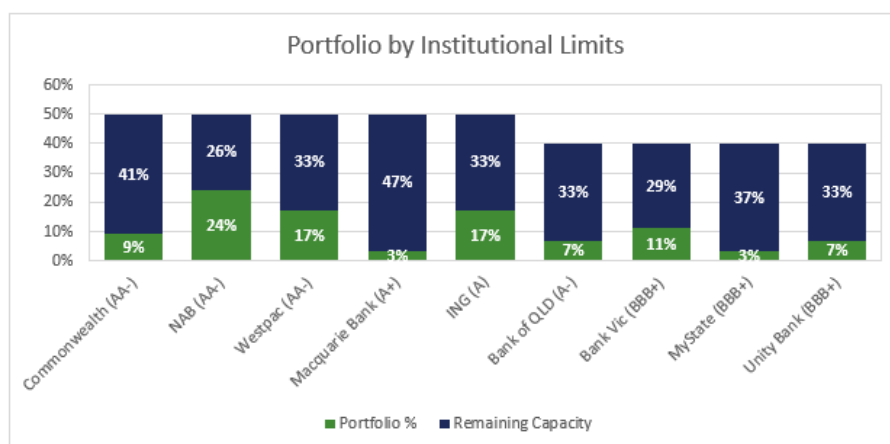


Compliance

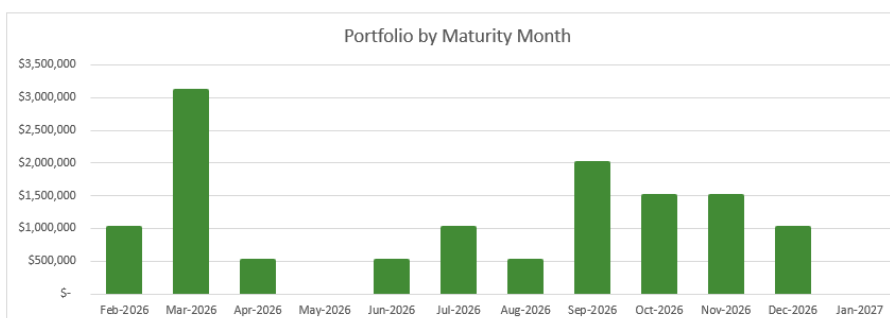
At the end of January 2026, investments were compliant with Council's Investment Policy limits by Credit Ratings, Institutions, and Maturity as shown below.



To minimise risk CTW's investment policy limits the amount that can be invested by credit rating group (known as counterparty limits). Risk is considered to be lower with higher credit rated institutions, but returns potentially higher with lower credit rated institutions, therefore investments are balanced for risk and return.



To achieve diversification CTW's investment policy limits the total investment in any single institution based on the institution's credit rating. These limits work in conjunction with the above total credit rates (counterparty) limits. The remaining capacity shown is subject to compliance with the above credit rating limits.



Overall Council's portfolio is diversified across a variety of institutions, credit ratings and maturities, with sufficient capacity for favourable term deposit opportunities. Council has no exposure to unrated authorised deposit-taking institutions (ADIs). Council will seek to smooth maturities through-out the year and align with capital works schedules.

A list of investments held at 31 January 2026 is attached.

Most of Council's cash and investments are held in restrictions as per the table below:

31 January 2026	(000's)
Cash and Investments	14,442
Less Restrictions	
External	275
Internal	13,667
Total Restrictions	13,942
Unrestricted Cash	500

External restrictions are funds set aside for specific purposes such as grant funds or developer contributions.

Internal restrictions (sometimes referred to as internal allocations) are determined by Council through the development of the Operational plan, by the Quarterly Budget Review process or by special resolution of Council.

Unrestricted cash is available to meet any unexpected expenditure that may arise. It is notable that the unrestricted cash level can be impacted by the level of debtors and creditors held at the reporting date (increased cash level can indicate a higher level of creditors and/or a lower level of debtors and a lower cash level can indicate a higher level of debtors and/or a lower level of creditors).

BUDGET IMPLICATIONS

Council's 2025/26 Operational budget forecasts a reduction in the interest rates over the course of the financial year, so budgeted annual interest income is expected to be over-achieved and therefore amended in the quarterly budget. Average funds invested is also higher than anticipated due to delays in the capital program resulting from staffing shortages.

POLICY IMPLICATIONS

The investment summaries presented in this report represent Council's total investments as of 31 December 2025 and 31 January 2026 in accordance with Clause 212 of the Local Government (General) Regulation 2021 and Section 625 of the Local Government Act 1993.

I hereby certify that the investments listed in this report have been made in accordance with the Local Government Act 1993, the Local Government (General) Regulation 2021 and Council's Investment Policy.



Claire Wright
Responsible Accounting Officer

ATTACHMENTS

- 1 Investments December 2025
- 2 Investments January 2026

CTW Investment Report

31st December 2025

		Credit Rating	Term (Days)	Rate	Maturity Date	% of Portfolio
Short Term Deposits	\$ 12,600,000.00					87.19%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.77%	03/02/26	3.46%
NAB - Curve Securities	\$ 500,000.00	AA-	180	4.05%	25/02/26	3.46%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.65%	03/03/26	3.46%
ING - Curve Securities	\$ 500,000.00	A	365	4.68%	11/03/26	3.46%
Bank Vic - Curve Securites	\$ 600,000.00	BBB+	270	4.35%	13/03/26	4.15%
ING - Curve Securities	\$ 500,000.00	A	364	4.65%	13/03/26	3.46%
Bank of QLD - Curve Securitiies	\$ 500,000.00	A-	182	4.10%	23/03/26	3.46%
ING - Curve Securities	\$ 500,000.00	A	365	4.66%	26/03/26	3.46%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.55%	02/04/26	3.46%
Unity Bank Ltd	\$ 500,000.00	BBB+	182	4.60%	11/06/26	3.46%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.00%	02/07/26	3.46%
Unity Bank Ltd	\$ 500,000.00	BBB+	365	4.15%	14/07/26	3.46%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.15%	05/08/26	3.46%
MyState - Curve Securities	\$ 500,000.00	BBB+	365	4.15%	03/09/26	3.46%
NAB - Curve Securities	\$ 500,000.00	AA-	367	4.15%	14/09/26	3.46%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.15%	15/09/26	3.46%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.18%	30/09/26	3.46%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.20%	07/10/26	3.46%
ING - Curve Securities	\$ 500,000.00	A	365	4.14%	16/10/26	3.46%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.10%	29/10/26	3.46%
ING - Curve Securities	\$ 500,000.00	A	365	4.21%	03/11/26	3.46%
Westpac Banking Corporation	\$ 500,000.00	AA-	367	4.33%	07/11/26	3.46%
Bank Vic - Curve Securites	\$ 500,000.00	BBB+	365	4.40%	18/11/26	3.46%
Bank of QLD - Curve Securities	\$ 500,000.00	A-	367	4.35%	07/12/26	3.46%
Bank Vic - Curve Securites	\$ 500,000.00	BBB+	365	4.45%	08/12/26	3.46%
At Call Bank Accounts	\$ 1,850,500.37					12.81%
Macquarie Bank - Curve Securities	\$ 500,000.00	A+		3.90%	At Call	3.46%
Commonwealth Bank - General Account	\$ 283,527.24	AA-	At Call	3.45%	N/A	1.96%
Commonwealth Bank - BOS Account	\$ 1,066,936.31	AA-	At Call	3.50%	N/A	7.38%
Unity Bank Ltd - Cheque Account	\$ 36.82	BBB+	At Call	0.00%	N/A	0.00%
Total Value of Investment Funds	\$ 14,450,500.37					100%

Average Rate on Term Deposits

90 Day BBSW for December 2025	3.7375%
Average Rate on Term Deposits	4.3268%
Margin over 90 day BBSW	0.5893%

Average Term - Short Term Deposits (days) 339

Portfolio by Long Term Credit Rating

	Principal Amount	Portfolio %	Policy Limit	Remaining Capacity
AA-	\$ 7,350,463.55	50.87%	100%	49%
A+	\$ 500,000.00	3.46%	100%	97%
A	\$ 2,500,000.00	17.30%	80%	63%
A-	\$ 1,000,000.00	6.92%	80%	73%
BBB+	\$ 3,100,036.82	21.45%	50%	29%
Unrated	\$ -	0.00%	30%	30%
Total	\$ 14,450,500.37	100.00%		

CTW Bank Reconciliation

Balance as per Bank Statement - General Account	\$ 1,350,500.37
Add: Visa card to be processed Janauary 2026	\$ 4,769.61

Balance as per Cash Book - General Account	<u>\$ 1,355,269.98</u>
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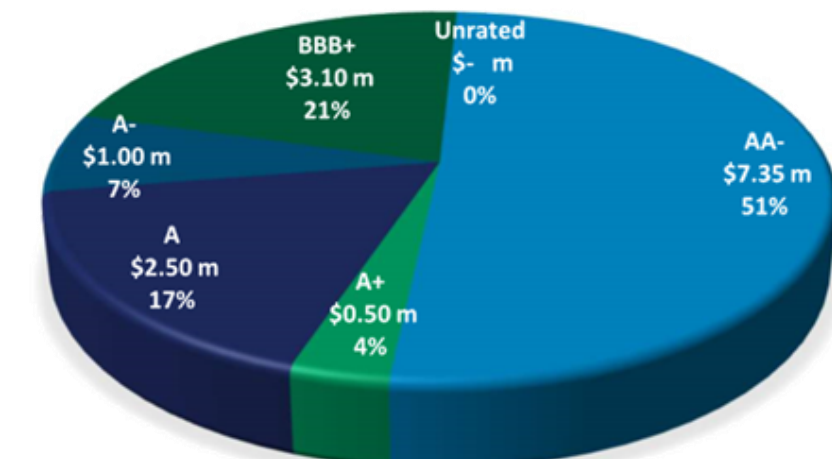
GENERAL FUND

(a) Cash Book Balance	\$ 1,355,269.98
(b) Bank Balance	\$ 1,355,269.98

Portfolio by Investment Type



Portfolio by Credit Rating (\$m)



CTW Investment Report

31st January 2026

		Credit Rating	Term (Days)	Rate	Maturity Date	% of Portfolio
Short Term Deposits	\$ 12,600,000.00					87.25%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.77%	03/02/26	3.46%
NAB - Curve Securities	\$ 500,000.00	AA-	180	4.05%	25/02/26	3.46%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.65%	03/03/26	3.46%
ING - Curve Securities	\$ 500,000.00	A	365	4.68%	11/03/26	3.46%
Bank Vic - Curve Securites	\$ 600,000.00	BBB+	270	4.35%	13/03/26	4.15%
ING - Curve Securities	\$ 500,000.00	A	364	4.65%	13/03/26	3.46%
Bank of QLD - Curve Securities	\$ 500,000.00	A-	182	4.10%	23/03/26	3.46%
ING - Curve Securities	\$ 500,000.00	A	365	4.66%	26/03/26	3.46%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.55%	02/04/26	3.46%
Unity Bank Ltd	\$ 500,000.00	BBB+	182	4.60%	11/06/26	3.46%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.00%	02/07/26	3.46%
Unity Bank Ltd	\$ 500,000.00	BBB+	365	4.15%	14/07/26	3.46%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.15%	05/08/26	3.46%
MyState - Curve Securities	\$ 500,000.00	BBB+	365	4.15%	03/09/26	3.46%
NAB - Curve Securities	\$ 500,000.00	AA-	367	4.15%	14/09/26	3.46%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.15%	15/09/26	3.46%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.18%	30/09/26	3.46%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.20%	07/10/26	3.46%
ING - Curve Securities	\$ 500,000.00	A	365	4.14%	16/10/26	3.46%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.10%	29/10/26	3.46%
ING - Curve Securities	\$ 500,000.00	A	365	4.21%	03/11/26	3.46%
Westpac Banking Corporation	\$ 500,000.00	AA-	367	4.33%	07/11/26	3.46%
Bank Vic - Curve Securites	\$ 500,000.00	BBB+	365	4.40%	18/11/26	3.46%
Bank of QLD - Curve Securities	\$ 500,000.00	A-	367	4.35%	07/12/26	3.46%
Bank Vic - Curve Securites	\$ 500,000.00	BBB+	365	4.45%	08/12/26	3.46%
At Call Bank Accounts	\$ 1,841,683.39					12.75%
Macquarie Bank - Curve Securities	\$ 500,000.00	A+		3.90%	At Call	3.46%
Commonwealth Bank - General Account	\$ 271,462.41	AA-	At Call	3.45%	N/A	1.88%
Commonwealth Bank - BOS Account	\$ 1,070,184.16	AA-	At Call	3.50%	N/A	7.41%
Unity Bank Ltd - Cheque Account	\$ 36.82	BBB+	At Call	0.00%	N/A	0.00%
Total Value of Investment Funds	\$ 14,441,683.39					100%

Average Rate on Term Deposits

90 Day BBSW for January 2026	3.8362%
Average Rate on Term Deposits	4.3268%
Margin over 90 day BBSW	0.4906%

Average Term - Short Term Deposits (days) 339

Portfolio by Long Term Credit Rating

	Principal Amount	Portfolio %	Policy Limit	Remaining Capacity
AA-	\$ 7,341,646.57	50.84%	100%	49%
A+	\$ 500,000.00	3.46%	100%	97%
A	\$ 2,500,000.00	17.31%	80%	63%
A-	\$ 1,000,000.00	6.92%	80%	73%
BBB+	\$ 3,100,036.82	21.47%	50%	29%
Unrated	\$ -	0.00%	30%	30%
Total	\$ 14,441,683.39	100.00%		

CTW Bank Reconciliation

Balance as per Bank Statement - General Account	\$ 1,341,683.39
Add: Visa card to be processed February 2026	\$ 5,652.92

Balance as per Cash Book - General Account	<u>\$ 1,347,336.31</u>
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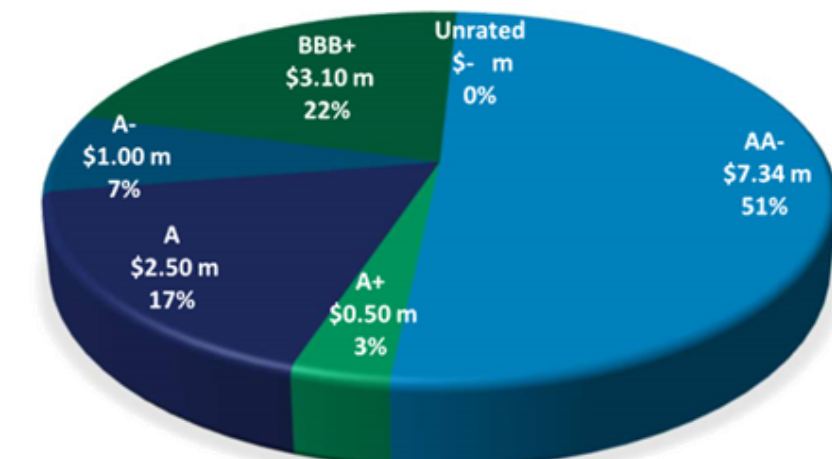
GENERAL FUND

(a) Cash Book Balance	\$ 1,347,336.31
(b) Bank Balance	\$ 1,347,336.31

Portfolio by Investment Type



Portfolio by Credit Rating (\$m)



11.7) DELIVERY PROGRAM 6-MONTH PROGRESS REPORT (CA.CO.1)

Author: Executive Manager Corporate Services

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

RECOMMENDATION:

That Council note the Delivery Program 6-month progress report covering the period July to December 2025.

