



murray river  
council

# ANNUAL REPORT | 2022/23

**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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## Attachments

Attachment 1: Financial Statements

### Local Government Act 1993

Murray River Council's annual reporting requirements are set out in the Local Government Act 1993 (the Act) (section 428) and the Local Government (General) Regulation 2005 (the Regulation) (clause 217). This Report has been prepared in line with these requirements, fulfilling Council's obligations under the Act. This Report, in total, covers the period from 1 July 2022 to 30 June 2023.

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Keith McInnes, Cindy Power,  
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Campaspe Shire Council,  
We are Explorers, RiverDaze, LGNSW.



**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.**

**Murray River Council Vision**



# Mayor's Message with Chris Bilkey

Mayor 2022/2023



It's safe to say the hot topic of the 22/23 year has been 'floods', which was then inevitably followed by 'roads'. Over 100kms of our road network was damaged due to the October 2022 flood event, and it's been a big focus of our team to push on with the restoration works. It's no mean feat. In fact, it at times seemed daunting with the sheer volume of assessments, repairs, and all the other projects in between. Whilst the work is certainly ongoing, our team made significant progress in the second half of the financial year when the waters finally receded. So I'd like to extend a special thank you to our works crew on behalf of council and the community. It's hard when all eyes are on you with lots of requests from every different direction, but they just got on with it. Thank you. Here's hoping we can continue to be successful in receiving disaster recovery funding to support the ongoing maintenance and renewal program ahead of us.

We also faced the challenge of trying to access funding for our businesses whose livelihoods have been severely impacted by the floods. Despite concerted efforts to seek assistance for local businesses that have fallen through funding eligibility gaps, our area kept coming up short. The central issue lies with the eligibility criteria for post-flood support, which disproportionately impacts businesses such as houseboat operators and those whose roads were flooded but not their premises. They were closed or isolated for months, unable to conduct their operations, yet not technically classified as flood-affected. This has certainly been a challenge in the 22/23 year - and ongoing - but our advocacy efforts will continue.

Council's own finances have also been a focus area this year. Councils across the state are facing dramatic operational challenges to 'do more with less' and our Council is particularly affected because of the floods and the costs associated with our rapid growth. This year we continued a review of our operations to see where we could 'skim the fat': such as assessing what additional skills some of our staff have and how we can better utilise them, increasing utilisation of our yellow fleet and looking for efficiencies with our power consumption across our sites, to name a few. This is about keeping operational costs as lean as possible without compromising services. So far, we have been saving around \$100,000 per month through this review. But we need to do more. So we've been looking at further ways to contain expenses, like selling underutilised buildings and land to reduce the financial impact of our large asset base. The groundwork for this was done in the 22/23 year, where we took a 'needs and demands' approach to better understand the usage requirements of every single one of our assets. What we discovered is that there are a number of assets within Council's portfolio that may not be providing value to the community like they once did. In short: we are over-investing in some areas and under investing in others. How we manage this is a conversation for the 23/24 year...but one thing is for sure, we need to streamline what assets we are 'investing' in so that we are financially sustainable into the future.

So as we reflect on the 22/23 year it's interesting to note that whilst it held some lows for our area due to the floods, it also boasted some positive achievements too with local events, projects and awards. You'll see some of these achievements in our highlights section of this report.

## CEO Message with Terry Dodds, PSM



The 2022/2023 year will be remembered due to the devastating impact flooding brought to our communities. Murray River Council was second in NSW only to Moree Plains Shire in regards to the amount of damage caused by the October floods. Even those fortunate enough not to be directly affected incurred varying forms of disruption, loss, or anxiety. The physical damage to the road network will take years to recover from. The funds allocated by the Federal and State Government, through the Disaster Recovery Funding Arrangements (DRFA), will not fund all the required remediation works. The application and approval processes are quite cumbersome too, and not particularly timely, adding further frustrations to residents.

Many of our businesses that were not physically inundated by flood waters weren't able to operate due to accessibility, safety, or other issues. The DRFA grant criteria fails to recognise many of these circumstances. Council applied a concerted effort in advocating for change to the criteria used, but at the time of writing this report the rules steadfastly remained.

How Australians help each other during times of crisis is well known and part of our national psyche. This was clearly evident in all our communities, with the Australian spirit shining brightly, with pride and dogged determination prevailing over extreme difficulties. It was so humbling to see the hundreds and hundreds of volunteers filling sandbags to help those at risk protect their houses and businesses. The level of effort by the community, volunteers from the SES and RFS, the police, over twenty support agencies, and council staff, will be remembered for a very long time.

The floods forced council to stop most programmed activities for three months to concentrate on risk mitigation.

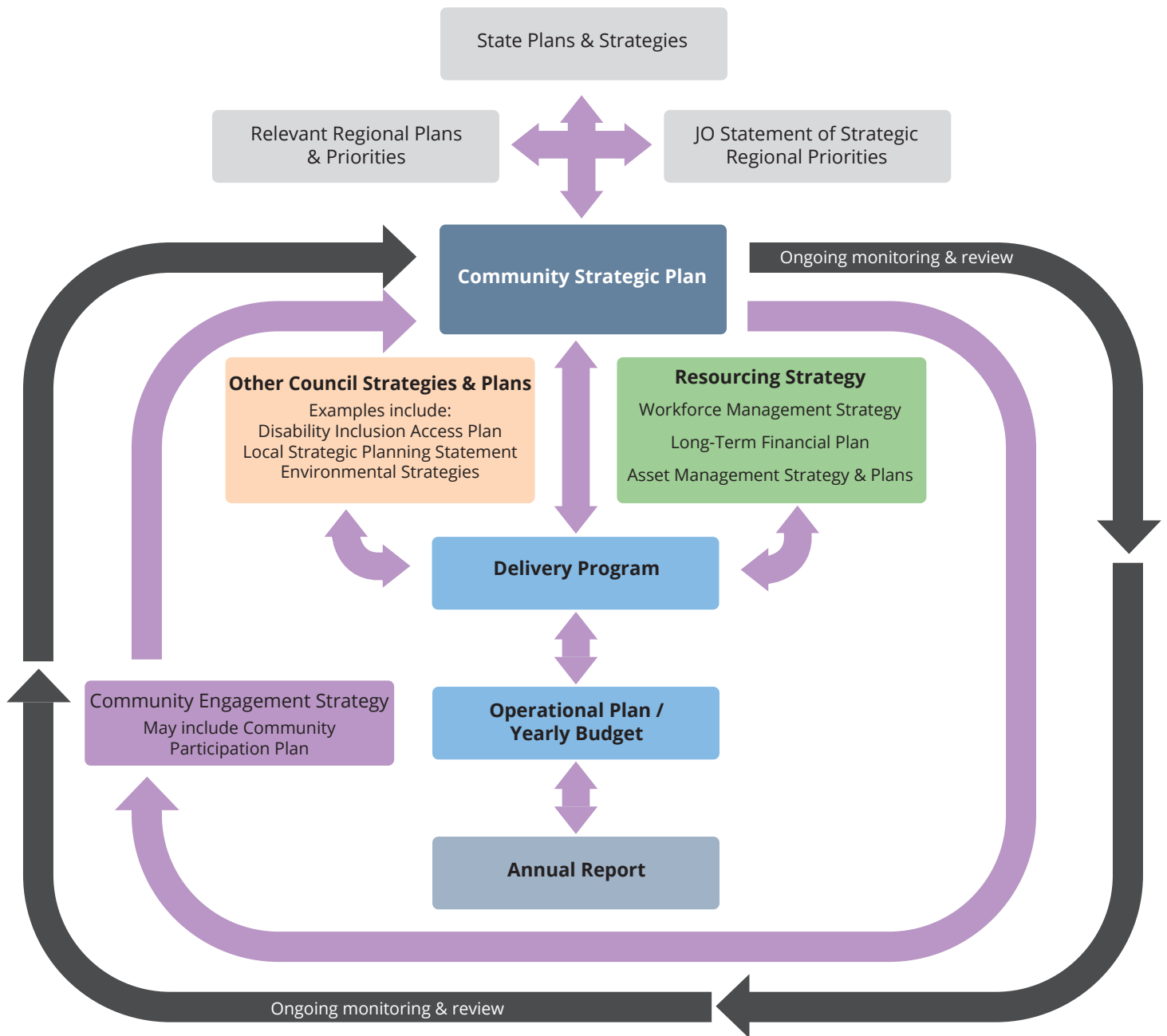
Then, when the flood waters receded enough, the work of making public assets safe began. This included completion of temporary road repairs at 388 separate locations, making safe areas that were inundated, re-establishing sewerage transportation lines, enhancing waste management services, and lastly, providing a concierge service between the public and State Government agencies.

Since January there has been a steady return to normal operations, but it is a new normal versus the pre-flood paradigm, as so many public and private plans required major adjustments. Over the last year Australia has seen inflation and interest rates rise, as have most developed countries. No differently to private businesses, council isn't immune to these outside fiscal influences. But even prior to the period of inflationary pressures, council as a business has been consuming more of our assets than we've been replacing each year. Consequently, council has been developing a long-term servicing plan, which in short, clearly articulates that we're living beyond our means but more importantly showcases what must occur to balance consumption against replenishment of assets.

The process to become financially sustainable won't be easy, it won't be quick either, as there is no silver bullet. But what the sustainability project will do is lower the overall risk to ratepayers, who fund the ongoing viability of the community.

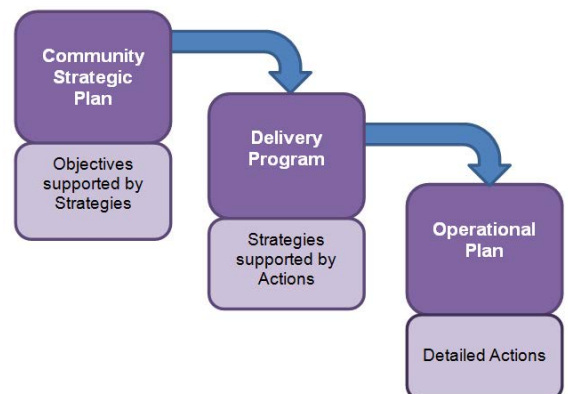
Lastly, I want to thank councillors and staff for the extra effort that everyone applied during the flood emergency. Often, it's not until you witness how people react during adversity that you truly comprehend how valuable their input is, and how, regardless of individual efforts, without exemplary teamwork far less would have been achieved. The teamwork, right across the council, in every depot and office, was simply phenomenal.

# 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.

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').



# About this report



## Purpose

The Annual Report is the key method for Council to maintain accountability and transparency with the community and is prepared in accordance with the *Local Government Act 1993*.

This Annual Report provides a comprehensive account of Murray River Council's performance from **1 July 2022 to 30 June 2023**, detailing progress made against the Operational Plan for 2022-23.

The audited financial statements are also required to be included as an attachment to this report.

It should be noted that all financial information, disclosed in this Annual Report are drawn from draft, unaudited results and is subject to review and adjustment as part of the audit process.

## Report structure

This Annual Report includes highlights for the year, information on the region, Councillors and the organisation, as well as specific information required under legislation.

Details on performance against the Operational Plan for 2022-23 is detailed in our Delivery Report and is structured around the Community Strategic Plan (2022-2032) Themes:

- 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





# Our region

Murray River Council covers an area of 11,865 square kilometres, is home to approximately 12,373 residents and is one of the fastest growing regional centres in NSW.

The main population centres include Barham, Mathoura, Moama, Moulamein, Murray Downs, Tooleybuc and Wakool. Other vibrant villages include Bunnaloo, Goodnight, Koraleigh and Wamboota.

The area offers a remarkable and diverse natural environment, including irrigated and dryland agriculture, majestic sweeping plains, magnificent stands of Red Gum forests, and is almost totally surrounded by the mighty Murray River and its tributaries.

Murray River's natural assets continue to attract locals and visitors alike, forming the backdrop to many recreational activities. With tourism, industry and an idyllic rural lifestyle, Murray River continues to grow and prosper.



# Our Councillors for the 2022/23 year

Murray River Council sits in the Federal Electorate of Farrer and the State Electorate of Murray. Three Councillors are elected from each of the three wards that make up the municipality:

- **Moama Ward** - taking in the township of Moama
- **Greater Murray Ward** - taking in the area of the former Murray Shire, minus Moama
- **Greater Wakool Ward** - taking in the area of the former Wakool Shire.



Moama Ward



MAYOR  
Cr Chris Bilkey



DEPUTY MAYOR  
Cr Frank Crawley



Cr Nikki Cohen

Greater Murray Ward



Cr Kron Nicholas



Cr Thomas Weyrich



Cr Geoff Wise

Greater Wakool Ward



Cr Dennis Gleeson



Cr Neil Gorey



Cr Ann Crowe

# Our organisation

The image below outlines Murray River Council's organisational structure in the 2022/23 year.

The directorates and business units align with the strategic objectives of our Community Strategic Plan: 2022-2032.

Our progress towards implementation of these strategic objectives, along with our projects and programs of works is noted in our Monthly Operational Reports (published in the Council Meeting Agenda), via the business units outlined below.

This also feeds into our annual reporting, captured in the 'Delivery Report' section of this document.



# What we do

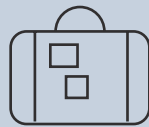
In the 2022/2023 year, Murray River Council had five key business areas, including the Office of the CEO, Infrastructure Directorate, Planning and Environment Directorate, Corporate Services Directorate and Community and Economic Development Directorate.

We have staff based in offices and depots at various locations including Barham, Moama, Mathoura Moulamein and Tooleybuc.

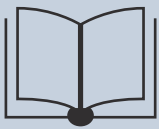
## We provide



Waste management & recycling



Tourism & economic development



Library services



Community services



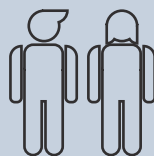
Assessment of residential & commercial development



Community engagement about our plans & services



Events and facilities



Youth programs



Licensing & regulatory services

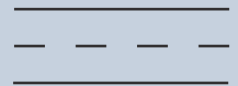


Pet registration & animal control

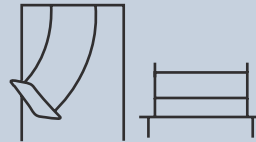
## We manage



Water & sewer services



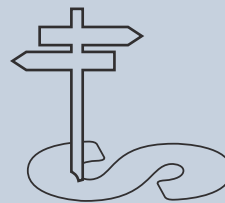
The local road network



Playgrounds



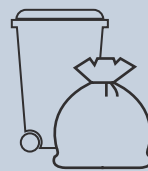
Cemeteries



Footpaths, walkways & bike tracks



Parks, gardens & open spaces



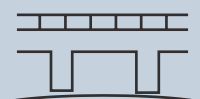
Waste management facilities



Weeds and local biosecurity



Sporting grounds & pools



The local bridge network

# Audit, Risk and Improvement Committee Report

## Purpose

The purpose of this report is to inform Council on the activities of the MRC's ARIC in the year 2022-2023.

## Meetings and Acknowledgements

There were six (6) ARIC meetings held in the year under review.

Members	Meeting dates					
	22/08/2022	26/09/2022	28/11/2022	13/02/2023	24/04/2023	28/04/2023
Richard Ham	✓	✓	✓	✓	✓	✓
Suzanna Barry	✓	✓	✓	✓		
Jean Sutherland	✓	✓	✓	✓	✓	✓
Cr Frank Crawley	✓	✓	✓	✓	✓	✓
Cr Kron Nicholas	✓	✓		✓	✓	✓

The minutes from each ARIC meeting, are included in the subsequent Council meeting agenda.

Councillor members of ARIC (Frank Crawley and Kron Nicholas), along with Council executive, provide further information and explanation at the Council meeting, as required. ARIC is grateful for the role they play.

I would like to thank all committee members for their involvement in ARIC and for their contributions in providing assurance to Council on the many financial and risk management matters that have come before ARIC in 2022-2023.

Council's Managers, Governance & Risk and Finance, Sandy Gordon and Kris Kershaw respectively, have continued to provide excellent input and support to ARIC, also Stephen Fernando, Director, Corporate Services who has a most important role of managing, implementing and embedding recommendations from both ARIC and from internal audit investigations, once accepted by Council, into the MRC organisation.

# Audit, Risk and Improvement Committee Report

## Matters Addressed

Matters addressed by MRC's ARIC in 2022-2023 typified the continuous review and provision of independent advice governance mechanism required of ARICs under the Local Government Act (LGA). This, along with established and robust risk management and internal audit functions, ensures that MRC has all the foundations in place for an effective ARIC.

Areas of interest and matters addressed included:

/// **The flooding crisis in the Murray River valley in late 2022 affected the Council area severely.** MRC's response and the response of Council staff, to the issues that arose for residents in the community and for Council infrastructure, especially roads and bridges, has been widely recognised. ARIC's meetings in November, 2022 and February, 2023 were concerned with the impact of the widespread flooding in the Council area at the time, particularly in regard to operational contingencies, associated risks and on Council's finances and the timing of State Government flood recovery grants to councils. Council's focus on flood mitigation and on maintaining the road network has seen a largely successful outcome in addressing a very difficult set of emergencies. Council's Infrastructure Department staff deserve a special mention for their efforts in helping people threatened by the floods, avoiding loss of property and keeping roads open wherever possible. The flooding emergency was a timely reminder of the importance of keeping Council's Business Continuity Plans updated.

/// In 2022-2023, partly enabled by the establishment of the Tech One software, several recommendations from previous internal audit investigations, were finalised, and removed from the outstanding items list.

/// During the year the committee expressed its concern to management at the delay in implementing recommendations from internal audit investigations and the committee. Management agreed to review outstanding ARIC recommendations at their monthly Executive Leadership Team (ELT) meetings.

/// Internal Audit investigations (undertaken by MRC's outsourced internal auditor, Centium) which were completed in 2022-2023 addressed "DA's and Building Certificates" and "Contract Management". Centium made several recommendations for improving Council processes and reducing risks in these areas. These were accepted by ARIC for implementation by Council. ARIC's discussion of the Contracts Audit raised some questions which remain outstanding, for attention by Council management, viz, do we get everything we pay for, is there a pattern of granting variations on contracts, are contracts performed on time and within budget, are post contract reviews of the contractor's performance being undertaken and documented? ARIC has agreed that Centium's next internal audit investigation will address Council's cyber security risks – the scope for this audit is yet to be determined.

/// The Office of Local Government (OLG) Report on their investigation into Murray River Energy was received and considered by ARIC at its February 2023 meeting – it was agreed that Council adopt all the recommendations in the report in order to avoid future breaches of the Local Government Act and generally accepted governance principles. ARIC recommended also that Council's Economic Development Assistance Policy be reviewed and updated to cover due diligence and probity aspects, as recommended in Centium's May, 2021 report and the OLG report.

# Audit, Risk and Improvement Committee Report

It has been evident since commencement of the Audit Committee in 2018, that Council has had difficulty each year in meeting the timetable/ requirements set at State level for completion of its Annual Accounts. This issue was compounded last year with the delays occasioned by the revaluation of assets requirements. ARIC has been keen to ensure Council's Annual Report and Accounts for 2022-2023 reaches the Audit Office in line with their timetable; recommendations were made accordingly, after ARIC met with the external auditor 'in camera'. I am pleased to report that at the time of writing, there is every expectation that MRC will meet the deadlines, without need to apply for an extension.

MRC's budget for 2023-24 was reviewed and noted by ARIC following adjustments by management. Attention is being given to allow in future for more time for ARIC's consideration of the budget, along with the timing of the Quarterly (and monthly) Business Reports to align better with ARIC's meeting schedules. ARIC also expressed interest in Council having a better understanding of the balance sheets and profit and loss statements for S355 committees since these are consolidated into Council's books.

**Council Policies** are reviewed on a regular basis so that they remain current and fit for purpose in line with changing internal and external conditions and industry standards. Where there is a financial and risk perspective the policies are listed for review by ARIC. In 2022-2023 ARIC reviewed and suggested updates to several Council policies including the Fraud & Corruption Policy, the Economic Development and Assistance policy, the borrowing policy and the budget policy. At its meeting on 7 August, 2023, ARIC agreed unanimously that Council develop a Sponsorship policy outlining conditions and circumstances where Council will accept, or decline, sponsorship from outside entities. Transgrid's sponsorship of Moama Lights was given as an example where a policy setting guidelines, could address potential conflicts of interest.

ARIC reviews **Council's Risk Register** on a regular basis to ensure its ongoing relevance to current and future circumstances. The importance of the Murray River to MRC and any decline in the river's attraction has been noted as a strategic risk for inclusion on the risk register. Recent river management where there is a flood one minute and then a short time later a lack of water and any flow in the river is not conducive to either river health or to the agriculture and tourism industries that depend on the river for their viability and for the viability of the region as a whole.

## Future Arrangements

MRC's ARIC has been informed of upcoming changes to ARIC arrangements across NSW commencing 1 July, 2024. More information is expected to be available shortly, however, the changes have been foreshadowed to involve more autonomy for ARICs, more responsibility and a greater workload for ARIC chairs, and greater adherence to ARIC guidelines set by the State. There will be provision for only one Councillor on each ARIC and the councillor will not have a vote. In other changes, Internal Audit activities will be undertaken under the oversight and direction of ARIC (not management as currently).

## Recommendation

It is recommended Council resolve "That this report of the Audit, Risk and Improvement Committee for 2022-2023 is noted."





Year in Review



# Quick stats from some of our services in the 22/23 year.



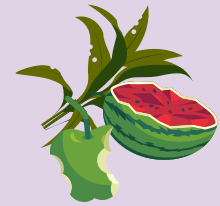
**22,374**

total phone calls to our Customer Service Centre



**1,004**

planning and development applications lodged



**1,456 tonnes**

of food and garden (FOGO) waste collected



**12,994 hours**

of social support and respite delivered



**11,994 kms**

of roadside biosecurity inspections



**132**

routine food safety inspections completed



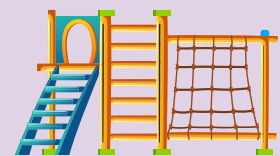
**325**

council-owned buildings maintained



**308.18 kms**

of filtered water mains maintained



**86**

parks and playgrounds inspected and maintained



**92,701 metres**

of footpath maintained across the council



**22,000 hours**

of staff time during the flood event (preparation and/or response works)



**10,738**

community transport trips made



## The Awards and Recognitions

Award	Project / Category	Achievement
<b>Local Government NSW RH Dougherty Awards</b> August 2022	Innovation in Special Events (Moama Lights)	 <b>Winner</b>
<b>Local Government NSW RH Dougherty Awards</b> August 2022	Reporting to Your Community (Cemetery digitisation project)	 <b>Winner</b>
<b>Local Government NSW RH Dougherty Awards</b> August 2022	Excellence in Communication (Advocacy efforts: 'Turn the border green' campaign.)	 <b>Highly Commended</b>
<b>Statewide Mutual Risk Management Excellence Awards</b> September 2022	Strategic/Enterprise Risk Initiative Award for regional councils	 <b>Winner</b>
<b>NSW Top Tourism Towns Awards</b> May 2023	Tiny Town (Mathoura)	 <b>Finalist</b>
<b>NSW Top Tourism Towns Awards</b> May 2023	Small Town (Barham)	 <b>Finalist</b>
<b>NSW Top Tourism Towns Awards</b> May 2023	Large Town (Moama)	 <b>Finalist</b>



# The Challenges

## October Flood event

Extreme rainfall throughout winter and early spring resulted in flooding and other damage for many areas along the river systems in Victoria and NSW. Murray River Council was one of the worst effected, with a staggering damage bill ranking second only to Moree in NSW.

The flood event at the time had a large impact on service delivery, with the majority of our staff deployed to respond to the emergency and recovery activities. Post event, the delivery of capital projects was also delayed, with the need to focus on immediate restoration and ongoing reconstruction works. Delivery of our capital works program continues to be affected. And ongoing, Council is facing the enormous task of returning our road network into a usable state again. This will take years, with our crews working full time on the repairs.

On the business front, agricultural activity was ruined in many areas. If it wasn't loss of crops from extensive inundation, many farmers were finding it near impossible to get onto their wet paddocks to harvest crops and get them to market. All this in what was shaping up to be a bumper year.

Our tourism and hospitality business were also pushed to breaking point whilst still recovering from the effects of COVID and border closures. Many had damaged premises, which now face ongoing recovery. Others, like houseboat and paddle steamer operators, as well as some accommodation and hospitality businesses were severely affected and isolated for months, unable to conduct their operations. The financial support for these businesses has not been forthcoming, and we continue to focus our efforts on advocating for our local businesses that have fallen through funding eligibility gaps.

## Planning and Building Resourcing

Not unlike other NSW councils, Murray River Council has struggled to attract qualified town planning and building surveying staff due to the short supply of expertise and the high demand seen within the industry. This has not only put pressure on our ability to manage high-level strategic planning matters but has put large pressure on the processing times of the 550+ development applications submitted to council each year. This continued to be a challenge for the organisation during the 22/23 year.

However, a recent Development Services Directorate restructure has made some improvements in this space for council. The team is now focussing on increased administration functions to better support local approval processes and enquiries. This means lower risk approvals are processed faster and our technical/certified staff can then focus on the more complex applications.

## Service Delivery Costs

Rate revenue increases in NSW are capped by the State Government at a level well below inflation. Likewise, the Federal Financial Assistance Grant (FAGs) increases have been running at well below inflation too. As a result, the cost of delivering essential services such as roadworks, rubbish collection, water supply, sewer removal plus our steadily expanding service list is becoming too expensive for us to continue to wear the costs. We also have a disproportionately high number of assets per population base, all of which are required to be maintained, insured, depreciated, and eventually replaced. We will continue to face the challenge of economic sustainability in the years ahead, and it makes enormous sense to think and plan carefully about how we meet that challenge. This will be addressed in the coming financial year.



## The Highlights



### **'Voice of Customer' launch**

Council launched a new customer call-back program to gain further feedback on customer service levels right across the organisation.

As part of the program, Council staff started touching base with a random selection of customers who made an enquiry or request to gather feedback on their interaction with Council.

The new call-back program is helping Council assess the performance of customer service across a range of departments.

We'll continue to use this program to gain feedback on our customer service levels, track our progress on requests and consider opportunities for future improvement.

### **Renewed Memorandum of Understanding with Campaspe Shire Council**

An updated Memorandum of Understanding (MoU) with Campaspe Shire Council was this year endorsed.

The updated MoU reconfirmed the ongoing working relationship between the Councils, whilst revising key focus areas for cross-border collaboration to reflect current issues including flood recovery, workforce shortages, economic development and tourism.

The renewed agreement highlights the genuine commitment of both councils to continue a relationship that is focused on outcomes. The organisations will continue to work together to reduce costs for ratepayers by avoiding the duplication of services whilst maximising service delivery opportunities that meet a common community need.

### **Road restoration works**

Despite also being one of our biggest challenges, one of our more notable achievements this year has been the progress our Infrastructure team has made on post-flood road restoration.

Emergency works, executed promptly in the initial recovery response, contributed to Council's workload as the teams undertook emergency repairs to restore access on critical road routes.

Then, following a period of extensive assessments, our team identified over 200 individual stretches of sealed and unsealed roads requiring repair.

This in turn required a number of submissions to Transport for NSW for review and approval in order to secure funding for the comprehensive repair works.

And while restoration works remained a priority, our team also had to balance other works projects with external funding deadlines that had been delayed because of the floods.

They worked tirelessly to accommodate these delayed works while simultaneously striving to restore community access on the flood-damaged roads. It was definitely a challenge, but we are proud of the consolidated efforts of our dedicated works team.



## Construction of the new Moama Preschool commenced

Moama's new preschool is now coming to life with construction works commencing this year on the \$5.9million project.

The new preschool will further compliment the growing Moama Education Precinct and will be constructed as a purpose-built early education centre servicing Moama and surrounds.

Construction works have been underway at the Boyes Road site, with contractors AV Builders Pty Ltd completing the build.

The scope of works includes construction of the preschool building, carpark and fencing. This will then be coupled with playspace landscaping, sheds, and any associated works.

The relocation and development of a new Moama Preschool building became a priority several years ago to ensure continued, expanded and improved early childhood learning opportunities for the growing population.

The construction of the new preschool and ancillary works will be completed by December 31, 2023.

## International Women's Day event

Council hosted a long lunch in Barham to celebrate International Women's Day on March 8.

Hosted in Riverside Park, the event featured remarkable stories from guest speakers Ginny Stevens, Founder of Active Farmers and Kim Falls, Owner of Ethical Outback Wool Company.

A sell-out event, it was a great opportunity for local community members to come together, meet new people, be inspired by stories of leadership and mark the achievements of the remarkable women in their lives.

## Draft Housing Strategy

The first draft of the much-anticipated Local Housing Strategy was endorsed in April 2023.

The two-part strategy outlined the key factors effecting housing supply and demand within Murray River Council and offered an implementation plan for land activation and housing delivery on a town-by-town basis over the next 20-years.

The development of the Housing Strategy was identified as a key action in council's Local Strategic Planning Statement (LSPS), which sets the 20-year vision for land-use planning in Murray River Council.

The draft was delivered on the back of an initial round of consultation with the community which sought feedback about the issues effecting local housing supply.

This was then collated with census data and stakeholder input to inform the development of the draft Strategy in consultation with the NSW Department Planning and Environment.

Overall, the Strategy highlighted rapid growth throughout various areas of the Council, particularly Moama. It also identifies various residential land opportunities to cater for growth over the next twenty years in all Murray River Council settlements, and the proposed sequencing of the land to be rezoned. This Strategy will be finalised in the 23/24 year.



## Advocacy for broadband improvements in North-Western areas

Murray River Council, NBN Co and the NSW and Victorian Governments partnered to agree to a multi-million-dollar upgrade to the region's broadband network.

Residents in Tooleybuc, Koraleigh, Murray Downs and surrounds will benefit from three new towers to be constructed in Piangil, Nyah and Swan Hill North.

The new towers will see the current satellite service replaced with a fixed, wireless network for the region.

Council has been working hard behind the scenes to bring the proposal to life, engaging with NBN Co to work towards improved digital connectivity and broadband services for our north-western communities.

Through the discussions we identified that there are significant populations on both sides of the border that could benefit from improved broadband services, so the proposed solution was to augment the NBN Fixed Wireless broadband network to cover a significant area along the Murray including Murray Downs, Tooleybuc, Koraleigh, Piangil, Nyah West and adjacent areas.

Three new Fixed Wireless base stations were identified as a solution to ensure the estimated 2,200 premises in the proposed area were covered. The total project cost amounted to \$3.7 million, with NBN Co committing \$3.2 million.

## Meninya Street Precinct project brought to life through animation

A video animation of the Meninya Street Precinct Project was developed by Council to encourage further feedback from the community.

The Meninya Street Precinct Project is one of Council's largest projects that aims to transform the heart of Moama into a vibrant precinct to drive a multitude of economic investment and support a night-time economy.

Delivered in a staged approach, the multi-year project will enhance not only Meninya Street but compliment the surrounding points of interest including the Horseshoe Lagoon, Moama Beach and the local bush area.

Before commencing the formal civil design of the streetscape, the project team and the advisory committee opted to develop a 3D Video Animation, which included community feedback to date to provide the community with an enhanced experience that replicates what the project could look like once completed.

The video animation gave a new perspective on the proposed road, shared pathway, dedicated bike lane, median strip and landscaping designs, as well as street furniture and potential parking arrangements within the road reserve.

It also included possible building opportunities including multi-storey shop-top examples and other exciting retail or commercial development opportunities ready for investors, such as rooftop bars and eateries.

Residents and businesses were invited to offer feedback on the video. 4300+ users viewed the video on YouTube, 238 comments were provided via Facebook, along with 44 formal submissions.



## Adoption of new Disability Inclusion Action Plan

Council adopted its updated Disability Inclusion Action Plan (DIAP); a guide to improving access and inclusion for people with disabilities.

This updated plan covers the next four years (2022-2026) and was developed through discussions with reference groups and a good cross-section of the local community.

The plan itself explains the steps that Council, in conjunction with our broader community, will take to ensure everyone has access to services, facilities, events and information.

All NSW councils are required to develop a Disability Inclusion Plan, with updates every four years.

## Campaspe Murray Business Awards

In partnership with Campaspe Shire Council, Council delivered the Campaspe Murray Business Awards in the second half of 2022.

The awards showcased businesses from the tourism, retail, trades, agriculture and many other sectors.

Over the last few years, our business community has been through an extremely challenging time. These awards exemplified the strength, resilience and resolution of businesses on both sides of the river and offered a platform to showcase their achievements.

There were 47 finalist across the 12 awards categories, with the gala presentation evening being held on 19 October 2022 in Moama.

## Scores on Doors program

Council this year commenced participation in the 'Scores on Doors' program.

The State Government initiative is aimed at letting residents and diners see how well local food businesses are complying with food hygiene and safety requirements. The rating system of Excellent (5 stars), Very Good (4 stars) and Good (3 stars), all represent various levels of compliance with the Food Standards Code.

And many of our business owners have been busy putting up their very own five-star rating certificates over the past 12 months!

Our Environmental Health Coordinator inspects businesses and rates their hygiene and food safety standards, taking into account things such as food temperature control, food prepared in advance of service, food handler hygiene, cleaning and pest control.

The introduction of the Scores on Doors program has highlighted the many businesses within the municipality that are doing the right thing by their customers and operating in a clean and hygienic manner and keeping food safe.

## Electric Vehicles

This year we added a new electric vehicle to our fleet which is powered by the charging station installed at our Moama office. The electric vehicle is used by Council staff needing to travel between our offices and is just one way we can help reduce emissions in the transport space. We're also continuing to explore opportunities to encourage greater electric vehicle take-up in the local community and are working with industry partners to undertake joint advocacy to help facilitate the installation of more charging stations across the council area.



## Youth Engagement Program

Our Youth Engagement Program (YEP) is still ticking along, with our 'Y Hub' in Moulamein well supported by the local community. Registered participants meet every Friday afternoon to socialise and play games at the local community space. The Y Hub participants have also organised a number of events over the past twelve months aimed at new experiences and increased social interaction.

The biggest event of the year was the Youth Week Skate workshops in April where local youth got the chance to tidy up their skateboarding skills at workshops in Barham and Moama. 43 local youth attended the workshops with great feedback from all involved.

## Launch of Backroads Trail Podcast

Council, in partnership with the Backroads Trail Committee, launched the new Backroads Trail podcast, offering locals and visitors an opportunity to delve deeper into the Backroads Trail journey.

Featuring 22 attractions across the local landscape, the Trail extends from Echuca-Moama, Womboota, Bunnaloo, Barham Koondrook, Caldwell, Deniliquin and Mathoura.

The six-part podcast series offers another layer to the experience, with stories from people along the trail including business owners, farmers, artists and community members.

Listeners were treated to six episodes: What is the Backroads Trail / Life on the Land / Community on the Backroads Trail / Back to Nature and Slow Travel on the Backroads Trail / A Creative Life on the Backroads Trail / The farm grown food of the Backroads Trail and how to access it.

## Joint meeting with Swan Hill Rural City Council

Councillors and management met with their counterparts at Swan Hill Rural City Council to discuss issues of common interest and to further strengthen the working relationship between the organisations.

In what was the first of what will continue to be regular meetings, the Councils discussed a range of topics including the collective concern regarding cross border anomalies and the Swan Hill Bridge development.

The joint meeting highlighted the genuine commitment of both councils to form a relationship that is focused on outcomes.

The meeting further renewed the commitment of both councils to see the Swan Hill Bridge project to fruition, with specific questions arising over the current heritage order on the existing bridge. There are still some ambiguities regarding the heritage overlay on the bridge and what this means for the various options put forward, so Council have agreed to liaise directly with Heritage NSW to address these concerns and commit to ongoing advocacy to keep the project moving.









# Delivery Report

**O**ur **Delivery Report** details the organisation's performance against the Operational Plan for 2022-23. More specifically, it focuses on the projects or program of works detailed in 'year one' of our 4-year Delivery Program (2022-2026).

The report is structured around the Community Strategic Plan (2022-2032) Themes:

- 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.



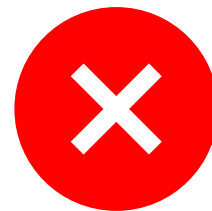
**The following pages also offer a status icon against each project:**



**Completed.**  
Work is complete and our target/goal has been achieved.



**On Target.**  
Work is underway and due to be completed to schedule. These projects are often across multiple years.






**Delayed.**  
Work is behind schedule or on hold.





## **A PLACE OF ENVIRONMENTAL SENSITIVITY**







Working together as a community to protect and enhance our natural and built environment for the future.

## Goal 1 - Facilitate Circular Economy

1.1 Designing and promoting products that last and that can be reused, repaired and remanufactured		
Action	Result	
An increase of waste diversions of reclaimed, recycled and remanufactured materials out of the landfill sites.	1.1.1	Plan for and build an Automated Depot to recycle bottles and cans at Moama Landfill.
		Full engineering designs have been completed, two packages have been tendered (civil and shed build) and contractors engaged. Project construction is expected to start early 2023/2024.
		
1.2 Enhance waste and recycling programs to increase resource recycling across LGA		
Action	Result	
Investigate, design and construct a resource recovery facility in Moama. With further programs to be considered across the Council area.	1.2.1	Encourage Council's Community to participate in the National Garage Sale Trail. Council to support the National Garage Sale Campaign.
		Promotion of the Garage Sale Trail was undertaken in the lead up to the event in November.
		
	1.2.2	Reuse of material in other projects reviewed regularly. Reuse of road base, crushed concrete, recycled plastic furniture
	Ongoing.	
		Road base materials are tested for suitable of reuse in all road rehabilitation projects. Insitu materials are spread to form the subbase of a pavement and, if needed, stabilisation agents (ie. cement) can be added to improve performance. Crushed concrete is used extensively at Transfer Stations and landfills to improve access. Other divisions of Council are continuously encouraged to assess the merits of recycled products for use in projects and services.
		


## Goal 2 - Protect, enhance and sustain the natural environment

1.3 Integrated Water Cycle Management		
Action	Result	
Review and update the Residential Drainage / Flood Management Strategies.	1.3.1 (a)	Progress the Moama West Drainage Strategy as development grows.
		Ongoing
		
	1.3.1 (b)	Construction of the Moulamein Levee
		Ongoing
		
	1.3.1 (c)	Investigate & progress stormwater infrastructure upgrades.


