



  
murray river  
council

*Operational*  
**PLAN AND BUDGET**  
**2024-2025**



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 2024/25 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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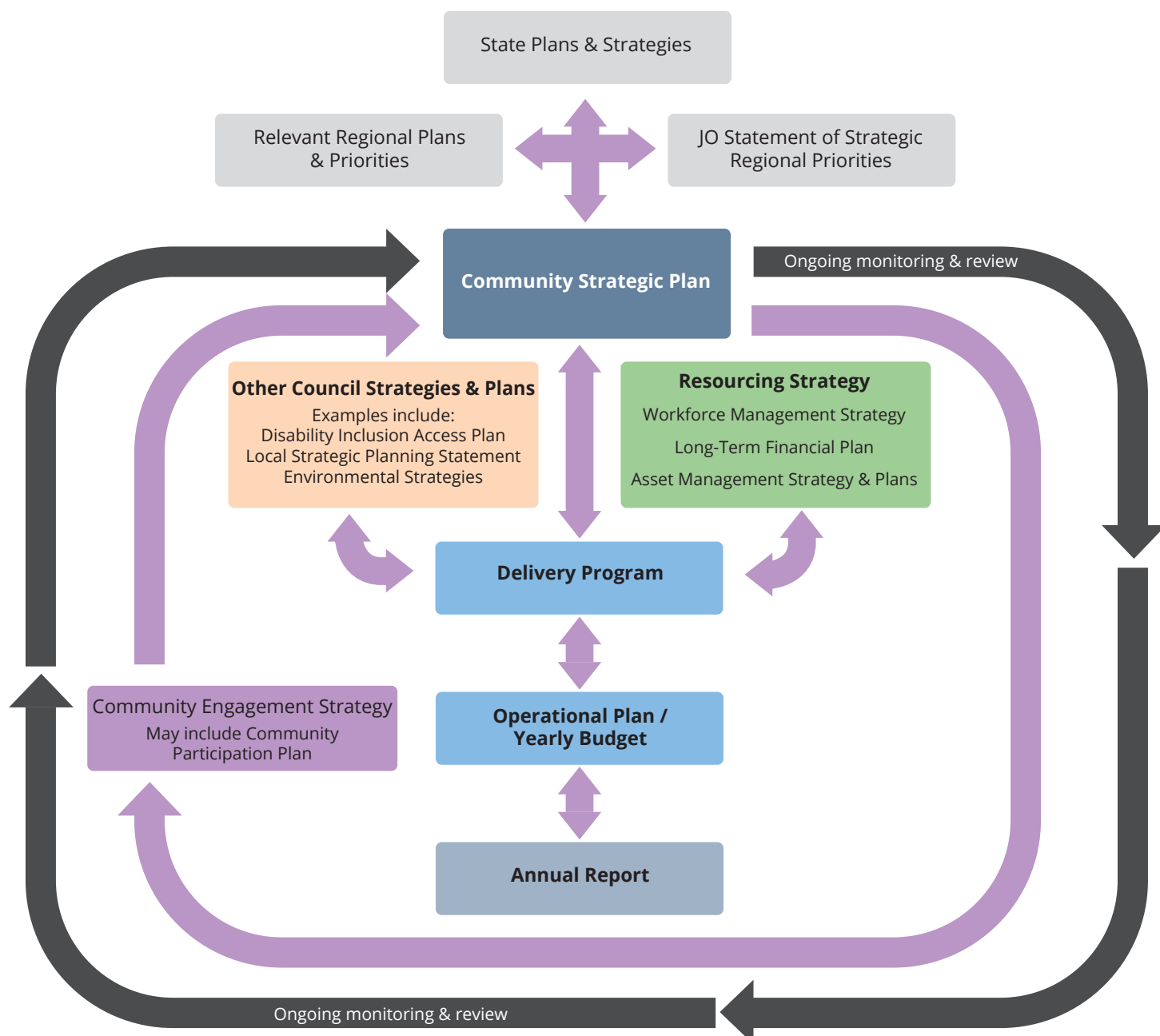
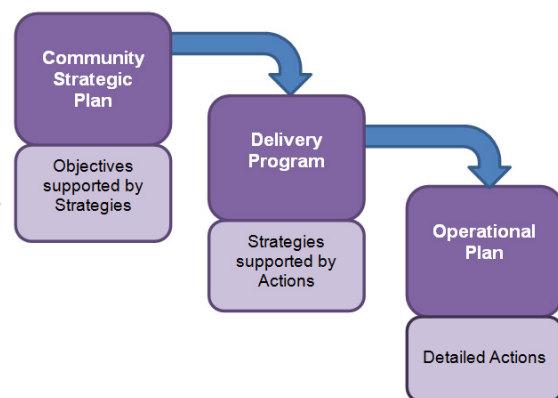


# Our framework.

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 2024/25 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 2024-25 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:

- 2024/25 Revenue Policy
- 2025/25 Schedule of Fees
- 2024/25 to 2033/34 Long Term Financial Plan

The **Revenue Policy** document sets out Council's revenue collection activities for the financial year 2024/25 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 **2024/25 to 2033/34 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.







# 2024 - 2025 Operational Plan



# Operational Budget 2024/25 to 2027/28- Consolidated

This shows all of Council funds, including General, Water, Sewer and Waste funds. General fund includes transport, library, governance, town planning – all other Council services except for Water, Sewer and Waste. 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 INCOME STATEMENT	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
<b>Income from continuing operations</b>				
Rates and annual charges	24,527,721	25,300,325	26,050,057	26,847,966
User charges and fees	12,015,133	12,552,688	12,941,822	13,355,962
Other revenue	1,182,306	1,221,325	1,259,185	503,179
Grants and contributions provided for operating purposes	19,148,959	18,682,467	19,097,062	19,621,768
Grants and contributions provided from capital purposes	11,807,723	12,325,165	10,633,178	10,607,408
Interest and investment income	1,639,413	1,693,514	1,746,013	1,801,886
Other income	1,069,987	1,105,297	1,139,562	1,176,027
<b>Total income from continuing operations</b>	<b>71,391,242</b>	<b>72,880,781</b>	<b>72,866,879</b>	<b>73,914,196</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	(21,054,961)	(21,661,253)	(22,332,745)	(23,036,956)
Materials and services	(26,470,474)	(27,928,952)	(29,184,347)	(28,802,682)
Borrowing costs	(34,018)	(28,275)	(22,398)	(16,494)
Depreciation, amortisation and impairment for non-financial assets	(20,344,178)	(21,015,536)	(21,667,017)	(22,360,361)
Other expenses	(1,099,842)	(1,136,137)	(1,171,357)	(1,208,840)
Net gain / (losses) from the disposal of assets	3,015,798	0	0	0
<b>Total expenses from continuing operations</b>	<b>(65,987,675)</b>	<b>(71,770,153)</b>	<b>(74,377,864)</b>	<b>(75,425,333)</b>
<b>Net Operating result from continuing operations Surplus / (Deficit)</b>	<b>5,403,567</b>	<b>1,110,628</b>	<b>(1,510,985)</b>	<b>(1,511,137)</b>
<b>Other Funding Movements</b>				
Total Capital Expenditure	(31,838,739)	(25,512,723)	(27,586,039)	(29,001,219)
Total Transfers From/ (To) Reserves	2,120,551	2,833,460	6,419,485	7,848,076
Sale Proceeds from Sale of Assets	4,237,100	825,500	1,288,800	588,100
Total Loan Repayments	(266,658)	(272,401)	(278,278)	(284,181)
Depreciation Contra Reversal	20,344,178	21,015,536	21,667,017	22,360,361
<b>Total Other Funding Movements Surplus / (Deficit)</b>	<b>(5,403,568)</b>	<b>(1,110,628)</b>	<b>1,510,985</b>	<b>1,511,137</b>
<b>TOTAL BUDGET SURPLUS/ (DEFICIT)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>(6,404,156)</b>	<b>(11,214,537)</b>	<b>(12,144,163)</b>	<b>(12,118,545)</b>
<b>Non recurring items</b>				
Net gain / (losses) from the disposal of assets	3,015,798	0	0	0
<b>Adjusted Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>(9,419,954)</b>	<b>(11,214,537)</b>	<b>(12,144,163)</b>	<b>(12,118,545)</b>

- To see the full ten-year Income Statement, consolidated and by fund, please refer
- to the Murray River Council 2024/25 to
- 2033/34 Long Term Financial Plan.



# Statement of Financial Position

Operational Budget 2024/25 to 2027/28- Consolidated

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

MURRAY RIVER COUNCIL CONSOLIDATED STATEMENT OF FINANCIAL POSITION				
	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalents	4,489,347	5,852,382	8,650,690	7,193,713
Investments	49,644,000	47,135,564	39,836,171	35,947,688
Receivables	12,799,980	12,927,980	13,052,088	13,173,473
Inventories	537,160	554,886	572,088	590,395
Other	288,528	298,840	306,436	296,668
<b>Total current assets</b>	<b>67,759,015</b>	<b>66,769,652</b>	<b>62,417,473</b>	<b>57,201,936</b>
<b>Non-current assets</b>				
Investments	2,000	2,000	2,000	2,000
Receivables	492,660	497,587	502,363	507,035
Inventories	325,395	336,133	346,553	357,643
Infrastructure, property, plant and equipment (PPE)	988,122,461	991,794,148	996,424,370	1,002,477,128
Intangible assets	10,610,040	10,716,140	10,819,015	10,919,632
<b>Total non-current assets</b>	<b>999,552,556</b>	<b>1,003,346,008</b>	<b>1,008,094,301</b>	<b>1,014,263,438</b>
<b>Total assets</b>	<b>1,067,311,571</b>	<b>1,070,115,660</b>	<b>1,070,511,775</b>	<b>1,071,465,374</b>
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Payables	(7,104,300)	(7,122,061)	(7,139,154)	(7,155,752)
Lease liabilities	(183,574)	(183,574)	0	0
Borrowings	(272,401)	(278,278)	(284,181)	(290,451)
Employee benefit provision	(3,807,638)	(3,933,290)	(4,055,222)	(4,184,989)
Provisions	(1,393,984)	(26,000)	(1,464,983)	(20,800)
<b>Total current liabilities</b>	<b>(12,761,897)</b>	<b>(11,543,203)</b>	<b>(12,943,540)</b>	<b>(11,651,992)</b>
<b>Non-current liabilities</b>				
Lease liabilities	(183,574)	0	0	0
Borrowings	(1,149,596)	(871,318)	(587,137)	(296,686)
Employee benefit provision	(398,279)	(411,422)	(424,176)	(437,750)
Provisions	(5,988,959)	(6,392,381)	(6,337,502)	(7,552,717)
<b>Total non-current liabilities</b>	<b>(7,720,408)</b>	<b>(7,675,121)</b>	<b>(7,348,815)</b>	<b>(8,287,153)</b>
<b>Total liabilities</b>	<b>(20,482,305)</b>	<b>(19,218,324)</b>	<b>(20,292,355)</b>	<b>(19,939,145)</b>
<b>Net Assets</b>	<b>1,046,829,266</b>	<b>1,050,897,336</b>	<b>1,050,219,420</b>	<b>1,051,526,228</b>
<b>EQUITY</b>				
Current year (surplus) / deficit	(5,403,567)	(1,110,628)	1,510,985	1,511,137
Accumulated surplus / (deficit)	(745,736,000)	(751,139,567)	(752,250,195)	(750,739,210)
IPPE revaluation reserve	(295,689,698)	(298,647,141)	(299,480,210)	(302,298,156)
<b>Council equity Interest</b>	<b>(1,046,829,266)</b>	<b>(1,050,897,336)</b>	<b>(1,050,219,420)</b>	<b>(1,051,526,228)</b>
<b>Total equity</b>	<b>(1,046,829,266)</b>	<b>(1,050,897,336)</b>	<b>(1,050,219,420)</b>	<b>(1,051,526,228)</b>

