



murray river  
council

*Operational*  
**PLAN AND BUDGET**  
**2023-2024**



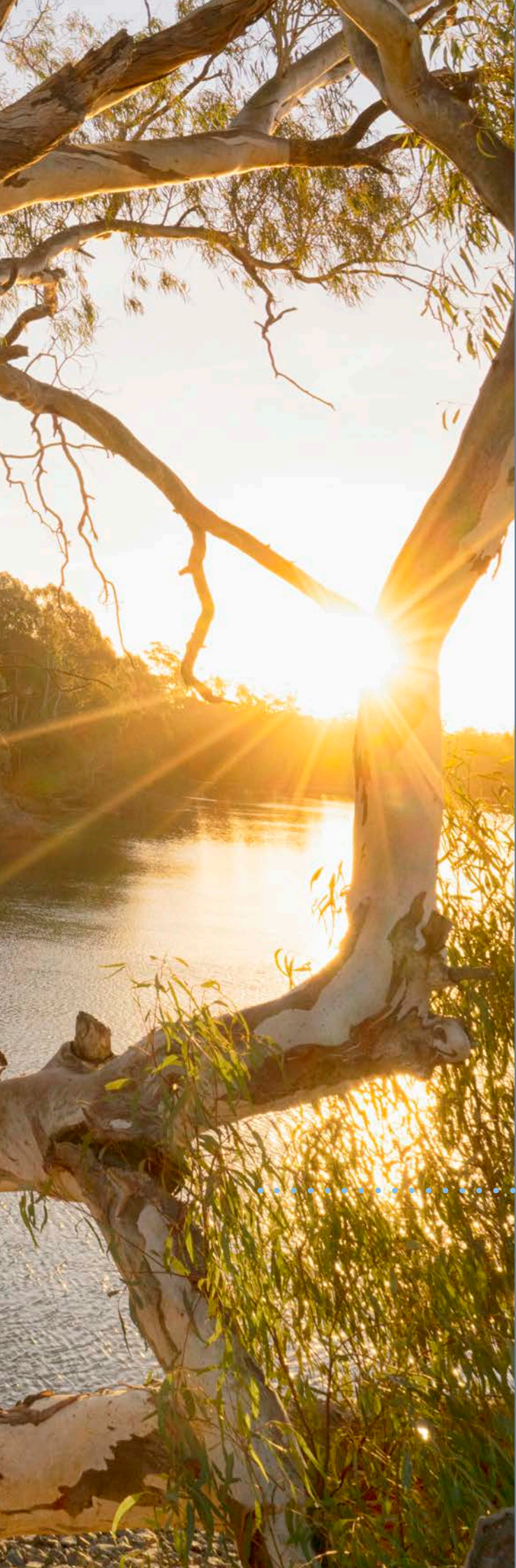


Murray River Council acknowledges Aboriginal people as the traditional custodians of the land on which our offices and services are located.

We pay our respects to Elders past, present and future.  
We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.







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**O**ur **Annual Operational Plan** (AOP) is a one-year plan that details the actions – including costings – that Council will take to deliver on the priorities listed in the four-year Delivery Program.

These actions all link back to the overall objectives detailed in our ten-year Community Strategic Plan.

The corresponding budget has been prepared along with Council's Long-Term Financial Plan and shows Council's 2023/24 financial position.

The Community Strategic Plan, Delivery Program and Annual Operational Plan all work together to provide clear direction and strategy for Council to meet the social, environmental, economic and civic leadership expectations that community entrusts to Council.

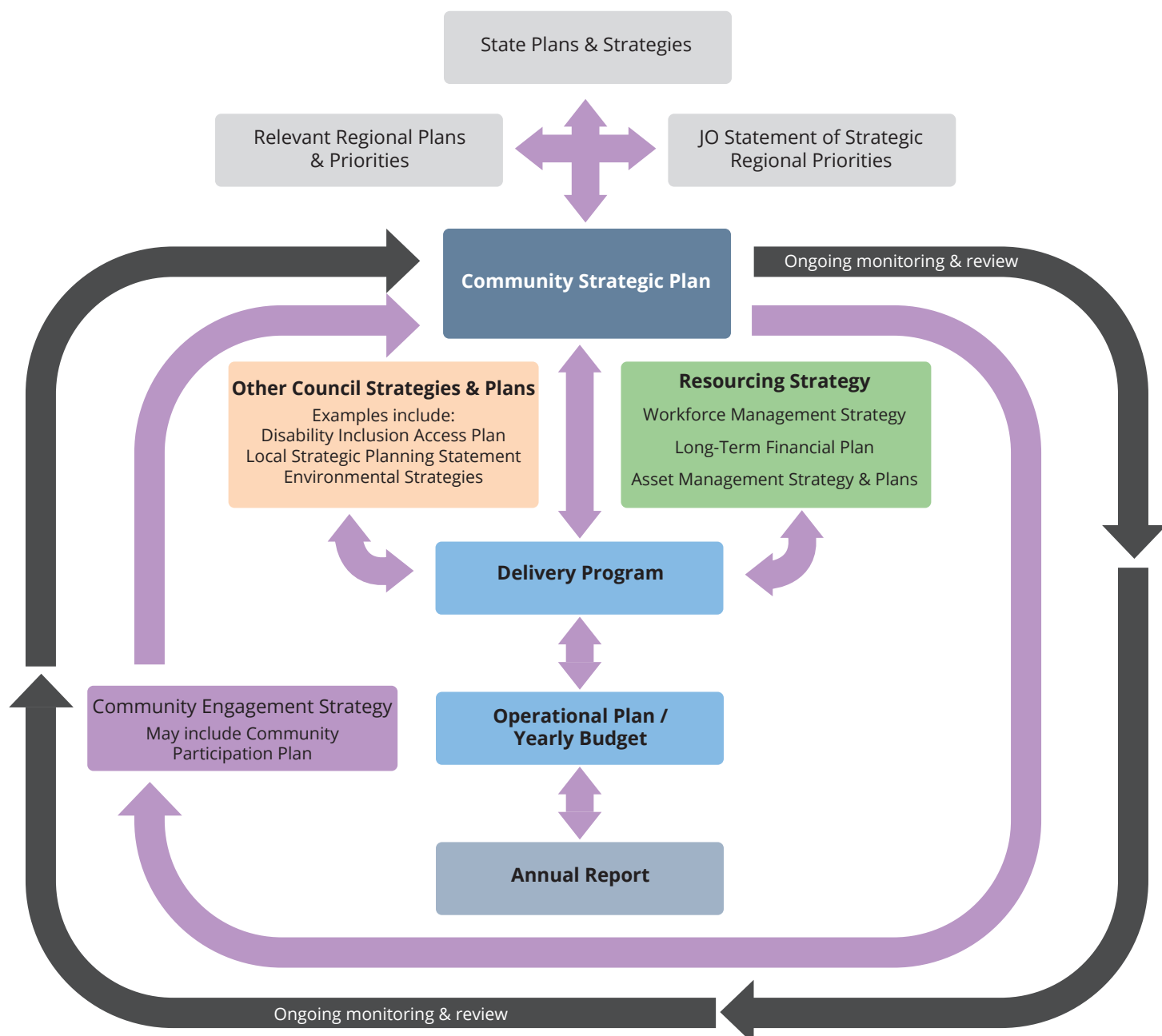
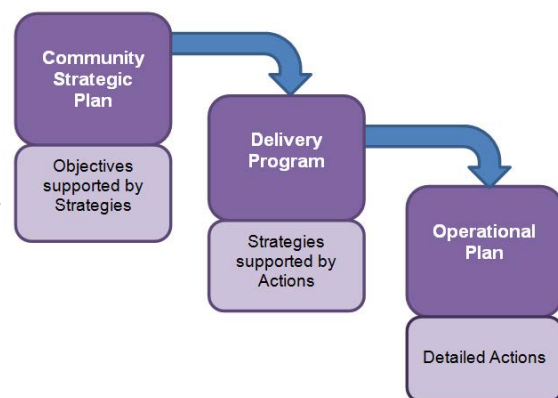
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# Our framework.

All NSW Councils are required to deliver their operations based on the Integrated Planning and Reporting (IP&R) framework. The framework allows Councils to draw together their various plans, strategies and reports, understand how they interact and get the maximum influence from their efforts by planning and taking a big-picture-view of the future.

The CSP must be based on the social justice principles of equity, access, participation and rights.

Each year, Council will report to the community on the implementation of the Delivery Program and the Operational Plan and Budget. The Annual Report includes Council's Audited Report and other formal reporting as required by the *Local Government Act 1993* (the 'Act').





# Measuring Delivery Program success

Council is required to measure and report on the goals and strategies outlined in the Delivery Program. To assist with this reporting, the 2023/24 Annual Operational Plan provides the detailed actions that will allow Council to achieve the goals and strategic outcomes. In order to measure the success, Council will:

- Set Key Performance Indicators (KPI) and implement processes to measure against the KPI.
- Ensure budgets are delivered on time.
- Ensure capital budgets are delivered within budget.
- Report to Council through the quarterly budget review process.
- Undertake surveys with the community to obtain feedback and satisfaction levels with delivery of services and capital projects.
- Gather better and meaningful data to enable improvements to budget planning and long-term sustainability.
- Provide to Council a monthly operational report on the progress of the budget vs actual contained within the Operational Plan.





# Financial Sustainability

Council has the strategic goal of being financially sustainable over the long-term. The following principles are considered by Council in achieving this important strategic goal:

- Ensure that services provided match what the community requires.
- Ensure current service levels are maintained within current revenue streams available to Council.
- That delivery of services is efficient, effective and relevant.
- That asset management and utilisation is considered in maintenance and renewal programs.
- Ensure that decisions made consider the 'whole of life' costing approach.
- That new capital works projects are properly funded. This includes the consideration of grant funding options, loan borrowing or even utilising Section 64/94 contributions.
- Council is open to the possibilities of public/ private partnerships for the delivery of capital projects and/ or certain services.
- That Council's organisational structure best fits the delivery of services to the community and meets governance requirements.



# How this plan works

The Operational Plan is aligned to the seven themes of the Community Strategic Plan (CSP) and links to the Goals and Strategic Objectives that are further unpacked in our Delivery Program.

The graphic below gives a snapshot of these linkages:



## The community's vision

The community vision is a statement that captures the community's aspirations for the future of Murray River Council:

"Murray River Council has vibrant, diverse and cohesive communities. We are supported by strong local business and primary industries. We value our beautiful waterways and natural surrounds.



## Community Strategic Plan Theme

The Operational Plan is aligned to the seven themes of the CSP and links to the Goals and Strategic Objectives.

- A place of environmental sensitivity
- A place of progressive leadership
- A place of liveable communities
- A place of inclusion, culture and wellbeing
- A place of prosperity and resilience
- Connected communities
- Tomorrow's technologies



## Delivery Program

A statement of how Council aims to achieve the top-level goals developed by the community in the Community Strategic Plan. It details the outcomes to be achieved at the end of the four-year Delivery Program period.