	Ongoing	
Review and update the Drinking Water Management System.	1.3.2 Investigate and address water pressure issues across the region	
	<p>Following Integrated Water Cycle Management (IWCM) Strategy completed by Public Works Advisory (PWA):</p> <ul style="list-style-type: none"> <li>▶ Hydraulic modelling for Moama is in final draft including future developments.</li> <li>▶ Barham booster pump is under construction to increase pressure for the town.</li> </ul>	
Review and update the Sewer Strategy / Management Plan	1.3.3 Review and update sewer plant and network operations as required. Ongoing investigations	
	<p>Following Integrated Water Cycle Management (IWCM) Strategy completed by Public Works Advisory (PWA):</p> <ul style="list-style-type: none"> <li>▶ Sewer network and treatment detailed designs for Barham and Moama are in progress.</li> <li>▶ Murray Downs treatment works options being considered.</li> </ul>	
<b>1.4 Improving areas of natural habitat</b>		
<b>Action</b>	<b>Result</b>	
Identify and enhance natural values/habitats as part of any landscape upgrades to Council Reserves	1.4.1 Development of the Waterfront Strategy <ul style="list-style-type: none"> <li>- encompass protection of the riverine environment</li> <li>- regeneration and restoration of river frontages including erosion and bank stabilisation works</li> </ul>	
	Delayed dependent on progression of the Housing Strategy.	
Sensitive urban design, green spaces included in developments where appropriate	1.4.2 New subdivisions will incorporate green spaces in their urban design for Council to manage in the future.	
	On Target	
<b>1.5 Landfill Rehabilitation works</b>		
<b>Action</b>	<b>Result</b>	
Develop & begin implementation of Waste Management Strategy to rehabilitate landfill sites over the next 10 years.	1.5.1 Upgrades to landfills and transfer stations to be carried out on a risk-based approach.	
	Landfill Risk Assessment project is complete, outputs including bill of quantity costs have been included in the 10 Year Waste Capital Program for landfill rehabilitations. Transfer Station upgrade engineering designs are being completed for all sites and will also be included in the 10 Year Waste Capital Program. Projects will then be prioritised for delivery over the coming years giving consideration to risk presented and available funding.	

1.6 Stewardship agreements	
Action	Result
Work with relevant agencies to identify any projects that Council can support and contribute to relating to biodiversity, carbon or other offset agreements.	1.6.1 MRC / DPIE Sustainable Councils and Communities Program findings to be reviewed and implemented.
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)




**Goal 3 - Plan for the impacts of climate change**

1.7 Environmental Sustainability Strategy	
Action	Result
Develop & begin implementation of an Environmental Sustainability Strategy, containing energy efficiency and the impacts of climate change.	1.7.1 Develop an Environmental Sustainability Strategy taking into account energy efficiency & the impacts of climate change
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)
	1.7.2 Adopt an internal policy within MRC to address micro energy production – for MRC site usage.
	System to track current energy usage (Azility) has been put in place. Tariff Code Adjustments completed. Working with retailer to upgrade selected meters to Smart Meters to enable detailed data capture required to better understand usage patterns. This will take some time to be completed.
	

**Goal 4 - Increased awareness & education for environmental sustainability**

1.8 Develop an education program focusing on Council Services	
Action	Result
Development of schools, early childhood and community education program focusing on sustainability, weeds & invasive species, water, sewer, waste and illegal activities.	1.8.1 Develop an education program focusing on Council service - Sustainability - Rare and Endangered species
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)
	1.8.2 Develop an education program focusing on Council service - Water efficiency
	<ul style="list-style-type: none"> <li>▶ Active engagement and advice – MiWater Portal on available</li> <li>▶ What is Water Main flushing? Online education campaign</li> <li>▶ Signed up to Water Conservancy – Water efficiency tools and education opportunities.</li> </ul>
	



<p>1.8.3 Develop an education program focusing on Council service</p> <ul style="list-style-type: none"> <li>- Sewer systems</li> </ul>	
<p>Scheduled to start in Year 4 of the Delivery Program (2025-2026)</p>	
<p>1.8.4 Develop an education program focusing on Council service</p> <ul style="list-style-type: none"> <li>- FOGO, Waste and Recycling</li> </ul>	
<ul style="list-style-type: none"> <li>▶ Ongoing waste education available online. Initial discussions held with HalveWaste</li> <li>▶ What Waste Goes Where? education sessions held at Moama Goodstart, Tooleybuc Preschool, Moama Preschool, Mathoura Preschool, Wakool Preschool, Barham Preschool, Inter-reach Moama,</li> <li>▶ Increased education around flood affected waste and disposal options.</li> <li>▶ FOGO bins and education program rolled out and highly successful</li> </ul>	
<p>1.8.5 Develop an education program focusing on Council service</p> <ul style="list-style-type: none"> <li>- Illegal activities</li> </ul>	
<ul style="list-style-type: none"> <li>▶ Ongoing MRC education – dogs under effective control</li> <li>▶ Facilitate Responsible Pet Ownership program for Preschools</li> </ul>	
<p>1.8.6 Develop an education program focusing on Council service</p> <ul style="list-style-type: none"> <li>- Weeds and biosecurity</li> </ul>	
<ul style="list-style-type: none"> <li>▶ Murray Regional Weeds Committee placed school education program on hold for the 2022-23 FY</li> <li>▶ Silverleaf Nightshade Field Day held</li> </ul>	
<p>1.8.7 Develop an education program focusing on Council service</p> <ul style="list-style-type: none"> <li>- Geospatial</li> </ul>	
<p>Scheduled to start in Year 4 of the Delivery Program (2025-2026)</p>	





## **A PLACE OF PROGRESSIVE LEADERSHIP**




*We will plan and advocate for the changing needs of our community through effective and engaging leadership.*






## Goal 1 - Deliver exceptional & consistent service to our internal & external community




### 2.1 Visitor and Resident information

Action	Result	
Development of a Community Directory and general information relevant to Council and local services.	2.1.1 Ensure Service NSW services are communicated and frequently visit outlying locations	
	<ul style="list-style-type: none"> <li>▶ Service NSW services are offered in Barham, Moama and Moulamein.</li> <li>▶ The MRC Mobile Library Service Centre visits Murray Downs, Wakool and Tooleybuc every fortnight and has public access computers for assisted access to online Government Services.</li> <li>▶ The Service NSW Mobile Customer Service Centre visits Tooleybuc once a quarter.</li> <li>▶ All visitations are advertised on social media and via flyers.</li> </ul>	
	2.1.2 Investigate subscription-based program for online community directory	
	Due to the administration resources required and out-of-date nature of a community directory, the Economic Development will consider different options to make information about community groups available to the public.	

### 2.2 Provide a variety of options on how people can contact Council



Action	Result	
Develop a community access/engagement strategy including digital platforms and by phone.	2.2.1 Ensure face to face service centres are retained across the region	
	MRC has 4 face-to-face Customer Service Centres and a Mobile Library Customer Service Centre accessible to residents across the region.	
	2.2.2 In addition to online information capture – continue to use paper-based forms for non-tech savvy community members	
	Paper based forms are available in all Customer Service Centres.	
	2.2.3 Develop a community access/engagement strategy including digital platforms and by phone. Implement a customer satisfaction annual survey and rating system to note service satisfaction with Council services	
	<ul style="list-style-type: none"> <li>▶ Permission sought from ELT to engage consultants to assist with creating a Customer Experience Strategy which will encompass digital platforms.</li> <li>▶ Voice of Customer surveys commenced in 2022-23 4th quarter to measure satisfaction rates and track customer journey.</li> </ul>	




2.3 Customer Service Charter			
Action	Result		
Develop and implement a fully integrated Customer Relationship Management (CRM) process and system.	2.3.1	Customer Service Charter to be aligned and implemented across Council's Business Units	
		Implementation of a Customer Service Charter delayed until we have had established our Customer Experience Strategy which incorporates Community and MRC consultation. This will enable us to create a Charter which will define the standards customers can expect and provide an obtainable Service Level Agreement.	
	2.3.2	All Council staff to undertake and complete Customer Service training	
		<ul style="list-style-type: none"> <li>▶ In consultation with HR.</li> <li>▶ Customer Service presentation on Dealing with Unacceptable Behaviour to take place at the all staff training day.</li> </ul>	
2.4 Statutory Planning and Building			
Action	Result		
Encourage improved standards of development application.	2.4.1	Percentage of approvals completed within statutory timeframes. Update Development Services Charter.	
		Continually progressing. New procedures and processes to be put into place including a Development Services Team realignment, new Software (BCS) and advertising for replacement and new positions to progress.	
	2.4.2	Development Control Plan (DCP) reviewed and prepare new DCP	
		Actions relocated to 3.11.1 – better alignment within CSP / DP	
	2.4.3	Local Environment Plan (LEP) reviewed and prepare new LEP	
		Actions relocated to 3.11.2 – better alignment within CSP / DP	
	2.4.4	Waterfront Strategy developed and implemented	
	Delayed dependent on progression of the Housing Strategy.		
Provide sufficient resources to meet statutory delivery timeframes.	2.4.5	Undertake and complete process mapping of planning processes and efficiencies.	
		In progress	
	2.4.6	Advocate in relation to regionalisation of NSW Planning Portal	

	Ongoing	
Provide improved communication measures for planning enquiries.	2.4.7 Reduced number of general planning enquiries into Council. Allowing more focus and timely approvals of DA's.	
	Implementation in progress in alignment with corresponding processes and procedures throughout Development Services Team in general for overall improvement and streamlining.	
	2.4.8 Increase education and training for locals on use of NSW Planning Portal and other requirements.	
	Continually in progress.	


## Goal 2 - Continue to be a trusted and ethical leader that leads by example



### 2.5 Leadership that is trusted, capable and collaborative

Action	Result	
Develop and implement a Corporate Strategy.	2.5.1 Revitalisation of Meninya Street Moama	
	The concept for the Meninya Street Precinct both the concept designs and simulation video was completed and adopted by Council in June 2022. Procurement remains underway to identify a successful supplier for the detailed design, survey and service location for the construction of Meninya Street, Moama.	
	2.5.2 Partnering with community and businesses to achieve positive community outcomes	
	Completed a 'Shared Services' investigation on the successes and failures of the shared services model: Australia, New Zealand. Commenced discussions with neighbouring councils to partner in service delivery commencing with back-of-house financial services. The fourth Cross-Border Campaspe Shire / Murray River occurred on 25 August 2022. All Managers from both councils were invited and met together for the first time to discuss what they could work on together. Met the new CSC CEO 7 Oct 2022 to discuss alignment of Economic Development Strategy. Subsequently Murray River and Campaspe Shire Council's signed a Memorandum of Understanding in May 2023 which included working together on Economic Development, Tourism, Water, and Human Resources (attraction of staff). Representing our flood effected business, the council commenced collaborating with State and Federal Government agencies to manage, and recover from, the Oct 2022 floods. This process has proven to be extremely frustrating as there was a change of State Government precisely at the time the advocacy efforts were occurring.	

	Council commenced liaising with Hay, Berrigan, and Edward River Councils to facilitate bringing a Country University Centre (CUC) to Murray River. This has since progressed to an application stage at the Federal level.	
	2.5.3 Develop a Child Safe Strategy and implement as per NSW legislation.	
	Officers participated in Office of the Children’s Guardian (OCG) Supported Assessment Program, a free initiative for the child safe team at the OCG to help with implementation of the Child Safe Standards in Councils under the Children’s Guardian Act 2019. Officers also attended the fourth annual Child Safe Forum for Local Government during Child Protection Week. All staff training undertaken July 2023. Draft procedure for Reportable conduct to be finalised and adopted.	
	2.5.4 Define Council’s internal and external services as well as what Council is and is not responsible for.	
	As part of the address to the 1652 requests stemming from the public consultation sessions completed in the development of the Community Strategic Plan, council has established a ‘Parking Lot’ (ideas and requests not currently able to be funded). The ‘Parking Lot’ has been incorporated into CSP.	
Review and enhance our values and behaviours within Council.	2.5.5 MRC values and behaviours to become an integral part of the staff performance appraisal process.	
	Behaviours are a crucial measure in performance appraisal processes.	

*Goal 3 – Provide clear, concise and consistent information that is easily accessible to our customers*




2.6 Improve externally provided information and communication		
Action	Result	
Further develop and enhance public communication materials.	2.6.1 Update and improve external community information pathways including <ul style="list-style-type: none"> <li>- Website and online webforms</li> <li>- Your Say Portal</li> <li>- Use community noticeboards</li> <li>- Mobile library</li> <li>- Increase online and offline event frequency to communicate and drive outcomes</li> <li>- Snap Send Solve</li> <li>- Continue digitisation of externally available services</li> </ul>	
	<ul style="list-style-type: none"> <li>▶ Using Mobile library as information source for community information.</li> <li>▶ Increased use of Snap Send Solve</li> <li>▶ New landing page on MRC website to connect to YourSay Platform</li> </ul>	

	<ul style="list-style-type: none"> <li>▶ Update of MRC website</li> <li>▶ Increased use of Facebook for Bridge Lift and traffic condition changes</li> <li>▶ Attending Campaspe Youth Day – Echuca (Careers and what we do)</li> <li>▶ Development of Recruitment banners</li> </ul>	
	2.6.2 Ensure accessibility guidelines are adhered to for all publications where possible (incorporated into Council’s Community Engagement Framework)	
	Ongoing development of website, flyers, social media posts to ensure they incorporate plain english and graphics to assist with readability.	
	2.6.3 Investigate and provide a report on relocation of the information centre in Moulamein to the Moulamein Heritage Village	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
	2.6.4 Investigate and implement NSW Planning Portal links to allow better integration with MRC IT systems	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
	2.6.5 Upgrades to the MRC website to include <ul style="list-style-type: none"> <li>- Web-based payment options</li> <li>- Interactive mapping of foot and cycle paths</li> <li>- Community directory</li> <li>- Move to more paperless documentation (online signing/ portal)</li> </ul>	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
	2.6.6 Investigate and undertake a business case for creating a Community Directory including <ul style="list-style-type: none"> <li>- housing or ‘New to town’ concierge service Trades directory</li> </ul>	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
	2.6.7 Service signage at front of MRC buildings (what services are available at each location)	
	Council buildings have signage.	
<b>2.7 Improve internal services to better support community needs</b>		
Action	Result	
Develop Customer focused culture within Council.	2.7.1 Upgrades to internal services to increase accessibility of internal information	



	<ul style="list-style-type: none"> <li>- New CRM to improve customer interface</li> <li>- Develop intranet</li> </ul>
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)

**Goal 4 – Achieve community driven results through collaboration and engagement (community and stakeholder).**

**2.8 Community and Council collaboration**

Action	Result	
Increased interaction with Communities.	2.8.1 Review and update Councils Community Engagement Framework. <ul style="list-style-type: none"> <li>- Plan to increase face to face engagement with communities</li> <li>- Provide updates on CSP and Delivery Program implementation</li> <li>- Council meetings being held in various locations across the region</li> <li>- Meet the Council events (staff and councillors).</li> </ul>	
	<ul style="list-style-type: none"> <li>▶ Community Engagement Strategy and Policy revised and adopted by Council (April 2023).</li> <li>▶ Face to face engagement sessions held for various projects, flood information sessions, flood recovery sessions, flood related grant information session.</li> <li>▶ CSP and DP updates reported monthly via the MOR.</li> <li>▶ Council meetings rotate to Moulmein, Barham and Mathoura in addition to Moama.</li> </ul>	
	2.8.2 Provide additional information to community relating to grant opportunities for community driven projects (eg Goodnight Wetlands)	
	Information about grants and other relevant projects and programs is regularly provided to the community through various means (e.g. community newsletters, social media, attendance at committee meetings etc).	
	2.8.3 Further develop partnerships with local community groups to implement community driven projects	
Staff regularly meet with and support community groups to work towards achieving their goals.		



2.9 Community Engagement Framework		
Action	Result	
Further development and implementation of Council's Community Engagement Framework.	2.9.1 Review and update the existing Community Engagement Framework ensuring the framework is embedded into Council's operations	
	<ul style="list-style-type: none"> <li>▶ Community Engagement Plans and Communication Plans are embedded into Council's Project Management Framework</li> <li>▶ Community Engagement Strategy and Policy revised and adopted by Council (April 2023). Ongoing development of options to increase engagement being investigated.</li> </ul>	
2.10 Community Engagement Toolkit		
Action	Result	
Further development and implementation of Council's Community Engagement Toolkit.	2.10.1 Develop overarching engagement toolkit and implement engagement tools into Council processes	
	<ul style="list-style-type: none"> <li>▶ Initial discussions have been held internally to look at the requirements of the toolkit and formats of tools to support staff to implement.</li> <li>▶ Ongoing education with all staff – Communication is key</li> </ul>	








## **A PLACE OF LIVEABLE COMMUNITIES**

Well-planned, safe and accessible public spaces and facilities built with a strong sense of identity and place.

**Goal 1 – Create and maintain safe and accessible community spaces that enhance healthy living and promote active lifestyles**


**3.1 Sports and recreation facilities and spaces**

Action	Result	
Outcomes of the Asset and service delivery review to be planned for and prioritised.	3.1.1 Develop a Service standards strategy for all Parks, Recreation reserves.	
	Council Officers engaged consultancy firm CT Management to review asset conditions and assessed current service standards. Community surveys were undertaken to determine current and future needs of the communities. Councillor workshops were undertaken to review the data and feedback, based on the future needs assessment Council adopted the Parks & Reserves hierarchies. Next phase of the project is to document the strategy for Parks and Recreation and begin public consultation prior to final adoption by Council.	
	3.1.2 Investigate and plan for development of various boat ramps across the region.	
	Council Officers engaged consultancy firm CT Management to review asset conditions and assessed current service standards. Community surveys were undertaken to determine current and future needs of the communities. Boat ramp assets were assessed for condition and location. Murray Downs Boat Ramp construction project has commenced and is ongoing to deliver access to the Murray River for the local community, this project scheduled for completion in 2024.	
	3.1.3 Ongoing monitoring and management of sports grounds across the region.	
	Sports grounds across the region were maintained in accordance with service delivery schedules and applicable adopted master plans. Sportsgrounds and facilities managed in consultation with user groups and relevant Section 355 committees of management.	
	3.1.4 Investigate and develop business cases and feasibility studies for outdoor exercise stations across the region	
	Scheduled to start in Year 4 of the Delivery Program (2025-2026)	
	3.1.5 Investigate and develop business cases for change of ownership of Moulamein swimming pool and associated facilities	
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)	
3.1.6 Ongoing monitoring and management of Moama and Mathoura outdoor swimming pools and associated facilities		

	<p>The Moama and Mathoura pools were operational for the entire 2022/23 season. Opening of both pools was delayed due to the 2022 flood event by one month with commencement in December. Both pools were monitored and managed by Belgravia Leisure, the end of season report provided by the contractor indicated an increase in patronage and usage at both locations.</p>	
	<p>3.1.7 Investigate and plan for development and upgrades of Skate Parks across the region.</p>	
	<p>Scheduled to start in Year 2 of the Delivery Program (2023-2024)</p>	
	<p>3.1.8 Ongoing monitoring and management of existing sports and recreation buildings.</p>	
	<p>All sports &amp; recreation buildings were monitored and managed in accordance with service delivery schedules and applicable adopted master plans. Facilities managed in consultation with user groups and relevant Section 355 committees of management.</p> <p>Completion of Female Change Facility at Moama Recreation Reserve to service growing needs and demands. Successfully funded by NSW Government under Stronger Country Community Fund Round 5.</p> <p>Completion of Sportsground Lighting Upgrade funded by the NSW Government under Stronger Country Community Fund Round 5 to replace lighting with new energy efficient LED lighting systems.</p> <p>Locations include:</p> <p>Barham – Football Oval and Tennis Courts</p> <p>Bunnaloo – Tennis Courts</p> <p>Mathoura – Football Oval, Netball and Tennis Courts</p> <p>Moulamein – Football Oval and Netball Courts (Major Construction including new light towers)</p> <p>Tooleybuc – Football Oval and Netball Courts (Major Construction including new light towers)</p>	
	<p>3.1.9 Undertake Master Planning for new sport and recreation buildings and grounds across the region.</p>	
	<p>Scheduled to start in Year 2 of the Delivery Program (2023-2024)</p>	
	<p>3.1.10 Undertake feasibility study for development of BMX / Mountain / Motor bike / Pump tracks across the region.</p>	
	<p>Scheduled to start in Year 2 of the Delivery Program (2023-2024)</p>	
<p><b>3.2 Public Buildings</b></p>		
<p>Action</p>	<p>Result</p>	
<p>Delivery of a feasible level of service for the community in relation to public buildings.</p>	<p>3.2.1 Town hall / public facility upgrades will be undertaken inline with the priorities set from the Building and Open spaces review – completed 2022. Feasibility and design requirement will be subject to grant funding availability.</p>	

<p>Building Asset Management Plan to determine Council's long term financial plans to deliver fit for purpose public buildings.</p>	<ul style="list-style-type: none"> <li>▶ Noorong Hall – New vinyl flooring throughout, structural &amp; plumbing upgrades, security lighting and lock upgrades</li> <li>▶ Caldwell Hall – New fans and A/C, electrical upgrades, security lock upgrades.</li> <li>▶ Womboota Hall – security lock &amp; plumbing upgrades.</li> <li>▶ Moulamein Library – fully painted, new blinds and security upgrade.</li> <li>▶ Moulamein Pavilion - Security upgrades</li> <li>▶ Barham Library – New LED lighting throughout</li> <li>▶ Moama Sporting Complex – Security upgrades</li> <li>▶ Tooleybuc Rec Res – Building lighting upgrades</li> <li>▶ Barham Riverside Public Toilets – Internal paint</li> <li>▶ Barham Noorong St Public Toilets &amp; rest Centre– Internal paint</li> <li>▶ Moama Beach Public Toilets - Security upgrades</li> </ul>	
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### 3.3 Disability Action Plan for Open Spaces / Disability Inclusion Action Plan



Action	Result	
<p>Develop and implement a disability action plan for open spaces including a disability inclusion action plan.</p>	<p>3.3.1 Disability Inclusion Plan developed and embedded into Council's day-to- day operations and design programs.</p>	
	<p>MRC staff and community consultation regarding the Disability Inclusion Action Plan is now complete. MRC have developed our 2022-2026 DIAP with the aim of making our community more accessible and inclusive for people with disability. The DIAP is Council's four-year plan that details our approach to enabling people with disability to fully participate in all aspects of the community. The DIAP has been adopted.</p>	



### 3.4 Community Safer Spaces

Action	Result	
<p>Develop and implement a Community Safer Spaces Plan and associated documentation</p>	<p>3.4.1 Community Safer Spaces Plan and associated documentation developed and embedded into Council's operations</p>	
	<p>Scheduled to start in Year 2 of the Delivery Program (2023-2024)</p>	

### 3.5 Lighting upgrades & improvements



Action	Result	
<p>LED lighting Strategy and program to be rolled out across the Council area (Street lighting and Parks and Reserves).</p>	<p>3.5.1 Progressive LED lighting replacement program to be undertaken over next 10 years. New subdivisions to use LED lighting.</p>	
	<p>Ongoing. Essential Energy (EE) have completed their LED lighting replacement program. Council are working with EE to installed new LED lighting as required. LED lighting is being installed in new subdivisions.</p>	

3.6 CCTV Strategy		
Action	Result	
Develop and implement a CCTV strategy for all townships.	3.6.1	Develop CCTV strategy.
		Currently under development 
	3.6.2	Begin installation and management of CCTV devices as identified in the strategy
		Some CCTV installations have already been made and will be reviewed as part of the strategy development. 

Goal 2 – Enable development of sustainable liveable communities		
3.7 Housing Strategy		
Action	Result	
Development of a Residential Housing Strategy which will guide the rezoning of future residential land over the next 5-10 years and beyond.	3.7.1	Develop a Residential Housing Strategy.
		Nearing completion. Council staff have completed the process of handing this project over to Consultant Town Planner for completion. Due for presentation to Council in April 2023. 
	3.7.2	Review and develop the Local Environment Plan.
		Scheduled to start in Year 2 of the Delivery Program (2023-2024)
3.8 Community / Botanical Gardens		
Action	Result	
Review and support the finalisation of existing community & Botanical gardens.	3.8.1	Continue to support existing community and botanical gardens
		Stage Five of the Moama Botanical Gardens was delivered and officially opened by Helen Dalton MP. Final landscaping and planting was undertaken by Council's Parks team in conjunction with the Friends of the Botanical Gardens group. Operational maintenance was undertaken by the Parks team to ensure service delivery was met so that the gardens could continually mature. Minor elements of Stage Five to be delivered in 2023/24 FY. 


**Goal 3 – Delivering best practice and compliant waste and recycling service and infrastructure that meets community needs.**

**3.9 Kerbside, landfill and waste collection services and facilities**


Action	Result
Design and implementation of the Food Organics and Garden Organics (FOGO) program.	3.9.1 FOGO kerbside collection service rolled out to all townships across the Local Government Area
	This project was successfully completed. Delivery of bins and caddies was smooth. A number of community members took the time to provide positive feedback and congratulate Council on the roll out. Post implementation kerbside bin contents will be audited to establish the diversion rate and success of the program. 
Develop & begin implementation of the Waste Management Strategy.	3.9.2 Additional waste and recycling options investigated and actioned as per the strategy.
	This is an ongoing action that is considered by the Waste Unit continuously. 

**Goal 4 – Strategic planning which produces consistent, strategic, transparent outcomes.**

**3.10 Streetscaping / Master planning / Placemaking**

Action	Result
Investigate and prioritise townships for placemaking, masterplans and streetscaping, to be well-planned, design and implemented.	3.10.1 Review of priority Streetscapes and Masterplans within MRC, to be undertaken with community consultation considering township identity and sense of place.
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)
	3.10.2 Meninya Street Moama is the priority for MRC
	The concept for the Meninya Street Precinct both the concept designs and simulation video was completed and adopted by Council in June 2022.  Procurement remains underway to identify a successful supplier for the detailed design, survey and service location for the construction of Meninya Street, Moama. 

**3.11 Town Planning / Land Use Strategies**

Action	Result
Prepare new Development Control Plan and New Local Environment Plan for MRC	3.11.1 Review and develop a new Development Control Plan
	Delayed, Development Control Plan to kick off late 2023 and LEP during 2024/25 due to resourcing issues 
	3.11.2 Review and develop a new Local Environment Plan
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)

## Goal 5 – Update and review our open spaces to reflect community wants and needs.

### 3.12 Cemeteries / commemoration

Action	Result
Cemeteries have an identifiable level of service and standard across the Council area.	3.12.1 Investigate level of services and complete an asset review for all of Councils cemeteries.
	Scheduled to start in Year 2 of the Delivery Program (2023-2024) In consultation with Parks and Open Spaces. <ul style="list-style-type: none"> <li>▶ Reviewing capacity.</li> <li>▶ Review of procedures to be undertaken.</li> </ul>











### 3.13 Upgrade, enhance & maintain Parks and Open Spaces that connect Communities & are accessible




Action	Result
Investigate and review current standards of existing parks and identify upgrades required including accessibility and amenity blocks where appropriate.  Consider new areas of Parks & Open Spaces where they link to high use areas, such as residential subdivisions.	3.13.1 Investigate level of services and complete an asset review for all Parks and Open Spaces.
	Council Officers engaged consultancy firm CT Management to review asset conditions and assessed current service standards. Community surveys were undertaken to determine current and future needs of the communities. Councillor workshops were undertaken to review the data and feedback, based on the future needs assessment Council adopted the Parks & Reserves hierarchies. Next phase of the project is to document the strategy for Parks and Recreation and begin public consultation prior to final adoption by Council.
	3.13.2 Murray Downs Riverside Park – designed and implementation has begun
	Murray Downs Riverside Park concept plans have been completed and adopted. Boat Ramp, access and carpark currently under construction and due for completion in 2024. River walk was due to be constructed in 2022/23 FY but has been delayed to next financial year due to flooding event of 2022 impacting site access.
	3.13.3 Feasibility and demand investigated for Teenage hangout spaces across the region
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)
	3.13.4 Ongoing installation of drinking water fountains across the region
New installations of drinking fountains delivered. Upgrade at Moama Skate Park and one new installation at Moama Soundshell as part of the flood recovery of the space.  Future installations identified and scope for projects at Moulamein, Barham and Murray Downs.	





3.13.5 Increase in public access points to rivers - being assessed via the Waterfront Strategy	
Delayed	
3.13.6 Masterplans to include Township Beautification Projects.	
Scheduled to start in Year 3 of the Delivery Program (2024-2025)	
3.13.7 Review of Council wide toilet / amenity blocks, their future use and accessibility features including parents room, disability access, amenity	
Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
3.13.8 Ongoing feasibility assessments for new and existing picnic areas.	
Scheduled to start in Year 3 of the Delivery Program (2024-2025)	
3.13.9 Smarty benches (USB charge stations, power points, wifi hot spots) - Consideration in future design and grant opportunities	
Smarty benches have been included in concept designs for multiple landscape projects including Meninya Street Master plan. Delivery of the benches will be based on funding opportunities when the projects are delivered.	
3.13.10 Playgrounds - Feasibility and demand investigated for various locations across the region, complete an asset review and define level of service	
Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
3.13.11 Park bench program of works to be developed and considered for various locations across the region	
New benches and picnic settings installed in Moama, Wakool, Barham and Murray Downs in accordance with allocated budget.	
3.13.12 Shade Sails program of works to be developed and considered for various locations across the region	
New shade structures installed Barham Recreation Reserve, Moama Skatepark and Moama Off Leash area.	
3.13.13 Investigate and develop feasibility studies for Jetties, Pontoon's and floating wharfs around the region.	




	Feasibility study project not yet commenced due to lack of budget allocation. Flood events of 2022 have impacted on existing Jetties, Pontoons and floating wharfs.	
	3.13.14 Investigate and develop feasibility studies for retaining walls around the region.	
	Multiple projects scheduled for design, maintenance and upgrades including Riverside Caravan Park and Picnic Point Caravan Park retaining walls. 2022 floods have significantly impacted on riverside infrastructure. Project ongoing in accordance with budget and grant funding.	
<b>3.14 Public Space Waste and Recycling</b>		
<b>Action</b>	<b>Result</b>	
Investigate and implement a program for waste and recycling bins in public spaces.	3.14.1 Ongoing installation of dog poo bag dispensers across the region.	
	Multiple dispensers have been installed based on community feedback and needs in accordance with allocated budget.	
	3.14.2 Ongoing installation of public space waste and recycling services across the region	
	Public space waste and recycling services are considered adequate.	
<b>3.15 Water Play</b>		
<b>Action</b>	<b>Result</b>	
Investigate commercial and public sector opportunities for splash and water parks throughout the region.	3.15.1 Advocate for private investment of these facilities at appropriate locations linked to commercial business arrangements to allow sustainable funding model to maintain the asset and renew when required.	
	A developer has included concept designs of a water splash part that is integrated with a retail component that will ensure the ongoing cost and maintained will be met and self-funded by the private sector.	





3.16 Weed Management			
Action	Result		
Review and further development the Weed Management Strategy	3.16.1	Development of an Urban Weed management Plan for adoption by Council.	
		Project commenced and ongoing. Biosecurity Co-Ordinator currently developing the Plan for adoption by Council.	
	3.16.2	Weed Management Priorities are communicated annually with the community.	
		Biosecurity team have engaged with communities across Council and have met WAP targets for 2022/23. They have engaged all stakeholders from NSW DPI, Local Land Services, NSW Parks & Wildlife, Parks Victoria, Forests NSW and neighbouring Councils. Staff attended scheduled regional weeds committee meetings to represents Council and provide input into State and local weeds management strategies and priorities.	
	3.16.3	A reduction of priority weeds reducing over time.	
		Priority weed inspections and control actions have been recorded and GPS mapped in accordance with WAP targets. All recorded infestations and control actions have been reported monthly through BIS reports to NSW DPI in accordance with funding and biosecurity obligations.	




## **A PLACE OF INCLUSION, CULTURE & WELLBING**

*A welcoming, healthy and diverse community that celebrates culture and history and is supported by accessible services.*



Goal 1 – Develop community led strategy with a focus on social connections / social fabric and a sense of belonging.		
4.1 Signage across Council		
Action	Result	
Develop a program to identify, upgrade and renew signs across Council.	4.1.1	Review all signage, develop a plan and begin renewal or replacement of all old Council signage including entranceways signs to all communities & towns, old Wakool signage and old Murray Shire signage
		<p>Council has commenced the review of all signs within the Murray River Council area. All old signage referring to the pre-merge identities will be systematic replaced/upgraded to Murray River Council signage in line with Council’s adopted templates. Budget votes has been allocated for the 2023-2024 financial year and will continue yearly until all signs are in the correct format.</p> <div style="text-align: right;"></div>
4.2 Formation of Networks - training and networking to fulfil social function and spark migration of ideas		
Action	Result	
Engage with Community Groups and develop social programs.	4.2.1	Development of a Youth Forum
		Scheduled to start in Year 2 of the Delivery Program (2023-2024)
	4.2.2	Continue to form community networks for training and networking, placed based gathering to fulfill social function and to spark migration of ideas.
		<p>Staff regularly meet with and support community groups to work towards achieving their goals. Council has sought grant funding to support various community events run throughout 2022-23.</p> <div style="text-align: right;"></div>
	4.2.3	Increase social interaction / library programs
	<p>Each library runs programs targeted to the community. We have regular Book Club, Move and Groove, Friday games, Games, Cuppa and Chat, Art Group, school holiday activities and special event months.</p> <div style="text-align: right;"></div>	

4.3 Health and Wellbeing program options for all residents		
Action	Result	
Engage with Murrumbidgee Local Health Network and cross border equivalents.	4.3.1 Advocate for health and wellbeing programs for all residents (all ages and demographics)	
	Staff regularly attend network meetings	
4.4 Provide programs for targeted community demographics		
Action	Result	
Develop after school programs, Youth engagement programs, computers for seniors etc	4.4.1 Advocate for youth activities / youth group / youth centres in various locations across Council	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024) YHub in Moulamein currently operating – investigating & advocating for similar in other locations	
	4.4.2 Investigate the requirement for targeted community programs for various demographics. Deliver programs as identified	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024) The MRC Mobile Library Service Centre visits Murray Downs, Wakool and Tooleybuc every fortnight and has public access computers for assisted access to online Government Services. The Service NSW Mobile Customer Service Centre visits Tooleybuc once a quarter. <b>Barham</b> - Social Book Chat Club meets every Tuesday morning, Move & Groove every Thursday morning, School holiday activities, Digital help through partnership with Be Connected and the Digital Mentoring Program, Cryptic Crosswords every Friday. <b>Moulamein</b> – Friday games day. New app, borrow box. Youth Hub every Friday afternoon. <b>Mathoura</b> – Art Group and games day.	
	4.4.3 Advocate for the implementation of an after-school care program for Mathoura	
	Needs analysis assessment to be undertaken	




Goal 2 – Foster and develop strategy to recognise and celebrate our rich heritage and indigenous culture (in partnership with community).		
4.5 Indigenous Recognition		
Action	Result	
Collaborative agreements with local indigenous nations developed	4.5.1	Development of collaborative agreements with local indigenous nations. Establish twice yearly meetings with indigenous leaders.
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
	4.5.2	Ongoing support and advocacy for local indigenous sites and development of programs.
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
	4.5.3	Develop and implement a Council Reconciliation Plan that increases indigenous recognition through Council practices
	Scheduled to start in Year 4 of the Delivery Program (2025-2026)	
	As an initial step council met with Shepperton’s CEO to discuss their recognition plans, the timing, resources allocated etc. At this early stage it is intended to initially focus on indigenous employment opportunities. Council is now using CVGT (Central Victorian Group Training) Group Training Apprenticeships program and their Indigenous programs.	
4.5.4	Work with Aboriginal artists, musicians, storytellers, poets etc to assist with planning for and execution of events within Councils LGA	
Council has worked with aboriginal creatives on various projects throughout 2022-23, including Moama Lights.		
4.6 Regional History		
	Result	
Celebrate significant local history milestones and develop an ongoing calendar of milestones	4.6.1	Facilitate investment and construction to showcase history, art and culture of the MRC area
	Scheduled to start in Year 4 of the Delivery Program (2025-2026)	
	4.6.2	Continue to celebrate our regional history
	Council has engaged a museum advisor to work ongoing with the numerous museums across the council area, who conserve and share our culture and history.	

**Goal 3 – Actively promote and resource educational pathways into (working with) Council (retain and attract new people).**

**4.7 To attract quality staff to service community demands**

Action	Result		
To attract quality staff to service community demands.	4.7.1	Investigate RDA Riverina's 'Country Change' program to attract new residents	
		Council's Economic Development & Tourism Strategy (EDTS) is underway, with its completion expected in October 2023. Once finalised the EDS will identify which projects are undertaken over the coming years. Directly linked to 5.9.1	
	4.7.2	Actively recruit for specific roles within Council to service community demands and requirements.	
		We have reviewed our advertising mediums and have sought advice/feedback from external advertisers which resulted in MRC changing its advertising style. We have been most successful in our recruiting efforts evidenced by the substantial improvements in the number of applicants we are receiving for advertised positions. We have been successful in filling the majority of roles within the Planning and Development services portfolio.	





**4.8 Developing future leaders**

Action	Result		
Develop a learning and development strategy including leadership opportunities – Emerging Leaders Program	4.8.1	Redevelopment and ongoing review of MRC recruitment and advertising program	
		Whilst we have developed the necessary strategies for Learning and Development the overall project was delayed due to a number of changes within MRC. However, some required training is still being completed.	
	4.8.2	Developing future leaders' program – Emerging leaders certificate (internal program as well as looking at cadet, work, trainee, school, apprenticeships etc)	
		We have plans in place to implement the Emerging Leaders program in February 2024. We are also continuing with trainee programs especially in Customer Service.	
	4.8.3	Ongoing development and use of skilled locals within S355 committees	
		Council works to support its s.355 committees to work towards them being resourced and skilled to deliver on their responsibilities.	






