



murray river
council

Operational
**PLAN AND BUDGET
2025-2026**



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.



The contents

What is the Operational Plan	4
Our framework.....	5
Measuring Delivery Program success.....	6
Financial Sustainability.....	7
How this plan works.....	8
Link to other documents.....	9
2025/26 Operational Plan.....	10
Consolidated.....	11-14
General Fund.....	15-17
Water Fund.....	18-20
Sewer Fund.....	21-23
Waste Fund.....	24-26
Cash Flow Movement.....	27
Cash Reserve Balances.....	27
Financial sustainability: Performance Ratios.....	28
Capital Works Program.....	29-32
Operational Budget by Delivery Program.....	33-34



Document photo credits:

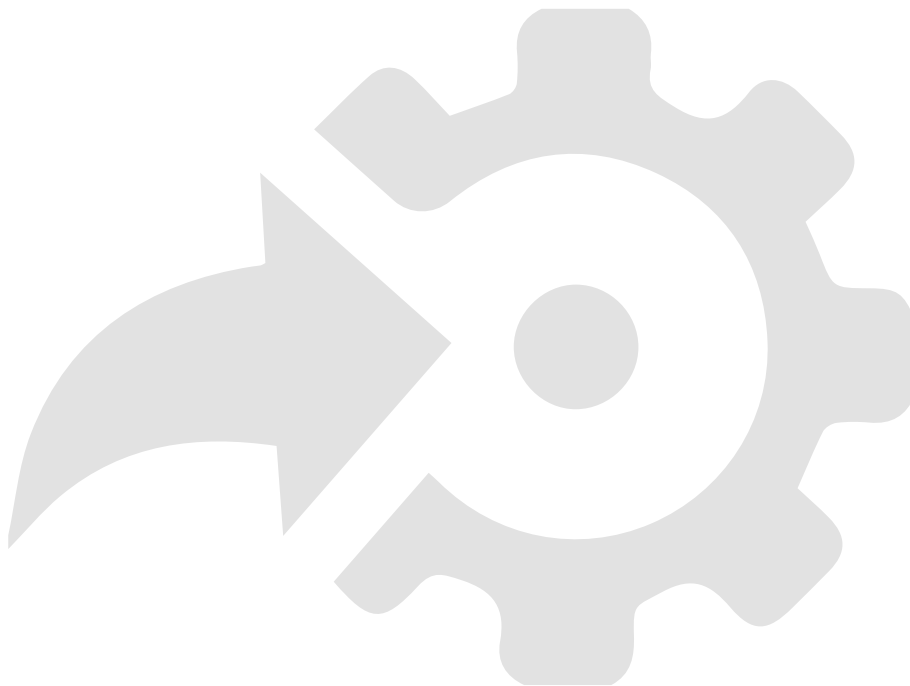
RiverDaze, Cindy Power Photography,
Alan Somners, Twoone

Our **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 2025/26 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.

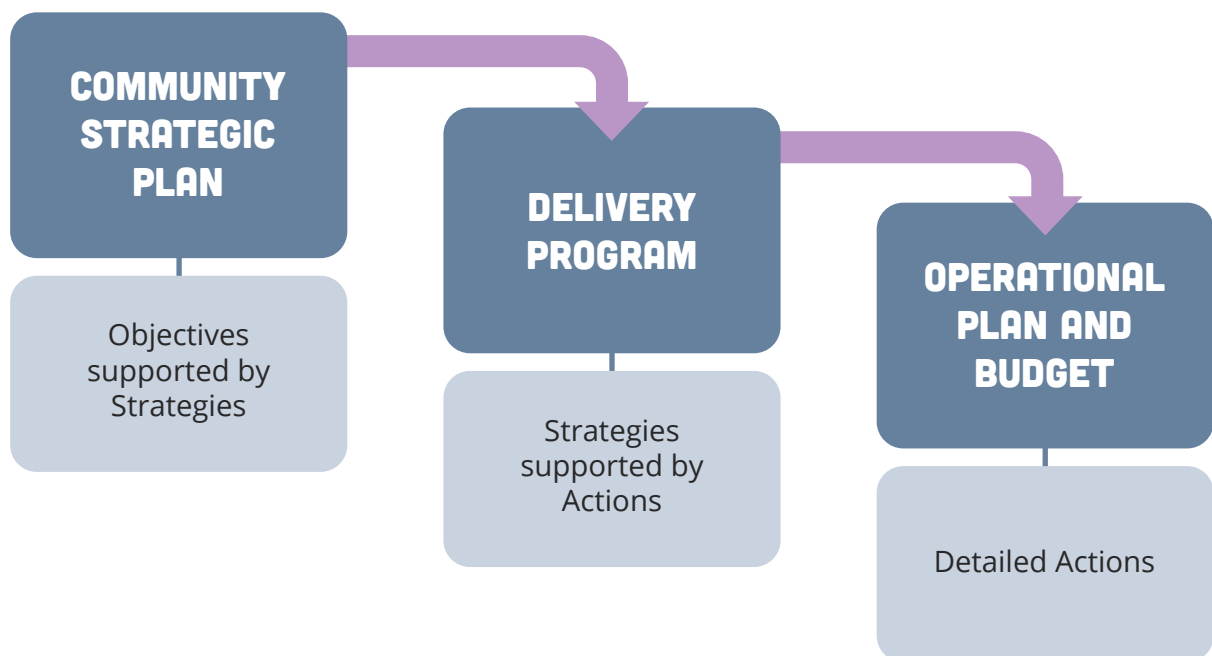


Our framework

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 2025/26 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 and 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 meet 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 and its themes

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 2025-26 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:

- 2025/26 Revenue Policy
- 2025/26 Schedule of Fees
- 2025/26 to 2034/35 Long Term Financial Plan

The **Revenue Policy** document sets out Council's revenue collection activities for the financial year 2025/26 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 **2025/26 to 2034/35 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.





2025 - 2026 Operational Plan



Operational Budget 2025/26 to 2028/29 – Consolidated

Tables 1 to 3 show the Whole of Council position, incorporating the sum of the four funds, namely, the General Fund, Water, Sewer and Waste Funds.

Please note that the Long-Term Financial Plan (separate document) provides the budget over ten years.

Table 1: Consolidated Income Statement

Consolidated Income Statement						
(in \$ '000)	Actual	Budget				
Year Ending	2024	2025	2026	2027	2028	2029
Income from Continuing Operations						
Rates and Annual Charges	21,554	25,165	26,532	27,548	28,602	29,697
User Charges and Fees	12,939	12,581	14,495	14,980	15,481	15,999
Interest & Investment Revenue	3,026	3,086	2,907	1,161	935	846
Other Revenues	1,965	1,663	1,299	1,610	1,655	1,701
Grants & Contributions for Operating Purposes	20,155	22,410	19,610	20,237	20,885	21,553
Grants & Contributions for Capital Purposes - Cash	22,292	12,591	9,727	6,883	8,184	11,016
Contributions for Capital Purposes - Non Cash (\$94 ,S80A)	31,910	631	149	-	-	-
Net Gains from the Disposal of Assets	-	201	-	4,103	-	-
Total Income from Continuing Operations	113,842	78,328	74,719	76,521	75,742	80,812
Expenses from Continuing Operations						
Employee Costs	21,180	21,435	23,303	23,955	24,626	25,316
Borrowing Costs	305	34	45	66	50	34
Materials and Contracts	20,394	28,194	22,871	23,511	24,170	24,846
Depreciation	20,884	20,344	21,397	22,304	23,097	23,913
Net Losses from the Disposal of Assets	9,204	-	-	-	-	-
Other Expenses	1,144	1,155	1,157	1,857	2,040	2,209
Total Expenses from Continuing Operations	73,110	71,162	68,773	71,693	73,983.99	76,319
Operating Result from Continuing Operations Surplus/(Deficit)	40,733	7,166	5,946	4,828	1,758	4,494
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(13,470)	(6,056)	(3,930)	(2,055)	(6,426)	(6,522)

To see the full ten-year Income Statement, consolidated and by fund, please refer to Murray River Council's [Long Term Financial Plan](#).