## Operational Plan

Details the specific action or initiative to be undertaken or measured within the 2023-24 financial year.



## Responsible Directorate

Details the unit responsible for delivering this item in accordance with Council's operational structure.



# Operational Plan: link to other documents

Council's Operational Plan provides the detail on the activities, projects and services planned for the current financial year. This Operational Plan is to be read in conjunction with the following documents:

- 2023/24 Revenue Policy
- 2023/24 Schedule of Fees
- 2023/24 to 2032/33 Long Term Financial Plan

The **Revenue Policy** document sets out Council's revenue collection activities for the financial year 2023/24 for its rating and annual charges, which fund Council's ongoing service activities as well as part of its capital works program. The Revenue Policy is prepared on the principles of equity, efficiency and effectiveness. The primary legislation that drives the making and levying of rates and annual charges is the Local Government Act 1993, and its accompanying regulation, Local Government Regulation 2021.

The **Schedule of Fees** document sets out Council's fees and charges that cover a range of products and services provided by Council. These fees are being made in keeping with Chapter 5, Part 10 of the Local Government Act 1993, more specifically section 608(1). Fees are applied on a user pays basis. Certain items in the Fees and Charges document are statutory fees and are set by NSW State Government or federal regulation or legislation. Fees set by Council are usually set at a level to recover full costs of the provision of the service, which may include a reasonable profit margin.

The **2023/24 to 2032/33 Long Term Financial Plan** is an extension of the four (4) year plan presented in the Operational Plan. The Long Term Financial Plan is an essential element of the resourcing strategy which details how the strategic aspirations of Council, as outlined in the Community Strategic Plan can be achieved in terms of time, funds, resources, assets and employees.





# 2023 - 2024 Operational Plan



# Operational Budget 2023/24 to 2026/27- Consolidated

This shows all of Council funds, including General, Water and Wastewater funds. General fund includes transport, waste, library, governance, town planning – all other Council services except for Water and Wastewater. Note that the Long-Term Financial Plan document provides the budget over ten years.

## Income Statement

Table below shows the budget summary by Consolidated – Income Statement.

Murray River Council Consolidated Council	Income Statement			
	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr
	Budget	Budget	Budget	Budget
Income from Continuing Operations				
Rates and Annual Charges	21,044,662	22,120,738	23,079,307	23,656,412
User Charges and Fees	7,769,384	8,463,579	8,886,324	9,109,654
Interest and Investment Revenue	1,797,010	1,886,861	1,981,204	2,129,794
Other Revenues	1,962,700	2,011,768	2,062,062	2,113,840
Grants & Contributions for Operational Purposes	20,674,966	18,859,945	18,068,207	18,700,158
Grants and Contributions for Capital Purposes	13,695,405	15,520,154	16,431,335	17,342,531
Other Income	256,630	263,046	248,708	254,953
Gain on Sale of Assets	4,183,000	-	-	-
Total Income from Continuing Operations	71,383,757	69,126,091	70,757,146	73,307,342
Expenses from Continuing Operations				
Employee Benefits and On-costs	(19,906,606)	(20,878,867)	(21,358,094)	(21,851,016)
Borrowing Costs	(120,240)	(105,580)	(92,640)	(79,210)
Materials and Contracts	(21,655,944)	(19,184,951)	(19,112,223)	(19,750,608)
Depreciation and Amortisation	(24,449,000)	(25,060,619)	(25,311,224)	(25,564,336)
Other Expenses	(1,242,930)	(1,274,003)	(1,305,853)	(1,338,500)
Total Expenses from Continuing Operations	(67,374,720)	(66,504,020)	(67,180,034)	(68,583,669)
NET OPERATING RESULT FROM CONTINUING OPERATIONS SURPLUS/ (DEFICIT)	4,009,037	2,622,070	3,577,111	4,723,673
Other Funding Movements				
Total Capital Expenditure	(33,984,758)	(28,406,282)	(29,105,539)	(29,821,951)
Total Transfers From/ (To) Reserves	(1,993,510)	454,056	(33,993)	(712,603)
Sale Proceeds from Sale of Assets	6,524,500	655,817	655,817	663,384
Total Loan Borrowings	1,500,000	-	-	-
Total Loan Repayments	(596,810)	(464,560)	(477,050)	(490,460)
Deferred Debtor Advances Repaid	92,540	78,280	72,430	73,620
Depreciation Contra Reversal	24,449,000	25,060,619	25,311,224	25,564,336
TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)	(4,009,038)	(2,622,070)	(3,577,111)	(4,723,673)
TOTAL BUDGET SURPLUS/ (DEFICIT)	-	-	-	-
NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/(DEFICIT)	(9,686,368)	(12,898,084)	(12,854,223)	(12,618,858)

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2023/24 to
- 2032/33 Long Term Financial Plan.

# Statement of Financial Performance

Operational Budget 2023/24 to 2026/27- Consolidated

Table below shows the budget summary by Consolidated – Statement of Financial Performance.

Murray River Council Consolidated Council		Statement of Financial Performance			
	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	
	Budget	Budget	Budget	Budget	
Assets					
Current Assets					
Cash & Cash Equivalents	4,173,516	5,564,007	5,317,508	5,789,068	
Investments	42,000,000	40,000,000	40,000,000	40,000,000	
Receivables	7,803,000	7,881,030	7,565,800	7,036,200	
Inventories	666,270	672,940	646,030	600,810	
Other	316,000	315,100	316,300	318,600	
Total Current Assets	54,958,786	54,433,077	53,845,638	53,744,678	
Non Current Assets					
Investments	2,000	2,000	2,000	2,000	
Receivables	879,750	888,550	853,010	793,300	
Inventories	625,900	541,600	455,200	416,600	
Infrastructure, Property, Plant and Equipment	956,386,114	969,329,095	981,972,893	995,893,514	
Intangible	7,097,212	6,785,972	6,474,732	6,163,492	
Other	-	-	-	-	
Total Non Current Assets	964,990,976	977,547,217	989,757,835	1,003,268,906	
Total Asset	1,019,949,761	1,031,980,294	1,043,603,473	1,057,013,584	
Liabilities					
Current Liabilities					
Payables	(5,666,100)	(5,722,780)	(5,493,890)	(5,109,330)	
Lease Liabilities	(192,230)	(192,230)	(192,230)	-	
Borrowings	(464,560)	(477,050)	(490,460)	(504,210)	
Provisions - Employee	(3,838,500)	(3,914,970)	(3,743,740)	(3,721,040)	
Provisions - Rehabilitation Works	-	-	-	-	
Total Current Liabilities	(10,161,390)	(10,307,030)	(9,920,320)	(9,334,580)	
Non Current Liabilities					
Lease Liabilities	(384,460)	(192,230)	-	-	
Borrowings	(3,086,619)	(2,609,569)	(2,119,109)	(1,614,899)	
Provisions - Employee	(401,510)	(390,630)	(389,940)	(389,230)	
Provisions - Rehabilitation Works	(2,438,100)	(2,438,100)	(2,257,600)	(2,241,700)	
Total Non Current Liabilities	(6,310,689)	(5,630,529)	(4,766,649)	(4,245,829)	
Total Liabilities	(16,472,079)	(15,937,559)	(14,686,969)	(13,580,409)	
Net Assets	1,003,477,682	1,016,042,735	1,028,916,504	1,043,433,175	
Equity					
Retained Earnings	(740,180,671)	(742,802,741)	(746,379,852)	(751,103,526)	
Revaluation Reserve	(263,297,012)	(273,239,994)	(282,536,651)	(292,329,649)	
Total Equity	(1,003,477,682)	(1,016,042,735)	(1,028,916,504)	(1,043,433,175)	

- To see the full ten-year Income Statement, consolidated and by fund, please refer
- to the Murray River Council 2023/24 to
- 2032/33 Long Term Financial Plan.