**Goal 4 – Support existing and new art projects and diverse community events.**




**4.9 – Art Projects**


Action	Result		
Develop a Public Art Strategy	4.9.1	Public Arts Strategy developed and implemented.	
		Council has engaged a consultant to deliver an arts and culture strategy and this project is underway. Eco Dev is currently working with the consultant to engage the community on the project.	
	4.9.2	Arts and Crafts Festival – various locations across Council	
		Scheduled to start in Year 3 of the Delivery Program (2024-2025)	
	4.9.3	Actively advocate for Murals to be completed at various locations across Council	
		Scheduled to start in Year 4 of the Delivery Program (2025-2026)	
	4.9.4	Actively advocate for Silo Art projects to be completed at various locations across Council	
		Council was successful in obtaining a grant of \$1,747,431 under the Regional Tourism Activation Fund Round 2, to deliver the River Country Art Trail which will benefit the communities of Barham, Bunnaloo, Caldwell, Mathoura, Moulamein, Tooleybuc and Wakool.  This project is underway.	
	4.9.5	Advocate for the Moama Bridge Arts Precinct – undertaken as part of the Meninya Street redevelopment project.	
		Regional NSW to design and construct two art galleries, along with two significant community art spaces, a cafe / restaurant with open deck and a gift shop. The project is design is well underway.	
4.9.6	Support Community Art groups including performing arts, exhibitions, displays, art classes and tuition		
	Staff support community art groups where possible, including support to seek funding, promotion of various events and activities, inclusion in various tourism promotional activities, and also connections with South West Arts.		

**4.10 Regional Events**

Action	Result	
Develop a Regional Events Strategy	4.10.1	Regional Events Strategy developed and implemented.
		Scheduled to start in Year 3 of the Delivery Program (2024-2025)

<p>4.10.2 Partner with various groups and Government Departments to bring events to regional locations across Council</p>	<p>Council worked with Sports Marketing Australia to secure a Champions League Basketball event in Moama in April 2023.</p> <p>Council worked with Rich River Golf Club to bring the NSW Open golf event to Moama (in March 2023).</p> <p>During March and April, Council worked with cluBarham to enter agreements with sporting organisations to host two significant events in Barham (Tennis Seniors Victoria ITF &amp; Tri-State Series Tournament and Bowls Victoria Over 60's State Championships and the Women's Country Carnival), over multiple years.</p>	
<p>4.10.3 Create ongoing opportunities for schools, community groups and businesses to develop events within the local community</p>	<p>Council provides support in various ways to community groups and organisations to deliver events in the MRC LGA. Council proactivity seeks to bring new events to the MRC LGA.</p> <p>Staff secured a \$301,708 grant to support local community events across the LGA.</p> <p>The events to supported through this program included:</p> <ul style="list-style-type: none"> <li>▶ End of Year Lighting Celebration – all townships</li> <li>▶ Australian Darts Open 2022 – Moama</li> <li>▶ Teddy Bears Picnic – Moama</li> <li>▶ International Women's Day – Barham</li> <li>▶ Pop-Up Cinemas – Mathoura, Bunnaloo, Barham and Murray Downs</li> <li>▶ End of year celebration – Wakool</li> <li>▶ Riverdaze – additional youth activities – Barham</li> <li>▶ Festival of Moulamein Community Event</li> <li>▶ Tooleybuc Harvest Festival – Tooleybuc</li> <li>▶ Pop-up Cinemas in Barham, Mathoura, Murray Downs and Bunnaloo</li> <li>▶ Small Halls Festival – Caldwell, Bunnaloo, Womboota</li> </ul> <p>Economic Development staff engaged all local schools in Echuca Moama to contribute artwork to the 2023 Moama Lights event.</p>	
<p>4.10.4 Continue to support Community Markets – expand to new locations, live music, food trucks etc</p>	<p>Staff work closely with market organisers to assist in their delivery and expansion within the MRC LGA.</p> <p>Council staff assisted the Moama Market to continue to operate at the Moama Recreation Reserve, due to the Soundshell being damaged by the flood. And then helped the market return to the Soundshell, once it was safe to do so.</p> <p>During May, expressions of interest were invited to operate the Moama Market. A successful applicant was appointed in June and began operating the market from 30 July.</p>	
<p>4.10.5 Community led 'indigenous language' classes for interested local community members</p>	<p>Scheduled to start in Year 2 of the Delivery Program (2023-2024)</p>	

Goal 5 – Facilitate and advocate for accessible health and wellbeing services based on local community needs.		
4.11 Community Health and Wellbeing Services including; Mental Health Services Health Services Aged Care Special care (disability housing / assisted living)		
Action	Result	
Develop a Health and Wellbeing Strategy.	4.11.1 Strategy developed and implemented	
	Social Health and Wellbeing Strategy 2017 under review, draft update in progress	
Continue to deliver the Commonwealth Social Support Program, Community Transport Program and Home Modification Programs across Council.	4.11.2 Programs delivered in line with funding	
	Delivery of the Commonwealth Social Support Program, Community Transport Program and Home Modification Programs is ongoing across Council. Funding agreements have been extended to 30 June 2024.	
Health Services	4.11.3 Advocate for better promotion of mental health services at various locations across Council	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
	4.11.4 Advocate for Garden of Hope Mental Health Project	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
	4.11.5 Advocate for increased availability of Doctors, Community and Rural Nurses, and associate services such as pathology, optometry, equipment hire and Ambulances for various locations across Council	
	Council officers met with Echuca Regional Health (ERH) Project Manager tasked with the relocation and wellbeing program. Council supported the ERH Community Connection Forum and connected with key regional stakeholders to better understand challenges pertaining to attracting and retaining talent. MRC supported ERH application for Commonwealth Supported Placements for the Rural Medical School Campus at ERH.	
Aged Care Services	4.11.6 Advocate for the ongoing investigation and support of local aged care, retirement, special needs, disability and assisted living housing across various locations across Council	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
Community Health	4.11.7 Develop a program to recognise and address loneliness across the Council region.	
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)	


4.12 Continue to provide and support services in remote communities with a focus on communicating the service availability and locations		
Action	Result	
Service Provision	4.12.1 Advocate for community based mental health first aid courses to be run across various locations within the LGA	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
	4.12.2 Advocate for increased access to government services in smaller communities across Council - i.e. Service NSW, Services Australia	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024) Proposal to include services in our Mobile Library Customer Service Centre advocating for provision of Service NSW services submitted. Still awaiting response.	
	4.12.3 Increase information available relating to services provided and attended across the LGA including Medicare, Legal aid, Centrelink, Doctors, Service NSW, Services Australia.	
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)	
	4.12.4 Increase advocacy across the region in relation to Community Health Services	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	




## **A PLACE OF PROSPERITY AND RESILIENCE**


*Champion business, innovation, and technology to stimulate local economic development.*

**Goal 1 – Encourage and support economic development across the region.**
**5.1 Development of Business Parks / industrial expansion**

Action	Result	
Industrial Expansion	5.1.1 Prepare a business case relating to the expansion of industrial land, business parks and business growth required across the region and implement the findings	
	Consultant appointed June 2023. Initiation meeting took place during August. Workshops with key stakeholders to commence in September 2023.	

**5.2 Commercial Investment Strategy**



Action	Result	
Develop a prospectus of commercial investment opportunities	5.2.1 Develop and begin implementation of a Commercial Investment Strategy	
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)	
	5.2.2 Advocate for funding for aged care homes across the region	
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)	
	5.2.3 Advocate for increased transport links for local producers	
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)	
	5.2.4 Advocate for and encourage new and diverse industries to the region	
	<p>Officers working with the Department of Regional NSW and Austrade, in discussions with internally renowned premium spice farmer looking to set up an Australian farming arm for export to global market. In discussions with international seed business looking to relocate to MRC. Officers met with local grain business looking to expand operations. Officers met with tourism business looking to diversify to accessible accommodation and caravan park tenants to discuss master plans and growth strategy. Director attended Investment Attraction Workshop with Department Regional NSW. Further workshop to identify specific industries to target for MRC to be undertaken. Facilitated meetings with DRNSW and businesses in Tooleybuc, Koraleigh, Barham and Murray Downs.</p> <p>Prospect - new business opportunity for Moama and Koraleigh late 2023/early 2024.</p>	

5.3 Prepare an Economic Development Strategy		
Action	Result	
Prepare an Economic Development and Tourism Strategy	5.3.1	Prepare and implement an Economic Development and Tourism Strategy
		Scheduled to start in Year 2 of the Delivery Program (2023-2024)
	5.3.2	Encourage and support diverse community events through sponsorship
		Actions relocated to 5.10.1 – better alignment within CSP / DP
	5.3.3	Explore using the MRC River Country local produce trading platform
		Actions relocated to 5.10.1 – better alignment within CSP / DP
	5.3.4	Continue growth of the Live here, Work here, Play here project
		Actions relocated to 5.10.1 – better alignment within CSP / DP
	5.3.5	Continue to attract and encourage events across the region
		Actions relocated to 5.10.1 – better alignment within CSP / DP
	5.3.6	Continue to support and assist with Murray Connect project
		Scheduled to start in Year 2 of the Delivery Program (2023-2024)
	5.3.7	Continue to support and develop business opportunities across the region
	Staff support local business where possible. The actions identified within the MRC Economic Development Strategy will identify which projects are undertaken over the coming years	
5.4 Investigate alternative and renewable energy		
Action	Result	
Investigate alternative and renewable energy	5.4.1	Advocate for various renewable energy projects underway and installed across the region
		Officers currently engaged with numerous state significant projects taking place across the LGA – Energy Connect, Windlab, Kilara Energy & Wilan Energy Park. MRC submission to VNI West with feedback regarding route development/project study area. Participated in VNI regional reference workshop to discuss up to 6 alternative river crossing locations.

5.5 Chamber of Commerce	
Action	Result
Chamber of Commerce	5.5.1 Assist with marketing of local Chambers of Commerce / Progress Associations.
	<p>Economic development staff work with local business groups and endeavour to strengthen partnerships and deliver improved outcomes for our communities.</p> <p>In partnership with Campaspe Shire, staff organised the 2022 Campaspe Murray Business Awards, with the awards dinner being held on 12 October 2022, with approximately 270 people in attendance. Over 12 different categories, judges undertook 48 assessments of finalist businesses. The Awards were well received and the winning businesses were thrilled to be recognised for their hard work and talent.</p> <p>Economic Development staff have met with Barham businesses to discuss opportunities and strategies to better target town promotional activities to attract new and repeat visitors and new events.</p> <p>Businesses were invited to attend a workshop in Barham during May, to discuss agri-tourism opportunities in our region. It was a good opportunity for businesses to connect and discuss various tourism opportunities in the region.</p> <p>Council's Tourism Officer joined Echuca Moama Tourism in meetings with businesses in Mathoura and Barham during May to discuss tourism opportunities.</p>
5.6 Increased Educational opportunities	
Action	Result
Review the education services available and required by our community including early childhood and adult community education.	5.6.1 Prepare a report and submit to Council on educational services available and required and advocate for the findings
	Scheduled to start in Year 4 of the Delivery Program (2025-2026)
5.7 Development of a resilient economy	
Action	Result
Develop Action Plans for each community to sit alongside the Adverse Events Plan which covers all of MRC.	5.7.1 Development and implementation of community actions plans
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)






Goal 3 – Promote and grow tourism across the region.		
<b>5.8 Promotion of local attractions</b>		
Action	Result	
Yearly Events Strategy and Marketing and Promotions Plan developed.	5.8.1 Prepare a yearly Events, Marketing and Promotion Plan taking into account community suggestions and innovation forums.	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
<b>5.9 Promote advantages to visit, live, work and invest</b>		
Action	Result	
Live, Work and Play in River Country Project further developed and implemented.	5.9.1 Development and implementation of Live, Work and Play in River Country Project.	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
<b>5.10 Growing Tourism across the LGA</b>		
Action	Result	
Develop an Economic Development and Tourism Strategy	5.10.1 Economic Development and Tourism Strategy developed and implementation has begun	
	Council's Economic Development Strategy (EDS) is underway, with its completion expected in October 2023. Once finalised the EDS will identify which projects are undertaken over the coming years.	
	5.10.2 Increase signage in and around townships relating to tourism	
	This work is ongoing and signage is updated as gaps and needs are identified.	
	5.10.3 Advocate for steam trains and replica train stations across the region	
Scheduled to start in Year 4 of the Delivery Program (2025-2026)		

**Goal 4 – Partner with industry, community, and government organisations to promote and nurture innovation.**

**5.11 Innovation**

Action	Result
Be engaged in innovation and technology platforms and networks.	5.11.1 Investigate and undertake pilot programs – cropping
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)
	5.11.2 Work with neighbouring LGAs on implementing a shared services module
	Initial discussions have commenced, however very little progress has been made.  Some traction being made with Swan Hill Rural City Council on the Bridge Replacement, which will be a long term project.
	




**5.12 Research & Development (R&D)**


Action	Result
Engage with universities and research institutions.	5.12.1 Investigate and undertake pilot programs (including seeking funding sources) – cropping
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)
	5.12.2 Consideration of opportunities to identify problem waste streams and implement circular economy options
	Scheduled to start in Year 4 of the Delivery Program (2025-2026)
	5.12.3 Investigate options for Indigenous employment for trial projects
	Scheduled to start in Year 4 of the Delivery Program (2025-2026)



## **CONNECTED COMMUNITIES**




Enable integrated, safe and reliable transport and advocate for communications infrastructure.

Goal 1 – Develop strategies to deliver road and shared pathway infrastructure that is accessible to all.		
<b>6.1 Cycle, foot and other pathways</b>		
Action	Result	
Pathways Plan to be developed taking into account sensitive design of pathways to consider environmental factors, accessibility and amenity.	6.1.1	Develop and begin implementation of a Pathways Plan for implementation across the LGA.
		Ongoing. Various asset inspections are being completed to identify any missing links and immediate works.
		
<b>6.2 Improved and consistent road signage across the region</b>		
Action	Result	
Develop a plan to focus on updating road and pathway signage across the region.	6.2.1	Develop and begin implementation of consistent and accurate signage across Council's roads and pathways
		Ongoing. All new works to be in accordance with current standards. Identification of older signage across Council's roads and pathways for replacement.
		
<b>6.3 Improved parking options &amp; consideration of larger vehicles (caravan, boat, RV, trailer)</b>		
Action	Result	
Work with community to plan and deliver a parking options report and delivery plan for the whole of Council.	6.3.1	Develop and implement a roads and drainage program of works.
		Scheduled to start in Year 2 of the Delivery Program (2023-2024)
<b>6.4 Local road &amp; drainage options</b>		
Action	Result	
Develop and implement a roads and drainage program of works.	6.4.1	Develop and begin implementation of roads and drainage program of works for all of Council which addresses community concerns and feedback
		Ongoing. Planning is underway for the capital program to be completed in 23/24. Current survey and design package will include projects to be included in future program of works.
		
Sensitive design of roads to consider environmental factors, accessibility and	6.4.2	Ensure prework procedures are defined and developed to take into consideration Environmental and Heritage considerations

amenity.	<p>Ongoing.</p> <p>Use of Project Management Framework to document necessary planning and approval requirements.</p> <p>Completion of Project Management Plans for new works where environmental and heritage considerations are documented.</p> <p>Engagement of a suitably qualified environmental scientist as required to evaluate and address environmental risks so that the that the design is complainant and satisfies project consent requirements.</p>	
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## Goal 2 – Advocate for and facilitate reliable communications infrastructure.



### 6.5 Digital connectivity & communication infrastructure


Action	Result	
Develop and implement a Digital Communication and Network Strategy.	6.5.1 Develop an Internal Digital Communication and Network strategy	
	Completed. Four-year action plan identified from the review and strategy.	
	6.5.2 Create local partnerships to advocate for improved and up-to-date Digital Communications for the region	
	Ongoing	
	6.5.3 Advocate for implementation of strategic outcomes across the LGA.	
Ongoing		



## Goal 3 – Advocate for improved public transport.

### 6.6 Public Transport that connects towns

Action	Result	
Develop a Public Transport Strategy and advocate for implementation.	6.6.1 Develop a Public Transport Strategy for our communities to become interconnected.	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
	6.6.2 Advocate for improved public transport for our communities	
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)	

6.7 Community Transport that connects our people		
Action	Result	
Continue to deliver Community Transport options to a variety of community members.	6.7.1 Continued use of Community Transport Services	
	<p>Scheduled to start in Year 2 of the Delivery Program (2023-2024)</p> <p>Community Transport is available to all residents of MRC regardless of age.</p> <p>Taxi vouchers are now being utilised in the township of Barham with intent of rolling these out to other communities where taxis are available.</p> <p>Both of these initiatives are funded through Transport for NSW Community Transport Program and are not dependent on age to meet eligibility.</p>	
6.8 Public Transport infrastructure		
Action	Result	
Work with state governments and local transport companies to improve service and infrastructure requirements	6.8.1 Upgrade and installation of infrastructure as identified.	
	<p>Ongoing.</p> <p>Funding secured under the Country Passenger Transport Infrastructure Grants Scheme for bus shelters.</p> <p>Met with Newtons Bus Service and Dysons to review current servicers, opportunities for improvement and the expansion of Moama.</p>	

Goal 4 – Enable commercial transport and connection opportunities		
6.9 Truck Parking		
Action	Result	
Consult and apply for grant funding for upgrades and new truck parking sites.	6.9.1 Work with the community and Transport NSW to identify and develop new truck parking locations and upgrade existing locations as required across the region.	
	<p>Ongoing.</p> <p>Reviewing suitability of truck parking area on Maude Road, Moulamein.</p> <p>Moulamein truck parking area under review due extents of recent floods into preferred locations.</p>	

6.10 Major Road Upgrades		
Action	Result	
Road Asset Management Plan to deliver a financially sustainable road network across the LGA.	6.10.1 Road Asset Management Plan under continual renewal with a program of deliverable projects developed for roads across the region.	
	Ongoing.	
	6.10.2 Advocate to Transport NSW for upgrades to state and regional roads.	
	Ongoing. Funding secured for Kyalite Road widening, pending success of further funding for Federal government. 2x submissions made for Repair Program 23/24 on regional roads.	



## **TOMORROW'S TECHNOLOGIES**

Ensure the region is well placed to embrace emerging and disruptive technologies such as Artificial Intelligence and Deep Learning.



**Goal 1 – Embed a geospatial driven system into Council processes, including public interface.**

**7.1 Enable data access through a Geospatial Interface for internal and external users**



Action	Result
Implement a Geospatial Information System (GIS).	7.1.1 Development of databases with links to internal and external GIS systems.
	Working with Technology One Project implementation team and Council IT staff to develop internal and external mapping views via Intramaps. Through Technology One release 2 (property and rating) property data is linked and updated daily from LPI and available through the mapping systems (update and integration works continuing with Technology One). Internal documentation linkages currently being built to allow access to design plans, specifications and WAE plans via hyperlinks in Intramaps. Mapping of buried assets now loaded into Before You Dig (BYD) platform for auto-generation of external service requests.




**7.2 Leverage the GIS to improve the extent, efficiency and effectiveness of data capture**




Action	Result
Use automated data capture processes to capture additional sources of data and more detailed data.	7.2.1 Investigate and implement automation and digitalisation of process (manual process) across Council's operations.
	Process mapping has commenced across several business units to determine requirements and opportunities for improvement/automation.  Resourcing is at capacity and no ability to progress this at this stage.
Embed mobile devices to capture field data using existing processes.	7.2.2 Investigate mobile devices to capture field data using existing processes
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)  Initial investigations have commenced.
Use new technology and software to capture information.	7.2.3 Implement drones to assist in identification of priority weeds
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)
	7.2.4 Continue surveillance of new and emerging technologies to be incorporated in a timely manner.
	Ongoing
	7.2.5 Strategic Asset Management Plans supporting progressive development utilising emerging industry practises.



	Works underway to review current systems and processes to determine areas for efficiency gains and suitable points of integration and automation. Collaboration with other Technology One SAM sites and adjacent LGAs in progress. Discussions with other LGAs on gifted asset automation also underway. BYD platform now live with buried asset data.	
<b>7.3 Apply data sources to improve corporate decision making</b>		
<b>Action</b>	<b>Result</b>	
Automate the process of business decision making.	7.3.1 Adopt deep learning and use of algorithms to manage data set and decision making in real time where possible	
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)	
Enable interoperability between internal and Smart City systems	7.3.2 Implement data capture mechanisms at attractions to collect data relating to use of locations and collection of on-the-spot feedback	
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)	
	7.3.3 Use AI on recorded calls to provide feedback on customer satisfaction	
	Scheduled to start in Year 3 of the Delivery Program (2024-2025) Consultation commenced with software providers around functionality of Contact Centre Software and the use of AI to improve efficiencies and feedback.	
Better management of Biosecurity risks through the use of AI (data capture)	7.3.4 Implement drones to assist in the management of priority weeds	
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)	
Collaborate with Telecommunication providers to gather public information for improved tourism promotion and Economic Development decision making.	7.3.5 Partnership in place and information is being used for effective decision making	
	Scheduled to start in Year 4 of the Delivery Program (2025-2026)	

## Goal 2 – Explore technologies to forecast possible future opportunities.

<b>7.4 Improve Housing Affordability</b>		
<b>Action</b>	<b>Result</b>	
Advocate for changes to BCA and Australian Standards to Permit 3D printed dwellings.	7.4.1 Advocacy program undertaken to change BCA and Australian Standards to allow for 3D printing of houses.	
	Advocated Council's position at the National General Assembly (Motion to conference) and with the Office of Cross Border Commissioner NSW. Meeting Mr Jonathan Wheaton Executive Director, Regional Development at Department of Regional NSW,	

	<p>and Mr Giles Butler, Director at Department of Regional NSW, to discuss this and other issues 11 August.</p> <p>Wrote to Cross Border Commissioner seeking a meeting to suggest avenues to advocate. Advocated through the LGNSW Association Annual Conference. Advocated to Department. No further avenues left to address.</p>	
<b>7.5 Enable Smart Agriculture</b>		
<b>Action</b>	<b>Result</b>	
Advocate for improved connectivity (bandwidth & speed) to facilitate smart agriculture.	7.5.1 Advocacy plan is developed and delivered.	
	<p>The initial success (communication tower funding) in the western region of council is yet to be measured as construction hasn't commenced. Council has brought to the attention of telecommunication providers the difficulty certain areas in Moama and Mathoura users are having, including advocating our needs to NSW Premier.</p> <p>Further meetings with representatives from NBN's Regional Connectivity Program and Telstra, occurred to advocate to improve Moulamein, Wakool, Moama, and Mathoura digital connectivity. New grant application progressing.</p>	
<b>7.6 Promote advanced technologies</b>		
<b>Action</b>	<b>Result</b>	
Support local business to access or develop and introduce advanced technologies.	7.6.1 Business case to develop a technology hub completed.	
	Scheduled to start in Year 4 of the Delivery Program (2025-2026)	
	7.6.2 Continue to align strategic plans to future scenario planning.	
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)	
	7.6.3 Continue being an active member of advocacy groups to promote research and advancement	
	Council's Economic Development Strategy (EDS) is underway, with its completion expected in October 2023. Once finalised the EDS will identify which projects are undertaken over the coming years.	
Support local business to access or develop and introduce advanced technologies.	7.6.4 Promote the region as a node for New Fibre Optic Network.	
	Access to NBN is available across the Council area	

**Goal 3 – To encourage, educate and enable environmentally sustainable approaches to energy management.**

**7.7 Community based energy generation (Micro-grids)**


Action	Result
Support community led energy generation enterprises.	7.7.1 Develop and implement a marketing plan for Micro-grid developments across the region.
	Scheduled to start in Year 2 of the Delivery Program (2023-2024)

**7.8 Waste to Energy**


Action	Result
Maintain currency with EPA's Energy from Waste Policy.	7.8.1 Energy from waste is embedded in the Environmental Sustainability Strategy.
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)
	7.8.2 Investigate feasibility and provide a report to Council on options for future use of the WW2 fuel storage area in Mathoura in relation to waste to energy uses on the site.
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)

**7.9 Electric Vehicle charging stations**

Action	Result
Align public infrastructure with customer and community requirements.	7.9.1 Explore options for external funding of EV charging stations to meet demand.
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)
	7.9.2 Prepare a charging station plan for installation locations for EV charging stations
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)
	7.9.3 Develop and begin implementation of an Electric Vehicle Strategy
	Scheduled to start in Year 3 of the Delivery Program (2024-2025)

7.10 Gradual retirement of vehicles with Internal Combustion Engines (ICE)		
Action	Result	
Ensure Council's vehicle fleet is fit-for-purpose.	7.10.1	Business cases prepared for new Council's vehicle purchases to ensure they are fit-for-purpose and meet the transition out of vehicles with ICE.
		Scheduled to start in Year 2 of the Delivery Program (2023-2024) First EV purchased in October 2022 with associated charging station installed at Perricoota Road Office.
		
7.11 Adapt to Biodiversity and Carbon Offset (Carbon Credits) requirements		
Action	Result	
Be prepared for more stringent biodiversity and carbon offset requirements.	7.11.1	Investigate and develop a framework to incorporate current and likely Biodiversity & Carbon Offset (Carbon Credits). Requirements actioned in physical planning decisions.
		Scheduled to start in Year 2 of the Delivery Program (2023-2024)

## Goal 4 – Monitor and assess emerging global technology trends.

7.12 Be prepared to leverage emerging technologies for Economic & Community Development		
Action	Result	
Air Taxis	7.12.1	Monitor the likely development of air taxis as an emerging mode of transportation.
		During the Cross-Border meeting between Campaspe Shire and Murray River Councils both councils received a presentation from SKYPORT's, Mr Clem Newton-Brown. There is a future opportunity that won't be an onerous commitment to council to plan for the coming additional transportation option. Council report October 2022. No further action.
		
Autonomous Vehicles	7.12.2	Ensure funding is available as and when required for new infrastructure to facilitate Autonomous Vehicles (AV).
		Scheduled to start in Year 3 of the Delivery Program (2024-2025)
	7.12.3	Develop a Promotion and Advocacy Strategy for Autonomous Vehicles to deliver when required.
		Scheduled to start in Year 3 of the Delivery Program (2024-2025)
Use technology to create interactive / talking tours for our region.	7.12.4	Investigate options and create a plan to develop interactive tours.
		Scheduled to start in Year 3 of the Delivery Program (2024-2025)

A photograph of a wooden walkway with railings leading towards a house in a wooded area. The walkway is made of weathered wooden planks and has a railing made of vertical wooden posts and horizontal rails. The house in the background has a light-colored exterior and a dark roof. The trees are lush and green, and the overall scene is bright and sunny.

# Statutory Report

**T**his section reports against the mandatory annual reporting requirements as specified by the NSW Office of Local Government and as per the *Local Government Act 1993- Section 428*.

### Audited Financial Statements

Must contain a copy of the council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting (may be an attachment).

#### Local Government Act 1993 - Section 428 (4) (a)

The Financial Statements for the year ended 30 June 2023 have been prepared to comply with the applicable Australian Accounting Standards, the requirements of the Local Government Act 1993 and Local Government (General) Regulations 2021, the Local Government Code of Accounting Practice and Financial Reporting (Update No. 24).

A copy of Murray River Council's audited Financial Statements are attached as Appendix 1.

### Integrated Planning and Reporting – Other Requirements

Must contain other information as the IP&R Guidelines or the regulations may require.

#### Local Government Act 1993 - Section 428 (4) (b)

Council has reported on all the requirements of their Annual Report as outlined in the Integrated Planning and Reporting Guidelines, the Local Government Act 1993 and the Local General (General) Regulation 2021.

## Modern Slavery

Must contain a statement detailing the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue.

### Local Government Act 1993 - Section 428 (4) (c)

There have been no issues raised by the Anti-Slavery Commissioner in regard to the operations of Murray River Council during the reporting period.

Must contain a statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery within the meaning of the Modern Slavery Act 2018

### Local Government Act 1993 - Section 428 (4) (d)

#### Modern Slavery due diligence

Council is committed to taking reasonable steps to ensure that:

- a) Modern Slavery is not occurring in the operations and supply chains of Murray River Council and any entity that it owns or controls;
- b) it does not use or procure any goods, plant, equipment or other materials and work or services that are the product of Modern Slavery; and
- c) it develops and implements appropriate procedures including appropriate prevention plans and other policies in order to demonstrate that it has exercised due diligence to prevent Modern Slavery in Council's operations and supply chains, and to identify and respond to an actual or suspected case of Modern Slavery.

#### Response to Modern Slavery incident

If Council becomes aware of any actual or suspected occurrence of Modern Slavery in its operations or supply chains (or in those of any entity that it owns or controls), Council commits to taking reasonable steps to respond to and address the occurrence in accordance with any internal Modern Slavery strategy and procedures of Council and any relevant code of practice/conduct or other guidance issued by the Anti-slavery Commissioner.

#### Termination on ground of Modern Slavery

In addition to any other right or remedy of Council at law, including rights of termination or rights to damages, Council may, in its sole discretion, terminate contracts, upon written notice, with immediate effect and without any requirement to pay compensation in respect of such termination (other than payment for work performed by the Contractor and unpaid up until the date of termination) if a Contractor fails to comply with the requirements of this Modern Slavery commitment.

#### Definitions

Modern Slavery has the same meaning as in the Modern Slavery legislation.

Modern Slavery legislation means, as applicable, the *Modern Slavery Act 2018* (NSW) and the *Modern Slavery Act 2018* (Cth).

Anti-slavery Commissioner means the Anti-slavery Commissioner appointed under the *Modern Slavery Act 2018* (NSW).



### Environmental Upgrade Agreements

Include particulars of any environmental upgrade agreement entered into by the council.

#### Local Government Act 1993 - Section 54P(1)

Murray River Council has not entered into any environmental upgrade agreements during the 2022/2023 reporting period.

### Special Rate Variation

Report on activities funded via a special rate variation of general income including:

- ▶ reporting requirements set out in the Instrument of Approval
- ▶ projects or activities funded from the variation
- ▶ outcomes achieved as a result of the project or activities.

#### Special Rate Variation Guidelines 7.1

Murray River Council did not apply for or receive funds via a special rate variation during the 2022/2023 financial year.

### Details of written off rates and charges

Amount of rates and charges written off during year.

#### Local Government (General) Regulation 2021 – Clause 132

\$ Dollars

General Rates - Abandonments	195,320
Waste Management – Abandonments	89,590
Water Supply - Abandonments	93,290
Waste Water - Abandonments	88,408
Water Supply – Charges Written Off	14
Waste Water – Charges Written Off	0
Other – Charges Written Off	0
<b>TOTAL</b>	<b>466,622</b>

**Induction and other professional development training undertaken by Councillors**

Information about induction training and ongoing professional development:

- ▶ the names of any mayor or councillors who completed any induction training course, induction refresher course or supplementary induction course during the year,
- ▶ the names of any mayor or councillors who participated in any ongoing professional development program during the year, the number of seminars, circulars and other activities delivered as part of the ongoing professional development program during the year.

**Local Government (General) Regulation 2021 Clause 186**

Councillors – July 2022 to June 2023

EVENT / COUNCILLOR	Mayor Bilkey	Dep Mayor Crawley	Councillor Cohen	Councillor Crowe	Councillor Gleeson	Councillor Gorey	Councillor Nicholas	Councillor Weyrich	Councillor Wise
<b>TRAINING</b>									
Aug 22 – IT Training – including using Stellar									
Aug 22 – Conflict of Interest Training									
<b>CONFERENCES</b>									
Aug 22 – NSW Country Mayors Association Forum & Meeting									
Nov 22 – Country Mayors Association Conference									
Jun 23 – ALGA Conference									
Sep 22 – Murray Darling Association Conference									
<b>INFORMATION SESSIONS</b>									
Jul 22 – CT Management Land & Building Evaluation									
Aug 22 – Joint Campaspe Shire/MRC meeting									
Oct 22 – Affordable Housing C4EM – Lets talk Housing in our Community									
Nov 22 – LGNSW – IPART review of the Rate Peg methodology									
Dec 22 - Country Universities Centre									
Dec 22 – Resilience and Recovery									
Feb 23 – Valuer General NSW									
Jun 23 – One Basin CMC									
Ongoing – Barham-Millewa Forest Engagement									
Ongoing – Murray Darling Basin Association									
Ongoing – Echuca Moama Tourism									
Ongoing - Murray Socio Economic Activation Taskforce (MSEAT)									
Ongoing – Resilience NSW									
Ongoing - Revenue Taskforce									
On-going – Transgrid Reference Group									

### Overseas visits by Councillors and Council staff

Details, (including purpose) of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations).

#### Local Government (General) Regulation 2021 Clause 217 (1) (a)

During the period, being 1 July 2022 to 30 June 2023, there were no overseas visits on official Murray River Council business by Councillors or Council employees.

### Payment of the expenses of, and the provision of facilities to, Councillors in relation to their Civic duties

Total cost during the year of the payment of expenses of, and the provision of facilities to councillors in relation to their civic functions (this amount must equal the reported amount in the financial statements).

Identify separate details on the total cost of:

- ▶ provision of dedicated office equipment allocated to councillors
- ▶ telephone calls made by councillors
- ▶ attendance of councillors at conferences and seminars
- ▶ the provision of induction training and professional development for mayor and other councillors
- ▶ training of councillors and provision of skill development
- ▶ interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses
- ▶ overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses
- ▶ expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for the mayor and councillors
- ▶ expenses involved in the provision of care for a child of, or an immediate family member of a councillor.

#### Local Government (General) Regulation 2021 Clause 217 (1) (a1) (i), (ii), (iii), (iiia), (iv), (v), (vi), (vii), (viii)

During the period, being 1 July 2022 to 30 June 2023, the following amounts were expended in relation to the Murray River Council Councillors whilst performing their civic duties.

\$ Dollars

Councillor's Payments	156,302
Office and Minor Equipment	491
Telecommunications	1,440
Training	1,728
Travelling and Accommodation	28,979
Conferences and Delegates Fees	5,829

Interstate Travelling and Other Expenses	2,963
Overseas Travelling and Other Expenses	0
Partner Expenses	0
Childcare Provisions	0
Insurances	36,844
Advertising, Printing and Stationery	530
Subscriptions and Memberships	1,400
Other Expenses	28,232
<b>TOTAL</b>	<b>264,738</b>

### Contracts awarded by Council

Details of each contract awarded (other than employment contracts & contracts less than \$150,000) including:

- ▶ name of contractor
- ▶ nature of goods or services supplied
- ▶ total amount payable.

#### Local Government (General) Regulation 2021 – Clause 217(1)(a2) (i), (ii)

Name of Contractor	Name of Contract	Contract Amount (incl GST)
Northern Construction Group (Aust) Pty Ltd	Construction of Landfill Cell and Leachate Pond	2,147,340.00
Run Energy Pty Ltd	Installation of Leachate Management System	290,081.68
BRM Electrical	Sports Lighting upgrades - Tooleybuc	267,409.18
Positive Electrical Services	Sports Lighting upgrades – various locations	636,401.71
PBR Constructions Pty Ltd	Sports change facility – Jack Eddy oval	349,100.00
AV Builders Pty Ltd	Construction of Moama Pre School	4,692,219.70
RE Civil Pty Ltd	Tatalia Road/Cobb Highway Intersection Upgrade – stage 1	594,512.19
Civil & Earth	Civil Works at Moama Landfill	443,956.11
Central Vic Stabilisers	Heavy Patching Program 2023-24	2,701,072.00

P3 – Progressive People Practices	Human Resources Consulting	185,000.00
DataMC	Data Migration project	188,553.00
Leander consulting	Technology One Property and rating consultancy	220,000.00
Avepoint	Software requirements to support internal networks and legislative requirements	174,275.73
Northern Construction Group Pty Ltd	Footpath Construction – 24 Lane Moama	235,925.32

### Legal proceedings taken by or against Council

Summary of the amounts incurred by the council in relation to legal proceedings including:

- ▶ amounts incurred by council in relation to proceedings taken by or against council (including out of court settlements)
- ▶ summary of the state of the progress of each legal proceeding and (if finalised) the result.

#### Local Government (General) Regulation 2021 – Clause 217(1) (a3)

During the period, being 1 July 2022 to 30 June 2023, Murray River Council incurred a total of \$187,097.84 in relation to the cost of legal proceedings taken by Council. A summary of the progress of legal proceedings is detailed below:

	\$ Dollars
Rates – General	52,343.00
Rates - Water	8,570.00
Planning	23,200.00
Leases and Contracts	34,839.00
Property	31,470.00
Employment Matters	933.00
Legislative Compliance	5,280.00
GIPA Applications	9,221.00
General Legal Advice	21,242.00
<b>TOTAL</b>	<b>187,098.00</b>

### Work carried out on private land

Include resolutions made concerning work carried out on private land, including:

- ▶ details or a summary of any resolutions made under section; and
- ▶ details or summary of any work carried out, where the charge is less than the approved fee, the proposed fee to be charged and the total amount subsidised by council.

#### Local Government Act 1993 - Section 67, 67(2)(b),67(3)

#### Local Government (General) Regulation 2021 – Clause 217 (1) (a4)

During the reporting period, Council undertook activities recorded as Private Works for 28 individuals or entities. The work included bridge lifts and works, use of council equipment, sealing of driveways, installing signage and culverts and service agreements to Aboriginal communities.

The total revenue from private work is \$238k.

No resolutions of Council were made in relation to private works and no works were carried out where the approved fee was not charged.

### Financial assistance and grants

Total amount contributed or otherwise granted to financially assist others.