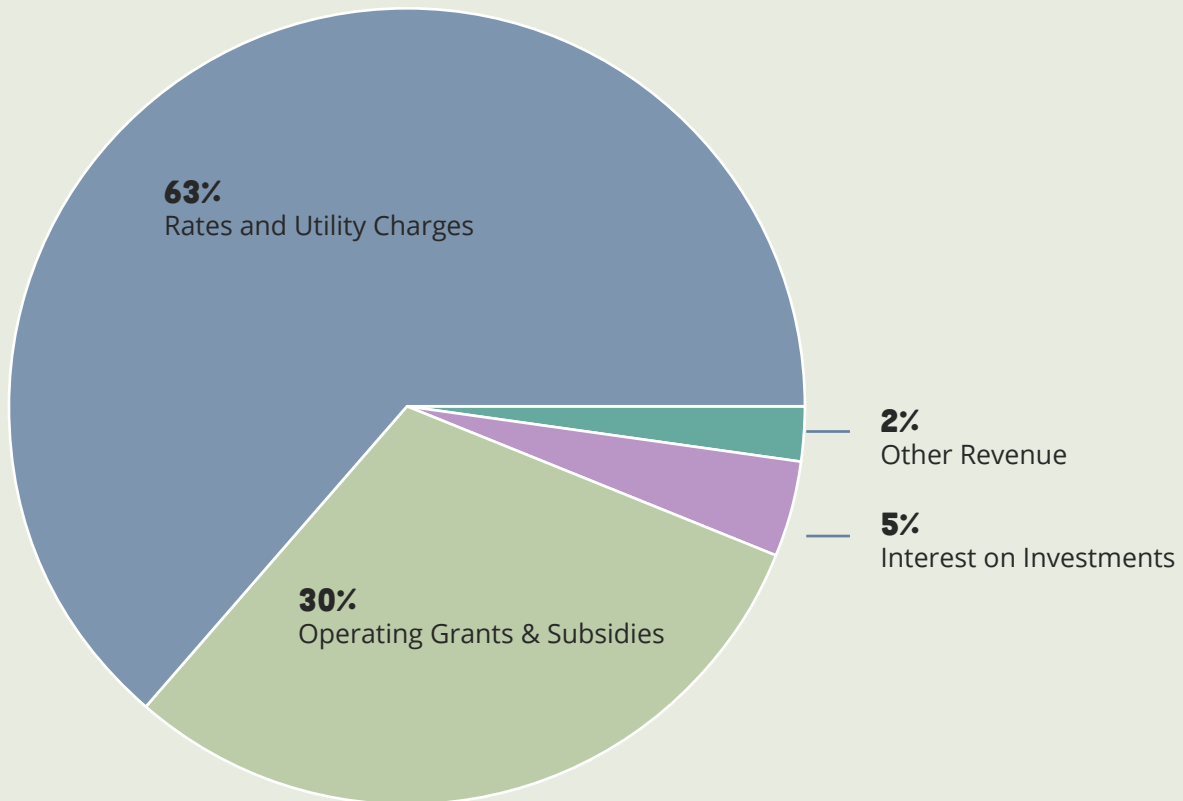
Table 2: Consolidated Statement of Financial Position

Consolidated Statement of Financial Position						
(in \$ '000)	Actual	Budget				
Year Ending	2024	2025	2026	2027	2028	2029
Current Assets						
Cash & Cash Equivalents	14,862	12,215	10,127	8,516	8,253	8,848
Investments	43,206	44,586	32,390	33,277	26,417	19,484
Receivables	14,051	10,323	6,360	6,238	6,600	7,061
Inventories	497	497	513	527	542	557
Other (Includes Assets Held for Sale)	5,589	3,850	3,931	3,507	3,583	3,660
Total Current Assets	78,205	71,471	53,321	52,066	45,395	39,611
Non-Current Assets						
Investments	2	2	2	2	2	2
Receivables	26	26	26	26	26	26
Infrastructure, Property, Plant & Equipment	1,082,302	1,107,656	1,142,722	1,169,453	1,201,035	1,234,273
Right-of-Use Assets	359	359	316	983	725	467
Other	19,314	22,547	21,487	22,413	21,530	21,656
Total Non-Current Assets	1,102,003	1,130,590	1,164,553	1,192,877	1,223,318	1,256,425
Total Assets	1,180,208	1,202,061	1,217,874	1,244,943	1,268,713	1,296,036
Current Liabilities						
Payables	10,167	13,960	3,065	3,212	3,305	3,416
Borrowings	267	267	278	284	290	296
Lease Liabilities	180	180	71	250	260	270
Provisions	-	-	2,035	105	1,151	-
Other	7,946	5,799	5,840	5,877	5,915	5,955
Total Current Liabilities	18,560	20,206	11,289	9,728	10,921	9,937
Non Current Liabilities						
Borrowings	1,422	1,154	871	587	296	-
Lease Liabilities	188	8	250	756	497	226
Provisions	10,028	10,469	7,974	9,426	7,969	8,697
Other	372	373	374	375	376	377
Total Non Current Liabilities	12,010	12,004	9,469	11,144	9,138	9,301
Total Liabilities	30,570	32,210	20,758	20,872	20,059	19,238
Net Assets	1,149,638	1,169,851	1,197,116	1,224,071	1,248,654	1,276,798
Equity						
Retained Earnings	733,075	740,244	746,261	752,509	754,118	763,517
Revaluation Reserves	363,173	376,217	397,536	419,663	442,489	466,138
Other Reserves	53,390	53,390	53,319	51,900	52,048	47,142
Total Equity	1,149,638	1,169,851	1,197,116	1,224,071	1,248,654	1,276,798

Table 3: Consolidated Cash Flow Statement

Consolidated Cash Flow Statement						
(in \$ '000)	Actual	Budget				
Year Ending	2024	2025	2026	2027	2028	2029
Cash Flows from Operating Activities						
Receipts - Operating Activities	108,063	81,174	79,018	72,876	75,914	80,833
Payments - Operating Activities	(44,360)	(51,005)	(55,678)	(49,777)	(48,644)	(50,988)
Net Cash Provided by (or used in) Operating Activities	63,703	30,169	23,340	23,098	27,269	29,846
Cash Flows from Investing Activities						
Receipts - Infrastructure, Property, Plant & Equipment	-	201	901	5,060	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(60,596)	(31,784)	(38,126)	(28,477)	(33,981)	(35,766)
Receipts/Purchases - Other Assets	5,533	(1,391)	12,069	(1,014)	6,733	6,806
Net Cash Provided by (or used in) Investing Activities	(55,063)	(32,974)	(25,156)	(24,431)	(27,248)	(28,960)
Cash Flow from Financing Activities						
Receipts - Loan Borrowings	(960)	(34)	-	-	-	-
Payments - Principal Repayments	(85)	192	(272)	(278)	(284)	(290)
Receipts - Council Equity Injection	347	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(698)	158	(272)	(278)	(284)	(290)
Net Increase/(Decrease) in Cash Assets Held	7,942	(2,647)	(2,088)	(1,611)	(263)	595
Cash and Cash Equivalents at Beginning of Reporting Period	6,920	14,862	12,215	10,127	8,516	8,253
Cash and Cash Equivalents at End of Reporting Period	14,862	12,215	10,127	8,516	8,253	8,848
plus Investments on Hand - End of Reporting Period	43,208	44,588	32,392	33,279	26,419	19,486
Total Cash, Cash Equivalents and Investments at End of Reporting Period	58,070	56,803	42,519	41,795	34,672	28,334