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2024/25 to
- 2033/34 Long Term Financial Plan.



# Cash flow statement

Operational Budget 2024/25 to 2027/28- Consolidated

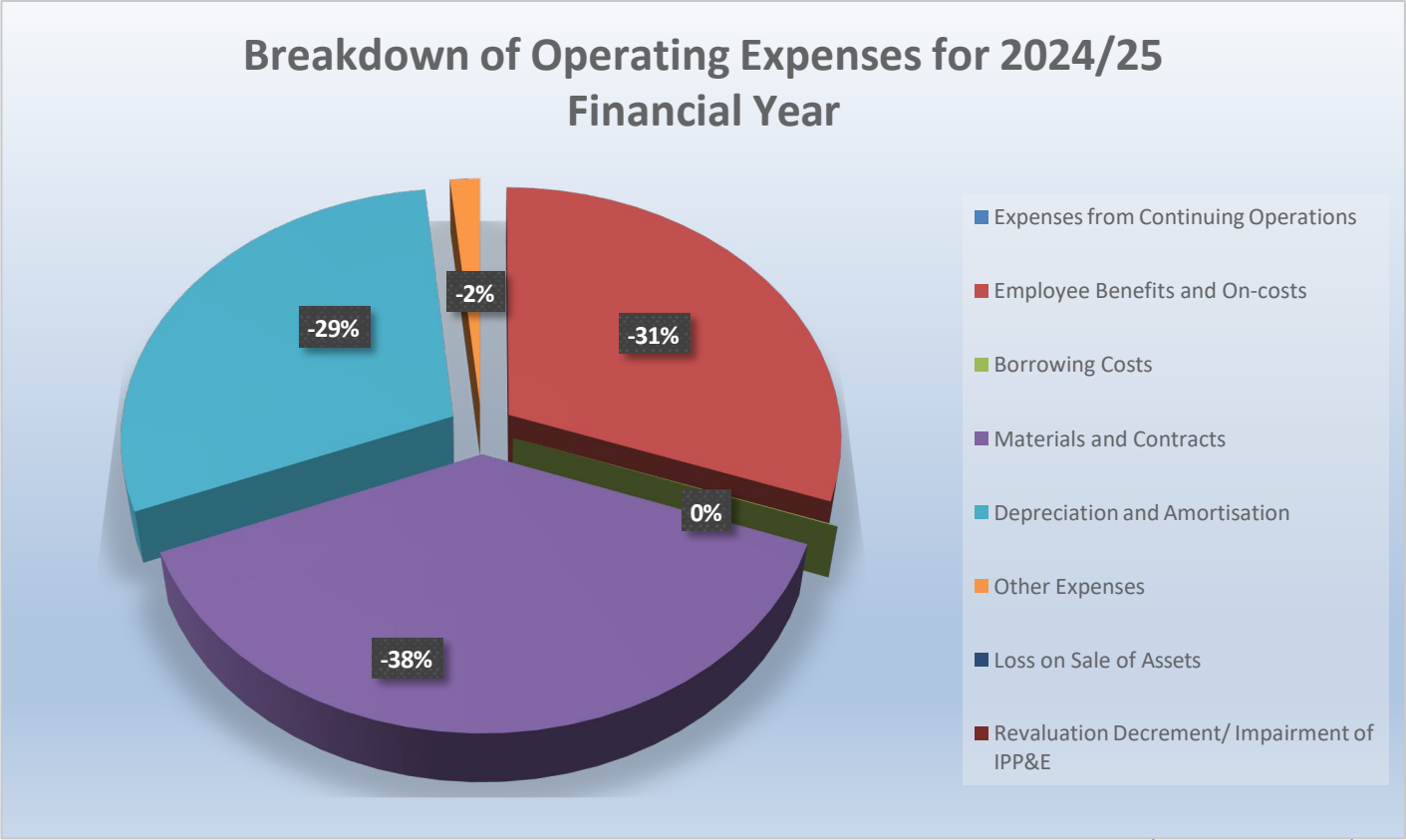
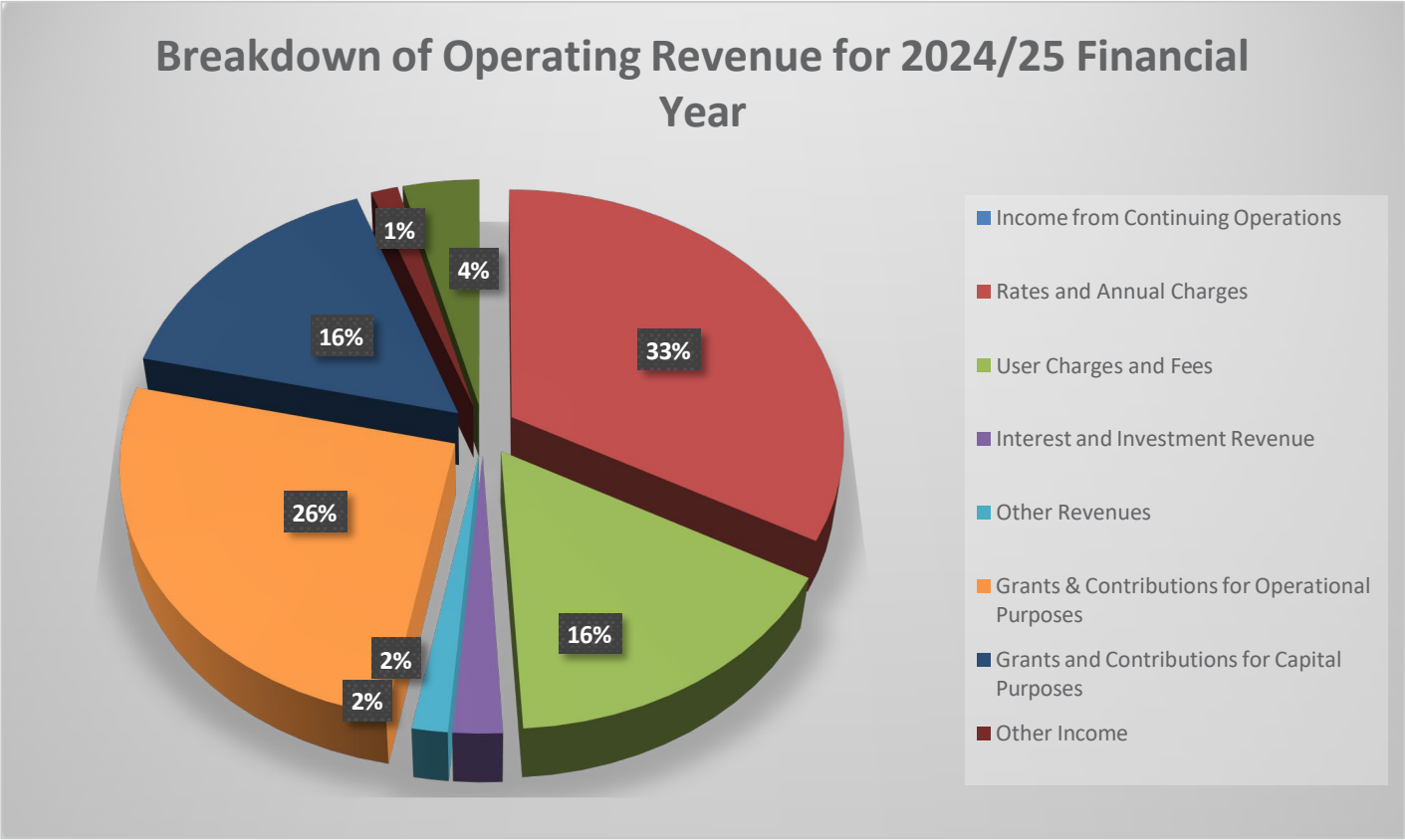
Table below shows the budget summary by Consolidated – Cash flow statement.