#### Local Government Act 1993 – Section 356

#### Local Government (General) Regulation 2021 – Clause 217(1) (a5)

	\$ Dollars
AJ & NA Davidson	6,052.00
Barham Consolidated	2,000.00
Barham High School	100.00
Barham Koondrook Historical Society	2,200.00
Barham Koondrook Show	1,500.00
Barham Lions Club	2,500.00
Barham Public School	100.00
Barham Recreation Reserve	3,000.00
Border Flywheelers club Inc.	5,000.00
Brookertino Pty Ltd Local Heritage	2,948.00
Bungunyah-Koraleigh Irrigation Trust	3,000.00
Caldwell Hall	6,000.00
Community Living and Respite Services	3,000.00
Deniliquin South Public School	100.00
Deniliquin Christian School	100.00

Echuca Moama Beacon Foundation	1,600.00
Echuca Steam Preservation Society Inc	2,000.00
Echuca-Moama Family History Group Inc.	3,000.00
Edward River Gardens	2,722.00
Fairley Leadership Program	750.00
Good Vibrations Motorcycle Museum	2,000.00
Goodnight Christmas Tree	1,000.00
Goodnight Tennis Club	1,750.00
Koondrook Pool	17,000.00
Koori Kids	450.00
Koraleigh Australia Day Committee	1,000.00
Koraleigh Tennis Club	700.00
Lions Club of Moama	1,000.00
Local Health Medical Trust	2,500.00
Mathoura Combined Bowls	200.00
Mathoura Events Committee	1,500.00
Mathoura Football Netball Club	1,500.00
Mathoura on the Map	5,000.00
Mathoura Public School	100.00
Mathoura Public School P&C Association	3,000.00
Mathoura RSL	200.00
Mathoura Retirement Village	3,000.00
Mathoura Speed Shear	5,729.00
Moama Anglican Grammar School	100.00
Moama Echuca Border Raiders Soccer Association	1,000.00
Moama Historic Vehicle Club	3,000.00
Moama Water Sports	10,000.00
Moulamein – Australia Day	1,000.00
Moulamein Angling club	100.00

Moulamein Arts & Crafts Council	3,215.00
Moulamein Community Development Inc	1,540.00
Moulamein Men's Shed	3,000.00
Moulamein Pre-School	228.00
Moulamein Public School	100.00
Moulamein South Recreation Reserve	3,000.00
Moulamein Racing Club	1,500.00
Moulamein Swimming Pool Trust	13,332.00
Murray Haven Homes Ltd	3,000.00
Nyah & District Pool Committee Inc.	3,500.00
St Michael's School Deniliquin	100.00
Rate Subsidy & Contributions	13,674.00
St Vincent De Paul Society	3,000.00
Tooleybuc Central School	100.00
Tooleybuc & Piangil District	2,273.00
Wakool & District P&A Society	1,500.00
Wakool Community Progress Association	2,500.00
Wakool Memorial Hall	2,500.00
We Are Vivid	3,000.00
Western Murray Land Improvement Group Inc	30,000.00
Wongi	3,000.00
<b>TOTAL</b>	<b>204,565.00</b>



### External bodies that exercised functions delegated by Council

Statement of all external bodies that exercised functions delegated by Council.

#### Local Government (General) Regulation 2021 – Clause 217(1) (a6)

Murray River Council has the following section 355 Committees and other bodies which exercise management and operational functions delegated by Council

- ▶ Barham School of Arts Committee
  - ▶ Barham Recreation Reserve Committee
  - ▶ Bunnaloo Recreation Reserve Management Committee
  - ▶ Caldwell Hall Management Committee
  - ▶ Friends of old Moama
  - ▶ Goodnight Recreation Reserve & Hall Committee
  - ▶ Koraleigh Hall and Recreation Committee
  - ▶ Kyalite Progress and Recreation Reserve Committee
  - ▶ Mallan Recreation Reserve & Hall Committee
  - ▶ Mathoura Recreation Reserve Management Committee
  - ▶ Mathoura Retirement Village Management Committee
  - ▶ Moama Lions Community Village Committee
  - ▶ Moama Recreation Reserve Management Committee
  - ▶ Moulamein Centenary Recreation Reserve Committee
  - ▶ Moulamein South Recreation Reserve Committee
  - ▶ Moulamein Lake Committee
  - ▶ Murray Downs Riverside Park Management Committee
  - ▶ Murray Shire Hall Committee
  - ▶ Noorong Community Centre
  - ▶ Old Moulamein Courthouse Committee
  - ▶ Tooleybuc Recreation Reserve and Hall Committee
  - ▶ Tooleybuc/Piangil District Action Group/Tooleybuc Bridgekeepers Cottage Mgt Committee
  - ▶ Wakool Memorial Hall Committee
  - ▶ Wakool Recreation Reserve Committee
  - ▶ Womboota School of Arts/Hall Management Committee
- ▶ Moulamein Hall Committee DISSOLVED Aug. 2023

### Controlling interest in corporations, partnerships, trust, joint ventures or other bodies

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest.

#### Local Government (General) Regulation 2021 – Clause 217(1) (a7)

Murray River Council did not hold a controlling interest, either alone or in conjunction with other Councils, in any corporations, partnerships, trust, joint ventures or other bodies during the period.

## Participation in corporations, partnerships, trust joint ventures, syndicates or other bodies

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or no incorporated) in which the council participated during the year.

### Local Government (General) Regulation 2021 – Clause 217(1) (a8)

Murray River Council is involved with the following organisations:

- ▶ Central Murray Regional Library (Library Services) (part of the year)
- ▶ Campaspe Regional Library (Library Services) (part of the year)
- ▶ Swan Hill Rural City Council Library (Library Services)
- ▶ Echuca Moama and District Tourism Association Inc. (Tourism Services)
- ▶ Long Paddock Touring Group
- ▶ Murray River Tourism Limited
- ▶ Riverina and Murray Joint Organisation of Councils
- ▶ Strategic Purchasing Scheme
- ▶ Western Joint Regional Planning Panels

## Activities undertaken by the council to implement its Equal Employment Opportunity Management Plan

Statement of activities undertaken to implement its EEO management plan.

### Local Government (General) Regulation 2021 – Clause 217(1) (a9)

Murray River Council employees and volunteers are supported by a number of policies and procedures, to ensure EEO principles are maintained. including:

- ▶ Code of Conduct Policy;
- ▶ Workplace Discrimination and Harassment Policy;
- ▶ Recruitment & Selection Policy;
- ▶ Staff Performance Management/Disciplinary Policy,
- ▶ Grievance Management Procedure.
- ▶ Return-to-Work Program and
- ▶ Disability Inclusion Plan.

All of these Council policies have been developed and reviewed in consultation with Council employees.

In the filling of staff vacancies, Council advertises all vacant positions utilising various media forums to access the market.

Newspaper recruitment advertisements are placed in the local newspapers, however Council has moved to a greater use of electronic mediums, such as Seek, Linked and Local Government job platforms, being more cost effective and disseminated to a larger demographic.

### Total remuneration package of the Chief Executive Officer (CEO)

Statement of the total remuneration package of the general manager including:

- ▶ total value of the salary component of the package
- ▶ total amount of any bonus, performance or other payments that do not form part of the salary component
- ▶ total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor
- ▶ total value of any non-cash benefits for which the general manager may elect under the package
- ▶ total amount payable by way of fringe benefits tax for any such non-cash benefits.

#### Local Government (General) Regulation – Clause 217 (1)(b), (i), (ii), (iii), (iv) & (v)

For the period 1 July 2022 to 30 June 2023

\$ Dollars

i. Total Value of Salary component	296,125
ii. Total amount of any bonus or performance payments that do form \$0 part of salary	0
iii. Total amount payable employers contribution or salary sacrifice to any superannuation scheme	26,456
iv. Total value of non-cash benefit — vehicle	11,076
v. Total amount payable by Council – fringe benefit tax	10,829
vi. Total Resignation/Termination Payments	0
<b>TOTAL</b>	<b>344,486</b>

### Total of Remuneration packages of all senior staff members

Statement of the total remuneration packages of all senior staff members (other than GM), expressed as the total (not of the individual members) including:

- ▶ total value of salary components of their packages
- ▶ total amount of any bonus, performance or other payments that do not form part of salary components of their packages
- ▶ total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor
- ▶ total value of any non-cash benefits for which any of them may elect under the package
- ▶ total amount payable by way of fringe benefits tax for any such non-cash benefits.

#### Local Government (General) Regulation – Clause 217 (1)(c), (i), (ii), (iii), (iv) & (v)

For the period 1 July 2022 to 30 June 2023

\$ Dollars

i. Total Value of Salary component	985,034
------------------------------------	---------

ii. Total amount of any bonus or performance payments that do form part of salary	0
iii. Total amount payable employers contribution or salary sacrifice to any superannuation scheme	107,122
iv. Total value of non-cash benefit — vehicle	29,075
v. Total amount payable by Council – Fringe Benefit Tax	28,426
vi. Total Resignation/Termination Payments	39,873
<b>TOTAL</b>	<b>1,189,530</b>

### Total number of persons who performed paid work

Statement of total number of persons who performed paid work on **Wednesday 23 November 2022**, including, in separate statements, total number of:

- ▶ persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract
- ▶ persons employed by the council as senior staff members,
- ▶ persons engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person
- ▶ persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee

#### Local Government (General) Regulation – Clause 217 (1) (d), (i), (ii), (iii), (iv)

As at 23 November 2022, Murray River Council the following employees:

▶ Full-time	165
▶ Part-time	20
▶ Casual	12
▶ Contract	14
▶ Senior Staff	6
▶ External Contracts	2

### Stormwater Management Services provided by Council

A statement detailing the stormwater management services provided (if levied).

#### Local Government (General) Regulation 2021 – Clause 217(1) (e)

Stormwater management can be broadly defined as managing the quantity and quality of stormwater runoff from a catchment with the aim of:

- ▶ Minimising stormwater impacts in aquatic ecosystems e.g. reducing turbidity, gross pollutants and nutrient inflow;
- ▶ Minimising flooding impacts; and
- ▶ Utilising stormwater as a water resource.

**Coastal Protection Services provided by Council**

A statement detailing the coastal protection services provided (if levied).

**Local Government (General) Regulation 2021 – Clause 217(1) (e1)**

Not applicable to Murray River Council

**Council's activities in relation to enforcing & ensuring compliance with the provisions of the Companion Animals Act 1988 & Companion Animals Regulation 2008**

Detailed statement, prepared in accordance with such guidelines as may be issued by the Director-General from time to time, of the council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2008, including:

- ▶ lodgement of pound data collection returns with OLG
- ▶ lodgement of data about dog attacks with OLG, if no known attacks in the year a nil return is required in annual statement
- ▶ amount of funding spent on companion animal management and activities
- ▶ community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats
- ▶ strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals
- ▶ off leash areas provided in the council area
- ▶ detailed information on how fund money was used for managing and controlling companion animals in their area.

**Local Government (General) Regulation 2021 – Clause 217(1) (f)  
Guideline on the exercise of functions under the Companion Animals Act**

Guidelines on the exercise of functions under the Companion Animals Act

**Lodgement of pound data collection returns with the Office of Local Government (OLG):**

The pound data details have been submitted to the Office of Local Government (OLG), as required.

**Lodgement of dog attack reports:**

It is mandatory for all dog attack data to be lodged with the Office of Local Government in accordance with the Companion Animals Act. This legislation requires a dog attack incident to be report to the OLG within 72 hours of the incident.

There was one (1) incident of dog attack reported during the period.

**Detailed information on how fund money was used for managing and controlling companion animals in their area.**

25% of all expenditure on the management of animals was spend on the management and other activities involving companion animals.

**Community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats**

Council's Rangers have undertaken various education activities and placed information articles through the local media. This includes concentrated patrols in problem areas, concentrating on education and enforcement.

Council's website is also a major source of information.

**Strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals**

Council has a working relationship with the Dogs Starting Over Dog Rescue, where Council has an arrangement with the organisation to make every effort to find new owners for unwanted pets.

**Off leash areas provided in the council area**

Council has three (3) designated off leash areas located at the:

- ▶ Old Trotting Track at the Moama Recreation Reserve, Perricoota Road;
- ▶ Kiely Road walking track; and
- ▶ Moama Off Leash Dog Park

**Companion Animals seizure (2022/2023) survey submitted to OLG) 16.2 (b) Guidelines:**

An annual report detailed the number of animals impounded and the way they were released. It was sent to the Office of Local Government and it showed a decrease in the number of animals being impounded.

The figures provided through the reporting program are detailed as follows:

▶ Seized by Council Ranger	80
▶ Returned to owners	32
▶ Re-housed	43
▶ Unsuitable for rehoming/ euthanised	05

**Report on capital works projects**

Report on all capital works projects is considered best practice

**OLG Capital Expenditure Guidelines**

Murray River Council had no capital works projects where a capital expenditure review was required in accordance with the Office of Local Government Expenditure Guidelines.

**Carers Recognition Act**

Councils considered to be 'human service agencies' under the Carers Recognition Act 2010 (CR Act) (provide services directed at carers and/or people being cared for by carers) must report on compliance with the CR Act for the reporting period.

**Carers Recognition Act 2010, s 8(2)**

Murray River Council advocates for and provides support for:

- ▶ Carers, and
- ▶ People being cared for by carers.

### Implementation of Council’s Disability Inclusion Action Plan

Information on the implementation of council’s Disability Inclusion Action Plan and give a copy to the Minister for Disability Services

#### Disability Inclusion Act 2014, s 13(1)

The Disability Inclusion Action Plan (DIAP), was developed by Murray River Council, which defines strategies and provides a planning framework to promote inclusion and equity for people with disability, so they may fully participate in, and contribute to, social, business and community life. The Disability Inclusion Action Plan will enhance and complement the existing service provision within the area.

The DIAP was reviewed in during the 2021-2022 financial year and placed on public display in August 2022.

The goals and strategies of Murray River Council are underpinned by four (4) themes which provide focus and direction for the Integrated Planning and Reporting (IP&R) framework.

The four focus areas for the DIAP may be positioned with those:

Murray River Community Strategic Plan themes	Focus area for DIAP
CSP 4	<p>Developing Positive Community Attitudes and Behaviours.</p> <p>Community Services participated in agency networks to continue to contribute to improve physical, cultural and equitable access to vulnerable persons residing in Murray River Council, inclusive of persons living with a disability.</p> <ul style="list-style-type: none"> <li>- Community Services established a new initiative entitled the Vulnerable Persons – Service Provider Network aimed at recognising multiple, individual agencies supporting vulnerable persons in the MRC LGA.</li> </ul> <p>The Network’s key objective is to identify individual agencies details in the MRC Emergency Management Plan – thus informing and prompting the Emergency Services Network to liaise with these service providers, in the event that a declared emergency escalates to an Order to Evacuate where persons are needed to be identified as requiring 1:1 assistance for a supported evacuation.</p>
CSP 3	<p>Creating Liveable Communities</p> <ul style="list-style-type: none"> <li>- Community Transport Buses x 3 maintained with operational wheelchair access hoist equipment and other embark/disembarking rails/steps</li> <li>- Sub-regional Community Transport Network enabled to maximum use of adjoining Council vehicles/common routes</li> <li>- New Administration Office built at Moama to enable easy wheelchair access</li> <li>- New Community Services Hub built at Barham to enable easier physical access to Council and other external services</li> <li>- Other SCCF projects built enabling easier access.</li> </ul>

CSP 5	Supporting Access to Meaningful Employment – Focus Area 3
CSP 6	<p>Supporting Access to Services Through Better Systems and Processes</p> <ul style="list-style-type: none"> <li>- MRC Website – Request a Service created to offer alternate service requests to be received/processed</li> <li>- Main Community Services Hubs – Moama/Martin St and Barham/Noorong St attracting other external human services to enable easier access</li> <li>- Staff offering 1:1 support to the public to access external services (e.g. assistance to obtain Border Region Permits during COVID)</li> </ul>

### Compliance with and effect of Planning Agreements

Particulars of compliance with and effect of planning agreements in force during the year.

#### Environmental Planning & Assessment Act 1979 – Section 7.5(5)

Council at its Ordinary Meeting held on 27 June 2023 entered into a Planning Agreement with relevant Proponent in relation to construction of a new roundabout at Perricoota Road, Lignum Road intersection.

### Development Contributions and Levies

Disclosure of how development contributions and development levies have been used or expended under each contributions plan

#### Environment Planning and Assessment Regulation 2021 - Clause 218A(1)

Development contributions and levies for each project are assigned an unique Project No and held in reserve until works relating to each particular project is completed.

### Projects for which Contributions and Levies have been used

Details for projects for which contributions or levies have been used must contain:

- ▶ project identification number and description
- ▶ the public amenity or public service the project relates to
- ▶ amount of monetary contributions or levies used or expended on project
- ▶ percentage of project cost funded by contributions or levies amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan
- ▶ value of the land and material public benefit – other than money or land
- ▶ Whether project is complete

#### Environment Planning and Assessment Regulation 2021 - Clause 218A (2) (a) to (g)



<b>EXPENDITURE BREAKDOWN - BY PROJECT</b>	
<b>S94 (7.11 and 7.12)</b>	
Moama - Waste Cell Development	137,667.55
Moama - Drainage Works	275.00
Moama - Francis Street Roundabout	4,792.06
Moama - Hickey Drive	5,133.94
Moama - McCulloch Drive	9,783.05
Moama - Beer/ Martin Streets	12,546.03
Moama - Nicholas Drive	34,653.95
Moama - Open Spaces Works (in Estates along Perricoota Rd)	51,736.95
<b>Total</b>	<b>256,588.53</b>
Barham - Cobwell Street	8,271.32
Barham - Noorong Street	20,687.59
Barham - Rec Reserve Amenities	1,330.63
<b>Total</b>	<b>30,289.54</b>
<b>S64</b>	
Moama - Sewerage Works Upgrades (Pump Stations)	100,401.76
<b>Total</b>	<b>100,401.76</b>
Barham - Water Supply Upgrades (Pump Stations)	41,823.71
Barham - Sewerage Works Upgrades (Pump Stations)	106,980.56
<b>Total</b>	<b>148,804.27</b>
<b>GIFTED ASSETS</b>	
Roads/ Footpaths/ Stormwater	7,687,504.00
Water and Sewer	4,352,040.00
<b>Total</b>	<b>12,039,544.00</b>
<b>Gifted Water Licences</b>	<b>1,584,096.00</b>

### Contributions and Levies Reconciliation

Total value of all contributions and levies received and expended during the year.

#### Environment Planning and Assessment Regulation 2021 - Clause 218A (3), (a), (b)

#### S94 (7.11 and 7.12) and S64 Summary

S94 (7.11 and 7.12)	Opening Balance	Contributions	Interest Earned	Expenditure	Closing Balance
Former Murray	2,369,643.95	1,035,419.13	76,958.81	(256,588.53)	3,225,433.36
Former Wakool	424,555.59	303,894.29	13,589.43	(30,289.54)	711,749.77
<b>Total</b>	<b>2,794,199.54</b>	<b>1,339,313.42</b>	<b>90,548.24</b>	<b>(286,878.07)</b>	<b>3,937,183.13</b>

S64	Opening Balance	Contributions	Interest Earned	Expenditure	Closing Balance
Former Murray	1,496,431.56	1,199,503.83	50,649.01	(100,401.76)	2,646,182.64
Former Wakool	499,090.84	7,824.21	11,511.53	(148,804.27)	369,622.31
<b>Total</b>	<b>1,995,522.40</b>	<b>1,207,328.04</b>	<b>62,160.54</b>	<b>(249,206.03)</b>	<b>3,015,804.95</b>

### Recovery and threat abatement Plans

Recovery and threat abatement plans - Councils identified in a plan as responsible for implementation of measures included in the plan, must report on actions taken to implement those measures as to the state of the environment in its area.

#### Fisheries Management Act 1994 – Section 220ZT (2)

Murray River Council has not been identified in any recovery and threat abatement plans.

## Details of inspections of Private Swimming Pools

Details of inspections of private swimming pools. Include the number of inspections that:

- ▶ were of tourist and visitor accommodation.
- ▶ were of premises with more than 2 dwellings.
- ▶ resulted in issuance a certificate of compliance under s22D of the SP Act
- ▶ resulted in issuance a certificate of non-compliance under cl 21 SP Reg.

### **Swimming Pools Act 1992 – Section 22F (2) Swimming Pools Regulation 2018 - Clause 23**

Murray River Council completed the following inspections during 2022/2023

▶ Number of inspections of tourist and visitor accommodation	23
▶ Number of inspections of premises with more than 2 dwellings	0
▶ Number of inspections that resulted in issuance of Certificate of Compliance under s22D of the Swimming Pool Act 1992	27
▶ Number of inspections that resulted in issuance a certificate of non-compliance under c121 of the Swimming Pool Regulations 2018	15

## Government Information Public Access Activity

Information included on government information public access activity

### **Government Information (Public Access) Act 2009 – Section 125(1) Government Information (Public Access) Regulation 2018, Clause 8, Schedule 2**

Part 7 Section 125 (1) of the Government Information (Public Access) Act 2009, known as the GIPA Act, states that each agency (of which Murray River Council is one) must, within 4 months after the end of each reporting year, prepare an annual report on the agency's obligations under this Act for submission to the Minister responsible for the agency.

Council fulfilled its responsibilities in regard to reporting for the 2022-2023 year by submitting the annual return through the IPC GIPA Tool portal in October 2023.

In addition, the 2022-2023 GIPA Information Guide was developed and uploaded to the website.

During 2022-2023 financial year Murray River Council received and finalised:

- ▶ two (2) formal information access applications; and
- ▶ one hundred & five (105) informal information access applications.

TOTALLING – 107 GIPA applications for the 2022-2023 Financial Year

## Public Interest Disclosure Activity

Information included on public interest disclosure activity.

### Public Interest Disclosures Act 1994 - Section 31 Public Interest Disclosures Regulation 2011 - Clause 4

Similar to the reporting requirement under the GIPA Act and Regulations, Councils are required to submit a Public Interest Disclosures Annual Report to the Minister and a copy is also provided to the NSW Ombudsman.

Council fulfilled their annual reporting obligations in regard any Public Interest Disclosures (PIDs) received during the 2022-2023 financial year by including a breakdown of the information in the 2022-2023 Annual Report and then advising the NSW Ombudsman of the location of the report on Council's website.

Council received 0 submissions for the 2022-2023 year.

Public Interest Disclosures Statistics	July 2022 - June 2023
Number of public officials who made PIDs	0
Number of PIDs received	0
Of PIDs received, number primarily about:	
Corrupt conduct	0
Maladministration	0
Serious and substantial waste	0
Government information contravention	0
Local government pecuniary interest contravention	0
Number of PIDs finalised	0



# Murray River Council

ANNUAL FINANCIAL STATEMENTS  
for the year ended 30 June 2023

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# Murray River Council

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2023

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# Murray River Council

## General Purpose Financial Statements

for the year ended 30 June 2023

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### Overview

Murray River Council is constituted under the *Local Government Act 1993 (NSW)* and has its principal place of business at:

52 Perricoota Road  
Moama NSW 2731

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: [www.murrayriver.nsw.gov.au](http://www.murrayriver.nsw.gov.au).



# Murray River Council

## General Purpose Financial Statements

for the year ended 30 June 2023

### Understanding Council's Financial Statements

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#### Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

#### What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2023.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

#### About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

#### About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

##### 1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

##### 2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

##### 3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

##### 4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

##### 5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

#### About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

#### About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

#### Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

# Murray River Council

## General Purpose Financial Statements

for the year ended 30 June 2023

### Understanding Council's Financial Statements (continued)

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#### **Key Events of 2022-23**

##### **NSW Floods**

New South Wales had a massive flooding event during 2022-23 financial year which affected most parts of the State and Murray River Council was one of the affected Councils. The flood caused much damage to Council roads and infrastructure. As a result there were higher than expected material costs / staff costs incurred by Council during the floods, treated as operational expense initially. Since the initial flood preparation and emergency, Council moved focus to recovery operations and capital restoration works.

Council has completed a major exercise to thoroughly estimate the extent of damage to its infrastructure and assets. The estimated cost of restoration and reconstruction, at the time of preparing the financial statements was \$7,483,985, of which \$6,325,973 remains outstanding as of 30 June 2023. While these activities will be partially completed this financial year and significant work activities to continue during future financial year(s). Council has secured State grants to commence these restoration and reconstruction activities and it is expected that the majority of costs will be covered through State grants. However, during the current financial year, the Council has spent money from its own financial reserves to prioritise the initial works.

# Murray River Council

## General Purpose Financial Statements

for the year ended 30 June 2023

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

The attached General Purpose Financial Statements have been prepared in accordance with:

- the *Local Government Act 1993* (NSW) (as amended) and the regulations made there under,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the *Local Government Code of Accounting Practice and Financial Reporting*.

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

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

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

Signed in accordance with a resolution of Council made on 24 October 2023.



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Cr Frank Crawley  
Mayor  
24 October 2023



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Cr Neil Gorey  
Councillor  
24 October 2023



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Mr Terry Dodds  
Chief Executive Officer  
24 October 2023



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Mr Kristopher Kershaw  
Responsible Accounting Officer  
24 October 2023

## Murray River Council

### Income Statement

for the year ended 30 June 2023

Original unaudited budget 2023	\$ '000	Notes	Actual 2023	Restated Actual 2022
<b>Income from continuing operations</b>				
19,203	Rates and annual charges	B2-1	<b>19,096</b>	17,835
6,514	User charges and fees	B2-2	<b>9,097</b>	7,611
2,120	Other revenues	B2-3	<b>1,567</b>	1,269
17,132	Grants and contributions provided for operating purposes	B2-4	<b>21,270</b>	18,622
11,680	Grants and contributions provided for capital purposes	B2-4	<b>33,698</b>	18,440
720	Interest and investment income	B2-5	<b>1,599</b>	463
–	Other income	B2-6	<b>287</b>	670
57,369	<b>Total income from continuing operations</b>		<b>86,614</b>	64,910
<b>Expenses from continuing operations</b>				
18,193	Employee benefits and on-costs	B3-1	<b>19,288</b>	18,004
16,560	Materials and services	B3-2	<b>22,817</b>	18,984
198	Borrowing costs	B3-3	<b>382</b>	245
21,339	Depreciation, amortisation and impairment of non-financial assets	B3-4	<b>23,245</b>	25,055
1,305	Other expenses	B3-5	<b>1,061</b>	760
–	Net loss from the disposal of assets	B4-1	<b>4,800</b>	4,078
57,595	<b>Total expenses from continuing operations</b>		<b>71,593</b>	67,126
(226)	<b>Operating result from continuing operations</b>		<b>15,021</b>	(2,216)
(226)	<b>Net operating result for the year attributable to Council</b>		<b>15,021</b>	(2,216)
(226)	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		<b>(18,677)</b>	(20,656)

The above Income Statement should be read in conjunction with the accompanying notes.

## Murray River Council

### Statement of Comprehensive Income

for the year ended 30 June 2023

\$ '000	Notes	2023	Restated 2022
<b>Net operating result for the year – from Income Statement</b>		<b>15,021</b>	<b>(2,216)</b>
<b>Other comprehensive income:</b>			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	<b>40,890</b>	104,892
Other movements Revaluation Intangible Assets	C1-7	<b>1,062</b>	139
<b>Total items which will not be reclassified subsequently to the operating result</b>		<b>41,952</b>	105,031
<b>Total other comprehensive income for the year</b>		<b>41,952</b>	105,031
<b>Total comprehensive income for the year attributable to Council</b>		<b>56,973</b>	102,815

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

## Murray River Council

## Statement of Financial Position

as at 30 June 2023

\$ '000	Notes	2023	Restated 2022
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	C1-1	7,266	2,401
Investments	C1-2	49,944	45,940
Receivables	C1-4	12,549	13,951
Inventories	C1-5	520	763
Other	C1-8	254	510
<b>Total current assets</b>		<b>70,533</b>	<b>63,565</b>
<b>Non-current assets</b>			
Investments	C1-2	2	2
Receivables	C1-4	483	719
Inventories	C1-5	315	641
Infrastructure, property, plant and equipment (IPPE)	C1-6	980,865	935,785
Intangible assets	C1-7	10,402	4,906
<b>Total non-current assets</b>		<b>992,067</b>	<b>942,053</b>
<b>Total assets</b>		<b>1,062,600</b>	<b>1,005,618</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	C3-1	7,140	6,197
Contract liabilities	C3-2	5,269	5,353
Lease liabilities	C2-1	184	192
Borrowings	C3-3	476	602
Employee benefit provisions	C3-4	3,686	4,236
Provisions	C3-5	102	71
<b>Total current liabilities</b>		<b>16,857</b>	<b>16,651</b>
<b>Non-current liabilities</b>			
Lease liabilities	C2-1	354	550
Borrowings	C3-3	2,173	2,650
Employee benefit provisions	C3-4	512	547
Provisions	C3-5	6,612	6,101
<b>Total non-current liabilities</b>		<b>9,651</b>	<b>9,848</b>
<b>Total liabilities</b>		<b>26,508</b>	<b>26,499</b>
<b>Net assets</b>		<b>1,036,092</b>	<b>979,119</b>
<b>EQUITY</b>			
Accumulated surplus		745,736	730,715
IPPE revaluation reserve	C4-1	290,356	248,404
<b>Council equity interest</b>		<b>1,036,092</b>	<b>979,119</b>
<b>Total equity</b>		<b>1,036,092</b>	<b>979,119</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

## Murray River Council

## Statement of Changes in Equity

for the year ended 30 June 2023

\$ '000	Notes	2023			2022		
		Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus Restated	IPPE revaluation reserve Restated	Total equity Restated
Opening balance at 1 July		730,715	248,404	979,119	732,931	143,373	876,304
<b>Opening balance</b>		<b>730,715</b>	<b>248,404</b>	<b>979,119</b>	<b>732,931</b>	<b>143,373</b>	<b>876,304</b>
Net operating result for the year		15,021	–	15,021	(3,427)	–	(3,427)
Correction of prior period errors	G4-1	–	–	–	1,211	–	1,211
<b>Net operating result for the period</b>		<b>15,021</b>	<b>–</b>	<b>15,021</b>	<b>(2,216)</b>	<b>–</b>	<b>(2,216)</b>
<b>Other comprehensive income</b>							
– Gain/(loss) on revaluation of IPP&E	C1-6	–	40,890	40,890	–	97,579	97,579
– Gain/(loss) on revaluation of IPP&E - Correction of prior period errors	G4-1	–	–	–	–	7,313	7,313
– Other movements (Revaluation Intangible Assets)	C1-7	–	1,062	1,062	–	139	139
<b>Other comprehensive income</b>		<b>–</b>	<b>41,952</b>	<b>41,952</b>	<b>–</b>	<b>105,031</b>	<b>105,031</b>
<b>Total comprehensive income</b>		<b>15,021</b>	<b>41,952</b>	<b>56,973</b>	<b>(2,216)</b>	<b>105,031</b>	<b>102,815</b>
<b>Closing balance at 30 June</b>		<b>745,736</b>	<b>290,356</b>	<b>1,036,092</b>	<b>730,715</b>	<b>248,404</b>	<b>979,119</b>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

## Murray River Council

## Statement of Cash Flows

for the year ended 30 June 2023

Original unaudited budget 2023	\$ '000	Notes	Actual 2023	Actual 2022
<b>Cash flows from operating activities</b>				
<i>Receipts:</i>				
19,050	Rates and annual charges		19,023	17,780
6,514	User charges and fees		9,191	7,336
720	Interest received		1,288	343
28,812	Grants and contributions		41,140	30,451
–	Bonds, deposits and retentions received		208	577
2,120	Other		8,193	5,143
<i>Payments:</i>				
(18,193)	Payments to employees		(19,880)	(17,605)
(16,449)	Payments for materials and services		(25,823)	(23,036)
(198)	Borrowing costs		(369)	(228)
–	Bonds, deposits and retentions refunded		–	(165)
(1,305)	Other		109	(1,346)
21,071	<b>Net cash flows from operating activities</b>	G1-1	<b>33,080</b>	<b>19,250</b>
<b>Cash flows used in investing activities</b>				
<i>Receipts:</i>				
–	Sale of investments		54,704	35,476
–	Sale of real estate assets		843	898
520	Proceeds from sale of IPPE		427	382
–	Deferred debtors receipts		339	1,353
<i>Payments:</i>				
–	Purchase of investments		(54,704)	(30,656)
–	Acquisition of term deposits		(4,004)	–
(28,131)	Payments for IPPE		(19,349)	(22,027)
–	Purchase of real estate assets		14	(254)
–	Purchase of intangible assets		(5,665)	(3,155)
(27,611)	<b>Net cash flows used in investing activities</b>		<b>(27,395)</b>	<b>(17,983)</b>
<b>Cash flows used in financing activities</b>				
<i>Receipts:</i>				
3,163	Proceeds from borrowings		–	–
<i>Payments:</i>				
(718)	Repayment of borrowings		(616)	(598)
–	Principal component of lease payments		(204)	(175)
2,445	<b>Net cash flows used in financing activities</b>		<b>(820)</b>	<b>(773)</b>
(4,095)	<b>Net change in cash and cash equivalents</b>		<b>4,865</b>	<b>494</b>
4,707	Cash and cash equivalents at beginning of year		2,401	1,907
612	<b>Cash and cash equivalents at end of year</b>	C1-1	<b>7,266</b>	<b>2,401</b>
44,027	plus: Investments on hand at end of year	C1-2	49,946	45,942
44,639	<b>Total cash, cash equivalents and investments</b>		<b>57,212</b>	<b>48,343</b>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.



# Murray River Council

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# Murray River Council

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## A About Council and these financial statements

### A1-1 Basis of preparation

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These financial statements were authorised for issue by Council on 24 October 2023. Council has the power to amend and reissue these financial statements.

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (Act)* and *Local Government (General) Regulation 2021 (Regulation)*, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

#### **Historical cost convention**

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

#### **Significant accounting estimates and judgements**

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

#### **Critical accounting estimates and assumptions**

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of infrastructure, property, plant and equipment – refer Note C1-6
- (ii) estimated tip and gravel pit remediation provisions – refer Note C3-5
- (iii) employee benefit provisions – refer Note C3-4.

#### **Significant judgements in applying the Council's accounting policies**

- (i) Impairment of receivables

Council has made a judgement about the impairment of a number of its receivables – refer Note C1-4.

### **Monies and other assets received by Council**

#### **The Consolidated Fund**

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

This Consolidated Fund has been included in the financial statements of Murray River Council.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Water service
- Sewerage service
- Moama Recreation Reserve S355 Management Committee
- Moama Lions Units S355 Management Committee
- Mathoura Retirement Village S355 Management Committee.

## A1-1 Basis of preparation (continued)

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All other operations of S355 Management Committees of the Council are immaterial and have not been disclosed as part of the consolidated fund.

### **The Trust Fund**

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and other assets property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

The following Trust monies and other assets properties are held by Council but not considered to be under the control of Council and therefore are excluded from these financial statements:

- Payments received from unknown entities
- Land Sale and Acquisition funds required to be paid into Trust

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge.

### **Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

### **Volunteer services**

Council does not have a material dependence on volunteer services. Volunteers are mainly engaged via Section 355 committees. These services are not recognised as they are considered non-material in value.

## A1-1 Basis of preparation (continued)

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### **New accounting standards and interpretations issued but not yet effective**

#### **New accounting standards and interpretations issued but not yet effective**

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2023 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

### **New accounting standards adopted during the year**

The following new standards are effective for the first time at 30 June 2023:

- *AASB 2022-3 Amendments to Australian Accounting Standards – Illustrative Examples for Not-for-Profit Entities accompanying AASB 15*
- *AASB 2020-3 Amendments to Australian Accounting Standards – Annual Improvements 2018 – 2020 and Other Amendments*

None of the standards above had a significant impact on reported position or performance.

### **Impact of NSW Floods**

Council was impacted by floods in October through to December 2022. Council is currently actively engaged in restoration and reconstruction of infrastructure and assets damaged during the floods. A thorough review of the assets and infrastructure with potential damage has been conducted and it is estimated that the cost of this restoration and reconstruction activity will aggregate to, at the time of preparing the financial statements was \$7,483,985, of which \$6,325,973 remains outstanding as of 30 June 2023 and the restoration works will continue into the 2023/24 financial year. Council has also determined any impairments and / or adverse impact on the useful life of the assets and following the restoration and reconstruction activity, these assets will be reinstated to their new carrying values.

## B Financial Performance

### B1 Functions or activities

#### B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2023	2022	2023	2022 Restated	2023	2022 Restated	2023	2022	2023	2022 Restated
<b>\$ '000</b>										
<b>Functions or activities</b>										
Governance	4	3	1,458	1,449	(1,454)	(1,446)	–	–	–	–
Administration	1,005	1,163	10,871	9,095	(9,866)	(7,932)	211	495	67,352	63,503
Public order and safety	411	457	4,882	1,528	(4,471)	(1,071)	371	425	4,534	4,515
Health	39	12	74	60	(35)	(48)	–	–	1,015	1,009
Environment	10,866	6,209	6,442	5,385	4,424	824	4,945	2,449	61,789	58,520
Community Services and Education	1,606	1,094	2,337	1,770	(731)	(676)	2,057	1,006	14,887	14,681
Housing and Community amenities	540	642	1,383	2,271	(843)	(1,629)	40	54	17,351	17,073
Water supplies	7,832	6,560	4,318	4,878	3,514	1,682	4,126	1,358	71,615	71,959
Sewerage services	6,252	3,840	2,328	2,733	3,924	1,107	3,079	917	55,362	62,902
Recreation and culture	1,741	1,604	5,644	8,194	(3,903)	(6,590)	3,367	1,470	72,678	76,758
Mining, manufacturing and construction	1,033	717	1,827	1,501	(794)	(784)	304	–	1,905	1,900
Transport and communication	27,862	16,679	27,861	26,586	1	(9,907)	22,109	16,431	678,294	617,211
Economic affairs	1,990	2,607	2,168	1,676	(178)	931	1,383	682	15,818	15,587
General purpose income	25,433	23,323	–	–	25,433	23,323	12,976	11,775	–	–
<b>Total functions and activities</b>	<b>86,614</b>	<b>64,910</b>	<b>71,593</b>	<b>67,126</b>	<b>15,021</b>	<b>(2,216)</b>	<b>54,968</b>	<b>37,062</b>	<b>1,062,600</b>	<b>1,005,618</b>

## B1-2 Components of functions or activities

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Details relating to the Council's functions or activities as reported in B1-1 are as follows:

### Governance

Includes costs relating to Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of Council and policymaking committees, public disclosure (e.g. GIPA), and legislative compliance.

### Administration

Includes corporate support and other support services, engineering works, business intelligence and any Council policy compliance.

### Public order and safety

Includes Council's fire and emergency services levy, fire protection, emergency services, beach control, enforcement of regulations and animal control.

### Health

Includes immunisation, food control, health centres etc.

### Environment

Includes noxious plants and insect/vermin control; other environmental protection; solid waste management, including domestic waste; other waste management; other sanitation; and garbage, street cleaning, drainage and stormwater management.

### Community Services and Education

Includes administration and education; social protection (welfare); migrant, Aboriginal and other community services and administration (excluding accommodation – as it is covered under 'housing and community amenities'); youth services; aged and disabled persons services; children's services, including family day care; child care; and other family and children services.

### Housing and Community amenities

Includes public cemeteries; public conveniences; street lighting; town planning; other community amenities, including housing development and accommodation for families and children, aged persons, disabled persons, migrants and Indigenous persons.

### Water supplies

Includes the provision and distribution of water to the towns within the boundary of the Council.

### Sewerage services

Treatment of wastewater to the towns within the boundaries of the Council.