2025/26 Breakdown of Operating Revenue



2025/26 Breakdown of Operating Expenses by Service Area

1%	Civic Services
6%	Community Services
1%	Compliance Services
3%	Economic Development Services
3%	Emergency Management Services
1%	Environmental Services
1%	Governance
4%	Private Works Services

35%	Road Transport Services
5%	Sewage Services
10%	Sports & Recreation Services
2%	Stormwater Services
7%	Town Planning
11%	Waste Services
10%	Water Services





Operational Budget 2025/26 to 2028/29 - General Fund

Tables 4 to 6 show the financial position of the General Fund.

The General Fund includes roads and stormwater drainage, parks and open spaces, and several other services such as libraries, pools, customer service, ranger services, building inspections, and community services. It also includes the town planning and development application assessment function. Internal services such as finance, IT, human resources, governance and councillor support also falls under the General Fund.

Table 4: General Fund Income Statement

General Fund - Income Statement						
(in \$ '000)	Actual	Budget				
Year Ending	2024	2025	2026	2027	2028	2029
Income from Continuing Operations						
Rates and Annual Charges	12,222	13,225	13,829	14,358	14,908	15,479
User Charges and Fees	4,292	4,001	4,311	4,459	4,612	4,770
Interest & Investment Revenue	1,467	1,123	1,139	98	130	34
Other Revenues	1,651	1,550	1,079	1,109	1,140	1,172
Grants & Contributions for Operating Purposes	20,016	22,410	19,610	20,237	20,885	21,553
Grants & Contributions for Capital Purposes - Cash	20,704	11,550	7,239	4,700	5,940	6,717
Contributions for Capital Purposes - Non Cash (\$94 ,S80A)	27,921	235	149	-	-	-
Net Gains from the Disposal of Assets	-	201	-	4,103	-	-
Total Income from Continuing Operations	88,272	54,295	47,356	49,064	47,615	49,725
Expenses from Continuing Operations						
Employee Costs	16,655	18,230	19,515	20,061	20,623	21,201
Borrowing Costs	42	34	28	22	16	10
Materials and Contracts	14,420	21,337	16,469	16,930	17,404	17,891
Depreciation	16,804	16,533	17,099	18,021	18,655	19,220
Net Losses from the Disposal of Assets	9,222	-	-	-	-	-
Other Expenses	1,114	(2,717)	(3,044)	(2,712)	(2,754)	(2,802)
Total Expenses from Continuing Operations	58,255	53,417	50,068	52,323	53,944	55,519
Operating Result from Continuing Operations Surplus/(Deficit)	30,016	878	(2,712)	(3,259)	(6,329)	(5,794)
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(18,608)	(10,907)	(10,100)	(7,959)	(12,270)	(12,512)

To see the full ten-year Income Statement, consolidated and by fund, please refer to Murray River Council's [Long Term Financial Plan](#).

Table 5: General Fund Statement of Financial Position

General Fund - Statement of Financial Position						
(in \$ '000)	Actual	Budget				
Year Ending	2024	2025	2026	2027	2028	2029
Current Assets						
Cash & Cash Equivalents	11,582	8,774	2,151	2,273	2,466	2,442
Investments	19,045	17,422	5,227	3,397	4,416	1,104
Receivables	10,465	6,637	4,088	3,905	4,147	4,348
Inventories	497	497	513	527	542	557
Other (Includes Assets Held for Sale)	5,070	3,184	3,244	2,801	2,857	2,914
Total Current Assets	46,659	36,514	15,223	12,903	14,429	11,365
Non-Current Assets						
Investments	2	2	2	2	2	2
Receivables	26	26	26	26	26	26
Infrastructure, Property, Plant & Equipment	934,511	955,492	982,187	1,001,656	1,020,486	1,039,925
Right-of-Use Assets	9	9	5	0	-	-
Other	5,161	5,169	4,919	5,477	5,370	5,153
Total Non-Current Assets	939,709	960,698	987,139	1,007,161	1,025,884	1,045,106
Total Assets	986,368	997,212	1,002,361	1,020,064	1,040,313	1,056,471
Current Liabilities						
Payables	9,902	13,149	1,961	2,054	2,109	2,177
Borrowings	267	267	278	284	290	296
Lease Liabilities	3	3	3	-	-	-
Provisions	-	-	825	105	-	-
Other	7,946	5,799	5,840	5,877	5,915	5,955
Total Current Liabilities	18,118	19,218	8,908	8,321	8,315	8,427
Non Current Liabilities						
Borrowings	1,422	1,154	871	587	296	-
Lease Liabilities	6	3	0	-	-	-
Provisions	1,230	1,285	405	1,068	1,150	1,131
Other	372	373	374	375	376	377
Total Non Current Liabilities	3,030	2,815	1,650	2,030	1,823	1,508
Total Liabilities	21,148	22,033	10,558	10,350	10,137	9,936
Net Assets	965,220	975,179	991,804	1,009,713	1,030,176	1,046,535
Equity						
Retained Earnings	641,145	642,025	640,958	642,135	636,853	632,644
Revaluation Reserves	297,865	306,944	326,280	346,214	366,675	387,697
Council Equity Interest	-	-	-	1,234	7,565	8,696
Other Reserves	26,210	26,210	24,565	20,130	19,083	17,497
Total Equity	965,220	975,179	991,804	1,009,713	1,030,176	1,046,535



Table 6: General Fund Cash Flow Statement

General Fund - Cash Flow Statement						
(in \$ '000)	Actual	Budget				
Year Ending	2024	2025	2026	2027	2028	2029
Cash Flows from Operating Activities						
Receipts - Operating Activities	84,848	57,784	50,048	45,434	47,801	49,938
Payments - Operating Activities	(33,464)	(37,439)	(42,087)	(34,095)	(34,128)	(34,946)
Net Cash Provided by (or used in) Operating Activities	51,384	20,345	7,962	11,339	13,673	14,992
Cash Flows from Investing Activities						
Receipts - Infrastructure, Property, Plant & Equipment	-	201	901	5,060	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(46,817)	(25,134)	(27,282)	(18,935)	(18,380)	(19,043)
Receipts/Purchases - Other Assets	8,552	1,622	12,068	1,702	(1,146)	3,185
Net Cash Provided by (or used in) Investing Activities	(38,265)	(23,311)	(14,313)	(12,173)	(19,527)	(15,857)
Cash Flow from Financing Activities						
Receipts - Loan Borrowings	(960)	(34)	-	-	-	-
Payments - Principal Repayments	(85)	192	(272)	(278)	(284)	(290)
Receipts - Council Equity Injection	(6,207)	-	-	1,234	6,331	1,131
Net Cash Provided by (or used in) Financing Activities	(7,252)	158	(272)	956	6,047	841
Net Increase/(Decrease) in Cash Assets Held	5,867	(2,808)	(6,623)	122	193	(24)
Cash and Cash Equivalents at Beginning of Reporting Period	5,715	11,582	8,774	2,151	2,273	2,466
Cash and Cash Equivalents at End of Reporting Period	11,582	8,774	2,151	2,273	2,466	2,442
plus Investments on Hand - End of Reporting Period	19,047	17,424	5,229	3,399	4,418	1,106
Total Cash, Cash Equivalents and Investments at End of Reporting Period	30,629	26,198	7,380	5,672	6,885	3,548





Operational Budget 2025/26 to 2028/29 - Water Fund

Tables 7 to 9 show the financial position of the Water Fund, which incorporates the treatment, storage and supply of filtered water (suitable for human consumption and meeting Australian Drinking Water Quality (Health) Guidelines) and the supply of raw water (primarily for outdoor use).