REPORT

In accordance with Section 404(5) of the *Local Government Act 1993*, the General Manager must ensure that regular reports are provided to Council as to progress with respect to the achievement of the principal activities detailed in the Delivery Program.

This report provides information regarding Council's progress in achieving the strategic outcomes prescribed in Council's Delivery Program 2022-2026. It provides information on the performance of Council's strategic objectives.

This report has been compiled in consultation with management and staff.

A copy of the Delivery Program 6-month Progress Report as at December 2025 is attached for information.

BUDGET IMPLICATIONS

Within the 2025/25 Operational Plan

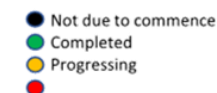
POLICY IMPLICATIONS

Nil

ATTACHMENTS

- 1 Delivery Program Progress Report: July to December 2025

Delivery Program 6-Month Progress Report: 1 July to 31 December 2025

STRATEGIC PRIORITY 1**PROVIDING A HIGH QUALITY AND RELIABLE DRINKING WATER SUPPLY****KEY RESULT AREA – 1.1 SERVICE PROVISION THROUGH FIT FOR PURPOSE INFRASTRUCTURE**

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	Progress
1.1.1	Deliver capital works program	Capital works milestones delivered	EMOTS, AO		X	Delays due to staff vacancies and recruitment	●
1.1.2	Develop and implement maintenance programs	Maintenance programs revised and implemented	EMCS, WNM, GM		X	Maintenance programs have been identified and are currently being reviewed and implemented.	●
1.1.3	Develop and implement backflow prevention program.	Program is in place	EMOTS, WNM		X	Policy developed and program being developed	●
1.1.4	Undertake regular water meter replacement program.	All meters in excess of 7500k are placed	EMOTS, WNM	X	X	Replacement program for meters at 7,500k is underway	●

KEY RESULT AREA – 1.2 ENSURE COMPLIANCE WITH REGULATION

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	Progress
1.2.1	Review and update CTW's Drinking Water Management System (DWMS).	Annual Report submitted to NSW Health	EMOTS, WQM	X	X	The DWMS improvement plan is reviewed monthly, with annual report submitted.	●
1.2.2	Inform customers and regulators of water quality performance.	Performance report updated monthly on website	GM, EMOTS	X	X	Website updated	●
1.2.3	Undertake regular water sampling programs in accordance with NSW Health guidelines.	Program ongoing with NSW Health	WQM	X	X	NSW Health testing program is performed in accordance with requirements	●




KEY RESULT AREA – 1.3 BEST PRACTICE ASSET MANAGEMENT

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	Progress
1.3.1	Have a total Asset Management Plan.	Develop a total asset mgmt plan	GM, EMOTS	X	X	In progress and as part of the Safe & Secure grant projects	●
1.3.2	Assets revaluation undertaken in accordance with audit cycle.	Revaluations completed	GM, EMOTS			Not due yet	●
1.3.3	Review and update asset management plan.	Undertake full revaluation of assets	GM, EMOTS, EMCS		X	Refer point 1.3.1 and 1.3.2	●


STRATEGIC PRIORITY 1 (continued)**PROVIDING A HIGH QUALITY AND RELIABLE DRINKING WATER SUPPLY**

- Not due to commence
- Completed
- Progressing
- Not progressing

KEY RESULT AREA – 1.4 MITIGATE ENVIRONMENTAL IMPACTS OF SERVICE DELIVERY

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	Progress
1.4.1	Complete the Source Management Strategy.	Plan implemented	EMOTS, WQM	X	X	Noted by Council at their June 2025 meeting Discussions with Blayney Shire Council and LEMO underway	
1.4.2	Look for opportunities to optimize operational processes with objective to mitigate emissions.	Environmental impacts mitigated	EMOTS, WNM	X	X	Optimise pumping to take advantage of solar power Transition to low emissions vehicles with two electric and one hybrid	
1.4.3	Environmental flows from Lake Rowlands to be modelled and incorporated into BWSP.	Completion of BWSP with detailed environment flows	EMOTS, WNM, WQM		X	BWSP in progress	




KEY RESULT AREA - 1.5 EFFICIENT USE OF WATER

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	Progress
1.5.1	Provide information to educate customers and CTW community about water supply and how to use water wisely.	Information provided through various methods	GM, EMCS	X	X	Information provided through Social Media, Water Notice Newsletters, and participation in National Water Day	

STRATEGIC PRIORITY 2**AN EFFICIENT, SUSTAINABLE AND CUSTOMER FOCUSED ORGANISATION**

- Not due to commence
- Completed
- Progressing
- Not progressing

KEY RESULT AREA – 2.1 QUALITY CUSTOMER SERVICE

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	Progress
2.1.1	Review and update community/ stakeholder engagement strategy.	Strategy implemented	EMCS, GM	X	X	Strategy under review	
2.1.2	Maintain levels of service	Regular reporting	GM, EMOTS, EMCS	X	X	Levels of service are being reviewed	
2.1.3	Provide regular updates to stakeholders and customers regarding projects and works.	Regular media & communications	GM, EMOTS, EMCS	X	X	Updates provided through Social Media and Water Notice Newsletters	

STRATEGIC PRIORITY 2 (continued)**AN EFFICIENT, SUSTAINABLE AND CUSTOMER FOCUSED ORGANISATION**

- Not due to commence
- Completed
- Progressing
- Not progressing

KEY RESULT AREA – 2.2 SOUND FINANCIAL MANAGEMENT

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	Progress
2.2.1	Review and monitor Councils financial position.	Reviewed and adopt LTFP annually	EMA	X	X	Completed as part of IP&R in June 2025 Ongoing QBRS monitoring	●
2.2.2	Review fees and charges annually as part of the operational plan.	Reviewed and adopted annually	EMA	X	X	Completed as part of IP&R in June 2025	●
2.2.3	Collaborate with constituent councils in the review and update of the Development Servicing Plan (DSP) in accordance with applicable guidelines.	Reviewed and adopted within guidelines	EMA		X	Due in 2026/27	●
2.2.4	Explore and secure grant funding to support the delivery and development of services and infrastructure.	Apply when suitable funding identified	EMA	X	X	This period we secured grants for trainees (Fresh Start) and Safe & Secure Water Stage 2	●
2.2.5	Seek funding for delivery of BWSP.	Advocate for funding	EMA, GM	X			●

KEY RESULT AREA – 2.3 CONTINUOUS IMPROVEMENT WHILST MANAGING RISK

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	Progress
2.3.1	Use the Risk Management Framework to mitigate risk.	Framework is reviewed and tested	EMCS	X	X	Risk Register under review	●
2.3.2	Review and update Business Continuity Plan (BCP).	BCP reviewed and updated	EMCS	X	X	BCP review underway	●
2.3.3	Undertake internal audits in accordance with the adopted Audit Risk and Improvement Committee (ARIC) plan.	Audits completed	EMCS, EMA	X	X	DWMS audited	●
2.3.4	Maintain Work, Health & Safety (WHS) policy and procedures in accordance with WHS legislation.	Policy and procedures implemented	EMOTS, EMCS	X	X	Policy reviewed and adopted, WHS Committee active	●

STRATEGIC PRIORITY 2 (continued)**AN EFFICIENT, SUSTAINABLE AND CUSTOMER FOCUSED ORGANISATION**

● Not due to commence
 ● Completed
 ● Progressing
 ● Not progressing

KEY RESULT AREA – 2.4 A CAPABLE AND MOTIVATED WORKFORCE

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	Progress
2.4.1	Annual review of Workforce Management Strategy.	Strategy implemented	GM, EMCS, EMA, EMOTS	X	X	Completed as part of IP&R in June 2025 Workforce Review being undertaken in 2026 as part of Safe & Secure projects	●
2.4.2	Develop and implement professional development and training matrix.	Professional development and training undertaken	EMCS, EMOTS, EMA	X	X	Training undertaken in accordance with training matrix	●
2.4.3	Develop capability and innovate with technological advances in the field.	Use of technology to enable an effective workforce	EMOTS, EMCS	X	X	Use of Infrastructure Data for reporting advanced	●


STRATEGIC PRIORITY 3**REGIONAL LEADERSHIP AND COLLABORATION****KEY RESULT AREA – 3.1 REGIONAL COLLABORATION AND PARTNERSHIPS**

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	Progress
3.1.1	Work with Central NSW Joint Organisation (CNSWJO) for the continued delivery of safe and secure water.	Active participation with CNSWJO	GM, EMOTS, EMCS	X	X	Ongoing IT, HR, Water Alliance, Water Loss Management, Asset Revaluation, Training,	●
3.1.2	Participate in CNSWJO opportunities for relevant joint procurement activities, knowledge and resource sharing, and advocacy for strategic regional priorities.	Opportunities identified, considered and pursued	GM, EMOTS, EMCS, EMA	X	X	Participated as part of the asset revaluation procurement and Pre-employment Medical Checks	●
3.1.3	Collaborate with and support constituent councils to attract residential, commercial and industrial growth to the region.	Meet with constituent councils	GM, EMOTS	X	X	Safe & Secure projects will consider future growth projections	●
3.1.4	Seek opportunity to continue to develop regional water security.	Opportunities considered	GM, EMOTS	X	X	National Water Grid, Safe & Secure Stage 2	●
3.1.5	Reach agreement with all other relevant water utilities on the governance, management and operation of regional water assets across LGA boundaries.	Water Supply Agreements in place	GM, EMOTS	X	X	Orange and Cowra agreements in place	●



STRATEGIC PRIORITY 3 (continued)**REGIONAL LEADERSHIP AND COLLABORATION**

- Not due to commence
- Completed
- Progressing
- Not progressing

KEY RESULT AREA – 3.1 REGIONAL COLLABORATION AND PARTNERSHIPS

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	Progress
3.1.6	Continue to be productive member of the project control group of the Belubula Water Security Project (BWSP).	BWSP business case completed	GM, EMOTS	X	X	Ongoing	

KEY RESULT AREA – 3.2 REGIONAL LEADERSHIP IN THE WATER SECTOR

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	Progress
3.2.1	Explore opportunities to influence water industry policy and direction through participation in industry groups and bodies.	Active participation in water industry groups	GM	X	X	Motion to 2025 LG Conference to advocate for funding Ongoing engagement with Water Directorate	
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.	Regular meetings and collaboration	GM	X	X	Ongoing participation	

11.8) OLG MODEL CODE OF MEETING PRACTICE SUPPLEMENTARY GUIDANCE (CA.CO.1)

Author: Executive Manager Corporate Services
IP&R Link: Strategic Priority 2: An efficient, sustainable and customer focused organisation

RECOMMENDATION:

That Council note the OLG Model Code of Meeting Practice supplementary guidance materials.

REPORT

Supplementary guidance materials have been published on the Office of Local Government's (OLG) website to support the implementation of the 2025 Model Code of Meeting Practice for Local Councils in NSW (2025 Model Meeting Code).

The supplementary guidance materials can be found on the OLG website (www.olg.nsw.gov.au):

- *Closed Meetings Guidelines* – Guidelines on the closure of council and committee meetings to the public
- *Livestreaming Guidelines* – Livestreaming council and committee meetings and public forums: A Guide
- *Public Forum Rules* – Model public forum rules.

The Frequently Asked Questions (FAQs) previously published with Council Circular 25-20 2025 Model Meeting Code have also been updated to reflect common questions and issues raised by the sector following the prescription of the 2025 Model Meeting Code.

What will this mean for CTW?

The *Closed Meeting Guidelines* have been issued under 10B(5) of the Local Government Act 1993 (the Act). This provides that, in deciding whether part of a meeting is to be closed to the public, the council or committee concerned must have regard to any relevant guidelines issued by the 'Departmental Chief Executive' of OLG.

The *Livestreaming Guidelines* is an updated version of the webcasting guidelines that were issued when councils were first required to webcast their meetings. As with the webcasting guidelines, these have been issued under section 23A of the Act meaning councils must take them into consideration when livestreaming their meetings and publishing recordings of them on their websites.

The *Model Public Forum Rules* are based on the non-mandatory best practice public forum rules which were previously included in the Model Meeting Code but have now been omitted. CTW has adopted the best practice public forum rules in its adopted code of meeting practice.

Key points

The supplementary guidance materials have been designed to assist councils to understand and correctly apply the mandatory provisions of the 2025 Model Meeting Code and provide best practice guidance in areas that are no longer regulated under the Model Meeting Code.

This is Page No. 49 of the Agenda presented to the Ordinary Meeting of Central Tablelands County Council held at Blayney on 18 February 2026

BUDGET IMPLICATIONS

A budget adjustment was included in the second quarterly budget review for the 2025/26 Operational Plan.

POLICY IMPLICATIONS

CTW Code of Meeting Practice Policy

ATTACHMENTS

Nil

11.9) APRIL COUNCIL MEETING DATE ADJUSTMENT (CA.CO.1)

Author: Executive Manager Corporate Services
IP&R Link: – 2.2.1: Review and monitor Councils financial position. – 2.2.2:
Review fees and charges annually as part of the operational plan.

RECOMMENDATION:

That Council resolve to move its April 2026 meeting to Wednesday 29 April 2026.

REPORT

Staff consider that an additional Extraordinary Meeting in April, previously held to review and resolve to place the IP&R suite of documents on public exhibition, is not required if the April meeting can be moved from the third Wednesday to the last Wednesday in April, with a date change from 15 April to 29 April 2026.

BUDGET IMPLICATIONS

Considering draft 2026/27 budget at this meeting.

POLICY IMPLICATIONS

Code of Meeting Practice

ATTACHMENTS

Nil

11.10) POLICY REVIEWS (CM.PL.1)

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

RECOMMENDATION:

That Council:

1. Endorse the following policies and place them on public display for a period of 28 days:
 - Asset Capitalisation
 - Rural Water Supply
 - Asset Management
2. Remove the *Gathering Information* Policy from the CTW policy register as it is a procedure and not a policy.
3. If no substantial submissions are received during the public display period, the documents be adopted.
4. Policies endorsed under this Recommendation shall take precedence over previous Council resolutions where applicable.

REPORT

Staff continue to review, update, and develop policies to ensure they align with legislative and best practice requirements.

The following policies are attached for Council's review and endorsement:

- Policies reviewed
 - Rural Water Supply
 - Asset Management
- New policies
 - Asset Capitalisation

The *Gathering Information Policy* was reviewed and determined to be a procedure used for a few policies in relation to complaints or investigations. Therefore, staff are requesting that Council approve the removal of this policy from the CTW Policy Register.