# Cash flow statement

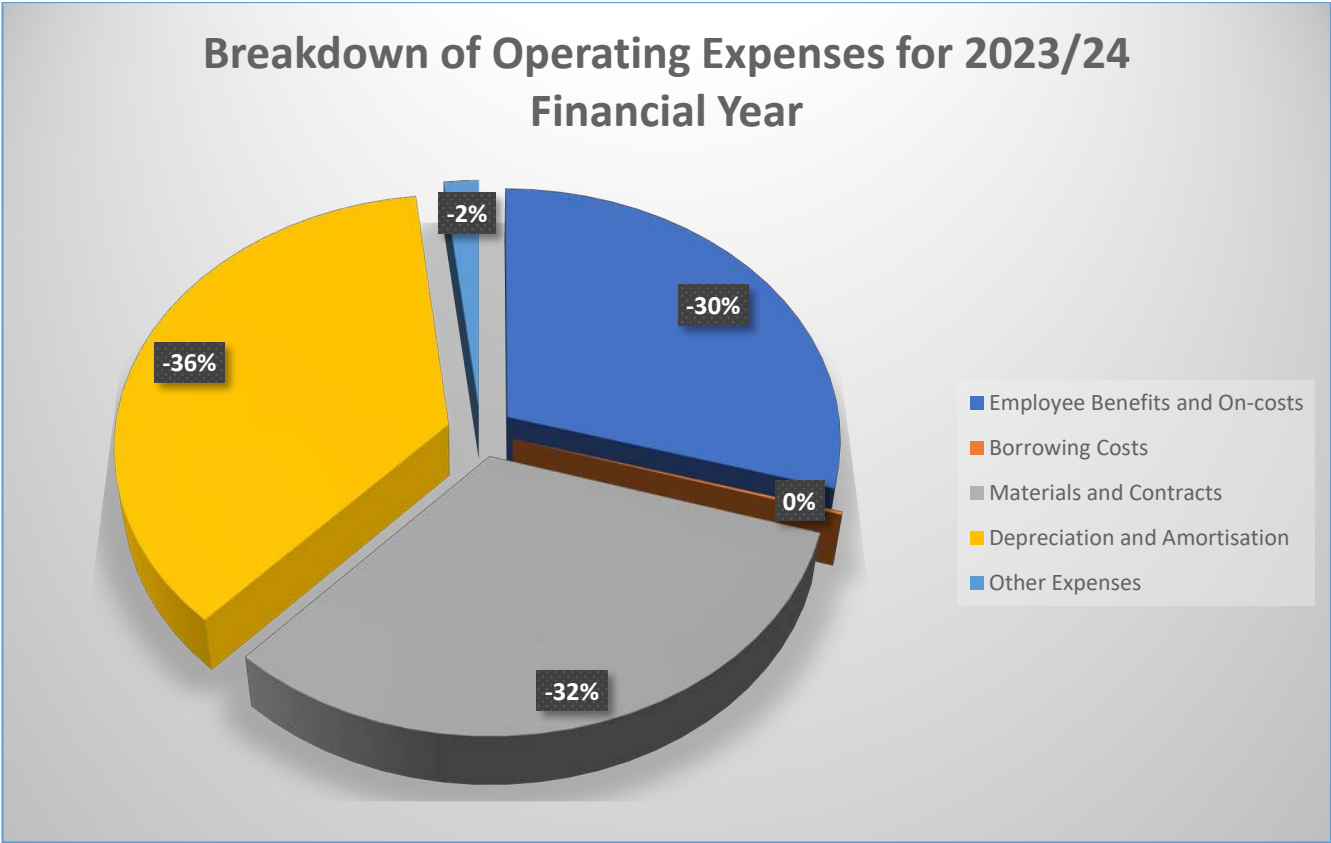
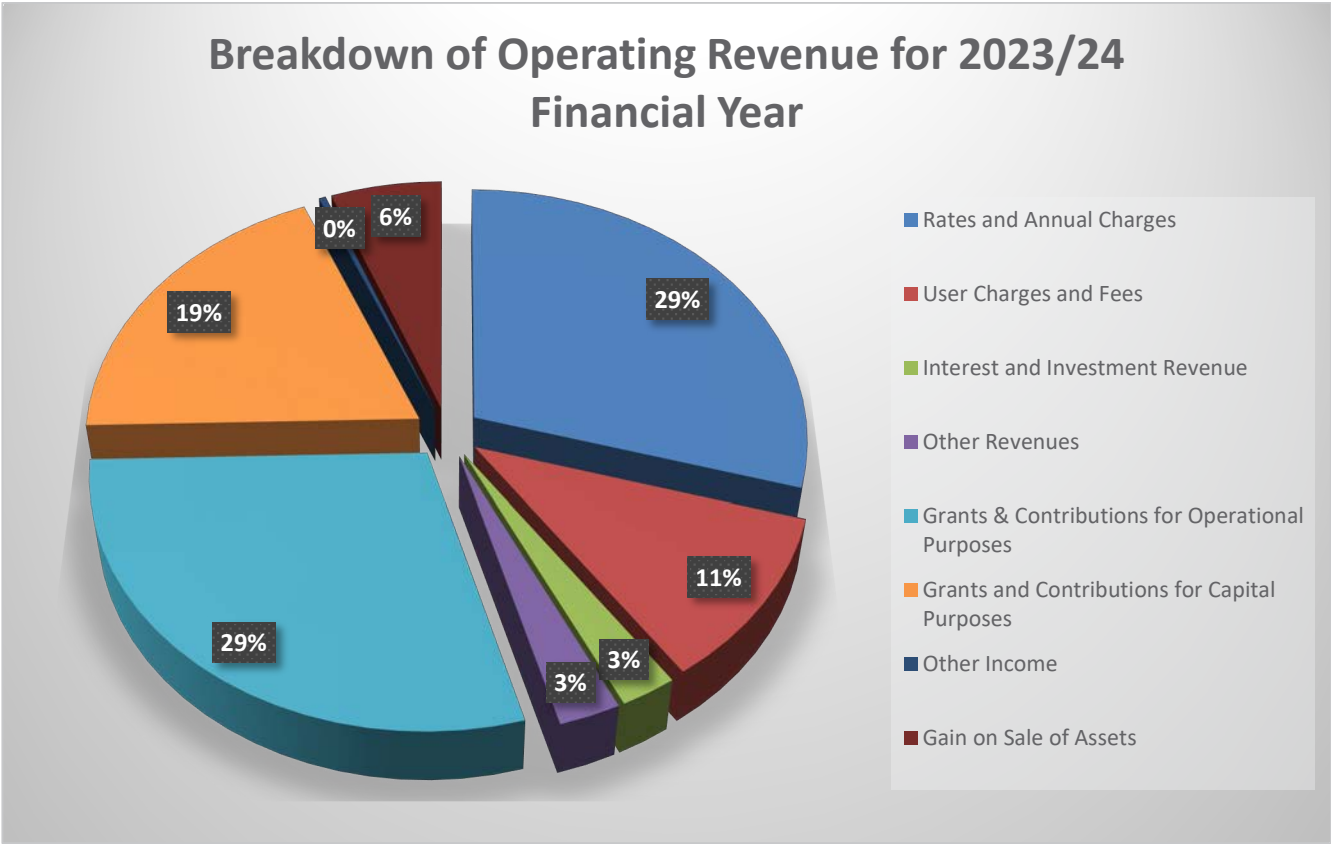
Operational Budget 2023/24 to 2026/27- Consolidated

Table below shows the budget summary by Consolidated – Cash flow statement.

Murray River Council Consolidated Council	Statement of Cash Flow			
	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr
	Budget	Budget	Budget	Budget
Cash Flows from Operating Activities				
Receipts:				
Rates and Annual Charges	20,966,632	22,435,968	23,608,907	23,586,042
User Charges and Fees	7,769,384	8,463,579	8,886,324	9,109,654
Interest and Investment Revenue	1,797,010	1,886,861	1,981,204	2,129,794
Grants & Contributions	34,370,371	34,380,100	34,499,542	36,042,689
Other Revenues	1,962,700	2,011,768	2,062,062	2,113,840
Payments:				
Employee Benefits and On-costs	(19,906,606)	(20,779,334)	(21,462,488)	(21,744,225)
Borrowing Costs	(120,240)	(105,580)	(92,640)	(79,210)
Materials and Contracts	(21,599,264)	(19,413,841)	(19,496,783)	(19,699,498)
Other Expenses	(1,242,930)	(1,274,003)	(1,305,853)	(1,338,500)
Net Cash provided by (or used in) Operating Activities	23,997,057	27,605,516	28,680,273	30,120,587
Cash Flows from Investing Activities				
Receipts:				
Sale of Infrastructure, Property, Plant and Equipment	6,524,500	655,817	655,817	663,384
Payments:				
Purchase of Infrastructure, Property, Plant and Equipment	(33,984,758)	(28,406,282)	(29,105,539)	(29,821,951)
Net Cash provided by (or used in) Investing Activities	(27,460,258)	(27,750,465)	(28,449,722)	(29,158,567)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings and Advances	1,500,000	-	-	-
Payments:				
Repayment of Borrowings and Advances	(596,810)	(464,560)	(477,050)	(490,460)
Net Cash provided by (or used in) Financing Activities	903,190	(464,560)	(477,050)	(490,460)
Net Increase/ (Decrease) in Cash and Investments	(2,560,010)	(609,509)	(246,499)	471,560
Plus: Cash and Investments - Beginning of Year	48,733,526	46,173,516	45,564,007	45,317,508
Cash and Investments - End of Year	46,173,516	45,564,007	45,317,508	45,789,068

- To see the full ten-year Income Statement, consolidated and by fund, please refer
- to the Murray River Council 2023/24 to
- 2032/33 Long Term Financial Plan.

# 2023/24 Financial Overview (Consolidated Council)





# Operational Budget 2023/24 to 2026/27- General Fund

## Income Statement

Table below shows the budget summary by General Fund only – Income Statement.

Murray River Council General Fund		Income Statement			
	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	
	Budget	Budget	Budget	Budget	
Income from Continuing Operations					
Rates and Annual Charges	14,797,022	15,542,792	16,326,149	16,734,348	
User Charges and Fees	4,699,384	5,119,274	5,374,975	5,510,059	
Interest and Investment Revenue	751,010	788,561	827,989	890,088	
Other Revenues	1,816,700	1,862,118	1,908,671	1,956,598	
Grants & Contributions for Operational Purposes	20,674,966	18,859,945	18,068,207	18,700,158	
Grants and Contributions for Capital Purposes	12,995,405	14,860,779	15,762,585	16,664,406	
Other Income	196,630	201,546	206,584	211,772	
Gain on Sale of Assets	4,183,000	-	-	-	
Total Income from Continuing Operations	60,114,117	57,235,015	58,475,159	60,667,427	
Expenses from Continuing Operations					
Employee Benefits and On-costs	(17,078,307)	(17,965,719)	(18,357,551)	(18,760,457)	
Borrowing Costs	(120,240)	(105,580)	(92,640)	(79,210)	
Materials and Contracts	(18,979,944)	(16,442,051)	(16,300,751)	(16,868,848)	
Depreciation and Amortisation	(22,274,000)	(22,785,902)	(22,994,605)	(23,204,893)	
Other Expenses	(1,242,930)	(1,274,003)	(1,305,853)	(1,338,500)	
Total Expenses from Continuing Operations	(59,695,420)	(58,573,255)	(59,051,400)	(60,251,908)	
NET OPERATING RESULT FROM CONTINUING OPERATIONS SURPLUS/ (DEFICIT)	418,697	(1,338,241)	(576,241)	415,520	
Other Funding Movements					
Total Capital Expenditure	(30,297,328)	(24,487,112)	(25,134,069)	(24,278,331)	
Total Transfers From/ (To) Reserves	84,400	2,769,914	2,464,508	411,374	
Sale Proceeds from Sale of Assets	6,524,500	655,817	655,817	663,384	
Total Loan Borrowings	1,500,000	-	-	-	
Total Loan Repayments	(596,810)	(464,560)	(477,050)	(490,460)	
Deferred Debtor Advances Repaid	92,540	78,280	72,430	73,620	
Depreciation Contra Reversal	22,274,000	22,785,902	22,994,605	23,204,893	
TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)	(418,698)	1,338,241	576,241	(415,520)	
TOTAL BUDGET SURPLUS/ (DEFICIT)	-	-	-	-	
NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/(DEFICIT)	(12,576,708)	(16,199,020)	(16,338,825)	(16,248,887)	

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2023/24 to
- 2032/33 Long Term Financial Plan.

# Statement of Financial Performance

Operational Budget 2023/24 to 2026/27- General Fund

Table below shows the budget summary by General Fund only – Statement of Financial Performance.