<b>MURRAY RIVER COUNCIL CONSOLIDATED STATEMENT OF CASH FLOW</b>	<b>Budget 2024/25</b>	<b>Budget 2025/26</b>	<b>Budget 2026/27</b>	<b>Budget 2027/28</b>
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
Rates and Annual Charges	24,399,721	25,176,216	25,928,673	26,716,231
User Charges and Fees	12,015,133	12,552,688	12,941,822	13,355,962
Interest and Investment Revenue	1,639,413	1,693,514	1,746,013	1,801,886
Grants & Contributions	34,212,483	34,129,307	32,904,304	33,460,479
Other Revenues	1,069,987	1,105,297	1,139,562	1,176,027
<b>Payments:</b>				
Employee Benefits and On-costs	(20,958,521)	(21,766,528)	(22,224,439)	(23,148,620)
Borrowing Costs	(34,018)	(28,275)	(22,398)	(16,494)
Materials and Contracts	(26,452,714)	(27,911,859)	(29,167,748)	(28,784,793)
Other Expenses	(1,099,842)	(1,136,137)	(1,171,357)	(1,208,840)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>24,791,643</b>	<b>23,814,224</b>	<b>22,074,431</b>	<b>23,351,838</b>
<b>Cash Flows from Investing Activities</b>				
<b>Receipts:</b>				
Sale of Infrastructure, Property, Plant and Equipment	4,237,100	825,500	1,288,800	588,100
<b>Payments:</b>				
Purchase of Infrastructure, Property, Plant and Equipment	(31,838,739)	(25,512,723)	(27,586,039)	(29,001,219)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(27,601,639)</b>	<b>(24,687,223)</b>	<b>(26,297,239)</b>	<b>(28,413,119)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts:</b>				
Proceeds from Borrowings and Advances	0	0	0	0
<b>Payments:</b>				
Repayment of Borrowings and Advances	(266,658)	(272,401)	(278,278)	(284,181)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>(266,658)</b>	<b>(272,401)</b>	<b>(278,278)</b>	<b>(284,181)</b>
<b>Net Increase/ (Decrease) in Cash and Investments</b>	<b>(3,076,653)</b>	<b>(1,145,400)</b>	<b>(4,501,086)</b>	<b>(5,345,462)</b>
<b>Plus: Cash and Investments - Beginning of Year</b>	<b>57,212,000</b>	<b>54,135,347</b>	<b>52,989,946</b>	<b>48,488,860</b>
<b>Cash and Investments - End of Year</b>	<b>54,135,347</b>	<b>52,989,946</b>	<b>48,488,860</b>	<b>43,143,399</b>

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
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- 2033/34 Long Term Financial Plan.



# 2024/25 Financial Overview (Consolidated Council)





# Operational Budget 2024/25 to 2027/28- General Fund

## Income Statement

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

GENERAL FUND INCOME STATEMENT	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
<b>Income from continuing operations</b>				
Rates and annual charges	13,123,502	13,556,578	13,976,833	14,424,093
User charges and fees	3,703,744	3,825,969	3,944,574	4,070,800
Other revenue	1,122,306	1,159,345	1,195,283	437,233
Grants and contributions provided for operating purposes	19,148,959	18,682,467	19,097,062	19,621,768
Grants and contributions provided from capital purposes	10,430,723	10,955,165	9,263,178	9,237,408
Interest and investment income	832,000	859,456	886,099	914,454
Other income	1,069,987	1,105,297	1,139,562	1,176,027
<b>Total income from continuing operations</b>	<b>49,431,221</b>	<b>50,144,277</b>	<b>49,502,591</b>	<b>49,881,783</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	(18,128,976)	(18,638,708)	(19,216,499)	(19,820,992)
Materials and services	(19,832,854)	(21,072,289)	(22,115,130)	(21,507,255)
Borrowing costs	(34,018)	(28,275)	(22,398)	(16,494)
Depreciation, amortisation and impairment for non-financial assets	(16,532,868)	(17,078,452)	(17,607,884)	(18,171,337)
Other expenses	2,909,879	3,039,630	3,156,113	3,179,644
Net gain / (losses) from the disposal of assets	3,015,798	0	0	0
<b>Total expenses from continuing operations</b>	<b>(48,603,040)</b>	<b>(53,778,094)</b>	<b>(55,805,798)</b>	<b>(56,336,434)</b>
<b>Net Operating result from continuing operations Surplus / (Deficit)</b>	<b>828,181</b>	<b>(3,633,817)</b>	<b>(6,303,207)</b>	<b>(6,454,651)</b>
<b>Other Funding Movements</b>				
Total Capital Expenditure	(25,628,219)	(20,178,218)	(21,473,154)	(22,431,226)
Total Transfers From/ (To) Reserves	4,296,728	6,180,484	9,157,955	10,410,621
Sale Proceeds from Sale of Assets	4,237,100	825,500	1,288,800	588,100
Total Loan Repayments	(266,658)	(272,401)	(278,278)	(284,181)
Depreciation Contra Reversal	16,532,868	17,078,452	17,607,884	18,171,337
<b>Total Other Funding Movements Surplus / (Deficit)</b>	<b>(828,181)</b>	<b>3,633,817</b>	<b>6,303,207</b>	<b>6,454,651</b>
<b>TOTAL BUDGET SURPLUS/ (DEFICIT)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>(9,602,542)</b>	<b>(14,588,982)</b>	<b>(15,566,385)</b>	<b>(15,692,059)</b>
<b>Non recurring items</b>				
Net gain / (losses) from the disposal of assets	3,015,798	0	0	0
<b>Adjusted Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>(12,618,340)</b>	<b>(14,588,982)</b>	<b>(15,566,385)</b>	<b>(15,692,059)</b>

- To see the full ten-year Income Statement, consolidated and by fund, please refer
- to the Murray River Council 2024/25 to
- 2033/34 Long Term Financial Plan.



# Statement of Financial Position

Operational Budget 2024/25 to 2027/27- General Fund

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

GENERAL FUND STATEMENT OF FINANCIAL POSITION	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalents	1,313,807	1,605,156	1,760,411	809,566
Investments	22,314,314	17,481,645	10,009,721	3,009,721
Receivables	10,816,286	10,924,449	11,029,324	11,131,896
Inventories	537,160	554,886	572,088	590,395
Other	216,178	225,473	232,209	221,525
<b>Total current assets</b>	<b>35,197,745</b>	<b>30,791,609</b>	<b>23,603,752</b>	<b>15,763,102</b>
<b>Non-current assets</b>				
Investments	2,000	2,000	2,000	2,000
Receivables	492,660	497,587	502,363	507,035
Inventories	325,395	336,133	346,553	357,643
Infrastructure, property, plant and equipment (PPE)	855,702,593	857,976,859	860,553,329	864,225,118
Intangible assets	4,112,640	4,153,766	4,193,643	4,232,643
<b>Total non-current assets</b>	<b>860,635,288</b>	<b>862,966,345</b>	<b>865,597,888</b>	<b>869,324,440</b>
<b>Total assets</b>	<b>895,833,033</b>	<b>893,757,954</b>	<b>889,201,640</b>	<b>885,087,542</b>
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Payables	(6,734,445)	(6,751,282)	(6,767,485)	(6,783,219)
Borrowings	(272,401)	(278,278)	(284,181)	(290,451)
Inter-entity Borrowings	0	0	0	0
Employee benefit provision	(3,807,638)	(3,933,290)	(4,055,222)	(4,184,989)
<b>Total current liabilities</b>	<b>(10,814,484)</b>	<b>(10,962,850)</b>	<b>(11,106,888)</b>	<b>(11,258,659)</b>
<b>Non-current liabilities</b>				
Borrowings	(1,149,596)	(871,318)	(587,137)	(296,686)
Employee benefit provision	(398,279)	(411,422)	(424,176)	(437,750)
<b>Total non-current liabilities</b>	<b>(1,547,875)</b>	<b>(1,282,740)</b>	<b>(1,011,313)</b>	<b>(734,436)</b>
<b>Total liabilities</b>	<b>(12,362,359)</b>	<b>(12,245,590)</b>	<b>(12,118,201)</b>	<b>(11,993,095)</b>
<b>Net Assets</b>	<b>883,470,674</b>	<b>881,512,365</b>	<b>877,083,439</b>	<b>873,094,447</b>
<b>EQUITY</b>				
Current year (surplus) / deficit	(828,181)	3,633,817	6,303,207	6,454,651
Accumulated (surplus) / deficit	(637,341,371)	(638,169,552)	(634,535,735)	(628,232,528)
IPPE revaluation reserve	(245,301,121)	(246,976,630)	(248,850,911)	(251,316,570)
<b>Council equity Interest</b>	<b>(883,470,674)</b>	<b>(881,512,365)</b>	<b>(877,083,439)</b>	<b>(873,094,447)</b>
<b>Total equity</b>	<b>(883,470,674)</b>	<b>(881,512,365)</b>	<b>(877,083,439)</b>	<b>(873,094,447)</b>

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2024/25 to
- 2033/34 Long Term Financial Plan.

# Cash flow statement

Operational Budget 2024/25 to 2027/27- General Fund

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

GENERAL FUND STATEMENT OF CASH FLOW	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
Rates and Annual Charges	13,015,339	13,451,703	13,874,260	14,312,774
User Charges and Fees	3,703,744	3,825,969	3,944,574	4,070,800
Interest and Investment Revenue	832,000	859,456	886,099	914,454
Grants & Contributions	32,691,633	32,615,457	31,390,454	31,946,629
Other Revenues	1,069,987	1,105,297	1,139,562	1,176,027
<b>Payments:</b>				
Employee Benefits and On-costs	(18,052,495)	(18,729,353)	(19,123,305)	(19,917,075)
Borrowing Costs	(34,018)	(28,275)	(22,398)	(16,494)
Materials and Contracts	(19,816,018)	(21,056,086)	(22,099,396)	(21,490,297)
Other Expenses	2,909,879	3,039,630	3,156,113	3,179,644
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>16,320,051</b>	<b>15,083,799</b>	<b>13,145,963</b>	<b>14,176,462</b>
<b>Cash Flows from Investing Activities</b>				
<b>Receipts:</b>				
Sale of Infrastructure, Property, Plant and Equipment	4,237,100	825,500	1,288,800	588,100
<b>Payments:</b>				
Purchase of Infrastructure, Property, Plant and Equipment	(25,628,219)	(20,178,218)	(21,473,154)	(22,431,226)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(21,391,119)</b>	<b>(19,352,718)</b>	<b>(20,184,354)</b>	<b>(21,843,126)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts:</b>				
Proceeds from Borrowings and Advances	0	0	0	0
<b>Payments:</b>				
Repayment of Borrowings and Advances	(266,658)	(272,401)	(278,278)	(284,181)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>(266,658)</b>	<b>(272,401)</b>	<b>(278,278)</b>	<b>(284,181)</b>
<b>Net Increase/ (Decrease) in Cash and Investments</b>	<b>(5,337,726)</b>	<b>(4,541,320)</b>	<b>(7,316,669)</b>	<b>(7,950,845)</b>
<b>Plus: Cash and Investments - Beginning of Year</b>	<b>28,967,847</b>	<b>23,630,121</b>	<b>19,088,800</b>	<b>11,772,131</b>
<b>Cash and Investments - End of Year</b>	<b>23,630,121</b>	<b>19,088,800</b>	<b>11,772,131</b>	<b>3,821,286</b>

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2024/25 to
- 2033/34 Long Term Financial Plan.