Table 7: Water Fund Income Statement

Water Fund - Income Statement						
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>				
Year Ending	2024	2025	2026	2027	2028	2029
Income from Continuing Operations						
Rates and Annual Charges	3,368	4,106	4,367	4,534	4,708	4,888
User Charges and Fees	3,578	2,935	3,970	4,101	4,236	4,376
Interest & Investment Revenue	513	549	497	236	97	125
Other Revenues	233	61	75	77	79	81
Grants & Contributions for Capital Purposes - Cash	996	620	1,707	1,685	1,732	2,857
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	2,492	179	-	-	-	-
Total Income from Continuing Operations	11,179	8,450	10,616	10,634	10,853	12,328
Expenses from Continuing Operations						
Employee Costs	2,165	1,609	1,824	1,875	1,928	1,982
Materials and Contracts	2,076	2,162	2,059	2,117	2,176	2,237
Depreciation	1,772	1,408	1,825	1,881	1,970	2,054
Net Losses from the Disposal of Assets	39	-	-	-	-	-
Other Expenses	11	1,288	1,471	1,595	1,717	1,820
Total Expenses from Continuing Operations	6,062	6,467	7,179	7,467	7,790	8,092
Operating Result from Continuing Operations Surplus/(Deficit)	5,117	1,983	3,437	3,166	3,063	4,235
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,629	1,184	1,730	1,481	1,331	1,378

To see the full ten-year Income Statement, consolidated and by fund, please refer to Murray River Council's [Long Term Financial Plan](#).

Table 8: Water Fund Statement of Financial Position

Water Fund - Statement of Financial Position						
(in \$ '000)	Actual	Budget				
Year Ending	2024	2025	2026	2027	2028	2029
Current Assets						
Cash & Cash Equivalents	78	404	2,096	1,869	1,990	1,889
Investments	5,678	5,973	7,466	8,213	3,285	3,121
Receivables	2,029	1,855	886	920	971	1,088
Other (Includes Assets Held for Sale)	166	180	186	191	196	202
Total Current Assets	7,951	8,412	10,634	11,192	6,443	6,300
Non-Current Assets						
Infrastructure, Property, Plant & Equipment	77,376	81,232	82,747	85,275	90,556	95,103
Other	7,760	7,770	7,770	7,770	7,770	7,770
Total Non-Current Assets	85,136	89,002	90,517	93,045	98,326	102,873
Total Assets	93,087	97,414	101,151	104,237	104,769	109,173
Current Liabilities						
Payables	237	299	389	407	425	443
Total Current Liabilities	237	299	389	407	425	443
Total Liabilities	237	299	389	407	425	443
Net Assets	92,850	97,115	100,762	103,830	104,344	108,730
Equity						
Retained Earnings	56,317	58,300	59,739	63,171	64,447	70,960
Revaluation Reserves	30,777	33,059	33,269	33,517	33,820	34,198
Council Equity Interest	-	-	-	(346)	(3,197)	(3,424)
Other Reserves	5,756	5,756	7,754	7,488	9,275	6,997
Total Equity	92,850	97,115	100,762	103,830	104,344	108,730

Table 9: Water Fund Cash Flow Statement

Water Fund - Cash Flow Statement						
(in \$ '000)	Actual	Budget				
Year Ending	2024	2025	2026	2027	2028	2029
Cash Flows from Operating Activities						
Receipts - Operating Activities	10,097	8,430	11,649	10,621	10,836	12,218
Payments - Operating Activities	(4,336)	(4,997)	(5,021)	(5,178)	(5,149)	(5,410)
Net Cash Provided by (or used in) Operating Activities	5,761	3,433	6,628	5,443	5,687	6,807
Cash Flows from Investing Activities						
Purchases - Infrastructure, Property, Plant & Equipment	(7,134)	(2,803)	(3,443)	(4,577)	(7,643)	(6,846)
Receipts/Purchases - Other Assets	458	(304)	(1,493)	(747)	4,928	164
Net Cash Provided by (or used in) Investing Activities	(6,676)	(3,107)	(4,936)	(5,324)	(2,715)	(6,681)
Cash Flow from Financing Activities						
Receipts - Council Equity Injection	-	-	-	(346)	(2,851)	(227)
Net Cash Provided by (or used in) Financing Activities	-	-	-	(346)	(2,851)	(227)
Net Increase/(Decrease) in Cash Assets Held	(915)	326	1,692	(227)	121	(101)
Cash and Cash Equivalents at Beginning of Reporting Period	993	78	404	2,096	1,869	1,990
Cash and Cash Equivalents at End of Reporting Period	78	404	2,096	1,869	1,990	1,889
plus Investments on Hand - End of Reporting Period	5,678	5,973	7,466	8,213	3,285	3,121
Total Cash, Cash Equivalents and Investments at End of Reporting Period	5,756	6,377	9,562	10,082	5,275	5,010



Operational Budget 2025/26 to 2028/29 - Sewer Fund

Tables 10 to 12 show the financial position of the Sewer Fund, which incorporates the collection, treatment and responsible disposal of sewage.

Table 10: Sewer Fund Income Statement

Sewerage Fund - Income Statement						
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>				
Year Ending	2024	2025	2026	2027	2028	2029
Income from Continuing Operations						
Rates and Annual Charges	3,523	4,342	4,664	4,843	5,028	5,220
User Charges and Fees	440	276	641	662	684	707
Interest & Investment Revenue	817	1,117	1,004	552	426	398
Other Revenues	63	32	45	321	330	339
Grants & Contributions for Capital Purposes - Cash	505	302	421	436	448	1,376
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	1,497	217	-	-	-	-
Total Income from Continuing Operations	6,845	6,286	6,775	6,813	6,916	8,039
Expenses from Continuing Operations						
Employee Costs	937	428	620	637	655	674
Materials and Contracts	909	909	1,017	1,045	1,075	1,105
Depreciation	1,075	1,183	1,110	1,141	1,212	1,290
Other Expenses	6	934	1,148	1,220	1,275	1,335
Total Expenses from Continuing Operations	2,927	3,454	3,895	4,044	4,217	4,404
Operating Result from Continuing Operations Surplus/(Deficit)	3,918	2,832	2,880	2,769	2,698	3,636
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,916	2,313	2,459	2,334	2,250	2,260

To see the full ten-year Income Statement, consolidated and by fund, please refer to Murray River Council's [Long Term Financial Plan](#).