Murray River Council General Fund		Statement of Financial Performance			
	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	
	Budget	Budget	Budget	Budget	
<b>Assets</b>					
<b>Current Assets</b>					
Cash & Cash Equivalents	1,570,221	2,201,553	1,975,452	2,287,724	
Investments	19,280,000	15,780,000	13,280,000	12,280,000	
Receivables	6,403,000	6,453,030	6,123,520	5,651,600	
Inventories	666,270	672,940	646,030	600,810	
Other	91,000	90,100	91,300	93,600	
<b>Total Current Assets</b>	<b>28,010,491</b>	<b>25,197,623</b>	<b>22,116,302</b>	<b>20,913,734</b>	
<b>Non Current Assets</b>					
Investments	2,000	2,000	2,000	2,000	
Receivables	879,750	888,550	853,010	793,300	
Inventories	625,900	541,600	455,200	416,600	
Infrastructure, Property, Plant and Equipment	840,454,153	848,854,467	856,869,376	864,554,302	
Intangible	4,669,212	4,357,972	4,046,732	3,735,492	
<b>Total Non Current Assets</b>	<b>846,631,015</b>	<b>854,644,589</b>	<b>862,226,318</b>	<b>869,501,694</b>	
<b>Total Asset</b>	<b>874,641,506</b>	<b>879,842,212</b>	<b>884,342,620</b>	<b>890,415,428</b>	
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Payables	(5,183,100)	(5,230,120)	(4,996,290)	(4,631,620)	
Lease Liabilities	(192,230)	(192,230)	(192,230)	-	
Borrowings	(464,560)	(477,050)	(490,460)	(504,210)	
Provisions - Employee	(3,838,500)	(3,914,970)	(3,743,740)	(3,721,040)	
Provisions - Rehabilitation Works	-	-	-	-	
<b>Total Current Liabilities</b>	<b>(9,678,390)</b>	<b>(9,814,370)</b>	<b>(9,422,720)</b>	<b>(8,856,870)</b>	
<b>Non Current Liabilities</b>					
Lease Liabilities	(384,460)	(192,230)	-	-	
Borrowings	(3,086,619)	(2,609,569)	(2,119,109)	(1,614,899)	
Provisions - Employee	(401,510)	(390,630)	(389,940)	(389,230)	
Provisions - Rehabilitation Works	(2,438,100)	(2,438,100)	(2,257,600)	(2,241,700)	
<b>Total Non Current Liabilities</b>	<b>(6,310,689)</b>	<b>(5,630,529)</b>	<b>(4,766,649)</b>	<b>(4,245,829)</b>	
<b>Total Liabilities</b>	<b>(15,989,079)</b>	<b>(15,444,899)</b>	<b>(14,189,369)</b>	<b>(13,102,699)</b>	
<b>Net Assets</b>	<b>858,652,427</b>	<b>864,397,313</b>	<b>870,153,251</b>	<b>877,312,729</b>	
<b>Equity</b>					
Retained Earnings	(641,769,348)	(640,431,107)	(639,854,867)	(640,270,386)	
Revaluation Reserve	(216,883,079)	(223,966,206)	(230,298,384)	(237,042,343)	
<b>Total Equity</b>	<b>(858,652,427)</b>	<b>(864,397,313)</b>	<b>(870,153,251)</b>	<b>(877,312,729)</b>	

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2023/24 to
- 2032/33 Long Term Financial Plan.
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# Cash flow statement

Operational Budget 2023/24 to 2026/27- General Fund

Table below shows the budget summary by General Fund only – Cash flow statement.

Murray River Council General Fund	Statement of Cash Flow			
	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr
	Budget	Budget	Budget	Budget
Cash Flows from Operating Activities				
Receipts:				
Rates and Annual Charges	14,746,992	15,872,302	16,798,069	16,567,058
User Charges and Fees	4,699,384	5,119,274	5,374,975	5,510,059
Interest and Investment Revenue	751,010	788,561	827,989	890,088
Grants & Contributions	33,670,371	33,720,725	33,830,792	35,364,564
Other Revenues	1,816,700	1,862,118	1,908,671	1,956,598
Payments:				
Employee Benefits and On-costs	(17,078,307)	(17,880,327)	(18,447,380)	(18,668,669)
Borrowing Costs	(120,240)	(105,580)	(92,640)	(79,210)
Materials and Contracts	(18,932,924)	(16,675,881)	(16,665,421)	(16,784,308)
Other Expenses	(1,242,930)	(1,274,003)	(1,305,853)	(1,338,500)
Net Cash provided by (or used in) Operating Activities	18,310,057	21,427,187	22,229,201	23,417,679
Cash Flows from Investing Activities				
Receipts:				
Sale of Infrastructure, Property, Plant and Equipment	6,524,500	655,817	655,817	663,384
Payments:				
Purchase of Infrastructure, Property, Plant and Equipment	(30,297,328)	(24,487,112)	(25,134,069)	(24,278,331)
Net Cash provided by (or used in) Investing Activities	(23,772,828)	(23,831,295)	(24,478,252)	(23,614,947)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings and Advances	1,500,000	-	-	-
Payments:				
Repayment of Borrowings and Advances	(596,810)	(464,560)	(477,050)	(490,460)
Net Cash provided by (or used in) Financing Activities	903,190	(464,560)	(477,050)	(490,460)
Net Increase/ (Decrease) in Cash and Investments	(4,559,581)	(2,868,668)	(2,726,101)	(687,728)
Plus: Cash and Investments - Beginning of Year	25,409,802	20,850,221	17,981,553	15,255,452
Cash and Investments - End of Year	20,850,221	17,981,553	15,255,452	14,567,724

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2023/24 to
- 2032/33 Long Term Financial Plan.
-

# Operational Budget 2023/24 to 2026/27- Water Fund

## Income Statement

Table below shows the budget summary by Water Fund only – Income Statement.

Murray River Council Water Fund	Income Statement			
	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr
Income from Continuing Operations	Budget	Budget	Budget	Budget
Rates and Annual Charges	3,182,000	3,342,373	3,425,932	3,511,590
User Charges and Fees	2,677,000	2,916,190	3,061,850	3,138,800
Interest and Investment Revenue	402,000	422,100	443,205	476,445
Other Revenues	97,000	99,425	101,911	104,470
Grants and Contributions for Capital Purposes	550,000	500,000	500,000	500,000
Other Income	42,000	43,050	29,487	30,227
Total Income from Continuing Operations	6,950,000	7,323,138	7,562,384	7,761,532
Expenses from Continuing Operations				
Employee Benefits and On-costs	(2,024,357)	(2,085,088)	(2,147,640)	(2,212,069)
Materials and Contracts	(1,806,000)	(1,851,150)	(1,897,429)	(1,944,864)
Depreciation and Amortisation	(1,201,000)	(1,276,350)	(1,308,270)	(1,341,010)
Total Expenses from Continuing Operations	(5,031,357)	(5,212,588)	(5,353,339)	(5,497,944)
NET OPERATING RESULT FROM CONTINUING OPERATIONS SURPLUS/ (DEFICIT)	1,918,643	2,110,550	2,209,045	2,263,588
Other Funding Movements				
Total Capital Expenditure	(2,211,130)	(2,768,820)	(2,808,060)	(3,329,140)
Total Transfers From/ (To) Reserves	(908,513)	(618,080)	(709,255)	(275,458)
Depreciation Contra Reversal	1,201,000	1,276,350	1,308,270	1,341,010
TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)	(1,918,643)	(2,110,550)	(2,209,045)	(2,263,588)
TOTAL BUDGET SURPLUS/ (DEFICIT)	-	-	-	-
NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/(DEFICIT)	1,368,643	1,610,550	1,709,045	1,763,588

- To see the full ten-year Income Statement, consolidated and by fund, please refer to the Murray River Council 2023/24 to 2032/33 Long Term Financial Plan.



# Statement of Financial Performance

Operational Budget 2023/24 to 2026/27- Water Fund

Table below shows the budget summary by Water Fund only – Statement of Financial Performance.

Murray River Council Water Fund		Statement of Financial Performance			
	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	
	Budget	Budget	Budget	Budget	
Assets					
Current Assets					
Cash & Cash Equivalents	1,303,643	1,881,945	1,578,979	1,881,478	
Investments	7,500,000	7,500,000	8,500,000	8,500,000	
Receivables	1,050,000	1,071,000	1,081,710	1,038,450	
Other	225,000	225,000	225,000	225,000	
Total Current Assets	10,078,643	10,677,945	11,385,689	11,644,928	
Non Current Assets					
Infrastructure, Property, Plant and Equipment	62,349,661	65,741,977	69,207,457	73,228,672	
Intangible	2,428,000	2,428,000	2,428,000	2,428,000	
Total Non Current Assets	64,777,661	68,169,977	71,635,457	75,656,672	
Total Asset	74,856,304	78,847,923	83,021,146	87,301,600	
Liabilities					
Current Liabilities					
Payables	(378,000)	(385,560)	(389,420)	(373,850)	
Total Current Liabilities	(378,000)	(385,560)	(389,420)	(373,850)	
Total Liabilities	(378,000)	(385,560)	(389,420)	(373,850)	
Net Assets	74,478,304	78,462,363	82,631,726	86,927,750	
Equity					
Retained Earnings	(54,415,625)	(56,526,175)	(58,735,221)	(60,998,809)	
Revaluation Reserve	(20,062,679)	(21,936,187)	(23,896,505)	(25,928,941)	
Total Equity	(74,478,304)	(78,462,363)	(82,631,726)	(86,927,750)	

- To see the full ten-year Income Statement, consolidated and by fund, please refer to the Murray River Council 2023/24 to 2032/33 Long Term Financial Plan.

# Cash flow statement

Operational Budget 2023/24 to 2026/27- Water Fund

Table below shows the budget summary by Water Fund only – Cash Flow Statement.

Murray River Council Water Fund	Statement of Cash Flow			
	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr
Cash Flows from Operating Activities	Budget	Budget	Budget	Budget
Receipts:				
Rates and Annual Charges	3,161,000	3,331,663	3,469,192	3,584,280
User Charges and Fees	2,677,000	2,916,190	3,061,850	3,138,800
Interest and Investment Revenue	402,000	422,100	443,205	476,445
Grants & Contributions	550,000	500,000	500,000	500,000
Other Revenues	97,000	99,425	101,911	104,470
Payments:				
Employee Benefits and On-costs	(2,024,357)	(2,074,966)	(2,158,066)	(2,201,331)
Borrowing Costs	-	-	-	-
Materials and Contracts	(1,798,440)	(1,847,290)	(1,912,999)	(1,971,024)
Other Expenses	-	-	-	-
Net Cash provided by (or used in) Operating Activities	3,064,203	3,347,122	3,505,093	3,631,639
Cash Flows from Investing Activities				
Receipts:				
Sale of Infrastructure, Property, Plant and Equipment	-	-	-	-
Payments:				
Purchase of Infrastructure, Property, Plant and Equipment	(2,211,130)	(2,768,820)	(2,808,060)	(3,329,140)
Net Cash provided by (or used in) Investing Activities	(2,211,130)	(2,768,820)	(2,808,060)	(3,329,140)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings and Advances	-	-	-	-
Payments:				
Repayment of Borrowings and Advances	-	-	-	-
Net Cash provided by (or used in) Financing Activities	-	-	-	-
Net Increase/ (Decrease) in Cash and Investments	853,073	578,302	697,033	302,499
Plus: Cash and Investments - Beginning of Year	7,950,570	8,803,643	9,381,945	10,078,979
Cash and Investments - End of Year	8,803,643	9,381,945	10,078,979	10,381,478

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2023/24 to
- 2032/33 Long Term Financial Plan.



# Operational Budget 2023/24 to 2026/27- Wastewater Fund

## Income Statement

Table below shows the budget summary by Wastewater Fund only – Income Statement.