### Recreation and culture

Includes public libraries; museums; art galleries; community centres and halls, including public halls and performing arts venues; sporting grounds and venues; swimming pools; parks; gardens; lakes; and other sporting, recreational and cultural services.

### Mining, manufacturing and construction

Includes building control, quarries and pits, mineral resources, and abattoirs.

### Transport and communication

Urban local, urban regional, includes sealed and unsealed roads, bridges, footpaths, parking areas, and aerodromes.

### Economic affairs

Includes camping areas and caravan parks; tourism and area promotion; industrial development promotion; real estate development, management of Section 355 Committees and other business undertakings.

## B1-2 Components of functions or activities (continued)

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### **General purpose income**

Includes rates and annual charges; non capital general purpose grants; interest on investments and interest on overdue rates and charges.



## B2 Sources of income

### B2-1 Rates and annual charges

\$ '000	2023	2022
<b>Ordinary rates</b>		
Residential	5,355	5,088
Farmland	5,496	5,373
Business	892	897
Less: pensioner rebates (mandatory)	(195)	(193)
<b>Rates levied to ratepayers</b>	<b>11,548</b>	<b>11,165</b>
Pensioner rate subsidies received	106	109
<b>Total ordinary rates</b>	<b>11,654</b>	<b>11,274</b>
<b>Annual charges (pursuant to s496, 496A, 496B, 501 &amp; 611)</b>		
Domestic waste management services	2,164	1,753
Stormwater management services	137	127
Water supply services	2,291	2,201
Sewerage services	2,811	2,455
Waste management services (non-domestic)	162	139
Less: pensioner rebates (mandatory)	(271)	(259)
<b>Annual charges levied</b>	<b>7,294</b>	<b>6,416</b>
Pensioner annual charges subsidies received:		
– Water	51	47
– Sewerage	48	50
– Domestic waste management	49	48
<b>Total annual charges</b>	<b>7,442</b>	<b>6,561</b>
<b>Total rates and annual charges</b>	<b>19,096</b>	<b>17,835</b>

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

#### Accounting policy

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenue when the Council obtains control over the assets comprising these receipts.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

## B2-2 User charges and fees

\$ '000	Timing	2023	2022
<b>Specific user charges (per s502 - specific 'actual use' charges)</b>			
Domestic waste management services	2	848	641
Water supply services	2	1,273	2,410
Sewerage services	2	303	318
Waste management services (non-domestic)	2	2,204	974
<b>Total specific user charges</b>		<b>4,628</b>	<b>4,343</b>
<b>Other user charges and fees</b>			
<b>(i) Fees and charges – statutory and regulatory functions (per s608)</b>			
Building regulation	2	409	342
Inspection services	2	11	14
Sub-division fees	2	297	333
Private works – section 67	2	223	185
Section 10.7 certificates (EP&A Act)	2	50	50
Section 603 certificates	2	40	59
Tapping fees	2	73	127
Town planning	2	440	392
Other	2	9	4
Health control	2	10	12
Animal control	2	39	19
<b>Total fees and charges – statutory/regulatory</b>		<b>1,601</b>	<b>1,537</b>
<b>(ii) Fees and charges – other (incl. general user charges (per s608))</b>			
Aged care	2	195	376
Caravan park	2	55	100
Cemeteries	2	112	129
Leaseback fees – Council vehicles	2	133	103
Library and art gallery	2	2	1
Park rents	2	48	63
Transport for NSW works (state roads not controlled by Council)	2	2,250	901
Public halls	2	4	–
Special meter reading	2	22	31
Other	2	47	27
<b>Total fees and charges – other</b>		<b>2,868</b>	<b>1,731</b>
<b>Total other user charges and fees</b>		<b>4,469</b>	<b>3,268</b>
<b>Total user charges and fees</b>		<b>9,097</b>	<b>7,611</b>
<b>Timing of revenue recognition for user charges and fees</b>			
User charges and fees recognised over time (1)		–	–
User charges and fees recognised at a point in time (2)		9,097	7,611
<b>Total user charges and fees</b>		<b>9,097</b>	<b>7,611</b>

### Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as joining fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership. Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

## B2-3 Other revenues

\$ '000	Timing	2023	2022
Aboriginal communities program	2	110	96
Commissions and agency fees	2	303	292
Energy Certificates	2	43	73
Fines	2	17	7
Insurance claims / rebates	2	197	212
Legal fees recovery – other	2	–	24
Legal fees recovery – rates and charges (extra charges)	2	61	11
OLG Rebate	2	16	35
Recycling income (non-domestic)	2	–	110
Sponsorship Funding	2	49	180
Ticket Sales	2	417	29
Traineeship Subsidy	2	3	36
Other	2	280	98
Water – meter rents / sundry income	2	71	66
<b>Total other revenue</b>		<b>1,567</b>	<b>1,269</b>
<b>Timing of revenue recognition for other revenue</b>			
Other revenue recognised over time (1)		–	–
Other revenue recognised at a point in time (2)		1,567	1,269
<b>Total other revenue</b>		<b>1,567</b>	<b>1,269</b>

### Accounting policy for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

## B2-4 Grants and contributions

\$ '000	Timing	Operating 2023	Operating 2022	Capital 2023	Capital 2022
<b>General purpose grants and non-developer contributions (untied)</b>					
<b>General purpose (untied)</b>					
<b>Current year allocation</b>					
Financial assistance – general component	2	1,726	2,975	–	–
Financial assistance – local roads component	2	856	1,665	–	–
<b>Payment in advance - future year allocation</b>					
Financial assistance – general component	2	6,727	4,567	–	–
Financial assistance – local roads component	2	3,667	2,568	–	–
<b>Amount recognised as income during current year</b>		<b>12,976</b>	<b>11,775</b>	<b>–</b>	<b>–</b>
<b>Special purpose grants and non-developer contributions (tied)</b>					
<b>Cash contributions</b>					
<b>Previously specific grants:</b>					
<b>Pensioners' rates subsidies:</b>					
Aged care	2	1,029	913	–	–
Bushfire and emergency services	2	314	425	–	–
Economic development	2	513	30	1,746	652
Heritage and cultural	2	20	8	–	–
Library – per capita	2	97	95	–	–
LIRS subsidy	2	6	16	–	–
Noxious weeds	2	148	190	–	–
NSW rural fire services		57	–	–	–
Recreation and culture	2	41	37	143	791
Storm/flood damage	2	–	–	2,000	–
Planning	2	40	–	–	–
Energy fuel rebate scheme	2	163	185	–	–
Waste management	2	64	101	–	–
River access	2	–	–	156	170
Street lighting	2	55	54	–	–
Youth services	2	35	30	–	–
Stronger communities fund	2	60	25	1,379	461
Transport (roads to recovery)	2	1,218	1,426	–	–
Transport (other roads and bridges funding)	2	1,254	356	2,210	2,351
Other specific grants	2	79	29	–	–
<b>Previously contributions:</b>					
Community services	2	–	30	–	–
Roads and bridges	2	–	–	9,202	5,862
Transport for NSW contributions (Block grant Regional, Urban and Rural roads)	2	2,916	2,715	679	–
Water supplies (excl. section 64 contributions)	2	–	–	12	220
Other contributions	2	27	90	–	85
Transport (road safety officer)	2	69	79	–	–
Waste management	2	89	–	–	–
<b>Total special purpose grants and non-developer contributions – cash</b>		<b>8,294</b>	<b>6,834</b>	<b>17,527</b>	<b>10,592</b>
<b>Non-cash contributions</b>					
Other	2	–	13	–	–
<b>Total other contributions – non-cash</b>		<b>–</b>	<b>13</b>	<b>–</b>	<b>–</b>
<b>Total special purpose grants and non-developer contributions (tied)</b>		<b>8,294</b>	<b>6,847</b>	<b>17,527</b>	<b>10,592</b>

## B2-4 Grants and contributions (continued)

\$ '000	Timing	Operating 2023	Operating 2022	Capital 2023	Capital 2022	
<b>Total grants and non-developer contributions</b>		<b>21,270</b>	18,622	<b>17,527</b>	10,592	
<b>Comprising:</b>						
– Commonwealth funding		15,035	12,447	–	1,678	
– State funding		6,127	4,792	17,527	8,849	
– Other funding		108	1,383	–	65	
		<b>21,270</b>	18,622	<b>17,527</b>	10,592	
<b>Developer contributions</b>						
\$ '000	Notes	Timing	Operating 2023	Operating 2022	Capital 2023	Capital 2022
<b>Developer contributions: (s7.4 &amp; s7.11 - EP&amp;A Act, s64 of the LGA):</b>	G5					
<b>Cash contributions</b>						
S 7.11 – contributions towards amenities/services		2	–	–	1,339	577
S 64 – water supply contributions		2	–	–	788	426
S 64 – sewerage service contributions		2	–	–	420	290
<b>Total developer contributions – cash</b>			<b>–</b>	–	<b>2,547</b>	1,293
<b>Non-cash contributions</b>						
Other developer/other contributions		2	–	–	13,624	6,555
<b>Total developer contributions non-cash</b>			<b>–</b>	–	<b>13,624</b>	6,555
<b>Total developer contributions</b>			<b>–</b>	–	<b>16,171</b>	7,848
<b>Total contributions</b>			<b>–</b>	–	<b>16,171</b>	7,848
<b>Total grants and contributions</b>			<b>21,270</b>	18,622	<b>33,698</b>	18,440
<b>Timing of revenue recognition for grants and contributions</b>						
Grants and contributions recognised over time (1)			–	–	–	–
Grants and contributions recognised at a point in time (2)			21,270	18,622	33,698	18,440
<b>Total grants and contributions</b>			<b>21,270</b>	18,622	<b>33,698</b>	18,440

## B2-4 Grants and contributions (continued)

### Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2023	Operating 2022	Capital 2023	Capital 2022
<b>Unspent grants</b>				
Unspent funds at 1 July	714	614	4,993	4,325
<b>Add:</b> Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	7,110	–	526	–
<b>Add:</b> Funds received and not recognised as revenue in the current year	–	336	2,888	3,315
<b>Less:</b> Funds recognised as revenue in previous years that have been spent during the reporting year	(269)	–	–	–
<b>Less:</b> Funds received in prior year but revenue recognised and funds spent in current year	(58)	(236)	(2,813)	(2,647)
<b>Unspent funds at 30 June</b>	<b>7,497</b>	<b>714</b>	<b>5,594</b>	<b>4,993</b>
<b>Unspent contributions</b>				
Unspent funds at 1 July	–	–	4,781	3,445
<b>Add:</b> contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	–	2,697	1,336
<b>Add:</b> contributions received and not recognised as revenue in the current year	–	–	–	–
<b>Add:</b> contributions recognised as income in the current period obtained in respect of a future rating identified by Council for the purpose of establishing a rate	–	–	–	–
<b>Less:</b> contributions recognised as revenue in previous years that have been spent during the reporting year	–	–	(526)	–
<b>Unspent contributions at 30 June</b>	<b>–</b>	<b>–</b>	<b>6,952</b>	<b>4,781</b>

### Accounting policy

#### Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include milestones within AASB 15 grants. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

## B2-4 Grants and contributions (continued)

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### Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

### Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

### Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

## B2-5 Interest and investment income

\$ '000	2023	2022
<b>Interest on financial assets measured at amortised cost</b>		
– Overdue rates and annual charges (incl. special purpose rates)	124	119
– Cash and investments	1,461	279
– Deferred debtors	14	65
<b>Total interest and investment income (losses)</b>	<b>1,599</b>	<b>463</b>
<b>Interest and investment income is attributable to:</b>		
<b>Unrestricted investments/financial assets:</b>		
Overdue rates and annual charges (general fund)	229	75
General Council cash and investments	550	283
<b>Restricted investments/funds – external:</b>		
Development contributions		
– Section 7.11	91	24
– Section 64	11	16
Water fund operations	274	42
Sewerage fund operations	444	23
<b>Total interest and investment income</b>	<b>1,599</b>	<b>463</b>

### Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned.

## B2-6 Other income

\$ '000	Notes	2023	2022
<b>Rental income</b>			
<b>Other lease income</b>			
Caravan parks		59	521
Room/Facility Hire		119	81
Other (vacant land, council owned staff housing, retirement units)		109	68
<b>Total other lease income</b>		<b>287</b>	<b>670</b>
<b>Total rental income</b>	C2-2	<b>287</b>	<b>670</b>
<b>Total other income</b>		<b>287</b>	<b>670</b>



## B3 Costs of providing services

### B3-1 Employee benefits and on-costs

\$ '000	2023	2022
Salaries and wages	15,658	15,011
Employee termination costs	312	233
Employee leave entitlements (ELE)	1,373	2,204
Superannuation	1,758	1,552
Superannuation – defined benefit plans	53	93
Workers' compensation insurance	1,061	791
Fringe benefit tax (FBT)	211	151
Payroll tax	83	70
Protective clothing	71	129
Other	28	33
<b>Total employee costs</b>	<b>20,608</b>	<b>20,267</b>
Less: capitalised costs	(1,320)	(2,263)
<b>Total employee costs expensed</b>	<b>19,288</b>	<b>18,004</b>
Number of 'full-time equivalent' employees (FTE) at year end	189	201
Number of 'full-time equivalent' employees (FTE) at year end (incl. vacancies)	215	218

#### Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

#### *Retirement benefit obligations*

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

#### *Superannuation plans*

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

## B3-2 Materials and services

\$ '000	Notes	2023	2022
Raw materials and consumables		6,962	6,167
Contractor costs		2,349	1,618
– Planning Consultants		389	324
– Waste, Transfer Station & Recycling Collections Contractors		2,445	2,156
– IT Software Licences		438	474
– IT Cloud Contract and Managed Services		979	948
– Road & Bridges Contractors		1,745	949
– Water Supply Contractors		88	179
– Wastewater Contractors		181	156
– Aged & Community Service Contractors		–	20
– Building Service & Maintenance Contractors		1,613	602
– Plant Fleet Contractors		74	21
– Swimming Pool Contractors		182	184
– Asset Management Contractors		213	282
– Organisational Service Consultants		228	43
Audit Fees	F2-1	205	205
<b>Previously other expenses:</b>			
Councillor and Mayoral fees and associated expenses	F1-2	265	234
Advertising		427	336
Bank charges		81	58
Election expenses		–	157
Electricity and heating		1,003	816
Insurance		1,054	922
Postage/freight		88	88
Printing and stationery		82	150
Street lighting		150	157
Subscriptions and publications		379	486
Telephone and communications		222	218
Valuation fees		109	67
Travel expenses		83	59
Training costs (other than salaries and wages)		195	165
Other expenses		18	26
Vehicle registrations		171	186
<b>Legal expenses:</b>			
– Legal expenses: planning and development		23	65
– Legal expenses: debt recovery		61	68
– Legal expenses: other		103	103
<b>Leases expense:</b>			
Expenses from short-term leases		184	274
Other		28	21
<b>Total materials and services</b>		<b>22,817</b>	<b>18,984</b>
<b>Total materials and services</b>		<b>22,817</b>	<b>18,984</b>

### Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

### B3-3 Borrowing costs

\$ '000	Notes	2023	2022
<b>(i) Interest bearing liability costs</b>			
Interest on leases		–	–
Interest on loans		72	94
<b>Total interest bearing liability costs</b>		<b>72</b>	<b>94</b>
<b>Total interest bearing liability costs expensed</b>		<b>72</b>	<b>94</b>
<b>(ii) Other borrowing costs</b>			
Fair value adjustments on recognition of advances and deferred debtors			
– Remediation liabilities	C3-5	297	134
Interest applicable on interest free (and favourable) loans to Council		13	17
<b>Total other borrowing costs</b>		<b>310</b>	<b>151</b>
<b>Total borrowing costs expensed</b>		<b>382</b>	<b>245</b>

#### Accounting policy

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

## B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2023	2022 Restated
<b>Depreciation and amortisation</b>			
Plant and equipment		2,522	1,276
Office equipment		461	310
Furniture and fittings		39	43
Property, plant and equipment – leased		171	179
Land improvements (depreciable)		6	113
<b>Infrastructure:</b>	C1-6		
– Buildings – non-specialised		396	367
– Buildings – specialised		950	1,268
– Other structures		1,626	813
– Roads		11,103	13,918
– Bridges		1,201	1,255
– Footpaths		198	219
– Stormwater drainage		667	646
– Water supply network		1,396	1,189
– Sewerage network		1,186	965
– Swimming pools		81	–
Right of use assets	C2-1	–	–
<b>Other assets:</b>			
– Heritage collections		–	14
– Library books		51	1
– Other		55	65
<b>Reinstatement, rehabilitation and restoration assets:</b>			
– Tip assets	C1-6	893	237
– Quarry assets	C1-6	74	99
<b>Total gross depreciation and amortisation costs</b>		<b>23,076</b>	<b>22,977</b>
<b>Total depreciation and amortisation costs</b>		<b>23,076</b>	<b>22,977</b>
<b>Impairment / revaluation decrement of IPPE</b>			
Plant and equipment		–	1,836
Office equipment		–	193
Intangible assets	C1-7	169	49
<b>Total gross IPPE impairment / revaluation decrement costs</b>		<b>169</b>	<b>2,078</b>
<b>Total IPPE impairment / revaluation decrement costs charged to Income Statement</b>		<b>169</b>	<b>2,078</b>
<b>Total depreciation, amortisation and impairment for non-financial assets</b>		<b>23,245</b>	<b>25,055</b>

## B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)

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### Accounting policy

#### Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note C1-6 for IPPE assets and Note C1-7 for intangible assets.

Depreciation is capitalised where in-house assets have contributed to new assets.

#### Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

## B3-5 Other expenses

\$ '000	Notes	2023	2022
<b>Impairment of receivables</b>			
User charges and fees		2	12
<b>Total impairment of receivables</b>	C1-4	<b>2</b>	<b>12</b>
<b>Other</b>			
Contributions/levies to other levels of government			
Contributions/levies to other levels of government		127	56
– Emergency services levy (includes FRNSW, SES, and RFS levies)		54	26
– NSW rural fire service levy		653	501
Donations, contributions and assistance to other organisations (Section 356)		225	165
<b>Total other</b>		<b>1,059</b>	<b>748</b>
<b>Total other expenses</b>		<b>1,061</b>	<b>760</b>

### Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

## B4 Gains or losses

### B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2023	2022
<b>Gain (or loss) on disposal of property (excl. investment property)</b>			
Less: carrying amount of property assets sold/written off		–	(1,229)
<b>Gain (or loss) on disposal</b>		<b>–</b>	<b>(1,229)</b>
<b>Gain (or loss) on disposal of plant and equipment</b>			
	C1-6		
Proceeds from disposal – plant and equipment		427	382
Less: carrying amount of plant and equipment assets sold/written off		(190)	(255)
<b>Gain (or loss) on disposal</b>		<b>237</b>	<b>127</b>
<b>Gain (or loss) on disposal of infrastructure</b>			
	C1-6		
Less: carrying amount of infrastructure assets sold/written off		(5,517)	(3,325)
<b>Gain (or loss) on disposal</b>		<b>(5,517)</b>	<b>(3,325)</b>
<b>Gain (or loss) on disposal of real estate assets held for sale</b>			
	C1-5		
Proceeds from disposal – real estate assets		843	898
Less: carrying amount of real estate assets sold/written off		(363)	(549)
<b>Gain (or loss) on disposal</b>		<b>480</b>	<b>349</b>
<b>Gain (or loss) on disposal of investments</b>			
	C1-2		
Proceeds from disposal/redemptions/maturities – investments		54,704	35,476
Less: carrying amount of investments sold/redeemed/matured		(54,704)	(35,476)
<b>Gain (or loss) on disposal</b>		<b>–</b>	<b>–</b>
<b>Gain (or loss) on disposal of term deposits</b>			
	C1-2		
Proceeds from disposal/redemptions/maturities – term deposits		–	–
Less: carrying amount of term deposits sold/redeemed/matured		–	–
<b>Gain (or loss) on disposal</b>		<b>–</b>	<b>–</b>
<b>Net gain (or loss) from disposal of assets</b>		<b>(4,800)</b>	<b>(4,078)</b>

#### Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

## B5 Performance against budget

### B5-1 Material budget variations

Council's original budget was adopted by the Council on 27 June 2023 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

**Material variations of more than 10%** between original budget and actual results or where the variance is considered material by nature are explained below.

**Variation Key:** **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2023 Budget	2023 Actual	2023 ----- Variance -----	
<b>Revenues</b>				
<b>Rates and annual charges</b>	19,203	19,096	(107)	(1)% <b>U</b>
<b>User charges and fees</b>	6,514	9,097	2,583	40% <b>F</b>
Significant uplift in waste charges of \$2.1m due to large amount of flood waste from both Murray River and Campaspe Shire Councils, partially offset by a reduction of \$700k in water usage charges, due to large amounts of natural rainfall reducing water consumption for outdoor areas.				
<b>Other revenues</b>	2,120	1,567	(553)	(26)% <b>U</b>
\$418k discrepancy in sponsorships received, with \$570k expected versus \$150k received for Moama Lights. This is due to the impacts of flooding and high water levels resulting in cancellation of the event prematurely. Nil scrap metal was sold through landfill, resulting in a further \$118k discrepancy, likely due to the large volumes of flood waste processing, limiting resources to conduct other activities such as the sale of scrap metal.				
<b>Operating grants and contributions</b>	17,132	21,270	4,138	24% <b>F</b>
The government announced 100% of financial assistance grant to be prepaid for FY'24, resulting in an additional 25% of total grant amount being recorded as revenue (\$3m), noting that 75% was prepaid for FY'23. Post the 2022 floods, an additional \$1m was also provided under the fixing local roads grant to repair potholes, which was not included in the original budget.				
<b>Capital grants and contributions</b>	11,680	33,698	22,018	189% <b>F</b>
\$2m was received in flood assistance in FY'23, along with the following material capital grants approved and expended not included in the original budget as they are either new programs or we were not very likely to receive them at the time: Regional & Local Roads Repair Program, Fixing Local Roads, Local Roads & Community Infrastructure, Stronger Country Communities Funds round 4 and 5, and Restart NSW pertaining to the Micro Abattoir. Council also received \$15m in gifted assets from developers during the financial year.				
<b>Interest and investment revenue</b>	720	1,599	879	122% <b>F</b>
Interest calculations for completion on the budget were based on a weighted average interest rate of circa 1%. Since August 2022, the RBA have lifted rates from 1.35% to 4.10%, with MRC supplier banks passing on a significant portion of the rise, resulting in an increase to the expected interest and investment revenue.				
<b>Other income</b>	-	287	287	∞ <b>F</b>
Trainee funding and minor insurance payments received.				



## B5-1 Material budget variations (continued)

\$ '000	2023 Budget	2023 Actual	2023 ----- Variance -----	
<b>Expenses</b>				
<b>Employee benefits and on-costs</b>	18,193	19,288	(1,095)	(6)% U
<b>Materials and services</b>	16,560	22,817	(6,257)	(38)% U
<p>\$3.992m Counter Disaster and reactive maintenance relating to the 2022 floods not budgeted for, some of which should be reduced FY'24 on the acceptance of Recovery grant applications. \$214k relating to operating grants not budgeted for, \$570k in increased fuel due to upwards pricing pressure (from \$1.73/L in petrol to \$1.84/L average over the course of the year), partially offset by less than anticipated professional contractors.</p>				
<b>Borrowing costs</b>	198	382	(184)	(93)% U
<p>Original budget did not include sufficient budget allocation for remediation liabilities borrowing costs.</p>				
<b>Depreciation, amortisation and impairment of non-financial assets</b>	21,339	23,245	(1,906)	(9)% U
<b>Other expenses</b>	1,305	1,061	244	19% F
<p>\$190k economic development contributions not made due to events not run as a result of flooding in the region, particularly during peak tourism times, as well as \$57k contribution to projects in sporting facilities delayed for the same reason.</p>				
<b>Net losses from disposal of assets</b>	-	4,800	(4,800)	∞ U
<p>Council did not budget for loss on disposal of assets.</p>				
<b>Statement of cash flows</b>				
<b>Cash flows from operating activities</b>	21,071	33,080	12,009	57% F
<p>Uplift in rates received, supported by corresponding reduction in anticipated debtors at 30 June. Additional revenue from user fees and charges as well as operating and capital grants received as per above.</p>				
<b>Cash flows from investing activities</b>	(27,611)	(27,395)	216	(1)% F
<p>Overall variance the result of \$3.9m additional purchase of term deposit investment and capital and intangible expenditure of \$31.0m, when compared to budget of \$28.1m, account for the remaining difference.</p>				
<b>Cash flows from financing activities</b>	2,445	(820)	(3,265)	(134)% U
<p>Estimated \$1.5m loan relating to Moama pre-school included in FY'23 budget, however alternative funding via grants (not yet fully expended) has been obtained. \$1.06m estimated loan relating to Landfill Cell 5 construction along with \$603k relating to automated depot at landfill did not eventuate as were able to self fund from waste reserves.</p>				

## C Financial position

### C1 Assets we manage

#### C1-1 Cash and cash equivalents

\$ '000	2023	2022
<b>Cash assets</b>		
Cash on hand and at bank	7,266	2,401
<b>Total cash and cash equivalents</b>	<b>7,266</b>	<b>2,401</b>

#### Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	7,266	2,401
<b>Balance as per the Statement of Cash Flows</b>	<b>7,266</b>	<b>2,401</b>

#### Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

## C1-2 Financial investments

\$ '000	2023		2022	
	Current	Non-current	Current	Non-current
<b>Debt securities at amortised cost</b>				
Long term deposits	49,944	–	45,940	–
<b>Total</b>	<b>49,944</b>	<b>–</b>	<b>45,940</b>	<b>–</b>
<b>Equity securities at fair value through other comprehensive income</b>				
Unlisted equity securities	–	2	–	2
<b>Total</b>	<b>–</b>	<b>2</b>	<b>–</b>	<b>2</b>
<b>Total financial investments</b>	<b>49,944</b>	<b>2</b>	<b>45,940</b>	<b>2</b>
<b>Total cash assets, cash equivalents and investments</b>	<b>57,210</b>	<b>2</b>	<b>48,341</b>	<b>2</b>

### Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

### Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

### Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

### Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

## C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2023	2022
(a) Externally restricted cash, cash equivalents and investments		
<b>Total cash, cash equivalents and investments</b>	<b>57,212</b>	48,343
Less: Externally restricted cash, cash equivalents and investments	<u>(43,868)</u>	<u>(33,539)</u>
<b>Cash, cash equivalents and investments not subject to external restrictions</b>	<b>13,344</b>	14,804
<b>External restrictions</b>		
<b>External restrictions – included in liabilities</b>		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended grants – general fund	<u>5,269</u>	5,353
<b>External restrictions – included in liabilities</b>	<b>5,269</b>	5,353
<b>External restrictions – other</b>		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	3,936	2,795
Developer contributions – water fund	1,241	478
Developer contributions – sewer fund	1,775	1,508
Specific purpose unexpended grants (recognised as revenue) – general fund	7,822	354
Water fund	7,278	7,849
Sewer fund	13,789	12,529
Special levies – land and water management	135	135
Crown land management	–	93
Unexpended Loans	643	639
Domestic waste management	1,916	1,742
Other	<u>64</u>	<u>64</u>
<b>External restrictions – other</b>	<b>38,599</b>	28,186
<b>Total external restrictions</b>	<b>43,868</b>	33,539

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2023	2022
(b) Internal allocations		
<b>Cash, cash equivalents and investments not subject to external restrictions</b>	<b>13,344</b>	14,804
Less: Internally restricted cash, cash equivalents and investments	<u>(12,292)</u>	<u>(12,536)</u>
<b>Unrestricted and unallocated cash, cash equivalents and investments</b>	<b>1,052</b>	2,268

### Internal allocations

At 30 June, Council has internally allocated funds to the following:

Plant and vehicle replacement	1,187	972
Employees leave entitlement	1,110	1,220
Carry over works	–	1,450
Waste management	2,463	2,723
Community Services	290	290
Prepaid financial assistance grant (fag) - untied	2,634	1,958
Cemetery improvements	81	100

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

<b>\$ '000</b>	<b>2023</b>	2022
Sand/gravel pit restorations	<b>290</b>	290
Parks, halls and reserves	<b>495</b>	363
Office equipment	<b>185</b>	185
Stormwater drainage	<b>101</b>	101
Recreation and culture	<b>360</b>	421
Bush fire services	<b>45</b>	45
Retirement village	<b>1,078</b>	1,082
Levee bank	<b>340</b>	359
Technology OneCouncil	<b>737</b>	182
Economic	<b>379</b>	153
Caravan park	<b>263</b>	331
Buildings	<b>241</b>	286
Other	<b>13</b>	25
<b>Total internal allocations</b>	<b>12,292</b>	<b>12,536</b>

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

<b>\$ '000</b>	<b>2023</b>	2022
<b>(c) Unrestricted and unallocated</b>		
<b>Unrestricted and unallocated cash, cash equivalents and investments</b>	<b>1,052</b>	<b>2,268</b>

## C1-4 Receivables

\$ '000	2023	2023	2022	2022
	Current	Non-current	Current	Non-current
Rates and annual charges	2,181	–	2,055	–
Interest and extra charges	407	–	378	–
User charges and fees	2,185	–	1,477	–
Accrued revenues				
– Interest on investments	430	–	148	–
– Other income accruals	1,727	–	1,154	–
Deferred debtors	136	461	261	675
Government grants and subsidies	4,356	–	4,166	–
Loans to non-profit organisations	22	22	22	44
Net GST receivable	1,092	–	3,795	–
Other debtors	146	–	626	–
<b>Total</b>	<b>12,682</b>	<b>483</b>	<b>14,082</b>	<b>719</b>
<b>Less: provision for impairment</b>				
Rates and annual charges	(86)	–	(86)	–
Other debtors	(47)	–	(45)	–
<b>Total provision for impairment – receivables</b>	<b>(133)</b>	<b>–</b>	<b>(131)</b>	<b>–</b>
<b>Total net receivables</b>	<b>12,549</b>	<b>483</b>	<b>13,951</b>	<b>719</b>
<b>Externally restricted receivables</b>				
<b>Water supply</b>				
– Rates and availability charges	277	–	297	–
– Other	792	–	2,089	–
<b>Sewerage services</b>				
– Rates and availability charges	255	–	270	–
– Other	282	–	239	–
<b>Domestic waste management</b>	<b>389</b>	<b>–</b>	<b>208</b>	<b>–</b>
<b>Total external restrictions</b>	<b>1,995</b>	<b>–</b>	<b>3,103</b>	<b>–</b>
<b>Unrestricted receivables</b>	<b>10,554</b>	<b>483</b>	<b>10,848</b>	<b>719</b>
<b>Total net receivables</b>	<b>12,549</b>	<b>483</b>	<b>13,951</b>	<b>719</b>

\$ '000	2023	2022
<b>Movement in provision for impairment of receivables</b>		
Balance at the beginning of the year (calculated in accordance with AASB 139)	131	121
+ new provisions recognised during the year	3	12
– amounts already provided for and written off this year	(1)	(2)
<b>Balance at the end of the year</b>	<b>133</b>	<b>131</b>

## C1-4 Receivables (continued)

### Accounting policy

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

### Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

None of the receivables that have been written off are subject to enforcement activity.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

### Deferred debtor

Council has deferred debtors in relation to industrial land development and the Moama Retirement Village and Mathoura Retirement Village (both are Section 355 committees of Council).

With the industrial land development, Council requires a deposit paid up-front, with the remaining amount owed to Council over a term of up to three (3) years. Penalty interest applies if debtor does not adhere to the agreed repayment schedule.

Council took out loans on behalf of the two committees to construct new unit accommodation. The Retirement Villages are required to repay Council a loan over ten (10) years in relation to construction of new unit accommodation.

## C1-5 Inventories

\$ '000	2023 Current	2023 Non-current	2022 Current	2022 Non-current
<b>(i) Inventories at cost</b>				
Real estate for resale	–	315	254	438
Stores and materials	520	–	509	–
Loose tools	–	–	–	203
<b>Total inventories at cost</b>	<b>520</b>	<b>315</b>	<b>763</b>	<b>641</b>
<b>Total inventories</b>	<b>520</b>	<b>315</b>	<b>763</b>	<b>641</b>

\$ '000	2023 Current	2023 Non-current	2022 Current	2022 Non-current
<b>Total unrestricted assets</b>	<b>520</b>	<b>315</b>	<b>763</b>	<b>641</b>
<b>Total inventories</b>	<b>520</b>	<b>315</b>	<b>763</b>	<b>641</b>

### (ii) Other disclosures

\$ '000	Notes	2023 Current	2023 Non-current	2022 Current	2022 Non-current
<b>(a) Details for real estate development</b>					
Residential		–	315	254	438
<b>Total real estate for resale</b>		<b>–</b>	<b>315</b>	<b>254</b>	<b>438</b>

(Valued at the lower of cost and net realisable value)

#### Represented by:

Acquisition costs	–	315	254	438
<b>Total costs</b>	<b>–</b>	<b>315</b>	<b>254</b>	<b>438</b>
<b>Total real estate for resale</b>	<b>–</b>	<b>315</b>	<b>254</b>	<b>438</b>

#### Movements:

Real estate assets at beginning of the year		254	438	135	852
– Purchases and other costs		(14)	–	–	–
– WDV of sales (expense)	B4-1	(363)	–	–	(549)
– Transfer between current/non-current		123	(123)	(135)	135
– Additions		–	–	254	–
<b>Total real estate for resale</b>		<b>–</b>	<b>315</b>	<b>254</b>	<b>438</b>

### Accounting policy

#### Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

#### Land held for resale

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development. When development is completed, borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made. Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.



## C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2022			Asset movements during the reporting period										At 30 June 2023		
	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated	Additions Renewals <sup>1</sup>	Re-measurement of asset remediation provision new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Developer / Other contribution	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	
Capital work in progress	10,037	–	10,037	6,177	5,226	–	–	(5,796)	–	–	–	–	15,644	–	15,644	
Plant and equipment	22,888	(12,156)	10,732	953	529	(190)	(2,522)	5	–	–	2,596	24,907	(12,804)	12,103		
Office equipment	2,300	(1,090)	1,210	–	–	–	(461)	–	–	–	20	2,339	(1,570)	769		
Furniture and fittings	736	(70)	666	5	–	–	(39)	–	–	–	27	771	(112)	659		
Plant and equipment (under finance lease)	895	(179)	716	–	–	–	(171)	–	(33)	–	–	862	(350)	512		
<b>Land:</b>																
– Operational land	17,603	–	17,603	–	–	–	–	–	–	–	2,676	20,279	–	20,279		
– Community land	60,596	–	60,596	–	–	–	–	–	–	–	8,937	69,533	–	69,533		
– Land under roads (post 30/6/08)	19	–	19	–	–	–	–	–	(19)	–	–	–	–	–		
Land improvements – depreciable	9,207	(106)	9,101	–	–	–	(6)	–	–	–	3,444	12,795	(256)	12,539		
<b>Infrastructure:</b>																
– Buildings – non-specialised	23,229	(5,614)	17,615	4	–	–	(396)	39	42	–	1,736	25,601	(6,561)	19,040		
– Buildings – specialised	55,795	(18,715)	37,080	297	–	–	(950)	527	–	–	3,225	61,480	(21,301)	40,179		
– Other structures	34,432	(10,553)	23,879	11	–	(1)	(1,626)	54	–	–	2,941	38,522	(13,264)	25,258		
– Roads	474,150	(148,771)	325,379	4,473	41	(3,339)	(11,103)	1,797	(50)	2,351	31,869	493,492	(142,074)	351,418		
– Bridges	76,910	(19,000)	57,910	266	–	(302)	(1,201)	3,368	–	–	29,985	115,683	(25,657)	90,026		
– Footpaths	15,517	(7,136)	8,381	16	405	(57)	(198)	6	–	1,267	2,358	16,631	(4,453)	12,178		
– Bulk earthworks (non-depreciable)	207,812	–	207,812	1,230	–	(1,658)	–	–	–	194	(64,373)	143,205	–	143,205		
– Stormwater drainage	53,796	(14,183)	39,613	–	–	–	(667)	–	–	3,875	4,689	64,106	(16,596)	47,510		
– Water supply network	77,537	(21,473)	56,064	462	370	(106)	(1,396)	–	–	1,722	4,374	86,267	(24,777)	61,490		
– Sewerage network	66,860	(21,662)	45,198	25	208	(16)	(1,186)	–	–	2,631	4,414	76,222	(24,948)	51,274		
– Swimming pools	550	(550)	–	–	–	–	(81)	–	–	–	1,952	4,078	(2,207)	1,871		
<b>Other assets:</b>																
– Heritage collections	–	–	–	–	–	–	–	–	–	–	–	–	–	–		
– Library books	286	(124)	162	–	–	–	(51)	–	–	–	6	297	(180)	117		
– Other	604	(253)	351	–	–	–	(55)	–	–	–	14	630	(320)	310		
<b>Reinstatement, rehabilitation and restoration assets (refer Note C3-5):</b>																
– Tip assets	6,125	(1,051)	5,074	–	–	252	(893)	–	–	–	–	6,377	(1,944)	4,433		
– Quarry assets	965	(378)	587	38	–	5	(74)	–	–	–	–	958	(440)	518		
<b>Total infrastructure, property, plant and equipment</b>	<b>1,218,849</b>	<b>(283,064)</b>	<b>935,785</b>	<b>13,957</b>	<b>6,779</b>	<b>257</b>	<b>(5,707)</b>	<b>(23,076)</b>	<b>–</b>	<b>(60)</b>	<b>12,040</b>	<b>(64,373)</b>	<b>105,263</b>	<b>1,280,679</b>	<b>(299,814)</b>	<b>980,865</b>

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

## C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2021			Asset movements during the reporting period											At 30 June 2022			
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Renewals <sup>1</sup>	Additions new assets	Re-measurement of asset remediation provision	Carrying value of disposals	Depreciation expense	Impairment loss / revaluation decrements (recognised in P/L) Restated	WIP transfers	Adjustments and transfers	Developer / other contributions	Tfrs from/(to) investment properties	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR) Restated	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated
<b>\$ '000</b>																		
Capital work in progress	11,534	–	11,534	5,928	1,577	–	–	–	–	(7,708)	21	–	(1,315)	–	–	10,037	–	10,037
Plant and equipment	22,885	(10,316)	12,569	399	640	–	(212)	(1,276)	(1,836)	466	(18)	–	–	–	–	22,888	(12,156)	10,732
Office equipment	2,968	(1,400)	1,568	–	136	–	–	(310)	(193)	–	9	–	–	–	–	2,300	(1,090)	1,210
Furniture and fittings	1,073	(599)	474	–	19	–	–	(43)	–	–	–	–	–	216	–	736	(70)	666
Plant and equipment (under finance lease)	895	–	895	–	–	–	–	(179)	–	–	–	–	–	–	–	895	(179)	716
<b>Land:</b>																		
– Operational land	7,950	–	7,950	–	–	–	(506)	–	–	–	–	–	–	10,159	–	17,603	–	17,603
– Community land	13,037	–	13,037	–	–	–	(723)	–	–	–	2	–	–	48,280	–	60,596	–	60,596
– Land under roads (post 30/6/08)	19	–	19	–	–	–	–	–	–	–	–	–	–	–	–	19	–	19
Land improvements – depreciable	8,804	(5,116)	3,688	–	–	–	–	(113)	–	–	–	–	–	5,526	–	9,207	(106)	9,101
<b>Infrastructure:</b>																		
– Buildings – non-specialised	15,214	(6,007)	9,207	–	13	–	–	(367)	–	69	(2)	–	–	8,695	–	23,229	(5,614)	17,615
– Buildings – specialised	56,340	(26,311)	30,029	20	130	–	–	(1,268)	–	–	318	–	–	7,851	–	55,795	(18,715)	37,080
– Other structures	23,713	(5,089)	18,624	23	899	–	(13)	(813)	–	899	11	–	–	4,249	–	34,432	(10,553)	23,879
– Roads	457,143	(132,996)	324,147	5,550	778	–	(541)	(13,918)	–	1,663	–	2,451	–	5,249	–	474,150	(148,771)	325,379
– Bridges	75,564	(17,671)	57,893	1,635	50	–	(1,792)	(1,255)	–	780	–	–	–	599	–	76,910	(19,000)	57,910
– Footpaths	14,545	(6,825)	7,720	–	267	–	–	(219)	–	27	–	489	–	97	–	15,517	(7,136)	8,381
– Bulk earthworks (non-depreciable)	203,230	–	203,230	978	–	–	(272)	–	–	–	–	265	–	3,611	–	207,812	–	207,812
– Stormwater drainage	54,981	(9,079)	45,902	51	21	–	(11)	(646)	–	34	–	2,010	–	(7,748)	–	53,796	(14,183)	39,613
– Water supply network	64,223	(22,694)	41,529	506	91	–	(327)	(1,189)	–	3,737	–	713	–	11,004	–	77,537	(21,473)	56,064
– Sewerage network	61,597	(22,822)	38,775	–	–	–	(218)	(965)	–	–	–	627	–	6,979	–	66,860	(21,662)	45,198
– Swimming pools	550	(550)	–	–	–	–	–	–	–	–	–	–	–	–	–	550	(550)	–
<b>Other assets:</b>																		
– Heritage collections	689	(327)	362	–	–	–	–	(14)	–	–	(348)	–	–	–	–	–	–	–
– Library books	224	(206)	18	–	–	–	–	(1)	–	–	–	–	–	145	–	286	(124)	162
– Other	730	(327)	403	–	–	–	–	(65)	–	33	–	–	–	(20)	–	604	(253)	351
<b>Reinstatement, rehabilitation and restoration assets (refer Note C3-5):</b>																		
– Tip assets	2,490	(814)	1,676	–	–	3,635	–	(237)	–	–	–	–	–	–	–	6,125	(1,051)	5,074
– Quarry assets	1,040	(176)	864	–	–	(178)	–	(99)	–	–	–	–	–	–	–	965	(378)	587
<b>Total infrastructure, property, plant and equipment</b>	<b>1,101,438</b>	<b>(269,325)</b>	<b>832,113</b>	<b>15,090</b>	<b>4,621</b>	<b>3,457</b>	<b>(4,615)</b>	<b>(22,977)</b>	<b>(2,029)</b>	<b>–</b>	<b>(7)</b>	<b>6,555</b>	<b>(1,315)</b>	<b>(7,768)</b>	<b>112,660</b>	<b>1,218,849</b>	<b>(283,064)</b>	<b>935,785</b>

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

## C1-6 Infrastructure, property, plant and equipment (continued)

### Accounting policy

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Crown Lands and Water (CLAW).