Table 11: Sewer Fund Statement of Financial Position

Sewerage Fund - Statement of Financial Position						
(in \$ '000)	Actual	Budget				
Year Ending	2024	2025	2026	2027	2028	2029
Current Assets						
Cash & Cash Equivalents	3,095	2,905	3,664	2,313	1,709	2,354
Investments	15,034	17,456	17,456	19,202	14,401	10,945
Receivables	429	452	520	558	603	704
Other (Includes Assets Held for Sale)	285	396	409	420	432	444
Total Current Assets	18,843	21,209	22,049	22,493	17,145	14,447
Non-Current Assets						
Infrastructure, Property, Plant & Equipment	63,270	65,620	69,490	73,070	79,887	87,323
Total Non-Current Assets	63,270	65,620	69,490	73,070	79,887	87,323
Total Assets	82,113	86,829	91,538	95,562	97,032	101,770
Current Liabilities						
Payables	20	31	220	229	237	246
Total Current Liabilities	20	31	220	229	237	246
Total Liabilities	20	31	220	229	237	246
Net Assets	82,093	86,798	91,319	95,333	96,795	101,524
Equity						
Retained Earnings	31,020	33,852	37,221	39,439	44,965	51,863
Revaluation Reserves	32,944	34,817	36,458	38,195	40,021	42,019
Council Equity Interest	-	-	-	(492)	(3,555)	(4,459)
Other Reserves	18,129	18,129	17,640	18,191	15,364	12,101
Total Equity	82,093	86,798	91,319	95,333	96,795	101,524

Table 12: Sewer Fund Cash Flow Statement

Sewerage Fund - Cash Flow Statement						
(in \$ '000)	Actual	Budget				
Year Ending	2024	2025	2026	2027	2028	2029
Cash Flows from Operating Activities						
Receipts - Operating Activities	6,670	5,935	6,757	6,803	6,931	7,977
Payments - Operating Activities	(1,885)	(2,260)	(2,325)	(2,634)	(2,449)	(2,482)
Net Cash Provided by (or used in) Operating Activities	4,785	3,675	4,432	4,169	4,482	5,495
Cash Flows from Investing Activities						
Purchases - Infrastructure, Property, Plant & Equipment	(2,220)	(1,442)	(3,673)	(3,282)	(6,823)	(7,402)
Receipts/Purchases - Other Assets	(28)	(2,423)	-	(1,746)	4,800	3,456
Net Cash Provided by (or used in) Investing Activities	(2,248)	(3,865)	(3,673)	(5,028)	(2,022)	(3,946)
Cash Flow from Financing Activities						
Receipts - Council Equity Injection	-	-	-	(492)	(3,063)	(904)
Net Cash Provided by (or used in) Financing Activities	-	-	-	(492)	(3,063)	(904)
Net Increase/(Decrease) in Cash Assets Held	2,537	(190)	759	(1,351)	(603)	645
Cash and Cash Equivalents at Beginning of Reporting Period	558	3,095	2,905	3,664	2,313	1,709
Cash and Cash Equivalents at End of Reporting Period	3,095	2,905	3,664	2,313	1,709	2,354
plus Investments on Hand - End of Reporting Period	15,034	17,456	17,456	19,202	14,401	10,945
Total Cash, Cash Equivalents and Investments at End of Reporting Period	18,129	20,361	21,120	21,514	16,111	13,299



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

Tables 13 to 15 show the financial position of the Waste Fund, which incorporates kerbside collection services, along with landfill and recycling centre operations.

Table 13: Waste Fund Income Statement

Waste Fund - Income Statement						
(in \$ '000)	Actual	Budget				
Year Ending	2024	2025	2026	2027	2028	2029
Income from Continuing Operations						
Rates and Annual Charges	2,441	3,492	3,672	3,813	3,959	4,110
User Charges and Fees	4,630	5,369	5,573	5,758	5,948	6,146
Interest & Investment Revenue	229	297	267	274	282	290
Other Revenues	19	20	100	103	106	109
Grants & Contributions for Operating Purposes	139	-	-	-	-	-
Grants & Contributions for Capital Purposes - Cash	88	119	360	62	64	66
Net Gains from the Disposal of Assets	57	-	-	-	-	-
Total Income from Continuing Operations	7,603	9,297	9,972	10,010	10,359	10,720
Expenses from Continuing Operations						
Employee Costs	1,424	1,168	1,344	1,382	1,420	1,460
Borrowing Costs	263	-	17	44	34	25
Materials and Contracts	2,989	3,786	3,326	3,419	3,515	3,613
Depreciation	1,233	1,220	1,362	1,261	1,260	1,349
Other Expenses	13	1,650	1,582	1,753	1,803	1,856
Total Expenses from Continuing Operations	5,922	7,824	7,631	7,859	8,033	8,303
Operating Result from Continuing Operations Surplus/(Deficit)	1,681	1,473	2,341	2,151	2,326	2,417
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,593	1,354	1,981	2,089	2,262	2,351

To see the full ten-year Income Statement, consolidated and by fund, please refer to Murray River Council's [Long Term Financial Plan](#).

Table 14: Waste Fund Statement of Financial Position

Waste Fund - Statement of Financial Position						
(in \$ '000)	Actual	Budget				
Year Ending	2024	2025	2026	2027	2028	2029
Current Assets						
Cash & Cash Equivalents	107	132	2,216	2,062	2,088	2,164
Investments	3,449	3,735	2,241	2,465	4,314	4,314
Receivables	1,128	1,379	866	856	878	921
Other (Includes Assets Held for Sale)	68	90	93	95	98	101
Total Current Assets	4,752	5,336	5,416	5,478	7,378	7,500
Non-Current Assets						
Infrastructure, Property, Plant & Equipment	7,145	5,312	8,299	9,453	10,106	11,922
Right-of-Use Assets	350	350	311	983	725	467
Other	6,393	9,608	8,798	9,166	8,390	8,733
Total Non-Current Assets	13,888	15,270	17,408	19,601	19,221	21,122
Total Assets	18,640	20,606	22,824	25,079	26,600	28,622
Current Liabilities						
Payables	8	481	495	521	534	550
Lease Liabilities	177	177	68	250	260	270
Provisions	-	-	1,210	-	1,151	-
Total Current Liabilities	185	658	1,773	771	1,945	820
Non Current Liabilities						
Lease Liabilities	182	5	250	756	497	226
Provisions	8,798	9,184	7,569	8,358	6,819	7,566
Total Non Current Liabilities	8,980	9,189	7,819	9,114	7,316	7,792
Total Liabilities	9,165	9,847	9,592	9,885	9,260	8,613
Net Assets	9,475	10,759	13,232	15,194	17,340	20,009
Equity						
Retained Earnings	4,593	6,067	8,343	7,763	7,853	8,051
Revaluation Reserves	1,587	1,397	1,529	1,737	1,973	2,224
Council Equity Interest	-	-	-	(396)	(813)	(813)
Other Reserves	3,295	3,295	3,360	6,091	8,327	10,547
Total Equity	9,475	10,759	13,232	15,194	17,340	20,009