<b>Murray River Council</b>		<b>Income Statement</b>			
<b>Wastewater Fund</b>					
	<b>2023/24 Yr</b>	<b>2024/25 Yr</b>	<b>2025/26 Yr</b>	<b>2026/27 Yr</b>	
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	
<b>Income from Continuing Operations</b>					
Rates and Annual Charges	3,065,640	3,235,574	3,327,226	3,410,475	
User Charges and Fees	393,000	428,115	449,498	460,795	
Interest and Investment Revenue	644,000	676,200	710,010	763,261	
Other Revenues	49,000	50,225	51,481	52,773	
Grants and Contributions for Capital Purposes	150,000	159,375	168,750	178,125	
Other Income	18,000	18,450	12,637	12,954	
<b>Total Income from Continuing Operations</b>	<b>4,319,640</b>	<b>4,567,938</b>	<b>4,719,602</b>	<b>4,878,383</b>	
<b>Expenses from Continuing Operations</b>					
Employee Benefits and On-costs	(803,943)	(828,061)	(852,903)	(878,490)	
Materials and Contracts	(870,000)	(891,750)	(914,044)	(936,895)	
Depreciation and Amortisation	(974,000)	(998,367)	(1,008,349)	(1,018,433)	
<b>Total Expenses from Continuing Operations</b>	<b>(2,647,942)</b>	<b>(2,718,178)</b>	<b>(2,775,295)</b>	<b>(2,833,818)</b>	
<b>NET OPERATING RESULT FROM CONTINUING OPERATIONS SURPLUS/ (DEFICIT)</b>	<b>1,671,698</b>	<b>1,849,760</b>	<b>1,944,307</b>	<b>2,044,566</b>	
<b>Other Funding Movements</b>					
Total Capital Expenditure	(1,476,300)	(1,150,350)	(1,163,410)	(2,214,480)	
Total Transfers From/ (To) Reserves	(1,169,397)	(1,697,777)	(1,789,246)	(848,519)	
Depreciation Contra Reversal	974,000	998,367	1,008,349	1,018,433	
<b>TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)</b>	<b>(1,671,697)</b>	<b>(1,849,760)</b>	<b>(1,944,307)</b>	<b>(2,044,566)</b>	
<b>TOTAL BUDGET SURPLUS/ (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/(DEFICIT)</b>	<b>1,521,698</b>	<b>1,690,385</b>	<b>1,775,557</b>	<b>1,866,441</b>	

- To see the full ten-year Income Statement, consolidated and by fund, please refer to the Murray River Council 2023/24 to 2032/33 Long Term Financial Plan.

# Statement of Financial Performance

Operational Budget 2023/24 to 2026/27- Wastewater Fund

Table below shows the budget summary by Wastewater Fund only – Statement of Financial Performance.

Murray River Council Wastewater Fund		Statement of Financial Performance			
	2023/24 Yr Budget	2024/25 Yr Budget	2025/26 Yr Budget	2026/27 Yr Budget	
<b>Assets</b>					
<b>Current Assets</b>					
Cash & Cash Equivalents	1,299,651	1,480,509	1,763,077	1,619,866	
Investments	15,220,000	16,720,000	18,220,000	19,220,000	
Receivables	350,000	357,000	360,570	346,150	
<b>Total Current Assets</b>	<b>16,869,651</b>	<b>18,557,509</b>	<b>20,343,647</b>	<b>21,186,016</b>	
<b>Non Current Assets</b>					
Infrastructure, Property, Plant and Equipment	53,582,300	54,732,650	55,896,060	58,110,540	
<b>Total Non Current Assets</b>	<b>53,582,300</b>	<b>54,732,650</b>	<b>55,896,060</b>	<b>58,110,540</b>	
<b>Total Asset</b>	<b>70,451,952</b>	<b>73,290,159</b>	<b>76,239,707</b>	<b>79,296,556</b>	
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Payables	(105,000)	(107,100)	(108,180)	(103,860)	
<b>Total Current Liabilities</b>	<b>(105,000)</b>	<b>(107,100)</b>	<b>(108,180)</b>	<b>(103,860)</b>	
<b>Non Current Liabilities</b>					
Payables	-	-	-	-	
<b>Total Non Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Liabilities</b>	<b>(105,000)</b>	<b>(107,100)</b>	<b>(108,180)</b>	<b>(103,860)</b>	
<b>Net Assets</b>	<b>70,346,952</b>	<b>73,183,059</b>	<b>76,131,527</b>	<b>79,192,696</b>	
<b>Equity</b>					
Retained Earnings	(43,995,698)	(45,845,458)	(47,789,765)	(49,834,331)	
Revaluation Reserve	(26,351,254)	(27,337,601)	(28,341,762)	(29,358,365)	
<b>Total Equity</b>	<b>(70,346,952)</b>	<b>(73,183,059)</b>	<b>(76,131,527)</b>	<b>(79,192,696)</b>	

- To see the full ten-year Income Statement, consolidated and by fund, please refer to the Murray River Council 2023/24 to 2032/33 Long Term Financial Plan.

# Cash flow statement

Operational Budget 2023/24 to 2026/27- Wastewater Fund

Table below shows the budget summary by Wastewater Fund only – Cash Flow Statement.

Murray River Council Wastewater Fund	Statement of Cash Flow			
	2023/24 Yr Budget	2024/25 Yr Budget	2025/26 Yr Budget	2026/27 Yr Budget
Cash Flows from Operating Activities				
Receipts:				
Rates and Annual Charges	3,058,640	3,232,004	3,341,646	3,434,705
User Charges and Fees	393,000	428,115	449,498	460,795
Interest and Investment Revenue	644,000	676,200	710,010	763,261
Grants & Contributions	150,000	159,375	168,750	178,125
Other Revenues	49,000	50,225	51,481	52,773
Payments:				
Employee Benefits and On-costs	(803,943)	(824,041)	(857,043)	(874,225)
Borrowing Costs	-	-	-	-
Materials and Contracts	(867,900)	(890,670)	(918,364)	(944,165)
Other Expenses	-	-	-	-
Net Cash provided by (or used in) Operating Activities	2,622,798	2,831,207	2,945,979	3,071,269
Cash Flows from Investing Activities				
Receipts:				
Sale of Infrastructure, Property, Plant and Equipment	-	-	-	-
Payments:				
Purchase of Infrastructure, Property, Plant and Equipment	(1,476,300)	(1,150,350)	(1,163,410)	(2,214,480)
Net Cash provided by (or used in) Investing Activities	(1,476,300)	(1,150,350)	(1,163,410)	(2,214,480)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings and Advances	-	-	-	-
Payments:				
Repayment of Borrowings and Advances	-	-	-	-
Net Cash provided by (or used in) Financing Activities	-	-	-	-
Net Increase/ (Decrease) in Cash and Investments	1,146,497	1,680,857	1,782,569	856,789
Plus: Cash and Investments - Beginning of Year	15,373,154	16,519,651	18,200,509	19,983,077
Cash and Investments - End of Year	16,519,651	18,200,509	19,983,077	20,839,866

- To see the full ten-year Income Statement, consolidated and by fund, please refer to the Murray River Council 2023/24 to 2032/33 Long Term Financial Plan.



## Cash flow movement 2023/24 to 2026/27

Tables below show the estimated net cashflow position of Council over the next four years by Fund. A more detailed analysis of cashflow can be found in the Murray River Council 2023/24 to 2032/33 Long Term Financial Plan.

General Fund ('\$000)	2023/24 Year	2024/25 Year	2025/26 Year	2026/27 Year
Opening Balance	25,410	20,850	17,982	15,255
Net Movement	(4,560)	(2,869)	(2,726)	(688)
Closing Balance	20,850	17,982	15,255	14,568

Water Fund ('\$000)	2023/24 Year	2024/25 Year	2025/26 Year	2026/27 Year
Opening Balance	7,951	8,804	9,382	10,079
Net Movement	853	578	697	302
Closing Balance	8,804	9,382	10,079	10,381

Wastewater Fund ('\$000)	2023/24 Year	2024/25 Year	2025/26 Year	2026/27 Year
Opening Balance	15,373	16,520	18,201	19,983
Net Movement	1,146	1,681	1,783	857
Closing Balance	16,520	18,201	19,983	20,840

## Cash reserve balances 2023/24

The table below shows the cash reserve balances for Council. Cash reserves are made up of unrestricted and restricted. Restricted Reserves are external (required for a specific purpose and cannot be used for any other purpose) and internal (created by Council for a future purpose).

As of 30 June 2024	2023/24 Year ('\$000)
<b>Total Cash and Investments</b>	<b>46,174</b>
Represented By:	
<b>Externally Restricted</b>	
Water fund	8,804
Wastewater fund	12,520
Waste fund	1,881
Other externally restricted funds	5,644
<b>Total Externally Restricted</b>	<b>28,849</b>
<b>Total Internally Restricted</b>	<b>13,775</b>
<b>Total Restricted Cash</b>	<b>42,624</b>
<b>Total Unrestricted Cash</b>	<b>3,550</b>

## Financial Sustainability: Performance Ratios 2023/24 to 2026/27

Council's financial sustainability is measured through the following performance ratios:

Ratio	Description	Benchmark
Operating Performance	The ability to contain operating expenditure within operating revenue	> 0%
Unrestricted Current Ratio	Assess the adequacy of working capital and its ability to satisfy short term obligations	> 1.5:1
Own Source Revenue	Measures fiscal flexibility – degree of reliance on external funding	> 60%
Debt Service Cover Ratio	Measures the times of discretionary revenue required to repay loans	< 2x
Rates and Annual Charges Outstanding	Measures outstanding rates and annual charges against rates and annual charges levied	< 10%
Building & Infrastructure Renewal	Shows the rate assets are being renewed compared to estimated annual rate of utilisation	> 100%
Operating Expenditure per capita	Assess trends in operating expenditure over the LGA population	Constant or declining for same level of service

The performance ratios for the consolidated Council and each of the General, Water and Wastewater funds are presented below:

Ratio for Consolidated Council	Benchmark	2023/24	2024/25	2025/26	2026/27
Operating Performance	> 0%	(25.92%)	(24.06%)	(23.66%)	(22.55%)
Unrestricted Current Ratio	> 1.5:1	3.26	2.61	2.41	2.33
Own Source Revenue	>60%	51.85%	50.26%	51.24%	50.83%
Debt Servicing Cover Ratio	> 2x	20.76	21.52	22.03	22.86
Rates and Annual Charges Outstanding	< 10%	11.40%	10.85%	10.40%	10.15%
Cash Expense Cover Ratio	> 3 Months	12.75	13.01	12.70	12.67
Building and Infrastructure Renewal Ratio	> 100%	80%	78%	77%	76%
Per Capita Operating Expenditure	Constant or Declining	\$5,189	\$5,056	\$5,043	\$5,083