# Operational Budget 2024/25 to 2027/28- Water Fund

## Income Statement

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

<b>WATER FUND INCOME STATEMENT</b>	<b>Budget 2024/25</b>	<b>Budget 2025/26</b>	<b>Budget 2026/27</b>	<b>Budget 2027/28</b>
<b>Income from continuing operations</b>				
Rates and annual charges	3,963,628	4,094,427	4,221,355	4,356,439
User charges and fees	2,935,161	3,081,883	3,177,422	3,279,101
Other revenue	30,000	30,990	31,951	32,973
Grants and contributions provided from capital purposes	900,000	900,000	900,000	900,000
Interest and investment income	245,000	253,085	260,931	269,281
<b>Total income from continuing operations</b>	<b>8,073,789</b>	<b>8,360,385</b>	<b>8,591,659</b>	<b>8,837,794</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	(1,486,694)	(1,535,755)	(1,583,363)	(1,634,029)
Materials and services	(2,137,500)	(2,208,038)	(2,276,486)	(2,349,328)
Depreciation, amortisation and impairment for non-financial assets	(1,408,344)	(1,454,820)	(1,499,919)	(1,547,916)
Other expenses	(1,379,374)	(1,436,495)	(1,488,682)	(1,509,671)
<b>Total expenses from continuing operations</b>	<b>(6,411,912)</b>	<b>(6,635,108)</b>	<b>(6,848,450)</b>	<b>(7,040,944)</b>
<b>Net Operating result from continuing operations Surplus / (Deficit)</b>	<b>1,661,878</b>	<b>1,725,277</b>	<b>1,743,209</b>	<b>1,796,850</b>
<b>Other Funding Movements</b>				
Total Capital Expenditure	(3,624,250)	(1,413,997)	(1,328,494)	(1,432,482)
Total Transfers From/ (To) Reserves	554,028	(1,766,100)	(1,914,634)	(1,912,284)
Depreciation Contra Reversal	1,408,344	1,454,820	1,499,919	1,547,916
<b>Total Other Funding Movements Surplus / (Deficit)</b>	<b>(1,661,878)</b>	<b>(1,725,277)</b>	<b>(1,743,209)</b>	<b>(1,796,850)</b>
<b>TOTAL BUDGET SURPLUS/ (DEFICIT)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>761,878</b>	<b>825,277</b>	<b>843,209</b>	<b>896,850</b>
<b>Non recurring items</b>				
Net gain / (losses) from the disposal of assets	0	0	0	0
<b>Adjusted Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>761,878</b>	<b>825,277</b>	<b>843,209</b>	<b>896,850</b>

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2024/25 to
- 2033/34 Long Term Financial Plan.

# Statement of Financial Position

Operational Budget 2024/25 to 2027/28- Water Fund

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

<b>WATER FUND</b>	Budget	Budget	Budget	Budget
<b>STATEMENT OF FINANCIAL POSITION</b>	2024/25	2025/26	2026/27	2027/28
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalents	1,081,705	1,330,221	3,793,829	3,058,608
Investments	6,946,626	8,510,131	8,021,449	10,711,778
Loan - Investment	0	0	0	0
Receivables	1,090,380	1,101,284	1,111,856	1,122,196
Other	23,299	23,626	23,903	24,198
<b>Total current assets</b>	<b>9,142,010</b>	<b>10,965,261</b>	<b>12,951,037</b>	<b>14,916,781</b>
<b>Non-current assets</b>				
Infrastructure, property, plant and equipment (PPE)	67,460,906	67,420,083	67,248,658	67,133,224
Intangible assets	6,497,400	6,562,374	6,625,373	6,686,989
<b>Total non-current assets</b>	<b>73,958,306</b>	<b>73,982,457</b>	<b>73,874,030</b>	<b>73,820,212</b>
<b>Total assets</b>	<b>83,100,315</b>	<b>84,947,718</b>	<b>86,825,067</b>	<b>88,736,993</b>
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Payables	(173,130)	(173,563)	(173,979)	(174,384)
<b>Total current liabilities</b>	<b>(173,130)</b>	<b>(173,563)</b>	<b>(173,979)</b>	<b>(174,384)</b>
<b>Total liabilities</b>	<b>(173,130)</b>	<b>(173,563)</b>	<b>(173,979)</b>	<b>(174,384)</b>
<b>Net Assets</b>	<b>82,927,185</b>	<b>84,774,155</b>	<b>86,651,088</b>	<b>88,562,609</b>
<b>EQUITY</b>				
Current year (surplus) / deficit	(1,661,878)	(1,725,277)	(1,743,209)	(1,796,850)
Accumulated (surplus) / deficit	(56,957,000)	(58,618,878)	(60,344,155)	(62,087,364)
IPPE revaluation reserve	(24,308,308)	(24,430,000)	(24,563,724)	(24,678,395)
<b>Council equity Interest</b>	<b>(82,927,185)</b>	<b>(84,774,155)</b>	<b>(86,651,088)</b>	<b>(88,562,609)</b>
<b>Total equity</b>	<b>(82,927,185)</b>	<b>(84,774,155)</b>	<b>(86,651,088)</b>	<b>(88,562,609)</b>

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2024/25 to
- 2033/34 Long Term Financial Plan.



# Cash flow statement

Operational Budget 2024/25 to 2027/28- Water Fund

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

<b>WATER FUND STATEMENT OF CASH FLOW</b>	<b>Budget 2024/25</b>	<b>Budget 2025/26</b>	<b>Budget 2026/27</b>	<b>Budget 2027/28</b>
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
Rates and Annual Charges	3,952,724	4,083,855	4,211,015	4,345,217
User Charges and Fees	2,935,161	3,081,883	3,177,422	3,279,101
Interest and Investment Revenue	245,000	253,085	260,931	269,281
Grants & Contributions	994,500	994,500	994,500	994,500
Other Revenues	0	0	0	0
<b>Payments:</b>				
Employee Benefits and On-costs	(1,477,364)	(1,543,188)	(1,575,684)	(1,641,946)
Materials and Contracts	(2,137,067)	(2,207,621)	(2,276,081)	(2,348,892)
Other Expenses	(1,379,374)	(1,436,495)	(1,488,682)	(1,509,671)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>3,133,581</b>	<b>3,226,018</b>	<b>3,303,420</b>	<b>3,387,590</b>
<b>Cash Flows from Investing Activities</b>				
<b>Receipts:</b>				
Sale of Infrastructure, Property, Plant and Equipment	0	0	0	0
<b>Payments:</b>				
Purchase of Infrastructure, Property, Plant and Equipment	(3,624,250)	(1,413,997)	(1,328,494)	(1,432,482)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(3,624,250)</b>	<b>(1,413,997)</b>	<b>(1,328,494)</b>	<b>(1,432,482)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts:</b>				
Proceeds from Borrowings and Advances	0	0	0	0
<b>Payments:</b>				
Repayment of Borrowings and Advances	0	0	0	0
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Increase/ (Decrease) in Cash and Investments</b>	<b>(490,669)</b>	<b>1,812,021</b>	<b>1,974,926</b>	<b>1,955,108</b>
<b>Plus: Cash and Investments - Beginning of Year</b>	<b>8,519,000</b>	<b>8,028,331</b>	<b>9,840,352</b>	<b>11,815,278</b>
<b>Cash and Investments - End of Year</b>	<b>8,028,331</b>	<b>9,840,352</b>	<b>11,815,278</b>	<b>13,770,386</b>

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2024/25 to
- 2033/34 Long Term Financial Plan.

# Operational Budget 2024/25 to 2027/28- Sewer Fund

## Income Statement

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

<b>SEWER FUND INCOME STATEMENT</b>	<b>Budget 2024/25</b>	<b>Budget 2025/26</b>	<b>Budget 2026/27</b>	<b>Budget 2027/28</b>
<b>Income from continuing operations</b>				
Rates and annual charges	4,135,821	4,272,303	4,404,744	4,545,696
User charges and fees	276,196	289,970	298,959	308,526
Other revenue	30,000	30,990	31,951	32,973
Grants and contributions provided from capital purposes	395,000	390,000	390,000	390,000
Interest and investment income	404,000	417,332	430,269	444,038
<b>Total income from continuing operations</b>	<b>5,241,017</b>	<b>5,400,595</b>	<b>5,555,923</b>	<b>5,721,233</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	(357,969)	(369,783)	(381,248)	(393,447)
Materials and services	(900,380)	(930,092)	(958,923)	(989,609)
Depreciation, amortisation and impairment for non-financial assets	(1,183,112)	(1,222,155)	(1,260,042)	(1,300,363)
Other expenses	(1,083,942)	(1,128,829)	(1,169,839)	(1,186,332)
<b>Total expenses from continuing operations</b>	<b>(3,525,403)</b>	<b>(3,650,859)</b>	<b>(3,770,052)</b>	<b>(3,869,751)</b>
<b>Net Operating result from continuing operations Surplus / (Deficit)</b>	<b>1,715,614</b>	<b>1,749,736</b>	<b>1,785,871</b>	<b>1,851,482</b>
<b>Other Funding Movements</b>				
Total Capital Expenditure	(486,000)	(3,460,508)	(3,284,391)	(3,137,511)
Total Transfers From/ (To) Reserves	(2,412,726)	488,617	238,478	(14,334)
Depreciation Contra Reversal	1,183,112	1,222,155	1,260,042	1,300,363
<b>Total Other Funding Movements Surplus / (Deficit)</b>	<b>(1,715,614)</b>	<b>(1,749,736)</b>	<b>(1,785,871)</b>	<b>(1,851,482)</b>
<b>TOTAL BUDGET SURPLUS/ (DEFICIT)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>1,320,614</b>	<b>1,359,736</b>	<b>1,395,871</b>	<b>1,461,482</b>
<b>Non recurring items</b>				
Net gain / (losses) from the disposal of assets	0	0	0	0
<b>Adjusted Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>1,320,614</b>	<b>1,359,736</b>	<b>1,395,871</b>	<b>1,461,482</b>

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2024/25 to
- 2033/34 Long Term Financial Plan.



# Statement of Financial Position

Operational Budget 2024/25 to 2027/28- Sewer Fund

Table below shows the budget summary by Sewer Fund only – Statement of Financial Position.