Table 15: Waste Fund Cash Flow Statement

Waste Fund - Cash Flow Statement						
(in \$ '000)	Actual	Budget				
Year Ending	2024	2025	2026	2027	2028	2029
Cash Flows from Operating Activities						
Receipts - Operating Activities	6,448	9,025	10,564	10,018	10,345	10,701
Payments - Operating Activities	(4,675)	(6,309)	(6,245)	(7,870)	(6,917)	(8,149)
Net Cash Provided by (or used in) Operating Activities	1,773	2,716	4,319	2,148	3,427	2,552
Cash Flows from Investing Activities						
Purchases - Infrastructure, Property, Plant & Equipment	(4,425)	(2,405)	(3,729)	(1,682)	(1,136)	(2,476)
Receipts/Purchases - Other Assets	(3,449)	(286)	1,494	(224)	(1,849)	-
Net Cash Provided by (or used in) Investing Activities	(7,874)	(2,691)	(2,235)	(1,906)	(2,984)	(2,476)
Cash Flow from Financing Activities						
Receipts - Council Equity Injection	6,554	-	-	(396)	(417)	-
Net Cash Provided by (or used in) Financing Activities	6,554	-	-	(396)	(417)	-
Net Increase/(Decrease) in Cash Assets Held	453	25	2,084	(154)	26	76
Cash and Cash Equivalents at Beginning of Reporting Period	(346)	107	132	2,216	2,062	2,088
Cash and Cash Equivalents at End of Reporting Period	107	132	2,216	2,062	2,088	2,164
plus Investments on Hand - End of Reporting Period	3,449	3,735	2,241	2,465	4,314	4,314
Total Cash, Cash Equivalents and Investments at End of Reporting Period	3,556	3,867	4,457	4,527	6,402	6,478

Cash flow movement 2025/26 to 2028/29

	2025/26 Year ('\$000)	2026/27 Year ('\$000)	2027/28 Year ('\$000)	2028/29 Year ('\$000)
General Fund				
Opening Balance	26,198	7,380	5,672	6,885
Net Movement	-18,818	-1,707	1,213	-3,337
Closing Balance	7,380	5,672	6,885	3,548
Water Fund				
Opening Balance	6,377	9,562	10,082	5,275
Net Movement	3,185	621	-4,807	-265
Closing Balance	9,562	10,082	5,275	5,010
Sewer Fund				
Opening Balance	20,361	21,120	21,514	16,111
Net Movement	759	394	-5,404	-2,811
Closing Balance	21,120	21,514	16,111	13,300
Waste Fund				
Opening Balance	3,867	4,457	4,527	6,402
Net Movement	590	70	1,875	76
Closing Balance	4,457	4,527	6,402	6,478

Cash reserve balances 2025/26

	2025/26 Year ('\$000)
Total Cash and Investments	42,519
Represented by	
Externally Restricted	
Water Fund	9,562
Sewer Fund	21,120
Waste Fund	1,366
Other externally restricted funds	6,087
Total Externally Restricted	38,135
Totally Internally Restricted	3,810
Total Restricted Cash	41,945
Total Unrestricted Cash	574

Financial Sustainability

Performance Ratios 2025/26 to 2028/29

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%
Cash Expense Cover Ratio	Indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.	>3 months
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	2025/26	2026/27	2027/28	2028/29
Operating Performance	> 0%	(6.06%)	(8.84%)	(9.51%)	(9.34%)
Unrestricted Current Ratio	> 1.5:1	1.7	1.6	1.7	1.3
Own Source Revenue	>60%	61%	65%	62%	60%
Debt Servicing Cover Ratio	> 2x	0.46%	0.43%	0.44%	0.43%
Rates and Annual Charges Outstanding	< 10%	11.95%	11.83%	11.71%	11.60%
Cash Expense Cover Ratio	> 3 Months	9.1	10.0	8.5	6.6
Building & Infrastructure Renewal Ratio	> 100%	112.83%	73.67%	93.67%	101.31%
Operating Expenditure per capita	Constant or Declining	\$4,822	\$4,797	\$4,734	\$4,691

2025/26 Capital Works Program

The tables below provide a list of the capital works planned for the 2025/26 financial year and are grouped by the Themes in the Delivery Plan.

2025/26 Capital Listing by Theme, Goal & Objective				
	Renewal	Upgrade	New	Grand Total
1 A place of environmental sensitivity	20,000	50,000	3,622,480	3,692,480
1.2 Protect, enhance and sustain the natural environment	20,000	50,000	3,622,480	3,692,480
1.2.2 Creating a more Environmentally Sustainable Council	20,000	50,000	676,460	746,460
HVAC Replacement FY26 budget allocation - \$20,000	20,000			20,000
Methane capture and carbon mitigation Moama Landfill			443,750	443,750
Moama Pound Upgrade		50,000		50,000
Solar Panels (Community Energy Upgrades Fund) - Carry Over			232,710	232,710
1.2.4 Prioritise and rehabilitate Landfills			2,946,020	2,946,020
Koraleigh Landfill Rehabilitation			1,748,000	1,748,000
Moama Landfill Development - Development Consent new landfill			243,750	243,750
Moama Push Pit			954,270	954,270
2 A place of progressive leadership	4,488,999		392,400	4,881,399
2.1 Deliver exceptional & consistent service to community	4,488,999			4,488,999
2.1.2 Align councils services to the LTFP	4,488,999			4,488,999
Asset purchase for replacement - All other fleet	3,988,999			3,988,999
Urban Street Reseals	500,000			500,000
2.2 Continue to be a trusted and ethical leader			392,400	392,400
2.1.6 Implement a Cemetery Management Strategy			392,400	392,400
Moama Cemetery Lawn- plot expansion			392,400	392,400
3 A place of liveable communities	2,665,951	3,523,248	3,563,910	9,753,109
3.1 Create and maintain safe and accessible community spaces	308,571	1,159,556	1,088,910	2,557,037
3.1.1 Parks and Open Spaces Strategy and update recreation	152,871	46,630	25,000	224,501
Barham Recreation Reserve Power Supply Upgrade		30,000		30,000
Koraleigh Recreation Reserve Shed Renewal			25,000	25,000
Mathoura Recreation Reserve Playground Renewal	60,871			60,871
Moama Rec Reserve-Fencing & Landscaping	15,000			15,000
Moulamein South Recreation Reserve filter installation		16,630		16,630
Wakool Cook Street Irrigation Upgrades	77,000			77,000
3.1.2 Develop and begin implementation of Aquatics Strategy	103,800		63,910	167,710
Mathoura Retirement Village - Building Underpinning & Security upgrades	103,800			103,800
Moama Depot Transportable Office Building			63,910	63,910

2025/26 Capital Works Program

2025/26 Capital Listing by Theme, Goal & Objective				
	Renewal	Upgrade	New	Grand Total
3 A place of liveable communities	2,665,951	3,523,248	3,563,910	9,753,109
3.1 Create and maintain safe and accessible community spaces	308,571	1,159,556	1,088,910	2,557,037
3.1.3 Review and begin implementation of Building Strategy	51,900	480,000		531,900
BLD Replace floor coverings at Barham Caravan Park Office / Residence	11,900			11,900
Depot Improvements		55,000		55,000
Goodnight Hall - Ceiling Works (CTMG recommended capital renewal program)	25,000			25,000
MVBC Stage 1 – Security Upgrade & Library Renovation – Carryon		405,000		405,000
Office Furniture FY26 budget allocation - \$15,000	15,000			15,000
Security & Compliance Upgrade (SALTO & CCTV)		20,000		20,000
3.1.4 Develop and implement Amenities Strategy		632,926	1,000,000	1,632,926
Mathoura MVBC Park Public Toilet Upgrade		187,926		187,926
Meninya Street Toilet Facility			1,000,000	1,000,000
Picnic Point Caravan Park Amenities Replacement (Capital Upgrade)		445,000		445,000
3.2 Enable development of liveable communities.	1,815,000	2,363,692	2,290,000	6,468,692
3.2.6 Regulatory Assurance Framework Policies	1,815,000	2,363,692	2,290,000	6,468,692
400741: PRJ_BRM SSU Sewerage Scheme Upgd DES (C)		118,692		118,692
400863: PRJ_BRM SSU Land Acquisition (C)			325,000	325,000
Barham Sewer Pump Station 3 Replacement	1,030,000			1,030,000
Barham STP Upgrade - Treatment Ponds			100,000	100,000
Barham WTP Chemical Dosing Upgrade	35,000			35,000
Moama STP Upgrade - Irrigation Stage 1			1,300,000	1,300,000
Moama WTP - Additional Clear Water Storage			150,000	150,000
Moama WTP - PAC Dosing Upgrade		2,245,000		2,245,000
Moama WTP - Sludge Lagoons Upgrade			150,000	150,000
Murray Downs STP Upgrade - Land Acquisition			20,000	20,000
Sewer Bulk Flow Meter Installation			75,000	75,000
Sewer Main Replacement / Relining Program	20,000			20,000
Sewer Network Odour Control			10,000	10,000
Sewer Pump Station Pump Replacements	70,000			70,000
Sewer Pump Station Switchboard Replacements	210,000			210,000
Sewerage Treatment Plants Access Tracks Replacement	60,000			60,000
Wakool Treated Water Reservoir Replacement - Stage 2			160,000	160,000
Water Main Renewals	270,000			270,000
Water Meter Replacements	120,000			120,000