## Financial Sustainability; Performance Ratios 2023/24 to 2026/27 continued

Ratio for General Fund	Benchmark	2023/24	2024/25	2025/26	2026/27
Operating Performance	> 0%	(39.03%)	(38.23%)	(38.25%)	(36.93%)
Unrestricted Current Ratio	> 1.5:1	2.89	2.57	2.35	2.36
Own Source Revenue	>60%	43.99%	41.08%	42.15%	41.71%
Debt Servicing Cover Ratio	> 2x	13.69	11.74	11.85	12.35
Rates and Annual Charges Outstanding	< 10%	11.32%	10.78%	10.26%	10.01%
Cash Expense Cover Ratio	> 3 Months	6.59	5.93	4.95	4.68
Building and Infrastructure Renewal Ratio	> 100%	80%	97%	98%	94%
Per Capita Operating Expenditure	Constant or Declining	\$4,597	\$4,453	\$4,433	\$4,465
Ratio for Water Fund	Benchmark	2023/24	2024/25	2025/26	2026/27
Operating Performance	> 0%	21.39%	23.60%	24.20%	24.29%
Unrestricted Current Ratio	> 1.5:1	26.66	27.69	29.24	31.15
Own Source Revenue	>60%	92.09%	93.17%	93.39%	93.56%
Debt Servicing Cover Ratio	> 2x	N/a	N/a	N/a	N/a
Rates and Annual Charges Outstanding	< 10%	10.21%	10.35%	10.41%	8.93%
Cash Expense Cover Ratio	> 3 Months	27.64	28.70	29.71	29.86
Building and Infrastructure Renewal Ratio	> 100%	167%	135%	133%	154%
Per Capita Operating Expenditure	Constant or Declining	\$892	\$915	\$931	\$947
Ratio for Wastewater Fund	Benchmark	2023/24	2024/25	2025/26	2026/27
Operating Performance	> 0%	36.49%	38.34%	39.02%	39.71%
Unrestricted Current Ratio	> 1.5:1	160.66	173.27	188.05	203.99
Own Source Revenue	>60%	96.53%	96.51%	96.42%	96.35%
Debt Servicing Cover Ratio	> 2x	N/a	N/a	N/a	N/a
Rates and Annual Charges Outstanding	< 10%	11.42%	11.03%	10.84%	10.15%
Cash Expense Cover Ratio	> 3 Months	118.57	127.37	135.07	137.53
Building and Infrastructure Renewal Ratio	> 100%	133%	104%	104%	196%
Per Capita Operating Expenditure	Constant or Declining	\$470	\$478	\$484	\$489



# 2023/24 Capital Works Program

The tables below provide a list of the capital works planned for the 2023/24 financial year and are grouped by the Themes in the Delivery Plan.

2023/24 Capital Listing	New	Renew	Upgrade	Grand Total
<b>Theme 1 - A Place of Environmental Sensitivity</b>	<b>170,620</b>	<b>3,811,950</b>	<b>2,073,007</b>	<b>6,055,569</b>
<b>T1.Goal_1 Facilitate circular economy</b>	<b>55,000</b>	<b>1,897,000</b>	<b>0</b>	<b>1,952,000</b>
<b>1.2 Enhance waste &amp; recycling programs to increase resource recycling across LGA</b>	<b>55,000</b>	<b>1,897,000</b>	<b>0</b>	<b>1,952,000</b>
Landfill capital works program	55,000	1,897,000	0	1,952,000
<b>T1.Goal_2 Protect, enhance &amp; sustain the natural environment</b>	<b>115,620</b>	<b>1,914,950</b>	<b>2,073,007</b>	<b>4,103,569</b>
<b>1.3 Integrate water cycle management</b>	<b>105,620</b>	<b>1,914,950</b>	<b>1,971,007</b>	<b>3,991,569</b>
Water - Reservoir Works		510,000		510,000
Water - Membrane Replacement Wakool		140,000		140,000
Water - Moama Reservoir Repaint		220,000		220,000
Water - Moama Riverside Raw Water Intake Safe Access			801,130	801,130
Water - Moama WTP - Upgrade Swinging Gates with SALTO integrated autot sliding gate		35,000		35,000
Water - Raw Mains Renewal Moama		80,000		80,000
Water - Mains Extension - Moama	75,000			75,000
Water - Mains Renewal		220,000		220,000
Water - Mains Valve Replacement	20,000			20,000
Water & Wastewater - Investigation & Design Package			220,000	220,000
Wastewater - Barham new pump station		200,000		200,000
Wastewater - Mains Renewal Program (Council Wide)		106,130		106,130
Wastewater - Detailed Design Stage of the Proposed New Barham Sewerage Treatment Plant			390,500	390,500
Wastewater - Land Acquisition for the Proposed New Barham Sewage Treatment Plant			165,000	165,000
Wastewater - Moama & Mathoura Pump Station upgrade			63,690	63,690
Wastewater - CCTV Security			26,540	26,540
Wastewater - Mains General Works		230,570		230,570
Wastewater - Safety Equipment	10,620			10,620
Wastewater - Moama Boat Pump Out Station Renewal		173,250		173,250
Barham River Estate Levee Upgrade			15,812	15,812
Stormwater - Mathoura Stormwater Easement Works & Management Plan			100,000	100,000
Stormwater - Moulamein WTP Ring Levee, Town Levee Upgrade & Riverine / Stormwater Backflow Prevention			108,335	108,335
Stormwater - Drainage Rural Roads			30,000	29,994
Stormwater - Town Drainage			50,000	50,000
<b>1.5 Landfill rehabilitation works</b>	<b>10,000</b>		<b>102,000</b>	<b>112,000</b>
Landfill - Koraleigh Fencing			102,000	102,000
Landfill - Push Pit	10,000			10,000

## 2023/24 Capital Works Program continued

2023/24 Capital Listing	New	Renew	Upgrade	Grand Total
<b>Theme 2 - A Place of Progressive Leadership</b>	<b>4,722,027</b>	<b>0</b>	<b>355,000</b>	<b>5,077,027</b>
<b>T2.Goal_2 Continue to be a trusted &amp; ethical leader that leads by example</b>	<b>2,543,000</b>	<b>0</b>	<b>355,000</b>	<b>2,898,000</b>
<b>2.5 Leadership that is trusted, capable &amp; collaborative</b>	<b>2,543,000</b>		<b>355,000</b>	<b>2,898,000</b>
Asset Purchase for Replacement - All other Fleet	2,000,000			2,000,000
Asset Purchase for Replacement - Light Vehicle Fleet	500,000			500,000
PC Replacement			150,000	150,000
Radio Network - Digital Upgrade			130,000	130,000
Server Replacement			25,000	25,000
Supplier Portal Implementation	43,000			43,000
UPS Replacement			50,000	50,000
<b>T2.Goal_3 Provide clear, concise &amp; consistent information that is easily accessible to our customers</b>	<b>2,179,027</b>	<b>0</b>	<b>0</b>	<b>2,179,027</b>
<b>2.7 Improve internal services to better support community needs</b>	<b>2,179,027</b>			<b>2,179,027</b>
Intranet & Governance Overlay for 365	561,775			561,775
Technology One implementation	1,617,252			1,617,252

## 2023/24 Capital Works Program continued

2023/24 Capital Listing	New	Renew	Upgrade	Grand Total
<b>Theme 3 - A Place of Liveable Communities</b>	<b>7,039,969</b>	<b>382,700</b>	<b>1,955,374</b>	<b>9,378,043</b>
<b>T3.Goal_1 Create &amp; maintain safe &amp; accessible community spaces that enhance healthy living &amp; promote act</b>	<b>6,418,469</b>	<b>357,700</b>	<b>1,462,919</b>	<b>8,239,088</b>
<b>3.1 Sports &amp; recreation facilities &amp; spaces</b>	<b>80,000</b>	<b>11,000</b>	<b>1,102,919</b>	<b>1,193,919</b>
Barham Recreation Reserve Art & Tourism Project Viewing platform			258,561	258,561
Horseshoe Lagoon Bridge Lighting			90,000	90,000
Koraleigh Lighting Upgrade - Funded Project			60,000	60,000
Mathoura Common Fencing		11,000		11,000
SCCF5 - Horseshoe Lagoon Landscaping (predominately footpath construction) - Funded			290,000	290,000
Moama Rec Res Landscaping & Fencing			10,000	10,000
Moulamein Lake Accessibility & Infrastructure Upgrade			270,063	270,063
Passive Recreation Furniture Renewal & Upgrade			56,045	56,045
Riverside Park Barham Irrigation Upgrade			68,250	68,250
Sound Shell Design - Architectural & Structural Design	80,000			80,000
<b>3.2 Public Buildings</b>	<b>6,338,469</b>	<b>346,700</b>	<b>330,000</b>	<b>7,015,169</b>
Asbestos Management & Remediation LGA wide		55,500		55,500
Goodnight Hall / Rec Res Toilet Block		20,000		20,000
HVAC Replacement		30,000		30,000
Mathoura Council Offices		14,000		14,000
Mathoura Memorial Park Toilet Block		23,000		23,000
Moama HQ Water Leak Rectification Work		31,000		31,000
Moama Office Ground Floor - Stage 1a		60,000		60,000
Moama Pre-School	5,657,469			5,657,469
MVBC Stage 1 - Security Upgrade & Library Renovation			330,000	330,000
Noorong Hall		12,500		12,500
Office Furniture	15,000			15,000
Security & Compliance Upgrade (SALTO)	86,000			86,000
Staff Dwelling - 21 Morago St Moulamein		25,000		25,000
Staff Dwelling - 37 Turora St Moulamein		34,800		34,800
Toilet Facility Meninya St	580,000			580,000
Wakool Memorial Hall		40,900		40,900
<b>3.6 CCTV Strategy</b>			<b>30,000</b>	<b>30,000</b>
CCTV System - Ongoing Growth			30,000	30,000



## 2023/24 Capital Works Program continued

2023/24 Capital Listing	New	Renew	Upgrade	Grand Total
<b>Theme 3 - A Place of Liveable Communities</b>	<b>7,039,969</b>	<b>382,700</b>	<b>1,955,374</b>	<b>9,378,043</b>
<b>T3.Goal_2 Enable development of sustainable liveable communities</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>50,000</b>
<b>3.8 Community/ Botanical Gardens</b>	<b>50,000</b>			<b>50,000</b>
Moama Botanic Gardens - Stage 5	50,000			50,000
<b>T3.Goal_4 Strategic planing which produces consistent, strategic, transparent outcomes</b>	<b>540,000</b>	<b>0</b>	<b>423,500</b>	<b>963,500</b>
<b>3.10 Streetscaping / Master Planning / Placemaking</b>	<b>540,000</b>		<b>423,500</b>	<b>963,500</b>
Meninya Street - Survey, Service Location and Design	540,000			540,000
Meninya Street South Car Park - 23/24 Construction Update			423,500	423,500
<b>T3.Goal_5 Update &amp; review our open spaces to reflect community wants &amp; needs</b>	<b>31,500</b>	<b>25,000</b>	<b>68,955</b>	<b>125,455</b>
<b>3.12 Cemeteries / commemoration</b>	<b>12,000</b>	<b>25,000</b>		<b>37,000</b>
Barham Cemetery Footpath Renewals		25,000		25,000
Moama Cemetery Plinth Expasion	12,000			12,000
<b>3.13 Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are assessible</b>			<b>68,955</b>	<b>68,955</b>
Upgrade & Renewal of Shade Structure			50,000	50,000
Passive Recreation Furniture Renewal & Upgrade			18,955	18,955
<b>3.16 Weed Management</b>	<b>19,500</b>			<b>19,500</b>
Biosecurity - Chemical transfer Pumps & 12 volt systems	19,500			19,500