BUDGET IMPLICATIONS

Incorporated in the Operational Plan, if required

POLICY IMPLICATIONS

Nil

ATTACHMENTS

- 1 Rural Water Supply Policy
- 2 Asset Management Policy
- 3 Asset Capitalisation Policy

DRAFT

POLICY



**Central
Tablelands
Water**

Rural Water Supply Policy

DOCUMENT CONTROL

Document Title		Rural Water Supply Policy			
Policy Number		CTW-PR004			
Responsible Officer		Executive Manager Operations & Technical Services			
Reviewed by		General Manager			
Date Adopted		March 2026			
Adopted by		Council			
Review Due Date		February 2030			
Revision Number		3			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1	19/12/15				16/097
2	28/07/25	Revised to include ownership of supply and other updates	GM	Council	25/064
3	18/2/26	Full update to include water quality commentary and definitions	GM	Council	

PURPOSE

The purpose of this Policy is to outline clear guidelines for the provision of water from Central Tablelands Water (CTW) supply network to Rural customers.

SCOPE

This Policy applies to all Rural customers that are not located within the town and village limits. The Policy will apply to Central Tablelands Water (CTW) employees responsible for the assessment and approval of connection of Rural customers.

POLICY STATEMENT

CTW has a system that treats and provides water through its network that is compliant with the Australian Drinking Water Guidelines. Council is committed to providing affordable, quality drinking water to our customers in the CTW reticulated service areas.

This policy acknowledges the level of service that will be provided to rural customers relating to quality and availability of water.

POLICY OBJECTIVES

The objective of this policy is to:

1. Provide clear direction to how a rural property owner may access CTW water supply trunk mains (network) within the CTW serviced areas for the purposes of receiving water from CTW.
2. Provide appropriate controls for water connection to protect the intended water quality in the CTW network.
3. Provide clear indication of the water quality and supply performances for Rural customers.

POLICY DETAILS

1. This policy is applicable to properties that are located adjacent to a Council trunk water main, or properties that have a Council trunk water main running through them or those outside of a town or village 50km/hr area. This policy does not apply to properties within an identified reticulation serviced area. For the purposes of this policy, any property located outside of a town or village 50km/hr area will be referred to as a 'Rural Property and therefore a Rural Customer'.
2. The rural property owner is to make an application to connect a CTW service to the rural property and in doing so will agree to entering into a water supply agreement.
3. The water supply agreement may include restrictions regarding intended water use; for example using water to fill a dam or undertaking commercial irrigation activities would be an unacceptable use of the water supply.
4. CTW reserves the right to cease providing water or disconnect the service to a rural property for any breach of the water supply agreement. Any disconnection will incur a disconnection fee.

5. For the purposes of the water supply agreement CTW at its complete discretion, cease providing water to rural properties should the demand management plan state Level 5 or greater water restriction of water supply to reticulated services areas are enforceable.
6. CTW reserve the right to disconnect a rural property service if the connection is identified as having an unacceptable risk to the security and quality of the water supply.
7. Rural property connections will be limited to a 20mm service. Each property will be limited to one (1) service connection. The service connection will be metered with the meter being located within 1mtr of the property boundary along a road frontage, or by agreement if this is not achievable.
8. The rural property owner agrees to fully protect the service connection and any other CTW assets required to provide the service. The property owner must ensure the service remains readily accessible for the purposes of meter reading or servicing of equipment by CTW staff or its approved contractor.
9. The rural property owner will be subject to all costs associated with providing the service connection to the property, including the developer charges for 1 Equivalent Tenement.
10. Council cannot guarantee continuity of supply. On-site storage with a minimum capacity of 20 kilolitres must be installed. The property owner is responsible for determination of the capacity of the storage tank if greater than 20kL is required, including the location and maintenance of the storage tank. The infrastructure between the CTW service connection and the consumer's on-site storage tank is the sole responsibility of the property owner, including any maintenance requirements of this infrastructure.
11. The pipeline feeding from the service connection to the tank is to discharge only to the top of the storage tank. A minimum 100mm airgap must be maintained between the inlet point of the storage tank and the tank overflow. The water supply is required to be directly connected from the service connection 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.
12. 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 may 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.
13. A pressure reducing valve and/or a flow control device of ~6.3 L/min may be required for the service connection to the rural property. The responsibility and costs for maintaining and replacing these devices is the sole responsibility of the property owner.
14. The Rural property owner accepts that water supplied by CTW in its trunk mains may not meet Australian Drinking Water Guidelines in regard to chlorine residual. Therefore CTW cannot guarantee that the water provided to Rural Properties is safe for human consumption without suitable onsite treatment prior to drinking.
15. The water supply is made available for domestic purposes and/or the watering of livestock.
16. Where the private installation is required to cross over other privately owned land, that owner's written permission is to be submitted to CTW prior to the supply being connected.
17. Where the private installation is required to be placed in a road or rail reserve, the Local 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.

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 after the installed meter.
19. In addition to the above conditions, contained in clauses 1 to 18, Council reserves the right to alter or amend any of the conditions of supply in line with changing standards and policies. Failure to abide by any of these conditions in the future may lead to Council refusing to continue to supply the property with water.
20. A Rural Customer that receives water from CTW is deemed to have entered into a water supply agreement in accordance with this policy or any future revisions.

DEFINITION

Reticulated Services Area: This applies to the CTW pipe network that is within a town or village 50km/hr area and where water is supplied from a Reservoir to consumers.

Trunk water main: A large water pipe used to convey treated water from a water treatment plant to a reticulation network.

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
- Rural Water Supply Connection Form

VARIATION

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



DRAFT

POLICY



**Central
Tablelands
Water**

ASSET MANAGEMENT POLICY



DOCUMENT CONTROL

Document Title		ASSET MANAGEMENT POLICY			
Policy Number		CTW PR-043			
Responsible Officer		Executive Manager Operations and Technical Services			
Reviewed by		Engineer Coordinator and General Manager			
Date Adopted		March 2026			
Adopted by		Council			
Review Due Date		February 2030			
Revision Number		2			
Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
2	Nov 2025	Policy rewritten to bring in line with regulations and best practice	EC	Council	

PURPOSE

The purpose of this Asset Management Policy is to establish a clear and integrated framework that ensures Central Tablelands Water (CTW) manages its assets sustainably, strategically, and in alignment with its organizational vision and service delivery objectives.

This policy guides CTW in making transparent, risk-aware, and evidence-based decisions across the whole asset lifecycle to deliver safe, reliable, and financially sustainable water services for current and future communities.

SCOPE

This policy applies to all asset classes, systems, and activities involved in the planning, creation, operation, maintenance, renewal, and disposal of assets owned or managed by CTW.

It applies to all persons acting on behalf of CTW, including Councilors, employees, contractors, consultants, and volunteers, and covers all decisions, processes, and practices that influence asset performance and service delivery.

STATEMENT

CTW is committed to asset management practices that uphold our vision “to achieve excellence in water supply, now and into the future” and reflect the values that guide our organisation.

CTW will manage its assets in a disciplined, transparent, and sustainable manner by:

- Delivering for our customers through reliable, safe, and resilient water services that meet current and future needs.
- Optimizing cost, risk, and performance across the whole asset lifecycle using evidence-based and risk-aware decision-making.
- Supporting independence, sustainability, efficiency, and innovation in the way we plan, operate, maintain, and renew our assets.
- Building and empowering a skilled and capable workforce to ensure strong asset stewardship and consistent service excellence.
- Collaborating regionally and leading responsibly to enhance shared outcomes and contribute to broader community resilience.
- Ensuring compliance and continual improvement to align with legislation, regulatory requirements, and recognized best practice, including ISO 55000 principles.

This policy guides CTW in delivering sustainable, trusted, and high-quality water services while responsibly managing the assets entrusted to us.

APPLICATION OF POLICY

~~This policy applies to all decisions, activities, and practices that influence the planning, acquisition, operation, maintenance, renewal, and disposal of assets owned or managed by Central Tablelands Water (CTW).~~

~~All CTW personnel — including Councilors, employees, contractors, consultants, and volunteers — are responsible for understanding and applying this policy within their roles.~~

The policy is to be applied through:

- ~~Integration with strategic and operational planning~~, including the Strategic Asset Management Plan (SAMP), long-term financial plans, and service delivery strategies.
- ~~Consistent use of asset management principles and processes~~ across all asset classes and lifecycle stages.
- ~~Informed and transparent decision-making~~, supported by accurate asset information, risk assessments, and customer service requirements.
- ~~Compliance with legislation, standards, regulatory obligations, and CTW's internal governance frameworks.~~
- ~~Embedding asset management responsibilities~~ within relevant roles, systems, and organizational practices.

~~Application of this policy ensures CTW's asset management approach is consistent, coordinated, and aligned with the organization's vision, values, and service commitments.~~

This policy provides a clear and coordinated framework for how CTW manages its assets to ensure sustainable, efficient, and resilient water services. By applying this policy consistently across all functions and decision-making processes, CTW strengthens asset stewardship, supports long-term financial sustainability, and ensures alignment with our organisational vision, values, and customer expectations.

This policy applies to all asset-related decisions and activities at CTW) including planning, acquisition, operation, maintenance, renewal, and disposal of assets.

The policy is implemented through:

- Integration with strategic and operational planning, including the Asset Management Plan (AMP), long-term financial plans, and service delivery strategies.
- Consistent application of asset management principles and processes across all asset classes and lifecycle stages.
- Informed decision-making supported by accurate asset information and risk assessments.
- Compliance with legislation, regulatory obligations, and CTW governance frameworks.

This policy provides a clear and coordinated framework for how CTW manages its assets to ensure sustainable, efficient, and resilient water services. By applying this policy consistently across all functions and decision-making processes, CTW strengthens asset stewardship, supports long-term financial sustainability, and ensures alignment with our organizational vision, values, and customer expectations.

REVIEW

This policy will be reviewed at least every 4 years, or more frequently as required, to ensure ongoing alignment with legislation, best practice, strategic objectives, and emerging asset management requirements.

REFERENCES

- *International Infrastructure Management Manual (IIMM)*, Institute of Public Works Engineering Australasia (IPWEA)
- *ISO 55000 Asset Management Standards*, International Organization for Standardization
- CTW Asset Management Plan
- CTW Integrated Planning and Reporting Framework
- CTW Long Term Financial Plan
- Local Government Act 1993
- [Water Management Act 2000 \(NSW\)](#)
- [NSW Drinking Water Management Framework](#)
- [NSW Water Supply and Sewerage Strategic Business Planning Guidelines](#)

VARIATION

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

DRAFT

POLICY



CENTRAL TABLELANDS WATER

ASSET CAPITALISATION POLICY

DOCUMENT CONTROL

Document Title		Asset Capitalisation Policy			
Policy Number		CTW-PRO			
Responsible Officer		Executive Manager Corporate Services			
Reviewed by		Executive Management Accountant and General Manager			
Date Adopted		March 2026			
Adopted by		Council			
Review Due Date		February 2030			
Revision Number		1			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
	Feb 2026	New policy following audit recommendation	GM	Council	

Purpose

The purpose of this Asset Capitalisation Policy is to establish a consistent and transparent framework for the recognition, measurement, and capitalisation of assets at Central Tablelands Water.

This policy ensures that:

- Capital expenditure is recorded accurately and consistently.
- Assets are recognised in accordance with applicable Australian Accounting Standards.
- Financial statements present a true and fair view of Central Tablelands Water's asset base.
- Asset-related decisions support effective asset management and long-term financial sustainability.

The policy provides guidance to management and staff on determining whether expenditure should be recorded onto council's balance sheet (capitalised) or expensed and supports compliance with internal governance requirements, audit expectations, and regulatory obligations.

Scope

This Asset Capitalisation Policy applies to all assets owned, controlled, or managed by Central Tablelands Water that meet the definition of an asset under applicable Australian Accounting Standards.

The policy applies to:

- Newly acquired assets
- Assets constructed or developed internally
- Renewals, replacements, and upgrades of existing assets
- Assets contributed to Central Tablelands Water by developers or other external parties.

The policy covers the following asset classes:

- Water supply infrastructure assets, including dams, reservoirs, water treatment plants, pump stations, pipelines, and associated network assets
- Land, buildings, and structures
- Plant, vehicles, and equipment
- Information and communication technology assets
- Intangible assets, including software.

This policy does not apply to:

- Inventories and consumable items
- Routine maintenance and repair activities
- Operating expenditure that does not result in the creation or enhancement of an asset
- Assets held for sale.

Legislative and Accounting Framework

This Asset Capitalisation Policy has been developed to ensure compliance with relevant legislative requirements, accounting standards, and authoritative guidance applicable to Central Tablelands Water.

The policy is prepared in accordance with:

- **Australian Accounting Standards**, including:
 - AASB 116 *Property, Plant and Equipment*
 - AASB 138 *Intangible Assets*
 - AASB 13 *Fair Value Measurement*
 - AASB 123 *Borrowing Costs*, where applicable.
- applicable NSW Government policies and guidelines relevant to public sector and local water utility financial reporting.

- relevant Australian Auditing Standards and better practice guidance issued by oversight and regulatory bodies.

Where there is a conflict between this policy and legislative or accounting requirements, the relevant legislation or accounting standard shall prevail.

Definitions

Term	Definition
Asset	A resource controlled by Central Tablelands Water as a result of past events from which future economic benefits or service potential are expected to flow.
Capital Expenditure (CapEx)	Expenditure incurred in acquiring, constructing, or enhancing an asset that results in an increase in future economic benefits or service potential beyond that originally assessed.
Capitalisation	The process of recognising expenditure as an asset on the statement of financial position rather than expensing it in the period incurred.
Component	A separately identifiable part of an asset that has a different useful life or pattern of consumption of benefits compared to the main asset.
Fair Value	The price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants at the measurement date.
Internally Constructed Asset	An asset that is constructed or developed by Central Tablelands Water using its own employees, contractors, or a combination of both.
Maintenance	Expenditure incurred to restore an asset to its originally assessed condition or service capacity without extending its useful life or enhancing its service potential.
Operating Expenditure (OpEx)	Expenditure incurred in the normal course of operations that does not result in the acquisition, construction, or enhancement of an asset.
Renewal	Expenditure that replaces an existing asset or asset component and restores service potential to its originally assessed level.
Upgrade	Expenditure that results in a measurable increase in an asset's capacity, efficiency, quality of output, or useful life beyond that originally assessed.
Useful Life	The period over which an asset is expected to be available for use by Central Tablelands Water.
Work in Progress (WIP)	Capital expenditure incurred on assets that are not yet ready for their intended use and have not been commissioned.

Asset Recognition Criteria

Expenditure shall be recognised as an asset by Central Tablelands Water when **all** the following criteria are met:

1. **Control**
Central Tablelands Water controls the asset as a result of past events and has the ability to obtain the future economic benefits or service potential arising from the asset.
2. **Future Economic Benefits or Service Potential**
It is probable that the asset will provide future economic benefits or service potential to Central Tablelands Water through the provision of potable water services.
3. **Reliable Measurement**
The cost of the asset can be measured reliably, either through direct purchase costs or through reliable estimation for internally constructed assets.
4. **Capital Nature of Expenditure**
The expenditure results in the acquisition, construction, renewal, or enhancement of an asset, rather than the maintenance of existing service potential.

Expenditure that does not meet all the above criteria shall be recognised as operating expenditure in the period in which it is incurred.