2025/26 Capital Works Program

2025/26 Capital Listing by Theme, Goal & Objective				
	Renewal	Upgrade	New	Grand Total
3 A place of liveable communities	2,665,951	3,523,248	3,563,910	9,753,109
3.4 Strategic planning which produces transparent outcomes	542,380		185,000	727,380
3.4.10 Review unused assets & strategically dispose/purpose	542,380			542,380
Asset purchase for replacement	502,380			502,380
Decommissioning / Demolition of remaining buildings and structures	40,000			40,000
3.4.8 Preparation of Master Plans/Township Plans & outcomes			185,000	185,000
Moulamein Main Street Redevelopment - Council Buildings & Services			185,000	185,000
5 A place of prosperity and resilience	541,000	1,466,456	10,000	2,017,456
5.2 Continue to develop strong and resilient communities	532,000	1,466,456		1,998,456
5.2.7 Communities feel resilient & prepared for challenges	532,000	1,466,456		1,998,456
Future Levee Development Design		259,700		259,700
Levee Bank Renewals	532,000			532,000
PRJ_MMN Levees & Flood Prot Sys (C) 400794 (400795, 400796, 400797)		1,206,756		1,206,756
5.3 Promote and grow tourism across the region	9,000		10,000	19,000
5.3.8 Promote region as a destination for tourism	9,000		10,000	19,000
TOWN SIGN - NEW			10,000	10,000
TOWN SIGN - RENEW	9,000			9,000
6 Connected communities	7,390,000	4,953,000	210,000	12,553,000
6.1 Advocate/facilitate reliable communications infrastruc.		260,000		260,000
6.1.1 Collaborate on advancing digital infrastructure improv		260,000		260,000
MRC WAN Internet Project		260,000		260,000
6.2 Deliver accessible road and shared pathway infrastruc	7,390,000	4,693,000	210,000	12,293,000
6.2.2 Roads Strategy to be developed and implemented	100,000	443,000	110,000	653,000
8 Blair Street - Car Park			110,000	110,000
Local Roads Road Safety Infrastructure	50,000			50,000
Roll Over - Meninya Street Precinct Project - Detailed Design		443,000		443,000
Urban Roads Road Safety Infrastructure	50,000			50,000

2025/26 Capital Works Program

2025/26 Capital Listing by Theme, Goal & Objective				
	Renewal	Upgrade	New	Grand Total
6 Connected communities	7,390,000	4,953,000	210,000	12,553,000
6.2 Deliver accessible road and shared pathway infrastructure	7,390,000	4,693,000	210,000	12,293,000
6.2.3 Deliver finance sustainable Road Asset Management Plan	6,940,000	4,250,000	50,000	11,240,000
Black Spot - Moulamein Road and Barham Road Intersection Upgrade		450,000		450,000
Footpath Renewals	250,000			250,000
Footpath Upgrades		200,000		200,000
Kerb & Gutter Renewals	350,000			350,000
Kyalite Road Widening		3,600,000		3,600,000
Lignum Road Roundabout			50,000	50,000
Local Road Renewals	167,640			167,640
Local Road Reseals	655,000			655,000
Regional Road Renewals	1,999,000			1,999,000
Regional Road Reseals	1,000,000			1,000,000
Regional Roads Road Safety Infrastructure	132,000			132,000
Regional Roads Shoulder Resheet	535,000			535,000
Shared Path Renewals	100,000			100,000
Survey & Design Package	200,000			200,000
Unsealed Road Resheeting	1,314,000			1,314,000
Urban Road Renewals	237,360			237,360
6.2.7 Drainage Program reviewed, accessible design	350,000		50,000	400,000
Rural Drainage Renewals	250,000			250,000
Urban Stormwater New			50,000	50,000
Urban Stormwater Renewals	100,000			100,000
7 Tomorrow's technologies	584,112	128,700	1,050,000	1,762,812
7.2 Explore technologies to forecast future opportunities	584,112	128,700	1,050,000	1,762,812
7.1.3 Use new technologies (& AI) to manage council ops	584,112	128,700	1,050,000	1,762,812
Capital ICT Assets FY26 1.1	584,112			584,112
ICT_PC_I&S Roadmap FY26 1.1		128,700		128,700
TechnologyOne Release 3 1.1			1,050,000	1,050,000
Grand Total	15,690,062	10,121,404	8,848,790	34,660,256

Murray River Council's 2025/26 Budget by Delivery Plan

The tables below provide a list of the 2025/26 financial year operational budget and are grouped by the Themes in the Delivery Plan.