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

When infrastructure, property, plant and equipment are acquired by Council for nil or nominal consideration, the assets are initially recognised at their fair value at acquisition date.

Land is not depreciated. The property, plant and equipment acquired under finance leases is depreciated over the asset's useful life or over the shorter of the asset's useful life and the lease term if there is no reasonable certainty that the Council will obtain ownership at the end of the lease term. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

<b>Plant and equipment</b>	Years	<b>Other equipment</b>	Years
Office equipment	4 to 20	Playground equipment	5 to 80
Office furniture	10 to 50	Benches, seats etc.	10 to 20
Computer equipment	4 to 5		
Vehicles	2 to 12.5	<b>Buildings</b>	
Heavy plant/road making equipment	5 to 20	Buildings: masonry	50 to 100
Other plant and equipment	5 to 20	Buildings: other	10 to 50
<b>Water and sewer assets</b>		<b>Stormwater assets</b>	
Dams and reservoirs	20 to 100	Drains	80 to 100
Bores	20 to 40	Culverts	50 to 80
Reticulation pipes: PVC	70 to 80	Flood control structures	80 to 120
Reticulation pipes: other	25 to 75		
Pumps and telemetry	5 to 50		
Treatment Ponds	Infinite		
<b>Transportation assets</b>		<b>Other infrastructure assets</b>	
Sealed roads: surface	15 to 30	Bulk earthworks	Infinite
Sealed roads: structure	30 to 80	Swimming pools	50
Unsealed roads	10 to 30	Other open space/recreational assets	5 to 50
Bridge: concrete	60 to 100	Other Infrastructure	5 to 110
Bridge: other	20 to 60	Land improvements (levee bank)	70
Road pavements	10 to 80		
Kerb, gutter and footpaths	20 to 100		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

### Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

## C1-6 Infrastructure, property, plant and equipment (continued)

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### **Crown reserves**

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

### **Rural Fire Service assets**

Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

Until such time as discussions on this matter have concluded and the legislation changes, Council will continue to account for these assets as it has been doing in previous years, which is to incorporate the Building assets, their values and depreciation charges within these financial statements. Council will not recognise rural fire service assets including plant and vehicles in these financial statements. The Council reviews its position in relation to RFS equipment and assets on a yearly basis.

## Externally restricted infrastructure, property, plant and equipment

	as at 30/06/23			as at 30/06/22		
	Gross carrying amount	Accumulated depn. and impairment	Net carrying amount	Gross carrying amount Restated	Accumulated depn. and impairment	Net carrying amount Restated
<b>\$ '000</b>						
<b>Water supply</b>						
WIP	721	–	721	43	–	43
Plant and equipment	61	56	5	61	56	5
Land						
– Operational land	2,087	–	2,087	1,817	–	1,817
Buildings	1,510	568	942	1,392	503	889
Infrastructure	86,267	24,777	61,490	77,537	21,473	56,064
<b>Total water supply</b>	<b>90,646</b>	<b>25,401</b>	<b>65,245</b>	<b>80,850</b>	<b>22,032</b>	<b>58,818</b>
<b>Sewerage services</b>						
WIP	490	–	490	14	–	14
Plant and equipment	23	23	–	23	23	–
Land						
– Operational land	3,456	–	3,456	3,009	–	3,009
Buildings	262	120	142	242	107	135
Infrastructure	76,222	24,948	51,274	66,860	21,662	45,198
<b>Total sewerage services</b>	<b>80,453</b>	<b>25,091</b>	<b>55,362</b>	<b>70,148</b>	<b>21,792</b>	<b>48,356</b>
<b>Domestic waste management</b>						
WIP	1,927	–	1,927	–	–	–
Plant and equipment	16	15	1	12	9	3
Plant and equipment (under finance lease)	862	350	512	895	179	716
Land						
– Operational land	1,024	–	1,024	687	–	687
– Community land	119	–	119	204	–	204
Buildings	965	360	605	749	321	428
Other structures	899	401	498	749	306	443
Other assets	630	320	310	604	–	604
Reinstatement, rehabilitation and restoration assets	6,377	1,944	4,433	6,125	253	5,872
<b>Total domestic waste management</b>	<b>12,819</b>	<b>3,390</b>	<b>9,429</b>	<b>10,025</b>	<b>1,068</b>	<b>8,957</b>
<b>Total restricted infrastructure, property, plant and equipment</b>	<b>183,918</b>	<b>53,882</b>	<b>130,036</b>	<b>161,023</b>	<b>44,892</b>	<b>116,131</b>

## C1-7 Intangible assets

Intangible assets are as follows:

\$ '000	2023	2022
<b>Water Licences</b>		
<b>Opening values at 1 July</b>		
Gross book value	2,428	1,800
<b>Net book value – opening balance</b>	<b>2,428</b>	<b>1,800</b>
<b>Movements for the year</b>		
Purchases	2,880	489
Revaluation	1,062	139
<b>Closing values at 30 June</b>		
Gross book value	6,370	2,428
<b>Total water licences – net book value</b>	<b>6,370</b>	<b>2,428</b>
<b>Software</b>		
<b>Software - Tech 1 and Other</b>		
<b>Opening values at 1 July</b>		
Gross book value	2,527	–
Accumulated amortisation	(49)	–
<b>Net book value – opening balance</b>	<b>2,478</b>	<b>–</b>
<b>Movements for the year</b>		
Purchases	–	62
Development costs	1,723	2,465
Amortisation charges	(169)	(49)
<b>Closing values at 30 June</b>		
Gross book value	4,250	2,527
Accumulated amortisation	(218)	(49)
<b>Total Software - Tech 1 and Other – net book value</b>	<b>4,032</b>	<b>2,478</b>
<b>Total intangible assets – net book value</b>	<b>10,402</b>	<b>4,906</b>

### Accounting policy

Council holds a number of high and general security water licences, which it recognises as an intangible asset.

The water licences are individually tradeable on the open water licence sales market.

Water licences are individually separated from the land and can be sold on a permanent or temporary transfer basis. At present, Council only trades the water entitlement associated with the water licences on a temporary basis, with income received from the sales of water entitlements disclosed as other revenue.

No amortisation costs are applicable as high and general security water licences have an indefinite life.

Water licences purchased are initially recorded at cost and are valued yearly at 30 June and the revaluation is based on market evidence. Water licences are tested for impairment annually based on market sales evidence. If the recoverable amount is less than carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as impairment loss.

## C1-7 Intangible assets (continued)

### Software - Tech 1 and Other

Council has purchased a new system, Technology One Council, and customised its setup, which it recognises as an intangible asset. Amortisation costs are applicable from 1 July 2021.

## C1-8 Other

### Other assets

\$ '000	2023 Current	2023 Non-current	2022 Current	2022 Non-current
Prepayments	254	-	510	-
<b>Total other assets</b>	<b>254</b>	<b>-</b>	<b>510</b>	<b>-</b>

### Current other assets not anticipated to be settled within the next 12 months

The following inventories and other assets, even though classified as current are not expected to be recovered in the next 12 months;

\$ '000	2023 Current	2023 Non-current	2022 Current	2022 Non-current
Total externally restricted assets	-	-	-	-
Total internally restricted assets	-	-	-	-
Total unrestricted assets	254	-	510	-
<b>Total other assets</b>	<b>254</b>	<b>-</b>	<b>510</b>	<b>-</b>

## C2 Leasing activities

### C2-1 Council as a lessee

Council has one lease over a building and also has leases for photocopiers, which are considered as short term leases.

#### Buildings

Council has one building which is leased for a doctors surgery. Lease is month by month and no formal lease agreement is currently in place.

Council also has staff housing rental agreements in place and these are all under 12 months duration.

#### Vehicles

Council leases vehicles and equipment with lease terms varying to 5 years; the lease payments are fixed during the lease term and there is generally no renewal option. There are couple of plant items for Waste Management under lease contracts and reported in the financial statements for their current and non current liability.

#### (a) Lease liabilities

\$ '000	2023 Current	2023 Non-current	2022 Current	2022 Non-current
Lease liabilities	184	354	192	550
<b>Total lease liabilities</b>	<b>184</b>	<b>354</b>	<b>192</b>	<b>550</b>

#### (b) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
<b>2023</b>					
Cash flows	184	354	–	538	538
<b>2022</b>					
Cash flows	192	550	–	742	742

#### (ii) Lease liabilities relating to restricted assets

\$ '000	2023 Current	2023 Non-current	2022 Current	2022 Non-current
<b>Total lease liabilities relating to unrestricted assets</b>	<b>184</b>	<b>354</b>	192	550
<b>Total lease liabilities</b>	<b>184</b>	<b>354</b>	<b>192</b>	<b>550</b>

#### (c) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2023	2022
Expenses relating to short-term leases	184	537
	<b>184</b>	<b>537</b>



## C2-1 Council as a lessee (continued)

\$ '000	2023	2022
<b>(d) Statement of Cash Flows</b>		
Total cash outflow for leases	184	274
	<b>184</b>	<b>274</b>

**(e) Leases at significantly below market value – concessionary / peppercorn leases**

Council, as lessee, doesn't have any concessionary/ peppercorn leases.

**Accounting policy****Council as a lessee**

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI). Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

**Exceptions to lease accounting**

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

**Leases at significantly below market value / concessionary leases**

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

## C2-2 Council as a lessor

### Operating leases

Council leases out a number of properties and /or plant and equipment to community groups; these leases have been classified as operating leases for financial reporting purposes.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

\$ '000	2023	2022
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#### (i) Assets held as investment property

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

#### (ii) Assets held as property, plant and equipment

Council provides operating leases on Council buildings for the purpose of caravan parks, staff housing, retirement units, vacant land and room/ facility hire. The table below relates to operating leases on assets that are a part of the overall asset fair value balances disclosed in Note C1-6.

Lease income (excluding variable lease payments not dependent on an index or rate)	287	670
<b>Total income relating to operating leases for Council assets</b>	<b>287</b>	<b>670</b>

#### (iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	623	392
1–2 years	614	362
2–3 years	626	364
3–4 years	636	368
4–5 years	674	344
> 5 years	10,745	4,127
<b>Total undiscounted lease payments to be received</b>	<b>13,918</b>	<b>5,957</b>

### Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components then the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*. The lease income is recognised on a straight-line basis over the lease term.

## C3 Liabilities of Council

### C3-1 Payables

\$ '000	2023 Current	2023 Non-current	2022 Current	2022 Non-current
Prepaid rates	487	-	434	-
Goods and services – operating expenditure	3,625	-	3,636	-
Accrued expenses:				
– Borrowings	1	-	1	-
– Salaries and wages	719	-	620	-
– Other expenditure accruals	526	-	150	-
Advances	244	-	20	-
Security bonds, deposits and retentions	1,503	-	1,295	-
Other	35	-	41	-
<b>Total payables</b>	<b>7,140</b>	<b>-</b>	<b>6,197</b>	<b>-</b>

#### Payables relating to restricted assets

\$ '000	2023 Current	2023 Non-current	2022 Current	2022 Non-current
<b>Externally restricted assets</b>				
Water	276	-	250	-
Sewer	53	-	36	-
Payables relating to externally restricted assets	329	-	286	-
<b>Total payables relating to restricted assets</b>	<b>329</b>	<b>-</b>	<b>286</b>	<b>-</b>
<b>Total payables relating to unrestricted assets</b>	<b>6,811</b>	<b>-</b>	<b>5,911</b>	<b>-</b>
<b>Total payables</b>	<b>7,140</b>	<b>-</b>	<b>6,197</b>	<b>-</b>

## C3-1 Payables (continued)

### Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

### Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

## C3-2 Contract Liabilities

\$ '000	Notes	2023 Current	2023 Non-current	2022 Current	2022 Non-current
<b>Grants and contributions received in advance:</b>					
Unexpended capital grants (to construct Council controlled assets)	(i)	5,269	-	4,902	-
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	-	-	451	-
<b>Total grants received in advance</b>		<b>5,269</b>	<b>-</b>	<b>5,353</b>	<b>-</b>
<b>Total contract liabilities</b>		<b>5,269</b>	<b>-</b>	<b>5,353</b>	<b>-</b>

### Notes

(i) Council has received funding to construct assets including community recreation, mobile library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

### Contract liabilities relating to restricted assets

\$ '000	2023 Current	2023 Non-current	2022 Current	2022 Non-current
<b>Externally restricted assets</b>				
Unspent grants held as contract liabilities (excl. Water & Sewer)	5,269	-	5,353	-
<b>Contract liabilities relating to externally restricted assets</b>	<b>5,269</b>	<b>-</b>	<b>5,353</b>	<b>-</b>
<b>Total contract liabilities relating to restricted assets</b>	<b>5,269</b>	<b>-</b>	<b>5,353</b>	<b>-</b>
<b>Total contract liabilities</b>	<b>5,269</b>	<b>-</b>	<b>5,353</b>	<b>-</b>

### Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

### C3-3 Borrowings

\$ '000	2023	2023	2022	2022
	Current	Non-current	Current	Non-current
Loans – secured <sup>1</sup>	476	2,173	602	2,650
<b>Total borrowings</b>	<b>476</b>	<b>2,173</b>	<b>602</b>	<b>2,650</b>

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 20.

#### Borrowings relating to restricted assets

\$ '000	2023	2023	2022	2022
	Current	Non-current	Current	Non-current
<b>Total borrowings relating to unrestricted assets</b>	<b>476</b>	<b>2,173</b>	<b>602</b>	<b>2,650</b>
<b>Total borrowings</b>	<b>476</b>	<b>2,173</b>	<b>602</b>	<b>2,650</b>

#### (a) Changes in liabilities arising from financing activities

\$ '000	2022		Non-cash movements				2022
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	3,252	(603)	–	–	–	–	2,649
Lease liability (Note C2-1b)	742	(204)	–	–	–	–	538
<b>Total liabilities from financing activities</b>	<b>3,994</b>	<b>(807)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>3,187</b>

\$ '000	2021		Non-cash movements				2021
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	3,833	(581)	–	–	–	–	3,252
Lease liability (Note C2-1b)	917	(175)	–	–	–	–	742
<b>Total liabilities from financing activities</b>	<b>4,750</b>	<b>(756)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>3,994</b>

## C3-3 Borrowings (continued)

**(b) Financing arrangements**

\$ '000	2023	2022
<b>Total facilities</b>		
Bank overdraft facilities <sup>1</sup>	650	650
Credit cards/purchase cards	100	26
<b>Total financing arrangements</b>	<b>750</b>	<b>676</b>
<b>Drawn facilities</b>		
– Credit cards/purchase cards	33	19
<b>Total drawn financing arrangements</b>	<b>33</b>	<b>19</b>
<b>Undrawn facilities</b>		
– Bank overdraft facilities	650	650
– Credit cards/purchase cards	67	7
<b>Total undrawn financing arrangements</b>	<b>717</b>	<b>657</b>

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

**Accounting policy**

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

## C3-4 Employee benefit provisions

\$ '000	2023	2023	2022	2022
	Current	Non-current	Current	Non-current
Annual leave	1,593	–	1,922	–
Long service leave	2,093	512	2,314	547
<b>Total employee benefit provisions</b>	<b>3,686</b>	<b>512</b>	<b>4,236</b>	<b>547</b>

### Employee benefit provisions relating to restricted assets

#### Internally restricted assets

Employee Benefits	1,310	–	1,220	–
Employee benefit provisions relating to internally restricted assets	1,310	–	1,220	–
<b>Total employee benefit provisions relating to restricted assets</b>	<b>1,310</b>	<b>–</b>	<b>1,220</b>	<b>–</b>
<b>Total employee benefit provisions relating to unrestricted assets</b>	<b>2,376</b>	<b>512</b>	<b>3,016</b>	<b>547</b>
<b>Total employee benefit provisions</b>	<b>3,686</b>	<b>512</b>	<b>4,236</b>	<b>547</b>

### Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2023	2022
		Restated
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	3,281	3,746
	<b>3,281</b>	<b>3,746</b>

### Accounting policy

#### Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits and annual leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

#### Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

#### On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods. These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

The obligations are presented as current liabilities in the Statement of Financial Position if the Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

## C3-5 Provisions

\$ '000	2023 Current	2023 Non-Current	2022 Current	2022 Non-Current
<b>Asset remediation/restoration:</b>				
Asset remediation/restoration (future works)	102	6,612	71	6,101
<b>Sub-total – asset remediation/restoration</b>	<b>102</b>	<b>6,612</b>	<b>71</b>	<b>6,101</b>
<b>Total provisions</b>	<b>102</b>	<b>6,612</b>	<b>71</b>	<b>6,101</b>
<b>Provisions relating to restricted assets</b>				
<b>Total provisions relating to restricted assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total provisions relating to unrestricted assets</b>	<b>102</b>	<b>6,612</b>	<b>71</b>	<b>6,101</b>
<b>Total provisions</b>	<b>102</b>	<b>6,612</b>	<b>71</b>	<b>6,101</b>

### Description of and movements in provisions

\$ '000	Other provisions	
	Asset remediation	Total
<b>2023</b>		
At beginning of year	6,172	6,172
<b>Changes to provision:</b>		
Revised costs	245	245
Unwinding of discount	297	297
Total other provisions at end of year	<b>6,714</b>	<b>6,714</b>
<b>2022</b>		
At beginning of year	2,712	2,712
<b>Changes to provision:</b>		
Revised costs	3,326	3,326
Unwinding of discount	134	134
Total other provisions at end of year	<b>6,172</b>	<b>6,172</b>

#### Accounting policy

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

#### Asset remediation – tips and quarries

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.



## C3-5 Provisions (continued)

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The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

## C4 Reserves

### C4-1 Nature and purpose of reserves

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#### **IPPE Revaluation reserve**

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

## D Council structure

### D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

#### D1-1 Income Statement by fund

\$ '000	General 2023	Water 2023	Sewer 2023
<b>Income from continuing operations</b>			
Rates and annual charges	13,681	2,620	2,795
User charges and fees	7,368	1,423	306
Interest and investment revenue	881	274	444
Other revenues	1,282	210	75
Grants and contributions provided for operating purposes	15,334	3,305	2,631
Grants and contributions provided for capital purposes	32,429	912	357
Other income	287	–	–
<b>Total income from continuing operations</b>	<b>71,262</b>	<b>8,744</b>	<b>6,608</b>
<b>Expenses from continuing operations</b>			
Employee benefits and on-costs	16,607	1,866	815
Materials and services	20,131	1,808	878
Borrowing costs	382	–	–
Depreciation, amortisation and impairment of non-financial assets	20,636	1,418	1,191
Other expenses	1,061	–	–
Net losses from the disposal of assets	4,678	106	16
<b>Total expenses from continuing operations</b>	<b>63,495</b>	<b>5,198</b>	<b>2,900</b>
<b>Operating result from continuing operations</b>	<b>7,767</b>	<b>3,546</b>	<b>3,708</b>
<b>Net operating result for the year</b>	<b>7,767</b>	<b>3,546</b>	<b>3,708</b>
<b>Net operating result attributable to each council fund</b>	7,767	3,546	3,708
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>(24,662)</b>	<b>2,634</b>	<b>3,351</b>

## D1-2 Statement of Financial Position by fund

\$ '000	General 2023	Water 2023	Sewer 2023
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	5,715	993	558
Investments	27,412	7,526	15,006
Receivables	10,943	1,069	537
Inventories	520	–	–
Other	254	–	–
<b>Total current assets</b>	<b>44,844</b>	<b>9,588</b>	<b>16,101</b>
<b>Non-current assets</b>			
Investments	2	–	–
Receivables	483	–	–
Inventories	315	–	–
Infrastructure, property, plant and equipment	860,258	65,245	55,362
Intangible assets	4,032	6,370	–
<b>Total non-current assets</b>	<b>865,090</b>	<b>71,615</b>	<b>55,362</b>
<b>Total assets</b>	<b>909,934</b>	<b>81,203</b>	<b>71,463</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	6,444	174	53
Income received in advance	367	102	–
Contract liabilities	5,269	–	–
Lease liabilities	184	–	–
Borrowings	476	–	–
Employee benefit provision	3,686	–	–
Provisions	102	–	–
<b>Total current liabilities</b>	<b>16,528</b>	<b>276</b>	<b>53</b>
<b>Non-current liabilities</b>			
Lease liabilities	354	–	–
Borrowings	2,173	–	–
Employee benefit provision	512	–	–
Provisions	6,612	–	–
<b>Total non-current liabilities</b>	<b>9,651</b>	<b>–</b>	<b>–</b>
<b>Total liabilities</b>	<b>26,179</b>	<b>276</b>	<b>53</b>
<b>Net assets</b>	<b>883,755</b>	<b>80,927</b>	<b>71,410</b>
<b>EQUITY</b>			
Accumulated surplus	643,549	56,957	45,230
Revaluation reserves	240,206	23,970	26,180
<b>Council equity interest</b>	<b>883,755</b>	<b>80,927</b>	<b>71,410</b>
<b>Total equity</b>	<b>883,755</b>	<b>80,927</b>	<b>71,410</b>

## D2 Interests in other entities

### D2-1 Subsidiaries

Council's consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with AASB 10 and the accounting policy described below.

Council's consolidated financial statements also include controlled entities with ownership interest of 50% or less.

Name of Operation/Entity	Principal activity
<b>1. Moama Recreation Reserve</b>	Management of a Recreation Reserve (Sub Committee) Perricoota Road Moama

Interests in Subsidiary	Principal place of business	Ownership 2023	Ownership 2022	Voting rights 2023	Voting rights 2022
Council's interest in Subsidiary	Perricoota Rd Moama	<b>100%</b>	100%	<b>100%</b>	100%

#### Reporting dates of Subsidiary

The committee completes financials reports to financial year end 30 June 2023. The financial position and performance of subsidiaries for the financial year ended 30 June 2023 have been included in these consolidated financial statements.

#### Summarised financial information for the Subsidiary

\$ '000	2023	2022
<b>Summarised statement of comprehensive income</b>		
Revenue	<b>44</b>	46
Expenses	<b>(73)</b>	(42)
<b>Profit for the period</b>	<b>(29)</b>	4
<b>Total comprehensive income</b>	<b>(29)</b>	4
<b>Summarised statement of financial position</b>		
Current assets	<b>34</b>	67
<b>Total assets</b>	<b>34</b>	67
<b>Net assets</b>	<b>34</b>	67
<b>Summarised statement of cash flows</b>		
Cash flows from operating activities	<b>(32)</b>	5
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(32)</b>	5

## D2-1 Subsidiaries (continued)

Name of Operation/Entity	Principal activity
<b>2. Mathoura Retirement Village</b>	Management of Units for the Aged Mathoura Street, Mathoura

Interests in Subsidiary	Principal place of business	Ownership 2023	Ownership 2022	Voting rights 2023	Voting rights 2022
Council's interest in Subsidiary	12 Mathoura St Mathoura	<b>100%</b>	100%	<b>100%</b>	100%

### Reporting dates of Subsidiary

The committee completes financial reports to financial year end 30 June 2023. The financial position and performance of subsidiaries for the financial year ended 30 June 2023 have been included in these consolidated financial statements.

### Summarised financial information for the Subsidiary

\$ '000	2023	2022
<b>Summarised statement of financial position</b>		
Current assets	<b>192</b>	203
Non-current assets	<b>371</b>	386
<b>Total assets</b>	<b>563</b>	<b>589</b>
Non-current liabilities	-	24
<b>Total liabilities</b>	<b>-</b>	<b>24</b>
<b>Net assets</b>	<b>563</b>	<b>565</b>

## D2-1 Subsidiaries (continued)

Name of Operation/Entity	Principal activity
<b>3. Moama Lions Community Village</b>	Provision of units for the people meeting the criteria Various units in Moama

Interests in Subsidiary	Principal place of business	Ownership 2023	Ownership 2022	Voting rights 2023	Voting rights 2022
Council's interest in Subsidiary	10-12 Council St Moama	100%	100%	100%	100%

### The nature and extent of significant restrictions relating to the Subsidiary

The Moama Lions is a sub committee of Council under Section 355 of the Local Government Act. The assets of the committee are Council's assets. Their bank accounts are treated as Internally Restricted Assets of the Council.

### Reporting dates of Subsidiary

The committee completes financial reports to financial year end 30 June 2023. The financial position and performance of subsidiaries for the financial year ended 30 June 2023 have been included in these consolidated financial statements.

## Summarised financial information for the Subsidiary

\$ '000	2023	2022
<b>Summarised statement of comprehensive income</b>		
Revenue	121	298
Expenses	(80)	(139)
<b>Profit for the period</b>	<b>41</b>	<b>159</b>
<b>Total comprehensive income</b>	<b>41</b>	<b>159</b>
<b>Summarised statement of financial position</b>		
Current assets	886	879
<b>Total assets</b>	<b>886</b>	<b>879</b>
Current liabilities	233	233
<b>Total liabilities</b>	<b>233</b>	<b>233</b>
<b>Net assets</b>	<b>653</b>	<b>646</b>
<b>Summarised statement of cash flows</b>		
Cash flows from operating activities	7	159
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>7</b>	<b>159</b>

### Accounting policy for subsidiaries

Subsidiaries are all entities (including structured entities) over which the Council has control. Control is established when the Council is exposed to, or has rights to variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity.

These consolidated financial statements include the financial position and performance of controlled entities from the date on which control is obtained until the date that control is lost. Intragroup assets, liabilities, equity, income, expenses and cash flows relating to transactions between entities in the consolidated entity have been eliminated in full for the purpose of these financial statements. Appropriate adjustments have been made to a controlled entity's financial position, performance and cash flows where the accounting policies used by that entity were different from those adopted by the consolidated entity. All controlled entities have a June financial year end.

## E Risks and accounting uncertainties

### E1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

\$ '000	Carrying value 2023	Carrying value 2022	Fair value 2023	Fair value 2022
<b>Financial assets</b>				
<b>Measured at amortised cost</b>				
Cash and cash equivalents	7,266	2,401	7,264	2,403
Receivables	13,032	14,670	13,032	14,670
Investments				
– Debt securities at amortised cost	49,944	45,940	49,944	45,940
<b>Fair value through other comprehensive income</b>				
Investments				
– Equity securities at fair value through other comprehensive income	2	2	2	2
<b>Total financial assets</b>	<b>70,244</b>	<b>63,013</b>	<b>70,242</b>	<b>63,015</b>
<b>Financial liabilities</b>				
Payables	7,140	6,197	7,140	6,197
Loans/advances	2,649	3,252	2,649	3,252
<b>Total financial liabilities</b>	<b>9,789</b>	<b>9,449</b>	<b>9,789</b>	<b>9,449</b>

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and held-to-maturity investments** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) **'at fair value through profit and loss'** or (ii) **'available-for-sale'** – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio.

Council has an investment policy which complies with the *Local Government Act 1993* and Minister's investment order 625. This policy is regularly reviewed by Council and its staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether the changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.

## E1-1 Risks relating to financial instruments held (continued)

- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

### (a) Market risk – interest rate and price risk

\$ '000	2023	2022
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	489	384
Impact of a 10% movement in price of investments		
– Equity / Income Statement	4,887	4,594

### (b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees. Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings. There are no significant concentrations of credit risk other than Council has significant credit risk exposures in its local area given the nature of the business. The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance. The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements. Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors. There are no material receivables that have been subjected to a re-negotiation of repayment terms.

#### Credit risk profile

##### Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	overdue rates and annual charges		Total
		< 5 years	≥ 5 years	
<b>2023</b>				
Gross carrying amount	–	1,934	247	2,181
<b>2022</b>				
Gross carrying amount	–	1,867	188	2,055



## E1-1 Risks relating to financial instruments held (continued)

### Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
<b>2023</b>						
Gross carrying amount	8,663	774	21	255	1,271	10,984
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	3.70%	0.43%
<b>ECL provision</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>47</b>	<b>47</b>
<b>2022</b>						
Gross carrying amount	11,214	1,024	23	125	360	12,746
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	12.50%	0.35%
<b>ECL provision</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45</b>	<b>45</b>

### (c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	payable in:			Total cash outflows	Actual carrying values
			≤ 1 Year	1 - 5 Years	> 5 Years		
<b>2023</b>							
Payables	0.00%	1,503	5,637	-	-	7,140	7,140
Borrowings	3.12%	-	476	1,394	779	2,649	2,649
<b>Total financial liabilities</b>		<b>1,503</b>	<b>6,113</b>	<b>1,394</b>	<b>779</b>	<b>9,789</b>	<b>9,789</b>
<b>2022</b>							
Payables	0.00%	1,295	4,902	-	-	6,197	6,197
Borrowings	2.48%	-	602	1,511	1,139	3,252	3,252
<b>Total financial liabilities</b>		<b>1,295</b>	<b>5,504</b>	<b>1,511</b>	<b>1,139</b>	<b>9,449</b>	<b>9,449</b>

## E2-1 Fair value measurement

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The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property
- Financial assets and liabilities

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

**Level 1:** Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

**Level 2:** Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

**Level 3:** Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

## E2-1 Fair value measurement (continued)

\$ '000	Notes	Fair value measurement hierarchy									
		Date of latest valuation		Level 1 Quoted prices in active markets		Level 2 Significant observable inputs <sup>1,2</sup>		Level 3 Significant unobservable inputs		Total	
		2023	2022	2023	2022	2023	2022	2023	2022 Restated	2023	2022 Restated
<b>Recurring fair value measurements</b>											
<b>Financial assets</b>											
Financial investments	C1-2										
– 'Financial assets - "Available for sale"		30/06/2022	30/06/2022	–	–	–	–	–	–	–	–
<b>Total financial assets</b>				<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Infrastructure, property, plant and equipment</b>											
Plant & Equipment	C1-6	30/12/2022	30/06/2022	–	–	–	–	<b>12,103</b>	10,732	<b>12,103</b>	10,732
Plant and Equipment (Leased)		30/06/2022	30/06/2022	–	–	–	–	<b>512</b>	716	<b>512</b>	716
Office Equipment		30/06/2022	30/06/2022	–	–	–	–	<b>769</b>	1,210	<b>769</b>	1,210
Furniture & Fittings		30/06/2022	30/06/2022	–	–	–	–	<b>659</b>	666	<b>659</b>	666
Operational Land		30/06/2022	30/06/2022	–	–	<b>20,279</b>	17,603	–	–	<b>20,279</b>	17,603
Community Land		30/06/2022	30/06/2022	–	–	<b>69,533</b>	60,596	–	–	<b>69,533</b>	60,596
Land under roads (post 30/06/08)		30/06/2018	30/06/2018	–	–	–	–	–	19	–	19
Land Improvements depreciable		30/06/2023	30/06/2017	–	–	–	–	<b>12,539</b>	9,101	<b>12,539</b>	9,101
Buildings – non-specialised		30/06/2022	30/06/2022	–	–	<b>1,014</b>	823	<b>18,026</b>	16,792	<b>19,040</b>	17,615
Buildings – specialised		30/06/2022	30/06/2022	–	–	–	–	<b>40,179</b>	37,080	<b>40,179</b>	37,080
Other Structures		30/06/2022	30/06/2022	–	–	–	–	<b>25,258</b>	23,879	<b>25,258</b>	23,879
Roads		30/06/2021	30/06/2021	–	–	–	–	<b>351,418</b>	325,379	<b>351,418</b>	325,379
Bridges		30/06/2021	30/06/2021	–	–	–	–	<b>90,026</b>	57,910	<b>90,026</b>	57,910
Footpaths		30/06/2021	30/06/2021	–	–	–	–	<b>12,178</b>	8,381	<b>12,178</b>	8,381
Bulk Earthworks		30/06/2021	30/06/2021	–	–	–	–	<b>143,205</b>	207,812	<b>143,205</b>	207,812
Stormwater Drainage		30/06/2022	30/06/2022	–	–	–	–	<b>47,510</b>	39,613	<b>47,510</b>	39,613
Water Supply Network		30/06/2022	30/06/2022	–	–	–	–	<b>61,490</b>	56,064	<b>61,490</b>	56,064
Sewerage Network		30/06/2022	30/06/2022	–	–	–	–	<b>51,274</b>	45,198	<b>51,274</b>	45,198
Swimming Pools		30/06/2022	30/06/2017	–	–	–	–	<b>1,871</b>	–	<b>1,871</b>	–
Library Books		30/06/2022	30/06/2022	–	–	–	–	<b>117</b>	162	<b>117</b>	162
Other Assets		30/06/2022	30/06/2022	–	–	–	–	<b>310</b>	351	<b>310</b>	351
Tip Assets		30/06/2022	30/06/2022	–	–	–	–	<b>4,433</b>	5,074	<b>4,433</b>	5,074
Quarry Assets		30/06/2022	30/06/2022	–	–	–	–	<b>518</b>	587	<b>518</b>	587
<b>Total infrastructure, property, plant and equipment</b>				<b>–</b>	<b>–</b>	<b>90,826</b>	<b>79,022</b>	<b>874,395</b>	<b>846,726</b>	<b>965,221</b>	<b>925,748</b>

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## E2-1 Fair value measurement (continued)

\$ '000	Notes	Fair value measurement hierarchy									
		Date of latest valuation		Level 1 Quoted prices in active markets		Level 2 Significant observable inputs <sup>1, 2</sup>		Level 3 Significant unobservable inputs		Total	
		2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
									Restated		Restated
<b>Non-recurring fair value measurements</b>											
<b>Discontinued operations</b>											
Water Access Licences		30/06/2023	30/06/2022	6,370	2,428	–	–	–	–	6,370	2,428
<b>Total discontinued operations</b>				<b>6,370</b>	<b>2,428</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>6,370</b>	<b>2,428</b>

(1) Community Land revalued at 30 June 2022 and resulted in a change from Level 3 to Level 2 observable inputs.

(2) Buildings Specialised revalued at 30 June 2022 and resulted in a predominate change from Level 2 to Level 3 observable inputs.

## E2-1 Fair value measurement (continued)

### Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

#### **Plant and equipment, office equipment and furniture and fittings**

Quoted prices in an active market for similar items and asset conditions have been used to revalue these assets. A full revaluation has been completed by APV Valuers and Asset Management) on the 31 December 2022.

Examples of assets within these classes are as follows:

- Plant & Equipment – graders, trucks, rollers, tractors & motor vehicles
- Office Equipment – computers, photocopiers, phone systems etc.
- Furniture & Fittings – chairs, desks, cabinets etc.

#### **Operational and Community land**

Indexation has been done on this asset class as of 30 June 2023. The last full asset class valuation was by an independent consultant (APV Valuers and Asset Management) on 30 June 2022. Operational Land is valued based on purchase price and valuations provided by commercial valuers.