Asset Eligible for Capitalisation

Expenditure shall be capitalised where it meets the recognition criteria outlined in Section “Asset Recognition Criteria”. This includes expenditure that creates new assets, replaces or enhances existing assets, or involves assets contributed by third parties. The following table summarises the types of assets that are eligible for capitalisation at Central Tablelands Water and the corresponding criteria

Asset Type	Capitalisation Criteria
New Assets	Expenditure incurred in the acquisition or construction of new assets that provide potable water services or support the delivery of those services.
Asset Renewals and Replacements	Expenditure incurred to replace an existing asset or an identifiable asset component where the replacement restores or improves the asset's service potential. The carrying amount of the replaced asset or component shall be derecognised.
Asset Upgrades and Enhancements	Expenditure that results in an increase in service capacity, improved efficiency or performance, enhanced quality of output, or an extension of the asset's useful life beyond that originally assessed.
Internally Constructed Assets	Assets constructed or developed internally by Central Tablelands Water, provided the expenditure is directly attributable to bringing the asset to the condition necessary for its intended use.
Developer-Contributed Assets	Assets contributed by developers or other external parties at no or nominal cost, recognised at fair value at the date control is obtained, provided the asset meets the recognition criteria.

Capitalisation Thresholds

Expenditure on assets shall be capitalised only when the cost of acquisition or construction exceeds the capitalisation thresholds set out below and meets the recognition criteria in Section 5. Expenditure below the thresholds shall be expensed unless it forms part of a larger asset group or network that collectively exceeds the capitalisation threshold.

Asset Category	Capitalisation Threshold (GST Exclusive)
Land	All land is capitalised
Water Supply Infrastructure Assets (pipelines, pump stations, reservoirs, treatment works)	\$5,000
Buildings and Structures	\$10,000
Plant and Equipment	\$5,000
IT Hardware	\$5,000
Office Equipment	\$5,000
Furniture and Fittings	\$10,000
Intangible Assets (including Software)	\$10,000
Other Structures and Improvements	\$5,000

GROUPED AND NETWORK ASSETS

Where individual items do not exceed their respective thresholds but are acquired or constructed as part of a single project, functional network, or interdependent system that collectively exceeds the relevant threshold, the total cost shall be capitalised and allocated to appropriate asset classes. Aggregation must reflect a genuine single project or interdependent system.

REVIEW OF THRESHOLDS

Capitalisation thresholds shall be reviewed at least every **three years** or earlier if there is a significant change in:

- Construction and acquisition costs
- Asset valuations and financial reporting outcomes
- Changes in accounting standards or audit requirements.

Any adjustment to thresholds must be approved by the Executive Management Accountant and recorded through the policy review process.

Cost to be Capitalised

Central Tablelands Water shall capitalise expenditure that is directly attributable to acquiring, constructing, or bringing an asset to the condition necessary for its intended use, provided it meets the asset recognition criteria in Section "Assets Eligible for Capitalisation" and exceeds the thresholds set in Section "Capitalisation Thresholds".

Capitalisable costs may include, but are not limited to:

Cost Type	Description
Purchase or Construction Costs	The purchase price or construction cost of the asset, including materials, labour, and contractor fees.
Directly Attributable Employee Costs	Salaries and wages of staff directly engaged in the acquisition, construction, or installation of the asset.
Professional Fees	Engineering, survey, design, project management, and legal fees directly related to the asset.
Site Preparation	Costs necessary to prepare the site for construction or installation of the asset, including earthworks, fencing, and excavation.
Transportation and Installation	Delivery, handling, and installation costs required to make the asset operational.
Borrowing Costs	Interest and other financing costs incurred during the construction period of qualifying assets, in accordance with AASB 123.
Testing and Commissioning Costs	Costs necessary to bring the asset to a condition in which it can operate as intended.
Asset Retirement Obligation Costs	Initial present value estimated costs for any dismantling, decommissioning, removal, rehabilitation or restoration required at the end of the asset's life. A provision for remediation will also be established and updated each year.
Other Direct Costs	Any other expenditure directly attributable to bringing the asset into service, including customs duties, non-refundable taxes, borrowing costs and insurance during construction.

Note: Costs that are incidental or general overheads, including routine administration, staff training unrelated to asset creation, or general office expenses, must not be capitalised.

Cost to be Expensed

Expenditure that does not meet the asset recognition criteria in Section "Assets Eligible for Capitalisation" or falls below the capitalisation thresholds in Section "Capitalisation Thresholds" shall be recognised as operating expenditure in the period incurred.

Common examples of costs to be expensed include:

Cost Type	Description
Routine Maintenance and Repairs	Costs incurred to restore assets to their original condition or maintain ongoing service levels without enhancing capacity, efficiency, or useful life.
General Administration and Office Overheads	Salaries, utilities, and other overhead costs not directly attributable to asset creation.
Staff Training	Training and professional development unrelated to bringing a specific asset into use.
Feasibility Studies and Investigations	Preliminary studies, site investigations, or design concepts where no asset results from the expenditure.
Operating Consumables	Chemicals, fuel, small tools, and materials used in day-to-day operations.
Insurance and Other Ongoing Operational Costs	Regular insurance, licensing fees, and service contracts not directly related to asset creation.
Abnormal or Non-Recurring Losses	Costs associated with asset damage, theft, or write-offs unrelated to capital projects.

Note: If expenditure relates to a project that will result in an asset, costs incurred before the asset is ready for use that meet the capitalisation criteria should be recorded as Work in Progress (WIP) rather than expensed.

Asset Recognition Timing

Assets shall be recognised in the financial statements of Central Tablelands Water when all the following conditions are met:

1. The asset is under the control of Central Tablelands Water, and the organisation can obtain the future economic benefits or service potential from the asset.
2. The asset is complete and ready for its intended use, meaning it is capable of operating as designed and intended to deliver potable water services.
3. The expenditure meets the capitalisation criteria outlined in Section “Assets Eligible for Capitalisation” and exceeds the thresholds in Section “Capitalisation Thresholds”.

Condition	Guidance
Control	Control is achieved when Central Tablelands Water has legal title, constructive control, or the right to use the asset.
Ready for Use	An asset is considered ready when all construction, installation, testing, and commissioning are complete. Ready for use exclude temporary or trial use. Assets in progress should be recorded as Work in Progress (WIP) until ready for use.
Threshold and Recognition Criteria Met	Capitalisation should only occur when the cost exceeds thresholds and meets recognition criteria. Partial or preliminary expenditure should remain as WIP.

Note: Assets shall not be recognised before they are ready for use, and costs incurred before this point should be recorded as WIP. Recognition should occur at the earlier of commissioning or first use for operational purposes.

Asset Componentisation and Useful Life

Central Tablelands Water applies **componentisation** to assets where major parts have different useful lives or consumption patterns. This ensures depreciation reflects actual service consumption and supports accurate planning for replacement or renewal.

KEY PRINCIPLES

Identification of Components

Significant parts of an asset with distinct useful lives or consumption patterns should be treated as separate components. Examples include pumps, motors, control systems, and structural elements of reservoirs or treatment plants.

Replacement of Components

When a component is replaced, the carrying amount of the old component is derecognised, and the new component is capitalised in line with the capitalisation criteria.

Depreciation Basis

Each component is depreciated separately over its estimated useful life using a method that reflects its service consumption.

Useful Life Assessment

Useful lives are determined using historical experience, manufacturer guidance, engineering assessments, and industry benchmarks. They must be reviewed periodically and updated as conditions change.

Asset Category	Typical Useful Life (Years)
Water Supply Pipelines	50–80
Pump Stations & Mechanical Equipment	15–40
Reservoirs & Tanks	50–80
Water Treatment Plant Infrastructure	25–50
Buildings and Structures	30–50
IT Hardware	3–5
Software	3–10

Work in Progress (WIP) Accounting

Expenditure on assets that is incurred before the asset is ready for use shall be recorded as Work in Progress (WIP). WIP ensures that costs are captured correctly and only capitalised once the asset meets the recognition criteria (Section 5) and thresholds (Section 7).

Key Principles

- WIP includes all directly attributable costs such as materials, labour, contractor fees, professional services, and site preparation.
- Borrowing costs incurred during construction of qualifying assets may also be included.
- WIP is not depreciated until the asset is complete and operational.
- When the asset is ready for use, the total WIP is transferred to the relevant asset class and depreciation begins.
- WIP balances are monitored monthly to ensure accurate financial reporting and project tracking.

Asset Valuation

Central Tablelands Water recognises assets at fair value or cost, in accordance with AASB 116 and AASB 13, depending on the nature and source of the asset. Asset valuation ensures that the carrying amounts in the financial statements reflect the current service potential and economic benefits of the assets.

Key Principles

Initial Recognition

- Assets acquired or constructed are initially recognised at cost, which includes all directly attributable costs necessary to bring the asset to its intended use.
- Developer-contributed or gifted assets are recognised at fair value at the date control is obtained.

Subsequent Measurement

- Water supply infrastructure and other non-current assets are generally measured at fair value, reflecting replacement cost less accumulated depreciation and impairment.
- Land is recognised at fair value and is not depreciated.
- Buildings, plant, and equipment are measured at fair value and depreciated over their useful lives.

Revaluation Frequency

- Fair value assessments are performed at least every five years, or earlier if there is evidence of significant changes in asset values.
- Interim indices may be applied to account for market movements or cost escalations between full valuations.

Impairment

- Assets and Work in Progress are reviewed annually for impairment, and adjustments are made where the carrying amount exceeds recoverable service potential.

Valuation Methods for CTW Assets

Asset Type	Typical Valuation Method
Land	Market-based fair value
Water Supply Infrastructure	Depreciated replacement cost
Buildings & Structures	Depreciated replacement cost or market value
Plant & Equipment	Depreciated replacement cost
Developer-Contributed Assets	Fair value at acquisition

Depreciation Policy

Central Tablelands Water recognises depreciation as the systematic allocation of an asset's cost or fair value over its useful life, reflecting the consumption of service potential. Depreciation ensures that financial statements provide a true and fair view of asset values and operating costs.

Key Principles

- **Commencement of Depreciation:** Depreciation begins when the asset is ready for use (, at which point WIP is transferred to the relevant asset class.
- **Component-Based Depreciation:** Significant components with differing useful lives are depreciated separately in line with Section 11.
- **Depreciation Method:** Assets are generally depreciated using the straight-line method, unless another method better reflects the pattern of consumption.
- **Review of Useful Lives:** Asset useful lives and depreciation methods are reviewed at least annually, or when there is evidence that the expected consumption of service potential has changed.
- **Residual Value:** Residual values are considered negligible for most water infrastructure assets but are assessed for each asset class as appropriate.

Revaluation and Impairment

Central Tablelands Water ensures that the carrying amount of assets reflects current service potential and economic benefits through regular revaluation and impairment assessment, maintaining reliable financial reporting and supporting asset management decisions.

Key Principles

Principle	Guidance
Revaluation of Assets	Assets measured at fair value are revalued at least every five years, or sooner if significant changes in value occur. Interim adjustments may use cost or price indices.
Impairment Assessment	Assets are reviewed each reporting period for impairment. A reduction in carrying amount is recognised if recoverable service potential is lower than carrying value. Indicators include damage, obsolescence, regulatory or environmental changes, or reduced demand.
Derecognition of Impaired Assets	Impaired or replaced components are derecognised, and any loss is recorded in the operating statement. Adjustments follow AASB 116 and AASB 13.

Asset Disposal and Derecognition

Central Tablelands Water ensures that assets no longer providing service potential are derecognised from the financial statements in a controlled and transparent manner. All disposals and derecognition activities are governed by the separate Asset Disposal Policy, which provides detailed guidance on approvals, documentation, and compliance requirements.

Key Principles

Principle	Guidance
Recognition of Disposal	Derecognition occurs when an asset is sold, decommissioned, destroyed, or replaced, with no remaining service potential. The process follows the Asset Disposal Policy.
Calculation of Gain or Loss	The difference between the net proceeds from disposal and the carrying amount is recognised as a gain or loss in the operating statement, in line with the Asset Disposal Policy.
Replacement of Components	When a component is replaced, the carrying amount of the old component is derecognised, and the new component is capitalised according to Sections 11 and 12.
Documentation and Approval	All disposals must be recorded in the asset register and approved according to the Asset Disposal Policy.
Regulatory and Environmental Compliance	Disposal activities must comply with relevant regulations, environmental standards, and public sector requirements, as detailed in the Asset Disposal Policy.

Review and Policy Governance

Central Tablelands Water ensures the Asset Capitalisation Policy remains current, consistent, and compliant with accounting standards and operational requirements.

Key Principles

Principle	Guidance
Review Frequency	Reviewed at least every three years or when accounting standards or operational practices change.
Responsibility	Executive Management Accountant, in consultation with Asset Management and Executive Teams.
Approval	Updates approved by the Board or delegated authority.
Communication & Training	Policy updates communicated to staff with training as needed.
Audit & Compliance	Policy application is subject to internal and external audit.

POLICY REVIEW

This policy will be reviewed every 4 years or more frequently if needed, with reference to any relevant legislation, best practice guides, or other related factors.

REFERENCES

- Local Government Act 1993 (NSW)
- Local Government (General) Regulation 2021 (NSW)
- Office of Local Government Code of Accounting Practice and Financial Reporting
- Australian Accounting Standards (including AASB 116, AASB 13, and AASB 138)
- NSW Treasury guidelines for capitalisation of expenditure paper - TPP06-6
- Institute of Public Works Engineering Australasia (IPWEA) publication - Australian Infrastructure Financial Management Guidelines.

11.11) RISK REGISTER REVIEW (GO.AM.1)

Author: Executive Manager Corporate Services
IP&R Link: – 2.3: Continuous Improvement Whilst Managing Risk

RECOMMENDATION:

That Council endorse the Risk Register presented in this report.

REPORT

The Risk Register is a critical component of the risk management framework for NSW local councils. It is used to capture and assess risks, ensuring that councils can monitor and mitigate financial, governance, service delivery, assets, and infrastructure risks.

The attached Risk Register has been reviewing by each section Manager and the Executive Management Team. It aligns with CTW's Risk Management Policy.

There have been word changes to some of the existing risks, the rows shaded in light grey are new risks to the register, and the Water Quality section is all new as it includes the risks that were identified as part of the Drinking Water Risk Assessment conducted by Atom Consulting in June 2024.

The Risk Register is now presented to Council for their review and endorsement.

BUDGET IMPLICATIONS

All budget implications are either included in the current Operational Plan or will be considered in future Operational Plans, as required.