2025/26 Budget by Theme and Goals	Capital Expense	Capital Revenue	Operating Expense	Operating Revenue	Other Funding Movements	Total
1 A place of environmental sensitivity	3,439,770	(300,000)	8,300,458	(9,670,014)	(1,152,738)	617,476
1.1 Facilitate circular economy.	0	0	3,233,526	(4,272,385)	3,116,892	2,078,033
1.1.1 Enhance and promote waste and recycling programs	0	0	3,233,526	(4,272,385)	3,116,892	2,078,033
1.2 Protect, enhance and sustain the natural environment	3,439,770	(300,000)	4,171,121	(5,531,372)	(4,269,630)	(2,490,111)
1.2.2 Creating a more Environmentally Sustainable Council	50,000	0	832,716	(184,135)	0	698,581
1.2.3 Improving areas of natural habitat	0	0	291,035	0	0	291,035
1.2.4 Prioritise and rehabilitate Landfills	3,389,770	(300,000)	3,047,370	(5,347,237)	(4,269,630)	(3,479,727)
1.3 Increase awareness and education of sustainability	0	0	895,811	133,743	0	1,029,554
1.3.5 Incorporation of ESG criteria in Procurement Policy	0	0	352,100	(543,750)	0	(191,650)
1.3.6 Community education programs on council services	0	0	543,710	677,493	0	1,221,204
2 A place of progressive leadership	5,493,779	(149,224)	9,505,671	(34,820,918)	(14,453,574)	(34,424,266)
2.1 Deliver exceptional & consistent service to community	5,101,379	(149,224)	6,088,765	(4,272,589)	(14,453,574)	(7,685,243)
2.1.1 Provide clear, concise and consistent information	0	0	1,863,417	(1,765,695)	0	97,722
2.1.2 Align councils services to the LTFP	5,101,379	(149,224)	1,930,267	(3,020,384)	(14,453,574)	(10,591,536)
2.1.3 Increase quality in Planning & Building processes/apps	0	0	781,997	(676,162)	0	105,835
2.1.4 Development applications are assessed in timeframes	0	0	1,513,084	1,189,651	0	2,702,735
2.2 Continue to be a trusted and ethical leader	392,400	0	3,030,813	(30,544,385)	0	(27,121,172)
2.1.5 Meet Statutory Mandatory Obligations	0	0	1,757,806	(29,150,468)	0	(27,392,661)
2.1.6 Implement a Cemetery Management Strategy	392,400	0	316,101	(171,900)	0	536,601
2.2.8 Review and improve our recruitment and staff retention	0	0	956,905	(1,222,017)	0	(265,112)
2.3 Achieve community driven results through collaboration	0	0	386,094	(3,944)	0	382,150
2.3.10 Review/improve Councils Community Engagement framework	0	0	2,000	0	0	2,000
2.3.9 Improve Council & Community collaboration	0	0	384,094	(3,944)	0	380,150
3 A place of liveable communities	9,503,439	(5,018,243)	23,015,395	(21,180,115)	(437,245)	5,883,232
3.1 Create and maintain safe and accessible community spaces	3,034,747	(2,011,668)	5,740,347	(985,453)	(1,106,008)	4,671,965
3.1.1 Parks and Open Spaces Strategy and update recreation	224,501	(216,350)	1,425,558	2,487,834	171,600	4,093,144
3.1.2 Develop and begin implementation of Aquatics Strategy	167,710	0	387,573	0	(190,886)	364,397
3.1.3 Review and begin implementation of Building Strategy	897,710	(456,355)	3,766,002	(3,473,287)	(1,359,124)	(625,054)
3.1.4 Develop and implement Amenities Strategy	1,744,826	(1,338,963)	161,214	0	272,401	839,479
3.2 Enable development of liveable communities.	6,468,692	(2,128,210)	8,318,230	(12,734,432)	(153,173)	(228,894)
3.2.5 Implement Local Housing Strategy	0	0	172,546	(60,000)	0	112,546
3.2.6 Regulatory Assurance Framework Policies (ex - IWCM)	6,468,692	(2,128,210)	8,145,683	(12,674,432)	(153,173)	(341,440)
3.3 Deliver best practise and compliant waste and recycling	0	(59,840)	0	1,583,914	59,840	1,583,914
3.3.7 Review & implement Waste Management Strategy	0	(59,840)	0	1,583,914	59,840	1,583,914
3.4 Strategic planning which produces transparent outcomes	0	(818,525)	8,956,819	(9,044,144)	762,096	(143,754)
3.4.10 Review unused assets & strategically dispose/purpose	0	(818,525)	7,780,830	(8,428,908)	762,096	(704,507)
3.4.8 Preparation of Master Plans/Township Plans & outcomes	0	0	695,753	(15,000)	0	680,753
3.4.9 Review and monitor relevant planning instruments	0	0	480,236	(600,236)	0	(120,000)

Murray River Council's 2025/26 Budget by Delivery Plan

2025/26 Budget by Theme and Goals	Capital Expense	Capital Revenue	Operating Expense	Operating Revenue	Other Funding Movements	Total
4 A place of inclusion, culture and wellbeing	0	0	4,802,276	(1,500,540)	(1,654,298)	1,647,438
4.1 Develop community led strategies, focus on socia connect	0	0	1,003,719	(603,188)	(57,227)	343,304
4.1.1 Initiatives that enhance social cohesion/belonging	0	0	1,003,719	(603,188)	(57,227)	343,304
4.2 Recognise & Celebrate our Regions Rich Heritage	0	0	82,200	(2,500)	0	79,700
4.2.2 Events that celebrate heritage across the region	0	0	82,200	(2,500)	0	79,700
4.4 Facilitate & advocate for accessible health & wellbeing	0	0	3,716,357	(894,852)	(1,597,071)	1,224,434
4.4.4 Access to health and well-being services (Council)	0	0	3,716,357	(894,852)	(1,597,071)	1,224,434
5 A place of prosperity and resilience	2,017,456	(1,072,727)	4,276,489	(1,200,511)	(158,338)	3,862,370
5.1 Encourage /support economic dev'ment across the region	0	0	1,542,486	270,154	0	1,812,639
5.1.1 Promote region as destination for Econmic Dev & invest	0	0	536,592	774,648	0	1,311,240
5.1.3 Leverage Access Rights/Community Benefit Funding	0	0	409,990	(145,937)	0	264,053
5.1.4 identify gaps in biz support services & provide assist	0	0	595,903	(358,557)	0	237,346
5.2 Continue to develop strong and resilient communities	1,998,456	(1,072,727)	1,701,476	(543,077)	(158,338)	1,925,790
5.2.5 Meet workforce needs, attract new workers & industry	0	0	268,112	0	0	268,112
5.2.7 Communities feel resilient & prepared for challenges	1,998,456	(1,072,727)	1,433,365	(543,077)	(158,338)	1,657,679
5.3 Promote and grow tourism across the region	19,000	0	1,032,527	(927,587)	0	123,940
5.3.8 Promote region as a destination for tourism	19,000	0	1,032,527	(927,587)	0	123,940
6 Connected communities	12,183,000	(6,523,280)	23,016,414	3,449,231	(11,212,723)	20,912,642
6.1 Advocate/facilitate reliable communications infrastruct.	0	0	265,760	0	0	265,760
6.1.1 Collaborate on advancing digital infrastructure improv	0	0	265,760	0	0	265,760
6.2 Deliver accessible road and shared pathway infrastructur	12,183,000	(6,523,280)	22,604,254	3,510,841	(11,212,723)	20,562,092
6.2.2 Roads Strategy to be developed and implemented	843,000	(100,000)	19,111,725	4,961,817	(9,775,634)	15,040,908
6.2.3 Deliver finance sustainable Road Asset Management Plan	10,890,000	(6,333,360)	2,021,368	(1,357,664)	(425,640)	4,794,704
6.2.4 Pathways Plan to have sensitive design of pathways	0	0	392,812	0	(217,361)	175,451
6.2.7 Drainage Program reviewed, accessible design	450,000	(89,920)	1,078,350	(93,312)	(794,088)	551,029
6.4 Enable commercial transport and connection opportunities	0	0	146,400	(61,610)	0	84,790
6.4.13 Improve governance around heavy freight movements	0	0	146,400	(61,610)	0	84,790
7 Tomorrow's technologies	2,022,812	0	5,520,748	(5,538,089)	(504,363)	1,501,108
7.1 Embed a geospatial driven system into Council processes,	0	0	67,366	0	0	67,366
7.1.1 Development of the Council's Geospatial Information	0	0	67,366	0	0	67,366
7.2 Explore technologies to forecast future opportunities	2,022,812	0	5,264,219	(5,529,979)	(504,363)	1,252,689
7.1.3 Use new technologies (& AI) to manage council ops	2,022,812	0	5,029,482	(5,529,979)	(504,363)	1,017,952
7.2.4 Use data sources and analysis to identify trends/uses	0	0	234,737	0	0	234,737
7.3 Environmentally sustainable energy management	0	0	189,163	(8,110)	0	181,053
7.3.5 Provide support to locally generated energy projects	0	0	0	(2,000)	0	(2,000)
7.3.7 Implement renewable energy generation	0	0	189,163	(6,110)	0	183,053
Grand Total	34,660,257	(13,063,474)	78,437,452	(70,460,957)	(29,573,279)	(0)



murray river council

PO Box 906 Moama, 2731

murrayriver.nsw.gov.au

1300 087 004