2023/24 Capital Listing	New	Renew	Upgrade	Grand Total
<b>Theme 5 - A Place of Prosperity and Resilience</b>	<b>0</b>	<b>662,146</b>	<b>90,200</b>	<b>752,346</b>
<b>T4.Goal_5 Facilitate &amp; advocate for accessible health &amp; wellbeing services based on local community needs</b>	<b>0</b>	<b>13,146</b>	<b>0</b>	<b>13,146</b>
<b>5.10 Growing Tourism across the LGA</b>		<b>13,146</b>		<b>13,146</b>
Liston Caravan Park		13,146		13,146
<b>T5.Goal_3 Promote &amp; grow tourism across the region</b>	<b>0</b>	<b>649,000</b>	<b>90,200</b>	<b>739,200</b>
<b>5.10 Growing Tourism across the LGA</b>		<b>649,000</b>		<b>649,000</b>
Moama Caravan Park Retaining Wall (Horseshoe Lagoon		511,500		511,500
Picnic Point Caravan Park Retaining Wall Renewal		137,500		137,500
<b>5.8 Promotion of local attractions</b>			<b>90,200</b>	<b>90,200</b>
Signage			90,200	90,200

## 2023/24 Capital Works Program continued

<b>Theme 6 - Connected Communities</b>	<b>589,000</b>	<b>6,357,773</b>	<b>5,775,000</b>	<b>12,721,773</b>
<b>T6.Goal_1 Development strategies to deliver road &amp; shared pathway infrastructure that is accessible to all</b>	<b>495,000</b>	<b>220,000</b>	<b>0</b>	<b>715,000</b>
<b>6.1 Cycle, foot &amp; other pathways</b>	<b>495,000</b>	<b>140,000</b>		<b>635,000</b>
Bartlett Street Footpath	495,000			495,000
Cycle & Walkways		40,000		40,000
Paved Footpahs		100,000		100,000
<b>6.4 Local road &amp; drainage options</b>		<b>80,000</b>		<b>80,000</b>
Kerb & Gutter		80,000		80,000
<b>T6.Goal_4 Enable commercial transport &amp; connection opportunities</b>	<b>94,000</b>	<b>6,137,773</b>	<b>5,775,000</b>	<b>12,006,773</b>
<b>6.10 Major Road upgrades</b>	<b>94,000</b>	<b>6,137,773</b>	<b>5,775,000</b>	<b>12,006,773</b>
Depot Improvements			20,000	20,000
Guard Rails			100,000	100,000
Kyalite Road Widening			1,600,000	1,600,000
Meninya St Parking Trial - Echuca St & Blair St	44,000			44,000
Moulamein Depot Workshop - Roller Door replacement x 2		20,000		20,000
Perricoota Road Resheet			780,000	780,000
Road Resheeting		800,000		800,000
Regional & Local Roads Repair Program		3,617,773		3,617,773
Regional Reseal		1,000,000		1,000,000
Repair ProgramBarham 61.2 - 62.2km \$500kBarmah 11.9 - 12.7km \$400k Subject to Repair Program approval			900,000	900,000
Road Furniture / Signage - Regional Roads	50,000			50,000
Roads to Recovery			2,150,000	2,150,000
Signage Upgrades			25,000	25,000
Survey & Design Package			200,000	200,000
Urban Roads		200,000		200,000
Urban Street Reseals		500,000		500,000
<b>2023/24 Capital Expenditure Grand Total</b>	<b>12,521,616</b>	<b>11,214,569</b>	<b>10,248,581</b>	<b>33,984,758</b>

# Murray River Council's 2023/24 Budget by Delivery Plan

The tables below provide a list of the 2023/24 financial year operational budget and are grouped by the Themes in the Delivery Plan.

2023/24 Budget by Theme and Goals	Operating Revenue	Operating Expense	Net Operating Result	Capital Revenue	Capital Expenditure	Other Funding Movement	Grand Total
<b>Theme 1 - A Place of Environmental Sensitivity</b>	<b>11,487,888</b>	<b>(9,151,907)</b>	<b>2,335,981</b>	<b>862,540</b>	<b>(6,055,569)</b>	<b>2,097,847</b>	<b>(759,201)</b>
<b>T1.Goal_1 Facilitate circular economy</b>	-	<b>(160,000)</b>	<b>(160,000)</b>	<b>50,000</b>	<b>(1,952,000)</b>	<b>1,999,000</b>	<b>(63,000)</b>
1.1 Designing & promoting products that last & that can be reused, repaired and remanufactured	-	(160,000)	(160,000)	-	-	-	(160,000)
1.2 Enhance waste & recycling programs to increase resource recycling across LGA	-	-	-	50,000	(1,952,000)	1,999,000	97,000
<b>T1.Goal_2 Protect, enhance &amp; sustance the natural environment</b>	<b>11,487,888</b>	<b>(8,949,907)</b>	<b>2,537,981</b>	<b>812,540</b>	<b>(4,103,569)</b>	<b>98,847</b>	<b>(654,201)</b>
1.3 Integrate water cycle management	10,791,444	(8,034,497)	2,756,947	812,540	(3,991,569)	98,847	(323,235)
1.4 Improving areas of natural habitat	674,790	(690,086)	(15,296)	-	-	-	(15,296)
1.5 Landfill rehabilitation works	-	(30,000)	(30,000)	-	(112,000)	-	(142,000)
1.6 Stewardship agreements	21,654	(195,324)	(173,670)	-	-	-	(173,670)
<b>T1.Goal_4 Increase awareness &amp; educaiton for environmental sustainability</b>	-	<b>(42,000)</b>	<b>(42,000)</b>	-	-	-	<b>(42,000)</b>
1.8 Develop an education program focusing on Council services	-	(42,000)	(42,000)	-	-	-	(42,000)

2023/24 Budget by Theme and Goals	Operating Revenue	Operating Expense	Net Operating Result	Capital Revenue	Capital Expenditure	Other Funding Movement	Grand Total
<b>Theme 2 - A Place of Progressive Leadership</b>	<b>28,548,995</b>	<b>(10,649,035)</b>	<b>17,899,960</b>	-	<b>(5,077,027)</b>	<b>7,563,210</b>	<b>20,386,143</b>
<b>T2.Goal_1 Deliver exceptional &amp; consistent service to our internal &amp; external community</b>	<b>735,620</b>	<b>(2,543,272)</b>	<b>(1,807,652)</b>	-	-	-	<b>(1,807,652)</b>
2.1 Visitor and Resident information	-	(6,550)	(6,550)	-	-	-	(6,550)
2.2 Provide a variety of options on how people can contact Council	289,360	(1,100,821)	(811,461)	-	-	-	(811,461)
2.3 Customer Service Charter	-	(2,070)	(2,070)	-	-	-	(2,070)
2.4 Statutory Planning & Building	446,260	(1,433,832)	(987,572)	-	-	-	(987,572)
<b>T2.Goal_2 Continue to be a trusted &amp; ethical leader that leads by example</b>	<b>27,819,375</b>	<b>(5,653,605)</b>	<b>22,165,770</b>	-	<b>(2,898,000)</b>	<b>7,395,210</b>	<b>26,662,980</b>
2.5 Leadership that is trusted, capable & collaborative	27,819,375	(5,653,605)	22,165,770	-	(2,898,000)	7,395,210	26,662,980
<b>T2.Goal_3 Provide clear, concise &amp; consistent information that is easily accessible to our customers</b>	<b>(6,000)</b>	<b>(2,059,958)</b>	<b>(2,065,958)</b>	-	<b>(2,179,027)</b>	<b>168,000</b>	<b>(4,076,985)</b>
2.6 Improve externally provided information & communication	-	(278,386)	(278,386)	-	-	-	(278,386)
2.7 Improve internal services to better support community needs	(6,000)	(1,781,572)	(1,787,572)	-	(2,179,027)	168,000	(3,798,599)
<b>T2.Goal_4 Achieve community driven results through collaboration &amp; engagement (community &amp; stakeholders)</b>	-	<b>(117,800)</b>	<b>(117,800)</b>	-	-	-	<b>(117,800)</b>
2.10 Community Engagement Toolkit	-	(10,000)	(10,000)	-	-	-	(10,000)
2.8 Community & Council collaboration	-	(102,300)	(102,300)	-	-	-	(102,300)
2.9 Community Engagement Framework	-	(5,500)	(5,500)	-	-	-	(5,500)
<b>T4.Goal_3 Actively promote and resource educational pathways into (working with) Council (retain and attrach new people)</b>	-	<b>(274,400)</b>	<b>(274,400)</b>	-	-	-	<b>(274,400)</b>
4.7 To attract quality staff to service community demands	-	(150,000)	(150,000)	-	-	-	(150,000)
4.8 Developing future leaders	-	(124,400)	(124,400)	-	-	-	(124,400)