POLICY IMPLICATIONS

- CTW Risk Management Policy

ATTACHMENTS

- 1 CTW Risk Register @ December 2025



Risk Register Explanations

1. Abbreviations

Sections

ADM:	Administration (all services within Corporate Services and Finance)
OP:	Operations & Technical Services
WQ:	Water Quality

Risk Owners

GM:	General Manager
EMOTS:	Executive Manager Operations & Technical Services
EMCS:	Executive Manager Corporate Services
EMA:	Executive Management Accountant
WQM:	Water Quality Manager
WNM:	Water Network Manager
EC:	Engineer Coordinator

2. Risk Rating Matrix

LIKELIHOOD	CONSEQUENCES				
		Catastrophic	Major	Moderate	Minor
	Almost certain	Extreme	High	High	Medium
	Likely	High	High	Medium	Medium
	Unlikely	High	Medium	Medium	Low
	Very unlikely	Medium	Medium	Low	Low



3. Risk Rating

Assessment	Description
Extreme	<ul style="list-style-type: none"> Requires immediate action as the potential risk exposure could be devastating to the organisation The rating is NOT acceptable Managed by responsible officer and entered onto the risk register Documented procedures Monitored work processes and training Monitored by GM and Executive Managers
High	<ul style="list-style-type: none"> Requires action very soon (within 3 months) as it has the potential to be damaging to the organisation Managed by responsible officer and entered on Risk Register May require allocation of additional resources, procedures, processes, or training Monitored by GM and Executive Managers
Medium	<ul style="list-style-type: none"> Continue to monitor and re-evaluate the risk, ideally treat with routine procedures Managed by responsible officer, may be entered on the Risk Register and require specific procedures or processes
Low	<ul style="list-style-type: none"> Continue to monitor and re-evaluate the risk, ideally treat with routine procedures Managed in day-to-day operations, by individual staff or small team Ideally handled by SWMS, site specific risk assessments, or checklist

4. Likelihood Rating

Likelihood	Expected probability	Indicative Frequency
Very Unlikely	<ul style="list-style-type: none"> No past event history, or Not expected to occur, or The event could happen but only in exceptional circumstances 	<20% of the time
Unlikely	<ul style="list-style-type: none"> No past event history, or The event may happen but only in unusual circumstances 	20-50% of the time
Likely	<ul style="list-style-type: none"> The event will probably occur, or Past history of the event occurring several times 	50-80% of the time
Almost Certain	<ul style="list-style-type: none"> Occurs often, or Frequent past history 	>80% of the time



5. Consequence Rating

Category	Catastrophic	Major	Moderate	Minor
People	Fatality, multiple fatalities, life threatening injuries or illness, extensive long term injuries	Severe injuries, permanent disability, lost time injury	Medical treatment or hospitalisation, restricted duties	First aid, minor injuries, no lost time
Financial	Large and unmanageable losses, long term implications, affects financial viability (\$1M +/- 10% of budget)	Major losses, significant financial impact on overall budget (\$300K to \$1M +/- 10% of budget)	Significant financial loss and impact on operations (\$10K to \$300K +/- 10% of budget)	Negligible financial loss (<\$10K +/- 1% of budget)
Information	Complete permanent loss of all records and data (electronic and/or hard copies)	Loss of critical functions across multiple areas, extensive management and resources required	Significant interruption in multiple areas	Minor downtime in a single area

Category	Catastrophic	Major	Moderate	Minor
Reputation	Sustained media coverage, irreparable damage to reputation	Broad, negative media coverage, long term reputation impacted	Short term and confined impact to reputation	Isolated, internal or little to no impact on reputation
Environment	Extensive impact, fatalities occur, required long term remediation	Serious medium term impact, external services required to manage	Significant impact, contained with assistance	Minimal impact, dealt with by normal operations
Legal Governance	Extensive breaches, fines, litigation and class actions, threat to viability	Serious breach involving statutory authority, fines, litigation	Contained non-compliance or breach with short term significance	Isolated non-compliance breach, managed by normal operations
Interruption to water supply	Water supply interrupted for a period of 3 days or more	Water supply interrupted for a period of 1-3 days, with majority of customers affected	Water supply interrupted for 4-24 hours, high number of customers affected	Water supply interruptions for 0-4 hours, minimal customers impacted

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							Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)	Is Risk Acceptable?			Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)

PEOPLE & CULTURE

ADM1	Succession planning, knowledge management, retirements, ageing workforce	Sudden loss of experience and corporate knowledge.	Staff leaving and providing short period of notice, lack of consideration and respect for organisational requirements and other staff. Corporate knowledge not being documented or transferred to other staff. Ageing and medical issues cause unplanned absence.	EMCS	People Information	Staff are asked to advise management of pending retirements or career changes/advancements in advance. Notice periods need to reflect respect for the organisational needs where possible. Documentation of procedures and practices. Multi skilling and training of staff.	Minor	Likely	Medium	Yes	Continue to document procedures and actions. Retiring staff encouraged to give a minimum of 12 months notice of intent to leave Council. Corporate Support Officer appointed to provide backup for Payroll, Accounts Payable and Revenue Officer roles.	EMCS	Minor	Likely	Medium
ADM2	Annual Performance Reviews to be processed annually	Award compliant salary system used.	Progression rules are documented within salary system	EMT	People	Staff on less than the top step are subject to an annual performance review to enable progression, in accordance with Award.	Minor	Likely	Medium	Yes	Continue to develop formal APR process to monitor staff performance.	EMCS	Minor	Likely	Medium
ADM3	Workplace Health and Safety Framework	WHS Framework developed in consultation with external consultants.	While Council does not have resources to engage a full time WHS Officer, it is part of the EMCS and EMOTS roles	EMCS	People, Reputation, Financial	Council has a working WHS Committee Framework to be reviewed regularly	Moderate	Likely	Medium	Yes	Framework is reviewed regularly. Changes are made in response to any specific near misses or incidents. CTW participates in the annual StateCover self-Audit.	EMCS	Moderate	Unlikely	Medium
ADM4	Structural reform in water industry that results in CTW being operated by another entity.	There is always a risk that CTW may be consumed by another entity due to regulatory change	State or Federal Government Policy changes. Internal destabilisation by Constituent Councils. Failure to meet best practice guidelines.	GM	People, Reputation Financial, Capacity, Compliance, Legal	Being compliant with all relevant guidelines and regulatory requirements. Being financially sustainable and being supported by other tiers of government particularly with asset renewal.	Major	Very Unlikely	Medium	Yes	Ongoing review of IP&R documents. Seek support from other tiers of government. Support legislative change that would protect local water utilities staying the hands of Local Government.	GM	Major	Unlikely	Medium
ADM5	Maintain an updated Business Continuity Plan	Inability to provide services, higher costs, major damage to infrastructure due to an incident.	Time and staff hours required to review BCP is high	EMCS	People, Reputation, Financial, Information	BCP is subject to review in 2025. Water Quality BCP exercises performed on a regular basis.	Minor	Unlikely	Low	Yes	BCP review regularly.	EMCS	Minor	Unlikely	Low
ADM6	Collection of water debts due to Council not issuing notices on a timely basis.	Funds not collected on a timely basis creates cash flow issues. Interest income forgone	Council only has a part staff member coordinating meter reads and undertaking rate distribution	EMA	Financial	Staff monitor timing of meter reads to ensure rates issued on time. Finance Officer appointed to undertake debt collection on PT basis. Debt collection agent appointed. Debt collection policy reviewed regularly.	Minor	Unlikely	Low	Yes	Continue to monitor. Look at supply restrictions as an option before debt collection commences. Continue to work on long term cases with Debt Recovery Agent	EMA	Minor	Unlikely	Low
ADM7	COVID-19 from infected customers or staff.	COVID causes harm to staff or disrupts service delivery due to staff absence.	Staff or customers come into contact with COVID-19 infected person/s	EMT	People	Encourage staff to get vaccinated to reduce risk to family, friends and other staff. If unwell, staff encouraged to wear masks or take sick leave.	Minor	Likely	Medium	Yes	Encourage staff to stay home if unwell. Staff may request to work from home, where it is reasonably practicable	EMT	Minor	Likely	Medium
ADM8	Recruitment procedures, including police checks, medicals, and induction	Appropriate procedures are in place for staff recruitment and induction.	Appoint the correct staff and undertake appropriate pre-employment checks and induction upon start	EMCS	People, Financial, Information	Utilising external HR services. Pre-employment medicals and police checks.	Minor	Likely	Medium	No	Develop internal recruitment and induction procedures to enable staff to undertake these tasks	CSM, GM	Minor	Unlikely	Low
ADM9	Bullying and Harrassment, including sexual and gender-based harassment	Detrimental impact to staff welfare, wellbeing and safety	Psychological harm to staff who have suffered bullying. Psychological workers compensation claims can lead to: - Poor Workplace culture - Reduced work productivity	EMT	People, Financial, Reputation	Zero-tolerance outlined in staff induction. Ongoing inclusion of psycho-social risks in management of WHS	Moderate	Likely	Medium	No	Hold regular Wellbeing gatherings, including an annual all staff event Continue to talk with staff regarding expectations in the workplace	EMT	Minor	Unlikely	Low
ADM10	Shortage of key/management personnel	Travelling together Injury or death Taking leave at same time	In the event of a travel incident/ disaster - if key staff are travelling together this could remove key personnel from the organisation resulting in significant psychological strain to the organisation and significant loss of capacity and/or knowledge. Senior management taking leave at the same time.	EMT	People, Financial, Reputation, Legal & Compliance	Regular Executive meetings held, therefore knowledge of current issues affecting CTW, and discuss leave options. Appointment of acting General Manager should be enacted for leave of 2 weeks or longer. Restrict transportation of key staff where possible - including network staff	Major	Likely	High	No	Continue to monitor shared staff travel.	EMT	Major	Unlikely	Medium

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SYSTEMS & IT															
SIT1	Records Management system inadequate/non compliance with NSW Records Act	Records system and management not in accord with legislation.	Lack of staff awareness and training. Lack of resources to engage a dedicated Records Officer.	EMCS	Information	ERM in use through Synergysoft, compliant with Records Act. Grace records engaged to store excess records and assist with compliance with revised State Records Act destruction requirements.	Minor	Likely	Medium	Yes	Introduction of Document Management module. Staff Training in new document management system	EMCS	Minor	Unlikely	Low
SIT2	IT systems not used to full capability	Loss of corporate information, higher costs with external support	Lack of a staff training time	EMCS	Information	Employees motivated to undertake training.	Minor	Likely	Medium	Yes	Continued appointment of IT contractor to support systems. Develop IT Training Plans as required. Continuous improvement to introduce electronic modules to improve processes.	EMCS	Minor	Likely	Medium
SIT3	Cyber espionage and warfare	External cyber breaches	Malicious actors Failure of internal credential protocols Failure of firewall infrastructure	EMT	Information, Financial, Reputation, Legal & Compliance	Monitoring and advice from Australian Signals Directorate about specific threats. Regular software updates. Introduction of Multifactor Authentication.	Major	Likely	Medium	Yes	Monitoring and advice from Australian Signals Directorate about specific threats. Conduct phising programs with staff to develop awareness. Very few controls would be able to prevent a highly targeted Government sponsored attack.	EMCS	Major	Likely	Medium
SIT4	Cyber breach - internal/ malicious by current or former employee	Former or current employees breach system/s	Former employees: - Access is ceased but there may be window for malicious intent during notice period. Current employees: - Increased awareness and management of staff, incl mental health management of employees, grievance processes thereby reducing likelihood of disgruntled employees.	EMT	Information, Financial, Reputation	Former employees: - Process in place to advise IT provider when an employee is due to finish so their accounts are closed Current employees: - EMT work with their staff to ensure grievances are reduced or managed appropriately	Major	Unlikely	Medium	Yes	Former employees: - Process in place to advise IT provider when an employee is due to finish so their accounts are closed Current employees: - EMT work with their staff to ensure grievances are reduced or managed appropriately	EMT	Major	Unlikely	Medium
SIT5	Adequacy of staff Cyber trained	Risk of exposure to customer data through lack of identification of Cyber attacks	Lack of staff training in Cyber Security	EMCS	People, Financial, Reputation, Legal & Compliance	Staff provided with regular Cyber training through existing external IT provider.	Major	Likely	High	Yes	Ongoing training Reinforce importance of regular Cyber training with staff	EMCS	Moderate	Likely	Medium
SIT6	Artificial Intelligence (AI)	Risk of distribution of sensitive or confidential information. Risk of inaccurate information generated. Risk of decisions based on inaccurate or false information.	AI is new at CTW. Lack of governance and controls over new and evolving technology leaves transparency lacking. Unauthorised shadow use. Staff not aware of security issues around public AI.	EMT	People, Reputation	EMT training on use of Copilot software which is provided as part of the Microsoft suite Development of AI Policy with guidance from State Government and CWNSWJO.	Major	Likely	High	Yes	* AI policy to be developed. * Governance framework to be developed. * Augment staff by providing a toolkit and analytics capabilities. Further training to be provided. * Ability to block access.	EMT	Moderate	Likely	Medium
SIT7	Network outage - Long term > 8 hours 1. Corporate 2. Operational	Inability to operate our core business. Inability to communicate - safety risks - where reliant on mobile phone coverage.	Outage of electricity caused by external parties	EMCS	Financial, Information, Reputation, Legal & Compliance	Installation of power banks on IT network. UPS. Radio network in operational vehicles and office.	Major	Likely	High	No	Upgrade power backup availability.	EMCS	Moderate	Unlikely	Medium
SIT8	Records Management	Inconsistent process and application	Non compliance with record management requirements	EMCS	Information, Legal & Compliance	Reviewing new record management software. Registered with Records NSW to adhere with State Records Act 1998.	Moderate	Almost Certain	High	No	Budget allocated for new records management software, with implementation commenced. Participating in annual Records Audit in March each year.	EMCS	Moderate	Likely	Medium
FINANCIAL															
FIN1	Failure to invest monies in accordance with Council guidelines	Possible loss of capital or lower investment returns	Staff not aware of Investment Policy requirements. Miscategorisation of risk of investment institution.	EMA	Financial	Investment policy updated annually. Use of external advisors and staff experienced in Term deposit market. High level of research undertaken in relation to investment options.	Minor	Unlikely	Low	Yes	Review policy on a timely basis. Staff training and use external brokers to improve options.	EMA	Minor	Unlikely	Low