SEWER FUND STATEMENT OF FINANCIAL POSITION	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalents	1,064,347	1,707,545	1,644,683	1,745,915
Investments	16,922,058	15,793,229	15,623,390	15,537,058
Loan - Investment	0	0	0	0
Receivables	547,740	553,217	558,528	563,723
Other	9,814	9,952	10,069	10,193
<b>Total current assets</b>	<b>18,543,959</b>	<b>18,063,944</b>	<b>17,836,670</b>	<b>17,856,889</b>
<b>Non-current assets</b>				
Infrastructure, property, plant and equipment (PPE)	54,664,888	56,903,241	58,927,590	60,764,738
<b>Total non-current assets</b>	<b>54,664,888</b>	<b>56,903,241</b>	<b>58,927,590</b>	<b>60,764,738</b>
<b>Total assets</b>	<b>73,208,848</b>	<b>74,967,185</b>	<b>76,764,260</b>	<b>78,621,628</b>
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Payables	(52,735)	(52,867)	(52,994)	(53,117)
<b>Total current liabilities</b>	<b>(52,735)</b>	<b>(52,867)</b>	<b>(52,994)</b>	<b>(53,117)</b>
<b>Total liabilities</b>	<b>(52,735)</b>	<b>(52,867)</b>	<b>(52,994)</b>	<b>(53,117)</b>
<b>Net Assets</b>	<b>73,156,113</b>	<b>74,914,318</b>	<b>76,711,267</b>	<b>78,568,511</b>
<b>EQUITY</b>				
Current year (surplus) / deficit	(1,715,614)	(1,749,736)	(1,785,871)	(1,851,482)
Accumulated (surplus) / deficit	(45,230,000)	(46,945,614)	(48,695,350)	(50,481,221)
IPPE revaluation reserve	(26,210,499)	(26,218,968)	(26,230,046)	(26,235,808)
Council equity Interest	(73,156,113)	(74,914,318)	(76,711,267)	(78,568,511)
<b>Total equity</b>	<b>(73,156,113)</b>	<b>(74,914,318)</b>	<b>(76,711,267)</b>	<b>(78,568,511)</b>

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2024/25 to
- 2033/34 Long Term Financial Plan.

# Cash flow statement

Operational Budget 2024/25 to 2027/28- Sewer Fund

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

SEWER FUND STATEMENT OF CASH FLOW	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
Rates and Annual Charges	4,130,344	4,266,992	4,399,550	4,540,059
User Charges and Fees	276,196	289,970	298,959	308,526
Interest and Investment Revenue	404,000	417,332	430,269	444,038
Grants & Contributions	435,950	430,950	430,950	430,950
Other Revenues	0	0	0	0
<b>Payments:</b>				
Employee Benefits and On-costs	(353,894)	(371,573)	(379,399)	(395,353)
Materials and Contracts	(900,248)	(929,965)	(958,800)	(989,476)
Other Expenses	(1,083,942)	(1,128,829)	(1,169,839)	(1,186,332)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>2,908,405</b>	<b>2,974,877</b>	<b>3,051,690</b>	<b>3,152,411</b>
<b>Cash Flows from Investing Activities</b>				
<b>Receipts:</b>				
Sale of Infrastructure, Property, Plant and Equipment	0	0	0	0
<b>Payments:</b>				
Purchase of Infrastructure, Property, Plant and Equipment	(486,000)	(3,460,508)	(3,284,391)	(3,137,511)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(486,000)</b>	<b>(3,460,508)</b>	<b>(3,284,391)</b>	<b>(3,137,511)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts:</b>				
Proceeds from Borrowings and Advances	0	0	0	0
<b>Payments:</b>				
Repayment of Borrowings and Advances	0	0	0	0
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Increase/ (Decrease) in Cash and Investments</b>	<b>2,422,405</b>	<b>(485,631)</b>	<b>(232,701)</b>	<b>14,900</b>
<b>Plus: Cash and Investments - Beginning of Year</b>	<b>15,564,000</b>	<b>17,986,405</b>	<b>17,500,774</b>	<b>17,268,073</b>
<b>Cash and Investments - End of Year</b>	<b>17,986,405</b>	<b>17,500,774</b>	<b>17,268,073</b>	<b>17,282,973</b>

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2024/25 to
- 2033/34 Long Term Financial Plan.



# Operational Budget 2024/25 to 2027/28- Waste Fund

## Income Statement

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

WASTE FUND INCOME STATEMENT	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
<b>Income from continuing operations</b>				
Rates and annual charges	3,304,770	3,377,017	3,447,125	3,521,738
User charges and fees	5,100,032	5,354,866	5,520,867	5,697,535
Grants and contributions provided from capital purposes	82,000	80,000	80,000	80,000
Interest and investment income	158,413	163,641	168,714	174,113
<b>Total income from continuing operations</b>	<b>8,645,215</b>	<b>8,975,524</b>	<b>9,216,706</b>	<b>9,473,386</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	(1,081,322)	(1,117,007)	(1,151,635)	(1,188,488)
Materials and services	(3,599,740)	(3,718,533)	(3,833,808)	(3,956,490)
Borrowing costs	0	0	0	0
Depreciation, amortisation and impairment for non-financial assets	(1,219,854)	(1,260,109)	(1,299,172)	(1,340,745)
Other expenses	(1,546,405)	(1,610,443)	(1,668,949)	(1,692,480)
Net (gain) / losses from the disposal of assets	0	0	0	0
<b>Total expenses from continuing operations</b>	<b>(7,447,321)</b>	<b>(7,706,092)</b>	<b>(7,953,564)</b>	<b>(8,178,203)</b>
<b>Net Operating result from continuing operations Surplus / (Deficit)</b>	<b>1,197,894</b>	<b>1,269,432</b>	<b>1,263,142</b>	<b>1,295,183</b>
<b>Other Funding Movements</b>				
Total Capital Expenditure	(2,100,270)	(460,000)	(1,500,000)	(2,000,000)
Total Transfers From/ (To) Reserves	(317,479)	(2,069,541)	(1,062,314)	(635,928)
Depreciation Contra Reversal	1,219,854	1,260,109	1,299,172	1,340,745
<b>Total Other Funding Movements Surplus / (Deficit)</b>	<b>(1,197,895)</b>	<b>(1,269,432)</b>	<b>(1,263,142)</b>	<b>(1,295,183)</b>
<b>TOTAL BUDGET SURPLUS/ (DEFICIT)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>1,115,894</b>	<b>1,189,432</b>	<b>1,183,142</b>	<b>1,215,183</b>
<b>Non recurring items</b>				
Net gain / (losses) from the disposal of assets	0	0	0	0
<b>Adjusted Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>1,115,894</b>	<b>1,189,432</b>	<b>1,183,142</b>	<b>1,215,183</b>

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2024/25 to
- 2033/34 Long Term Financial Plan.

# Statement of Financial Position

Operational Budget 2024/25 to 2027/28- Waste Fund

Table below shows the budget summary by Waste Fund only – Statement of Financial Position.

WASTE FUND STATEMENT OF FINANCIAL POSITION	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalents	1,029,487	1,209,461	1,451,768	1,579,624
Investments	3,461,002	5,350,560	6,181,611	6,689,130
Loan - Investment	0	0	0	0
Receivables	345,574	349,030	352,380	355,658
Other	39,237	39,788	40,255	40,752
<b>Total current assets</b>	<b>4,875,301</b>	<b>6,948,838</b>	<b>8,026,014</b>	<b>8,665,164</b>
<b>Non-current assets</b>				
Infrastructure, property, plant and equipment (PPE)	10,294,074	9,493,965	9,694,793	10,354,048
<b>Total non-current assets</b>	<b>10,294,074</b>	<b>9,493,965</b>	<b>9,694,793</b>	<b>10,354,048</b>
<b>Total assets</b>	<b>15,169,375</b>	<b>16,442,803</b>	<b>17,720,807</b>	<b>19,019,211</b>
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Payables	(143,990)	(144,350)	(144,696)	(145,032)
Lease liabilities	(183,574)	(183,574)	0	0
Provisions	(1,393,984)	(26,000)	(1,464,983)	(20,800)
<b>Total current liabilities</b>	<b>(1,721,548)</b>	<b>(353,924)</b>	<b>(1,609,679)</b>	<b>(165,832)</b>
<b>Non-current liabilities</b>				
Lease liabilities	(183,574)	0	0	0
Provisions	(5,988,959)	(6,392,381)	(6,337,502)	(7,552,717)
<b>Total non-current liabilities</b>	<b>(6,172,533)</b>	<b>(6,392,381)</b>	<b>(6,337,502)</b>	<b>(7,552,717)</b>
<b>Total liabilities</b>	<b>(7,894,081)</b>	<b>(6,746,305)</b>	<b>(7,947,181)</b>	<b>(7,718,549)</b>
<b>Net Assets</b>	<b>7,275,294</b>	<b>9,696,498</b>	<b>9,773,626</b>	<b>11,300,662</b>
<b>EQUITY</b>				
Current year (surplus) / deficit	(1,197,894)	(1,269,432)	(1,263,142)	(1,295,183)
Accumulated (surplus) / deficit	(6,207,629)	(7,405,523)	(8,674,955)	(9,938,097)
IPPE revaluation reserve	130,229	(1,021,543)	164,472	(67,381)
<b>Council equity Interest</b>	<b>(7,275,294)</b>	<b>(9,696,498)</b>	<b>(9,773,626)</b>	<b>(11,300,662)</b>
<b>Total equity</b>	<b>(7,275,294)</b>	<b>(9,696,498)</b>	<b>(9,773,626)</b>	<b>(11,300,662)</b>

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2024/25 to
- 2033/34 Long Term Financial Plan.