Community Land is based on land value of either recently sold properties which are of a similar type, the hypothetical development approach (using gross realisation, expected costs, profit and risk), the value to an adjoining owner approach (land has no commercial value and is valued with reference to adjoining owner land values) or the nominal value approach (land is deemed to have a nominal cost of \$1,000).

#### **Land Under Roads**

Last revalued in June 2018 internally by Council.

#### **Land Improvements**

Land Improvements comprises of flood levee banks and associated infrastructure like penstocks and flood gates.

This asset class was inspected and valued internal by Council on 30 June 2023. The valuations are based on a range of Level 3 inputs, including at an Asset Level or a Component Level (components, unit rates/ overall value, consumption scores and valuation profiles).

#### **Buildings – non-specialised and specialised**

Indexation has been done on this asset class as of 30 June 2023. The last full asset class valuation was by an independent consultant (APV Valuers and Asset Management) on 30 June 2022. Council engaged commercial valuers to value all Council's buildings as at 30 June 2022. Valuation techniques remained the same for the reporting period.

#### **Other structures**

Other Structures comprise of sundry recreational assets, signage, shade sails, irrigation systems, lights, fencing, cemeteries, wharfs, boat ramps, skate parks, pounds, sheds, carports, bus shelters, playground equipment and caravan parks assets etc.

Indexation has been done on this asset class as of 30 June 2023. The last full asset class valuation was by an independent consultant (APV Valuers and Asset Management) on 30 June 2022. The valuations are based on a range of Level 3 inputs, including at an Asset Level or a Component Level (components, unit rates/ overall value, consumption scores and valuation profiles).

#### **Roads, bridges, bulk earthworks and footpaths**

Council's Roads, Bridges Bulk Earthworks and Footpaths were inspected and valued by an independent consultant (Pavement Management Services) on 30 June 2021. The valuation was based on cost approach using Level 3 inputs to value this asset class and the following information was determined by the consultant for each component.

- The economic useful life has been assessed based on utilising construction year, asset replacement cost and condition after being reviewed carefully.
- The remaining service potential was determined based on physical condition data sampled by Australis Valuers.
- The replacement costs were developed from unit rates, quantities, sub-component factors and intangible factors.

## E2-1 Fair value measurement (continued)

- Condition assessment is based on factors such as age of the asset, overall condition, economic and functional obsolescence.
- Pattern of consumption straight line pattern of consumption.
- Indexation has been applied for the 2022/23 financial year.

### Drainage infrastructure

Indexation has been done on this asset class as of 30 June 2023. The last full asset class valuation was by an independent consultant (APV Valuers and Asset Management) on 30 June 2022. The valuation was based on cost approach using Level 3 inputs to value this asset class and the following information was determined by the consultant for each component.

- The economic useful life has been assessed based on utilising construction year, asset replacement cost and condition after being reviewed carefully.
- The remaining service potential was determined based on physical condition data sampled by APV Valuers and Asset Management.
- The replacement costs were developed from unit rates, quantities, sub-component factors and intangible factors.
- Condition assessment is based on factors such as age of the asset, overall condition, economic and functional obsolescence.
- Pattern of consumption straight line pattern of consumption.

### Water supply network

Assets within this class comprise reservoirs, pumping station, treatment plants and reticulation and delivery mains.

The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear metres of certain diameter pipes and prices per pit or similar may be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on their final determination of fair value. Additionally due to limitations in the historical records of very long lived assets, there is uncertainty regarding the actual design, specifications and dimensions of some assets. These assets are indexed each year in line with the NSW Reference Rates Manual as published by the Office of Water. These assets are assessed internally by technically qualified staff using externally provided indexation rates.

Indexation has been done on this asset class as of 30 June 2023. The last full asset class valuation was by an independent consultant (APV Valuers and Asset Management) on 30 June 2022.

### Sewerage network

Assets within this class comprise treatment plants, oxidation ponds, pumping stations and mains.

The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear metres of certain diameter pipes and prices per pit or similar may be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. Additionally due to limitations in the historical records of very long lived assets there is uncertainty regarding the actual design, specifications and dimensions of some assets. These assets are indexed each year in line with the NSW Reference Rates Manual as published by the Office of Water. These assets are assessed internally by technically qualified staff using externally provided indexation rates.

This asset class was inspected and valued by an independent consultant (APV Valuers and Asset Management) on 30 June 2022.

### Swimming Pools

This asset class was inspected and valued by an independent consultant (APV Valuers and Asset Management) on 30 June 2023. The valuations are based on a range of Level 3 inputs, including at an Asset Level or a Component Level (components, unit rates/ overall value, consumption scores and valuation profiles).

### Other Assets

Assets within this class comprise library books, heritage collections and reinstatement of tip and quarry assets etc. Council's Asset Department undertook a revaluation for these assets as at 30 June 2023. Quoted prices in an active market for similar items and condition assessment have been used to revalue these assets.

## E2-1 Fair value measurement (continued)

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Landfill remediation included a recalculation of remediation costs, which have a bearing on the asset valuation. The remediation costs for were based on a report provided by Talis Consultants in June 2022 and reviewed and index for the 2022/23 financial year.

Quarry assets were indexed as at 30 June 2023. Council had undertaken a full revaluation process for the 2020/21 financial year, using in-house experience and supplier invoices/ quotes (where applicable) to derive unit costings at 30 June 2021. For 2022/23 financial year, there was a recalculation of remediation costs based on indexation parameters, which have a bearing on the asset valuation. The remediation costs were based on Infrastructure Department costs to remediate the assets.

### **Financial Assets – Non-current assets classified as “available for sale” - Shares**

Council values the shares held at their original purchase prices as there are no quoted prices in an active market.

### **Intangible Assets**

#### **Water Access Licences**

Council values water access licences based on quoted prices in an active market. These were changed for the current year and the previous year due to the recognition of previously unrecognised water rights.

## Fair value measurements using significant unobservable inputs (level 3)

### **The valuation process for level 3 fair value measurements**

Council uses a combination of commercial Valuers and Council's Engineering Department staff.

Valuation Technique – where the Council staff are suitably qualified and are appropriately resourced to undertake the asset valuation, then an internal valuation will be undertaken. The calculation is based on the components unit costs of the asset class as disclosed in Note E2-1. Recent similar construction projects are assessed to determine the appropriate unit costs. This determines the “Gross carrying Amount”. An assessment of the useful life and remaining useful life of the assets components, through a condition assessment is undertaken. This determines the “Accumulated Depreciation and Impairment” and the “Net Carrying Amount”.

If suitably qualified staff are not available then the Council will employ contractors to do part or all of the above process.

Post Valuation - The Council's Director Engineering Services overviews the valuation process.

## E2-1 Fair value measurement (continued)

### Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

\$ '000	Fair value (30/6/23) 2023	Valuation technique/s	Unobservable inputs
<b>I,PP&amp;E</b>			
Plant and equipment	12,103	Depreciated Replacement Cost	Purchase Price Remaining useful life Residue Value
Office equipment	769	Depreciated Replacement Cost	Purchase Price Remaining useful life Residue Value
Furniture and fittings	659	Depreciated Replacement Cost	Purchase Price Remaining useful life Residue Value
Plant and Equipment (Leased)	512	Depreciated Replacement Cost	Purchase Price Remaining useful life Residue Value
Land improvements – depreciable	12,539	Depreciated Replacement Cost	Gross Replacement Cost Asset Condition Remaining useful Life
Buildings - non specialised	18,026	Depreciated Replacement Cost	Gross Replacement Cost Asset Condition Remaining useful Life
Buildings – specialised	40,179	Depreciated Replacement Cost	Gross Replacement Cost Asset Condition Remaining useful Life
Other structures	25,258	Depreciated Replacement Cost	Gross Replacement Cost Asset Condition Remaining useful Life
Roads, bridges and footpaths	453,622	Depreciated Replacement Cost	Gross Replacement Cost Asset Condition Remaining useful Life
Bulk earthworks	143,205	Depreciated Replacement Cost	Gross Replacement Cost
Stormwater drainage	47,510	Depreciated Replacement Cost	Gross Replacement Cost Asset Condition Remaining useful life
Water supply network	61,490	Depreciated Replacement Cost	Gross Replacement Cost Asset Condition Remaining useful life
Sewerage network	51,274	Depreciated Replacement Cost	Gross Replacement Cost Asset Condition Remaining useful life
Swimming Pools	1,871	Depreciated Replacement Cost	Gross Replacement Cost Asset Condition Remaining useful life
Tips and Quarries	4,951	Depreciated Replacement Cost	Gross Replacement Cost Asset Condition Remaining useful life
Other Assets	427	Depreciated Replacement Cost	Gross Replacement Cost Asset Condition Remaining useful life
<b>Non-current assets classified as 'held for sale'</b>			
Shares	–	Original Purchase Price	Current value indefinable as not traded in an active share market



## E2-1 Fair value measurement (continued)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Plant and equipment including leased		Office equipment		Furniture and fittings		Land improvement depreciable	
	2023	2022	2023	2022	2023	2022	2023	2022
<b>Opening balance</b>	<b>11,448</b>	13,464	<b>1,210</b>	1,568	<b>666</b>	474	<b>9,101</b>	3,688
<b>Total gains or losses for the period</b>								
<b>Other movements</b>								
Purchases (GBV)	1,487	1,505	–	136	5	19	–	–
Disposals (WDV)	(190)	(212)	–	–	–	–	–	–
Depreciation and impairment	(2,693)	(1,455)	(461)	(310)	(39)	(43)	(6)	(113)
Revaluation Movement - Equity	2,596	–	20	–	27	216	3,444	5,526
Revaluation Movement - Income Statement	–	(1,836)	–	(193)	–	–	–	–
Other	(33)	(18)	–	9	–	–	–	–
<b>Closing balance</b>	<b>12,615</b>	11,448	<b>769</b>	1,210	<b>659</b>	666	<b>12,539</b>	9,101

\$ '000	Building specialised		Building Non Specialised		Other structures		Roads, bridges and footpaths	
	2023	2022	2023	2022	2023	2022 Restated	2023	2022
<b>Opening balance</b>	<b>37,080</b>	30,029	<b>17,615</b>	9,207	<b>23,879</b>	18,624	<b>391,670</b>	389,760
<b>Total gains or losses for the period</b>								
<b>Other movements</b>								
Purchases (GBV)	824	150	43	82	65	1,821	13,990	13,690
Disposals (WDV)	–	–	–	–	(1)	(13)	(3,698)	(2,333)
Depreciation and impairment	(950)	(1,268)	(396)	(367)	(1,626)	(813)	(12,502)	(15,392)
Revaluation Movement - Equity	3,225	7,851	722	8,695	2,941	4,249	64,212	5,945
Revaluation Movement - Income Statement	–	–	–	–	–	–	–	–
Other	–	318	42	(2)	–	11	(50)	–
<b>Closing balance</b>	<b>40,179</b>	37,080	<b>18,026</b>	17,615	<b>25,258</b>	23,879	<b>453,622</b>	391,670

\$ '000	Bulk earthworks		Stormwater drainage		Water supply network		Sewerage network	
	2023	2022	2023	2022	2023	2022	2023	2022
<b>Opening balance</b>	<b>207,812</b>	203,230	<b>39,613</b>	45,902	<b>56,064</b>	41,529	<b>45,198</b>	38,775
<b>Total gains or losses for the period</b>								
<b>Other movements</b>								
Purchases (GBV)	1,424	1,243	3,875	2,116	2,554	5,047	2,864	627
Disposals (WDV)	(1,658)	(272)	–	(11)	(106)	(327)	(16)	(218)
Depreciation and impairment	–	–	(667)	(646)	(1,396)	(1,189)	(1,186)	(965)
Revaluation Movement - Equity	(64,373)	3,611	4,689	(7,748)	4,374	11,004	4,414	6,979
Revaluation Movement - Income Statement	–	–	–	–	–	–	–	–
<b>Closing balance</b>	<b>143,205</b>	207,812	<b>47,510</b>	39,613	<b>61,490</b>	56,064	<b>51,274</b>	45,198

\$ '000	Swimming pools		Tip and quarry assets		Other assets		Total	
	2023	2022	2023	2022	2023	2022	2023	2022 Restated
<b>Opening balance</b>	–	–	<b>5,661</b>	2,540	<b>513</b>	783	<b>847,530</b>	<b>799,573</b>
Purchases (GBV)	–	–	38	–	–	33	27,169	26,469
Disposals (WDV)	–	–	(38)	–	–	–	(5,707)	(3,386)

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## E2-1 Fair value measurement (continued)

	Swimming pools		Tip and quarry assets		Other assets		Total	
	2023	2022	2023	2022	2023	2022	2023	2022 Restated
<b>\$ '000</b>								
Depreciation and impairment	(81)	–	(967)	(336)	(106)	(80)	(23,076)	(22,977)
Revaluation Movement - Equity	1,952	–	–	–	20	125	28,263	46,453
Revaluation Movement - Income Statement	–	–	–	–	–	–	–	(2,029)
Reinstatement	–	–	257	3,457	–	–	257	3,457
Other	–	–	–	–	–	(348)	(41)	(30)
<b>Closing balance</b>	<b>1,871</b>	<b>–</b>	<b>4,951</b>	<b>5,661</b>	<b>427</b>	<b>513</b>	<b>874,395</b>	<b>847,530</b>

### Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

## E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

### LIABILITIES NOT RECOGNISED

#### 1. Guarantees

##### (i) Defined benefit superannuation contribution plans

Murray River Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 *Employee Benefits* for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

##### *Description of the funding arrangements*

Pooled employers are required to pay standard employer contributions and additional lump sum contributions to the fund. The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working lifetime of a typical new entrant is calculated. The current standard employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Member; Nil for 180 Point Members*
Division C	2.5% Salaries
Division D	1.64 times member contributions

\*\* For 180 Point Members, Employers are required to contribute 8.0% of salaries for the year ending 30 June 2023 (increasing to 8.5% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June 2022. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities. It is estimated that there are \$22,422.12 past service contributions remaining.

##### *Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan*

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses. However, there is no relief under the fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the council.

There are no specific provisions under the fund's trust deed dealing with deficits or surplus on wind-up.

The amount of employer contributions to the defined benefit section of the Scheme and recognised as an expense and disclosed as part of the superannuation expenses in Note B3-1 for the year ending 30 June 2023 was \$52,799.79. The last valuation of the Scheme was performed by Actuary, Mr. Richard Boyfield for the year ended 30 June 2022.

Murray River Council's expected contribution to the plan for the next annual reporting period is \$39,288.24.

The estimated employer reserves financial position for the pooled employees at 30 June 2023 is:

Employer reserves only*	\$millions	Asset Coverage
Assets	2,290.9	
Past Service Liabilities	2,236.1	102.4%

## E3-1 Contingencies (continued)

Vested Benefits	2,253.6	101.7%
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\* excluding member accounts and reserves on both assets and liabilities

Murray River Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Murray River Council's accounts. Murray River Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long-term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.00% per annum
Salary inflation	3.50% per annum
Increase in CPI	6.0% for FY 22/23 2.50% per annum thereafter

\*Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the pooled employers.

### (ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

### (iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

### (iv) Other guarantees

Council has provided no other guarantees other than those listed above.

## 2. Other liabilities

### (i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

### (ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

## E3-1 Contingencies (continued)

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At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

### **ASSETS NOT RECOGNISED**

#### **(i) Land under roads**

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30 June 2008.

#### **(ii) Infringement notices/fines**

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

## F People and relationships

### F1 Related party disclosures

#### F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly. The amount of KMP compensation included in Income Statement:

\$ '000	2023	2022
Short-term benefits	3,412	1,855
Post-employment benefits	296	181
Other long-term benefits	73	48
Termination benefits	40	23
<b>Total</b>	<b>3,821</b>	<b>2,107</b>

#### Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

Nature of the transaction	Ref	Transactions during the year	Outstanding balances including commitments	Terms and conditions	Impairment provision on outstanding balances	Impairment expense
\$ '000						
<b>2023</b>						
Automotive business (registration checks)		1	-		-	-
General Store		1	-		-	-
Excavations		460	-		-	-
Arborist		46	-		-	-
Deferred debtor loan	1	-	-		-	-
<b>2022</b>						
Automotive business (registration checks)		1	-		-	-
General Store		-	-		-	-
Excavations		-	-		-	-
Arborist		-	-		-	-
Deferred debtor loan	1	22	-		-	-

1. A KMP has purchased land from Council at arm's length.

## F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2023	2022
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	28	16
Councillors' fees	114	118
Other Councillors' expenses (including Mayor)	123	100
Election Expenses	-	-
<b>Total</b>	<b>265</b>	<b>234</b>

## F2 Other relationships

### F2-1 Audit fees

\$ '000	2023	2022
During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms		
<b>Auditors of the Council - NSW Auditor-General:</b>		
<b>(i) Audit and other assurance services</b>		
Audit and review of financial statements	145	134
<b>Remuneration for audit and other assurance services</b>	<b>145</b>	<b>134</b>
<b>(ii) Non-assurance services</b>		
Tax compliance services	-	1
<b>Remuneration for non-assurance services</b>	<b>-</b>	<b>1</b>
<b>Total Auditor-General remuneration</b>	<b>145</b>	<b>135</b>
<b>Non NSW Auditor-General audit firms</b>		
<b>(i) Audit and other assurance services</b>		
Internal audit services	24	22
<b>Remuneration for audit and other assurance services</b>	<b>24</b>	<b>22</b>
<b>(ii) Non-assurance services</b>		
Waste Audit	-	9
Audit Risk and Improvement Committee	36	39
<b>Remuneration for non-assurance services</b>	<b>36</b>	<b>48</b>
<b>Total remuneration of non NSW Auditor-General audit firms</b>	<b>60</b>	<b>70</b>
<b>Total audit fees</b>	<b>205</b>	<b>205</b>

## G Other matters

### G1-1 Statement of Cash Flows information

#### (a) Reconciliation of net operating result to cash provided from operating activities

\$ '000	2023	2022 Restated
<b>Net operating result from Income Statement</b>	<b>15,021</b>	(2,216)
<b>Add / (less) non-cash items:</b>		
Depreciation and amortisation	23,076	22,977
(Gain) / loss on disposal of assets	4,800	4,078
Non-cash capital grants and contributions	(13,624)	(6,568)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Revaluation decrements / impairments of IPP&E direct to P&L	169	2,078
– Other (Revaluation Intangible Assets)	1,062	139
Amortisation of premiums, discounts and prior period fair valuations		
– Interest exp. on interest-free loans received by Council (previously fair valued)	13	17
<b>Movements in operating assets and liabilities and other cash items:</b>		
(Increase) / decrease of receivables	1,297	(5,973)
Increase / (decrease) in provision for impairment of receivables	2	10
(Increase) / decrease of inventories	192	45
(Increase) / decrease of other current assets	256	(447)
Increase / (decrease) in payables	(11)	(305)
Increase / (decrease) in other accrued expenses payable	475	62
Increase / (decrease) in other liabilities	479	543
Increase / (decrease) in contract liabilities	(84)	919
Increase / (decrease) in employee benefit provision	(585)	431
Increase / (decrease) in other provisions	542	3,460
<b>Net cash flows from operating activities</b>	<b>33,080</b>	<b>19,250</b>

#### (b) Non-cash investing and financing activities

Developer contributions 'in kind'	13,624	6,555
<b>Total non-cash investing and financing activities</b>	<b>13,624</b>	<b>6,555</b>



## G2-1 Commitments

### Capital commitments (exclusive of GST)

\$ '000	2023	2022
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Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

#### Property, plant and equipment

Plant and equipment	–	364
Road infrastructure	595	4,080
Bridges	3,804	4,674
Other	4,953	1,900
Wastewater	–	422
Buildings	5,041	–
<b>Total commitments</b>	<b>14,393</b>	<b>11,440</b>

#### These expenditures are payable as follows:

Within the next year	14,393	11,440
<b>Total payable</b>	<b>14,393</b>	<b>11,440</b>

#### Sources for funding of capital commitments:

Unexpended grants	1,180	364
Externally restricted reserves	763	422
Unrestricted general funds	2,778	227
Future grants and contributions	9,672	10,427
<b>Total sources of funding</b>	<b>14,393</b>	<b>11,440</b>

#### Details of capital commitments

Construction of Landfill Cell and Leachate Pond \$2.147 Million,  
 Installation of Leachate Management System \$ 690K  
 Construction of Moama Pre School \$4.692 Million  
 Supply and installation to bridges \$3.804 Million  
 Sports Lighting upgrades \$904K  
 Sports change facility – Jack Eddy oval \$185K  
 Tatalia Road/Cobb Highway Intersection Upgrade – stage 1 \$595K

## G3-1 Events occurring after the reporting date

Council is aware of the following 'non-adjusting events' that merit disclosure:

- Council has resolved at the August 2023 ordinary council meeting (resolution 090823) that it will put up for sale Lot 3 DP 813704 Mathoura Line Road Moama through an expression of interest process. Council, as of 30 June 2023, carried this land as Operational Land. Upon council resolution, it has become land held for sale.

## G4 Changes from prior year statements

### G4-1 Correction of errors

#### Infrastructure, Property, Plant and Equipment Assets (IPP&E)

Council had the Other Structures asset class revalued as part of the 2021/22 financial year. The results of that revaluation were booked in Council's financial system as of 30 June 2022. A review of the Other Structures asset register for the 2022/23 financial year subsequently identified a net fair value of \$8,518,810 variance, which was the result of certain assets being omitted in the final 2021/22 financial year valuation report.

Council instructed the valuer who performed the original 2021/22 valuation to update it with the identified assets and reissue the revaluation report as of 30 June 2022.

The result of the prior period adjustment is as follows:

Gross replacement value	\$12,641,584
Less accumulated depreciation	( \$ 4,117,996)
Fair value adjustment	\$ 8,523,588

The amendment identified has been corrected by restating the IPP&E and Income Statement balances as of 30 June 2022 and taking the adjustment through to both accumulated surplus of \$1,210,922 and revaluation reserve of \$7,312,666.

The Income Statement needed to be adjusted at 30 June 2023 as there Other structures revaluation reserve was insufficient to cover the revaluation decrement. As a result, \$1,210,922 was recognised as an expense in the Depreciation, amortisation and impairment of non-financial assets expense line. The prior period adjustment requires this decrement to be reversed with the remaining balance of the adjustment of \$7,312,666 increase the Other Structures revaluation reserve.

Comparatives have been changed to reflect the correction of errors. The impact on each line item is shown in the tables below.

#### Statement of Financial Position

\$ '000	Original Balance 30 June, 2022	Impact Increase/ (decrease)	Restated Balance 30 June, 2022
Infrastructure, property, plant and equipment (IPPE)	927,261	8,524	935,785
<b>Total non-current assets</b>	<b>933,529</b>	<b>8,524</b>	<b>942,053</b>
<b>Total assets</b>	<b>997,094</b>	<b>8,524</b>	<b>1,005,618</b>
<b>Net assets</b>	<b>970,595</b>	<b>8,524</b>	<b>979,119</b>
Accumulated Surplus	729,504	1,211	730,715
IPPE Revaluation Reserve	241,091	7,313	248,404
<b>Total equity</b>	<b>970,595</b>	<b>8,524</b>	<b>979,119</b>

#### Income Statement

\$ '000	Original Balance 30 June, 2022	Impact Increase/ (decrease)	Restated Balance 30 June, 2022
Depreciation, amortisation and impairment of non-financial assets	26,266	(1,211)	25,055
<b>Total expenses from continuing operations</b>	<b>68,337</b>	<b>(1,211)</b>	<b>67,126</b>
<b>Net operating result for the year</b>	<b>(3,427)</b>	<b>1,211</b>	<b>(2,216)</b>

## G4-1 Correction of errors (continued)

## Statement of Comprehensive Income

\$ '000	Original Balance 30 June, 2022	Impact Increase/ (decrease)	Restated Balance 30 June, 2022
<b>Net operating result for the year</b>	<b>(3,427)</b>	<b>1,211</b>	<b>(2,216)</b>
Gain (loss) on revaluation of infrastructure, property, plant and equipment	97,579	7,313	104,892
<b>Other comprehensive income</b>	<b>97,718</b>	<b>7,313</b>	<b>105,031</b>
<b>Total comprehensive income for the year</b>	<b>94,291</b>	<b>8,524</b>	<b>102,815</b>

## G5 Statement of developer contributions as at 30 June 2023

### G5-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2022	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2023	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other					
Drainage	164	114	–	5,885	6	–	–	284	–
Roads	1,754	987	–	3,812	60	(96)	–	2,705	–
Open space	234	114	–	–	7	(54)	–	301	–
Community facilities	104	48	–	–	3	–	–	155	–
Domestic Waste	139	76	–	–	1	(138)	–	78	–
<b>S7.11 contributions – under a plan</b>	<b>2,395</b>	<b>1,339</b>	<b>–</b>	<b>9,697</b>	<b>77</b>	<b>(288)</b>	<b>–</b>	<b>3,523</b>	<b>–</b>
<b>S7.12 levies – under a plan</b>	<b>383</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>13</b>	<b>–</b>	<b>–</b>	<b>396</b>	<b>–</b>
<b>Total S7.11 and S7.12 revenue under plans</b>	<b>2,778</b>	<b>1,339</b>	<b>–</b>	<b>9,697</b>	<b>90</b>	<b>(288)</b>	<b>–</b>	<b>3,919</b>	<b>–</b>
S7.11 not under plans	16	–	–	–	1	–	–	17	–
S64 contributions	1,987	1,208	–	5,702	59	(238)	–	3,016	–
<b>Total contributions</b>	<b>4,781</b>	<b>2,547</b>	<b>–</b>	<b>15,399</b>	<b>150</b>	<b>(526)</b>	<b>–</b>	<b>6,952</b>	<b>–</b>

Under the *Environmental Planning and Assessment Act 1979*, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

### G5-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2022	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2023	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other					
<b>CONTRIBUTION PLAN (former Murray Shire)</b>									
Drainage	149	114	–	–	5	–	–	268	–
Roads	1,404	684	–	3,812	49	(67)	–	2,070	–
Open space	224	113	–	–	7	(52)	–	292	–
Community facilities	71	48	–	–	2	–	–	121	–
Domestic Waste	139	76	–	–	1	(138)	–	78	–
<b>Total</b>	<b>1,987</b>	<b>1,035</b>	<b>–</b>	<b>3,812</b>	<b>64</b>	<b>(257)</b>	<b>–</b>	<b>2,829</b>	<b>–</b>
<b>CONTRIBUTION PLAN (former Wakool)</b>									
Drainage	15	–	–	5,885	1	–	–	16	–
Roads	350	303	–	–	11	(29)	–	635	–
Open space	10	1	–	–	–	(2)	–	9	–
Community facilities	33	–	–	–	1	–	–	34	–

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## G5-2 Developer contributions by plan (continued)

Total	408	304	-	5,885	13	(31)	-	694	-
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\$ '000	Opening balance at 1 July 2022	Contributions received during the year				Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2023	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other						

## S7.12 Levies – under a plan

## CONTRIBUTION PLAN (former Murray Shire)

Community facilities	383	-	-	-	13	-	-	396	-
<b>Total</b>	<b>383</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>396</b>	<b>-</b>

## G5-3 Contributions not under plans

## S94 CONTRIBUTIONS – NOT UNDER A PLAN (former Wakool)

Kerb & Gutter	16	-	-	-	1	-	-	17	-
<b>Total</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>17</b>	<b>-</b>

## G5-4 S64 contributions

## S64 contributions (former Murray Shire)

Sewer	1,102	416	-	3,268	35	(92)	-	1,461	-
Water	385	784	-	2,434	16	-	-	1,185	-
<b>Total</b>	<b>1,487</b>	<b>1,200</b>	<b>-</b>	<b>5,702</b>	<b>51</b>	<b>(92)</b>	<b>-</b>	<b>2,646</b>	<b>-</b>

## S64 contributions (former Wakool)

Sewerage	407	4	-	-	8	(105)	-	314	-
Water	93	4	-	-	-	(41)	-	56	-
<b>Total</b>	<b>500</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>(146)</b>	<b>-</b>	<b>370</b>	<b>-</b>

## G6 Statement of performance measures

### G6-1 Statement of performance measures – consolidated results

\$ '000	Amounts	Indicator	Indicators		Benchmark
	2023	2023	Restated 2022	2021	
<b>1. Operating performance ratio</b>					
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	<b>(13,706)</b>	<b>(25.90)%</b>	(31.18)%	(11.51)%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<b>52,916</b>				
<b>2. Own source operating revenue ratio</b>					
Total continuing operating revenue excluding all grants and contributions <sup>1</sup>	<b>31,646</b>	<b>36.54%</b>	42.90%	43.70%	> 60.00%
Total continuing operating revenue <sup>1</sup>	<b>86,614</b>				
<b>3. Unrestricted current ratio</b>					
Current assets less all external restrictions	<b>24,672</b>	<b>3.09x</b>	3.71x	3.53x	> 1.50x
Current liabilities less specific purpose liabilities	<b>7,978</b>				
<b>4. Debt service cover ratio</b>					
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	<b>9,752</b>	<b>8.11x</b>	8.58x	16.39x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<b>1,202</b>				
<b>5. Rates and annual charges outstanding percentage</b>					
Rates and annual charges outstanding	<b>2,502</b>	<b>11.57%</b>	11.72%	10.19%	< 10.00%
Rates and annual charges collectable	<b>21,628</b>				
<b>6. Cash expense cover ratio</b>					
Current year's cash and cash equivalents plus all term deposits	<b>57,210</b>	<b>14.67 months</b>	13.44 months	16.27 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	<b>3,899</b>				

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

## G6-2 Statement of performance measures by fund

\$ '000	General Indicators <sup>3</sup>		Water Indicators		Sewer Indicators		Benchmark
	2023	2022	2023	2022	2023	2022	
<b>1. Operating performance ratio</b>							
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	<b>(50.71)%</b>	(43.95)%	<b>33.63%</b>	16.27%	<b>53.61%</b>	22.94%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>							
<b>2. Own source operating revenue ratio</b>							
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<b>32.98%</b>	36.19%	<b>51.77%</b>	79.28%	<b>54.78%</b>	76.11%	> 60.00%
Total continuing operating revenue <sup>1</sup>							
<b>3. Unrestricted current ratio</b>							
Current assets less all external restrictions	<b>3.09x</b>	3.71x	<b>34.74x</b>	42.85x	<b>303.79x</b>	404.06x	> 1.50x
Current liabilities less specific purpose liabilities							
<b>4. Debt service cover ratio</b>							
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	<b>0.96x</b>	4.65x	∞	∞	∞	∞	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)							
<b>5. Rates and annual charges outstanding percentage</b>							
Rates and annual charges outstanding	<b>15.43%</b>	15.44%	<b>0.00%</b>	0.00%	<b>0.00%</b>	0.00%	< 10.00%
Rates and annual charges collectable							
<b>6. Cash expense cover ratio</b>							
Current year's cash and cash equivalents plus all term deposits	<b>14.28 months</b>	12.78 months	∞	∞	∞	∞	> 3.00 months
Monthly payments from cash flow of operating and financing activities							

(1) - (2) Refer to Notes at Note 26a above.

(3) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

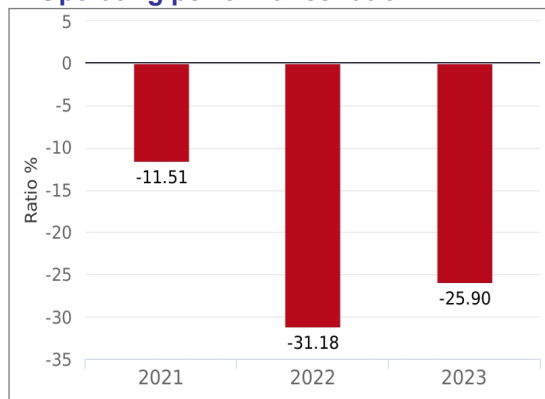
**End of the audited financial statements**



## H Additional Council disclosures (unaudited)

### H1-1 Statement of performance measures – consolidated results (graphs)

#### 1. Operating performance ratio



#### Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

#### Commentary on 2022/23 result

2022/23 ratio (25.90)%

Operating performance continues to perform under the threshold of 0 or above. Ratio has improved when compared to 2022 year and whilst overall revenue has increased from 2022 \$64.9 million up to \$86.5 million, capital grant and contributions accounts for \$15.3 million of this difference - capital revenue is excluded from the operating result ratio. The high depreciation expense continues to have a significant impact on this ratio.

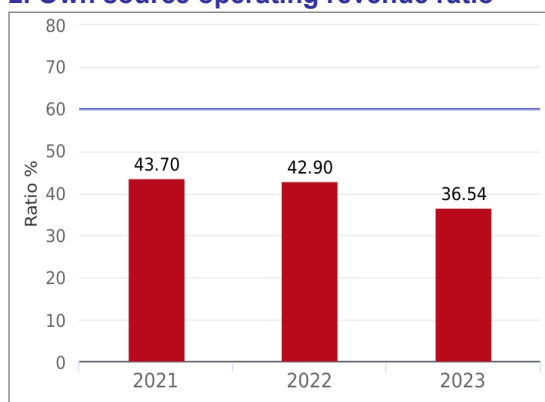
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

#### 2. Own source operating revenue ratio



#### Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

#### Commentary on 2022/23 result

2022/23 ratio 36.54%

Council continues to rely heavily on grant funding, which results in this ratio being below the minimum 60% benchmark. Council will struggle to achieve this benchmark as it has reliance on grant funding to function due to the low rate base to levy rates and annual charges. Has decreased for the 2022/23 year due to increase in operational grant funding for flood preparation, response and repair works.

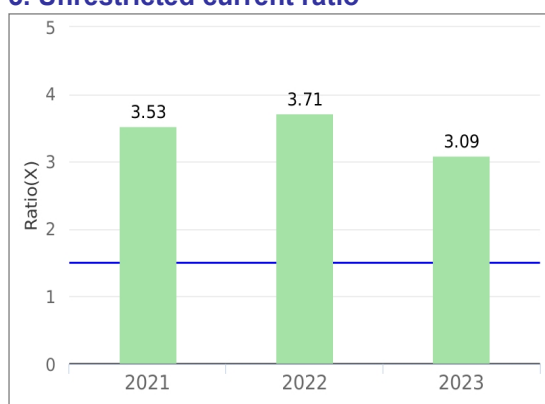
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

#### 3. Unrestricted current ratio



#### Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

#### Commentary on 2022/23 result

2022/23 ratio 3.09x

This benchmark continues to perform well. Has remained consistent over the 4 years.

Benchmark: — > 1.50x

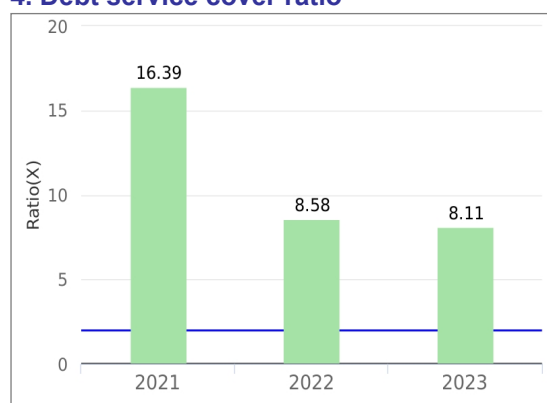
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

## H1-1 Statement of performance measures – consolidated results (graphs) (continued)

### 4. Debt service cover ratio



#### Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

#### Commentary on 2022/23 result

2022/23 ratio 8.11x

This ratio remains consistently strong and shows Council can cover its debt servicing obligations.

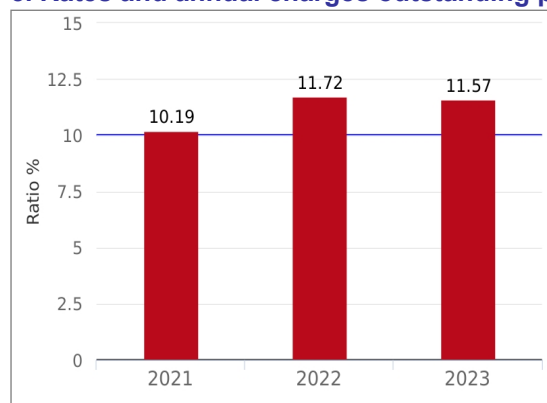
Benchmark: — > 2.00x

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

### 5. Rates and annual charges outstanding percentage



#### Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

#### Commentary on 2022/23 result

2022/23 ratio 11.57%

A slight decrease on the 2021/22 financial year comparative. However, still above the maximum 10% level for a regional council. Council is looking at an unpaid rates sale during the 2023/24 year to help address this and reduce the ratio back under the 10% ceiling.

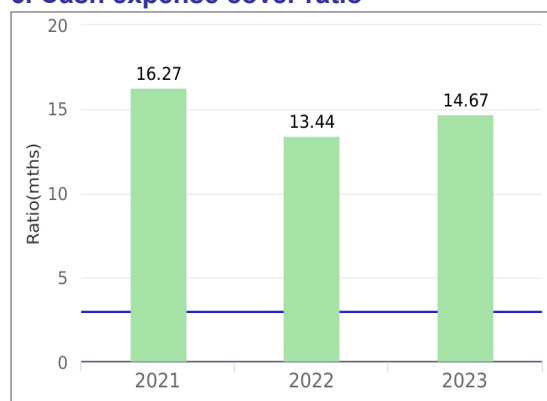
Benchmark: — < 10.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

### 6. Cash expense cover ratio



#### Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

#### Commentary on 2022/23 result

2022/23 ratio 14.67 months

Increased to 14.67 months - increase of 1 month when compared to the 2021.22 financial year of 13.44 months, as a result of Council receiving additional grant funding during the 2022/23 financial year and not expended by 30 June 2023.