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FINANCIAL (continued)															
FIN2	Fraud and corruption, unethical behaviour by staff and/or councillors	Derimental impact on Council reputation and professionalism of staff.	Poor internal control systems and lack of awareness.	EMT	Financial, Reputation, People	Council policies updated regularly: - Code of Conduct - Protected Disclosure Policy. Internal controls and encourage staff disclosure	Minor	Unlikely	Low	Yes	A holistic fraud and corruption control training program is developed utilising a variety of training platforms and includes relevant real life workplace examples.	EMT	Minor	Unlikely	Low
FIN3	High levels of Employee Leave Entitlements (ELE)	Adequate cash flow may be compromised if a staff member with high ELE leaves Council. Funds required to be restricted for ELE will restrict capital expenditure. Increased costs due to salary progression. Possible impact on staff morale if forced leave or forced pay out.	Higher untaken leave balances due to untaken TIL and RDOs, and lower leave was taken due to COVID. Staff not taking leave on an annual basis.	EMT	Financial, Reputation, People	Monitoring and management of staff leave entitlements. Option to cash out annual leave, RDO and TIL balances by staff with excessive balances. ELE Liabilities updated annually and cash restricted in line with Award.	Moderate	Likely	Medium	No	Monthly monitoring of balances and planned leave by EMT. Ongoing training and development of staff to enable workforce depth so all staff can take appropriate leave.	EMT	Minor	Unlikely	Low
FIN4	Purchasing procedures and monitoring of stores with regular stocktaking.	Purchasing may exceed delegation. Commitments are not recorded on GL - commitments may exceed the budget. No control of stock - orders could be duplicated.	No resources for dedicated PO or Stores Officer. Offline system - delegation not check on creation. Committed costs not recorded on system.	EMT	Financial	Regular review of purchase orders (PO) by accounts payable officer. POs required give visibility after purchasing of authorisers - training can be repeated for delegations. Financial delegation reviewed regularly. Annual stocktake.	Moderate	Likely	Medium	Yes	Review upgrade to electronic purchasing module. A staff member allocated as PT Storeperson, until review of workforce	EMA, EMCS	Minor	Unlikely	Low
FIN5	Failure to manage income and expenditure	Higher than budgeted deficit impacting long-term financial sustainability and reputation as financially sound. Lack of investment in asset base leading to excessive backlog and increased maintenance costs. Excessive costs reduce reserves.	Inadequate resourcing to monitor revenue and expenditure. Inaccurate or insufficient data or modelling. Inadequate resources for capital program. Rising costs of construction and increased operational costs due to inflation. Extended period of wet weather reducing consumption.	EMT	Financial, Reputation	Monthly financial reviews by EMT. Operational and Capital Plans adopted yearly by Council. Quarterly budget reviews. Adequate reserves to buffer between cycles of operational surplus and deficit. External funded projects closely monitored and managed. Detailed Long-Term Financial Plan review and reforecasting completed annually.	Minor	Likely	Medium	Yes	More granular understanding of budget assumptions and inclusions in each area. Tracking of commitments. Improved awareness of the costs of doing business by managers.	EMA	Minor	Likely	Medium
FIN6	Contractor Management	Scope of work not delivered on-time or on-budget or safely. Defective quality of work. Contractual dispute. Damage to property - associated costs to repair and/or legal proceedings. Lack of appropriate insurance coverage. Fraud and corruption allegations if procurement	Inadequate procedural compliance with tendering and contract award. Inadequate procedural compliance with contract and contractor management. Inadequate, inaccurate or unclear scope of works and timeline. Poor contractor selection including insurance, quality and safety.	EMOTS	Financial, Reputation, Legal & Governance	Use of Australian standards contracts. Adherence to Procurement Policy including tendering. Management of contractor's insurances, safety plans, maintenance. Procedures and templates for contractor management. Development of standard terms and conditions Minimise use of contractors where work can be delivered by staff effectively and efficiently.	Major	Likely	High	No	Implementation of the full Project Management Office framework from project planning and initiation to delivery and close.	EMT	Major	Likely	High
FIN7	Fraud and Corruption - Finance	Financial loss from the fraudulent activity Detrimental impact on culture and staff morale. Fraud investigation - resources, costs and reputation damage.	Inadequate financial management and reporting. Inadequate monitoring of project agreements and arrangements. Fraudulent activities by vendors. Fraudulent activities by staff. Fraudulent activities by third parties.	EMT	Financial, Reputation, Legal & Governance	Financial reporting and oversight on a regular basis. Random sampling through procurement to ensure policy compliance and delegation compliance. Compliance with CTW Procurement Policy. Constant Stakeholder and Customer engagement. EMT work with their staff to ensure grievances are managed appropriately to reduce motivation/justification.	Moderate	Likely	Medium		Reinforce no tolerance for Fraud and Corruption with staff regularly Require conflict of interest declarations during procurement and operation of third party contracts.	EMT	Minor	Unlikely	Low

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FINANCIAL (continued)															
FIN8	Setting of Fees and Charges	Inability to generate sufficient income to secure CTW's long-term financial sustainability. Developer charges insufficient to cover the cost of augmentation required to service the increased demand. Exceed consumer's ability to pay - essential service provision is compromised and debt level escalates.	Inadequate understanding of cost drivers underpinning fees and charges. Inadequate long-term planning to forecast financial sustainability. High inflation and interest rates increase operational and capital costs across supply chains.	EMA, GM	Financial, Reputation, Legal & Governance	Annual review of fees and charges. Recommendation presented to Board with Operational Plan each year for approval. Public exhibition of fees and charges with IP&R suite for public comment and feedback. Review of proposed fees and charges on a typical residential bill to understand affordability and ability to pay impacts.	Moderate	Likely	Medium	Yes	Consider climate change, managing aging assets within acceptable risk tolerances and build greater resilience in the setting of fees and charges. Development of longer term asset management model to understanding long term cost drivers.	EMA, GM	Minor	Likely	Medium
FIN9	Insurance	Excess and unplanned costs to replace or repair assets lost that were underinsured. Excess costs for insurance that isn't required or isn't fit for purpose.	Inadequate insurance coverage; underinsured value including sub-limits - lack of coverage for event types (flood, force majeure) through carve outs or lack of policy - combination of above. Over insured; - asset replacement costs over	EMCS	Financial, People, Information, Reputation Environment, Legal & Governance	Ensure assets are insured appropriately - review coverage each financial year with Council insurers Comprehensive questionnaire completed annually Advice sought from Broker as questions/ situations arise	Moderate	Unlikely	Medium	Yes	Methodology to bridge from assets' written down values to replacement costs to ensure appropriate coverage. List of assets applicable under a policy sub section to ensure appropriate coverage.	EMCS	Minor	Unlikely	Low

GOVERNANCE

GOV1	Council's resolutions not implemented in a timely manner	Reputation negatively impacted. Perception of not carrying out work.	Staff leave or change in personnel	GM	Reputation	GM discusses resolutions after each Council meeting with EMT to ensure each is allocated to ensure that resolutions are implemented. Regular reporting of resolution status to Council.	Minor	Unlikely	Low	Yes	GM to provide a resolution status report at each SMT and Council meeting.	GM	Minor	Unlikely	Low
GOV2	Policies and procedures not kept up to date.	Policies and procedures are not reviewed in a timely manner.	Staff leave or change in personnel	EMT	Reputation, People, Information, Financial	Policies reviewed when staff have the time.	Moderate	Likely	Medium	Yes	Policies and procedures have been priorities and reviewed by CSM, with discussion with relevant staff.	SMT	Minor	Unlikely	Low
GOV3	Non-compliance with policies and procedures by staff and/or councillors	Policies not implemented, agreed, desired outcomes may not be achieved	Staff and/or councillors not advised of policy responsibilities. Lack of staff resources to permit regular policy review.	EMCS	Reputation, People	Council's policy register is reviewed and updated as resources permit. New policies are developed as required and as resources are available.	Minor	Likely	Medium	Yes	Appointment of the Corporate Services Manager will improve this area substantially. All staff/councillors are advised as each policy and procedures is reviewed.	EMCS	Minor	Unlikely	Low
GOV4	Legislative compliance register and framework not in place.	Legislative compliance and regulatory guidelines could be inadvertently missed.	Lack of staff resources to facilitate register development and maintenance	EMCS	Legal, Financial, Reputation	Use of OLG Compliance Calendar. LG Solutions Newsletter reminders for financial compliance. Legislative compliance policy register is being developed.	Moderate	Likely	Medium	Yes	A compliance register is being developed	EMCS	Minor	Unlikely	Low
GOV5	Business continuity plan (BCP) not tested.	Absence of BCP testing may compromise continuity of the business in the event of a major disaster.	Lack of resources dedicated to BCP testing	EMT	Information, Reputation, Legal, Financial	A BCP was developed in 2020, and is scheduled to be reviewed and tested in 2025	Minor	Likely	Medium	Yes	Revise and update BCP to enable testing during 2025/26	EMT	Minor	Unlikely	Low
GOV6	Councillors change every 4 years	Can create new direction each term	Change in board direction and management Resourcing impacts - management of oaths and affirmations of office, Chair and Deputy Chair elections, appointment of a councillor member to the audit, risk & improvement committee, induction and refresher training for councillors, lodgement of written returns of interest, Integrated Planning and Reporting obligations, review and	EMCS, GM	Financial, Reputation, Legal & Compliance	Adherence to Post Election Guide - OLG's website * Post-election checklist * Adherence to LG Act 1993 and Regulations 2021 * Adherence to LG Remuneration Tribunal. * Payment of maximum Fee under structure to encourage quality participation of Councillors * Council Meeting * Regular meetings and communication between CEO and Chairman	Minor	Likely	Medium	Yes	Continue adherence to OLG guidelines and LG Act	EMCS, GM	Minor	Unlikely	Low

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							Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)	Is Risk Acceptable?			Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)
ENVIRONMENTAL															
ENV01	Emissions - greenhouse. Not managing or reducing.	Damage to reputation - consequence of breach Non-compliance with Biodiversity Act, State Environmental Planning Policies, the Environmental Planning and Assessment Act	Increase in environmental regulation	EMT	Financial, Environment, Legal & Governance	Nil	Minor	Likely	Low	Yes	Not currently reducing greenhouse gas emissions. Develop Net Zero Emissions Policy	EMT	Minor	Likely	Low
ENV02	Energy Management	Excessive costs if energy consumption not managed. Impacts on Climate change and environmental credentials - reduction in air pollution and green house gas emissions Impacts on reputation for being a high energy consumer.	Mismanagement / usage, efficiency, loss, cost, security. Greater scrutiny/regulation in this area anticipated.	EMT	Financial, Environment, Legal & Governance	Use an energy broker to broker best energy plan. Monitor energy usage for possible optimisations.	Moderate	Likely	Medium	Yes	Not currently reducing greenhouse gas emissions. Develop Net Zero Emissions Policy. Plan for large sites contract roll over	EMT	Moderate	Likely	Medium

COMMUNICATION & REPUTATION

COM1	Failure to consult with community on capital works programs	Reputational damage. Community cannot appreciate the cost of providing water infrastructure	Lack of resources for media and communications function	EMCS	People, Reputation, Legal, Financial	Council consults with community through the Strategic Business Plan, Operational Plan, Quarterly Budget Reviews, Newsletters to Customers (quarterly), Media releases and Facebook page. Council has a community engagement plan.	Minor	Unlikely	Low	Yes	Council issues media releases on its website and social media for major projects. Regular Newsletters with quarterly accounts. Council is using the services of a Comms/Media provider.	EMT	Minor	Unlikely	Low
COM2	Failure to provide timely and reliable information to public and customers on website	Absence of timely and reliable information to public	Lack of dedicated IT staff to undertake task on a timely basis.	GM DFCS, CSM	Reputation, Information, Legal	Staff trained on website. Support for, and hosting of, website being provided by external providers.	Moderate	Likely	Medium	Yes	Continue training staff on website and Facebook. Update website on a regular basis.	GM, CSM	Minor	Unlikely	Low
COM3	Incorrect or erroneous information provided to the public	Image negatively impacted	No formal training by key personnel in contact with the public	GM	People, Reputation, Legal, Financial	Regular communication with public to update them on current information. Information verified and checked before publishing.	Minor	Unlikely	Low	Yes	Communication strategy is regularly reviewed	GM, CSM	Minor	Unlikely	Low
COM4	Failure to respond to customer service requests within given timeframes	Service requests are not attended to may damage property if left unattended, reputation may be negatively impacted. Service level not achieved.	Break down in communication between administration and operational staff, lack of training	EMT	People, Reputation, Legal, Financial	CRM system is in place. Service levels set in Asset Management Plan. Follow up of Customer requests in a timely manner.	Minor	Likely	Medium	Yes	Council is investigating methods to improve service level reporting across Council.	EMT	Minor	Unlikely	Low

OPERATIONS

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ASSETS															
OP01	Asset management sustainable life cycle funding not sufficient for future asset renewal	Backlog in bringing assets to satisfactory standar	Lack of staff with knowledge and experience	EMOTS	Finance, Reputation, Legal & Governance	Ensure workforce sufficient; allocation of sufficient funding	Minor	Unlikely	Low	Yes	Support Asset Officer with resources	EMOTS	Minor	Unlikely	Low
OP02	Inadequate data collection policies and procedures in place to manage and maintain Councils Assets	Compliance issues, maintenance programs not capturing historical maintenance and condition of assets. Risk of incorrect depreciation being captured for water supply assets caused by inaccurate asset values	Lack of staff with knowledge and experience	EMOTS	Finance, Reputation, Legal	Ensure workforce sufficient; allocation of sufficient funding	Minor	Very Unlikely	Low	Yes	Support Asset Officer with resources	EMOTS	Minor	Very Unlikely	Low
OP03	Pipe failure	Critical infrastructure failure: - Trunk Water Mains - Water pipes - Flowmeters	Lack of staff with knowledge and experience	WNM, EMOTS	Financial, Reputation, Interruption to Water Supply	Asset management plan Reactionary maintenance completed, when identified as critical or WHS issue. Capital works upgrades	Minor	Very Unlikely	Low	Yes	Develop maintenance program. Schedule regular inspections of hydrants and air valves	EMOTS	Minor	Very Unlikely	Low
OP04	Inadequate assets	-Some Infrastructure is old and coming to end of life or requires additional maintenance. -Impact on the ability to deliver core services if failures occur -Water contamination - eg birds and other pests in water storage -Injury to staff who are conducting maintenance/water testing -Assets - vehicles/ plant not being maintained/ protected. -Insurance - risks of claims being denied -Reputational damage - CTW not managing it's infrastructure. -Impact on governance - risk of government oversight if we are unable to deliver adequate services and safe water. -Remove resources from current projects/ budgets	Ageing/ failure of / loss/ deterioration	EMOTS, EMCS	Financial, Reputation, Legal & Compliance	-Asset management plan -Reactionary maintenance completed, when identified as critical or WHS issue. - Preventative maintenance occurring -Monitoring of systems - SCADA - Service requests/ customer complaints/ repairs	Major	Unlikely	Medium	Yes	Asset Maintenance schedule developed Budget aligned to the schedule. Better accountability of maintenance schedule. Vehicles maintained per manufacturers advice Vehicles disposed and purchased in accordance to the vehicle policy	EMOTS, EMCS	Major	Unlikely	Medium
OP05	Asset management ownership	Inadequate asset management leading to failure or redunancy	Lack of staff with knowledge and experience	EMOTS	Financial, Information, Reputation, Legal & Governance	Cross collaboration among Water and Network teams	Major	Likely	High	Yes	Recruitment underway for Technical Officer and EMOTS General Manager, Engineering Coordinator covering asset decisions	EMOTS	Moderate	Likely	Medium
OP06	Burst water mains	Mains requiring maintenance	Loss of water supply Reputational damage Damage to third party owned property , eg roads, footpaths, driveways Financial implications (compensating third parties for water damage) Insurance implications / claims	EMOTS	Reputation, Financial	Customer service requests and out of hours contact list. Response times in Levels of Service met.	Moderate	Likely	Medium	Yes	Replacement program based on asset age, type, size to be developed	EMOTS	Moderate	Likely	Medium
OP07	Capital project delivery	Failure to deliver, delays in delivery, or delivery cost far exceeds budget Significant impact on infrastructure and supply of water Financial impact, significant spend on budget	Inadequate planning, delivery and reporting	EMOTS	Reputation, Financial	Project delivery framework Utilising experienced project managers and partnering with reputable contractors	Major	Likely	High	Yes	Implementation of the full project management framework	EMOTS	Major	Likely	High