# Cash flow statement

Operational Budget 2024/25 to 2027/28- Waste Fund

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

WASTE FUND STATEMENT OF CASH FLOW	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
Rates and Annual Charges	3,301,314	3,373,666	3,443,848	3,518,181
User Charges and Fees	5,100,032	5,354,866	5,520,867	5,697,535
Interest and Investment Revenue	158,413	163,641	168,714	174,113
Grants & Contributions	90,400	88,400	88,400	88,400
Other Revenues	0	0	0	0
<b>Payments:</b>				
Employee Benefits and On-costs	(1,074,768)	(1,122,414)	(1,146,050)	(1,194,246)
Borrowing Costs	0	0	0	0
Materials and Contracts	(3,599,380)	(3,718,187)	(3,833,472)	(3,956,127)
Other Expenses	(1,546,405)	(1,610,443)	(1,668,949)	(1,692,480)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>2,429,606</b>	<b>2,529,530</b>	<b>2,573,358</b>	<b>2,635,376</b>
<b>Cash Flows from Investing Activities</b>				
<b>Receipts:</b>				
Sale of Infrastructure, Property, Plant and Equipment	0	0	0	0
<b>Payments:</b>				
Purchase of Infrastructure, Property, Plant and Equipment	(2,100,270)	(460,000)	(1,500,000)	(2,000,000)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(2,100,270)</b>	<b>(460,000)</b>	<b>(1,500,000)</b>	<b>(2,000,000)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts:</b>				
Proceeds from Borrowings and Advances	0	0	0	0
<b>Payments:</b>				
Repayment of Borrowings and Advances	0	0	0	0
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Increase/ (Decrease) in Cash and Investments</b>	<b>329,336</b>	<b>2,069,530</b>	<b>1,073,358</b>	<b>635,376</b>
<b>Plus: Cash and Investments - Beginning of Year</b>	<b>4,161,153</b>	<b>4,490,490</b>	<b>6,560,020</b>	<b>7,633,378</b>
<b>Cash and Investments - End of Year</b>	<b>4,490,490</b>	<b>6,560,020</b>	<b>7,633,378</b>	<b>8,268,754</b>

- To see the full ten-year Income Statement,
- consolidated and by fund, please refer
- to the Murray River Council 2024/25 to
- 2033/34 Long Term Financial Plan.

## Cash flow movement 2024/25 to 2027/28

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 2024/25 to 2033/34 Long Term Financial Plan.

	2024/25 Year ('\$000)	2025/26 Year ('\$000)	2026/27 Year ('\$000)	2027/28 Year ('\$000)
<b>General Fund</b>				
Opening Balance	26,417	22,120	21,295	20,006
Net Movement	-4,297	-825	-1,289	-588
Closing Balance	22,120	21,295	20,006	19,418
<b>Water Fund</b>				
Opening Balance	11,659	11,105	12,871	14,786
Net Movement	-554	1,766	1,915	1,833
Closing Balance	11,105	12,871	14,786	16,619
<b>Sewer Fund</b>				
Opening Balance	18,470	20,883	20,394	20,156
Net Movement	2,413	-489	-238	14
Closing Balance	20,883	20,394	20,156	20,170
<b>Waste Fund</b>				
Opening Balance	2,706	3,023	5,093	6,155
Net Movement	317	2,070	1,062	636
Closing Balance	3,023	5,093	6,155	6,791

## Cash reserve balances 2024/25

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).

	2024/25 Year ('\$000)
<b>Total Cash and Investments</b>	<b>57,130</b>
Represented by	
<b>Externally Restricted</b>	
Water Fund	11,105
Sewer Fund	20,883
Waste Fund	3,023
Other externally restricted funds	15,855
<b>Total Externally Restricted</b>	<b>50,866</b>
<b>Totally Internally Restricted</b>	<b>4,899</b>
<b>Total Restricted Cash</b>	<b>55,765</b>
<b>Total Unrestricted Cash</b>	<b>1,366</b>



## Financial Sustainability: Performance Ratios 2024/25 to 2027/28

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, Sewer and Waste funds are presented below:

Ratio for Consolidated Council	Benchmark	2024/25	2025/26	2026/27	2027/28
Operating Performance	> 0%	(15.81%)	(18.52%)	(19.51%)	(19.14%)
Unrestricted Current Ratio	> 1.5:1	2.44	1.96	0.86	(0.10)
Own Source Revenue	>60%	56.64%	57.45%	59.20%	59.10%
Debt Servicing Cover Ratio	> 2x	46.48	32.69	31.75	34.12
Rates and Annual Charges Outstanding	< 10%	9.78%	9.49%	9.21%	8.94%
Cash Expense Cover Ratio	> 3 Months	13.31	12.44	11.01	9.69
Building and Infrastructure Renewal Ratio	> 100%	68%	69%	84%	88%
Per Capita Operating Expenditure	Constant or Declining	\$5,017	\$5,387	\$5,512	\$5,518

## Financial Sustainability; Performance Ratios 2024/25 to 2027/28 continued

Ratio for General Fund	Benchmark	2024/25	2025/26	2026/27	2027/28
Operating Performance	> 0%	(32.35%)	(37.23%)	(38.68%)	(38.61%)
Unrestricted Current Ratio	> 1.5:1	3.25	2.81	2.13	1.4
Own Source Revenue	>60%	40.16%	40.90%	42.71%	42.14%
Debt Servicing Cover Ratio	> 2x	23.16	8.37	6.86	8.3
Rates and Annual Charges Outstanding	< 10%	12.76%	12.36%	11.98%	11.61%
Cash Expense Cover Ratio	> 3 Months	8.04	6.18	3.68	1.19
Building and Infrastructure Renewal Ratio	> 100%	77%	62%	83%	89%
Per Capita Operating Expenditure	Constant or Declining	\$3,695	\$4,037	\$4,136	\$4,122
Ratio for Water Fund	Benchmark	2024/25	2025/26	2026/27	2027/28
Operating Performance	> 0%	10.62%	11.06%	10.96%	11.30%
Unrestricted Current Ratio	> 1.5:1	52.80	63.18	74.44	85.54
Own Source Revenue	>60%	88.85%	89.23%	89.52%	89.82%
Debt Servicing Cover Ratio	> 2x	N/a	N/a	N/a	N/a
Rates and Annual Charges Outstanding	< 10%	9.22%	9.19%	9.16%	9.12%
Cash Expense Cover Ratio	> 3 Months	19.29	22.76	26.55	30.04
Building and Infrastructure Renewal Ratio	> 100%	67%	66%	58%	62%
Per Capita Operating Expenditure	Constant or Declining	\$1,126	\$1,154	\$1,180	\$1,201

## Financial Sustainability; Performance Ratios 2024/25 to 2027/28 continued

Ratio for Sewer Fund	Benchmark	2024/25	2025/26	2026/27	2027/28
Operating Performance	> 0%	27.25%	27.14%	27.02%	27.41%
Unrestricted Current Ratio	> 1.5:1	351.64	341.69	336.58	336.18
Own Source Revenue	>60%	92.46%	92.78%	92.98%	93.18%
Debt Servicing Cover Ratio	> 2x	N/a	N/a	N/a	N/a
Rates and Annual Charges Outstanding	< 10%	13.24%	12.95%	12.68%	12.40%
Cash Expense Cover Ratio	> 3 Months	92.31	86.41	82.62	80.66
Building and Infrastructure Renewal Ratio	> 100%	23%	238%	216%	197%
Per Capita Operating Expenditure	Constant or Declining	\$619	\$635	\$649	\$660
Ratio for Waste Fund	Benchmark	2024/25	2025/26	2026/27	2027/28
Operating Performance	> 0%	13.03%	13.37%	12.95%	12.94%
Unrestricted Current Ratio	> 1.5:1	2.83	19.63	4.99	52.25
Own Source Revenue	>60%	99.05%	99.11%	99.13%	99.16%
Debt Servicing Cover Ratio	> 2x	N/a	N/a	N/a	N/a
Rates and Annual Charges Outstanding	< 10%	7.26%	7.11%	6.96%	6.81%
Cash Expense Cover Ratio	> 3 Months	8.66	12.20	13.78	14.50
Building and Infrastructure Renewal Ratio	> 100%	0%	0%	0%	0%
Per Capita Operating Expenditure	Constant or Declining	\$1,307	\$1,340	\$1,370	\$1,395



# 2024/25 Capital Works Program

The tables below provide a list of the capital works planned for the 2024/25 financial year and are grouped by the Themes in the Delivery Plan.

2024/25 Capital Listing	New	Renew	Upgrade	Grand Total
<b>Theme 1 - A Place of Environmental Sensitivity</b>	<b>1,344,000</b>	<b>1,748,250</b>	<b>4,481,980</b>	<b>7,574,230</b>
<b>T1.Goal 2 - Protect, enhance &amp; sustance the natural environment</b>	<b>1,168,000</b>	<b>1,748,250</b>	<b>4,481,980</b>	<b>7,398,230</b>
<b>1.3 - Integrate water cycle management</b>	<b>218,000</b>	<b>1,748,250</b>	<b>4,481,980</b>	<b>6,448,230</b>
Active Leak detection bucket		120,000		120,000
Barham River Estate Levee Upgrade			895,813	895,813
Chemical dosing area rehab Wakool		42,250		42,250
Council St MH 1A5 and 1A6 remove and replace		30,000		30,000
Filtered water reservoir relining Moama		77,000		77,000
LGA Levee Program of works		532,000		532,000
Loose Tools - Water & Sewer - moved to operational		-		-
Mathoura WTP Chlorine scales			25,000	25,000
Moama WTP augmentation design	55,000			55,000
Moama WTP Saturator renewal		45,000		45,000
Moulamein Levees, Stormwater Backflow Prevention			201,667	201,667
PAC Dosing upgrade Moama WTP			2,445,000	2,445,000
Pipework for clearwell Moama WTP			9,000	9,000
Punt Rd river pump switchboard replacment		55,000		55,000
Replace BP1 switchboard Moama		50,000		50,000
Rural Stormwater Drainage			190,000	190,000
Sewer Infiltration detection		-		-
Sewer Investigation & Design Package	44,000			44,000
Sewer relining project - Barham		140,000		140,000
Site Rehab for New Reservoirs	75,000			75,000
SPS 1 pump replace Mathoura		20,000		20,000
SPS 7 pump replace Mathoura		20,000		20,000
Stormwater Drainage			250,000	250,000
Stormwater Drainage - Clark Court			268,500	268,500
SW basin Reserviors		80,000		80,000
UPS Mathoura WTP			8,000	8,000
VSD Jacana Ave Sewer SPS			55,000	55,000
VSD Keily Road Sewer SPS			55,000	55,000
VSD Moulamein STP SPS			60,000	60,000
Wakool Filtered Mains additional valves			19,000	19,000
Wakool Reservoir stage 2		165,000		165,000
Water Investigation & Design Package	44,000			44,000
Water Mains Renewal Filtered		180,000		180,000
Water Mains Renewal Raw		180,000		180,000
Winbi 2 SPS rail replacement Moama		12,000		12,000