Benchmark: — > 3.00months

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

## H1-2 Council information and contact details

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**Principal place of business:**

52 Perricoota Road  
Moama NSW 2731

**Contact details**

Mailing Address:  
PO Box 906  
Moama NSW 2731

**Telephone:** 1300 087 004

**Opening hours:**

Opening hours for all service centres are  
Monday to Friday 9:00 am to 4:00 pm

**Internet:** [www.murrayriver.nsw.gov.au](http://www.murrayriver.nsw.gov.au)

**Email:** [admin@murrayriver.nsw.gov.au](mailto:admin@murrayriver.nsw.gov.au)

**Officers**

**CHIEF EXECUTIVE OFFICER**

Terry Dodds

**RESPONSIBLE ACCOUNTING OFFICER**

Kristopher Kershaw

**PUBLIC OFFICER**

Terry Dodds

**AUDITORS**

Audit Office of New South Wales  
GPO Box 12  
SYDNEY NSW 2001

**Elected members**

**MAYOR**

Frank Crawley

**COUNCILLORS**

Neil Gorey (Deputy Mayor)  
Nikki Cohen  
Ann Crowe  
Dennis Gleeson  
Chris Bilkey  
Kron Nicholas  
Geoff Wise  
Thomas Weyrich

**Other information**

**ABN:** 30 30 8161 484



## INDEPENDENT AUDITOR'S REPORT

### Report on the general purpose financial statements

#### Murray River Council

To the Councillors of Murray River Council

### Qualified Opinion

I have audited the accompanying financial statements of Murray River Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2023, the Statement of Financial Position as at 30 June 2023, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, except for the effects of the matter described in the 'Basis for Qualified Opinion' section of my report:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been prepared, in all material respects, in accordance with the requirements of this Division
  - are consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2023, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My qualified opinion should be read in conjunction with the rest of this report.

### Basis for Qualified Opinion

#### Non recognition of rural fire-fighting equipment

As disclosed in Note C1-6 'Infrastructure, property, plant and equipment' to the financial statements, the Council has not recognised rural fire-fighting equipment as assets in the Statement of Financial Position at 30 June 2023. In my opinion, these assets are controlled by the Council and should be recognised as assets in accordance with AASB 116 'Property, Plant and Equipment'.

Australian Accounting Standards refer to control of an asset as being the ability to direct the use of, and obtain substantially all of the remaining benefits from, the asset. Control includes the ability to prevent other entities from directing the use of, and obtaining the benefits from, an asset.

Rural fire-fighting equipment is controlled by the Council as:

- these assets are vested in the Council under section 119(2) of the *Rural Fires Act 1997* (Rural Fires Act), giving the Council legal ownership
- the Council has the ability, outside of emergency events as defined in section 44 of the Rural Fires Act, to prevent the NSW Rural Fire Service from directing the use of the rural fire-fighting equipment by either not entering into a service agreement, or cancelling the existing service agreement that was signed on 2 September 2009
- the Council has specific responsibilities for fire mitigation and safety works and bush fire hazard reduction under Part 4 of the Rural Fires Act. The Council obtains economic benefits from the rural fire-fighting equipment as these assets are used to fulfil Council's responsibilities
- in the event of the loss of an asset, the insurance proceeds must be paid into the New South Wales Rural Fire Fighting Fund (section 119(4) of the Rural Fires Act) and be used to reacquire or build a similar asset, which is again vested in the Council as an asset provided free of charge.

The Council has not undertaken procedures to confirm the completeness, accuracy, existence or condition of these assets. Nor has the Council performed procedures to identify the value of assets vested in it during the year. When these assets are vested, no financial consideration is required from the Council and as such the assets are provided to the Council free-of-charge.

This is a limitation on the scope of my audit as I was unable to obtain sufficient appropriate audit evidence to:

- support the carrying values of rural fire-fighting equipment assets that should be recorded in the Statement of Financial Position and related notes as at 30 June 2023
- determine the impact on the 'Accumulated surplus' in the Statement of Changes in Equity and Statement of Financial Position
- determine the amount of 'Grants and contributions provided for capital purposes' income from any rural fire-fighting equipment assets vested as an asset received free of charge during the year and/or 'Depreciation, amortisation and impairment of non-financial assets' expense that should be recognised in the Income Statement for the year ended 30 June 2023
- determine the impact on the 'Operating performance' and 'Own source operating revenue' ratios in Note G6-1 'Statement of performance measures – consolidated results' and Note G6-2 'Statement of performance measures by fund'.

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

## Other Information

The Council's annual report for the year ended 30 June 2023 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

## The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

## Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Somaiya Ahmed  
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

31 October 2023  
SYDNEY



Francis Crawley  
Mayor  
Murray River Council  
PO Box 906  
MOAMA NSW 2731

Contact: Somaiya Ahmed  
Phone no: 02 9275 7424  
Our ref: R008-16585809-47087

31 October 2023

Dear Mayor

## **Report on the Conduct of the Audit for the year ended 30 June 2023 Murray River Council**

I have audited the general purpose financial statements (GPFS) of the Murray River Council (the Council) for the year ended 30 June 2023 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed a modified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2023 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

### **SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS**

I identified the following significant audit issues and observations during my audit of the Council's financial statements. These issues and observations were addressed as part of my audit.

#### **Modification to the opinion in the Independent Auditor's Report**

##### **Non-recognition of rural fire-fighting equipment**

The Council has not recognised rural fire-fighting equipment as assets within 'Infrastructure, property, plant and equipment' in the Statement of Financial Position at 30 June 2023. In my opinion, these assets are controlled by the Council and should be recognised as assets in accordance with AASB 116 'Property, Plant and Equipment'.

Australian Accounting Standards refer to control of an asset as being the ability to direct the use of, and obtain substantially all of the remaining benefits from, the asset. Control includes the ability to prevent other entities from directing the use of, and obtaining the benefits from, an asset.



Rural fire-fighting equipment is controlled by the Council as:

- these assets are vested in the Council under section 119(2) of the *Rural Fires Act 1997* (Rural Fires Act), giving the Council legal ownership
- the Council has the ability, outside of emergency events as defined in section 44 of the Rural Fires Act, to prevent the NSW Rural Fire Service from directing the use of the rural fire-fighting equipment by either not entering into a service agreement, or cancelling the existing service agreement that was signed on 13 December 2020
- the Council has specific responsibilities for fire mitigation and safety works and bush fire hazard reduction under Part 4 of the Rural Fires Act. The Council obtains economic benefits from the rural fire-fighting equipment as these assets are used to fulfil Council's responsibilities
- in the event of the loss of an asset, the insurance proceeds must be paid into the New South Wales Rural Fire Fighting Fund (section 119(4) of the Rural Fires Act) and be used to reacquire or build a similar asset, which is again vested in the Council as an asset provided free of charge.

The Council has not undertaken procedures to confirm the completeness, accuracy, existence or condition of these assets. Nor has the Council performed procedures to identify the value of assets vested in it during the year. When these assets are vested, no financial consideration is required from the Council and as such the assets are provided to the Council free of charge.

Consequently, we were unable to determine the carrying values of rural firefighting equipment assets and related amounts that should be recorded and recognised in the council's 30 June 2023 financial statements.

This has resulted in the audit opinion on the Council's 30 June 2023 general purpose financial statements (GPFS) to be modified.

Refer to the Independent Auditor's Report on the GPFS.

## INCOME STATEMENT

### Operating result

	2023	2022*	Variance
	\$m	\$m	%
Rates and annual charges revenue	19.1	17.8	↑ 7.3
Grants and contributions revenue	55.0	37.1	↑ 48.2
Operating result from continuing operations	15.0	(2.2)	↑ 781.8
Net operating result before capital grants and contributions	(18.7)	(20.7)	↑ 9.7

\* The 2022 comparatives have been restated to correct a prior period error. Note G4-1 of the financial statements provides details of the prior period error.

The Council's operating result from continuing operations (\$15.0 million including depreciation and amortisation expense of \$23.2 million) was \$17.2 million higher than the 2021–22 result. This is largely due to an increase in grants and contributions recognised this year.

The net operating result before capital grants and contributions (deficit of \$18.7 million) was an improvement of \$2.0 million on the 2021–22 result. This is due to higher rates and annual charges, user charges and fees and interest and investment income.

Rates and annual charges revenue (\$19.1 million) increased by \$1.3 million (7.3 per cent) in 2022–23 due to:

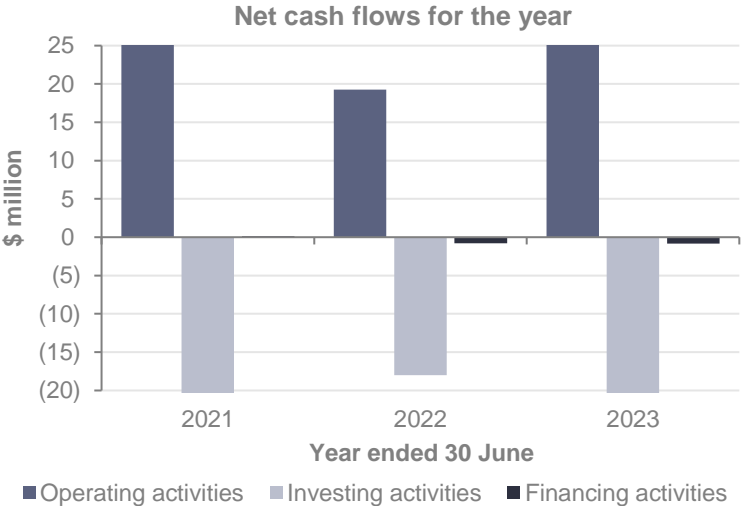
- rateable properties increased by 2.3 per cent in 2023; and
- rate peg increase as determined by IPART.

Grants and contributions revenue (\$55.0 million) increased by \$17.9 million (48.2 per cent) in 2022–23 mainly due to:

- \$7.1 million increase in non-cash contributions due to gifted assets from a developer
- \$3.3 million increase in 2023-24 financial assistance grants payment in advance - future year allocation
- \$3.3 million increase in roads and bridges capital grants received in 2022-23
- \$2.0 million of storm / flood damage capital grant received in 2022-23.

## STATEMENT OF CASH FLOWS

- The Council's cash and cash equivalents was \$7.3 million (\$2.4 million for the year ended 30 June 2022). There was a net increase in cash and cash equivalents of \$4.9 million during 2022-23.
- Net cash provided by operating activities has increased by \$13.8 million. This is due to an increase in receipts of grants and contributions of \$10.7 million, increase in rates and annual charges of \$1.2 million and increase in user charges and fees of \$1.9 million.
- Net cash used in investing activities has increased by \$9.4 million due to acquisition of term deposits of \$4.0 million and increase in purchase of intangible assets by \$2.5 million.
- Net cash used in financing activities remains consistent during 2022-23 with the prior year.



## FINANCIAL POSITION

### Cash and investments

Cash and investments	2023	2022	Commentary
	\$m	\$m	
<b>Total cash, cash equivalents and investments</b>	<b>57.2</b>	<b>48.3</b>	• Externally restricted balances comprise mainly of specific purpose unexpended grants – general

Restricted cash and investments:

• External restrictions	43.9	33.5
• Internal allocations	12.3	12.5

funds. The increase of \$10.4 million is primarily due to a \$7.5 million increase in restriction for specific purpose unexpended grants and \$2.2 million increase in developer contribution-based restrictions.

- Internal allocations are determined by Council policies or decisions, which are subject to change. Internal allocations remained largely consistent during 2022-23.

## Debt

The Council has \$2.6 million of borrowings as at 30 June 2023 (2022: \$3.2 million) which is secured over the revenue of Council. Council repaid \$0.6 million of external borrowings and no new loans were entered during the year.

The Council also has a \$0.7 million bank overdraft facility (2022: \$0.7 million), which was not drawn as at 30 June 2023.

## PERFORMANCE

### Performance measures

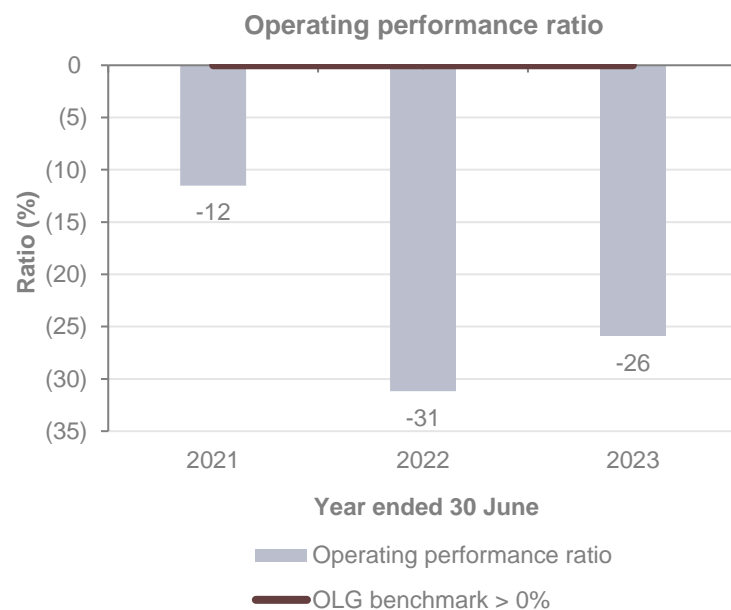
The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning and Environment.

#### Operating performance ratio

The Council did not meet the benchmark for the current reporting period.

The operating performance ratio improved to -26.0 per cent (2022: -31.2 per cent) due to the increase in operating revenue excluding grants and contributions.

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

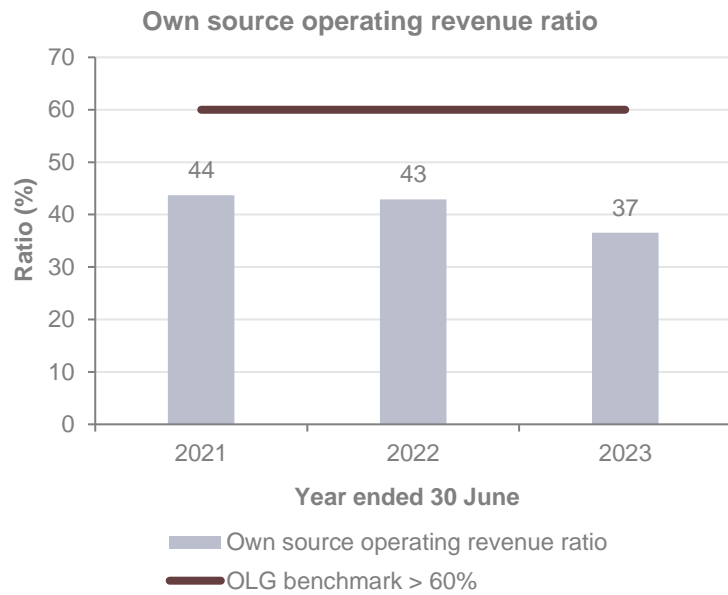


### Own source operating revenue ratio

The Council did not meet the benchmark for the current reporting period.

The own source operating revenue ratio decreased to 36.5 per cent from 42.9 per cent in 2021-22 due to higher levels of grants and contributions received in the current year inclusive of flood-based funding.

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

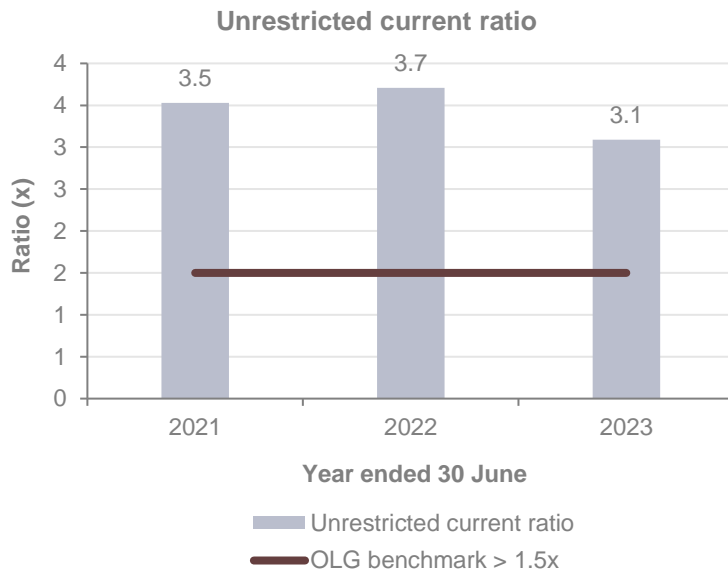


### Unrestricted current ratio

The Council exceeded the benchmark for the current reporting period.

The Council's unrestricted current ratio of 3.1 times is relatively consistent with the prior year.

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

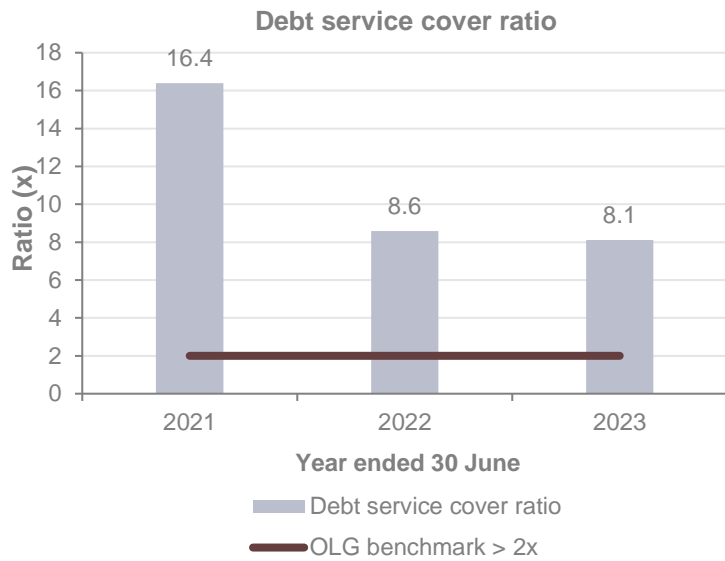


### Debt service cover ratio

The Council met the benchmark for the current reporting period.

The Council's debt service cover ratio of 8.1 times is relatively consistent with the prior year. The slight decrease is due to the ongoing repayment of loans during the year.

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

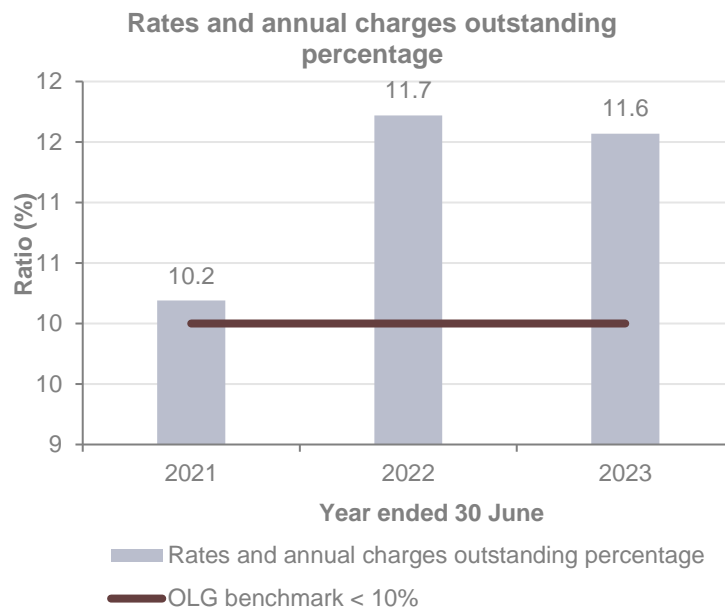


### Rates and annual charges outstanding percentage

The Council did not meet the benchmark for the current reporting period.

The Council's rates and annual charges outstanding percentage of 11.6 is relatively consistent with the prior year and requires the ongoing focus of Council.

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.

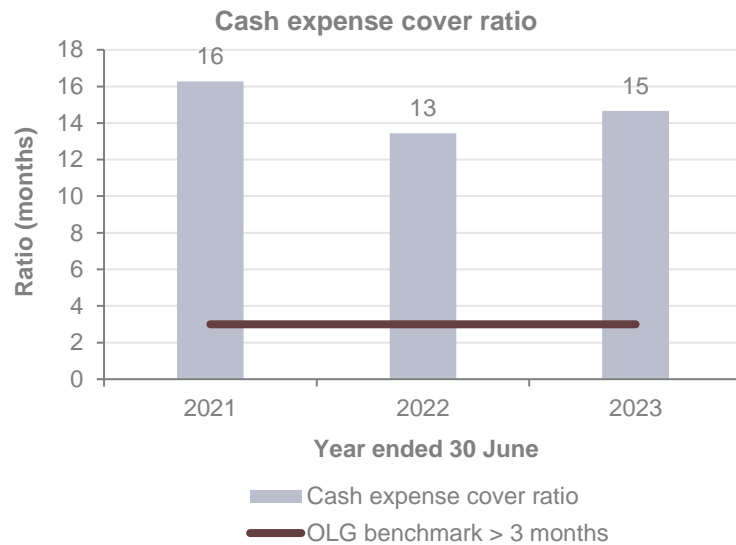


## Cash expense cover ratio

The Council exceeded the benchmark for the current reporting period.

The Council's cash expense cover ratio was 14.7 months, which is above the industry benchmark of greater than 3 months. This indicates that Council had the capacity to cover 14.7 months of operating cash expenditure without additional cash inflows at 30 June 2023.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



## Infrastructure, property, plant and equipment renewals

The Council renewed \$14.0 million of assets in 2022-23, compared to \$15.1 million of assets in 2021-22. The road network continues to be a core focus of Councils asset renewal program.

## OTHER MATTERS

### Legislative compliance

My audit procedures identified a material deficiency in the Council's financial statements due to the non-recognition of rural fire-fighting equipment which will be reported in the Management Letter.

Except for the matter outlined above, the Council's:

- accounting records were maintained in a manner and form that facilitated the preparation and the effective audit of the GPFS
- staff provided all accounting records and information relevant to the audit.

Somaiya Ahmed  
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

# Murray River Council

## SPECIAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2023

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# Murray River Council

## Special Purpose Financial Statements

for the year ended 30 June 2023

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### Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).



# Murray River Council

## Special Purpose Financial Statements

for the year ended 30 June 2023

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

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

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

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

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

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

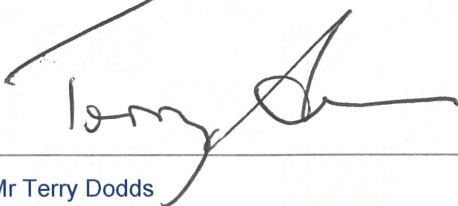
Signed in accordance with a resolution of Council made on 24 October 2023.



Cr Frank Crawley  
Mayor  
24 October 2023



Cr Neil Gorey  
Councillor  
24 October 2023



Mr Terry Dodds  
Chief Executive Officer  
24 October 2023



Mr Kristopher Kershaw  
Responsible Accounting Officer  
24 October 2023

## Murray River Council

### Income Statement of water supply business activity

for the year ended 30 June 2023

\$ '000	2023	2022
<b>Income from continuing operations</b>		
Access charges	2,620	2,373
User charges	1,285	2,413
Fees	138	183
Interest and investment income	274	44
Grants and contributions provided for operating purposes	3,305	713
Other income	210	188
<b>Total income from continuing operations</b>	<b>7,832</b>	<b>5,914</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	1,866	1,839
Materials and services	1,655	1,373
Depreciation, amortisation and impairment	1,418	1,252
Water purchase charges	153	160
Net loss from the disposal of assets	106	328
Calculated taxation equivalents	57	55
<b>Total expenses from continuing operations</b>	<b>5,255</b>	<b>5,007</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>2,577</b>	<b>907</b>
Grants and contributions provided for capital purposes	912	646
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>3,489</b>	<b>1,553</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>3,489</b>	<b>1,553</b>
Less: corporate taxation equivalent (25%) [based on result before capital]	(644)	(227)
<b>Surplus (deficit) after tax</b>	<b>2,845</b>	<b>1,326</b>
<b>Plus accumulated surplus</b>	<b>53,521</b>	<b>51,969</b>
<b>Plus/less: prior period adjustments</b>	<b>(53)</b>	<b>(1)</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Corporate taxation equivalent	644	227
<b>Closing accumulated surplus</b>	<b>56,957</b>	<b>53,521</b>
<b>Return on capital %</b>	<b>3.9%</b>	<b>1.5%</b>
<b>Subsidy from Council</b>	<b>46</b>	<b>1,246</b>
<b>Calculation of dividend payable:</b>		
Surplus (deficit) after tax	2,845	1,326
Less: capital grants and contributions (excluding developer contributions)	(912)	(646)
<b>Surplus for dividend calculation purposes</b>	<b>1,933</b>	<b>680</b>
<b>Potential dividend calculated from surplus</b>	<b>966</b>	<b>340</b>

## Murray River Council

### Income Statement of sewerage business activity

for the year ended 30 June 2023

\$ '000	2023	2022
<b>Income from continuing operations</b>		
Access charges	2,795	2,454
User charges	107	51
Liquid trade waste charges	197	267
Fees	2	2
Interest and investment income	444	37
Grants and contributions provided for operating purposes	2,631	627
Other income	75	111
<b>Total income from continuing operations</b>	<b>6,251</b>	<b>3,549</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	815	775
Materials and services	878	742
Depreciation, amortisation and impairment	1,191	969
Net loss from the disposal of assets	16	249
Calculated taxation equivalents	25	12
<b>Total expenses from continuing operations</b>	<b>2,925</b>	<b>2,747</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>3,326</b>	<b>802</b>
Grants and contributions provided for capital purposes	357	290
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>3,683</b>	<b>1,092</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>3,683</b>	<b>1,092</b>
Less: corporate taxation equivalent (25%) [based on result before capital]	(832)	(201)
<b>Surplus (deficit) after tax</b>	<b>2,851</b>	<b>891</b>
<b>Plus accumulated surplus</b>	<b>41,558</b>	<b>40,465</b>
<b>Plus/less: prior period adjustments</b>	<b>(11)</b>	<b>1</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Corporate taxation equivalent	832	201
<b>Closing accumulated surplus</b>	<b>45,230</b>	<b>41,558</b>
<b>Return on capital %</b>	<b>6.0%</b>	<b>1.7%</b>
<b>Subsidy from Council</b>	<b>–</b>	<b>968</b>
<b>Calculation of dividend payable:</b>		
Surplus (deficit) after tax	2,852	891
Less: capital grants and contributions (excluding developer contributions)	(357)	(290)
<b>Surplus for dividend calculation purposes</b>	<b>2,495</b>	<b>601</b>
<b>Potential dividend calculated from surplus</b>	<b>1,247</b>	<b>301</b>

## Murray River Council

### Statement of Financial Position of water supply business activity

as at 30 June 2023

\$ '000	2023	2022
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	993	539
Investments	7,526	7,788
Receivables	1,069	2,386
<b>Total current assets</b>	<b>9,588</b>	<b>10,713</b>
<b>Non-current assets</b>		
Infrastructure, property, plant and equipment	65,245	58,818
Intangible assets	6,370	2,428
<b>Total non-current assets</b>	<b>71,615</b>	<b>61,246</b>
<b>Total assets</b>	<b>81,203</b>	<b>71,959</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	174	168
Income received in advance	102	82
<b>Total current liabilities</b>	<b>276</b>	<b>250</b>
<b>Total liabilities</b>	<b>276</b>	<b>250</b>
<b>Net assets</b>	<b>80,927</b>	<b>71,709</b>
<b>EQUITY</b>		
Accumulated surplus	56,957	53,521
Revaluation reserves	23,970	18,188
<b>Total equity</b>	<b>80,927</b>	<b>71,709</b>

## Murray River Council

### Statement of Financial Position of sewerage business activity

as at 30 June 2023

\$ '000	2023	2022
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	558	1,827
Investments	15,006	12,210
Receivables	537	509
<b>Total current assets</b>	<b>16,101</b>	<b>14,546</b>
<b>Non-current assets</b>		
Infrastructure, property, plant and equipment	55,362	48,356
<b>Total non-current assets</b>	<b>55,362</b>	<b>48,356</b>
<b>Total assets</b>	<b>71,463</b>	<b>62,902</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	53	36
<b>Total current liabilities</b>	<b>53</b>	<b>36</b>
<b>Total liabilities</b>	<b>53</b>	<b>36</b>
<b>Net assets</b>	<b>71,410</b>	<b>62,866</b>
<b>EQUITY</b>		
Accumulated surplus	45,230	41,558
Revaluation reserves	26,180	21,308
<b>Total equity</b>	<b>71,410</b>	<b>62,866</b>

## Note – Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993 (Act)*, the *Local Government (General) Regulation 2021 (Regulation)* and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

### National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

### Declared business activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

#### Category 1

(where gross operating turnover is over \$2 million)

##### a. Water Supply

Provision and distribution of water to the towns within the boundaries of the Council.

##### b. Sewerage

Treatment of wastewater to the towns within the boundaries of the Council.

#### Category 2

(where gross operating turnover is less than \$2 million)

Council has no Category 2 Businesses.

### Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

#### Notional rate applied (%)

## Note – Significant Accounting Policies (continued)

### Corporate income tax rate – 25%

Land tax – the first \$822,000 of combined land values attracts 0%. For the combined land values in excess of \$822,000 up to \$5,026,000 the rate is \$100 + 1.6%. For the remaining combined land value that exceeds \$5,026,000 a premium marginal rate of 2.0% applies.

Payroll tax – 4.85% on the value of taxable salaries and wages in excess of \$1,200,000.

In accordance with Crown Lands and Water (CLAW), a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the NSW Office of Water Guidelines to as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the *Local Government Act, 1993*.

Achievement of substantial compliance to the NSW Office of Water Guidelines is not a prerequisite for the payment of the tax equivalent charges, however the payment must not exceed \$3 per assessment.

### Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 25% (2021/22 25%).

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 25% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

### Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

### Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that council business activities face 'true' commercial borrowing costs in line with private sector competitors.

In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

#### (i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

#### (ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

## Note – Significant Accounting Policies (continued)

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The rate of return is calculated as follows:

**Operating result before capital income + interest expense**

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**Written down value of I,PP&E as at 30 June**

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.02% at 30/6/23.

### (iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

Each dividend must be calculated and approved in accordance with the Department of Industry – Water guidelines and must not exceed:

- 50% of this surplus in any one year, or
- the number of water supply or sewerage assessments at 30 June 2023 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the Department of Industry – Water guidelines a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the Department of Industry – Water.





**INDEPENDENT AUDITOR'S REPORT**  
**Report on the special purpose financial statements**  
**Murray River Council**

To the Councillors of Murray River Council

## Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Murray River Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2023, the Statement of Financial Position of each Declared Business Activity as at 30 June 2023 and Significant accounting policies note.

The Declared Business Activities of the Council are:

- Water Supply Business Activity
- Sewerage Business Activity

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2023, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Significant accounting policies note and the Local Government Code of Accounting Practice and Financial Reporting 2022–23 (LG Code).

My opinion should be read in conjunction with the rest of this report.

## Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## **Emphasis of Matter - Basis of Accounting**

Without modifying my opinion, I draw attention to the Significant accounting policies note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

## **Other Information**

The Council's annual report for the year ended 30 June 2023 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

## **The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Significant accounting policies note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

A handwritten signature in black ink, appearing to read 'Somaiya', written in a cursive style.

Somaiya Ahmed  
Delegate of the Auditor-General for New South Wales

31 October 2023  
SYDNEY

# Murray River Council

SPECIAL SCHEDULES  
for the year ended 30 June 2023

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# Murray River Council

## Special Schedules

for the year ended 30 June 2023

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## Murray River Council

## Permissible income for general rates

\$ '000	Notes	Calculation 2022/23	Calculation 2023/24
<b>Notional general income calculation <sup>1</sup></b>			
Last year notional general income yield	a	11,438	11,832
Plus or minus adjustments <sup>2</sup>	b	161	153
<b>Notional general income</b>	c = a + b	<b>11,599</b>	<b>11,985</b>
<b>Permissible income calculation</b>			
Or rate peg percentage	e	2.00%	4.10%
Or plus rate peg amount	i = e x (c + g)	232	491
<b>Sub-total</b>	k = (c + g + h + i + j)	<b>11,831</b>	<b>12,476</b>
Plus (or minus) last year's carry forward total	l	5	4
<b>Sub-total</b>	n = (l + m)	<b>5</b>	<b>4</b>
<b>Total permissible income</b>	o = k + n	<b>11,836</b>	<b>12,480</b>
Less notional general income yield	p	11,832	12,479
<b>Catch-up or (excess) result</b>	q = o - p	<b>4</b>	<b>1</b>
<b>Carry forward to next year <sup>6</sup></b>	t = q + r + s	<b>4</b>	<b>1</b>

**Notes**

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



## INDEPENDENT AUDITOR'S REPORT

### Special Schedule – Permissible income for general rates

#### Murray River Council

To the Councillors of Murray River Council

### Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Murray River Council (the Council) for the year ending 30 June 2024.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2022–23 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

## Other Information

The Council's annual report for the year ended 30 June 2023 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2023'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

## The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

## Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar8.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf). The description forms part of my auditor's report.



The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

A handwritten signature in black ink, appearing to read 'Somaiya', with a long horizontal stroke extending to the left and a loop at the end.

Somaiya Ahmed  
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

31 October 2023  
SYDNEY

## Murray River Council

## Report on infrastructure assets as at 30 June 2023

Asset Class	Asset Category	Estimated cost		2022/23 Required maintenance <sup>a</sup>	2022/23 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets to satisfactory standard	to bring to the agreed level of service set by Council					1	2	3	4	5
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000					
<b>Buildings</b>	Buildings	2,335	2,335	922	851	59,219	87,081	37.0%	51.0%	9.0%	0.0%	3.0%
	<b>Sub-total</b>	<b>2,335</b>	<b>2,335</b>	<b>922</b>	<b>851</b>	<b>59,219</b>	<b>87,081</b>	<b>37.0%</b>	<b>51.0%</b>	<b>9.0%</b>	<b>0.0%</b>	<b>3.0%</b>
<b>Other structures</b>	Other structures	2,716	2,716	1,005	1,231	25,258	38,522	36.0%	47.0%	10.0%	7.0%	0.0%
	<b>Sub-total</b>	<b>2,716</b>	<b>2,716</b>	<b>1,005</b>	<b>1,231</b>	<b>25,258</b>	<b>38,522</b>	<b>36.0%</b>	<b>47.0%</b>	<b>10.0%</b>	<b>7.0%</b>	<b>0.0%</b>
<b>Roads</b>	Sealed roads	22,715	22,715	2,806	3,165	328,414	450,183	52.0%	29.0%	13.0%	5.0%	1.0%
	Unsealed roads	1,238	1,238	1,698	3,033	23,004	43,309	6.0%	41.0%	50.0%	3.0%	0.0%
	Bridges	1,024	1,024	405	30	90,026	115,683	61.0%	32.0%	6.0%	0.0%	1.0%
	Footpaths	54	54	116	26	12,178	16,631	66.0%	5.0%	29.0%	0.0%	0.0%
	Bulk earthworks	–	–	–	–	143,205	143,205	100.0%	0.0%	0.0%	0.0%	0.0%
	<b>Sub-total</b>	<b>25,031</b>	<b>25,031</b>	<b>5,025</b>	<b>6,254</b>	<b>596,827</b>	<b>769,011</b>	<b>60.0%</b>	<b>24.2%</b>	<b>12.0%</b>	<b>3.1%</b>	<b>0.7%</b>
<b>Water supply network</b>	Water supply network	2,432	2,432	604	927	61,490	86,267	45.0%	40.0%	12.0%	3.0%	0.0%
	<b>Sub-total</b>	<b>2,432</b>	<b>2,432</b>	<b>604</b>	<b>927</b>	<b>61,490</b>	<b>86,267</b>	<b>45.0%</b>	<b>40.0%</b>	<b>12.0%</b>	<b>3.0%</b>	<b>0.0%</b>
<b>Sewerage network</b>	Sewerage network	8,148	8,148	623	763	51,274	76,222	28.0%	39.0%	22.0%	10.0%	1.0%
	<b>Sub-total</b>	<b>8,148</b>	<b>8,148</b>	<b>623</b>	<b>763</b>	<b>51,274</b>	<b>76,222</b>	<b>28.0%</b>	<b>39.0%</b>	<b>22.0%</b>	<b>10.0%</b>	<b>1.0%</b>
<b>Stormwater drainage</b>	Stormwater drainage	639	639	449	28	47,510	64,106	52.0%	34.0%	13.0%	1.0%	0.0%
	<b>Sub-total</b>	<b>639</b>	<b>639</b>	<b>449</b>	<b>28</b>	<b>47,510</b>	<b>64,106</b>	<b>52.0%</b>	<b>34.0%</b>	<b>13.0%</b>	<b>1.0%</b>	<b>0.0%</b>

## Murray River Council

## Report on infrastructure assets as at 30 June 2023 (continued)

Asset Class	Asset Category	Estimated cost		2022/23 Required maintenance <sup>a</sup>	2022/23 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets to satisfactory standard	to bring to the agreed level of service set by Council					1	2	3	4	5
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000					
Open space / recreational assets	Swimming pools	3,592	3,592	29	–	1,871	4,078	0.0%	12.0%	0.0%	0.0%	88.0%
	<b>Sub-total</b>	<b>3,592</b>	<b>3,592</b>	<b>29</b>	<b>–</b>	<b>1,871</b>	<b>4,078</b>	<b>0.0%</b>	<b>12.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>88.0%</b>
	<b>Total – all assets</b>	<b>44,893</b>	<b>44,893</b>	<b>8,657</b>	<b>10,054</b>	<b>843,449</b>	<b>1,125,287</b>	<b>53.4%</b>	<b>29.8%</b>	<b>12.4%</b>	<b>3.3%</b>	<b>1.1%</b>

(a) Required maintenance is the amount identified in Council's asset management plans.

## Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

## Murray River Council

## Report on infrastructure assets as at 30 June 2023

## Infrastructure asset performance indicators (consolidated) \*

\$ '000	Amounts	Indicator	Indicators		Benchmark
	2023	2023	Restated 2022	2021	
<b>Buildings and infrastructure renewals ratio</b>					
Asset renewals <sup>1</sup>	<b>12,954</b>	<b>68.89%</b>	42.46%	70.16%	> 100.00%
Depreciation, amortisation and impairment	<b>18,804</b>				
<b>Infrastructure backlog ratio</b>					
Estimated cost to bring assets to a satisfactory standard	<b>44,893</b>	<b>5.23%</b>	3.76%	5.88%	< 2.00%
Net carrying amount of infrastructure assets	<b>859,093</b>				
<b>Asset maintenance ratio</b>					
Actual asset maintenance	<b>10,054</b>	<b>116.14%</b>	98.33%	117.19%	> 100.00%
Required asset maintenance	<b>8,657</b>				
<b>Cost to bring assets to agreed service level</b>					
Estimated cost to bring assets to an agreed service level set by Council	<b>44,893</b>	<b>3.99%</b>	2.91%	4.51%	
Gross replacement cost	<b>1,125,287</b>				

(\*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.



**murray river  
council**

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