OPERATIONS

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ASSETS (Continued)															
OP08	Construction costs	Rising costs of construction	Financial management and sustainability	EMOTS, EMA	Reputation, Financial	Inflation estimated within Long-Term Financial Plan for capital program	Moderate	Likely	Medium	Yes	Request for tender arrangements Use of panels Review of where products are manufactured (price not always being the determinant of procurement, supply continuity also a factor)	EMOTS	Moderate	Likely	Medium
OP09	Use of Electric Vehicles	Increase risk of combustion from batteries Inadequate or inappropriate disposal Increase in insurance premiums Longer repair times	Batteries require replacing approx every 7 years. Battery disposal unclear. Fewer qualified repairers and maintenance technicians	GM	Financial, Environment	Two electric vehicles currently in fleet, reviewed as needed.	Moderate	Likely	Medium		Some scope for additional vehicles to be added to fleet but longer term goal	GM	Moderate	Likely	Medium
OP10	Growth (population and development)	- Increase in water demand which will require additional infrastructure - Supply and service delivery to new developments, insufficient or poor water quality/ pressure. - Financial impacts - capex budget not fully supported or opex budget drawn upon for shortfall. - Water License impacts, does current license support - Impacts on workforce capability - may not be sufficiently resourced to deliver services OR pressure placed on existing staff to deliver without adequate resources. - can lead to WHS issues, fatigue, increased chance of injuries. - Reputational impacts - CTW may be 'seen' as underprepared.	Failure to plan / deliver services in alignment with population and development.	EMOTS, GM	Financial, Reputational, Environment,	Consult with Councils on their growth strategies Consultation with developers (adhoc - not strategic) Participation in Meetings with constituent councils Cap-ex expenditure Strategic Planning - BASP + Delivery Plan + Operational Plan	Moderate	Likely	Medium		Backing proposal to have LWU including in planning decisions	EMOTS, GM	Moderate	Likely	Medium
OP11	Meter Reading	Inaccurate readings or faulty meter: - Incorrect charges - Significant impact on income - Reputational damage - Disputes and legal proceedings	Inadequate availability or capability of staff	WNM, EMOTS	Financial, Reputation	Employees allocated sufficient time to read meters accurately with appropriate training	Moderate	Likely	Medium		Ongoing	WNM, EMOTS	Moderate	Likely	Medium
ASSETS (Continued)															
OP12	PFAS Contamination of drinking water	Significant impact if contamination found at higher than Australian drinking water standards (ADWS). May require significant investment, new bores, or investment in treatment for PFAS, granular activated carbon, reverse osmosis, and ion exchange systems. Increase in testing requirements. Adverse public health outcomes. Links to potent Carcinogenic. Reputational impacts. Use of resources in managing customer enquiries. NHMRC released new draft Drinking Water Guidelines for PFAS - lowering what is considered safe levels. PFOS Existing level 70ng/L or 70 parts per trillion - draft updated level 4ng (Less than 0.004 micrograms per litre). Current guidelines only require testing for PFOA, PFOS, PFHxS and PFBS. May be expanded in the future to include branched PFOA and others	Contamination	EMT	Reputation, Financial, Legal & Compliance	Membership and participation in PGG (liaising with EPA, Dept Defence, DCCCEW) Regular testing of bores for contamination detection. Results are made available to public via CTW website. Regular media updates on website to ensure the public is aware of how we are managing PFAS and to manage anxiety or concerns. Consider alternate water sources. Website has updated sampling information	Major	Almost Certain	High		PFAS response matrix Gain commitment from polluter to cover costs in writing, thereby limiting cost to organisation * Dilution regime	EMT	Moderate	Likely	Medium

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ADMINISTRATION & DELIVERY of CAPITAL WORKS PROJECTS															
CAPX1	Failure to provide adequate Tender Documentation	Budget overrun through variations	Lack of expertise within CTW for technical writing.	GM/EMOTS	Reputation, Information, Legal, Financial	EMOTS sourcing external expertise when required	Moderate	Unlikely	Medium	No	Update CTW proforma documentation to align with Contract Management standards.	EMOTS	Minor	Unlikely	Low
CAPX2	Failure to provide adequate Tender Evaluation	Reputational damage. Failure to secure future State & Federal funding.	Lack of expertise within CTW for Contract Management engagement.	GM/EMOTS	Reputation, Information, Legal, Financial	ETOM sourcing external expertise when required	Moderate	Likely	Medium	No	Update CTW proforma documentation to align with Contract Management standards.	EMOTS	Minor	Unlikely	Low
CAPX3	Failure to deliver large Capex projects	Reputational damage. Project not providing expected outcome. Cost overrun.	Lack of expertise within CTW for Project Management delivery.	GM/EMOTS	Reputation, Information, Legal, Financial	ETOM sourcing external expertise when required	Moderate	Likely	Medium	No	ETOM to outsource project management if internal expertise deemed inadequate	EMOTS	Minor	Unlikely	Low
CAPX4	Failure to deliver project to NSW LG Audit requirements	Reputational damage. Failure to secure future State & Federal funding.	Lack of financial tools within CTW's existing suite of software to provide budget delivery.	EMTOS/DFCS /GM	People, Reputation, Legal, Financial	use of CTW's Synergy Soft existing tools.	Minor	Likely	Medium	No	ETOM to work with DFCS to identify deficiencies in existing software relating to recording and reporting functions	EMTOS/DFCS	Minor	Unlikely	Low

DRINKING WATER QUALITY																
Date of Last Review: December 2025				Date of Next Review: June 2027				Risk rating with existing				Proposed Actions (If accepting risk, please explain why)	Person Responsible (for implementing action/s)	Residual rating when Proposed		
Risk Number	Risk Source	Risk Description	Possible Cause	Risk Owner	Risk Category	Risk Impact	Existing Controls (what's currently in place?)	Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)	Is Risk Acceptable?			Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)
DAY TO DAY OPERATIONS																
WQ01a	Raw Water - Poor water quality at Carcoar WTP from Lake Rowlands water	Community illness from chlorine resistant pathogens	Pathogens and turbidity in Lake Rowlands	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	- Inner catchment is fenced - Lake Rowlands has been fully fenced since 1983 - No livestock access - No public access - Blayney Shire Council notify CTW when a DA is received that could impact the catchment - 3 x weekly visual inspections of dam	Catastrophic	Almost Certain	Extreme	No	Confirm Log Reduction Values claimed for Carcoar WTP and Blayney WTP via, for example, improved operational data analysis (i.e. SCADA data) to inform approaches to address shortfall.	WQM, EMOTS	Catastrophic	Likely	High
WQ01b	Raw Water - Poor water quality at Carcoar WTP from Lake Rowlands water	Community illness from chemicals	Chemicals in Lake Rowlands	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	- Inner catchment is fenced - Lake Rowlands has been fully fenced since 1983 - No livestock access - No public access - Blayney Shire Council notify CTW when a DA is received that could impact the catchment - 3 x weekly visual inspections of dam	Catastrophic	Almost Certain	Extreme	No	Confirm Log Reduction Values claimed for Carcoar WTP and Blayney WTP via, for example, improved operational data analysis (i.e. SCADA data) to inform approaches to address shortfall.	WQM, EMOTS	Catastrophic	Likely	High
WQ01c	Raw Water - Algal bloom resulting in poor water quality at Carcoar WTP from Lake Rowlands	Community illness from toxins	Cyanobacterial toxins and metabolites in Lake Rowlands	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	- Inner catchment is fenced - Lake Rowlands has been fully fenced since 1983 - No livestock access - No public access - Blayney Shire Council notify CTW when a DA is received that could impact the catchment - 3 x weekly visual inspections of dam	Catastrophic	Almost Certain	Extreme	No	Confirm Log Reduction Values claimed for Carcoar WTP and Blayney WTP via, for example, improved operational data analysis (i.e. SCADA data) to inform approaches to address shortfall.	WQM, EMOTS	Catastrophic	Likely	High
WQ01d	Raw Water - Algal bloom resulting in poor water quality at Carcoar WTP from Lake Rowlands	Taste and odour complaints	Cyanobacterial toxins and metabolites in Lake Rowlands	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Aesthetic (ADWG)	-seasonal algal testing 3x a week Inner catchment is fenced - Lake Rowlands has been fully fenced since 1983 - No livestock access - No public access - Blayney Shire Council notify CTW when a DA is received that could impact the catchment - 3 x weekly visual inspections of dam	Major	Likely	High	No	PAC treatment during algal blooms Confirm Log Reduction Values claimed for Carcoar WTP and Blayney WTP via, for example, improved operational data analysis (i.e. SCADA data) to inform approaches to address shortfall.	WQM, EMOTS	Moderate	Likely	Medium
WQ01e	Raw Water - Poor water quality at Blayney WTP from Lake Rowlands water	Community illness from chlorine sensitive pathogens	Pathogens and turbidity in Lake Rowlands	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	- Inner catchment is fenced - Lake Rowlands has been fully fenced since 1983 - No livestock access - No public access - Blayney Shire Council notify CTW when a DA is received that could impact the catchment - 3 x weekly visual inspections of dam	Catastrophic	Almost Certain	Extreme	No	Confirm Log Reduction Values claimed for Carcoar WTP and Blayney WTP via, for example, improved operational data analysis (i.e. SCADA data) to inform approaches to address shortfall.	WQM, EMOTS	Catastrophic	Likely	High
WQ01f	Raw Water - Poor water quality at Blayney WTP from Lake Rowlands water	Community illness from chlorine resistant pathogens	Pathogens and turbidity in Lake Rowlands	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	- Inner catchment is fenced - Lake Rowlands has been fully fenced since 1983 - No livestock access - No public access - Blayney Shire Council notify CTW when a DA is received that could impact the catchment - 3 x weekly visual inspections of dam	Catastrophic	Almost Certain	Extreme	No	Confirm Log Reduction Values claimed for Carcoar WTP and Blayney WTP via, for example, improved operational data analysis (i.e. SCADA data) to inform approaches to address shortfall.	WQM, EMOTS	Catastrophic	Likely	High
WQ01g	Raw Water - Poor water quality at Blayney WTP from Lake Rowlands water	Community illness from chemicals	Chemicals in Lake Rowlands	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	- Inner catchment is fenced - Lake Rowlands has been fully fenced since 1983 - No livestock access - No public access - Blayney Shire Council notify CTW when a DA is received that could impact the catchment - 3 x weekly visual inspections of dam	Catastrophic	Almost Certain	Extreme	No	Confirm Log Reduction Values claimed for Carcoar WTP and Blayney WTP via, for example, improved operational data analysis (i.e. SCADA data) to inform approaches to address shortfall.	WQM, EMOTS	Catastrophic	Likely	High

DRINKING WATER QUALITY																
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DAY TO DAY OPERATIONS (continued)																
WQ01h	Raw Water - Algal bloom resulting in poor water quality at Blayney WTP from Lake Rowlands water	Community illness from toxins	Cyanobacterial toxins and metabolites in Lake Rowlands	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)		Catastrophic	Almost Certain	Extreme	No	Perform incident scenarios/emergency preparation for Blayney WTP. Initiate E.coli monitoring of source water (Lake Rowlands).	WQM, EMOTS	Catastrophic	Likely	High
WQ01i	Raw Water - Algal bloom resulting in poor water quality at Blayney WTP from Lake Rowlands water	Taste and odour complaints	Cyanobacterial toxins and metabolites in Lake Rowlands	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	same as above	Major	Likely	High	No	Perform incident scenarios/emergency preparation for Blayney WTP. Initiate E.coli monitoring of source water (Lake Rowlands).	WQM, EMOTS	Moderate	Likely	Medium
WQ01j	Raw Water - Poor water quality from bore water	Community illness from pathogens	Pathogens and turbidity in Gooloogong bores	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)		Catastrophic	Almost Certain	Extreme	No	Initiate appropriate monitoring program at Gooloogong bores to verify bore water quality.	WQM, EMOTS	Catastrophic	Likely	High
WQ01k	Raw Water - Poor water quality from bore water	Community illness from chemicals	Pathogens and turbidity in Gooloogong bores	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)		Catastrophic	Almost Certain	Extreme	No	Initiate appropriate monitoring program at Gooloogong bores to verify bore water quality.	WQM, EMOTS	Catastrophic	Likely	High
WQ01l	Raw Water - Poor water quality from bore water	Community illness from pathogens	Pathogens and turbidity in Gooloogong bores	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)		Catastrophic	Almost Certain	Extreme	No	Initiate appropriate monitoring program at Gooloogong bores to verify bore water quality.	WQM, EMOTS	Catastrophic	Likely	High
WQ01m	Raw Water - Poor water quality from bore water	Community illness from chemicals	Chemicals in the Quandialla bores aquifer	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)		Catastrophic	Almost Certain	Extreme	No	Initiate appropriate monitoring program at Qandialla bores to verify bore water quality.	WQM, EMOTS	Catastrophic	Likely	High
WQ02a	Carcoar WTP - Ineffective Dissolved Air Flotation (DAF)	Community illness from chlorine resistant pathogens	Pathogens and organics	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	Implement online chlorine analysers at Carcoar WTP. Perform incident scenarios/emergency preparation for Carcoar WTP.	Catastrophic	Almost Certain	Extreme	No	Implement online chlorine analysers at Carcoar WTP. Perform incident scenarios/emergency preparation for Carcoar WTP.	WQM, EMOTS	Catastrophic	Likely	High
WQ02b	Carcoar WTP - Ineffective filtration	Community illness from chlorine resistant pathogens	Pathogens	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)		Catastrophic	Almost Certain	Extreme	No	Implement online chlorine analysers at Carcoar WTP. Perform incident scenarios/emergency preparation for Carcoar WTP.	WQM, EMOTS	Catastrophic	Likely	High
WQ02c	Carcoar WTP - Ineffective filtration	Community illness from chlorine sensitive pathogens	Pathogens	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)		Catastrophic	Almost Certain	Extreme	No	Implement online chlorine analysers at Carcoar WTP. Perform incident scenarios/emergency preparation for Carcoar WTP.	WQM, EMOTS	Catastrophic	Likely	High
WQ02d	Carcoar WTP - Ineffective Chlorination	Community illness from chlorine sensitive pathogens	Pathogens	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)		Catastrophic	Almost Certain	Extreme	No	Implement online chlorine analysers at Carcoar WTP. Perform incident scenarios/emergency preparation for Carcoar WTP.	WQM, EMOTS	Catastrophic	Likely	High
WQ02e	Carcoar WTP - Underdosing of fluoride	Ongoing low fluoride (<0.9mg/L) for 72 hours	Fluoride	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Operational (ADWG)	- Test daily	Major	Likely	High	No	Implement online chlorine analysers at Carcoar WTP. Perform incident scenarios/emergency preparation for Carcoar WTP.	WQM, EMOTS	Moderate	Likely	Medium