# 2024/25 Capital Works Program continued

2024/25 Capital Listing	New	Renew	Upgrade	Grand Total
<b>Theme_1 - A Place of Environmental Sensitivity</b>	1,344,000	1,748,250	4,481,980	7,574,230
<b>T1.Goal_2 - Protect, enhance &amp; sustance the natural environment</b>	1,168,000	1,748,250	4,481,980	7,398,230
<b>1.5 - Landfill rehabilitation works</b>	950,000			950,000
Koraleigh Landfill Rehabilitation	950,000			950,000
Landfill Investigation & Planning Requirement	-			-
<b>T1.Goal_3 - Plan for the impacts of climate change</b>	176,000			176,000
<b>1.7 - Environmental sustainability program</b>	176,000			176,000
Moama Landfill Gas Investigation & Trial	176,000			176,000
<b>Theme_2 - A Place of Progressive Leadership</b>	1,632,140	3,357,521		4,989,661
<b>T2.Goal_2 - Continue to be a trusted &amp; ethical leader that leads by example</b>	13,000	3,057,521		3,070,521
<b>2.5 - Leadership that is trusted, capable &amp; collaborative</b>	13,000	3,057,521		3,070,521
Asset Purchase for Replacement - All other Fleet		2,623,757		2,623,757
Asset Purchase for Replacement - Light Vehicle Fleet		433,764		433,764
Software Supplier Portal Implementation	13,000			13,000
<b>T2.Goal_3 - Provide clear, concise &amp; consistent information that is easily accessible to our customers</b>	1,619,140	300,000		1,919,140
<b>2.7 - Improve internal services to better support community needs</b>	1,619,140	300,000		1,919,140
Governance Software	79,750			79,750
ICT Device Replacements		150,000		150,000
ICT Network Renewals		150,000		150,000
Software TechOne Implementation - Compliance, CRM	1,539,390			1,539,390
<b>Theme_3 - A Place of Liveable Communities</b>	3,480,770	431,050	1,681,611	5,593,431
<b>T3.Goal_1 - Create &amp; maintain safe &amp; accessible community spaces that enhance healthy living &amp; promote active lifestyles</b>	1,485,000	321,050	659,926	2,465,976
<b>3.1 - Sports &amp; recreation facilities &amp; spaces</b>	485,000	84,500	122,000	691,500
Central Irrigation Management 4G Upgrade			-	-
Kerribee Playground (LRIC P4A)	485,000			485,000
Koraleigh Recreation Reserve Shed Renewal			22,000	22,000
Mathoura Common Fencing		11,000		11,000
Moama Cricket Club (MCC) Practice Facility Extension			75,000	75,000
Moama Rec Res Landscaping & Fencing			10,000	10,000
MRC Outdoor Pool Renewal		27,500		27,500
Picnic Point Caravan Park Timber Retaining Wall Renewal		46,000		46,000
Wakool Recreation Reserve Signage & Renewal			15,000	15,000
<b>3.2 - Public Buildings</b>	1,000,000	236,550	512,926	1,749,476
Asbestos Management & Remediation LGA wide		55,500		55,500
Caldwell Hall General Renewal		59,290		59,290
HVAC Replacement		30,000		30,000
Mathoura Council Offices		14,000		14,000
Mathoura Memorial Park Toilet Block		23,000		23,000
Meninya Street New Toilet Facility & Landscaping	1,000,000			1,000,000
MVBC Park Public Toilet Upgrade			187,926	187,926
MVBC Stage 1 - Security Upgrade & Library Renovation			310,000	310,000
Office Furniture			15,000	15,000
Old Courthouse Moulamein		13,860		13,860
Wakool Memorial Hall Genreal Renewal		40,900		40,900
<b>3.6 - CCTV strategy</b>			25,000	25,000
Security Upgrade (SALTO, Promaster, CCTV)			25,000	25,000

## 2024/25 Capital Works Program continued

2024/25 Capital Listing	New	Renew	Upgrade	Grand Total
<b>Theme_3 - A Place of Liveable Communities</b>	3,480,770	431,050	1,681,611	5,593,431
<b>T3.Goal_3 - Delivery best practise &amp; compliant waste &amp; recycling service &amp; infrastructure that meets community needs</b>	974,270			974,270
3.9 - Kerbside, landfill & waste collection services & facilities	974,270			974,270
Push Pit	974,270			974,270
<b>T3.Goal_4 - Strategic planing which produces consistent, strategic, transparent outcomes</b>	971,500		1,021,685	1,993,185
3.10 - Streetscapint / Master Planning / Placemaking	971,500		1,021,685	1,993,185
Meninya St Off Street Car Parking - Land Acquisition	971,500			971,500
Meninya Street Civil Design			1,010,685	1,010,685
Meninya Street Parking Trial - Blair, Echuca, Maiden Sts.			11,000	11,000
Meninya Street South Car Park - 23/24 Construction Update	-			-
<b>T3.Goal_5 - Update &amp; review our open spaces to reflect community wants &amp; needs</b>	50,000	110,000		160,000
3.12 - Cemeteries / commemoration	50,000			50,000
Moama Cemetery Expansion - Lawn Section Design	50,000			50,000
3.13 - Upgrade, enhance & maintain Parks & Open Spaces that connect communities & are accessible		110,000		110,000
Horseshoe Lagoon viewing Platform		35,000		35,000
Passive Recreation Park Furniture Renewal		75,000		75,000
<b>Theme_4 - A Place of Inclusion, Culture &amp; Wellbeing</b>	10,000	120,761		130,761
<b>T4.Goal_1 - Develop community led strategy with a focus on social connections / social fabric and a sense of belonging</b>	10,000			10,000
4.1 - Signage across Council	10,000			10,000
Way finding & Directional Signage	10,000			10,000
<b>T4.Goal_2 - Foster &amp; develop strategy to recognise &amp; celebrate our rich heritage &amp; indigenous culture (in partnership with community)</b>		120,761		120,761
4.6 - Regional History		120,761		120,761
Interpretive Signage Riverwalk (Flood Damage)		120,761		120,761
<b>Theme_5 - A Place of Prosperity and Resilience</b>	122,432		13,146	135,578
<b>T5.Goal_2 - Continue to develop strong &amp; resilient communities</b>	122,432			122,432
5.6 - Increased educational opportunities	122,432			122,432
Moama Pre-School - Project Retention	122,432			122,432
<b>T5.Goal_3 - Promote &amp; grow tourism across the region</b>			13,146	13,146
5.10 - Growing Tourism across the LGA			13,146	13,146
Liston Caravan Park			13,146	13,146
<b>Theme_6 - Connected Communities</b>	351,814	8,271,619	5,399,234	14,022,667
<b>T6.Goal_1 - Development strategies to deliver road &amp; shared pathway infrastructure that is accessible to all</b>	351,814	6,583,840	3,130,000	10,065,654
6.1 - Cycle, foot & other pathways	351,814	99,000	310,000	760,814
Cycle Path - Five Mile (LRCI P4A)			180,000	180,000
Cycle Path - Solar Lights (LRCI P4A)			130,000	130,000
Kiely Rd Footpath Upgrad (LRCI P4A)	120,000			120,000
Mathoura Footpath Construction (LRCI P4A)	101,814			101,814
Mathoura Footpath Renewal Program (LRCI P4A)		69,000		69,000
Moulamein Construct Footpah (LRCI P4A)	130,000			130,000
Shared Pathway Renewals		30,000		30,000
6.2 - Improved & consistent road signage across the region		120,000		120,000
Regional Roads Signs & Guardrails		120,000		120,000



## 2024/25 Capital Works Program continued

2024/25 Capital Listing	New	Renew	Upgrade	Grand Total
Theme_6 - Connected Communities	351,814	8,271,619	5,399,234	14,022,667
T6.Goal_1 - Development strategies to deliver road & shared pathway infrastructure that is accessible to all	351,814	6,583,840	3,130,000	10,065,654
6.4 - Local road & drainage options		6,364,840	2,820,000	9,184,840
Kerb & Gutter Renewals (LRCI P4)		200,000		200,000
Kerb & Gutter Renewals East		100,000		100,000
Local Road Reseals		650,000		650,000
Natural Disaster Recovery Works (EPARW)		2,474,840		2,474,840
Paved Footpath Renewals		90,000		90,000
Perricoota Rd - Roundabout design			120,000	120,000
Regional Road Reseals		1,100,000		1,100,000
Roads to Recovery			2,700,000	2,700,000
Survey & Design Package		150,000		150,000
Unselaed Rd Resheeting (FLR4)		-		-
Unselaed Rd Resheeting (LRCI)		400,000		400,000
Unselaed Rd Resheeting (RERRF)		500,000		500,000
Urban Roads Renewals		150,000		150,000
Urban Street Reseals		550,000		550,000
Adjustment for Plant & Employee costs		-		-
T6.Goal_3 - Advocate for improved public transport			12,000	12,000
6.8 - Public Transport infrastructure			12,000	12,000
Depot Improvements FY24/FY25			12,000	12,000
T6.Goal_4 - Enable commercial transport & connection opportunities		1,687,779	2,257,234	3,945,013
6.10 - Major Raods upgrades		1,687,779	2,257,234	3,945,013
Kyalite Road Widening			2,257,234	2,257,234
Tooranie Rd / Yarrein Ck Bridge		1,687,779		1,687,779
Theme_7 - Tomorrow's Technologies	298,440		94,460	392,900
T7.Goal_1 - Embed a geospatial driven system into Council processess, including public interface	183,440		94,460	277,900
7.3 - Apply data sources to improve corporate decision making	183,440		94,460	277,900
Software M365 Share Point Intranet			94,460	94,460
Software Peppol E-Invoicing	47,230			47,230
Software TechOne - Project Lifecycle Management	136,210			136,210
T7.Goal_2 - Explore technologies to forecast possible future opportunities	115,000			115,000
7.6 - Promote advanced technologies	115,000			115,000
Solar Panels	115,000			115,000
Grand Total	7,239,596	13,929,201	11,670,431	32,839,228

# Murray River Council's 2024/25 Budget by Delivery Plan

The tables below provide a list of the 2024/25 financial year operational budget and are grouped by the Themes in the Delivery Plan.