# Murray River Council's 2023/24 Budget by Delivery Plan continued

2023/24 Budget by Theme and Goals	Operating Revenue	Operating Expense	Net Operating Result	Capital Revenue	Capital Expenditure	Other Funding Movement	Grand Total
<b>Theme 3 - A Place of Liveable Communities</b>	<b>6,573,308</b>	<b>(12,246,021)</b>	<b>(5,672,714)</b>	<b>5,561,093</b>	<b>(9,378,043)</b>	<b>722,159</b>	<b>(8,767,505)</b>
<b>T3.Goal_1 Create &amp; maintain safe &amp; accessible community spaces that enhance healthy living &amp; promote active lifestyles</b>	<b>232,266</b>	<b>(6,566,975)</b>	<b>(6,334,710)</b>	<b>5,546,093</b>	<b>(8,239,089)</b>	<b>1,458,312</b>	<b>(7,569,393)</b>
3.1 Sports & recreation facilities & spaces	(27,234)	(3,886,254)	(3,913,489)	928,624	(1,193,920)	11,790	(4,166,995)
3.2 Public Buildings	200,100	(2,403,571)	(2,203,471)	4,617,469	(7,015,169)	1,446,522	(3,154,649)
3.4 Community Safer Spaces	-	(33,150)	(33,150)	-	-	-	(33,150)
3.5 Lighting upgrades & improvements	59,400	(244,000)	(184,600)	-	-	-	(184,600)
3.6 CCTV Strategy	-	-	-	-	(30,000)	-	(30,000)
<b>T3.Goal_2 Enable development of sustainable liveable communities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(50,000)</b>	<b>-</b>	<b>(50,000)</b>
3.8 Community/ Botanical Gardens	-	-	-	-	(50,000)	-	(50,000)
<b>T3.Goal_3 Delivery best practise &amp; compliant waste &amp; recycling service &amp; infrastructure that meets community needs</b>	<b>6,116,042</b>	<b>(4,767,914)</b>	<b>1,348,128</b>	<b>15,000</b>	<b>-</b>	<b>(1,118,128)</b>	<b>245,000</b>
3.9 Kerbside, landfill & waste collection services & facilities	6,116,042	(4,767,914)	1,348,128	15,000	-	(1,118,128)	245,000
<b>T3.Goal_4 Strategic planing which produces consistent, strategic, transparent outcomes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(963,500)</b>	<b>381,975</b>	<b>(581,525)</b>
3.10 Streetscaping / Master Planning / Placemaking	-	-	-	-	(963,500)	381,975	(581,525)
<b>T3.Goal_5 Update &amp; review our open spaces to reflect community wants &amp; needs</b>	<b>225,000</b>	<b>(911,132)</b>	<b>(686,132)</b>	<b>-</b>	<b>(125,455)</b>	<b>-</b>	<b>(811,587)</b>
3.12 Cemeteries / commemoration	100,000	(136,250)	(36,250)	-	(37,000)	-	(73,250)
3.13 Upgrade, enhance and maintain Parks and Open Spaces that connect Communities and are assessible	-	(78,310)	(78,310)	-	(68,955)	-	(147,265)
3.14 Public Space Waste and Recycling	-	(20,100)	(20,100)	-	-	-	(20,100)
3.15 Water Play	-	(20,000)	(20,000)	-	-	-	(20,000)
3.16 Weed Management	125,000	(656,472)	(531,472)	-	(19,500)	-	(550,972)
2023/24 Budget by Theme and Goals	Operating Revenue	Operating Expense	Net Operating Result	Capital Revenue	Capital Expenditure	Other Funding Movement	Grand Total
<b>Theme 4 - A Place of Inclusion, Culture &amp; Wellbeing</b>	<b>1,314,996</b>	<b>(2,166,609)</b>	<b>(851,613)</b>	<b>-</b>	<b>-</b>	<b>2,764</b>	<b>(848,849)</b>
<b>T4.Goal_1 Develop community led strategy with a focus on social connections / social fabric and a sense of belonging</b>	<b>131,464</b>	<b>(640,365)</b>	<b>(508,901)</b>	<b>-</b>	<b>-</b>	<b>2,764</b>	<b>(506,137)</b>
4.2 Formation of Networks - training and networking to fulfill social function & spark migration of ideas	99,820	(466,991)	(367,171)	-	-	-	(367,171)
4.4 Provide programs for targeted community demogrpahics	31,644	(173,374)	(141,730)	-	-	2,764	(138,966)
<b>T4.Goal_2 Foster &amp; develop strategy to recognise &amp; celebrate our rich heritage &amp; indigenous culture (in partnership with community)</b>	<b>25,000</b>	<b>(25,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
4.6 Regional History	25,000	(25,000)	-	-	-	-	-
<b>T4.Goal_3 Actively promote &amp; resource educational pathways into (working with) Council (retain &amp; attract new people)</b>	<b>-</b>	<b>(117,000)</b>	<b>(117,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(117,000)</b>
4.8 Developing future leaders	-	(117,000)	(117,000)	-	-	-	(117,000)
<b>T4.Goal_4 Supporting existing &amp; new art projects &amp; diverse community events</b>	<b>-</b>	<b>(210,664)</b>	<b>(210,664)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(210,664)</b>
4.10 Regional Events	-	(111,164)	(111,164)	-	-	-	(111,164)
4.9 Public Arts & Culture Projects	-	(99,500)	(99,500)	-	-	-	(99,500)
<b>T4.Goal_5 Facilitate &amp; advocate for accessible health &amp; wellbeing services based on local community needs</b>	<b>1,158,532</b>	<b>(1,173,580)</b>	<b>(15,048)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(15,048)</b>
4.11 Community Health & Wellbeing Services including: Mental Health Services, Health Services, Aged Care, Special Care (disability, housing / assisted living)	1,158,532	(1,130,130)	28,402	-	-	-	28,402
4.12 Continue to provide & support services in remote communities with a focus on communicating the service availability & locations	-	(43,450)	(43,450)	-	-	-	(43,450)

# Murray River Council's 2023/24 Budget by Delivery Plan continued

2023/24 Budget by Theme and Goals	Operating Revenue	Operating Expense	Net Operating Result	Capital Revenue	Capital Expenditure	Other Funding Movement	Grand Total
<b>Theme 5 - A Place of Prosperity and Resilience</b>	<b>707,882</b>	<b>(1,867,845)</b>	<b>(1,159,963)</b>	<b>649,000</b>	<b>(752,346)</b>	<b>55,926</b>	<b>(1,207,383)</b>
<b>T5.Goal_1 Encourage &amp; support economic development across the region</b>	-	(490,756)	(490,756)	-	-	-	(490,756)
5.1 Development of Business Parks / Industrial Expansion	-	(119,000)	(119,000)	-	-	-	(119,000)
5.2 Commercial Investment Strategy	-	(97,361)	(97,361)	-	-	-	(97,361)
5.3 Prepare an Employment Lands Strategy	-	(192,642)	(192,642)	-	-	-	(192,642)
5.4 Investigate alternative and renewable energy	-	(48,753)	(48,753)	-	-	-	(48,753)
5.5 Chamber of Commerce	-	(33,000)	(33,000)	-	-	-	(33,000)
<b>T5.Goal_2 Continue to develop strong &amp; resilient communities</b>	-	(4,000)	(4,000)	-	-	-	(4,000)
5.7 Development of a resilient economy	-	(4,000)	(4,000)	-	-	-	(4,000)
<b>T5.Goal_3 Promote &amp; grow tourism across the region</b>	<b>707,882</b>	<b>(1,082,388)</b>	<b>(374,506)</b>	<b>649,000</b>	<b>(752,346)</b>	<b>55,926</b>	<b>(421,927)</b>
5.10 Growing Tourism across the LGA	144,330	(219,297)	(74,967)	649,000	(662,146)	13,146	(74,967)
5.8 Promotion of local attractions	563,552	(748,092)	(184,540)	-	(90,200)	42,780	(231,960)
5.9 Promote advantages to visit, live, work and invest	-	(115,000)	(115,000)	-	-	-	(115,000)
<b>T5.Goal_4 Partner with industry, community, and government organisations to promote and nurture innovation</b>	-	(290,701)	(290,701)	-	-	-	(290,701)
5.11 Innovation	-	(108,500)	(108,500)	-	-	-	(108,500)
5.12 Research & Development (R&D)	-	(182,201)	(182,201)	-	-	-	(182,201)

2023/24 Budget by Theme and Goals	Operating Revenue	Operating Expense	Net Operating Result	Capital Revenue	Capital Expenditure	Other Funding Movement	Grand Total
<b>Theme 6 - Connected Communities</b>	<b>9,045,864</b>	<b>(31,015,335)</b>	<b>(21,969,471)</b>	<b>6,622,772</b>	<b>(12,721,773)</b>	<b>19,533,815</b>	<b>(8,534,657)</b>
<b>T6.Goal_1 Develop strategies to deliver road &amp; shared pathway infrastructure that is accessible to all</b>	<b>68,230</b>	<b>(970,619)</b>	<b>(902,389)</b>	<b>495,000</b>	<b>(715,000)</b>	-	<b>(1,122,389)</b>
6.1 Cycle, foot & other pathways	-	(19,075)	(19,075)	495,000	(635,000)	-	(159,075)
6.2 Improved and consistent road signage across the region	-	(113,410)	(113,410)	-	-	-	(113,410)
6.3 Improved parking options & consideration of larger vehicles (caravan, boat, RV, trailer)	-	(144,248)	(144,248)	-	-	-	(144,248)
6.4 Local road & drainage options	68,230	(693,886)	(625,656)	-	(80,000)	-	(705,655)
<b>T6.Goal_2 Advocate for and facilitate reliable communications infrastructure</b>	-	(100,000)	(100,000)	-	-	-	(100,000)
6.5 Digital connectivity & communication infrastructure	-	(100,000)	(100,000)	-	-	-	(100,000)
<b>T6.Goal_3 Advocate for improved public transport</b>	<b>493,126</b>	<b>(633,552)</b>	<b>(140,426)</b>	-	-	-	<b>(140,426)</b>
6.6 Public Transport that connects towns	-	(92,500)	(92,500)	-	-	-	(92,500)
6.7 Community Transport that connects our people	113,126	(142,996)	(29,870)	-	-	-	(29,870)
6.8 Public Transport infrastructure	380,000	(398,055)	(18,055)	-	-	-	(18,055)
<b>T6.Goal_4 Enable commercial transport &amp; connection opportunities</b>	<b>8,484,508</b>	<b>(29,311,165)</b>	<b>(20,826,657)</b>	<b>6,127,772</b>	<b>(12,006,773)</b>	<b>19,533,815</b>	<b>(7,171,843)</b>
6.10 Major Road upgrades	8,484,508	(29,145,716)	(20,661,208)	6,127,772	(12,006,773)	19,533,815	(7,006,394)
6.9 Truck Parking	-	(165,449)	(165,449)	-	-	-	(165,449)

# Murray River Council's 2023/24 Budget by Delivery Plan continued

	Operating Revenue	Operating Expense	Net Operating Result	Capital Revenue	Capital Expenditure	Other Funding Movement	Grand Total
<b>2023/24 Budget by Theme and Goals</b>							
<b>Theme 7 - Tomorrow's Technologies</b>	-	(268,548)	(268,548)	-	-	-	(268,548)
<b>T7.Goal_1 Embed a geospatial driven system into Council processes, including public interface</b>	-	(117,938)	(117,938)	-	-	-	(117,938)
7.1 Enable data access through a Geospatial Interface for internal and external users	-	(50,000)	(50,000)	-	-	-	(50,000)
7.2 Leverage the GIS to improve the extent, efficiency & effectiveness of data capture	-	(67,938)	(67,938)	-	-	-	(67,938)
<b>T7.Goal_2 Explore technologies to forecast possible future opportunities</b>	-	(40,670)	(40,670)	-	-	-	(40,670)
7.5 Enable Smart Agriculture	-	(13,650)	(13,650)	-	-	-	(13,650)
7.6 Promote advanced technologies	-	(27,020)	(27,020)	-	-	-	(27,020)
<b>T7.Goal_3 To encourage, educate and enable environmentally sustainable approaches to energy management</b>	-	(99,940)	(99,940)	-	-	-	(99,940)
7.10 Gradual retirement of vehicles with Internal Combustion Engines (ICE)	-	(35,000)	(35,000)	-	-	-	(35,000)
7.11 Adapt to Biodiversity and Carbon Offset (Carbon Credits) requirements	-	(21,140)	(21,140)	-	-	-	(21,140)
7.7 Community based energy generation (Micro-grids)	-	(43,800)	(43,800)	-	-	-	(43,800)
<b>T7.Goal_4 Monitor and assess emerging global technology trends</b>	-	(10,000)	(10,000)	-	-	-	(10,000)
7.12 Air Taxis	-	(10,000)	(10,000)	-	-	-	(10,000)
			-				
<b>2023/24 Budget by Theme and Goals - Grand Total</b>	<b>57,678,933</b>	<b>(67,365,300)</b>	<b>(9,686,368)</b>	<b>13,695,405</b>	<b>(33,984,758)</b>	<b>29,975,721</b>	<b>(0)</b>

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# murray river council

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