DRINKING WATER QUALITY																
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DAY TO DAY OPERATIONS (continued)																
WQ02f	Carcoar WTP - Overdosing of fluoride	Fluoride above 1.5mg/L at customers tap	Fluoride	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Operational (ADWG)	Test daily	Major	Likely	High	No	Implement online chlorine analysers at Carcoar WTP. Perform incident scenarios/emergency preparation for Carcoar WTP.	WQM, EMOTS	Moderate	Likely	Medium
WQ02g	Carcoar WTP - Compromised system performance	Community illness from pathogens and/or chemicals	Pathogens, chemicals	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)		Catastrophic	Almost Certain	Extreme	No	Implement online chlorine analysers at Carcoar WTP. Perform incident scenarios/emergency preparation for Carcoar WTP.	WQM, EMOTS	Catastrophic	Likely	High
WQ02h	Carcoar WTP - Supernatant return unable to be treated	Community illness from chlorine resistant pathogens	Pathogens in return/ supernatant return	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)		Catastrophic	Almost Certain	Extreme	No	Implement online chlorine analysers at Carcoar WTP. Perform incident scenarios/emergency preparation for Carcoar WTP.	WQM, EMOTS	Catastrophic	Likely	High
WQ03a	Blayney WTP - Ineffective pre-oxidation with permanganate	Pink water from potassium permanganae overdose	Maganese, tastes and odours	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Aesthetic (ADWG)	- Test maganese level and dose accordingly	Minor	Unlikely	Low	Yes	Perform incident scenarios/emergency preparation for Blayney WTP. Initiate E.coli monitoring of source water (Lake Rowlands).	WQM, EMOTS	Minor	Unlikely	Low
WQ03b	Blayney WTP - Ineffective pre-oxidation with permanganate	Magnese level exceeds ADWG aesthetic guideline	Maganese, tastes and odours	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Aesthetic (ADWG)		Catastrophic	Almost Certain	Extreme	No	Flush reticulation mains; flush trunk main x from Lake; Perform incident scenarios/emergency preparation for Blayney WTP. Initiate E.coli monitoring of source water (Lake Rowlands).	WQM, EMOTS	Catastrophic	Likely	High
WQ03c	Blayney WTP - Ineffective pre-oxidation with permanganate	Customer complaints	Maganese, tastes and odours	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Operational (ADWG)	- test during known spikes, seasonal potasium permanganate	Catastrophic	Almost Certain	Extreme	No	- Perform incident scenarios/emergency preparation for Blayney WTP. Flushing of mains as required. Social media to customers and community. More stringent testing and taking Blayney offline as Carcoar can manage better	WQM, EMOTS	Catastrophic	Likely	High
WQ03d	Blayney WTP - Ineffective clarification	Community illness from chlorine resistant pathogens	Pathogens and turbidity	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	- Alarms installed on individual filters	Catastrophic	Almost Certain	Extreme	No	Perform incident scenarios/emergency preparation for Blayney WTP. Initiate E.coli monitoring of source water (Lake Rowlands). Testing dosing system to determine why failure of clarification/source of the problem Introduce Carcoar water	WQM, EMOTS	Catastrophic	Likely	High
WQ03e	Blayney WTP - Ineffective filtration	Community illness from chlorine resistant pathogens	Pathogens	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	- Alarms installed on individual filters	Catastrophic	Almost Certain	Extreme	No	Perform incident scenarios/emergency preparation for Blayney WTP. Initiate E.coli monitoring of source water (Lake Rowlands). Testing dosing system to determine why failure of clarification/source of the problem Introduce Carcoar water	WQM, EMOTS	Catastrophic	Likely	High

DRINKING WATER QUALITY

Date of Last Review: December 2025

Date of Next Review: June 2027

Risk Number	Risk Source	Risk Description	Possible Cause	Risk Owner	Risk Category	Risk Impact	Existing Controls (what's currently in place?)	Risk rating with existing				Proposed Actions (if accepting risk, please explain why)	Person Responsible (for implementing action/s)	Residual rating when Proposed		
								Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)	Is Risk Acceptable?			Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)
DAY TO DAY OPERATIONS (continued)																
WQ03f	Blayney WTP - Ineffective chlorination	Community illness from chlorine sensitive pathogens	Pathogens	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	- High and low alarms triggered by online chlorine analyser - Change over unit on standby	Catastrophic	Almost Certain	Extreme	No	Perform incident scenarios/emergency preparation for Blayney WTP. Initiate E.coli monitoring of source water (Lake Rowlands). Investigate chlorination system	WQM, EMOTS	Catastrophic	Likely	High
WQ03g	Blayney WTP - Underdosing fluoroide	Ongoing low fluoride (<0.9mg/L) for 72 hours	Fluoride	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Operational (ADWG)	- Daily tests	Major	Likely	High	No	Perform incident scenarios/emergency preparation for Blayney WTP. Investigate issue with fluoride dosing system Notify Health if out of action for greater than 72 hours	WQM, EMOTS	Moderate	Likely	Medium
WQ03h	Blayney WTP - Overdosing fluoroide	Fluoride above 1.5mg/L at customers tap	Fluoride	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Operational (ADWG)	Daily tests and system limitations - Systems in the design to avoid overdosing	Major	Likely	High	No	Perform incident scenarios/emergency preparation for Blayney WTP. Investigate issue with fluoride dosing system	WQM, EMOTS	Moderate	Likely	Medium
WQ03i	Blayney WTP - Compromised system performance	Community illness from pathogens and/or chemicals	Pathogens, chemicals	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	Monitored/alarmed onlined	Catastrophic	Almost Certain	Extreme	No	Perform incident scenarios/emergency preparation for Blayney WTP. - Testing, investigations	WQM, EMOTS	Catastrophic	Likely	High
WQ04	Quandialla disinfection system - Ineffective chlorination	Community illness from chlorine sensitive pathogens	Pathogens	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	Tested twice per week	Catastrophic	Almost Certain	Extreme	No	-Repair dosage issue; flush trunk main and tanks into town; flush reticulation; boiled water alert if needed	WQM, EMOTS	Catastrophic	Likely	High
WQ05a	Reticulation network - Water at customers tap does not meet ADWG	Community illness from pathogens	Pathogens	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)		Catastrophic	Almost Certain	Extreme	No		WQM, EMOTS	Catastrophic	Likely	High
WQ05b	Reticulation network - Water at customers tap does not meet ADWG	Community illness from chemicals	Chemicals and aesthetics	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	Test reticulation twice weekly (Chlorine, turbidity, colour, fluoride)	Catastrophic	Almost Certain	Extreme	No	- System checks - test on tap - sample areas	WQM, EMOTS	Catastrophic	Likely	High
WQ05c	Reticulation network - Water at customers tap does not meet ADWG	Taste and odour complaints	Chemicals and aesthetics	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Aesthetic (ADWG)	Test reticulation twice weekly (Chlorine, turbidity, colour, fluoride) - flush at meter	Major	Likely	High	No	- System checks - test on tap - sample areas	WQM, EMOTS	Moderate	Likely	Medium

DRINKING WATER QUALITY

Date of Last Review: December 2025

Date of Next Review: June 2027

Risk Number	Risk Source	Risk Description	Possible Cause	Risk Owner	Risk Category	Risk Impact	Existing Controls (what's currently in place?)	Risk rating with existing				Proposed Actions (if accepting risk, please explain why)	Person Responsible (for implementing action/s)	Residual rating when Proposed		
								Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)	Is Risk Acceptable?			Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)

DAY TO DAY OPERATIONS (continued)

WQ05d	Reticulation network - Poor management of pipeline results in water contamination	Community illness from consuming contaminated water	Pathogens in Carcoar to Orange Pipeline	WQM, EMOTS	People, Reputation, Environment, Legal & Governance, Interruption to water supply	Health (ADWG)	Not currently in use - consideration being determined before use	Catastrophic	Almost Certain	Extreme	No		WQM, EMOTS	Catastrophic	Likely	High
WQ06	Supply, revenue and level of service	Climate change and increased drought longevity.	Water restrictions	EMOTS	Reputation, Legal		Drought and Demand Management Plan	Catastrophic	Almost Certain	Extreme	No	Maintain current Drought Management Plan policies. Investigate options to improve the secure yield for Blayney, Millthorpe and Carcoar Townships	EMOTS	Catastrophic	Unlikely	Medium
WQ07	Rising mains and gravity mains and pumps	Failure of the mains	Ground movement, tree roots and ageing pipes, water hammer	EMOTS	Environmental, People, Reputation, Legal, Interruption to water supply		Checks and maintenance	Moderate	Likely	Medium	Yes	Maintain good relationships with local civil contractors. Maintain regular main patrols. Adjust Asset plan to bring forward replacement program for pipeline showing increased failure rate	EMOTS	Minor	Likely	Medium
WQ08	Static mixer and water quality at Blayney and Carcoar WTPs	Poor flocculation and filtration processes leading to filter overload and high turbidity in the water	Mechanical, electrical or human error/fault	EMOTS	Environmental, People, Reputation, Legal, Interruption to water supply		Managed by routine procedures SCADA alert system in place if levels vary beyond set parameters	Minor	Unlikely	Low	Yes	Maintain SCADA and continue to provide experienced staff and staffing levels.	EMOTS	Minor	Unlikely	Low
WQ09	Backwash water tank at Blayney WTPs	Pumps fail to operate leading to hindering the backwash process from being accomplished due to excessive backwash water and sludge built up in tank	Mechanical, electrical or human error/fault	EMOTS	Environmental, People, Reputation, Legal, Interruption to water supply		Managed by routine procedures maintain pump	Minor	Unlikely	Low	Yes	Maintain experienced staff and staffing levels. Use Carcoar water if needed while sourcing new pump	EMOTS	Minor	Unlikely	Low
WQ10	Disinfection system and water quality	Treated water is not disinfected	Mechanical, electrical or human error/fault	EMOTS	Environmental, People, Reputation, Legal, Interruption to water supply		Managed by routine procedures SCADA alert system in place if levels vary beyond set parameters	Minor	Unlikely	Low	Yes	Maintain operations and maintenance as per CTW DWQM plan. Install CL2 online monitoring at CWTP, BWTP & Bore sites	EMOTS	Minor	Unlikely	Low
WQ11	Failure of Bulk flow meter	CWTP - no signal to chemical dosing equipment resulting in water not being treated	Mechanical, electrical or human error/fault	EMOTS	Environmental, People, Reputation, Legal, Interruption to water supply		Managed by routine procedures SCADA alert system in place if levels vary beyond set parameters	Minor	Unlikely	Low	Yes	Install CL2 online monitoring at CWTP, BWTP & Bore sites	EMOTS	Minor	Unlikely	Low
WQ12	Scada thinks ACH pumps running but pumps not running	Carcoar and Blayney WTPs - no signal to chemical dosing equipment resulting in water not being treated	Electrical/PLC fault	WQM, EMOTS	Environmental, People, Reputation, Legal, Interruption to water supply		Managed by routine procedures SCADA alert system in place if levels vary beyond set parameters	Moderate	Unlikely	Medium	Yes	Alarms set off, automatic shut down, investigation and replace. Option for Carcoar water, if required	EMOTS, WQM	Minor	Unlikely	Low

COMPLIANCE - WATER LICENCES

WQ13	Non-compliance with water licence conditions	Consumers impacted - access to water affected	Failure to renew annual licence	EMOTS	People, Environmental, Legal, Reputation		Annual renewal process is a check/balance around requirements for Riparian releases	Minor	Very Unlikely	Low	Yes	Maintain vigilance from two sources.	GM & ETOM	Minor	Very Unlikely	Low
WQ14	Raw water source licences not retained	Growth of town stifled, permanent water restrictions	Failure to renew annual licence	EMOTS	People, Environmental, Legal, Reputation		Annual renewal process	Minor	Very Unlikely	Low	Yes	Maintain vigilance from two sources.	GM & ETOM	Minor	Very Unlikely	Low
WQ15	Council's sources of raw water fail to keep pace with reasonable urban demand	Lack of adequate water supply	Lack of funding to increase water sources.	EMOTS	People, Environmental, Legal, Reputation		Maintain good statistics to enable forward planning	Minor	Very Unlikely	Low	Yes	Work with NSW DOI-Water in addressing concerns and options	EMOTS	Minor	Very Unlikely	Low

11.12) CORPORATE SERVICES UPDATE (CM.CP.2)

Author: Executive Manager Corporate Services
IP&R Link: Strategic Priority 2: An efficient, sustainable and customer focused organisation

RECOMMENDATION:

That Council note the information provided within the Corporate Services Update.

REPORT

The Blayney Office staff started 'casual Fridays' towards the end of 2025. The idea is that if staff wear 'smart casual' they make a donation, then at the end of the year the funds are donated to a nominated charity. In December 2025, \$168 was donated to the Blayney Meals on Wheels.

Work Health & Safety

There have been four (4) injuries since last meeting. These included a fall with rib injury, lower back injury, finger damage, and a hamstring tear. There were approx. two (2) workdays lost. Three of the injuries resulted in a workers compensation claim being lodged with StateCover.

Two of the injuries may have been avoided if a Take5 risk assessment had been completed. Network and Water staff have been reminded of the importance of completing their Take5 risk assessments prior to any task being undertaken.

Risk

The Enterprise Risk Register is provided in a separate report for Council's endorsement.

The Business Continuity Plan (BCP) is currently being reviewed. Once finalised staff involved will be made aware of their responsibilities and any necessary training will be undertaken.

Human Resources

The Network and Water Operators continue to work through their Cert III Water qualifications, with a second workshop by Fusion Training Solutions was held in Blayney on 9 & 10 February.



James testing Plumbguard



*Jana Perinpanayagam
Technical Officer*

We have successfully recruited a new Technical Officer. Jana commenced in Blayney on 5 January 2026. Jana brings his experience as a Mechanical Engineer, with over 11 years of experience in HVAC, cleanroom, and M&E projects. Skilled in maintenance and project coordination, he is eager to contribute his expertise to our operations. He was drawn to CTW because of our strong community focus and the alignment of this role with his mechanical engineering and maintenance background.

In December, we had two Network Operators (Blayney and Grenfell) resign. Recently, we interviewed several applicants for the Grenfell position and are hopeful of one commencing by the beginning of March. We did not have any suitable applications for the Blayney position and are currently readvertising this position.

The Executive Manager Operations & Technical Services (EMOTS) position was readvertised and we interviewed two applicants. One was not suitable and the other declined an offer to join CTW due to the remuneration package.

Preparations for the 2026 Wellbeing Day are underway. This year will focus on the wellbeing of staff at work and home. Several presenters have been reviewed. We aim to have an agenda finalised for distribution to staff by end of February.

Safe & Secure Project

The Executive Manager Corporate Services has been assisting the HRPulse with Task 8: Development of a resourcing and workforce plan.

Governance

Work has commenced on the preliminary set up of Magiq Documents. It is envisaged that this work will be finalised by April. We are planning to start training staff in May/June, with implementation in June/July.

The Executive Manager Corporate Services participated in the following activities during December and January to ensure CTW remains up to date in relation to current activities and best practices within water and local government:

- Reviewed Redman and RelianSys Governance systems.
- CTW Executive Management Team Planning Day
- CTW Drinking Water Management System monthly meeting
- NSWJO IT Managers meeting

BUDGET IMPLICATIONS

All expenditure required is within the Operational Plan.

POLICY IMPLICATIONS

- Local Government Act 1993
- Local Government (State) Award
- NSW WHS Act 2011

ATTACHMENTS

Nil.

12. QUESTIONS ON NOTICE

(General Manager)

No questions on notice were received.

ATTACHMENTS

Nil