	Capital Expense	Capital Revenue	Operating Expense	Operating Revenue	Other Funding Movements	Grand Total
<b>2024/25 Budget by Theme and Goals</b>						
<b>Theme 1 - A Place of Environmental Sensitivity</b>	(7,574,230)	2,274,611	(9,984,214)	13,083,916	(2,341,744)	(4,541,661)
T1.Goal_1 Facilitate circular economy			(202,900)		2,100,270	1,897,370
1.1 Designing & promoting products that last & that can be reused, repaired and remanufactured			(202,900)			(202,900)
1.2 Enhance waste & recycling programs to increase resource recycling across LGA					2,100,270	2,100,270
T1.Goal_2 Protect, enhance & sustain the natural environment	(7,398,230)	2,274,611	(9,779,314)	13,083,916	(4,442,014)	(6,261,031)
1.3 Integrate water cycle management	(6,448,230)	2,274,611	(8,318,978)	12,339,630	(4,442,014)	(4,594,981)
1.4 Improving areas of natural habitat			(1,172,120)	722,290		(449,830)
1.5 Landfill rehabilitation works	(950,000)		(100,000)			(1,050,000)
1.6 Stewardship agreements for biodiversity & native vegetation management			(188,216)	21,996		(166,220)
T1.Goal_4 Increase awareness & education for environmental sustainability			(2,000)			(2,000)
1.8 Develop an education program focusing on Council services			(2,000)			(2,000)
T1.Goal_3 Plan for impacts of climate change	(176,000)					(176,000)
1.7 Environmental sustainability program	(176,000)					(176,000)
<b>Theme 2 - A Place of Progressive Leadership</b>	(4,989,661)	8,479,719	(24,640,651)	32,906,411	32,169,676	43,915,494
T2.Goal_1 Deliver exceptional & consistent service to our internal & external community			(3,755,138)	849,037	145,000	(2,761,101)
2.1 Visitor and Resident information			(22,577)			(22,577)
2.2 Provide a variety of options on how people can contact Council			(1,438,782)	345,070		(1,093,712)
2.4 Statutory Planning & Building			(2,293,779)	503,967	145,000	(1,644,812)
T2.Goal_2 Continue to be a trusted & ethical leader that leads by example	(3,070,521)	4,317,100	(18,185,791)	32,052,545	31,653,676	46,767,009
2.5 Leadership that is trusted, capable & collaborative	(3,070,521)	4,317,100	(18,185,791)	32,052,545	31,653,676	46,767,009
T2.Goal_3 Provide clear, concise & consistent information that is easily accessible to our customers	(1,919,140)	4,162,619	(2,581,061)	4,829	361,000	28,247
2.6 Improve externally provided information & communication			(292,267)	4,829		(287,438)
2.7 Improve internal services to better support community needs	(1,919,140)	4,162,619	(2,288,794)		361,000	315,685
T2.Goal_4 Achieve community driven results through collaboration & engagement (community & stakeholders)			(118,660)			(118,660)
2.10 Community Engagement Toolkit			(9,000)			(9,000)
2.8 Community & Council collaboration			(104,160)			(104,160)
2.9 Community Engagement Framework			(5,500)			(5,500)
<b>Theme 3 - A Place of Liveable Communities</b>	(5,593,431)	1,593,926	(12,667,361)	8,948,074	(4,073,840)	(11,792,631)
T3.Goal_1 Create & maintain safe & accessible community spaces that enhance healthy living & promote active lifestyles	(2,465,976)	1,511,926	(6,309,428)	126,859	(109,686)	(7,246,305)
3.1 Sports & recreation facilities & spaces	(691,500)	266,500	(3,366,342)	21,171	(148,500)	(3,918,671)
3.2 Public Buildings	(1,749,476)	1,245,426	(2,651,541)	105,688	38,814	(3,011,089)
3.4 Community Safer Spaces			(33,650)			(33,650)
3.5 Lighting upgrades & improvements			(257,896)			(257,896)
3.6 CCTV strategy	(25,000)					(25,000)
T3.Goal_3 Delivery best practice & compliant waste & recycling service & infrastructure that meets community needs	(974,270)	82,000	(5,598,016)	8,563,215	(3,964,154)	(1,891,225)
3.9 Kerbside, landfill & waste collection services & facilities	(974,270)	82,000	(5,598,016)	8,563,215	(3,964,154)	(1,891,225)
T3.Goal_4 Strategic planning which produces consistent, strategic, transparent outcomes	(1,993,185)					(1,993,185)
3.10 Streetscaping / Master Planning / Pacemaking	(1,993,185)					(1,993,185)
T3.Goal_5 Update & review our open spaces to reflect community wants & needs	(160,000)		(759,917)	258,000		(661,917)
3.12 Cemeteries / commemoration	(50,000)		(174,901)	133,000		(91,901)
3.13 Upgrade, enhance & maintain Parks & Open Spaces that connect communities & are accessible	(110,000)					(110,000)
3.15 Water Play			(3,500)			(3,500)
3.16 Weed Management			(581,515)	125,000		(456,515)

# Murray River Council's 2024/25 Budget by Delivery Plan continued

2024/25 Budget by Theme and Goals	Capital Expense	Capital Revenue	Operating Expense	Operating Revenue	Other Funding Movements	Grand Total
<b>Theme 4 - A Place of Inclusion, Culture &amp; Wellbeing</b>	(130,761)		(2,336,465)	1,367,646		(1,099,580)
T4.Goal_1 Develop community led strategy with a focus on social connections / social fabric and a sense of belonging	(10,000)		(515,260)	132,334		(392,926)
4.1 Signage across Council	(10,000)					(10,000)
4.2 Formation of Networks - training and networking to fulfill social function & spark migration of ideas			(486,463)	100,734		(385,729)
4.4 Provide programs for targeted community demographics			(28,797)	31,600		2,803
T4.Goal_2 Foster & develop strategy to recognise & celebrate our rich heritage & indigenous culture (in partnership with commnity)	(120,761)					(120,761)
4.6 Regional History	(120,761)					(120,761)
T4.Goal_3 Actively promote & resource educational pathways into (working with) Council (retain & attract new people)			(377,400)			(377,400)
4.7 To attract quality staff to service community demands			(120,000)			(120,000)
4.8 Developing future leaders			(257,400)			(257,400)
T4.Goal_4 Supporting existing & new art projects & diverse community events			(227,068)			(227,068)
4.10 Regional Events			(127,068)			(127,068)
4.9 Public Arts & Culture Projects			(100,000)			(100,000)
T4.Goal_5 Facilitate & advocate for accessible health & wellbeing services based on local community needs			(1,216,737)	1,235,312		18,575
4.11 Community Health & Wellbeing Services including; Mental Health Services, Health Services, Aged Care, Special Care (disability, housing / assisted living)			(1,216,737)	1,235,312		18,575
<b>Theme 5 - A Place of Prosperity and Resilience</b>	(135,578)		(2,476,197)	1,141,195	51,288	(1,419,292)
T5.Goal_1 Encourage & support economic development across the region			(235,642)			(235,642)
5.3 Prepare an Employment Lands Strategy			(235,642)			(235,642)
T5.Goal_2 Continue to develop strong & resilient communities	(122,432)		(1,736,871)	727,463	0	(1,131,840)
5.6 Increased educational opportunities	(122,432)					(122,432)
5.7 Development of a resilient economy			(125,000)			(125,000)
5.8 Promotion of local attractions			(1,611,871)	727,463	0	(884,408)
T5.Goal_3 Promote & grow tourism across the region	(13,146)		(503,684)	413,732	51,288	(51,810)
5.10 Growing Tourism across the LGA	(13,146)		(503,684)	413,732	51,288	(51,810)
<b>Theme 6 - Connected Communities</b>	(14,022,667)	3,696,567	(24,301,342)	7,833,125	2,579,270	(24,215,047)
T6.Goal_1 Develop strategies to deliver road & shared pathway infrastructure that is accessible to all	(10,065,654)	120,000	(1,320,120)	38,296		(11,227,478)
6.1 Cycle, foot & other pathways	(760,814)		(153,721)			(914,535)
6.2 Improved and consistent road signage across the region	(120,000)		(75,000)			(195,000)
6.3 Improved parking options & consideration of larger vehicles (caravan, boat, RV, trailer)			(246,427)			(246,427)
6.4 Local road & drainage options	(9,184,840)	120,000	(844,972)	38,296		(9,871,517)
T6.Goal_3 Advocate for improved public transport	(12,000)		(1,019,909)	956,700		(75,209)
6.7 Community Transport that connects our people			(135,041)	76,594		(58,446)
6.8 Public Transport infrastructure	(12,000)		(884,868)	880,106		(16,762)
T6.Goal_4 Enable commercial transport & connection opportunities	(3,945,013)	3,576,567	(21,961,314)	6,838,129	2,579,270	(12,912,361)
6.10 Major Road upgrades	(3,945,013)	3,576,567	(21,848,393)	6,838,129	2,579,270	(12,799,440)
6.9 Truck Parking			(112,921)			(112,921)



## Murray River Council's 2024/25 Budget by Delivery Plan continued

2024/25 Budget by Theme and Goals	Capital Expense	Capital Revenue	Operating Expense	Operating Revenue	Other Funding Movements	Grand Total
Theme 7 - Tomorrow's Technologies	(392,900)		(454,383)			(847,283)
T7.Goal_1 Embed a geospatial driven system into Council processess, including public interface	(277,900)		(411,100)			(689,000)
7.1 Enable data access through a Geospatial Interface for internal and external users			(77,000)			(77,000)
7.2 Leverage the GIS to improve the extent, efficiency & effectiveness of data capture			(334,100)			(334,100)
7.3 Apply data sources to improve corporate decision making	(277,900)					(277,900)
T7.Goal_2 Explore technologies to forecast possible future opportunities	(115,000)					(115,000)
7.6 Promote advanced technologies	(115,000)					(115,000)
T7.Goal_3 To encourage, educate and enable environmentally sustainable approaches to energy management			(43,283)			(43,283)
7.11 Adapt to Biodiversity and Carbon Offset (Carbon Credits) requirements			(43,283)			(43,283)
<b>Grand Total</b>	<b>(32,839,228)</b>	<b>16,044,823</b>	<b>(76,860,613)</b>	<b>65,280,367</b>	<b>28,374,650</b>	<b>(0)</b>



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